



EDITED BY
FREDERIC DIMANCHE AND LIDIA ANDRADES

Tourism in Russia

A MANAGEMENT HANDBOOK



Tourism in Russia

A Management Handbook

The present book is the deliverable 18 of TEMPUS Project “*NETOUR: Network for Excellence in Tourism through Organizations and Universities in Russia*”. This project has been funded with support from the European Commission. This publication reflects the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.



Project Co-funded by the European Union

Tourism in Russia

A Management Handbook

Edited By

Frédéric Dimanche

SKEMA Business School, Sophia Antipolis, France

Lidia Andrades Caldito

University of Extremadura, Badajoz, Spain



United Kingdom – North America – Japan
India – Malaysia – China

Emerald Group Publishing Limited
Howard House, Wagon Lane, Bingley BD16 1WA, UK

First edition 2015

Copyright © 2015 Emerald Group Publishing Limited

Reprints and permissions service

Contact: permissions@emeraldinsight.com

No part of this book may be reproduced, stored in a retrieval system, transmitted in any form or by any means electronic, mechanical, photocopying, recording or otherwise without either the prior written permission of the publisher or a licence permitting restricted copying issued in the UK by The Copyright Licensing Agency and in the USA by The Copyright Clearance Center. Any opinions expressed in the chapters are those of the authors. Whilst Emerald makes every effort to ensure the quality and accuracy of its content, Emerald makes no representation implied or otherwise, as to the chapters' suitability and application and disclaims any warranties, express or implied, to their use.

British Library Cataloguing in Publication Data

A catalogue record for this book is available from the British Library

ISBN: 978-1-78560-343-3



ISOQAR certified
Management System,
awarded to Emerald
for adherence to
Environmental
standard
ISO 14001:2004.

Certificate Number 1985
ISO 14001



INVESTOR IN PEOPLE

Contents

List of Contributors	xv
Acknowledgements	xvii

SECTION ONE: FOUNDATIONS

Chapter 1. Introduction	
<i>Frédéric Dimanche and Lidia Andrades Caldito</i>	3
Chapter 2. Tourism in Russia	
<i>Andrés Artal-Tur, Galina Romanova and Maria del Mar Vazquez-Mendez</i>	9
2.1. Introduction	11
2.2. The History of Tourism in Russia	12
2.3. Placing Russia in the World Tourism Industry	27
2.3.1. Russia on the International Tourism Map	28
2.3.2. Country Advantages, Tourism Specialization and Product Development	32
2.4. Tourism Statistics and Trends in Russia (Inbound, Outbound and Domestic Flows)	34
2.4.1. Analysis of Inbound Tourism	34
2.4.2. Origin of Tourists	36
2.4.3. Means of Transport Used to the Destination	38
2.4.4. Purpose of Travel	39
2.4.5. Tourist Expenditures	40
2.4.6. Supply and Demand	42
2.4.7. Matching Supply and Demand in Tourism	43
2.4.8. Analysis of Outbound Tourism	44
2.4.9. Analysis of Domestic Tourism	46

2.5. The Development of the Tourism Sector in Russia: Challenges and Opportunities	50
2.5.1. Challenges	50
2.5.2. Opportunities	51
2.6. Summary	52
Chapter 3. Tourism Management	
<i>Lidia Andrades Caldito, Frédéric Dimanche, Olga Vapnyarskaya and Tatiana Kharitonova</i>	57
3.1. Introduction to Destination Management	59
3.1.1. The Relevance of the Tourism Sector and Objectives of the Chapter	59
3.1.2. Key Definitions	59
3.2. The Tourism System	61
3.2.1. The Tourism Product and the Tourism Sector	61
3.2.2. The Tourism System Components	66
3.2.2.1. The tourist	66
3.2.2.2. DMOs	67
3.2.2.3. Where supply and demand meet — communication and distribution	67
3.2.2.4. Transportation	68
3.2.2.5. Hospitality and related services	68
3.2.2.6. Attractions, entertainment, etc.	69
3.2.2.7. Events and mega events	69
3.3. Tourism Destination Competitiveness	70
3.3.1. The Starting Point: What Is Competitiveness for a Tourism Destination?	70
3.3.2. Brief Overview of the Academic Literature on TDC	72
3.3.3. Managing TDC: Tourism Destinations as a Service Delivery System	76
3.4. Destination Planning, Development and Management	78
3.4.1. Tourism Destinations as a Value System	78
3.4.2. Destination Planning and Policy	80
3.4.3. Sustainable Destination Management and Intra-Destination Cooperation	80
3.4.3.1. Sustainability	81
3.4.3.2. Cooperation	81
3.4.4. Marketing Management	82
3.4.4.1. The Marketing plan	83

