

## Tourism in the Tuapse Region

An Interactive Qualifying Project submitted to the Faculty of WORCESTER POLYTECHNIC INSTITUTE in partial fulfilment of the requirements for the degree of Bachelor of Science

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## **Abstract**

The Tuapse region of Russia has great potential appeal for tourists yet experiences less tourism than nearby regions. The purpose of this project was to evaluate tourism in the Tuapse region compared to nearby regions on the Black Sea coast. We collaborated with the Financial University under the Government of the Russian Federation to visit regions of interest to conduct surveys of tourists, interviews of business administrators, and to make observations about the places visited. From the results of this data, we organized our findings in a SWOT analysis to present ideas for increasing tourism in the Tuapse region.

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# Authorship

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*All team members were instrumental in the review and editing process.*

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## Executive Summary

The tourism industry is important given the significant external income brought to a local economy. International tourism accounts for 30% of the world's exports of services and 6% of overall exports of goods and services.

The Tuapse region is a small part of the Krasnodar Region, located on the shore of the Black Sea. It has an area of about 2,366 km<sup>2</sup> (914 mi<sup>2</sup>), 87% of which is covered in ancient forests, including the world's largest pine grove. The three major rivers that run through the region create valleys, canyons, and waterfalls that can be enjoyed along with the various beaches and natural sites. The climate is subtropical, moderately humid with a coastal breeze. The district boasts four water parks, two dolphinariums, three museums, mountain paths, camping locations, and over 300 resort institutions. The current tourist season ranges from June to the first two weeks of September. Tuapse city's economy mainly revolves around its oil refinery, transportation on the Black Sea, and food production.

The Tuapse region may have potential for tourism due to its prime location in the Black Sea area. It has beaches, mountains, forests, and a rich history. Currently, however, the region is known mostly for its relatively low cost and industrial areas. The purpose of our project was to evaluate tourism in the Tuapse region compared to nearby regions on the Black Sea coast. To achieve this purpose, we executed the following goals:

1. Research the tourism industry
2. Assess Financial University students' perceptions of tourism in the Tuapse Region
3. Tour nearby regions on the Black Sea coast to evaluate tourist attractions and facilities
4. Tour the Tuapse region to evaluate tourism

To accomplish these goals, we conducted surveys of tourists, interviews of business administrators, and made observations about the places visited.

### Survey 1: Moscow

Our first survey assessed the views of students at the Financial University under the Government of the Russian Federation as an outside viewpoint of the Tuapse region. 75.1% of respondents indicated familiarity with the Tuapse region. 53 respondents (48%) indicated that they would vacation in the Tuapse region and 43 (39%) said they would not. The remaining 15 responses (13%) did not provide a definitive answer. The most common justification in favor of vacationing was travel to a new location. 11 people responded in this way. Another frequent answer was nature, particularly the mountains, with 7 responses. The most common reason against vacationing was that there are better places at which to vacation, notably Turkey and Crimea. 11 people responded in this way. Other frequent answers included lack of interesting



attractions, low quality beaches, and underdeveloped infrastructure, with each reason receiving 6 responses.

### **Survey 2: Krasnodar Region**

Our second survey assessed the values of tourists in the Krasnodar region as they relate to their vacation. 61% of the participants responded that they were most interested in the beach, which is more than double the popularity of the next options (culture, recreation, mountains, medicine, business). Most people also indicated that their vacations last between one and two weeks. According to our survey, the most valued aspects of a tourist facility were friendliness of staff and cleanliness of the facility. The next most valued aspects were comfort, safety, cleanliness of the area, and appearance. The lowest valued aspects were transportation, shopping, and internet connection.

### **Survey 3: Tuapse Region**

Our third survey asked local residents of the Tuapse region to evaluate strengths and weaknesses of the area as well as provide their perceptions of tourism. According to those questioned, there are a moderate amount of tourists in the summer season and a variable amount in winter. Multiple respondents desired changes to transportation while others wanted the construction of more monuments. The most frequent response regarding recent changes in the region involved renovation of road infrastructure. One respondent stated that the roads had become worse after maintenance. Some other responses included adding a water taxi service to decrease traffic on roads.

### **Tourism Professionals**

We conducted interviews with several tourism professionals throughout the Krasnodar region. These included hotel and sanatoria managers, children's camp directors, and regional administrators in Anapa, Gelendzhik, and the Tuapse region. The information we gathered from these interviews fell into three categories: current state of the region, weaknesses, and opportunities.

First, we gathered information on the current state of tourism in the region. Generally, most tourists to the area are domestic, with only about 10% of tourists at each hotel being foreign. The peak season attracts a sufficient amount of tourists but the region would benefit from off-season development. Government or company subsidized sanatoria and children's camps are a major feature of the region.

We gathered what these professionals saw as weaknesses of the region. The most frequent weakness discussed was infrastructure. These weaknesses included poor road conditions, heavy traffic, and inadequate structures. Other weaknesses included rocky beaches, water pollution, and lack of staff training.

Next we were given opportunities for improvement of the region. The first opportunity discussed was a water taxi. This system would use the Black Sea to transport tourists between different cities and sanatoria. Such a system would reduce issues with traffic and difficulties with travel to the Tuapse region. Another opportunity was an art and culture master class. This class would involve travel to the mountains where tourists would engage in nature, art, and culture.

Finally, we conducted a SWOT analysis with tourism professionals from the region. We compiled our own final SWOT analysis using our own findings in addition to what the professionals presented to us.

### **Current State of the Tuapse Region**

In our open discussion, more weaknesses were listed than strengths. Based on our results, we enumerated eight strengths and thirty-six weaknesses in our final SWOT analysis. However, we believe many of the weaknesses to be rectifiable with proper funding. For example, ATMs can be purchased and positioned in busy areas. Sand can be imported for rocky beaches. There is a significant need for more trash bins. More complex weaknesses can be minimized with innovative projects. For instance, traffic can be reduced by introducing a water taxi (discussed further in Section 5.4). Lack of quality service may require specialized hospitality training programs, as suggested during interviews with hotel management. In general, the region's infrastructure is insufficient and requires significant changes for other projects to be effective.

### **Opportunities**

The perception of those living outside of the Tuapse region is unfavorable. Several tourism professionals agreed that the Tuapse region needs a unique identity to succeed. A marketing plan could greatly help in re-branding the Tuapse region. Many people are unaware of the distinction between the Tuapse region and the city of Tuapse. The city of Tuapse is largely industrial whereas the rest of the region has potential tourism attractions including mountains and resorts. Thus, it is vital to differentiate these two areas. This marketing plan should focus on raising awareness of the more attractive locations of the Tuapse region. A new name or slogan may be required to separate Tuapse region from Tuapse city in the public eye.

During multiple interviews with business administrators, the opportunity and need for some form of alternative transportation was expressed. The current road conditions create many traffic jams, according to both tourists and locals. At the moment, the closest airports to the Tuapse region are located in Anapa and Sochi, which are 227 km (141 miles) and 143 km (89 miles) respectively. To combat these long commutes a water taxi system was discussed. This system could have stations at both the Sochi and Anapa airports, connecting both of those cities. Furthermore, it would connect airports to other coastal cities in the Krasnodar region. With a water taxi system in place, the opportunity for a tour that links other Black Sea cities to the Tuapse region would become a more feasible possibility.

A hiking or camping trail in the mountains would capitalize on the strength of the region's beautiful nature that has been often mentioned. The trail would be a straightforward project to construct, with most of it being a long rustic path through the mountains. It also has the potential to combine recreation and education. Educational elements could be added to the trail in the form of placards to educate tourists about the local nature and culture. Plaques describing local fauna and flora would offer tourists insight into the area's rich ecosystem. The trail could incorporate small cabins where tourists could learn about the customs and traditions of the local people. These cabins would also serve as a location for hikers to rest and purchase local wares. The trail would serve as a source of revenue for these people in exchange for enriching the trail with their culture. Additionally, tour guides could be trained specifically for the trail.

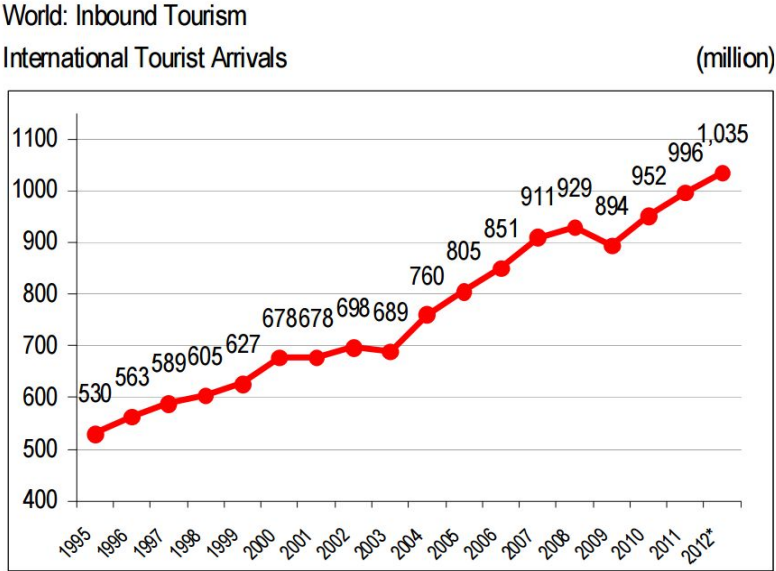
Tuapse's rich military history is another potential tourist attraction. Multiple professionals that we interviewed indicated that the region's military history is important. A driving tour could be created to link existing monuments and museums dedicated to the defense of Tuapse. This tour could either be led by specialized guides or audio recordings for each site. Guides can provide an interactive experience, but need to be trained. Audio recordings give the opportunity to preserve firsthand experiences from veterans. Additionally, the monuments could have informational and possibly multilingual plaques to inform tourists of the stories of each location. This information would add to the depth and interest of each stop in a tour.

Master classes would teach tourists about art and culture and include interactive components. A master class is a class taught by an expert in music, painting, arts, or other skills. Tourists would live together in a small village-like area, where they would be educated about culture of the region and interact with skilled artists and local people. They could participate in creating works of art or learn to play music. By inviting well-known specialists to the region, it would be possible to generate interest for tourists.

A more complex idea is an experience that incorporates elements from the previous ideas into one experience. A tourism director, a local archaeologist, and the tourism professionals from our open discussion in Tuapse believed that such an experience or tour could result in a unique opportunity that would be attractive to tourists. The experience would include visits to historical monuments and an overview of the region's history. Participants could hike into the mountains where they would follow the mountain trail and learn about the region's nature from booklets, an audio tour, or specific signposts explaining the flora and fauna. Participants would also be able to sleep in small cabins built along the mountain trail. Such cabins could be built in the classic student hostel style popular in Europe. The cabins would be low cost log cabins with simple bunks and coal heaters that can be built in the forests on the mountain. Classes in pottery, art, music or creative writing could be made available for weekend or week-long periods of time. The classes would teach tourists about art, culture and would include interactive components. By using a variety of topics and classes, this tour could be attractive to a large demographic. The tour would entice those interested in nature, history, culture, and art. Furthermore, this creative idea lends itself to the problem of increasing off-season tourism.

# 1. Introduction

The tourism industry is important given the significant external income brought to a local economy. Local manufacturers, goods providers, hospitality services, transportation services, and entertainment venues all stand to gain from introducing tourism in a location. As a result, international tourism accounts for 30% of the world’s exports of services and 6% of overall exports of goods and services (World Tourism Organization, 2012).



Source: World Tourism Organization (UNWTO) ©

Figure 1: Trend of international tourist arrivals by year (World Tourism Organization, 2013)

As evident in Figure 1, tourism has largely been on the rise. Though economic recessions result in significant decreases in tourism trends, the industry is quickly growing and lucrative. According to the United Nations World Tourism Organization, international tourism increased by 4.1% in 2014 and is projected to continue growing by 3.3% each year until 2030. This pattern of growth is especially true for emerging destinations, which shows that consumers are open to new and developing locations (Rosenfeld, 2008). Figure 2 ranks the most visited countries by number of international tourists.

International Tourist Arrivals						
Rank	Series <sup>1</sup>	Million		Change (%)		
		2013	2014*	13/12	14*/13	
1	France	TF	83.6	83.7	2.0	0.1
2	United States	TF	70.0	74.8	5.0	6.8
3	Spain	TF	60.7	65.0	5.6	7.1
4	China	TF	55.7	55.6	-3.5	-0.1
5	Italy	TF	47.7	48.6	2.9	1.8
6	Turkey	TF	37.8	39.8	5.9	5.3
7	Germany	TCE	31.5	33.0	3.7	4.6
8	United Kingdom	TF	31.1	32.6	6.1	5.0
9	Russian Federation	TF	28.4	29.8	10.2	5.3
10	Mexico	TF	24.2	29.1	3.2	20.5

Figure 2: International tourism arrivals by country (World Tourism Organization, 2016)

Given the potential profit in the tourism sector, there have been substantial initiatives to market destinations to consumers and discover methods to further promote tourism. However, as more places become tourist destinations, more competition arises, creating the need for innovative strategies and unique features to fully realize a destination's potential (Vita & Kyaw, 2016).

The Tuapse region may have potential for tourism due to its prime location in the middle of the Black Sea area. Additionally, it has beaches, mountains, forests, and a rich history. The region's position and unique features allow it to thrive as a coastal resort or recreational location during any time of the year.

The purpose of our project was to evaluate tourism in the Tuapse region compared to nearby regions on the Black Sea coast. To achieve this purpose, we developed the following goals:

- 1: Research the tourism industry
- 2: Assess Financial University students' perceptions of tourism in the Tuapse Region
- 3: Tour nearby regions on the Black Sea coast to evaluate tourist attractions and facilities
- 4: Tour the Tuapse region to evaluate tourism

Upon receiving the results of this study, our sponsor will be able to take action to formulate and implement plans regarding tourism in the area. Additionally, our study can serve as a model for other regions in the area.

## 2. Background

In this section, descriptions of topics relevant to this project will be provided including general tourism, tourism relative to Russia, and tourism in the Krasnodar region.

### 2.1 Tourism

There are over 40 various categories of tourism. The Tuapse region supports ecotourism, cultural tourism, and coastal tourism.

#### Ecotourism

The first formal definition of ecotourism is most often credited to Ceballos-Lascuráin, in his work from 1987, defining it as: ‘traveling to relatively undisturbed or uncontaminated natural areas with the specific objective of studying, admiring, and enjoying the scenery and its wild plants and animals’ (Weaver, 2001). Such places include national parks with hiking trails and camping grounds, rivers that tourists can canoe or kayak down, destinations with informational tours about wildlife such as whale watching, and destinations that tour landscapes such as Yellowstone National Park or the Grand Canyon.

#### Cultural Tourism

Travel or vacation for the purpose of visiting historical sites and learning about history and culture is considered heritage tourism (Oxford University Press, 2016). Cultural attractions can be classified according the eight categories shown in Table 1:

Table 1: Types of cultural attractions (Richards, 2001)

- |   |
|---|
| <ol style="list-style-type: none"><li>“1. Archeological sites and museums</li><li>2. Architecture</li><li>3. Art, sculpture, crafts, galleries, festivals, events</li><li>4. Music and dance</li><li>5. Drama</li><li>6. Language and literature study</li><li>7. Religious festivals, pilgrimages</li><li>8. Complete culture and sub-cultures” (Richards, 2001)</li></ol> |
|---|

According to the ATLAS Cultural Tourism Project’s 2007 survey of 4666 people around the world, over 70% of cultural tourists have a degree, but other than in education, the visitor profile is rather diverse. 60% of the survey respondents were on holiday as opposed to simply visiting an attraction or visiting a relative or friend, among other reasons. This is consistent with the finding that just under half of the people stayed at hotels during their cultural tour. As seen in Figure 4, museums, historic sites, monuments, and religious sites are the most popular cultural attractions (Richards, 2007).

