

## Development of Tourism in a Competitive and Socio-Cultural Environment

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### Abstract:

Tourism development directly affects territorial biological diversity. Therefore, the main objective of this study is to analyze the biological diversity in the areas with intensive impact of tourism and recreational activities in the Altai Republic. The article presents the results of field studies in the Katun Nature Reserve in the Altai Republic. This territory is characterized by an excessive tourism and recreational burden on ecosystems. Based on the quantitative analysis, data on the abundance (density) of species of clavaceous lepidoptera (diurnal butterflies) and orthopterans, amphibians, reptiles, birds, small mammals, resources of superterranean biomass of herbage cover and earthworms (lumbricidae) were obtained. The proposed publication is an attempt of a comprehensive analysis of changes occurring in biological communities as a result of the impact of tourism and recreational environmental management.

**Keywords:** development; management; strategy; tourism; competition.

**JEL Classification:** Z32; Z30.

### Introduction

The modern theory of researching the scientific foundations of developing development strategies in tourism is based on the paradigm of the theory of services, because tourism services are the basis for developing a comprehensive tourism product, covering the entire non-material sector of the economy (Guo 2015). According to the theory of the three sectors of the national economy, agriculture and the mining industry belong to the primary sector, the manufacturing sector to the secondary sector and the services sector to the secondary sector (Choi 2011). In this context, it should be noted that a sign of a developed economy is the dynamic expansion of the service sector and its transformation into an important sector of the economy. As predicted, more than half of the national product will be produced in the service sector to which tourism belongs (Wang and Yin 2015, Batyrova et al. 2018).

The growing role of the service industry has attracted the attention of many economists. Services play a strategic role in the modern economy (Adlwirth 2010). The highly developed service sector is the locomotive of the national economy (Mandić 2019). Over the past ten years, there has been a slight increase in the role of the service sector in the gross domestic product of the Russian Federation. However, this was primarily caused by a sharp

decline in the output of industrial sectors, although it is noted that a change in priorities in the economic policy of the state also played its role (de Lara 2011). According to Rosstat, over the past years (2015–2019), a slight increase in the service sector at actual prices was statistically observed in the structure of production and distribution of GDP, but as a percentage, the spending on leisure and recreation in 2017 declined as a percentage, and in 2018, some indicators increased again. For example, if in 2010 the share of temporary accommodation and catering in the structure of GDP was 0.8%, in 2015 it decreased to 0.7%, and in 2019 to 0.6%, the share of transport was 6.5% in 2015, 6.7% in 2018 and 6.6% in 2019, while the share of art, sports, entertainment and recreation has changed from 0.4% in 2015 to 0.6% in 2018 and 0.5% in 2019. When calculating the gross domestic product by the production method and the gross value added by economic activity (Batyrova *et al.* 2018). The growing role and share of the service sector to which tourism belongs, as part of the country's GDP, confirms the increasing capital cycle between various sectors and the possibility of creating a synergistic effect for the entire national economy (Anszperger 2017, Junevicius and Albrektas 2017, Aimagambetov *et al.* 2017, Yu and Duverger 2019).

However, the socio-economic and political realities have significantly complicated and changed the practice of economic management in tourism (Briassoulis 2000). There are new patterns in its development that require constant review, deepening and improvement of existing theories, concepts and models (Malik *et al.* 2016). In foreign and domestic studies implemented various methodological approaches to the study of factors of development. Entrepreneurship is characterized by a growth trend, as part of the profit is again invested (Maćkiewicz and Konecka-Szydłowska 2017). This contributes to increasing the efficiency and increasing the volume of services provided (Vrondou *et al.* 2018). Agreeing with these axioms, we propose to shift the focus in business activities in tourism to the maximum satisfaction of the needs of consumers of these services, because this will entail an increase in the income of tourism enterprises (Belitskaya 2018). Winning a new customer costs six times as much as re-engaging an existing one. And if a client leaves unsatisfied, his gain will cost 25 times more (Lansing and De Vries 2006, Akhmetshin *et al.* 2017).

One of the first scientists who investigated the innovative approach to entrepreneurship was the Austrian economist J. Schumpeter. In Schumpeter's understanding, "innovation" is "the realization of new combinations" (Masih 2018). In his concept, Schumpeter, analyzing the causes of dynamic changes, focused on completely different factors than those that were traditionally studied at that time. In his concept, the entrepreneur is the driving force of development (Wei and Cui 2015). He considers entrepreneurs not all those engaged in entrepreneurial activities, but those who have special qualities of character: initiative, authority, foresight, and willingness to take risks (Kruzhilin 2018).