3.5. Russia as a Tourism Destination	84
3.5.1. Tourism in Russia — How Is It Organised?	84
3.5.2. Tourism Management in Russia: Challenges and Opportunities	87
3.5.2.1. Product design and resource management	90
3.6. Conclusions	95
 Chapter 4. Tourist Behaviour and Trends	
<i>Lidia Andrades Caldito, Frédéric Dimanche and Sergey Ilkevich</i>	101
4.1. Introduction	102
4.2. The Decision-Making Process	103
4.2.1. How Do Consumers Make Decisions?	103
4.2.2. Explicative Models for Tourist Behaviour	107
4.2.3. Tourist Motivation for Travel	110
4.3. The Tourist Experience	114
4.4. Meeting the Needs of the Tourist	116
4.4.1. Market Segmentation	116
4.4.2. From Market Segmentation to Target Marketing	117
4.5. Global Consumer Trends	118
4.5.1. The C-Consumers	118
4.5.2. The Green Consumers	120
4.6. Focus on Russian Tourists	121
4.7. Conclusions and Marketing Implications	125

SECTION TWO: SECTORS

Chapter 5. Cultural Tourism	
<i>Danielle Allen, Steven Rhoden, Elena Sakharchuk, Sergey Ilkevich, Elena E. Sharafanova and Elena Pecheritsa</i>	133
5.1. Cultural Tourism: Definitions and Concepts	135
5.1.1. Cultural Tourism	135
5.1.2. Culture in Russia	138
5.1.3. Cultural Tourism in Russia	138
5.2. Relevance of the Cultural Tourism Segment in Russia	140
5.2.1. Cultural Heritage Assets	140
5.2.2. Measuring the Impact of Culture	141

viii Contents

5.2.3. Economic Impacts	141
5.2.4. Value to the Economy: Importance of Cultural Tourism in Russia	142
5.2.5. Cultural Policy Objectives	143
5.3. Cultural Tourists	144
5.3.1. Defining the Cultural Tourist	144
5.3.2. The Cultural Tourist Experience	147
5.3.3. Delivering Experiences for Cultural Tourists	148
5.3.3.1. Co-creation of experiences	150
5.3.4. The Challenges of Co-creation in Practice	153
5.4. Cultural Tourism Supply	155
5.4.1. Cultural Tourism Resources in Russia	156
5.4.1.1. Tier 1: Moscow and Saint Petersburg	156
5.4.1.2. Tier 2: The Golden Ring	160
5.4.1.3. Tier 3: Rural areas	160
5.5. Marketing Cultural Tourism	161
5.5.1. Cultural Tourism Products in Russia	162
5.5.2. Pricing of Cultural Tourism in Russia	165
5.5.3. Promotion of Cultural Tourism in Russia	167
5.5.4. Distribution of Cultural Tourism	168
5.6. Management in the Cultural Tourism Sector	171
5.6.1. Networks between Tourism Providers	171
5.6.2. Value Chain in Cultural Tourism	172
5.6.3. Cultural Tourism Employment	173
5.7. Conclusions	174
Chapter 6. Nature-Based Tourism	
<i>Juan Ignacio Pulido-Fernández, David Ward-Perkins and Olga V. Krukova</i>	181
6.1. Introduction	183
6.2. Definition and Aspects of Nature-Based Tourism	185
6.2.1. Natural Areas	186
6.2.2. Nature-Based Tourism	187
6.2.3. Leisure Activities in Nature	189
6.2.4. Adventure Tourism	189
6.2.5. Outdoor Sporting Tourism	190
6.2.6. Wildlife Tourism	192
6.2.7. Ecotourism	193
6.2.8. Other Nature-Based Tourism Categories	196