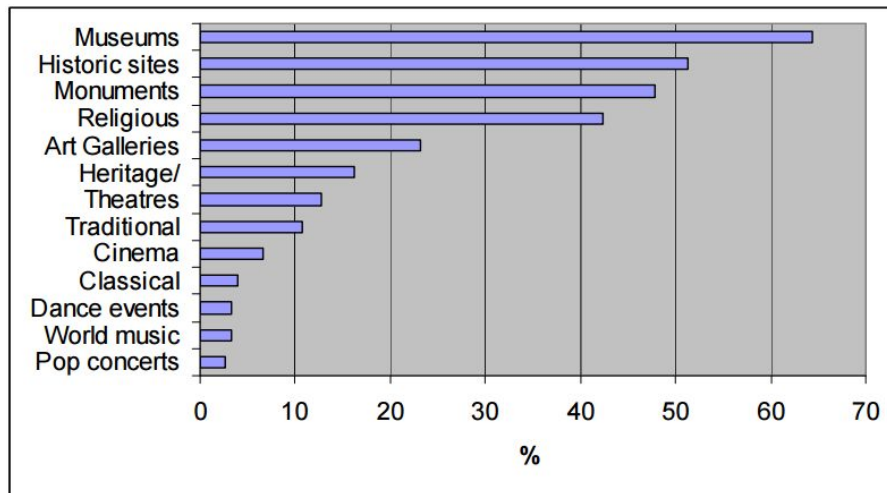


Figure 4: Types of cultural attractions visited (Richards, 2007)

### Coastal Tourism

The Tuapse region is located on the Black Sea. Thus, in order to provide better context for tourism in this region, research on currently successful coastal regions was necessary. Coastal tourism is an integral part of much of the world's economy. In 2011 about 40% of the world's population lived on the coast or within a coastal region (Ghosh, 2011).

A study conducted by the University of Lagos evaluated the common coastal facilities that attract tourists. Using a survey of 120 random subjects, researchers quantitatively analyzed tourists to discern which activities are most essential for coastal tourism locations. The results are shown below (Uduma-Olugu & Onukwube, 2012).

Available Facilities	M.I.S	Rank
Conference Facilities	0.91	1
Lodging	0.89	2
Water Sports	0.87	3
Swimming	0.85	4
Ferries, Piers	0.81	5
Sightseeing Tours/Boating, Canoeing, Sailing Facilities	0.80	6
Facilities for constant Electricity Supply	0.75	8
Arts and Crafts	0.74	9
Shopping Facilities	0.71	10
Esplanade	0.70	11
Beachfront	0.68	12
Restaurant and Bar	0.60	13
Conveniences/Parking	0.58	14

Figure 5: Importance attached to facilities at existing coastal destinations by mean importance score (M. I. S.) (Uduma-Olugu & Onukwube, 2012)

This study also found that the most important factors for coastal tourism are maintenance of existing facilities, water quality, security and safety, landscaping and scenery, and transportation. Comparatively, less important factors included shopping, proximity to hotels, yachting and boating, and packaged tours (Uduma-Olugu & Onukwube, 2012).

### **Age and Tourism**

A study by Kim and colleagues (Kim et al., 2007) investigated the different attractions that draw different age groups. Large festivals and music shows are most attractive to younger people and less so to older ones. Alternatively, small, local festivals and fairs attract mostly middle-aged people and fewer young and old people. Lastly, cultural, scenic, and educational attractions tended to draw an equal distribution across all ages.

In terms of cultural tourism, age is a significant factor. Senior-aged people are far more likely to take a trip to a historical location than young people. Yet in spite of the difference in number of tourists, those who vacation to heritage locations largely do so for the same reasons. These reasons include pleasing scenery, the ability to explore the area, and the opportunity to gain knowledge about history and culture. However, one important difference is that far more senior-aged travelers saw heritage tourism as an escape from daily life than young tourists did. This disparity could be because senior-aged tourists feel nostalgic about the historical site and see these trips as a form of pleasure whereas younger tourists do not feel nostalgia because it was not part of their life experience (Kaufman & Weaver, 2007).

## **2.2 Tourism in Russia**

International tourism in Russia has undergone much change and expansion in recent years. The Soviet Union has historically used tourism more as a political tool rather than an economic industry (Burns, 1998). In the USSR, international tourism served two major purposes: to promote their own image to international travelers and to monitor the movements of those very same travelers. Outbound tourism was uncommon, and overseas travel was practically nonexistent for USSR citizens. In general, international tourism was not seen as productive (Burns, 1998). However, beginning in the early 1990's, significant political and economic changes have reversed this opinion. Although they were once subject to strictly defined limits, foreign tourists now have the ability to visit a much vaster portion of Russia and experience diverse pieces of Russian culture. This relatively newfound potential resulted in a drastic increase in development of the Russian tourism industry (Stepchenkova, 2006).

Domestic tourism in the USSR was more common for Russian citizens with two different focuses, active tourism and rest tourism. Active tourism included activities such as walking, hiking, and camping. Rest tourism revolved around vacationing for the purpose of healing at a sanatorium or health spa. The government provided subsidies for employees who could not afford a vacation. Today, active and rest tourism still dominate most of domestic trips, but government subsidies have been greatly reduced (Gorsuch, 2011).



Multiple natural and cultural factors helped facilitate the development of tourism in Russia. The sheer size of Russia provides tourists with a large number of areas to visit. Furthermore, there is a wide selection of entertainment venues available, such as theaters and circuses. There are a large number and wide variety of museums in Russia, with almost 400 in Moscow alone. Eco-tourists can visit the many national parks contained within Russia's borders (Morozova, Volkov & Avdeyuk, 2014).

Yet in spite of these attractions, inbound tourism from international travelers remains unstable at best, as shown in Figure 6. Meanwhile, outbound tourism continues to steadily increase.

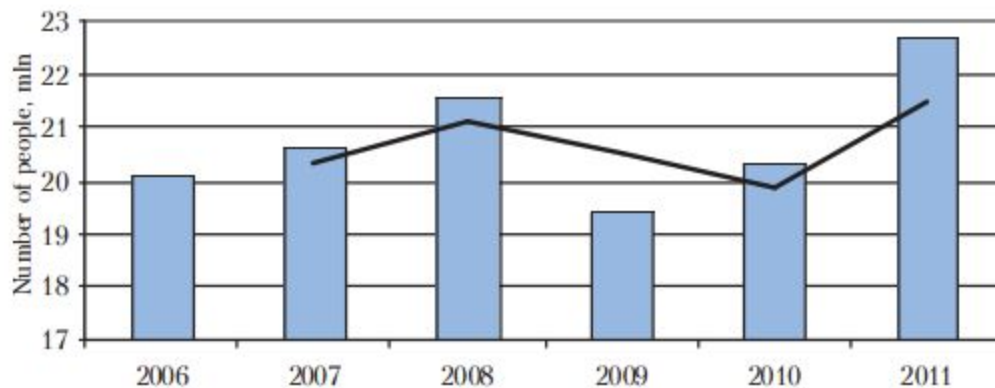


Figure 6: Number of inbound tourists in Russia (2006-2011)  
(Morozova, Volkov & Avdeyuk, 2014)

These trends in tourism could potentially be due to a number of factors. Historically, infrastructure issues and lack of support from the government have plagued the tourism industry (Ovcharov, 2008). The Russian visa system remains complex and difficult to navigate for tourists, which can prevent potential tourists from visiting (Neumayer, 2010). Moreover, one of the biggest problems that Russian tourism faces is the lack of advertising (Stepchenkova, 2006).

Such a lack of marketing has resulted in foreign travelers being unaware of the attractions that Russia offers or, worse yet, maintaining an outdated or negative view of Russian society. A study analyzed the various keywords and destinations used by various United States and Russian travel websites (Stepchenkova, 2006). This study indicated that US travel websites may misrepresent Russia as purely a historical and cultural destination, as well as limiting the general geography of Russia. In turn, Russian travel websites were generally poorly translated and not focused on one type of tourist. As such, there are several key attractions available in Russia that remain largely unknown to American travelers, particularly excursion tourists or eco-tourists (Stepchenkova, 2006). Another study surveyed American tourists to gain insight into American views of visiting Russia (Stepchenkova & Morrison, 2008). Of those surveyed, many had what the researchers considered to be incorrect views of Russia as a hostile and underdeveloped place.

This view may be a product of the Cold War, indicating American travelers may have an outdated view of Russia. Additionally, survey respondents were unable to name many of the environmental attractions found in Russia. This study indicates that there may exist a knowledge gap among American travelers (Stepchenkova & Morrison, 2008).

Without an improved marketing campaign, Russian tourist destinations may be missing out on a sizable portion of foreign tourism. Business travelers make up the largest part of inbound tourism by a sizable margin, while eco-tourism and entertainment tourism only make up a small fraction, as shown in Figure 7. Russia certainly has the potential to attract these kinds of tourists. Furthermore, though excursion tourists make up a sizable portion of all inbound tourists, there is still potential to attract more of them (Morozova, Volkov & Avdeyuk, 2014 ).

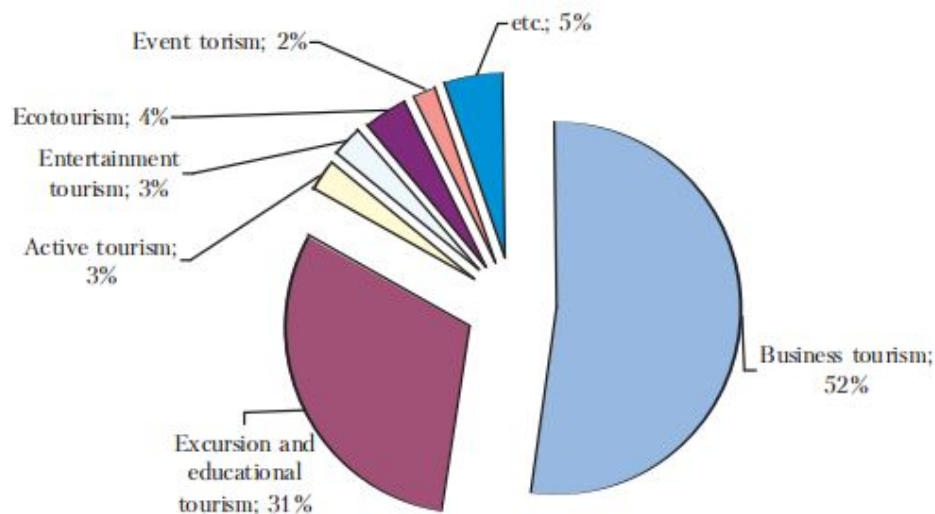


Figure 7: Breakdown of types of inbound tourists (Morozova, Volkov & Avdeyuk, 2014)

## Culture

Sanatoria are a popular tourist destination in coastal cities along the Black Sea. A sanatorium is an institution for medical treatment through natural means. Many sanatoria were constructed under the Soviet Union as resorts for low income workers. Today, the government subsidizes vacation fees for these workers. Thus, low income workers make up a majority of the clientele of sanatoria on the Black Sea. Sanatoria include services such as spa treatments, physical therapy, and dietary counseling (Vetitnev & Dzubina, 2013).

Youth camps are another common attraction. Similar to sanatoria, many youth camps were created under the Soviet Union and now receive government funding. Low income workers are reimbursed by the government for enrolling their children in these camps. Youth camps attempt to blend education, recreation, and, sometimes, patriotism. Camps often welcome celebrities such as musicians, athletes, and cosmonauts to serve as exemplars of Russian success and pride (Comai, 2010).

## 2.3 Tourism in Krasnodar Region

Domestic tourism is on the rise in the Russian Federation. One popular tourist region of Russia is the Krasnodar region. The Krasnodar region is located east of the Black Sea, as seen in Figure 8. It has a land area of 29,000 square miles and a population of over 5 million residents. This region includes popular tourist destinations such as Sochi, Anapa, and Gelendzhik. Additionally, the Tuapse region is a subsection of the Krasnodar region. Researching information about tourism in Sochi and other successful locations in the Krasnodar region could help direct different tourist marketing techniques in the Tuapse region.

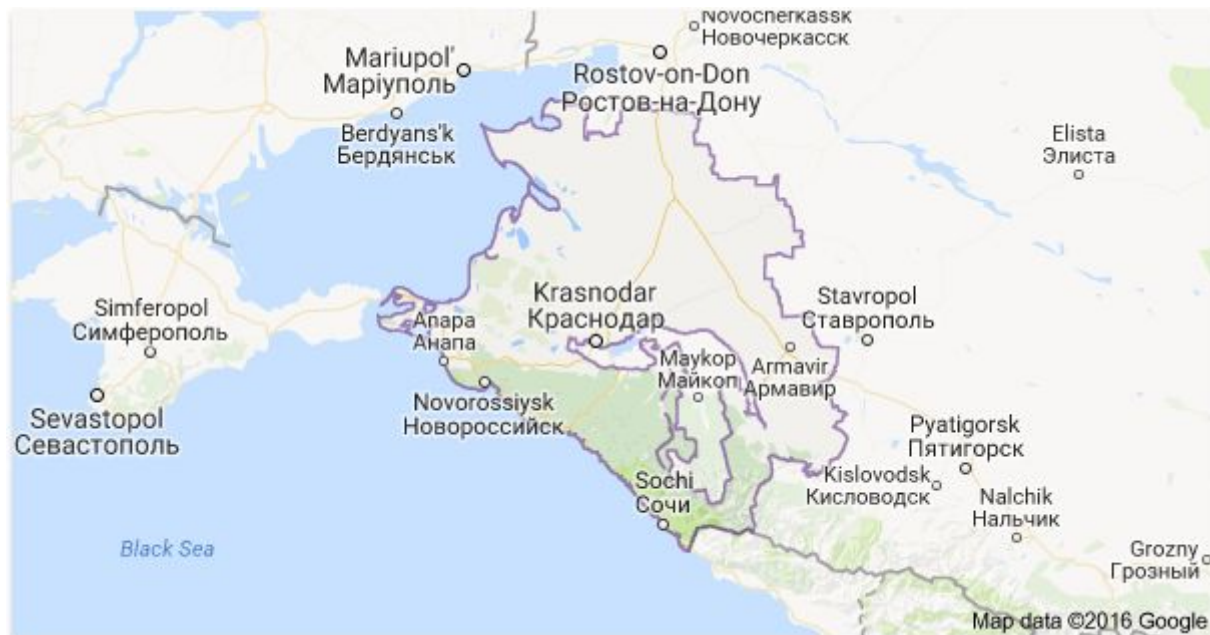


Figure 8: Map of Krasnodar Region

## 2.4 Tuapse Region

The Tuapse region or Tuapsinsky District is a small part of the Krasnodar Region, located on the shore of the Black Sea. It has an area of about 2,366 km<sup>2</sup> (914 mi<sup>2</sup>), 87% of which is covered in ancient forests, including the world's largest pine grove. The three major rivers that run through the region create valleys, canyons, and waterfalls that can be enjoyed along with the various beaches and natural sites. The climate is subtropical, moderately humid with a coastal breeze. The district boasts four water parks, two dolphinariums, three museums, mountain paths, camping locations, and over 300 resort institutions. The current tourist season ranges from June to the first two weeks of September. Tuapse city's economy mainly revolves around its oil refinery, transportation on the Black Sea, and food production (Official Tuapse Website, 2016).

### 3. Methodology

The purpose of our project was to evaluate tourism in the Tuapse region compared to nearby regions on the Black Sea coast. To achieve this purpose, we executed the following process, also shown in Figure 9:

1. Research the tourism industry
2. Assess Financial University students' perceptions of tourism in the Tuapse Region
3. Tour nearby regions on the Black Sea coast to evaluate tourist attractions and facilities
4. Tour the Tuapse region to evaluate tourism

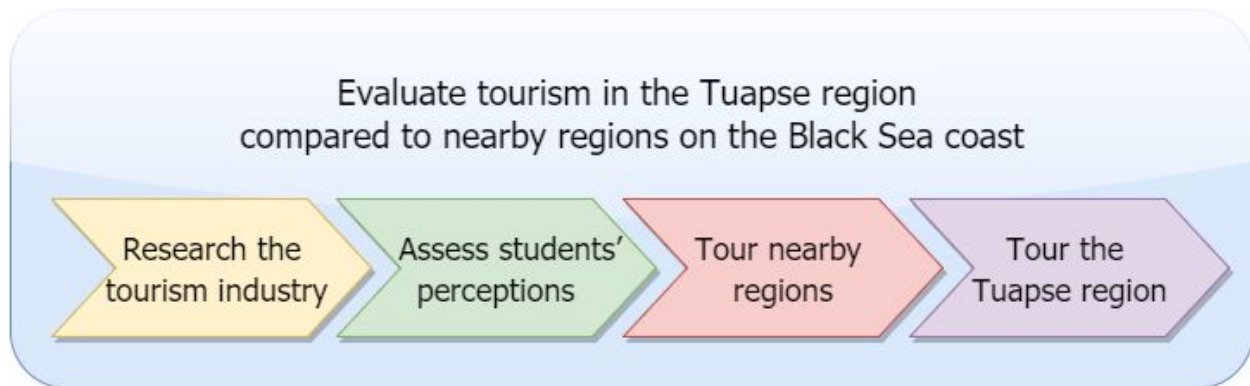


Figure 9: Illustration of purpose and goals

#### 3.1 Research the Tourism Industry

First, we familiarized ourselves with the most recent research articles, journal articles, websites, and professional papers regarding many facets of tourism. This research resulted in key factors that should be involved in our evaluation.