Most scientists interpret the classic (incremental) format of activity as conservative, and the innovative (entrepreneurial) format as aggressive, growth-oriented (McCool 2016). The first is characterized by the mentality of workers "from the past to the future", the second – "from the future to the present" (Ficarra 2011). Consequently, it is scientifically sound that the emergence and rooting of an innovative (entrepreneurial) format of activity was due to objective trends in socio-economic development (Briassoulis 1992). From this position, the essence of the modern concept of strategic management of tourism development lies in a conscious departure from the concept of rational development management to development based on a systematic and situational approach to management, where tourism is viewed as a complex socio-economic, dynamic, open system, and the main prerequisites for the success of activities are not sought. Only inside, but also outside (Martins *et al.* 2013).

Thus, in modern economic conditions for the revitalization of tourism based on development, there is a need for "strategic thinking", which is primarily inherent in destinations or business entities that are characterized by an innovative (entrepreneurial) format of economic activity that can provide development in future. The basis of the study is the management method. As a basis, we define the fact that tourism in its modern sense is primarily an economic tool and product, which should be based on achieving equilibrium and a certain uniform structure. We used the management method, since it is the one that forms the decision-making methodology and allows us to differentiate all the proposed measures according to the level of complexity and the object of application. In addition to the management method, the literary method was used, which allowed to expand the understanding of management in tourism and to identify certain problem areas that limit the overall development of the industry. This method also allows you to subsequently use an interdisciplinary approach, which forms an important component in the study of the interaction of the tourism industry with related sectors of the economy. The approximation method made it possible in general to assess the allowable impact and the approximate effect on the related industries (Kupatadze and Kizilöz 2016, Ramirez and Wolff 2017, Sukhova *et al.* 2018, Rodrigues *et al.* 2018).

## 1. Hierarchy of Developing Strategies for the Development of Tourism in the Russian Federation

Before deciding on the main forms of development that are appropriate to use in tourism, let us analyze the existing approaches to determining the content of the notion "development" as an integral part of the terminological apparatus of strategic development. If you explore the strategic development of tourism in general, you should determine the hierarchy of the development strategies of its development. For a clear delineation of rights, duties and powers to make and implement management decisions, it is proposed to develop strategies for developing tourism based on a hierarchical principle, by distinguishing four levels of development (national, regional, individual tourist destinations and specific subjects of tourist activity) and relevant planning documents on the implementation development at each level (national strategy, regional strategy, strategy of a separate destination (cities, the village, the village, etc.) and the strategy of the subject of tourism activities). The hierarchy of developing strategies for the development of tourism in the country is represented by four main levels.

*Level I.* The development of tourism in the country. Its assessment is carried out on the basis of data of macroeconomic indicators characterizing the development of tourism in the country as a whole: the dynamics of tourist flows, the dynamics of the volume of tourism services provided, payments to the budget from tourism services, employment in tourism, and the like. Another indicator of the development of tourism are the data of the tourism competitiveness rating of countries of the world published by the World Economic Forum (WEF). WEF presents the results of a study of the competitiveness of countries of the world in the field of travel and tourism every two years. This report in the form of ratings often serves as a strategic management tool for businesses and governments in the development of strategies for the development of travel and tourism. The data of this rating serve as a catalyst in making strategic investment decisions on investing capital in the development of tourism.

The methodology for the formation of the Competitiveness Index of the travel and tourism sector in 2006-2013. based on 79 indicators grouped into 14 components. These components, in turn, formed 3 main subindexes:

- 1) subindex "Regulatory environment in the tourism sector", which included 5 components:
  - legislation and government regulation;
  - ecology, environmental protection;
  - security;
  - health care;
  - industry priority for the country;
- 2) the sub-index "Environment and infrastructure for business", which included 5 components:
  - included 5 components:
  - air transport infrastructure;
  - ground transportation infrastructure;
  - tourism infrastructure;
  - IT communications infrastructure;
  - price competitiveness;
- 3) the subindex "Human, cultural and natural resources in the travel and tourism sector", which included 5 components:
  - availability of qualified personnel;
  - desire to develop tourism;
  - Natural resources;
  - cultural heritage;
  - changing of the climate.