6.3. Nature-Based Tourism in Russia	197
6.3.1. Geography	197
6.3.2. Population and Ethnicity	197
6.3.3. Limits to Development	198
6.4. Tourist Demand	199
6.4.1. Particularities of Nature-Based Tourism Demand	199
6.4.1.1. An Evolving Market	201
6.5. Developing Nature-Based Destinations	202
6.5.1. Basic Requirements	203
6.5.2. Success Factors for a Nature-Based Destination	205
6.5.2.1. Proximity	205
6.5.2.2. Image, Brand and Positioning	206
6.5.2.3. Services	207
6.5.2.4. Local Involvement	207
6.5.3. Models of Governance	209
6.5.4. Governance of Natural Spaces in Russia	210
6.6. Optimisation	211
6.6.1. Sustainability	211
6.6.2. The Contribution of Nature-Based Tourism to Local Development	213
6.6.3. The Value Chain	218
6.6.4. Entrepreneurial Capacity	218
6.6.5. Seasonality Management	221
6.6.6. Measuring and Mitigating Risks	222
6.6.7. Managing Flows	224
6.7. Conclusions	225
 Chapter 7. Health and Wellness Tourism	
<i>Galina Romanova, Alexandr Vetitnev and Frédéric Dimanche</i>	231
7.1. Introduction to Health and Wellness Tourism	233
7.1.1. Review of Health Tourism Concepts from Russian and International Perspectives	233
7.1.1.1. Health Tourism: International Definitions and Terminology	233
7.1.1.2. Understanding Health Tourism in Russia	239
7.2. The Specificities of Health Tourism	239
7.2.1. Russia as a Provider Social Oriented Type of Health Tourism	240

x Contents

7.2.2. Economic Impact and Social Significance of Health Tourism	244
7.2.2.1. Economic Impacts	244
7.2.2.2. Social impacts	245
7.2.3. Characteristics of the Contemporary Situation with Health Tourism in Russia	247
7.3. Demand Characteristics for Health Tourism	251
7.3.1. Characteristics of Demand and Main Stages of its Development	251
7.3.2. Motivations and Needs	253
7.3.3. Main Markets and Their Behaviours	256
7.4. Health Tourism in Russia — Supply	258
7.4.1. Management of Resources	258
7.4.2. Management of Infrastructure	261
7.4.3. Visitor Management	263
7.5. Health Tourism Marketing	264
7.5.1. Health Tourism Product Design	264
7.5.2. Health Product Positioning	267
7.5.3. The Marketing Mix in Health Tourism	268
7.6. Optimizing Management — The Impact of Health Tourism on Destination Development	272
7.6.1. Health Tourism and Destination Development	272
7.6.2. Seasonality Management	274
7.6.3. Risk Management and Safety of Health and Sport Tourism	275
7.7. Conclusions — The Future of Health Tourism in Russia	276
Chapter 8. Business Tourism	
<i>Mady Keup, Andrés Artal-Tur, Ludmila Belosluttseva and Antonio García Sánchez</i>	289
8.1. Introduction to Business Tourism: Definitions and Concepts	292
8.2. An Overview of Business Events	293
8.2.1. Volumes, Value and Recent Evolution	293
8.2.2. Leading International Industry Bodies (ICCA, MPI, SITE, ACTE)	302
8.2.2.1. The International Congress and Convention Association (ICCA)	302
8.2.2.2. Meeting Professionals International (MPI)	303

8.2.2.3.	Society for Incentive Travel Excellence (SITE)	303
8.2.2.4.	Association of Corporate Travel Executives (ACTE)	304
8.2.3.	Business Tourism in Russia	304
8.2.3.1.	The Economic and Social Impact of Business Tourism	306
8.2.3.2.	MICE Tourism	308
8.2.3.3.	Organisation of Business Tourism: The Main Suppliers in Russia	310
8.2.3.4.	Domestic Business Tourism	313
8.2.3.5.	Outbound Business Departures	313
8.2.3.6.	Growth Forecasts	314
8.2.3.7.	Legal Framework	315
8.3.	Business Clients: Visitors and Organisations	316
8.3.1.	Association Business Tourists	316
8.3.1.1.	What Motivates the Planners and the Delegates?	317
8.3.1.2.	How Association Planners and Delegates Make Their Decisions?	318
8.3.2.	Corporate Business Tourists	319
8.3.2.1.	What Motivates the Corporate Planners and the Participants?	320
8.3.2.2.	How Do Corporate Planners Make their Decisions?	320
8.3.3.	Government Business Tourists	321
8.3.3.1.	What Motivates Government Event Planners and Participants?	321
8.3.3.2.	How Government Planners Take Their Decisions	321
8.3.4.	Other Types of Organisers	321
8.4.	Business Tourism Supply	322
8.4.1.	Venues	325
8.4.2.	Intermediary Suppliers: Event Managers, DMOs and ITOs	327
8.4.3.	Government	328
8.4.4.	Marketing in and for Business Tourism	330
8.4.4.1.	Product Design	330
8.4.4.2.	Positioning	332
8.4.4.3.	Marketing Mix	333
8.4.4.4.	Promotion	333

