KEY FEATURES OF THE ACTIVITY OF TOURISM FIRMS IN THE RUSSIAN FEDERATION: THE ORGANIZATIONAL/MANAGERIAL ASPECT

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ABSTRACT
This paper shares the findings from an analysis of the current situation within Russia’s tourism sector. Special attention is devoted to investigating the special nature of the activity of the nation’s travel agencies. The study owes its relevance to the fact that, despite being quite a promising sector, Russia’s tourism industry is, nonetheless, not currently infusing as much revenue as it should into the nation’s budget, failing to exert a sufficient amount of influence on the national economy. Russia’s tourism business is currently in a stage of its structural reformation and institutional making and the formation of relevant intrasector, intersector, and foreign economic relationships. The development of market relations in the area of tourism implies working out new approaches to the managing, strategic planning, and organizing of marketing activity in tourism organizations. The study has helped identify some of the key trends in the development and discrepancies in the operation of Russia’s tourism market. The authors have systematized a set of relevant sources of information on the external and internal environment which serve as a basis for making managerial decisions, structurized a set of factors influencing the activity of tourism firms, determined the degree of significance of uncontrolled factors, and fine-tuned the categorial apparatus used to conduct marketing research. The paper also analyzes some of the latest views of the essence and content of managerial technology, particularly in the area of marketing.

Keywords: tourism, organizational/managerial technology, infrastructure, tour operator, travel agency, marketing, tourism services, destination

INTRODUCTION
Over the past few years, Russia’s tourism industry has bolstered its positions as an economically significant sphere of activity and is now starting to play a major role in the overall social/economic development of the nation and its regions. Russia’s unique natural/climatic conditions, the diversity of its cultural/historical monuments, and its numerous sites of cultural value famous throughout the world are perfectly predispositive to the development of domestic and inbound tourism (Khetagurova et al., 2015; Makeeva et al., 2017). According to the April 2017 report from the World Economic Forum (WEF), Russia has moved up to 43rd place globally (compared with 45th in 2015 and 59th in 2013) in attractiveness for foreign tourists. The nation scored the highest in Healthcare and Hygiene (5th among 136 nations) and in Price Competitiveness (11th). However, the significant tourism/recreation potential of Russia as a whole and its regions in particular is not being used in full measure at this time. Based on the findings from a sociological research study conducted by the Russian Public Opinion Research Center (VTsIOM) and the Public Opinion Foundation (FOM), the current levels of tourism attractiveness exhibited by Russian regions are currently really low to domestic and foreign tourists.
A key issue facing Russia’s tourism sector is the subpar quality of most of the nation’s transportation, housing, and other components of associated infrastructure. Stimulating the development of this infrastructure and enhancing the competitiveness of Russian resorts could facilitate economic boosts for the nation through inflows of foreign capital and the creation of new jobs (Kryukova et al., 2016). Despite its immense tourism potential, the nation is still placed modestly in the global tourism market, although, as has been projected by the World Tourism Organization (UNWTO), Russia could make it into the top 10 globally for tourism by 2020.

Selecting and offering the consumer new areas as tourism services based on tourism firms organizing new managerial technologies and implementing the findings in their managerial activity will help boost tourist flows and facilitate the efficient activity of tourism firms. The significance of this kind of research is growing in conjunction with increases in competition in the market for tourism services (Dusenko et al., 2016a).

METHODS
The study’s subject is Russia’s tourism sector. Its object is the methodological foundations and mechanisms of the organizational/managerial technology underlying the activity of tourism firms which are crucial to managerial decision-making, particularly in the area of marketing (Gladkaya et al., 2017).

The study’s theoretical/methodological basis is grounded in the systemic approach and methods of economic analysis. Its methodology is predicated on the use of systems, statistical, and logical analysis of information obtained, fundamental analysis, technical analysis, optimization theory, economic/mathematical modeling, and methods of abstract/logical and monographic research. The study’s theoretical basis is modern economic theory and a summarization of the findings from basic research by domestic and foreign scholars and practitioners devoted to issues of managing tourism activity and organizing research into the market for tourism.

The study’s empirical basis is grounded in relevant statutes and regulations adopted by Russia’s government authorities, special-purpose federal programs, digests from the Russian Federal State Statistics Service, statistical materials, resolutions and directives from government agencies, and analytical materials of a sectoral nature provided in periodicals and works by domestic scholars focused on tourism management, marketing, and economics and HR training for tourism firms.