In the 2017 WEF report, the methodology for determining the index of competitiveness of countries in the travel and tourism sector has undergone significant changes. Now the basis of the methodology is 4 sub-indexes, which are calculated on the basis of 14 components on the basis of data obtained through a survey of more than 15 thousand leaders and leaders of the tourism business:

1. subcontact "Favorable environment" contains the main parameters necessary for work in the country, and provide 5 components:
  - business climate (12 indicators);
  - safety and security (5);
  - health and hygiene (6);
  - human resources and labor market (6);
  - state of information and communication technology (8);

2. sub-index "Policy and favorable conditions for the sector", which covers 4 components related to specific policies or strategic aspects that directly affect the tourism and travel industry, namely:
  - prioritization in the sector (6 indicators);
  - international openness (3);
  - price competitiveness (4);
  - environmental stability (10);
3. sub-index "Infrastructure", fixes the availability and quality of the infrastructure of the country's economy and covers 3 components:
  - air transport infrastructure (6 indicators);
  - ground and port infrastructure (7);
  - tourism infrastructure (4);
4. sub-index "Natural and cultural resources" reflects the availability of natural and cultural resources necessary for the development of tourism, includes 2 components:
  - natural resources (5 indicators);
  - cultural resources and business travel (5).

Scores in points are assigned to indicators within the interval from 1 to 7, and the score "7" corresponds to the maximum possible. Each of the 14 components is calculated as the unweighted average of the individual variable components (indicators). Sub-indices, in turn, are calculated as the unweighted average of the corresponding components. The main strategic decisions and development activities in tourism, based on the main macroeconomic indicators and data on the tourism competitiveness rating, should be reflected in the national tourism development strategies.

*Level II.* Development of tourism in the regions. At present, there is a practice of developing and implementing such programs and strategies by local authorities in the field of tourism, but the mechanisms of control, monitoring and reporting to the public over their implementation have not been fully developed. Actually, such strategies should include not only development measures and sources of their financing, but also appropriate control, monitoring and reporting mechanisms.

*Level III.* Development of tourism in other tourist destinations (districts, cities and towns, towns, other visiting and receiving areas). The high level of development of destinations depends on the ability of state authorities to develop an effective mechanism for making and implementing management decisions aimed at achieving the strategic goal. Therefore, the importance of the development of strategies for the development of individual tourist destinations should be given to the application of the program-target management method. It is focused on achieving the final result through the phased implementation of actions:

- forming a tree of goals;
- resource assessment;
- development of options for achieving goals (strategy options);
- selection of the optimal adequate strategy (program);
- implementation of the chosen strategy (program).

At the present stage, more attention should be paid to the development of small tourist destinations – territories that can receive a limited number of tourists not exceeding the permissible level of pressure on the environment and aesthetics of the environment (Salvo et al. 2018). Examples of such destinations can be mountain resorts, sea coasts, centers of historical and architectural monuments, and the like. Today, destinations are just beginning to form. This is due to the transformation processes in the country's economy and its slow integration into the global economic space. The main mechanisms for the development of tourist destinations affect all areas and areas of its activities, namely:

- legal and regulatory mechanism (with a set of such management tools: regulations, permits);
- organizational and management mechanism (with a set of such management tools: concepts, programs, projects, plans, etc.);
- social mechanism (with a set of such management tools: the minimum and average salary in the industry, the level of pensions, social benefits, the level of employment in the region, etc.);
- financial and economic mechanism (with a set of such management tools: taxes, fees, tax breaks, depreciation, loans, insurance, etc.);
- information and communication mechanism (with a set of such management tools: software and computer support in the region, information flows, communication barriers, etc.).

The main tools of the mechanism for implementing the strategy for the development of tourist destinations should be:

- a system of regulatory legal acts of regions that have a logical connection and consistent use of specific methods and instruments of state regulation. Such a system includes several levels of regulatory legal acts;
- informational, methodological and instrumental support for the preparation and adoption of management decisions at the level of regional government bodies;
- the widespread use of elements of strategic management with optimal connection with the methods and forms of operational (short-term) management.