We interviewed two tourist agents who provided us with data on how places are marketed, where people go, and why people go there. We compiled this data through a series of interviews with professionals from tourism agencies.

We also cooperated with Russian students who served as co-contributors for the project. They provided us with knowledge by using the same methods as noted above. They also garnered additional information through translating Russian texts.

#### 3.2 Assess the Financial University Students' Perceptions

We chose to survey students from the Financial University under the Government of the Russian Federation (Financial University) which is located in Moscow. The WPI project center is also in Moscow, making this group the most accessible as a data set.

A survey was sent to discern the participants' general awareness of the Tuapse region and its appeal. The first question asked about the respondent's familiarity with the Tuapse region,

allowing us to filter out responses of people unfamiliar with the region. The second question asked respondents to pick which categories of tourism they believed to be represented in the Tuapse region. These categories were eco-tourism, coastal tourism, and cultural tourism. The final question asked the respondent to provide reasons as to why or why not they would vacation in the Tuapse region. See section 8.1 for the full list of questions.

### **3.3 Tour Nearby Regions on the Black Sea Coast**

The tour lasted three days and included stops in the towns of Anapa and Gelendzhik. We traveled along coastal roads in a van to reach each location. While in these towns, we conducted a survey, interviews, and made observations of the local facilities. Though we recognize that observations are not a traditional data collection method, our observations were specifically requested by our project liaison. We modeled our process after anthropological observation, which involves taking part in the activities and interactions of the subjects being observed (Bernard & Gravlee, 2015). For our project, we observed the surrounding area as well as tourists. All observations were made as objectively as possible.

We created a thirty-four question survey focusing on fourteen values. Answers were placed on a five point Likert scale. The purpose of this survey was to capture the values of tourists and to determine if those values were being satisfied. The surveys were conducted verbally, on paper, and virtually via email. Those surveyed included people that we asked while visiting attractions, people on streets, and customers that were supplied to us by managers of facilities. See section 8.2 for the full list of questions.

In Anapa, we toured three hotels, a winery, and stopped at three roadside monuments honoring historical military events. We conducted interviews with hotel managers focusing on their perceptions of tourism in the Tuapse region and opportunities to improve tourism. At each location, we purposefully made observations about people, facilities, and infrastructure. The values from the survey guided our observations.

In Gelendzhik, we visited two hotels, the zoo “Safari Park,” and the boardwalk on the coast. Surveys were conducted at each location. Interviews were conducted with the two hotels and Safari Park. We made observations at these locations and the surrounding area.

### **3.4 Evaluate Tourism in the Tuapse Region**

The evaluation was conducted through surveys, interviews, open discussions, and observation. The tourists in the region were given the same survey that was used in Goal 3, and procured in the same fashion.

The purpose of the survey was to compare the values of tourists in Tuapse against those outside Tuapse and also to compare how Tuapse fulfills these values. We created a thirty-four question survey focusing on fourteen values. Answers were placed on a five point Likert scale. The purpose of this survey was to capture the values of tourists and to determine if those values

were being satisfied. The surveys were conducted verbally, on paper, and virtually via email. Those surveyed included people that we asked while visiting attractions, people on streets, and customers that were supplied to us by managers of facilities. See section 8.2 for the full list of questions.

We created a seven question survey for residents of the Tuapse region to discover whether they wanted an increase in tourism and also what could be improved in the region. First, participants indicated on a Likert scale whether or not more tourists should be introduced to the region. Other questions asked participants for short written or verbal responses. We randomly approached tourists and local residents, requesting their assistance in taking the survey. See section 8.3 for the full list of questions.

We interviewed the administrators of three resort hotels, a sanatorium, a children's camps in the Tuapse region. We sought information regarding their opinions on the region and what they believed was lacking. We also collected miscellaneous information about their facilities, such as their demographic, number of visitors, and common activities in the region.

Additionally, our team conducted open discussions with experts so that they could discuss and offer ideas about the Tuapse region's potential. We used the SWOT analysis technique to organize thoughts and direct the discussion. The participants of the discussion were split into two teams of four and two teams of three and asked to brainstorm for 20 minutes the strengths, weaknesses, opportunities and strengths of tourism in the Tuapse region. Then, the discussion commenced, with each idea and the number of teams who shared the idea being recorded for all to see.

As in the other regions, we recorded our objective observations to reinforce the data that the surveys yielded.

## 4. Results and Analysis

### 4.1 Financial University Survey Results

Our general opinion survey yielded 185 responses. 75.1% of respondents indicated familiarity with the Tuapse region. The results of the second question are shown below, in Figure 10.

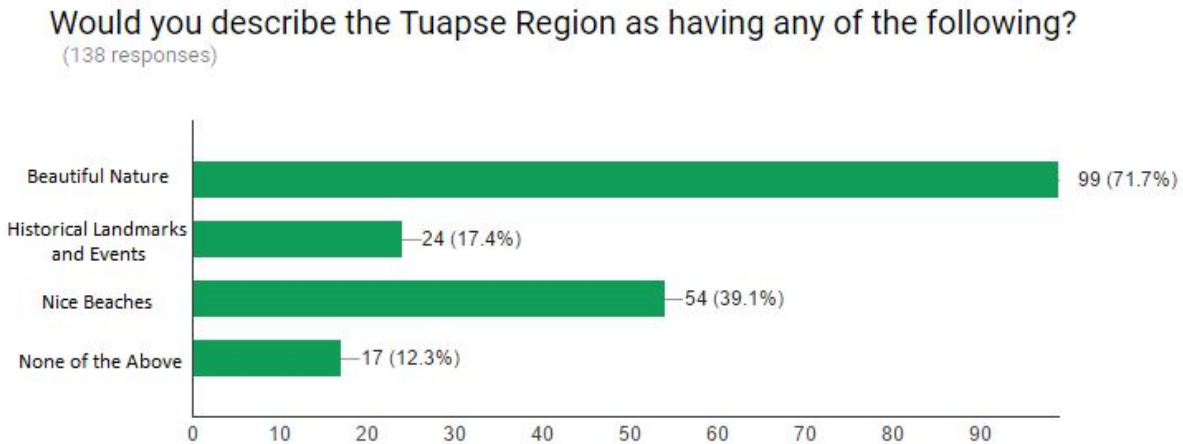


Figure 10: Perceived motivations for traveling to the Tuapse region

There were 111 responses to the third question, 53 of which (48%) indicated that they would vacation in the Tuapse region and 43 (39%) said they would not. The remaining 15 responses (13%) did not provide a definitive answer. The most common justification in favor of vacationing was travel to a new location. 11 people responded in this way. Another frequent answer was nature, particularly the mountains, with 7 responses. The most common reason against vacationing was that there are better places at which to vacation, notably Turkey and Crimea. 11 people responded in this way. Other frequent answers included lack of interesting attractions, low quality beaches, and underdeveloped infrastructure, with each reason receiving 6 responses. See section 8.1 for the full list of results.

### 4.2 Observations

The first area in which we recorded observations was the Tuapse region. We noted unpaved gravel roads on the path to a beach and main roads with holes that our driver worked to avoid. There were cans, bottles, and broken glass on the ground and no public trash cans. There was equipment on the beach including slides and trampolines, but we did not observe people using them the three times we visited. The beach was largely composed of smooth stones. The

water appeared clean and blue further out but was a brown color close to the shore. We were warned by Russians that vendors were aggressive in the sale of wares to tourists.

The main roads for shopping and entertainment in Tuapse city had separated trash and places for pedestrians to walk. We did not observe ATMs in areas with high tourist populations. However, there were ATMs on highways and places farther from the coast. Restaurants, clubs, and stores lined the streets, along with the occasional military history monument. A park was dedicated to chess. In this park, tables had chessboards and chess-related decorations, and there were scheduled daily games with local players.

The second location we visited was Anapa. There were paved roads with trash cans and pathways that led through the center of town. Some roads were blocked off for pedestrian use. We observed wheelchair ramps at multiple buildings. Further from the center of town, there were multiple night clubs. As we walked along the city streets, we observed children using trampolines and slides on the beach.

The last place we observed was Gelendzhik. The beaches were composed of sand and rocks and the water was brown. Signs warned against swimming. We observed people using the multiple stores, restaurants, park, and other facilities. Pathways were paved and there were trash cans along them. Additionally, there were bike paths.

The hotels that we visited in each region were all of 4-5 star quality. In contrast, the hotels in which we stayed were of poorer quality but far lower price. For example, in the economical hotels, there was often mold, holes in walls, lack of temperature control, lack of hand and shower soap, and lack of or restriction on hot water. In the expensive hotels, the facilities were free of dirt and there were tourist attractions within the facility. All of these hotels contained water slides, pools, and lounges for guests who prefer to stay in the resort.

### **4.3 Values Survey**

The survey concerning the values and evaluations from tourists served to provide insight on the most important strengths and weaknesses of the Tuapse region. Our preliminary questions showed that there was a balance in age, gender, and region of origin. As for motivations, 61% of the participants responded that they were most interested in the beach, which is more than double the popularity of the next options (culture, recreation, mountains, medicine, business). Most people also indicated that their vacations last between one and two weeks. As mentioned in the Background section 2.4, it was not feasible to stratify by income.

According to our survey, the most valued aspects of a tourist facility were friendliness of staff and cleanliness of the facility. The next most valued aspects were comfort, safety, cleanliness of the area, and appearance. The lowest valued aspects were transportation, shopping, and internet connection. See section 8.2 for the full list of results.



## 4.4 Local Resident Survey

The survey concerning the local residents gauged their perceived strengths and weaknesses of the Tuapse region. According to those questioned, there are a moderate amount of tourists in the summer season and a variable amount in winter. Multiple respondents desired changes to transportation while others wanted the construction of more monuments.

The most frequent response regarding recent changes in the region involved renovation of road infrastructure. One respondent stated that the roads had become worse after maintenance. Some other responses included adding a water taxi service to decrease traffic on roads. See section 8.3 for the full list of results.

## 4.5 Interviews

We conducted interviews with tourism professionals throughout the Krasnodar region. These professionals included hotel managers, sanatoria and children's camp directors, and regional administrators in Anapa, Gelendzhik, and Tuapse.

At the Ural sanatorium in Anapa, we interviewed a manager. Ural is a 4-star sanatorium with a demographic of people aged 40 to 65. The manager said that tourists vacationed there for the wide range of entertainment including beaches, mountains, and aqua sports. Others stop there during trips to Sochi and Crimea. Additionally, costs are lower compared to Sochi. The manager also stated that Tuapse's infrastructure is severely underdeveloped and that Anapa was more successful because of its infrastructure. In particular, he noted the poor conditions of roads in Tuapse cause traffic jams and the lack of an airport makes travel to the region difficult. As a resident of Anapa, he was content with the number of inbound tourists.

At the Dovill 5-star resort-hotel in Anapa, we interviewed a manager. Dovill mostly attracts families with children. Many guests spend their entire vacation on the resort. The manager indicated insufficient public transportation, unclean facilities, low quality of entertainment, and low quality of service as major issues of the Tuapse region. Dovill has systems in place to prevent these issues including cleaning audits, novel and interesting entertainment attractions, and specialized staff training courses. The manager also stated that they would prefer an increase in tourists during the offseason, but the amount during peak season is sufficient.

At the Albatross hotel in Anapa, we interviewed a manager. Albatross is a 3-star hotel that attracts families and those on business trips. In particular, their main clientele are Russians who cannot or do not want to leave the country. Their reasons to stay in the country include having small children or being a member of the military, who are often not allowed to leave. The manager told us that this is the main demographic of Krasnodar region tourists, excluding Sochi. Foreign tourists comprised less than 10% of clients at this hotel.

At the Nadezhda hotel in Gelendzhik, we interviewed a manager. Nadezhda is a 5-star resort hotel that mostly attracts middle class clients. The manager emphasized customer loyalty,

estimating that 40% of clients were repeat customers. Once again, less than 10% of clients were foreign. The manager stated that many hotel managers report lower profits to reduce taxes. She also stated that this practice alienates investors from outside regions.

At the Kempinski 5-star hotel in Gelendzhik, we interviewed a manager. She agreed that service was generally subpar in the region, particularly staff friendliness. He stated that many staff members were not properly trained regarding hospitality.

We interviewed administrators from Anapa and Gelendzhik. Both administrators believed that the Tuapse region administration needs to employ new strategies. The Anapa administration works to anticipate future issues and focuses on innovation. The Gelendzhik administration is very strict about projects and addresses issues as they arise. Anapa employs proactive strategies while Gelendzhik employs reactive ones, both to great success. The two administrators stated that Tuapse administrators could benefit from these approaches.

At the Yamal hotel in the Tuapse region, we interviewed a manager. He believed that Tuapse needed a unique identity to succeed and that the administration could not simply mimic neighboring regions. He noted that a mountain trail or military history tour could provide that unique identity, but raised concerns that the current infrastructure could not support such a venture. He also believed there is a sufficient number of tourists during peak season, but more tourists during the off-season would be beneficial. Additionally, he noted an issue that most clients of company-owned sanatoria and children's camps are employees and their children. Thus, money is often kept within the company and does not go to the city.

At the Zorka sanatorium and children's camp, we interviewed the director. He also believed that the Tuapse region needs its own unique brand and that it would not succeed by following other regions. Furthermore, he agreed that a military tour or mountain trail would fill this void, but that current infrastructure might be insufficient. He also suggested a sanatorium water taxi to avoid the area's traffic.

In Shepsi in the Sochi region, we interviewed a sanatorium director. She agreed with the previous managers that Tuapse lacks a brand and has insufficient infrastructure. She suggested an interactive master class program. This program would involve travel to the mountains to study and engage in art and culture. She also noted that unemployment during the off-season is a serious issue.

## **4.6 Case Studies**

We performed more in-depth studies on the tourist locations Abrau Durso and Safari Park. Both of these locations created unique and innovative attractions to appeal to new tourists.

### **Abrau Durso**

The winery Abrau Durso is a rural locality situated between Anapa and Gelendzhik. It is located on Lake Abrau, which is less than 14 kilometers from the Black Sea. The winery has two

major demographics. Before September 1st, the majority of visitors are families. After September 1st, most are young couples and pensioners. There is generally one group of 5 to 10 foreigners each day. The winery and exhibition give tours in English, but it is common for foreign groups to bring their own translators. Families are a large portion of visitors in the summer because the winery allows children to take the tours. The winery also hosts events such as weddings.

To increase the number of younger tourists, the owner invested in MARS Light Line (see section 8.4), installing a modern art exhibit within the winery. This exhibition was created in collaboration with the Moscow Modern Art Museum. At the time of this study, the exhibition had been in place for four months. The average number of visitors to the exhibition was 100 people per day, but can range from 25 to 400 people. Since its opening, staff has noted an increase in the amount of younger individuals participating in the winery tours and has plans to evaluate its effectiveness at the end of a year.

### **Safari Park**

Safari Park is a zoo, animal sanctuary, and museum in the city of Gelendzhik. The park is 156 hectares (385.5 acres). In 2004, the founders opened this establishment as an innovative way to increase tourism in the region. At this time, the park had 30 animals and one main investor, but now houses approximately 1000 animals and has several co-directors and investors. The park has an average of 3000 visitors per day with up to 4000 visitors in a single day during the peak season. The park charges 1000 rubles (15.60 USD) for admission and another 500 rubles (7.80 USD) for a scenic lift to the top of the mountain. The lift brings visitors to a mountaintop cafe and exhibit area at a height of over 600 meters (see section 8.6). The park offers free admission to children under the age of 5, veterans of World War II, and those in wheelchairs.

According to the owners, Safari Park functions most importantly as an animal treatment and research facility. Additionally, the park has a museum dedicated to historical artifacts discovered nearby or in the Black Sea. We perceived the museum's displays to be clear, professional, and attractive. The artifacts exhibited in the museum ranged from Babylonian (~600 BCE) to modern times and include pottery pieces, books, armor, silver, and more. There are also models of famous ships and displays of underwater breathing apparatus from beginning up until today.

## **4.7 Open Discussion**

Present at the SWOT discussion was the head of the Tuapse district beach and recreation, a director of a travel company, the director of the ecological and biological center of Tuapse, a guide from the WWII Tuapse defense museum, an administrator of a children's camp, a manager and a director of a health resort, our five Russian teammates, and our WPI IQP team. Dr. Balistriero, our liaison, Deputy Dean of the Financial University Ekaterina Mikhailovna, and

Deputy Dean of the Financial University Yuri Yurievich acted as supervisors. A full record of this discussion can be found in Appendix 8.8.