The study’s findings owe their credibility to the use of field-proven methods of research (the systemic approach, logical analysis, the computational/analytical method, and the method of mathematical statistics), well-founded and logical sequences of reasonings, and extensive arrays of statistical data, as well as the coordination of the resulting findings with the findings and inferences of other authors focused on a similar topic.

The following market segmentation methods proposed as part of this study could form the basis of research into the tourism market: geographic, which was employed frequently by statistics agencies in countries that received tourists; socio-demographic, which described the personal characteristics of tourists; psychographic, which determined tourist lifestyles, activity, interests, and views; a method based on probable gain that clients could derive by obtaining a product and consuming it. There are also some other proposed methods for segmenting the tourism market, like those dealing with the purposes of the trip, the time of the visit (seasonality), travel distance, length of stay, spending capacity, etc.

Exploring the consumers and their motives requires conducting both the objective and subjective positioning of a tourism service. Objective positioning is mainly associated with the physical attributes of the tourism service and the tourism organization that provides it. Subjective positioning is conducted in order to influence consumer perception. The image created in this way is not associated with the physical qualities of the tourism service but with the mentality of consumers.
RESULTS
The shortage of activity in terms of the scholarly development of the foundations of assessing the market on the part of tourism firms is impeding the formation of a highly efficient system of managing tourism in a destination. Right now, due to the shortage of activity in terms of the development of methodologies for conducting research into the market and the insufficient use of new organizational/managerial technology (Apanasyuk et al., 2017a; Apanasyuk et al., 2017b; Kryukova et al., 2017) in tour-operator and travel-agent activity, little to no integrated work is being conducted in the way of conducting research into tourism and employing the resulting findings for the purpose of implementing new managerial technology among tourism organizations. The assessment of the role played by certain tourism products, the stance assumed by competitors, and the latest consumer preferences is what both the development of firms that are just getting started in tourism and the status of major tour operators will largely depend on (Skitkova et al., 2016). This assessment will also have an effect on the situation within the sector as a whole, which shapes the state’s attitude toward its development, prompting it to come up with relevant regulatory levers (Mosalev, 2009).

Table 1. Individual indicators of the activity of collective accommodation facilities in 2011-2016

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<tbody>
<tr>
<td>Number of tourist firms at the end of the year - total</td>
<td>10266</td>
<td>10773</td>
<td>11324</td>
<td>11614</td>
<td>11893</td>
<td>12395</td>
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<td>Including those dealing with:</td>
<td></td>
<td></td>
<td></td>
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<td></td>
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<tr>
<td>tour operator activities</td>
<td>548</td>
<td>463</td>
<td>478</td>
<td>445</td>
<td>349</td>
<td>549</td>
</tr>
<tr>
<td>tour operator and travel agency activities</td>
<td>1351</td>
<td>1441</td>
<td>1362</td>
<td>1306</td>
<td>1159</td>
<td>1479</td>
</tr>
<tr>
<td>travel agency activities</td>
<td>7787</td>
<td>8265</td>
<td>8936</td>
<td>9307</td>
<td>9701</td>
<td>9300</td>
</tr>
<tr>
<td>only excursion activities</td>
<td>580</td>
<td>604</td>
<td>548</td>
<td>556</td>
<td>684</td>
<td>1067</td>
</tr>
<tr>
<td>The number of tour packages sold to the population - total</td>
<td>4427</td>
<td>4763</td>
<td>5384</td>
<td>4384</td>
<td>4024</td>
<td>3352</td>
</tr>
<tr>
<td>To Russian citizens:</td>
<td></td>
<td></td>
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<td></td>
<td></td>
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<tr>
<td>to foreign countries</td>
<td>3326</td>
<td>3738</td>
<td>4240</td>
<td>3253</td>
<td>2482</td>
<td>1625</td>
</tr>
<tr>
<td>Russian territory</td>
<td>929</td>
<td>905</td>
<td>969</td>
<td>992</td>
<td>1331</td>
<td>1529</td>
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The findings from an analysis of the current situation in the market for tourism services and an investigation of consumer preferences indicate that tourism is a dynamically developing sector characterized by an increase in the number of tourism companies on Russian soil. The year 2017 saw a recovery in demand for tourism among Russians, especially outbound tourism, which was testimony to a revitalizing economy, and that was against a backdrop of upturns in demand for domestic tourism recorded during the economically tough period 2015–2016, which had provided a powerful impetus for growth within the sector going forward (Table 1). The federal special-purpose program adopted in 2011 set out the plans for creating networks of competitive tourism/recreation and auto-tourism clusters that would facilitate boosts in employment through the generation of additional jobs within the tourism sector, with a focus on meeting the needs of various categories of Russian citizens for active and adequate leisure to strengthen their health, acquainting people with major cultural values, and boosting inbound tourism (Frolova et al., 2017; Svirin et al., 2017). Having said that, Russia is still posting a significantly negative balance on foreign trade in tourism services despite a highly devalued ruble. Unfortunately, the performance of not all tourism companies is meeting the requirements set by the present-day market, with a portion of tourism companies forced to exit, while others engage in differentiating the types of activity or undertake a more active promotion of their services to the consumer.