*Level IV. Development of tourism entities of tour operators, travel agents, accommodation, catering and other business entities that provide travel services). The theory and practice of entrepreneurship covers a wide range of general directions of development for standard business conditions. In the literature, such development strategies are called reference or basic. According to this approach, the economic theory identifies several basic forms of development that it is advisable to apply to economic entities in tourism.*

1. Development through integration and diversification of activities, which are considered in several modifications. Integration is a strategy of intra-industry growth. In the case when control over competitors is established or merger (takeover of enterprises) takes place in the course of business, then the strategy takes the form of horizontal integration. In conditions when control is established over the links of the technological chain, the strategy takes the form of vertical integration. Thus, within the framework of integration, technologically related areas of economic activity are combined. Diversification, which in itself means development, can be realized in the form of concentric diversification (if activities begin in areas that coincide with the company's profile), horizontal (related) diversification (new non-core products (services) are mastered, which are oriented to the existing target market for traditional consumers), and conglomerate (lateral, if the activity begins in industries that do not coincide with the profile of the enterprise).
2. Development due to global expansion (creation / seizure of the market, development of the market or product (service), through the conclusion of strategic alliances or the creation of joint ventures. Under these conditions, the company is expected to optimize economic activities within the framework of existing positioning (intensive growth).

Development through organizational flexibility. The ability to anticipate the development of the economic processes of its competitors also reduces uncertainty and independence. Providing organizational flexibility is another way of enterprise development. In contrast to the above types of growth, this form is primarily aimed at predicting the development of economic activity of competitors.

## **2. Travel Destination Strategies for Achieving Competitive Advantage**

We join the opinion that the development of tourism enterprises should be based on the relationship between the external and internal environment. Such a choice is treated as proactive and, according to economics, is characterized by the fact that the enterprise, introducing the corresponding organizational changes, prepares in advance for changes in the external and internal environment. According to the proactive choice, the adaptive development tools of the participants in the tourism process should be scientifically based strategies for their development in modern conditions. Today, many economists propose the following strategies for the activities of a tourist destination to achieve competitive advantages:

- The strategy of leading positions in costs – provides for the minimum cost of creating and distributing tourism services. This strategy aims to set lower prices and expand market share;
- Differentiation strategy – involves focusing on the competition in terms of service level, product quality, service technology, and the like. This strategy is aimed at providing consumers with special unique services, which are modifications of standard (discounts, bonuses, certificates, etc.);
- The strategy of concentration (focusing) – is aimed at increasing the specialization and concentration of the enterprise on a relatively small target group of consumers, part of the range of services or any aspect of activity. This strategy is based on the choice of a narrow area of competition within the industry (market niche), excluding the entire market;
- The strategy of early entry into the market is that the company, when using innovations (technological, product, organizational) first offers an original tourist service on the market. The peculiarity of this strategy is significant risks, the complexity of planning in the absence of extrapolation of previous experience.
- The strategy of synergies is to increase the efficiency of activities through the sharing of resources. In this case, it can be the creation of competitive advantages by combining several destinations for the purpose of sharing resources, joint managerial experience, marketing developments, etc.

This strategy underlies the creation of various alliances, alliances and other unions (synergy of expenses, sales, planning and management). In practice, it is rather difficult to identify and clearly classify strategies that should be used to develop a particular destination. However, based on realities, we believe that destinations in their activities should be guided by such strategies as "proximity to the consumer", "demand management", "product / service leadership". Tourist destinations that seek to achieve a strategy of "proximity to the consumer" (so to speak, "find your niche") have five main distinguishing features:

- a high degree of technological control;
- skillful pricing policy;
- the best system of accounting demand by consumer groups;
- focus on solving customer problems;
- willingness to bear the costs of the individualization of their products.

The business strategy of a particular business is the basis of the subsystem of the corporate (general) strategy of a tourism organization, of which destinations consist. Provided that the organization carries out only one specific business, the business strategy coincides with the corporate strategy. In the theory of strategic management, with a large number of specific business situations, strategy options have been reduced to a single list of so-called model strategies.

Thus, an approach of conceptual construction of a corporate (general) strategy of a tourist destination has been considered and proposed by the author of this study. Since each tourist destination is not only a territory with a certain set of tourist resources, but a complex system with many participants, among which tourist organizations take one of the main places, we believe that strategies developed for the effective functioning and development of the latter will be rational and development of tourist destinations themselves.

### 3. The Development of Tourism as a Socio - Cultural Sphere

The analysis shows a number of changes occurring in the communities of various groups of organisms resulting from the intensive impact of tourism and recreation in the KNR of the AR. The nature of rearrangements in the studied groups is not expected to coincide in detail, since they differ significantly in evolutionary and ecological terms, but the overall focus normally remains the same, i.e. a reduction in the abundance of the species most sensitive to anthropogenic impact. In the orthopteran and clavaceous lepidoptera communities, as well as among part of birds, these changes are partly compensated by the appearance or increase in the abundance of more anthropotolerant elements, however, such rearrangements are not evidence of stability, but, on the contrary, can have serious negative consequences.