In the strengths category, common answers reinforced our earlier findings that the mountains, forests, beaches, history, low price, and health resorts were attractive to tourists. We also learned new strengths such as the diversity of local people, the availability of locally grown and manufactured food products, and the possibility for agricultural tourism.

The discussion on weaknesses resulted in three written pages of ideas. Most notably, participants raised concerns about the region's old, unattractive buildings, scarcity of entertainment, poor customer service, paucity of wi-fi, low visitor return rate on museums, and closing of shops and hotels during the off-season. Weaknesses that we learned from interviews and surveys before, such as underdeveloped infrastructure, dirty and rocky beaches, lack of transportation, traffic, and absence of ATMs were also noted during this meeting.

The opportunities discussion involved resolving weaknesses and capitalizing on strengths. The dearth of tourists during the off-season could be addressed by activities for weekend or winter holidays, such as festivals, mountain sports, water sports, and business conference hosting. The strength of the Black Sea access and lack of transportation led to more discussion on the water taxi or ferry idea from Section 4.5. This system could allow easy access to all of the resort cities on the Black Sea and bring tourists from places such as Sochi, Anapa, and Gelendzhik to Tuapse. Many felt that ideas involving Tuapse's notable strengths, such as a nature tour and a history tour were important opportunities. They believed that tourists would be interested in staying the mountains and participating in events such as master classes.

The discussion on threats revealed common concerns about other resort cities, such as Sochi and Anapa, as well as other countries such as Turkey and Egypt. It was also mentioned that the Black Sea has the world's largest presence of hydrogen sulfide, a substance toxic to most plant and animal life. For this reason, beaches can have the scent of rotten eggs and also bodies of fish that have washed up after being poisoned. There is the possibility that if disturbed, this toxic, flammable gas could be released into the atmosphere, resulting in many adverse and potentially fatal effects for those in the vicinity. People also noted weather conditions, such as tropical storms that lead to flooding (Rzoska & Mazur, 2007). Finally, it was agreed upon that the Tuapse region's poor reputation connected to its industrial city and the lack of identity was a threat that should not be ignored.

## 5. Discussion

In this section of the paper, we discuss the current state of tourism in the Tuapse region and opportunities for improvement. All discussions are based on our own findings presented in Section 4, which is organized into the following SWOT analysis:

Table 2: SWOT analysis of findings

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>● Inexpensive</li> <li>● Mountains and forests</li> <li>● Beaches and sanatoria</li> <li>● Historical pride</li> <li>● Diversity of people</li> <li>● Agricultural tourism</li> <li>● Local food products</li> </ul>	<ul style="list-style-type: none"> <li>● Underdeveloped infrastructure</li> <li>● Dirty and rocky beaches</li> <li>● Lack of public transport</li> <li>● Poor service and training</li> <li>● No ATMs</li> <li>● Traffic</li> <li>● Decrepit buildings</li> <li>● Poor customer service</li> <li>● No Wi-Fi</li> <li>● Shops closing during off-season</li> <li>● Low visitor return rate to museums</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>● Water ferry</li> <li>● Mountain tour</li> <li>● WWII history tour and cultural pride</li> <li>● Master-classes</li> <li>● Conferences</li> <li>● Water sports</li> <li>● Winter holidays</li> </ul>	<ul style="list-style-type: none"> <li>● Other Russian resort cities</li> <li>● Other countries</li> <li>● Branding</li> <li>● Hydrogen sulfide in the Black Sea</li> <li>● Weather conditions</li> </ul>

### 5.1 Current Status

In our open discussion, more weaknesses were listed than strengths. Based on our results, we enumerated eight strengths and thirty-six weaknesses in our final SWOT analysis. However, we believe many of the weaknesses to be rectifiable with proper funding. For example, ATMs can be purchased and positioned in busy areas. Sand can be imported for rocky beaches. Trash bins can be placed more frequently. More complex weaknesses can be minimized with innovative projects. For instance, traffic can be reduced by introducing a water taxi (discussed

further in Section 5.4). Lack of quality service may require specialized hospitality training programs, as suggested during interviews with hotel management. In general, the region's infrastructure is insufficient and requires significant changes for other projects to be effective.

## **5.2 Branding**

According to our results, outside perception of the Tuapse region is unfavorable. Several tourism professionals agreed that the Tuapse region needs a unique identity to succeed. We have identified two main requirements for rebranding Tuapse: new marketing strategies and a unique attraction.

A marketing plan could greatly help in re-branding the Tuapse region. Many people are unaware of the distinction between the Tuapse region and the city of Tuapse. The city of Tuapse is largely industrial whereas the rest of the region has potential tourism attractions including mountains and resorts. Thus, it is vital to differentiate these two areas. This marketing plan should focus on raising awareness of the more attractive locations of the Tuapse region. A new name or slogan may be required to separate Tuapse region from Tuapse city in the public eye.

A final consideration is that this region develop a unique attraction to entice tourists. Multiple professionals that we interviewed emphasized that the Tuapse region cannot be successful by copying other nearby regions, such as Sochi. Rather, the Tuapse region needs to distinguish itself through a unique attraction. Some ideas for this attraction include a mountain trail, a military history tour, and an art and culture master class. These ideas are discussed in detail in Sections 5.5-5.7

## **5.3 Off-Season Development**

Off-season development of tourism assets was considered during an open discussion with the head of the Tuapse Tourism Administration. The current tourist season ranges from June to the first two weeks of September. The administrator would like to increase this season to range from May to October. The major weakness for increasing the tourist season is that many sanatoria and shops close for the off-season. These closings cause high unemployment and limit the amount of tourists that can stay in the region. It was discussed that many sanatoria have the capacity to stay open year-round, which could lengthen the season.

One opportunity that was discussed was the planning of themed festivals. These festivals could focus on music, art, history, and other local culture. Festivals of this nature would be able to be held yearly, allowing them to be held in an off-season month. With the opportunity for more off-season tourists, there would become a need for trained guides and hospitality workers.

A short term plan involved increasing tourism in the fall months by developing annual sporting events and festivals. Water sports, such as surfing and kiting, are ideal due to the warm sea temperature after summer. Other events could include mountain sports such as hiking and climbing.

A long term plan was to increase the annual functionality of 15% to 20% of the hotels and sanatoria in the region. This would include the increase of room rental for both hotels and sanatoria, with an increase in the medical treatments being performed at the sanatoria as well. As most guests at the sanatorium are sponsored by the government, the time of their stay could be controlled.

## 5.4 Water Taxi

During multiple interviews with business administrators, the opportunity and desire for some form of alternative transportation was expressed. The current road conditions create many traffic jams, according to both tourists and locals. Trains do not travel from Tuapse to Gelendzhik. At the moment, the closest airports to the Tuapse region are located in Anapa and Sochi, which are 227 km (141 miles) and 143 km (89 miles) respectively.

To combat these long commutes a water taxi system was discussed. This system could connect the Sochi and Anapa international airports to other coastal cities in the Krasnodar region, as well as train stations near the coast. In Figure 11, a potential water taxi route including stops at Anapa, Novorossiysk, Gelendzhik, Tuapse, Lazarevskoye, and Sochi is outlined. This route is based on the Tuapse Sea Commercial Port cruise “Comet” which existed until the mid-90s. Previously, the travel time between Lazarevskoye and Sochi was 80 minutes and from Lazarevskoye to Anapa was 3 hours, with stops (<http://www.tuapse-info.ru/news/posnews.html>). With such a water taxi in place, the opportunity for a scenic tour and or dinner boat excursion that links other Black Sea cities to the Tuapse region would become a more feasible possibility.



Figure 11: Depiction of transport systems with hypothetical water taxi route

## **5.5 Mountain Trail**

A hiking or camping trail in the mountains would capitalize on the strength of the region's beautiful nature that has been often mentioned. The trail would be a straightforward project to construct, with most of it being a long path through the mountains. It also has the potential to combine recreation and education.

The mountain trail would consist of a path with lodging available intermittently. The trail can rely on existing paths as a base to minimize encroachment on natural territory. Low cost lodgings could be created in the form of log cabins and campsites.

Educational elements could be added to the trail to teach tourists about the local nature and culture. Plaques describing local fauna and flora would offer tourists insight into the area's rich ecosystem. The trail could incorporate villages where tourists could learn about the customs and traditions of the local people. These villages would also serve as a location for hikers to rest and purchase local wares. The trail would serve as a source of revenue for these people in exchange for enriching the trail with their culture. Additionally, tour guides could be trained specifically for the trail.

A pilot of the trail could be implemented to test its effectiveness. An initial path of one or two kilometers, with the previously detailed components would serve as a proof of concept and low risk evaluation. If the pilot proves to be successful, it would be possible to continue the trail incrementally, for as long as it proves profitable.

This mountain trail has potentially wide appeal. Experienced hikers could attempt to traverse long stretches of the trail at once while nature enthusiasts could move slowly from one checkpoint to the next. Young tourists could bring tents for the campsites while older tourists and families could rent cabins.

## **5.6 Military History Tour**

Tuapse's rich military history is another potential tourist attraction. Multiple professionals that we interviewed indicated that the region's military history is important. Section 8.5 includes some examples of underdeveloped historical monuments.

Tuapse was a vital Russian naval base on the Black Sea during World War II. The German offensive was halted in the region. Many Tuapse residents are proud of the defense of their homes. A military tour would allow these residents to share an important part of their culture with others.

A driving tour could be created to link existing monuments and museums dedicated to the defense of Tuapse. This tour could either be led by specialized guides or audio recordings for each site. Guides can provide an interactive experience, but need to be trained. Audio recordings give the opportunity to preserve firsthand experiences from veterans. Additionally, the monuments could have informational and possibly multilingual plaques to inform tourists of the



stories of each location. This information would add to the depth and interest of each stop in a tour.

This approach attempts to attract a niche group of tourists with an attraction unique to the Tuapse region. The tour would attract those interested in military history. Though it is a niche market, it would provide the foundation for future expansion, as well as a unique identity for the region.

Figure 12 shows the Cement Palace of Culture in Novorossiysk that was bombed when the city was razed during the second World War. There is a monument for heroic tank crews with a mass grave for 338 people at the same location. People often stopped at this place to see the building and the monument, but it does not yet have any plaque explaining what happened. Figure 12 shows a plaque with an explanation edited into the photo.



Figure 12: Hypothetical tourist attraction

## 5.7 Master Classes

Master classes would teach tourists about art and culture and include interactive components. A master class is a class taught by an expert in music, painting, arts, or other skills. Tourists would live together in a small village-like area, where they would be educated about culture of the region and interact with skilled artists and local people. They could participate in creating works of art or learn to play music. By inviting well-known specialists to the region, it would be possible to generate interest for tourists.

## 5.8 Combined Experience

A more complex idea is an experience that incorporates elements from the previous ideas into one experience. A tourism director, a local archaeologist, and the tourism professionals from our open discussion in Tuapse believed that such an experience or tour could result in a unique opportunity that would be attractive to tourists. The experience would include visits to historical monuments and an overview of the region's history. Participants could hike into the mountains where they would follow the mountain trail and learn about the region's nature from booklets, an audio tour, or specific signposts explaining the flora and fauna. Participants would also be able to sleep in small cabins built along the mountain trail. Such cabins could be built in the classic student hostel style popular in Europe. The cabins would be low cost log cabins with simple bunks and coal heaters that can be built in the forests on the mountain. Classes in pottery, art, music or creative writing could be made available for weekend or week-long periods of time. The classes would teach tourists about art, culture and would include interactive components. By using a variety of topics and classes, this tour could be attractive to a large demographic. The tour would entice those interested in nature, history, culture, and art. Furthermore, this creative idea lends itself to the problem of increasing off-season tourism.

In Figure 13, we have outlined a hypothetical mountain trail, with the proposed name of the "Trail of Patriots." Tourists could begin at Anastasievka recreational center or the village of Goytkh, which was razed by the Germans during the Tuapse Defensive Operation. They could take a bus or truck from the village to the base of the mountain. From either trailhead, people would hike to the Mountain Semashkho, where the German forces were halted. From this peak, the Tuapse city was visible but the Germans could not advance. The trail features periodic rest areas that would have cabins in which tourists could stay, facilities where master classes could be held, and nature and historical sites to visit. On this trail, tourists can enjoy a combination of hiking and camping in nature, historical tours, and master classes.



Figure 13: Example of hypothetical mountain trail

## 5.9 Project Limitations

The most prevalent limitation of our project was our small sample size. It proved difficult to gather a large, varied sample for our survey, particularly of people local to Tuapse. Cultural differences, language barriers, lack of research resources and facilities, and lack of time severely hindered us in this endeavor. As we were required to travel most of every day during our tour and also conduct interviews, it was extremely difficult to have time to survey a stratified group of people. The survey participants were often people at the sites we were visiting or people from nearby streets. Therefore, we encountered difficulties in properly stratifying our data for age, income level, and gender.

Another issue is the inherent subjectivity of observations. While we made an effort to make observations as objectively as possible, it is impossible to eliminate subjectivity entirely. It is also important to note that the sites that we observed were not chosen randomly or by the team using any objective reasoning, but instead chosen by our sponsor. For this reason, the comparison points between regions may not be completely analogous.

## **6. Conclusion**

The administrators of the Tuapse region intend to attract more tourists. By conducting research, interviews, surveys, and discussions in the Tuapse region and nearby regions on the Black Sea coast, we were able to evaluate tourism in the region. This evaluation, organized into strengths, weaknesses, opportunities, and threats, revealed ideas that can be used for potential tourist growth. By combining interests in history, art, and nature, it can be possible to create a unique tourist attraction with a wide appeal. A nature trail in the mountains where tourists can visit battle sites from the German invasion and also attend master classes has been concluded to be an important opportunity, given the region's strengths.

Moving forward, the process that we have employed can be used in future projects to evaluate other regions in Krasnodar Krai, using the Tuapse region as a model. Further research could also allow tourism administration to capitalize on the opportunities collected during this study to attract tourists.

## 7. Bibliography

(Brown, 2014; Buhalis, 1998, 2000; Bulin, Miru, & Gheorghe, 2014; Burns, 1998; Cracolici & Nijkamp, 2009; Edgell, Ruf, & Agarwal, 2000; Ghosh, 2011; Groombridge, 1996; Hwang & Fesenmaier, 2003; Khan, 2014; King, McVey, & Simmons, 2000; Lacher, Oh, Jodice, & Norman, 2013; Leung, Law, van Hoof, & Buhalis, 2013; Maloletko, Kaurova, Kryukova, Pochinok, & Gladko, 2015; March & Woodside, 2005; Morozova, Volkov, & Avdeyuk, 2014; Neumayer, 2010; Organization, 2012, 2013, 2016; Pruett & Cimino, 2000; Rosenfeld, 2008; Sahli & Nowak, 2007; Stepchenkova & Morrison, 2006, 2008; Uduma-Olugu & Onukwube, 2012; "United States Tourism Report - Q2 2016," 2016)

Bernard, H. R. (2014). *Handbook of Methods in Cultural Anthropology*. Lanham, Maryland: Rowman and Littlefield.

Brown, M. (2014). Sonoma County attracting tourists looking for sustainability, *McClatchy - Tribune Business News*. Retrieved from <http://ezproxy.wpi.edu/login?url=http://search.proquest.com/docview/1520046620?accountid=29120>

Sheryl O'Loughlin, professor of entrepreneurship at SSU and former CEO of Clif Bar, said that companies wishing to become more sustainable should start with small changes like using efficient light bulbs or performing energy audits to identify ways to conserve.

Buhalis, D. (1998). Strategic use of information technologies in the tourism industry. *Tourism Management*, 19(5), 409-421. doi: [http://dx.doi.org/10.1016/S0261-5177\(98\)00038-7](http://dx.doi.org/10.1016/S0261-5177(98)00038-7)

Information technologies (ITs) prevail in all functions of strategic and operational management. As information is the lifeblood of tourism, ITs provide both opportunities and challenges for the industry. Despite the uncertainty experienced in the development of ITs in tourism, the 'only constant will be change'. Increasingly, organizations and destinations, which need to compete will be forced to compute. Unless the current tourism industry improves its competitiveness, by utilizing the emerging ITs and innovative management methods, there is a danger for exogenous players to enter the marketplace, jeopardizing the position of the existing ones. Only creative and innovative suppliers will be able to survive the competition in the new millennium. This paper provides a framework for the utilization of technology in tourism by adopting a strategic perspective. A continuous business process re-engineering is proposed in order to ensure that a wide range of prerequisites such as vision, rational organization, commitment and training are in place, so they can enable destinations and principals to capitalize on the unprecedented opportunities emerging through ITs.