Gradually, tourism firms start facing the need to boost their sales and make more rational use of their resources. These trends are being observed in all regions across Russia (Table 2). A tourism company will not be able to grow and maintain its positions in the market for long without the use of new organizational/managerial technology. Yet, in implementing this technology, it will help to analyze the latest tourist preferences, which have the greatest effect on the supply of tourism services.
As part of this study, the authors have investigated a set of classification factors that influence consumers of tourism services and analyzed a set of reasons that may be the cause of changes in the situation in the tourism market as a whole and a set of those that may influence consumer behavior in particular. The authors have come to the conclusion that studying one’s consumers and their preferences has a major effect in terms of shaping the market for tourism services. In analyzing the market for services as a whole, the authors have identified a number of characteristics which need to be factored in, including the following: the principal object of sale is services; apart from the buyer and the seller, the mechanism underpinning the tourism market also features a considerable number of intermediary links which ensure the relationship between demand and supply. Today’s demand for tourism services is distinguished by a number of special characteristics, including the considerable diversity of trippers in terms of their financial condition, age, goals, and motives; elasticity; individuality; high levels of differentiation; high levels of substitutability; being far in time and place from tourism supply. Tourism supply is, likewise, characterized by a number of distinct features, including the fact that goods and services in tourism are of a threefold nature (natural resources, manmade resources, and tourism services) (Zhesterov et al., 2017); high levels of capital intensity within the sector; being of an integrated nature. In exploring the special nature of the activity of tourism firms in Russia, the authors have conducted an analysis of the latest trends in the market for tourism and have assessed the competitiveness levels of Russia’s tourism firms.

The study has helped identify a set of market factors which have a major impact in terms of the intensity of rivalry within the tourism sector of the Russian economy. Analyzing one’s competitors and working out specific tactics with regard to one’s key rivals may even be more beneficial than significant real growth within the given segment of the market. Possessing information on competitors’ strengths and weaknesses helps assess their potential, objectives, and current and future strategies.

The present-day concept of managing the market for tourism services differs significantly from the one that existed before. Traditionally, marketing activity used to be construed as activity aimed at the comprehensive study of market demand for a tourism product and stimulation of sales. As part of this study, the authors have conducted an analysis of the development, in a historical perspective, of both the actual concept of marketing and marketing research and have provided a rationale for the need for the broad conceptualization within the entrepreneurial environment of the fact that, in making appropriate managerial decisions, from a perspective of long-term strategy, as well as tactics for the economic development of commercial establishments, it is impossible not to employ the latest marketing criteria and tools, like, for instance, organizing and conducting marketing research using a
vast management instrumentarium. Depending on the objectives of research, there are three major types of research: exploratory, descriptive, and casual. A possible basis for exploratory research in tourism is databases. Descriptive research in tourism is aimed at describing marketing issues which may face a tourism firm in collecting information on competitors, VIP tourists, their preferences, and more. Casual research is conducted to verify a hypothesis with regard to cause-and-effect linkages.