xii Contents

8.4.5. Optimising Management	335
8.4.5.1. Optimisation of Business Tourism for Local Development	335
8.5. Professional Qualifications in Business Tourism	337
8.5.1. Certified Meeting Professional (CMP)	338
8.5.2. The CMP-HC Subspecialty	338
8.5.3. Certified Meeting Manager (CMM)	339
8.5.4. Global Travel Professional™ (GTP) Certification	339
8.6. Conclusions	340

SECTION THREE: THE FUTURE

Chapter 9. Trends and Issues	
<i>Lidia Andrades Caldito, Frédéric Dimanche and David Ward-Perkins</i>	351
9.1. Introduction	352
9.2. Global Tourism Trends	355
9.2.1. Emerging and Developing Market Segments	355
9.2.2. The Need for New Instruments to Face the Challenges of Destination Planning	357
9.2.3. Qualified Human Resources in the Destination	358
9.2.4. Experiential Tourism (and Co-Creation)	359
9.2.5. Service and Quality Management	361
9.2.6. New Marketing Practices	362
9.2.7. Big Data, Data Analytics, CRM	363
9.2.8. Measurement and Accountability	364
9.2.9. Focus on Social and Economic Responsibility	366
9.2.10. The Sharing Economy	367
9.3. Trends in Russian Tourism	368
9.3.1. The Growth of Outbound Russian Tourism	368
9.3.2. Inbound Tourism	369
9.3.3. Travel Technology	369
9.3.4. Domestic Travel Behaviour Patterns	370
9.3.5. Infrastructure	371
9.3.6. Centralisation and Decentralisation	372
9.3.7. Cultural Diversity and Pride	372

9.4. Business, Cultural and Nature-Based Tourism Trends in Russia	373
9.4.1. Business Tourism	373
9.4.2. Business Events	374
9.4.3. Cultural Tourism	375
9.4.4. Nature-Based Tourism	376
9.4.5. Concluding Remarks on Trends	377
9.5. Conclusions and Implications	378
 Chapter 10. Conclusions	
<i>Frédéric Dimanche, Lidia Andrades Caldito and Alexander Fedulin</i>	383
10.1. Russia as a Tourism Destination: Problems, Solutions, and Prospects	383
10.2. Tourism Education in Russia: The Key to the Future	386
10.2.1. Key Success Factors in Tourism Education and Training	387
10.2.2. Deficit of Practical Focus: How to Find Improvement?	387
10.2.3. Increasing the Internationalisation and Globalisation of Tourism Education	389
10.2.4. Regional Tourism Education Clusters as a New Approach to Professional Tourism Training	390
10.3. A Final Note	392
 Glossary of Terms	395
Authors and Contributors	403
Index	409

List of Contributors

<i>Danielle Allen</i>	Department of Food and Tourism Management, Manchester Metropolitan University, Manchester, UK
<i>Lidia Andrades Caldito</i>	Department of Business Administration and Sociology, University of Extremadura, Badajoz, Spain
<i>Andrés Artal-Tur</i>	Department of Economics, Technical University of Cartagena, Cartagena, Spain
<i>Ludmila Belosluttseva</i>	Internal Relations, Sochi State University, Sochi, Russian Federation
<i>Frédéric Dimanche</i>	Center for Tourism Management, SKEMA Business School, Sophia Antipolis, France
<i>Alexander Fedulin</i>	Russian State University of Tourism and Service Studies, Moscow, Russian Federation
<i>Antonio García Sánchez</i>	Department of Economics, Technical University of Cartagena, Cartagena, Spain
<i>Sergey Ilkevich</i>	Faculty of Tourism and Hospitality, Russian State University of Tourism and Service Studies, Moscow, Russian Federation
<i>Mady Keup</i>	Center for Tourism Management, SKEMA Business School, Sophia Antipolis, France
<i>Tatiana Kharitonova</i>	Faculty of Tourism and Hospitality, Russian State University of Tourism and Service Studies, Moscow, Russian Federation