The above changes are not the only emerging environmental problems in the KNR. The ARI "Ecology" employees, in a series of studies during 2012-2015, based on the quantitative data on the ground cover digression and recreational burden in places of unorganized recreation (Report on the research project... 2012, Pavlova *et al.* 2013, Pavlova 2015), believed that if the existing trends persisted by 2018, self-regeneration of the ground cover at some sites of the KNR would be impossible. Without engaging in a discussion regarding self-regeneration, we would note that the situation has worsened since that time, as predicted by them. The same authors noted an increase in the number of dry and severely weakened trees in the areas of mass recreation, as well as the accumulation of siderophile (Ti, V, Mn), chalcophile (Ni, Cu, Zn) and biogenic (P, B) elements in the foliage (Pavlova *et al.* 2012).

Negative aspects of the impact of tourism development in the Altai Republic on ungulate populations are discussed in the work of Yu. N. Kalinkina (Kalinkin 2012). The main focus of this publication is poaching, commercial hunting and, only partly, a disturbance factor, which is completely true for the eastern and southern part of the AR. In the conditions of the KNR, a disturbance factor, in our opinion, is of paramount importance, since there is significantly higher concentration of tourists. Some of them have offroad vehicles, including ATVs and snowmobiles, which greatly expands the possibilities of movement. It is important that the territory of the KNR is one of the main ways of seasonal migrations of the Siberian roe deer *Capreolus pygargus* from the foothill part of Altai to the hinterlands (autumn) and back (spring) (Sobansky 2008).

Therefore, the tourism and recreational sector has become a significant factor of a negative impact on the environment of certain territories of the Altai Republic. Irrational operation leads to the destruction of their potential. At the same time, a unique recreational resource of the Altai Republic is one of the very few among those involved in its economy and competitive on the Russian and world markets. The actual task, in our opinion, is to create economic (tax) and informational conditions for spending part of the funds of tourist companies to support the ecological conditions of the territory, which is not actually reflected even as a recommendation. This situation is due to the fact that the bulk of tax deductions goes to the budget of the regions where travel agencies are officially

registered (Altai Krai, Novosibirsk and Kemerovo region, Moscow), and the republic receives funds only from the lease of land plots, occupied by the objects of tourism and recreational infrastructure. Improvement of the situation can occur with the full support of sustainable tourism, carried out mainly by the residents of the Altai Republic, especially since the interest in "green" tourism, in particular, living in rural houses, is increasing (Information on the development of the tourism... 2018), as well as with the proper redistribution of tourist flows to the Central and Southeast Altai.

#### 4. Analysis of Business Systems and Integrated Industry Development Strategies

Since the beginning of the 2000s modern economic systems are at the stage of management of strategic changes. Therefore, nowadays, research is entering a new stage – the development of a modern paradigm of strategic management for the post-industrial economy, or, as it is also called, the economy of knowledge – is the management of strategic change (transforming strategic management). Since the 2000s, there is a merging of the theory of strategic management and the theory of change management, while it is the theory of change management that is embedded in the theory of strategic management (Table 1).

Table 1. Distinguishing features of classical and transformative strategic management

Controls	Classic strategic management	Transforming strategic management
The main task	Ensuring long-term viability and sustainable competitive advantages of the economic system	Timely transformation of the economic system (changes)
Success factors	The structure of the industry, the position of the company in it, the distribution of resources between enterprises	Added value of the economic system
Strategic process	Comprehensive analysis and long-term forecast of the environment, centralized strategic planning, implementation of the "top" strategy	Self-organization of strategic activities based on a common vision. Self development

Any economic system (national economy, region, local territory, business entity) is a complex socio-economic system. Therefore, it is necessary to talk about its integrated development. Under the integrated development refers to a targeted and regulatory changes in the technical, economic, social, organizational and other parameters of this system. The realities are such that in our country most regions, local tourist destinations, tourist enterprises do not have a clear, formalized strategy. Some of them use only individual elements of strategic management, that is, they do not have an integral system of strategic management.

