Tourism in Russia
A Management Handbook

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Tourism in Russia
A Management Handbook

Edited By
Frédéric Dimanche
SKEMA Business School, Sophia Antipolis, France

Lidia Andrades Caldito
University of Extremadura, Badajoz, Spain
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**Authors and Contributors**

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List of Contributors

Danielle Allen  Department of Food and Tourism Management, Manchester Metropolitan University, Manchester, UK

Lidia Andrades Caldito  Department of Business Administration and Sociology, University of Extremadura, Badajoz, Spain

Andrés Artal-Tur  Department of Economics, Technical University of Cartagena, Cartagena, Spain

Ludmila Beloslutseva  Internal Relations, Sochi State University, Sochi, Russian Federation

Frédéric Dimanche  Center for Tourism Management, SKEMA Business School, Sophia Antipolis, France

Alexander Fedulin  Russian State University of Tourism and Service Studies, Moscow, Russian Federation

Antonio García Sánchez  Department of Economics, Technical University of Cartagena, Cartagena, Spain

Sergey Ilkevich  Faculty of Tourism and Hospitality, Russian State University of Tourism and Service Studies, Moscow, Russian Federation

Mady Keup  Center for Tourism Management, SKEMA Business School, Sophia Antipolis, France

Tatiana Kharitonova  Faculty of Tourism and Hospitality, Russian State University of Tourism and Service Studies, Moscow, Russian Federation
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
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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. It was created in 2012 to work on a TEMPUS project funded by EACEA, 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
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),\textsuperscript{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

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\textsuperscript{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

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.
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