xvi List of Contributors

- Olga V. Krukova* Institute of Tourism, St Petersburg State University of Economics, St Petersburg, Russian Federation
- Elena Pecheritsa* Department of Recreation and Tourism, St Petersburg State University of Economics, St Petersburg, Russian Federation
- Juan Ignacio Pulido-Fernández* Department of Economics, University of Jaén, Jaén, Spain
- Steven Rhoden* Department of Food and Tourism Management, Manchester Metropolitan University, Manchester, UK
- Galina Romanova* Sochi State University, Sochi, Russian Federation
- Elena Sakharchuk* Faculty of Tourism and Hospitality, Russian State University of Tourism and Service Studies, Moscow, Russian Federation
- Elena E. Sharafanova* Department of Recreation and Tourism, St Petersburg State University of Economics, St Petersburg, Russian Federation
- Olga Vapnyarskaya* Faculty of Tourism and Hospitality, Russian State University of Tourism and Service Studies, Moscow, Russian Federation
- Maria del Mar Vazquez-Mendez* Department of Economics, Technical University of Cartagena, Cartagena, Spain
- Alexandr Vetitnev* Department of Management and Technology in Tourism, Sochi State University, Sochi, Russian Federation
- David Ward-Perkins* Center for Tourism Management, SKEMA Business School, Sophia Antipolis, France

Acknowledgements

Writing and publishing a book is no small affair. It requires time, efforts and most importantly, the contributions of many people, particularly in the case of an edited book.

First, this book would not have been possible without the EACEA TEMPUS grant that funded the NETOUR consortium to work on tourism and higher education in Russia. The European Union made it possible for all European and Russian contributors to meet each other in the past three years and to establish good work and collegial relations. The consortium was composed of colleagues from 16 EU and Russian institutions. From Europe: University of Extremadura, University of Cartagena, University of Jaén (Spain), SKEMA Business School and *Institut Français du Tourisme* (France), Manchester Metropolitan University (UK), Dublin Institute of Technology (Ireland) and University of Lapland (Finland). From Russia: Russian State University of Tourism and Services, St. Petersburg Interregional Resource Center, St. Petersburg Polytechnic University, St. Petersburg State University of Service and Economics, Volga State University of Technology, Chavash Varmane Natural Park, Sochi State University and Kuban State University of Physical Education, Sport and Tourism. As a team, we have all been dedicated to understanding tourism in Russia and to working, in a modest way, towards fostering positive sustainable change in Russian universities involved in teaching and research in the area of tourism management. We are very grateful to this team who has worked hard for the project and its various outputs, including this book. All consortium members, even those whose names do not appear on the list of contributors in the next pages, have significantly helped us. We would like to thank, in particular, the colleagues who have assisted us in identifying and collecting information related to Russian tourism.

A special thank you to Daniel Berze, our publisher, who expressed a strong interest in this project when we met him at a conference in June 2014, and who pushed us, as publishers should do, to meet deadlines and complete the book.

xviii Acknowledgements

Finally, we are grateful and thankful to our respective families who have borne the weight from our numerous trips and working hours for this book project.



Frédéric Dimanche and Lidia Andrades Caldito

Section One

Foundations

Chapter 1

Introduction

Frédéric Dimanche and Lidia Andrades Caldito

This book is one of the outputs produced as a result of the NETOUR-TEMPUS project. NETOUR is a Network for Excellence in Tourism through Organisations and Universities in Russia.¹ It was created in 2012 to work on a TEMPUS project funded by EACEA,² a European Union. Russian universities together with universities from Spain, France, the United Kingdom, Ireland and Finland cooperated to positively impact society by fostering tourism through higher education.

Specifically, the main objective of NETOUR was to boost the competitiveness and sustainability of tourism in the Russian Federation. When tourism development is managed in a sustainable way, multiple positive effects may result, benefiting society as a whole. So NETOUR intends to contribute to socio-economic progress through sustainable tourism development practices. NETOUR actions are oriented towards enhancing the qualifications of tourism management students as a mean to generate better skilled and more efficient tourism professionals for the future.

As part of NETOUR, a situational analysis of the tourism sector in Russia was performed by the consortium. As a result, major tourism segments were evaluated and significant challenges, threats, weaknesses and strengths were diagnosed. Afterwards, NETOUR supplied guidelines to improve tourism curricula delivered at Russian universities in line with some sector needs that were identified. One of the main conclusions was the need to enhance students' understanding of sustainable tourism

1. www.netour.eu

2. Education, Audiovisual and Culture Executive Agency, http://eacea.ec.europa.eu/index_en.php

management and to improve their qualifications. This book aims to fill a gap in this regard. We are hoping that it will become a reference handbook for teachers who may be inspired to develop new courses on the subject in Russian Universities, and for young professionals who see the need to enhance their understanding of tourism management issues.