Buhalis, D. (2000). Marketing the competitive destination of the future. *Tourism Management*, 21(1), 97-116. doi: [http://dx.doi.org/10.1016/S0261-5177\(99\)00095-3](http://dx.doi.org/10.1016/S0261-5177(99)00095-3)

Destination marketing is increasingly becoming extremely competitive worldwide. This paper explains the destination concept and attempts to synthesise several models for strategic marketing and management of destinations. It provides an overview of several techniques widely used and illustrates examples from around the world. The paper also explains that marketing of destinations should balance the strategic objectives of all stakeholders as well the sustainability of local resources. Destinations need to differentiate their products and develop partnerships between the public and private sector locally in order to co-ordinate delivery. Taking advantage of new technologies and the Internet also enables destinations to enhance their competitiveness by increasing their visibility, reducing costs and enhancing local co-operation. Destination marketing must lead to the optimisation of tourism impacts and the achievement of the strategic objectives for all stakeholders.

Bulin, D., Miru, N., & Gheorghe, G. (2014). THE IMPACT OF TOURISM INDUSTRY IN THE ECONOMY. THE CASE OF BLACK SEA REGION COUNTRIES. *Knowledge Horizons. Economics*, 6(2), 74-79.

The Black Sea region is an area of high importance, both geopolitically and economically. In terms of socio-human and tourism resources, the region is characterized by a high degree of heterogeneity; this generates a special interest for tourists around the world. If on the social and environmental dimensions of development tourism activity effects are both positive and negative, the tourism and travel industry bring indisputable benefits to the economy. Based on this premise, this paper proposes to evaluate the impact of tourism in the economy of the Black Sea region. The importance of tourism in the economy is given by the share of tourism in GDP and employment, and also by the multiplier effect of tourism and industry efficiency. Calculating the Tourism Multiplier Coefficient for the 12 countries in the region, and making the ratio of the share of industry in GDP and the share of industry in employment has been determined in comparison.

Burns, P. (1998). Tourism in Russia: background and structure. *Tourism Management*, 19(6), 555-565. doi: [http://dx.doi.org/10.1016/S0261-5177\(98\)00060-0](http://dx.doi.org/10.1016/S0261-5177(98)00060-0)

As Russia transforms itself from the largest partner in the command economy that was the Union of Soviet Socialist Republics to the largest member of the post Cold-War Commonwealth of Independent States, political, social and economic structures and

institutions are undergoing rapid and fundamental change. Included in this is tourism, its role and how it is organized. This paper provides a snapshot view of the official structural arrangements for tourism in Russia as of summer 1997. It is hoped that the paper will prove useful for scholars as they track these changes over time. The paper commences with a brief geographic, demographic and economic profile of Russia, turns to a discussion of the function of tourism in the former Soviet Union and goes on to examine the structural arrangements for tourism. The paper concludes with some observations about the problems and prospects of tourism and some suggestions for further research

Comai, G. (2012). Youth camps in Post-Soviet Russia and the Northern Caucasus: the cases of Seliger and Mashuk 2010. *Anthropology of East Europe Review*, 30(1), 184-212.

Retrieved from

<https://scholarworks.dlib.indiana.edu/journals/index.php/aer/article/view/1997>

Cracolici, M. F., & Nijkamp, P. (2009). The attractiveness and competitiveness of tourist destinations: A study of Southern Italian regions. *Tourism Management*, 30(3), 336-344. doi: <http://dx.doi.org/10.1016/j.tourman.2008.07.006>

The present paper aims to assess the relative attractiveness of competing tourist destinations on the basis of individual visitors' perceptions regarding a holiday destination. Using the feeling of tourist well-being achieved by individual tourists we evaluate indirectly the competitive ability of the tourist area to offer a compound tourist site attractiveness. The methodology employed here uses individual survey questionnaires on the tourists' evaluation of the quality of tourist facilities and attributes in a given area (the 'regional tourist profile') as the basis for constructing an aggregate expression for the relative attractiveness of that area. Using various multidimensional statistical techniques an estimation of the competitive attractiveness of the Southern regions in Italy is pursued. We also compare our findings with quantitative results on tourist competitiveness values obtained in a related previous study on tourist competitiveness in Italian regions. Finally, the paper highlights the need to use micro and macro data to analyse tourist attractiveness and to identify policies for improving regional tourist competitiveness.

Ecotourism. (n.d.). Retrieved March 26, 2016, from

<http://www.merriam-webster.com/dictionary/ecotourism>

Edgell, D. L., Ruf, K. M., & Agarwal, A. (2000). Strategic Marketing Planning for the Tourism Industry. *Journal of Travel & Tourism Marketing*, 8(3), 111-120. doi: 10.1300/J073v08n03\_08

**Abstract** This article presents a new approach to strategic marketing planning for the tourism industry. It emphasizes quality, efficiency, and effectiveness in the marketing process. The framework presented shows tourism marketers how to analyze their marketplace and to develop a strategic marketing plan to increase sales in their target customer segments. The authors recommend a six-step approach to strategic marketing planning for the tourism industry. These steps include needs analysis, research and analysis, creative infusion, strategic positioning, marketing plan development and training, implementation, evaluation, and adjustment. The framework is designed to provide a road map for almost any tourism organization or destination and to help enhance and improve their marketing efforts. It is a strategic marketing system that aims to stretch marketing dollars through planning, monitoring, and evaluation, but it is also action-oriented to benchmark and counter competitors' strategies with built-in performance measures and evaluations.

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Excursion. (n.d.). Retrieved April 2, 2016, from [http://www.oxfordlearnersdictionaries.com/us/topic/types\\_of\\_holiday\\_vacation/excursion](http://www.oxfordlearnersdictionaries.com/us/topic/types_of_holiday_vacation/excursion)

Ghosh, T. (2011). Coastal Tourism: Opportunity and Sustainability. *Journal of Sustainable Development*, 4(6), 67-71.

Coasts provide some unique features for being an attractive place for the tourists. Different types of coasts according their own character offer variety of flavours to the



tourists as the compound features produced from the triad of sun, sea, and sand are unique in nature. There are several problems in coastal tourism and associated activities along with the immense scope for developing a sustainable tourism with high return of investment. The economic growth and environmental destruction are the result of the conflicts between social and natural systems with the interplay of human activities. There is a need for proper approach with a holistic view to maintain the sustainability of coastal tourism, with the sustained economic growth from coastal tourism, as a potential sector. [PUBLICATION ABSTRACT]

Glantz, D. M., & Glantz, D. M. (2009). The Struggle for the Caucasus. *The Journal of Slavic military studies*, 22(4), 588-711. doi: 10.1080/13518040903355802

Google. (n.d.) [Google Maps picture of the Krasnodar region, Russia]. Retrieved October 12, 2016, from <https://goo.gl/Fpqsrmv>

Gorsuch, E. A. (2011). *All this is Your World: Soviet Tourism at Home and Abroad After Stalin*. New York: Oxford University Press Inc.

Groombridge, B. (1996). The Diversity of the Seas: A Regional Approach. In M. D. Jenkins (Ed.). Cambridge, UK: World Conservation Press, World Conservation Monitoring Centre.

Haiyan, S., Romilly, P., & Xiaming, L. (2000). An empirical study of outbound tourism demand in the UK. *Applied Economics*, 32(5), 611-624. doi: 10.1080/000368400322516

A general to specific methodology is used to construct UK demand for outbound tourism models to twelve destinations. A tourism destination preference index is introduced to take into account social, cultural and psychological influences on tourists' decisions concerning their overseas holiday destinations. The tests support the existence of a cointegration relationship for each of 11 UK overseas holiday destinations. The corresponding error correction models are estimated. The empirical results show that the long-run income elasticities for all destinations range from 1.70 to 3.90 with an average of 2.367. The lowest and highest short-run income elasticities are 1.05 and 3.78 respectively, with an average of 2.216. The estimates of the income elasticities imply that overseas holidays are highly income elastic while the own-price elasticities suggest that the demand for UK outbound tourism is relatively own-price inelastic. In terms of the significance of substitution prices in the regression equations, Ireland is the favourite substitute destination for UK outbound tourists. Ex post forecasts over a period of six years are generated from the ECM models and the results compared with those of a naive

model, an AR(1) model, an ARMA(p,q) model, and a VAR model. The forecasting performance criteria show that the ECM model has the best overall forecasting performance for UK outbound tourism. [ABSTRACT FROM AUTHOR]

Hwang, Y.-H., & Fesenmaier, D. R. (2003). Multidestination Pleasure Travel Patterns: Empirical Evidence from the American Travel Survey. *Journal of Travel Research*, 42(2), 166-171. doi: 10.1177/0047287503253936

This study explores multidestination travel patterns within the context of domestic travel in the United States based on the 1995 American Travel Survey household data. The results of a series of analyses show that a relatively high proportion of pleasure travel in the United States includes visits to multiple destinations; further analyses identify various patterns of multidestination travel. The findings indicate that destination marketing organizations need to identify specific destinations that can be strategically bundled to improve their marketing efforts.

Khan, M. K., Ramzan, M. , Ahmed, I. , Islam, T. (2014). Tourism Planning: A Case Based Approach. *Research Journal of applied Sciences, Engineering and Technology*, 7(22), 4627-4631.

Kim, H., Cheng, C.-K., & O'Leary, J. T. (2007). Understanding participation patterns and trends in tourism cultural attractions. *Tourism Management*, 28(5), 1366-1371. doi: <http://dx.doi.org/10.1016/j.tourman.2006.09.023>

Previous studies have collectively suggested that most cultural tourists are “up-scaled” (high income earnings, high education, and mature aged). This simplistic profile of cultural tourists, however, does not seem to reflect the increasingly diversified group of cultural tourist attractions. This study examined the effects of socioeconomic and demographic traits of tourists on visitation patterns to 29 different types of cultural attractions using data from a national scale survey (conducted in 2000) of 6405 US respondents. The cultural attractions were grouped as four main types: Festival and Musical Attractions, Commercial Recreation Parks, Local Festivals and Fairs, and Knowledge/Aesthetic Seeking Attractions. The results showed that the participation patterns for diverse cultural attractions were determined by socioeconomic/demographic characteristics as well as the number/distance of trips. The effects of such traits on participation patterns by cultural tourists were different in accordance with the unique nature of each cultural attraction.

Kinder. (n.d.). *News Tuapse City and Tuapse Region*. Retrieved October 09, 2016, from <http://www.tuapse-info.ru/news/posnews.html>

King, B., McVey, M., & Simmons, D. (2000). A societal marketing approach to national tourism planning: evidence from the South Pacific. *Tourism Management*, 21(4), 407-416. doi: [http://dx.doi.org/10.1016/S0261-5177\(99\)00086-2](http://dx.doi.org/10.1016/S0261-5177(99)00086-2)

This paper provides a brief overview of the literature on the practice of tourism planning with particular reference to the South Pacific. It examines the tourism development challenges facing South Pacific Island countries and how these may be addressed using an innovative approach to planning. Particular emphasis is placed on the role of marketing and socio-cultural issues within the planning process. Drawing upon recent WTO practice in two Pacific Island countries, Vanuatu and Niue, a model is proposed which seeks to achieve an appropriate balance between community aspirations and destination marketing within a planning framework. The scope for collaboration between academics and freelance consultants as members of tourism development planning teams is explored. Whilst drawing upon the literature, the paper is substantially based upon the experience of the authors as participants in the tourism development planning process in South Pacific destinations.

Lacher, R. G., Oh, C.-O., Jodice, L. W., & Norman, W. C. (2013). The Role of Heritage and Cultural Elements in Coastal Tourism Destination Preferences: A Choice Modeling-Based Analysis. *Journal of Travel Research*, 52(4), 534-546. doi: 10.1177/0047287512475215

Despite the shifting demands of coastal tourists, little information exists on the consumer demand for cultural or heritage elements in coastal destinations. This study examines tourists' demand for regional character when vacationing on the South Carolina coast. Preferences for authentic trip elements such as the destination's local character and the local ownership of restaurants were measured using stated preference choice modeling. This method forces individuals to make choices between hypothetical trips based on tradeoffs of attributes such as number of activities, amount of locally owned restaurants, degree of local character, and trip cost. The results of a survey with South Carolina Coastal Tourists (N = 697) indicate significant preferences for local character and local restaurant ownership, suggesting that tourists likely have a considerable desire for regional character in their vacations. However this desire was lower than the desire for other attributes that did not involve cultural or heritage elements.

Leung, D., Law, R., van Hoof, H., & Buhalis, D. (2013). Social Media in Tourism and Hospitality: A Literature Review. *Journal of Travel & Tourism Marketing*, 30(1-2), 3-22. doi: 10.1080/10548408.2013.750919

Being one of the 'mega trends' that has significantly impacted the tourism system, the role and use of social media in travelers' decision making and in tourism operations and management have been widely discussed in tourism and hospitality research. This study reviews and analyzes all extant social media-related research articles published in academic journals during 2007 to 2011, mainly in tourism and hospitality fields. Based on a content analysis on the analyzed articles from both the consumers' and the suppliers' perspectives, this article found that consumer-centric studies generally focused on the use and impact of social media in the research phase of the travelers' travel planning process. Supplier-related studies have concentrated closely on promotion, management, and research functions, but few discussed product distribution. Research findings thoroughly demonstrate the strategic importance of social media for tourism competitiveness. This study also contributes to the academia and industry by identifying some research voids in extant research and providing an agenda for future research.

Lonely Planet. (2016). Travel places in Black Sea Coast, Russian Caucasus-Lonely Planet. Retrieved from <https://www.lonelyplanet.com/russia/russian-caucasus/black-sea-coast>

Maloletko, A. N., Kaurova, O. V., Kryukova, E. M., Pochinok, N. B., & Gladko, E. A. (2015). Analysis of Key Indicators of Tourism Industry in Russia. *Modern Applied Science*, 9(3), 25-33.

Tourism sector currently represents a complex system with a variety of economic ties, which attracts ever-increasing volumes of material, financial and human resources. It brings together a large number of industries, the functions of which is to meet the growing demand for different types of tourism and recreation. The article describes the main indicators of the dynamics of the Russian tourist market dynamics for five consecutive years combined.

March, R., & Woodside, A. G. (2005). *Tourism Behaviour*. Wallingford, GB: CAB International.

Morozova, I. A., Volkov, S. K., & Avdeyuk, O. A. (2014). DEVELOPMENT TREND OF RUSSIA'S TOURISM AND HOSPITALITY SECTOR. *Aktual'ni Problemy Ekonomiky = Actual Problems in Economics*(159), 127-132.

The article analyses the trends in Russia's tourism industry development. The following parameters are analyzed: the number of Russian tourists visiting foreign countries, the

number of foreigners visiting Russia, and Russia's revenues from foreign tourism. The article offers a set of measures on further development of the tourism industry.

Neumayer, E. (2010). Visa Restrictions and Bilateral Travel. *The Professional Geographer*, 62(2), 171-181. doi: 10.1080/00330121003600835

The vast majority of states impose visa restrictions on travelers from some foreign countries. Such restrictions are likely to deter foreign visitors from affected countries. They will therefore reduce the flow of tourists, businesspeople, and other travelers and thereby damage a country's tourism industry, reduce its trade, and affect its scientific, cultural, and other exchanges with foreign countries. This study estimates the damaging effect exerted by visa restrictions on bilateral travel in a country dyad data set covering the period from 1995 to 2005. It finds that, depending on the exact model specification chosen, visa restrictions reduce such travel by on average between 52 and 63 percent but with substantial regional variation. Given this large detrimental effect of visa restrictions on bilateral travel, the article discusses the determinants of why states impose such restrictions.

Organization, W. T. (2012). International tourism receipts surpass US\$ 1 trillion in 2011 [Press release]. Retrieved from <http://media.unwto.org/en/press-release/2012-05-07/international-tourism-receipts-surpass-us-1-trillion-2011>

Organization, W. T. (2013). UNWTO *World Tourism Barometer* (Vol. 11).

Organization, W. T. (2016). *Tourism Highlights: 2015 Edition*.