Among the more typical objectives undertaken are: exploring the market’s characteristics and its potential; analyzing the distribution of the market’s shares among different firms operating within it; analyzing sales activity conducted both on one’s own and via travel agents; exploring relevant trends in the business activity of competitors and what they have to offer; conducting short-range forecasting; exploring the reaction to a new tourism service and its potential; conducting long-range forecasting; analyzing pricing policy. Conducting the comprehensive investigation of demand and consumer needs and keeping track of them to ensure a better orientation of production constitute the primary purpose of the analysis of the external environment within the system of management of a tourism firm. Marketing information is viewed as the aggregate of two relatively independent subsystems: the macroenvironment and the actual entourage. The macroenvironment creates the general conditions for the tourism firm’s actual environment. For the most part, the macroenvironment is of no specific nature in relation to any particular firm. However, each firm perceives its influence and is in no position to govern it.

The study has helped establish that the key contact audiences surrounding a tourism firm are financial circles (banks, investment funds, insurance companies, and other financial/lending institutions); mass media (the press, radio, television); the general public and various social institutions (consumer unions, nongovernmental organizations, as well as an area’s population that is not acting as some organized force – e.g., the residents of a resort area); the firm’s personnel. In addition, when a firm enjoys a good image with its own staff, that may have a favorable effect on other contact audiences as well. Consequently, the tourism firm’s leadership may need to take appropriate measures to boost the level of staff members’ informedness about its activity, stimulate their work, and boost its social guarantees.

Thus, one of the key objectives in research into the tourism firm’s external environment is to get information on the latest moods prevalent among members of contact audiences, anticipate the more probable actions in respect of the firm, as well as search for means to foster the constructive relationship with the public. Tourism firms strive to continually cultivate their image in such a way as to have it approved by those from their actual entourage: tourists, bank personnel, and students, some of whom may work at tourism firms in the future (Dusenko et al., 2016b). This image reflects a set of smart marketing moves in management that follow competently conducted market research.

Tourism firms do not operate in the market in an isolated manner but are surrounded and influenced by various forces which make up marketing’s external environment. The relations between the firm and entities operating within the environment are diverse and can be controlled and uncontrolled in terms of the nature of influence the firm has on them (Radygin & Entov, 2008). This work proposes a classification of uncontrolled factors which includes natural/geographic, climatic, cultural/historical, demographic, social/economic, material/technical, political, psychological (the behavior and preferences of tourists and suppliers of tourism services), and other factors (e.g., the operation of consultates, technical glitches, public utility services, etc.). The firm’s objective is to reduce to a minimum the number of uncontrolled environmental factors and search for ways to impact on them in a mediated fashion. The degree to which uncontrolled factors influence the operation of a tourism firm is comparable in scale and power of impact with that of such predictable factors as, for instance, seasonality. The impact of uncontrolled factors on the operation of tourism firms is so significant that managers at tourism firms across Moscow surveyed as part of this study estimate it at as much as 42%.

Analyzing secondary information may help fine-tune, and sometimes significantly adjust, a study’s earlier formulated problems and objectives, which is testimony to the iterative nature of the market research process. With respect to tourism, the authors are proposing a system of sources of
information for exploring the tourism market as an open system. After putting together and conducting primary research into marketing information, it may help to proceed, based on a clear-cut methodological rationale, to the choice of market research instrumentarium. In the context of classifying research methods for tourism, it may be worth focusing on the following methods: multidimensional methods (factor and cluster), the statistical decision-making theory method (waiting-line theory, game theory, etc.), statistical methods for processing information (estimating the mean, determining the margin of error, etc.), deterministic methods for exploring operations (linear and nonlinear programming), simulation methods and models, and regressive and correlational methods (Gladkaya et al., 2017). In conducting this study, the authors devoted significant attention to the conduct of an in-depth analysis of each of the proposed methods for researching a tourism firm’s external environment.

The market research findings program opens up vistas of opportunity for rational planning and the use of the more effective systems of material stimulation, pricing, and organization of the tourism firm’s activity. The logical outcome of the analysis of relevant data is drawing statistical inferences aimed at making general conclusions on the entire aggregate of investigated entities within the tourism market based on the analysis of the sampled population. In assessing the effectiveness of market research, the following two methods of statistical analysis are employed most often: parameter assessment and hypothesis verification.