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At the moment, in the Unified Federal Register of Tour Operators, which is maintained by Rosturizm, there are data on 3026 organizations involved in inbound tourism. But the subsidy is allocated only for a foreign tourist arriving from the target country. In addition, he should spend at least two nights in Russia with accommodation. This applies to visitors from those countries which, according to a number of economic indicators, are capable of increasing the export of Russian tourist servants. It does not specify which ones. Last year, 24.5 million foreigners visited Russia for tourist purposes. Of the countries that are not considered neighboring countries and have no common border with Russia, the largest flow of tourists was recorded from Germany (645 thousand), South Korea (381 thousand) and Israel (225 thousand tourists). Currently, Russia already has a subsidy mechanism for domestic tourism operators. The rules for their submission were approved by the government in August 2018. Within the framework of the pilot project since last year, subsidies are provided for 11 tourist routes: Karelia, Krasnodar Territory (without Sochi), Kamchatka and Primorsky Territories, Irkutsk, Tyumen, Sakhalin, Vologda and

Arkhangelsk regions, as well as Buryatia and Altai. To get a subsidy, the tour operator must send from 150 to 500 people depending on the destination.

The recent decision to remove the management of Russian tourism from the competence of the Ministry of Culture of the Russian Federation and transfer it under the control of the Ministry of Economic Development is associated with the need to more actively develop the regulatory framework, which still lags behind a number of leaders of the global hospitality market. But the general trend – tourism regularly moves from one department to another – indicates, rather, that there is still no long-term vision regarding this industry. Until recently, the lack of strategy was compensated by megaprojects like the Sochi Olympics or the FIFA World Cup, but now the market will have to evolve under severe structural constraints. The fall in consumer incomes, the rising costs of travel service providers, a significant share of the shadow sector, high risks of travel organizing companies, high administrative barriers – all this has been observed in recent years with the development of tourism. The current law on tourism is outdated and no longer corresponds to the modern realities and economic goals of the country. The main focus of the new law should be on domestic tourism, while the current document, adopted in the mid-nineties, focuses primarily on outbound tourist flow. In addition, the new law on tourism should bring together different regulations governing the market and contribute to the removal from the shadow of a number of areas of the hospitality industry, including the hotel sector.

In recent years, the main industry document, in addition to the framework law, was the federal target program "Development of domestic and inbound tourism in the Russian Federation", which was first adopted for seven years with a total volume of about 141 billion rubles (including 100 billion rubles from investors) and in May 2018, it was approved for the same period again. In the updated version of the document, the main problems of domestic tourism are infrastructure complexities. The shortage of engineering and transport facilities is an obstacle for attracting private investment in the tourism sector, and this, in turn, leads to a lag in the level of development of tourist infrastructure from the interest of tourists themselves. In addition, problems such as the lack of long-term credit instruments available to investors, inadequate quality of service in all sectors of the tourism industry due to a lack of professional staff, and insufficiently promoted Russia as an attractive destination for tourists are highlighted. Serious problems of the travel market at the level of demand are confirmed by recent studies. As shown by the Levada Center survey conducted after the holiday season of 2018, only a quarter of respondents in the summer of 2018 were able to afford a trip (including those who visited relatives and friends). 18% of respondents could not go anywhere due to lack of money, as many devoted summer holiday to housework, another 20% in the summer were not at all on vacation, and 24% rested at the cottage. Although from the point of view of officials, the flow of tourists is increasing. In the Krasnodar Territory, for example, according to its administration, by the end of the summer, more than 13.3 million people had a rest – 3% more than last year.

However, these figures are not always approximated: it is impossible to judge about the length of the rest, nor how much money people leave at the resorts. Do not forget that about any kind of accurate calculations in the private sector accommodation, which is significantly superior to the legal, speech can not go in principle. Meanwhile, no particular progress in the calculation of tourists in recent years has been observed. But at the same time, it is impossible to forget about outbound tourism, where a series of bankruptcies of tour operators continues – the last major loss was leaving the market of one of the oldest Russian travel companies, Natalie Tours, the damage from which was estimated to be 1.2 billion rubles. In 2019, tour operators expect a significant increase in the price of tour packages due to rising prices for jet fuel and another fall in the ruble exchange rate, and the lack of significant growth in household income does not allow us to expect that travel companies will have more customers. The risks that buyers of tours bear have not gone away, and in order to neutralize them effectively, it may be necessary to suggest additional support measures.