Ovcharov, A. (2008). Russia's Tourism Industry: Trends and Risk. *Problems Of Economic Transition*, 51(5), 56-67. doi:10.2753/PET1061-1991510504

Ovcharov, A. (2015). Russia's Tourism Industry: Structure, Trends, Competitiveness at the World Market. *Review of European Studies* (vol 7). doi:10.5539/res.v7n9p151

Pruett, L., & Cimino, J. (2000). *Coastal Length, Area of Continental Shelf, Territorial Sea, Claimed Exclusive Economic Zone, and Exclusive Fishing Zone*.

Rosenfeld, R. (2008). *Cultural and Heritage Tourism*.

Rzoska, S., & Mazur, V. (2007). Soft Matter under Exogenic Impacts, *NATO Science Series II. Mathematics, Physics and Chemistry* (Vol. 242).

Sahli, M., & Nowak, J.-J. (2007). Does Inbound Tourism Benefit Developing Countries? A Trade Theoretic Approach. *Journal of Travel Research*, 45(4), 426-434. doi: 10.1177/0047287506295948

Public policy makers in developing economies are often faced with the question of whether inbound tourism growth plays a catalytic role in the overall economic development. This article challenges the popular assumption, and the implicit assertion within much of the literature, that tourism is an effective vehicle of welfare improvement. It does so by providing a broader theoretic approach for examining tourism within an integrated trade framework.

Sochi Park.(2013). Retrieved March 26, 2016, from <http://www.sochipark.ru/>

Stepchenkova, S., & Morrison, A. M. (2006). The destination image of Russia: From the online induced perspective. *Tourism Management*, 27(5), 943-956. doi: <http://dx.doi.org/10.1016/j.tourman.2005.10.021>

With the Internet becoming a prominent means of destination marketing and promotion, this study compared US and Russian website materials related to travel to Russia to determine whether the two sides differed in: (1) most frequently mentioned places within the country; and (2) descriptions of Russia as a travel destination. These different perspectives can contribute to a better understanding of the induced component of Russia's destination image in the online environment and their analysis resulted in important marketing implications. The research approach for this study was to view every website as a case in the selected sample of the whole population of US and Russian websites. Two software programs, CATPAC II and WORDER, were applied to analyze the content of website materials and solve the technical issues of destination counting. This study clearly suggests that US tour operators are narrowly positioning Russia as mainly being a historic and cultural destination, with a relatively tight geographic emphasis on the western portion of the country. Technically and content-wise, the Russian websites require the greatest improvements. They tend to be loaded with information and not particularly well targeted to specific countries of visitor origin or market segments by travel interests.

Stepchenkova, S., & Morrison, A. M. (2008). Russia's destination image among American pleasure travelers: Revisiting Echtner and Ritchie. *Tourism Management*, 29(3), 548-560. doi: <http://dx.doi.org/10.1016/j.tourman.2007.06.003>

This study measured Russia's destination image among US pleasure travelers by the means of a Web-based survey. The methodology proposed by Echtner and Ritchie [(1993). The measurement of destination image: An empirical assessment. *Journal of Travel Research*, 31(Spring), 3–13] was enriched by using a combination of two software programs, CATPAC and WORDER, to analyze responses to open-ended questions about stereotypical holistic, affective, and uniqueness images and facilitate statistical comparisons of images between visitors and non-visitors to Russia. A favorability variable was operationalized on the textual data, and affective images of visitors and non-visitors to Russia were statistically compared. The study found that American travelers' perceptions of Russia were often negative and there is a lack of awareness about Russia's destination features. Marketing implications for Russia's Federal Travel Agency based on the study results are discussed.

The Sustainable Tourism Gateway. (2007). Retrieved April 2, 2016, from <http://gdrc.org>

Tuapse Administration.(2014). Retrieved March 26, 2016, from <http://www.adm.tuapse.ru/>

Tuapse Region.(2011). Retrieved September 13, 2016, from <http://tuapseregion.ru/>

Uduma-Olugu, N., & Onukwube, H. N. (2012). Exploring the Coastal Tourism Potentials of Lagos. *Journal of Sustainable Development*, 5(7), 156-165.

(2016). United States Tourism Report - Q2 2016. London: 1-29.

Tourist arrivals will grow by 2.6% in 2016, with growth set to continue to 2020 as a result of growing arrivals from markets such as Latin America, and a robust domestic tourism market. This will have positive implications for the accommodation sector, with major hotel groups continuing to expand their presence in the country.

Vetitnev, A., Dzubina, A. (2013). Spa-services and sanatorium-resort complexes of Russia. *Turizam : međunarodni znanstveno-stručni časopis*, 61(2), 187-200. Preuzeto s <http://hrcak.srce.hr/106867>

De Vita, G., & Kyaw, S. K. (2016). Tourism development and growth, *Annals of Tourism Research*, (vol 60). Pages 23-26. <http://dx.doi.org/10.1016/j.annals.2016.05.011>.

Voase, R. (2001). *Tourism in Western Europe*. Cambridge, GB: CAB International.

Weaver, D. B. (2001). *Encyclopedia of Ecotourism*. Cambridge, GB: CAB International.

WTTC (2006b) The Russian Federation. The impact of travel & tourism on jobs and the economy. United Kingdom. World Travel & Tourism Council.



## 8. Appendix

### 8.1 Student Survey Questions and Results

#### Questions

The following are the questions from the survey asked to Students at the Financial University under the Government of the Russian Federation.

---

\* Required

Are you familiar with the Tuapse Region? \*

Yes

No

\* Required

## Tuapse Region Questionnaire

Would you describe the Tuapse Region as having any of the following?

- Beautiful nature
- Historical landmarks and events
- Nice beaches and facilities
- None of the above


Would you go to the Tuapse Region? Why or Why not? \*

Your answer

---

BACK

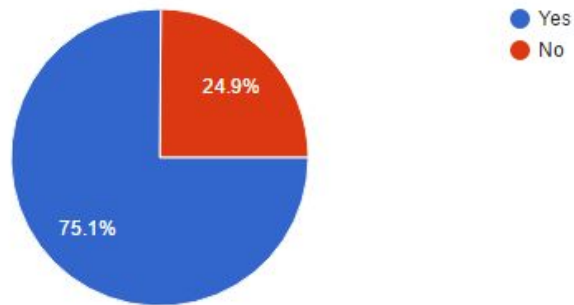
SUBMIT

 Page 2 of 2

### Results

The following are the results for the survey asked to students at the Financial University under the Government of the Russian Federation.

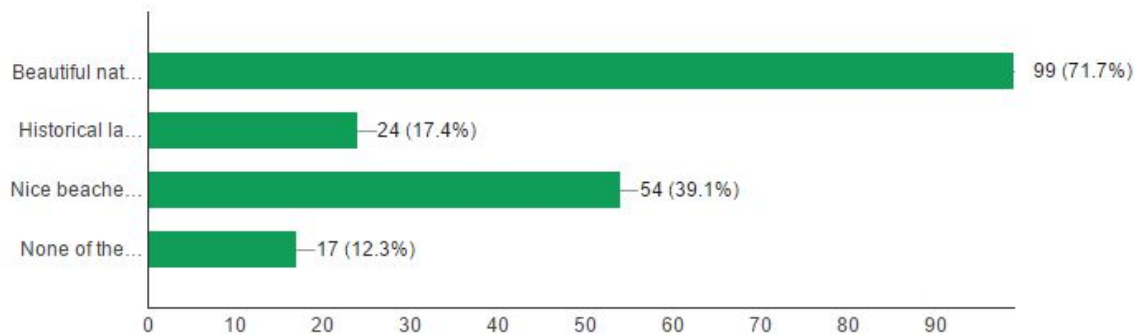
Are you familiar with the Tuapse Region? (185 responses)



## Tuapse Region Questionnaire

Would you describe the Tuapse Region as having any of the following?

(138 responses)



Would you go to the Tuapse Region? Why or Why not? (111 responses)

- Yes
- Yes
- Yes
- Yes
- Yes
- Yes
- Yes
- Yes
- Yes
- No
- No
- No
- No
- No
- No
- No
- yes
- yes
- Yes
- Yes
- Of course, why not?
- Yes , 'cause I want to visit each region and each big city in my native country
- Yes, it's my homeland

Yes. I've never been there and I want to go to the sea.

I have never been here, so may be i will visit it

No, because there are a lot of more interesting places in the world.

Because it's quite and nice place. I'd like to have a vacation there!

No, I prefer the Baltic region

because

I wouldn't like to go to above mentioned region, as there is nothing useful or interesting there.

I go there every year to work for the summer camp at the seaside

I have been there some years ago, it was nice) do, why not to visit it again?!)

For sure, as for me, it's nice experience

it is not an attractive place for me

I would like to, maybe later

I would not, dirty beaches, few nice, comfortable hotels, annoying people

Yes, it's very close to my native town

Don't want

Yes, I've never been there)

No, cause the service is not good there, and the price doesn't match it.

No, it's better to go abroad :)

Yes, I would. But I prefer regions with cooler climate.

No. That place doesn't have good tourist infrastructure. Going to Tuapse because of nature or beaches is senseless: I can get it in more developed districts like Sochi or Crimea if we're talking about nature, mountains, hiking and so on.

Maybe, it is depend on prices + accomodation + facilities

I was there.. No, I wouldn't

No, it's not well developed

Yes. Because I have never been there.

No, 'cause there are many stones on beaches. And it hurts my legs and back

Yes, just to see some new place

May be, but not now. Because TR is so beautiful region with many interesting places, good beaches and clean sea. Futhermore, if you want to travel to the TR, u don't need to have a big amount of money. This resort is not so expensive

No, because there are more beautiful places in Russia

I think yes. Because I had never been in the south of Russia

No, because I prefer to visit foreign countries

I wouldn't go because of the bad infrastructure

I was here two times

No, because it is so expensive to enjoy outdoors in the RF.

No, because I am from Crimea and not have a reason to go to the tuapse.

No, no facilities to relax on the beach, no clean water

I'd like to go to the Tuapse Region, because I think, that it's always interesting to visit new places and I've never been there.

I don't know. Maybe yes, I like travelling

Maybe. "+" it is cheaper than Sochi or Crimea. "-" haven't ever been there and don't know what to expect)

No, cause its not a developed region.

I already visited this place. View on the mountains is incredible!

May be

Yes, because my grandmother live in the Tuapse Region

I havn't Been in Tuapse yet. But I want because traveling in new place is very interesting.

I wouldn't go to the Tuapse, because I think that it's not so interisting place to spend my free time there. Also I can mentioned that Tuapse Region is not too popular and a lot of tourists have a bad opinion about that place.

Yes, because Sochi is nearby

No, because there are more interesting places than Tuapse

Yes, because I like to travel a lot

Maybe yes, because it is always interesting to visit new places.

No, because we don't like to travel in Russia

I'd go to the Tuapse region if I want to swim in the sea or take sunbaths and visit a sea resort.

Yes, because there you may have a great time resting and enjoying a calm atmosphere.

I've been there

Tuapse is not very attractive in terms of tourism. Sochi is more attractive. I live in the Krasnodar Territory.

Because there is no well-developed infrastructure to ensure a comfortable stay

Meager selection of entertainment.

I'd like to go to this wonderful place to see the beauty of the southern part of my country, but I'm a little bit worried about the perfection of the provided services.

Yes, there is good, everything is growing, heat, I love the sea

Yes, I think there are comfortable conditions for the rest

Would go if there would be more facilities

I would rather go there, it is a pretty nice place, and it would be a great, new experience for me.

Yes, I want to visit Tuapse, but not currently.

Because it's a beautiful place for time spending and one of the best resort zones.

I wouldn't go to Tuapse because I think there aren't interesting places for me.

Depends on where you are planning on staying, it's a beautiful place but beaches could be taken more care of, but probably won't go there again

I would go to the Tuapse Region because of beautiful nature.

50/50

Yes. To have a rest

Yes, to spend summer holidays there

My hometown is situated next to Tuapse. So I love this region

Tuapse has dirty beaches.
Nope. Was already nearby. Still lots of other beautiful places in the world.
Я скорее в Турцию поеду чем в Туапсе
Maybe someday. For my outlook extention
Yes because I have never been there and it would be great experience
Never thought about that.
Sea, nature and maybe hot grils
During the journey in South Russian regions, not only to tuapse
Of course I'd like to support our tourism industry. But here comes some reasons why I'll choose something else. Firstly, it's quite hard to buy train ticket somewhere there as these tickets are bought really quick. Secondly it's a real challenge to get there by car as Krasnodar's authorities decided to start rebuilding roads. As a resoult hard traffic jams take place. And finally, serves in Turkey is better.
i guess it can be cheap and nevertheless pleasurable trip
Yes, it would be an interesting experience and an opportunity to enjoy the nature
Yes, of course. This region is attractive for several reasons. First of all, this recreation can be enough economical. More than that, excellent transport accessibility simplifies the delivery of passengers. No less important factors are the unique beauty of nature and endless possibilities for active tourism both in summer and winter.
Yes I would
maybe. due to never visiting it
Yes, to know a new place
No, even though it's pretty cheap, there are no events and places for young people, it's stuck in the Soviet era
If I stay in Russia it's good idea to go there for a few days especially at summer time
No, even in Russia there are better places
no, it is too expensive to go to the black sea cost, Tuapse town is dirty.
No, Id prefer to visit Turkey

## 8.2 Tourist Survey Questions and Results

### Questions

The following questions were asked to tourists in Anapa, Gelendzhik, and Tuapse region.

1. What is your age?
2. What is your gender?
3. What is your region or country of residence?
4. How long will you stay at this facility?
5. Which of these describe the reason you are here?



- a. Culture
- b. Recreation
- c. Beach
- d. Mountains
- e. Medical
- f. Business
- g. Other

From question six on, the respondent was asked to rank on a five-point likert scale.

6. When on vacation, how important is friendliness of staff?
7. When on vacation in this region, rate your experience relative to friendliness of staff?
8. When on vacation, how important is friendliness of residents?
9. When on vacation in this region, rate your experience relative to friendliness of residents?
10. When on vacation, how important is public transportation?
11. When on vacation in this region, rate your experience relative to public transportation?
12. When on vacation, how important is internet connection?
13. When on vacation in this region, rate your experience relative to internet connection?
14. When on vacation, how important is cleanliness of the facility?
15. When on vacation in this region, rate your experience relative to cleanliness of the facility?
16. When on vacation, how important is cleanliness of the nearby area?
17. When on vacation in this region, rate your experience relative to cleanliness of the nearby area?
18. When on vacation, how important is price?
19. When on vacation in this region, rate your experience relative to price?
20. When on vacation, how important is comfort?
21. When on vacation in this region, rate your experience relative to comfort?
22. When on vacation, how important is safety?
23. When on vacation in this region, rate your experience relative to safety?
24. When on vacation, how important is diversity of restaurants?
25. When on vacation in this region, rate your experience relative to diversity of restaurants?
26. When on vacation, how important is diversity of entertainment?
27. When on vacation in this region, rate your experience relative to diversity of entertainment?
28. When on vacation, how important is stores/shopping?
29. When on vacation in this region, rate your experience relative to stores/shopping?
30. When on vacation, how important is serenity?
31. When on vacation in this region, rate your experience relative to serenity?
32. When on vacation, how important is the appearance of premises?

33. When on vacation in this region, rate your experience relative to the appearance of premises?
34. How likely are you to return to this facility?
35. How likely are you to return to this region?
36. How likely are you to recommend this facility?
37. How likely are you to recommend this region?
38. In your opinion, what is the idea amount of tourists in this area?
39. Additional notes/questions/explanations.

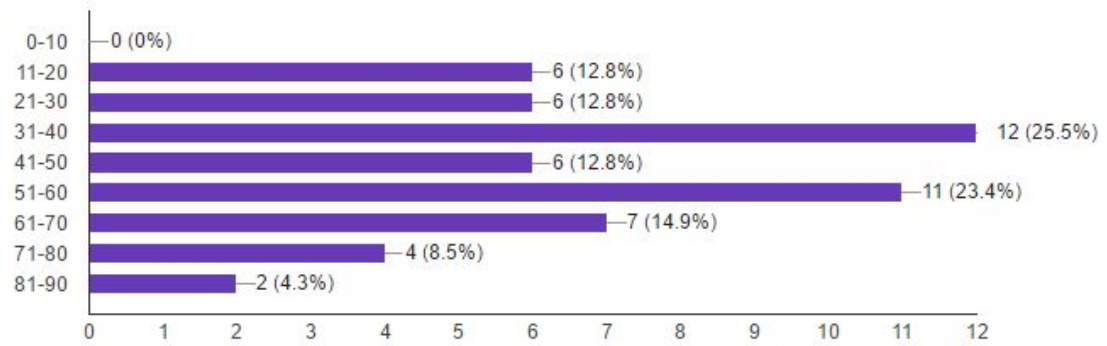
## **Results**

These are the results from the tourist survey asked in Anapa, Gelendzhik, and Tuapse region.