According to the United Nations Environment Programme (UNEP),³ tourism development may induce positive impacts in three different spheres: environmental, economic and socio-cultural. The positive economic impacts generated by tourism are quite obvious, since tourism generates substantial economic benefits such as job creation, tax revenues and income. However, environmental impacts are more controversial, although tourism, when managed properly, may contribute to the preservation of the environment in various ways. For instance, tourism may support the conservation and protection of fauna, flora and natural heritage with direct financial support, or may indirectly subsidise it by contributing to government tax revenues. Tourism development also plays a key role in educating visitors and locals about natural resources, and consequently, fosters people's environmental awareness, and assists in preserving the environment. In addition, tourism may be a driver for destinations to enhance their environmental and planning policies, sometimes even pushing the formulation of regulatory frameworks. Lastly, from a socio-cultural outlook, it has been observed that tourism contributes to taking pride in cultural traditions and local heritage, enhancing locals' self-esteem and confidence. As a consequence, locals present a greater willingness to take risks and to start local tourism enterprises which may promote the authenticity and singularity of the destination. Such local initiatives, as well as others from outside, are likely to help maintain and create local jobs. Another important outcome from the expansion of tourism is that it encourages changes in the value systems of local communities that are confronted to tourists. Tourism is also known as a force for peace that may stimulate the adoption of democratic values that contribute to societal progress.

Of course the list of potential negative impacts derived from the uncontrolled growth of tourism should not be ignored. But in this introduction of a handbook on tourism management, we want to emphasise that good

3. <http://www.unep.org/resourceefficiency/Business/SectoralActivities/Tourism/FactsandFiguresaboutTourism/ImpactsofTourism/tabid/78774/Default.aspx>

practices performed by well-educated professionals will have positive effects on a destination, a region or a country.

Thinking about the positive and negative impacts of tourism should give the reader an idea of how important good management is. This book will show how the tourism sector has, more than any other sector, the potential to facilitate socio-economic progress in a way that it generates direct, indirect and induced effects over other economic sectors. This is why we adopt in this book a value-chain management approach, where we try to expose the many connections that exist between the different tourism actors and other agents. We expect the reader to understand the need for cooperation between all tourism stakeholders within a destination and to maximise the outputs of tourism. Ultimately, tourism professionals should be aware of how their performance affects the global economy of their country and citizens' welfare.⁴

The primary target of this book is young university students and future tourism professionals. We hope they will adopt a managerial vision that allows them to optimise the available resources at a destination so as to maximise the positive effects of tourism and minimise the negative ones. Ultimately, this book serves to achieve the NETOUR objective of enriching tourism curricula at Russian universities and support Russian academics with materials to be used when delivering tourism management courses. Of course, tourism students and professionals from other countries such as those from the Commonwealth of Independent States will also benefit from this book. The authors' will is that the book becomes an instrument to enhance students' qualifications and employability. It should help future tourism professionals understand the global context in which tourism destinations and enterprises develop their activities. Ultimately, readers of this book will be capable of promoting and managing a sustainable model for tourism development in the Russian Federation and other countries.

The book is organised in three main sections (see [Figure 1.1](#)). The first section, called foundations, consists of this introduction, a chapter about the current situation of tourism in Russia, a chapter on general knowledge related to tourism management, and a chapter on tourist behaviour.

More specifically, Chapter 2 starts with a review of tourism in the Russian Federation, a brief history and some figures to provide the

4. OECD-UNWTO-WTO. (2013). *Aid for travel and value chains in tourism*. Retrieved from https://www.wto.org/english/tratop_e/devel_e/a4t_e/global_review13prog_e/tourism_28june.pdf