It is possible to guarantee compensation to almost all the victims of the termination of the activities of travel agencies only through the introduction of compulsory insurance for each tour. Calculations show that a sufficient amount of insurance will be 75 thousand rubles per person – it fits 90% of tours sold (similarly, 90% of depositors have bank deposits of 1.4 million rubles, the return of which is guaranteed by the state). The current insurance system of tour operators does not even closely cover losses in the bankruptcy of large players, the gap between the amount of insurance coverage and actual losses can be measured dozens of times, and as a result insurance becomes quite complicated. The standard coverage of 50 million rubles is only enough to insure small tour operators, but for the players of the first five, up to one billion rubles is required. The cost of insuring each tour will have to be borne by the tourists themselves, but we are talking about a relatively small amount of about five percent of the cost of the tour. The outcome of the proposed measures will be that the contribution of the tourism industry to Russia's GDP may grow to 7.5% by 2025. Such a target is laid down in the proposals for the development strategy of the industry. To achieve these indicators, complex work is needed in six areas:

1. Improvement of infrastructure and development of tourist facilities. It will be difficult to attract travelers to Russian cities and regions until the transport network is established; hotel complexes, hotels and hostels will not meet international standards, and the sights themselves will not be sufficiently equipped. These problems can be solved through targeted state support of strategic investors in the industry and increasing investments in tourism infrastructure by attracting funds based on concession agreements, public-private and municipal-private partnerships, life cycle contracts and special investment contracts, as well as support for the Development Fund. These mechanisms should work not only in the construction of new roads and housing for tourists, but also in the field of protection and restoration of natural, historical and cultural sites, their careful introduction to the tourism industry.
2. Stimulation of market participants and improvement of the quality of services. The lack of specialists, low entrepreneurial activity of Russians in the field of tourism lead to the fact that the services market is not growing. The leveling of the education system, the exchange of personnel between state structures and business will help to level these problems. Support for small and medium-sized businesses in the field of tourism will allow players to get out of the "shadow" and make the market more understandable. Social and event tourism can balance the flow of guests in low seasons.
3. Application of information technology and platforms. The digital environment, especially in the regions, is underdeveloped and often unfriendly to tourists: it is not always possible to quickly book a hotel room or buy a ticket to a museum, not all of them accept cashless payments. The modern information environment will make traveling in Russia more accessible, as well as improve the quality of travel services and the attractiveness of many domestic destinations. At the same time, digitalization of the industry will make it possible to use resources more efficiently, simplify business processes, minimize risks and increase security (Kala and Abaydeldinov 2016, Abaydeldinov and Kala 2016).
4. Promotion of tourist products of Russia in the domestic and foreign markets. Russia as a destination has a negative image among both foreigners and Russians themselves. This leads to an imbalance of internal and external travelers. It is necessary to promote Russian tourist products not only with the help of world-wide events (Olympiads, World Championships), but also through the involvement of business and public organizations in this process. Exports of tourism services can grow by simplifying the visa regime for tourists from target countries. These measures will help improve the country's positioning in the global market.
5. Development of the management system and institutional environment. The excessive regulation, on the one hand, and the imbalance of management functions at the federal and regional levels, on the other, hamper the development of the tourism industry in Russia. The hospitality industry needs clear planning and management based on strategic objectives. To this end, development institutions with the participation of the state, the public and business can be created in the industry, self-regulation mechanisms can be introduced. The new system of collecting statistical data will improve the quality of services, provide transparency and security of the market, the basis for making management decisions. For the advanced development of the tourism industry, it is necessary to update the regulatory framework, to ensure a guaranteed level of trust of all players to each other.
6. Ensuring security in the industry. The insecurity of travelers and market players significantly reduces the space for the development of tourism in Russia. Risks can be reduced by improving the skills of workers in the industry, creating special informational materials that tell about the regional characteristics of the country and its regions, and introducing the control of knowledge of tourists themselves in extreme areas. The creation of unified registries and bases, security systems based on information technologies, as well as improved interaction between authorities at various levels will guarantee the financial security of travelers, organizations and businesses.

## Conclusions

The outcome of the proposed measures will be that the contribution of the tourism industry to Russia's GDP may grow to 7.5% by 2025. Such a target is laid down in the proposals for the development strategy of the industry. To achieve these indicators, complex work is needed in five areas:

1. Improvement of infrastructure and development of tourist facilities;
2. Stimulation of market participants and improvement of the quality of services;
3. The use of information technology and platforms;
4. Promotion of the tourist product of Russia in the domestic and foreign markets;
5. Development of management system and institutional environment.