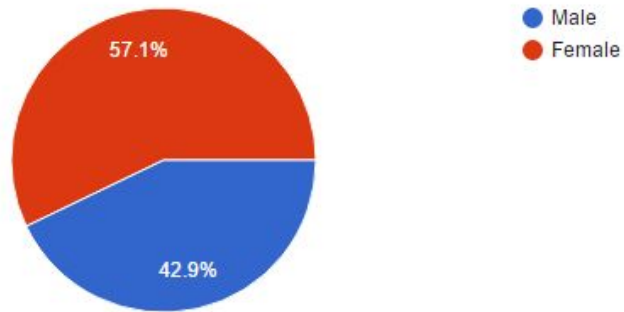
Position? (ask if they are an employee or client... etc) (19 responses)

Tourist
Tourist
Tourist
Manager
Manager
Client
Admibisstration
Alexey
Anna
Econom class tourists
Street
Tourists
Lives here
Tourist
Tourist safari
Retired safari
Torist, old
General Manager of Nadezhda hotel
Alexey Manager

### What is your age? (47 responses)



### What is your gender? (42 responses)



What is your region or country of residence? (43 responses)

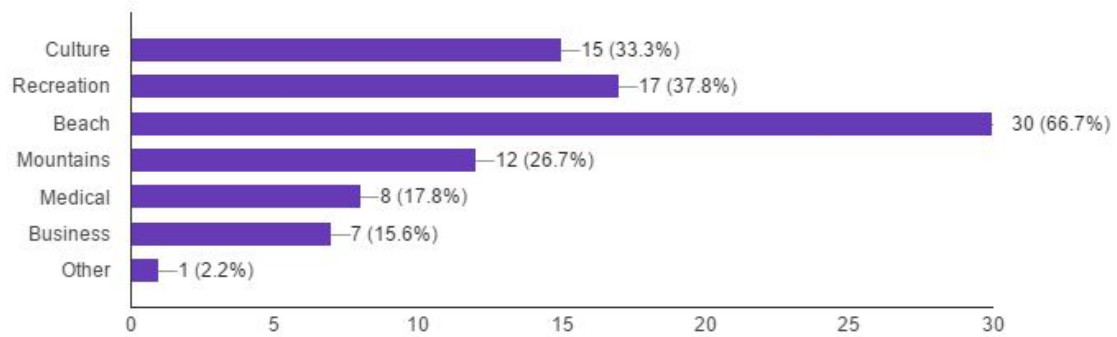
Moscow
Moscow
Moscow
Moscow
Moscow
Moscow
Moscow
Moscow
Moscow
Moscow
Krasnodar
Krasnodar
Krasnodar
Krasnodar
Krasnodar
Krasnodar
Moscoe
Moscoe
Urengoy
Urengoy
Rostov
Rostov
Anapa

Kazakhstan
Spb
Perm
Kaluga
Vilgodonsk
Izevsk
Voronezh
Gelendjik
Volgograd
Tula
Yamal
Липецк
Samara
Uhta, Komi Republic
Penza, Russia
Stavropolsky Krai
Saratov
Mordovia Republic
Moskovskaya Oblast
Balashiha
Stavropol

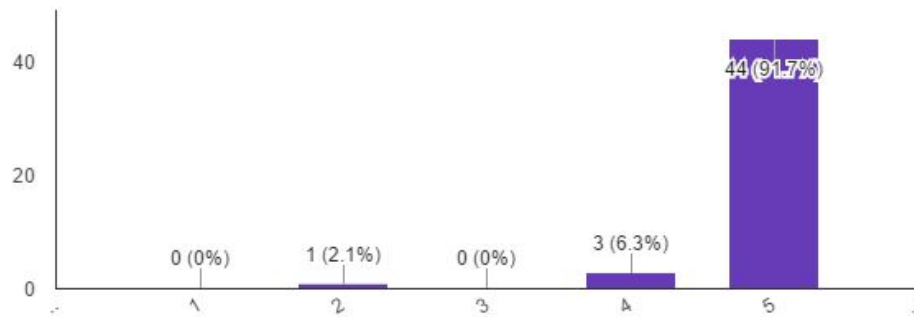
How long will you stay in this facility? (23 responses)

7
7
7
14
14
14
2 weeks
2 weeks
Urengoy
Urengoy
15
Week
4
2
10 days
9
3
Moscow
5
Lives here
1 week
8 daysí
20

Which of these describe the reason you are here? (45 responses)



When on vacation, how important is friendliness of staff? (48 responses)

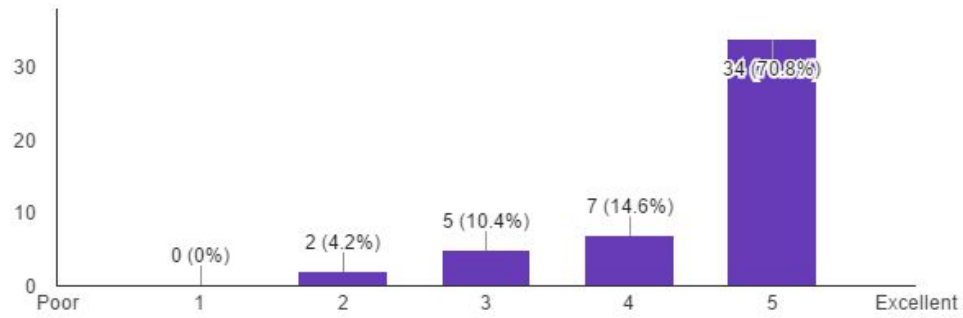




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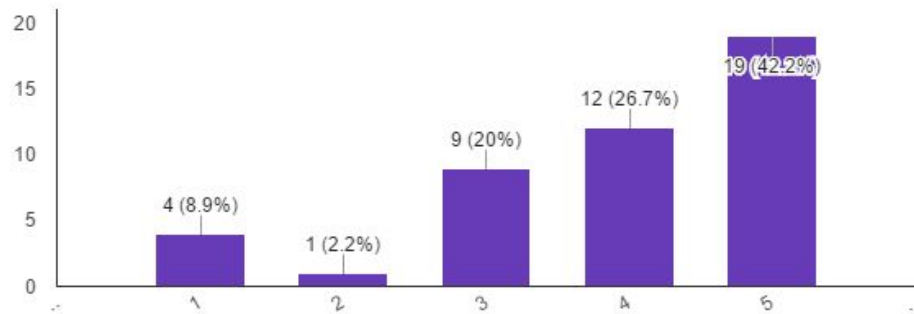
When on vacation in this region, rate your experience relative to friendliness of staff?

(48 responses)



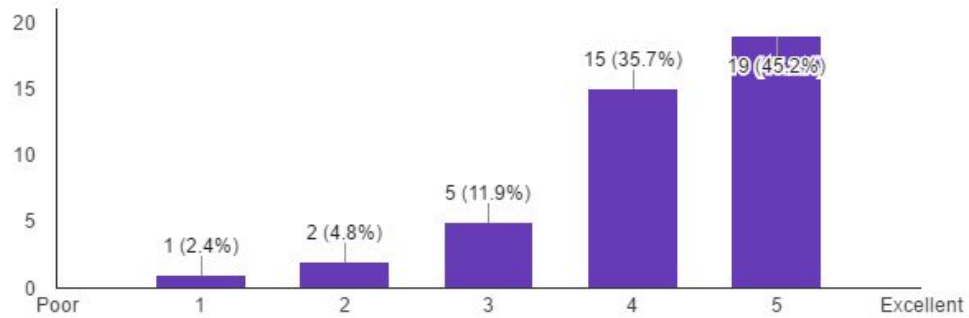
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When on vacation, how important is friendliness of residents? (45 responses)

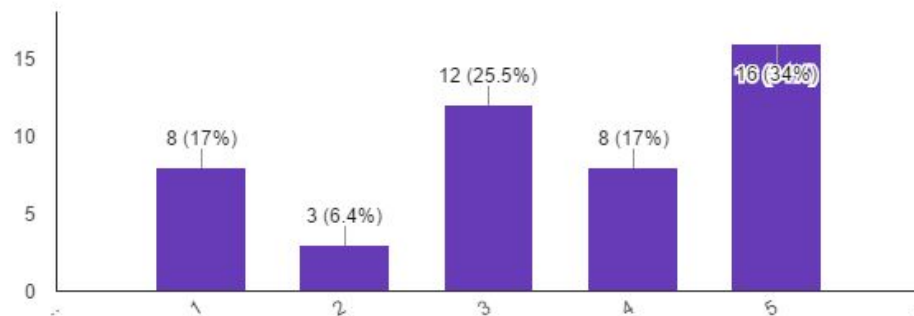


When on vacation in this region, rate your experience relative to friendliness of residents?

(42 responses)

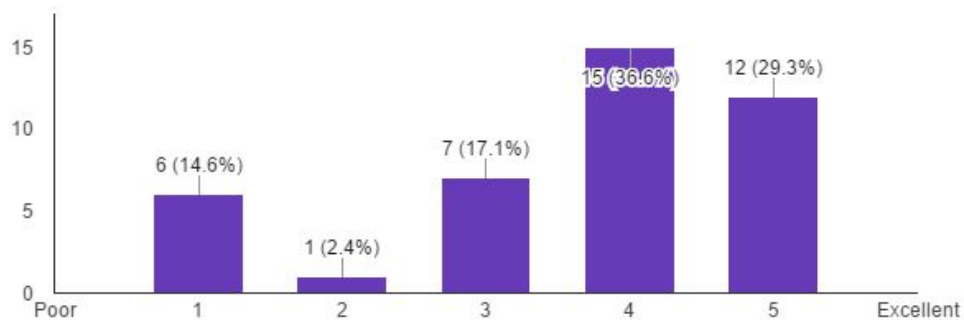


When on vacation, how important is public transportation? (47 responses)

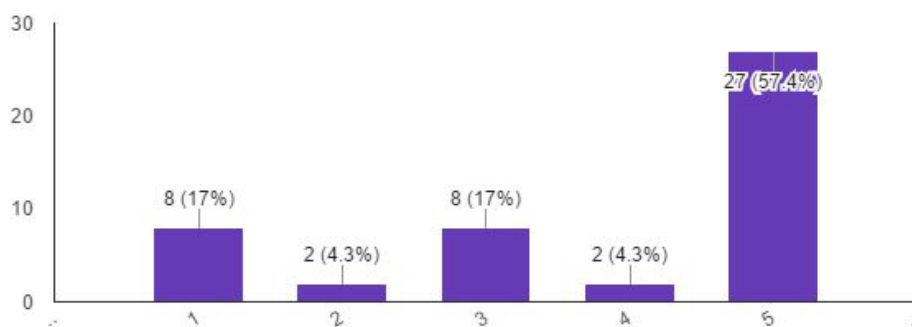


When on vacation in this region, rate your experience relative to public transportation?

(41 responses)

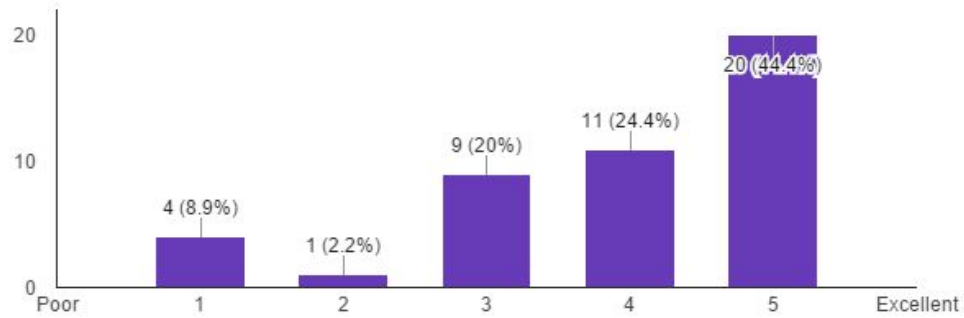


When on vacation, how important is internet connection? (47 responses)

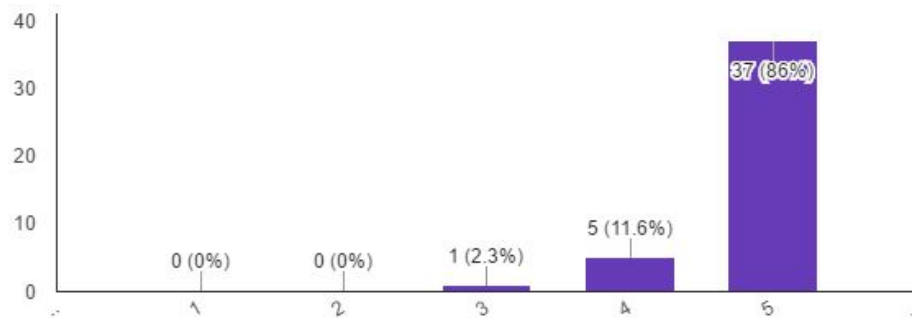


When on vacation in this region, rate your experience relative to internet connection?

(45 responses)

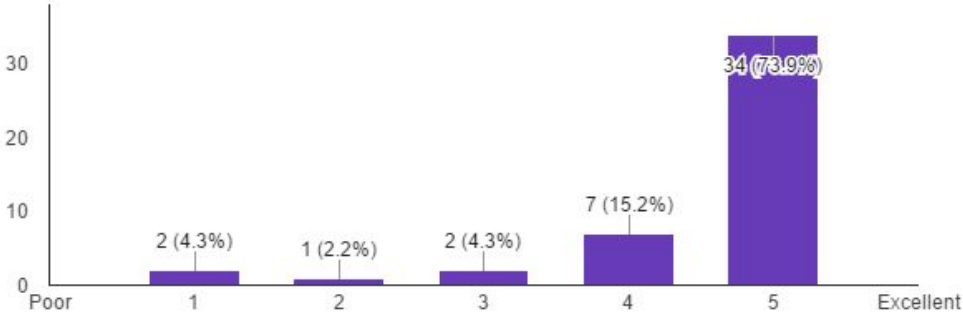


When on vacation, how important is cleanliness of the facility? (43 responses)



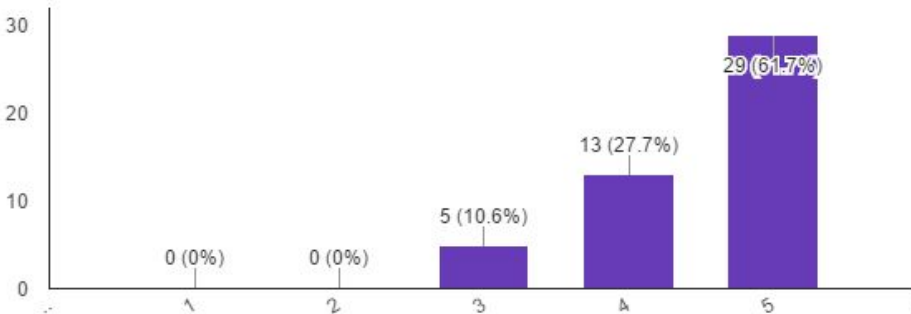
When on vacation in this region, rate your experience relative to cleanliness of the facility?

(46 responses)



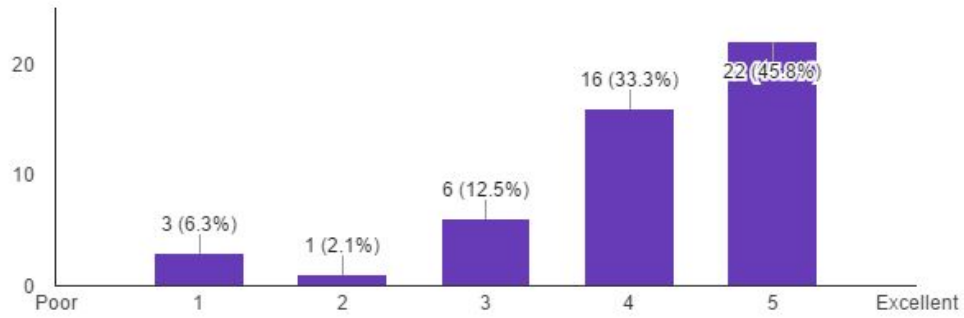
When on vacation, how important is cleanliness of the nearby area?