Marketing programs that are developed are intended to make it possible to determine the optimum structure (the stock list and the range of tourism services to be offered) of the firm’s activity oriented toward achieving its desired revenue levels (Krutik, 2010). New to tourism is the authors’ proposed method for assessing the degree of how well-developed a tourism firm’s activity is within the market’s segment, which is based on producing an average-weighted score. In the authors’ view, it may help to employ here a regional coefficient that will reflect a more realistic status of the tourism firm within a specific region due to the uneven economic development of Russia’s constituent entities. There is special promise in developing an individual regional coefficient that, apart from the principal criterion – the size of the population, would also factor in the region’s distinct characteristics, like individual income levels, major age groups, education levels, number of small, medium-sized, and large businesses, geographic location (distance from main transportation routes), and availability of tourism infrastructure. Tourism firms ought to view market research as a means of achieving their objectives set for a particular period in relation to the tourism market and its segments, with a focus on achieving the highest levels of economic efficiency.

The findings from an analysis of the operation of the organizational establishments of tourism firms make it possible to infer that, regardless of which ways to organize market research are employed, its conduct not only involves considerable financial expenditure but may also require significant organizational effort, which will largely determine the efficiency of the actual research process. The significance of the role assigned to research into the market in managing a tourism firm, due to increased mobility in organizing the provision of a tourism service, requires a greater degree of organizational isolation for this activity, which finds reflection in setting up a business unit specializing in conducting this kind of research. The organizational structure underlying the management of marketing in tourism ought to be built on the following dimensions: functions, geographic zones of activity (when there are branches in place with large tour operators), the nature of a tourism service, and consumer markets. As part of this study, the authors are proposing a new model for organizing the firm’s marketing activity for medium-sized or large tourism firms. In this regard, the authors are fine-tuning the duties of staff members at a tourism firm’s marketing department. The authors suggest organizing a tourism firm’s business activity based on the establishment of a set of relevant establishments, like a financial unit, a marketing department, a tourist admission department, a tourist dispatch department, etc. All these units are going to interact within an organizational establishment such as a tourism firm. These units can be classified as organizational/managerial, as they are concerned with managing certain areas of the tourism firm’s activity and its human resources. Accordingly, they are the ones that make managerial decisions through the use of organizational/managerial technologies, which include the technology of organizing the promotion of
a tourism product, the technology of managing the firm’s business units, the technology of differentiating the firm’s activity, etc. Thus, organizational/managerial technologies in tourism may be construed as technologies developed by managerial organizational establishments which use the findings from research into the tourism firm’s external and internal environment. Organizational/managerial technology combines the company’s intellectual potential and the actions of its organizational establishments and managerial apparatus, which are based on the findings from research into the external and internal environment aimed at the development of optimum managerial decisions.

DISCUSSION

Most of the key aspects of tourism management, marketing, and economics have been examined by domestic scholars V.I. Azar, L. Anastasova, M.B. Birzhakov, E.A Baikov, T.I. Vlasova, L.A. Volkova, E.P. Golubkov, A.P. Durovich, M.A. Zhukov, G.A. Karpova, V.A. Kvartal’nov, A.T. Kirillov, G.A. Papiryan, M.M. Khaikin, S.P. Shpi'l'ko, N.D. Eriashvili, and others, as well as a number of foreign scholars focused on the area of management and marketing of services, including C.L. McGowan, R.A. Peterson, K. Harris, G.A. Churchill, J.F. Angel, and others (Shpiľko, 2009). However, an analysis of various sources indicates that most of them do not pay enough attention to the use of relevant organizational/managerial technology, particularly carrying out research into the market to enable proper decision-making that would facilitate the growth and development of tourism firms.

An analysis of the views of various authors expressed in the literature dealing with working out the conceptual/categorial apparatus of market research for companies within the tourism sphere indicates that there is still no clear-cut fit-all model for conducting that type of research with respect to the activity of tourism firms – a model of a universal nature that would serve as a single recommendation for the practical activity of tourism firms. Nevertheless, the authors have attempted to bring together all possible viewpoints on the issue. Despite the diversity of the types of market research conducted by tourism firms, most studies are grounded in a general methodology which determines the program for those studies (Azar, 1972).