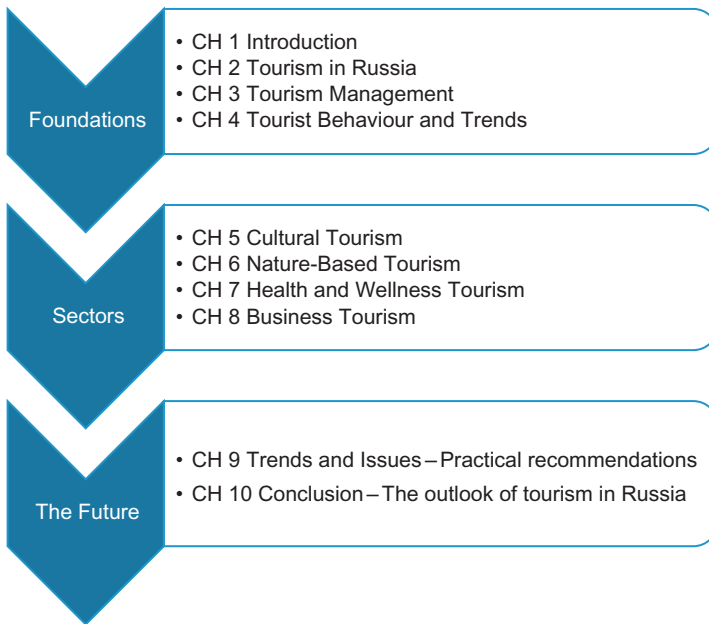


Figure 1.1: Structure of the book.

framework in which Russian students will develop their professional activity. Then Chapter 3 addresses the principles of destination management, presents the tourism system and its components. The focus then moves on to sustainable destination management as strategic tool to compete in world tourism markets, to attract tourists and to provide them with memorable experiences. But in a highly globalised tourism market, delivering memorable experiences is not an easy task. So Chapter 4 helps understand the motivations and behaviours of tourists. In this chapter the main variables affecting tourists' choices are presented, together with reflections about how destinations and tourism firms may provide memorable experiences to their customers. New tourist segments, such as the connected and mobile tourists are presented. The reader will realise that traditional market segmentation based upon socio-demographic variables may not be as effective as before.

The second section of the book, Chapters 5–8, focusses on specific and significant tourism markets in Russia: cultural tourism, nature-based tourism, health tourism and business tourism. Those sub-markets were selected

because of their relevance for Russia. Culture (Chapter 5) is the distinctive aspect that may characterises Russia's image as a tourism destination. Then, nature-based tourism (Chapter 6), still an emerging segment, is described as a great potential for development given the size of the Russian territory and the diversity of its landscapes and natural resources. Chapter 7 focuses on health and wellness tourism. Russia has a strong and rather unique tradition with spas and sanatoriums, inherited from the Soviet times when rest and relaxation was fundamental to maintain the labour class's health. Finally, Chapter 8 deals with business tourism and the MICE (Meetings, Incentives, Conferences and Exhibitions) sector, a strategic segment with strong economic benefits for urban destinations.

The third and final section of the book concludes with Chapters 9 and 10. Chapter 9 identifies and discusses the main global trends in the tourism sector as well as the challenges to be faced by the Russian Federation to effectively compete in the international tourism marketplace. Ultimately, Chapter 10 concludes the book and addresses the importance of tourism education in Russia.

The objective of this book was to provide a text that could be accessible and that can be used for teaching and for learning about tourism. Our objective was not to write an exhaustive manual on tourism planning and development. Rather, we wanted a balance between some essential tourism management-related knowledge and a discussion of the reality of tourism development in Russia. We had to summarise some materials and make some choices regarding content, at the risk of ignoring some relevant topics. The objective was to provide students and tourism professionals with relevant information they could rapidly use and put to work towards the development of tourism in their respective destinations. A number of examples and cases are presented in each chapter to help students make the link between theory and practice. Lastly, at the end of each chapter, discussion questions are suggested for students to apply their knowledge and understanding to a current situation.

This book is a unique collective effort. The NETOUR project gave all authors opportunities to meet and work together for three years on various tasks related to tourism in Russia. For the EU-funded project, Europeans travelled to Russia and Russians came to England, Finland, France and Spain for meetings. This gave all participants a rare opportunity to learn about each other and to experience different approaches to tourism development, management and marketing. Although there may not be such a large gap between Russian and European approaches, differences, due to history and cultures, remain and needed to be understood.

8 *Frédéric Dimanche and Lidia Andrades Caldito*

Although not all NETOUR project participants have collaborated as co-authors on this book, all have, directly and indirectly, made a significant contribution to this edited book. We are grateful and thank them all for their involvement.

We hope you will find this book interesting and useful.

Frédéric Dimanche and Lidia Andrades Caldito