Ensuring security in the industry. The insecurity of travelers and market players significantly reduces the space for the development of tourism in Russia. Risks can be reduced by improving the skills of industry workers, creating special informational materials that tell about the regional characteristics of the country and its regions, and introducing the control of knowledge of tourists themselves in extreme areas. The creation of unified registries and bases, security systems based on information technologies, as well as improved interaction between authorities at various levels will guarantee the financial security of travelers, organizations and businesses. The considered scientific and methodological tools for the development of development strategies allows us to draw the following conclusions regarding the features of its use in tourism:

- Strategic management, due to its methodological essence, that is, a conceptual approach and panoramic vision, cannot display an accurate and detailed picture of the future of the tourism industry;
- Strategic management cannot be reduced to a set of universal and routine rules, procedures and schemes;
- Strategic management requires a lot of effort and a considerable amount of time and resources to make the success of an activity noticeable.

If we develop such a flexible multi-channel financing mechanism for the industry, it will provide mutual support for public and private investments, tools for development institutions, together with a package of new methods and management practices. It can be implemented through pilot projects in certain regions of the country.

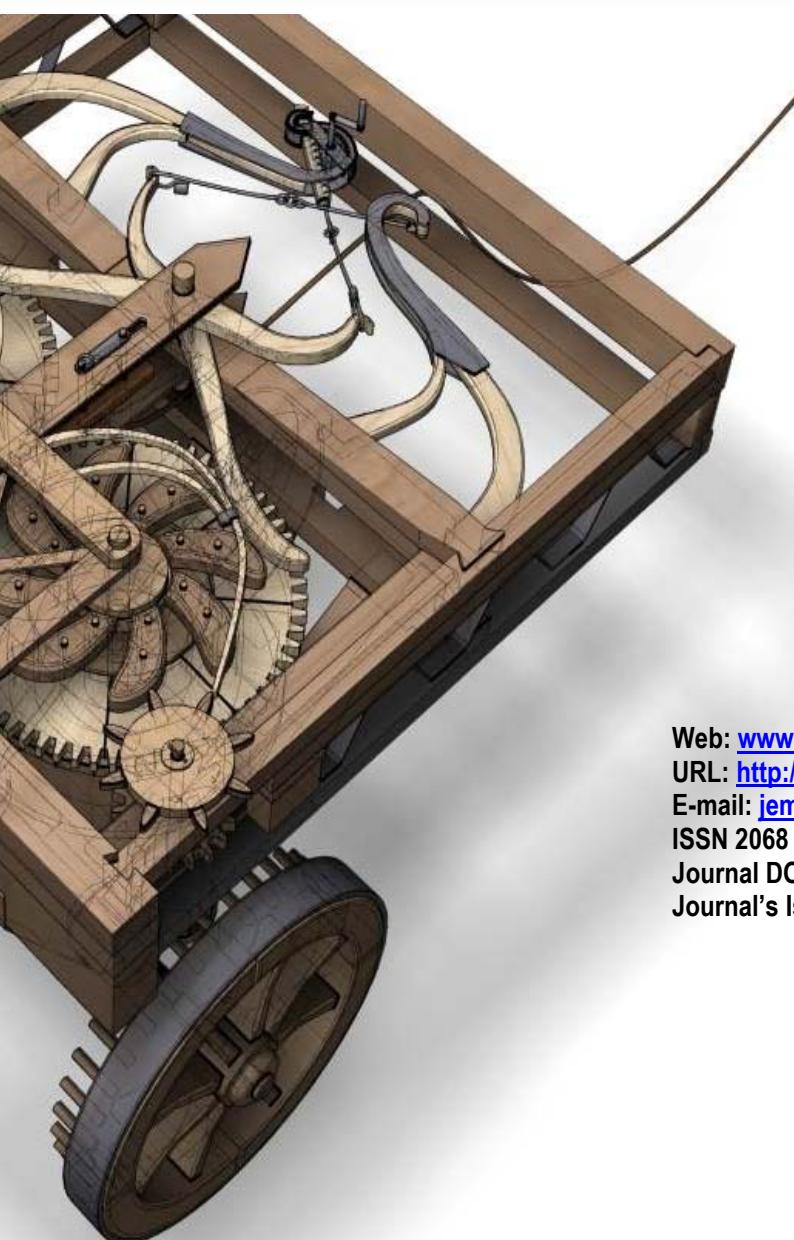
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