A review of alternative views of the essence and content of marketing research has led to the conclusion that marketing research is a set of scholarly methods of collection, analysis, and interpretation of marketing data, which also serves as a tool to facilitate managerial decision-making (Kvartal'nov, 2003). This implies the systematic collection, processing, and analysis of data related to all aspects of the marketing process – the product, the market, distribution channels, sales methods and techniques, the pricing system, sales stimulation measures, advertising, etc. – and implies the meticulous selecting of a subject of research. A possible roster of these subjects is quite extensive, which makes it hard to develop and propose a universal technology that would provide all-inclusive insight into the content of marketing research. The authors are inclined to view marketing research in tourism as the scientifically substantiated collection and analysis of marketing-related data within the internal and external markets for tourism organized based on the goals and objectives set before a tourism firm and the nature of its activity. In analyzing the evolution of views of marketing as a science and the organization of marketing research, marketing as a course of action is construed as a specific way to organize the business activity of a tourism firm predicated on integrating and coordinating all functions on identifying and assessing the needs of the tourism market, transforming this knowledge into specific tourism services, creating a demand, and promoting the product to the end consumer (Solntsev et al., 2009). By the early 1990s, the market-based approach basically turned into the present-day business’s doctrine, its philosophy, a major means of communication between the tourism firm and the environment around it, and an integrated systemic activity. During that period, scholars started to view the external environment around the tourism company from a perspective of system analysis based on the general theory of management. It is gradually becoming a condition for corporate strategic management, permeating the entire activity of the tourism firm and being aimed at getting the company adapted to the external economic and political environments. Activity within the external environment is turning from a tourism firm’s one-way relationship with sales markets into a closed-loop cycle – the firm’s dialogue with the consumer (Terentyeva et al., 2016). The authors are inclined to view present-day marketing as the function of intrafirm management intended to help
ensure the firm’s proper activity based on the comprehensive, in-depth study and meticulous tracking of market demand and the needs and wishes of specific consumers with respect to a tourism service and create the conditions for achieving its commercial end results. A marketing strategic program can be viewed from a perspective of three major blocks: the tourism firm’s objectives, the content of its business portfolio, and the expansion of its business activity. A well-defined market strategy helps eliminate the negative effect of an uncertain and changeable external environment wherein the tourism firm operates and helps it get adapted to projected internal changes in its activity (Dyachenko et al., 2015).

An analysis of some of the literature dealing with the study of the market for tourism has helped determine some of the methodological foundations of organizing and conducting market-related research, although, due to the diversity of components in the process of conducting market-related research, it appears to be difficult in this stage to develop and propose a universal technology that would provide all-inclusive insight into the content of this kind of research.

CONCLUSION
This study has helped determine a set of organizational/managerial technologies employed within Russia’s tourism industry – these are techniques for, ways of, and procedures (relevant sequences and successions) for executing the process of managing a tourism firm as a whole and the functions that make it up in particular. The process of implementing organizational/managerial technology transforms the subject of labor into the tourism product. Organizational/managerial technology in tourism must be viewed in time aspects. The sequence of performing relevant interrelated functions of management makes up the essence of technology underpinning managerial work in tourism. The authors propose a set of recommendations on determining a specific segment of the tourism market and developing a new dimension of tourism activity for a firm that engages in market-related research. A rationale is provided for the economic advisability of using various criteria for segmentation, which can be used separately or collectively. It goes without saying that tourism firms which occupy certain market niches already must develop new well-targeted and effective ways to attract potential consumers into their sector of the market. Sales stimulation can be aimed at achieving many different objectives. The choice depends on whom this stimulation is oriented at – the end consumer or the travel agent (Mukhomorova & Kozina, 2017).

This study’s practical significance lies in the possibility of using most of its findings in the activity of tourism organizations, public authorities (to help assess the promise offered by tourism companies), and international organizations engaged in funding the development of partnership activity involving Russian tourism firms. The mechanisms for optimizing the management of business activity developed as part of this study could be employed by tourism firms to achieve relative economy of costs related to performing their current activity. Putting most of the recommendations substantiated in this paper into effect may provide an impetus for boosting the efficiency of the tourism industry as one of the priority sectors of the economy and ensure on that basis the infusion of revenue into the state budget (Egorova et al., 2015).

To ensure the additional stimulation of the tourism market and development of domestic and inbound tourism, in 2011 the government allocated nearly 2.5 billion rubles toward the implementation of the federal special-purpose program ‘The Development of Domestic and Inbound Tourism in the Russian Federation (2011–2018)’, fulfilling which was aimed at the development of all of the more popular types of tourism on Russian soil. Thus, the Russian government is doing its best to attain the stable and sustainable development of the tourism sector, which is expected to infuse some substantial revenue into the state budget. Investments in the tourism sector are a significant indicator of its development which is characterized by a close interrelationship with the state’s stimulating measures both within the economy and within the social/political sector.
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