(47 responses)

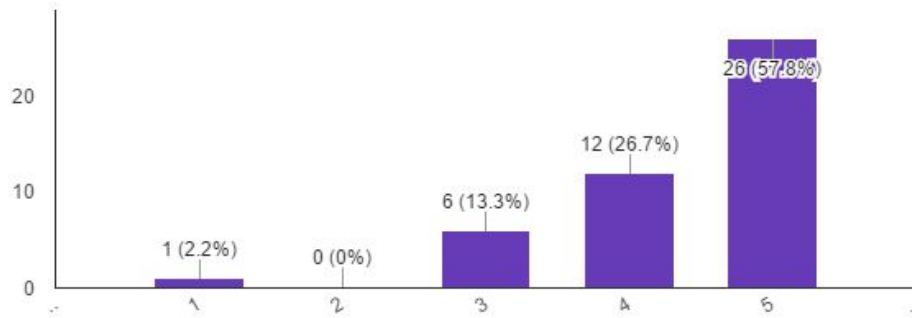


When on vacation in this region, rate your experience relative to cleanliness of the nearby area?

(48 responses)

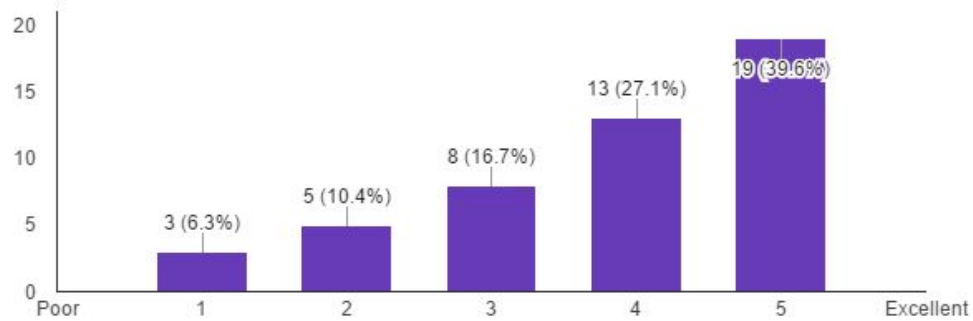


When on vacation, how important is price? (45 responses)

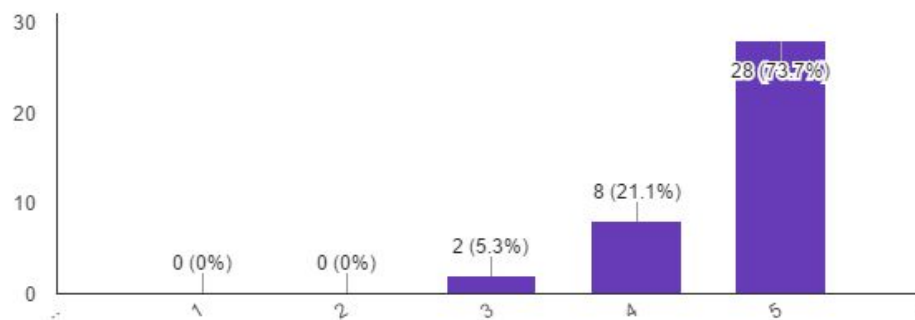


When on vacation in this region, rate your experience relative to price?

(48 responses)

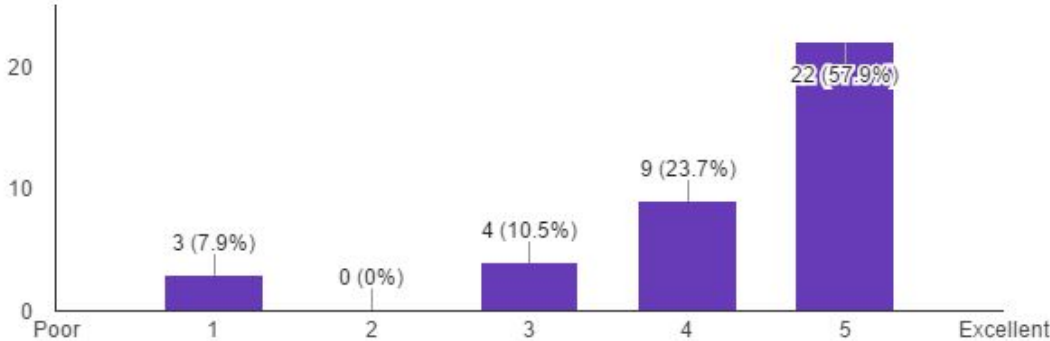


When on vacation, how important is comfort? (38 responses)

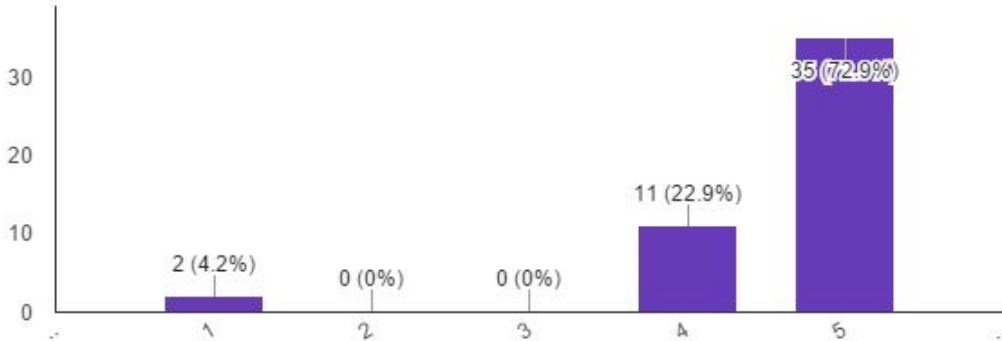


When on vacation in this region, rate your experience relative to comfort?

(38 responses)



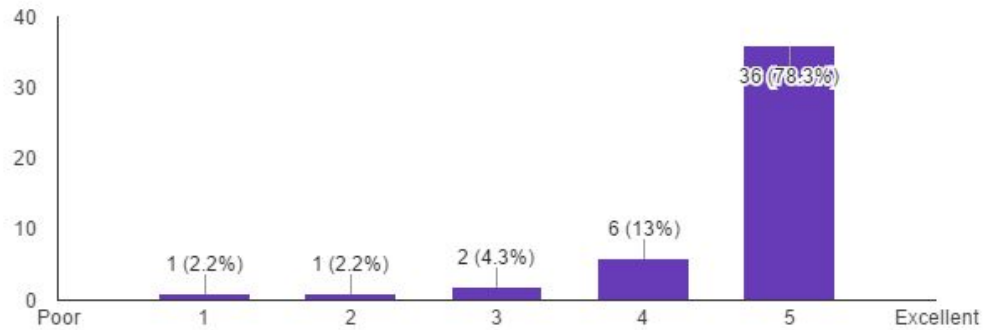
When on vacation, how important is safety? (48 responses)



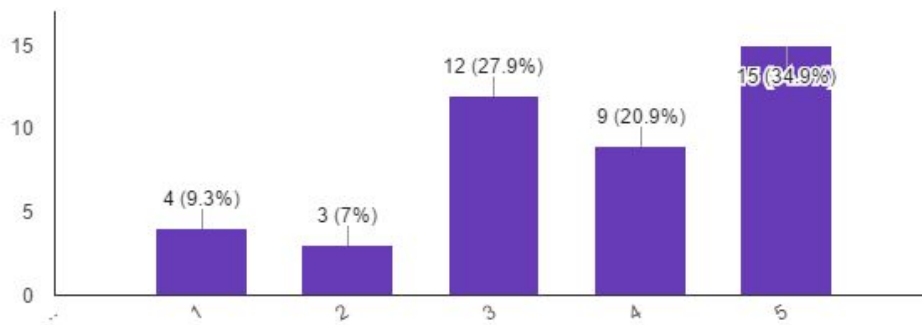


### When on vacation in this region, rate your experience relative to safety?

(46 responses)

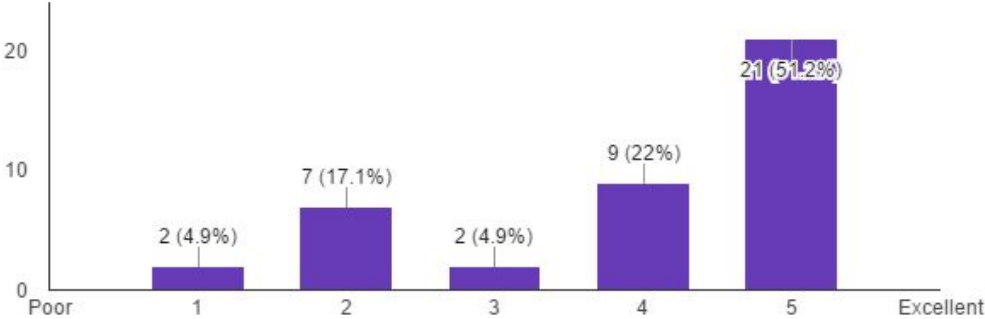


### When on vacation, how important is diversity of restaurants? (43 responses)

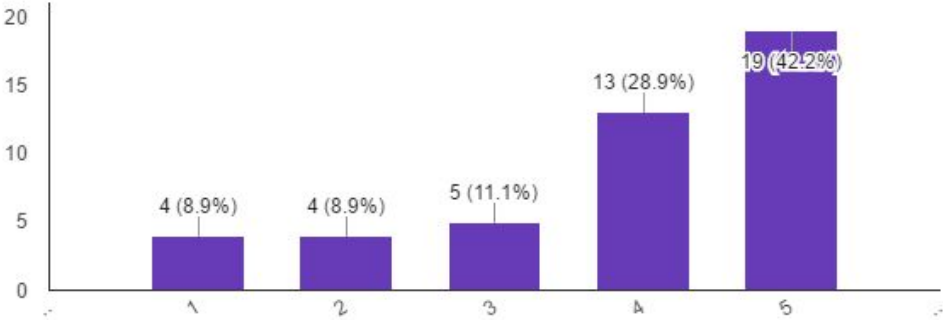


When on vacation in this region, rate your experience relative to diversity of restaurants?

(41 responses)

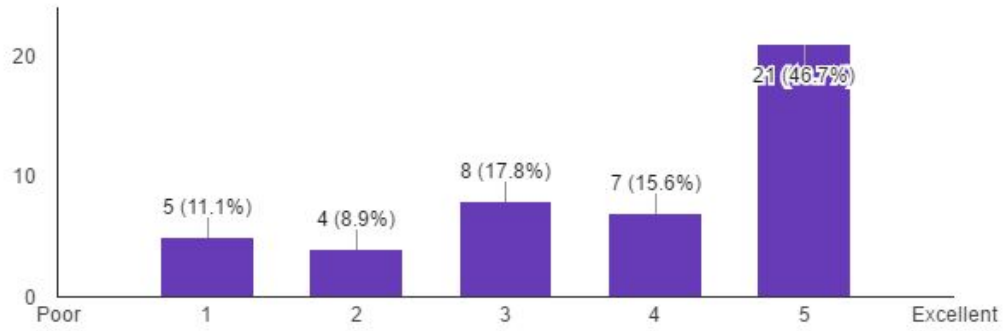


When on vacation, how important is diversity of entertainment? (45 responses)

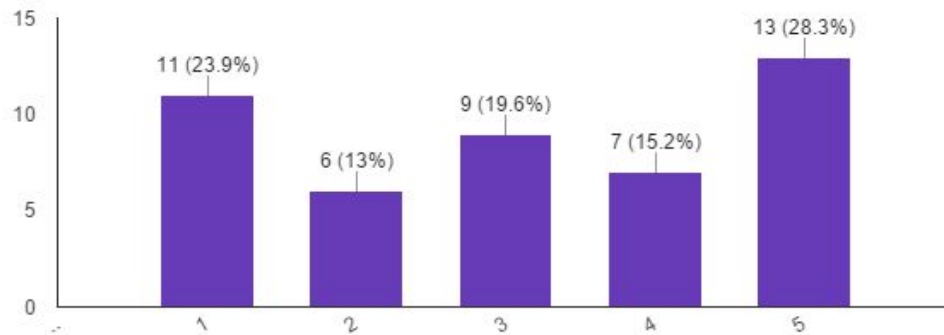


### When on vacation in this region, rate your experience relative to diversity of entertainment?

(45 responses)

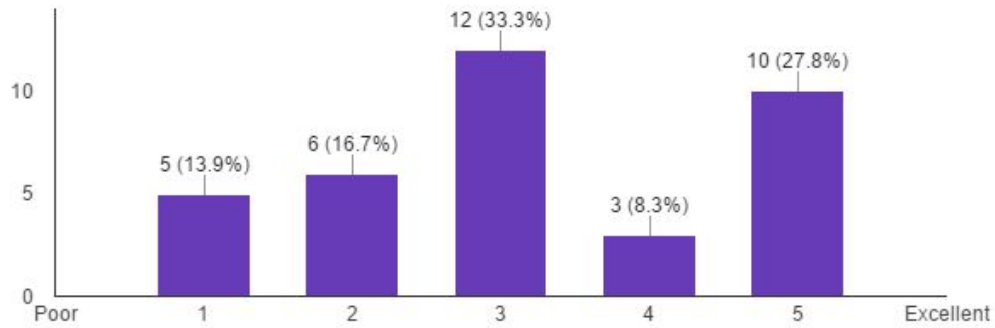


### When on vacation, how important are stores/shopping? (46 responses)

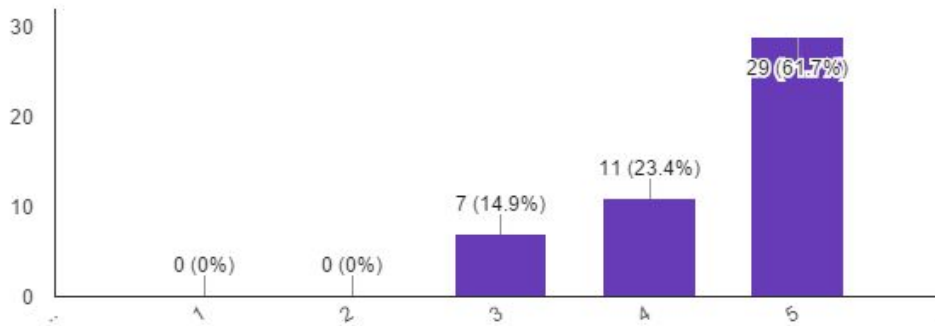


When on vacation in this region, rate your experience relative to stores/shopping?

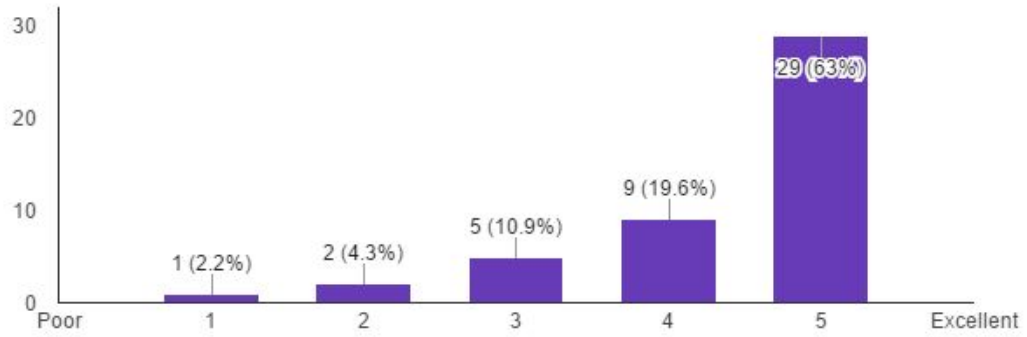
(36 responses)



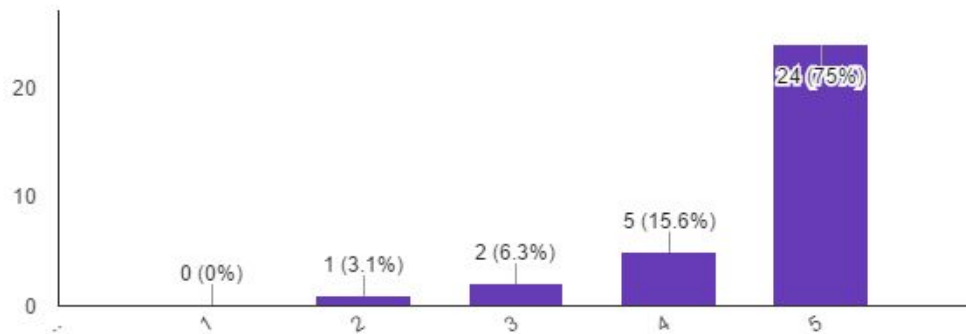
When on vacation, how important is serenity? (47 responses)



When on vacation in this region, rate your experience relative to serenity?  
(46 responses)

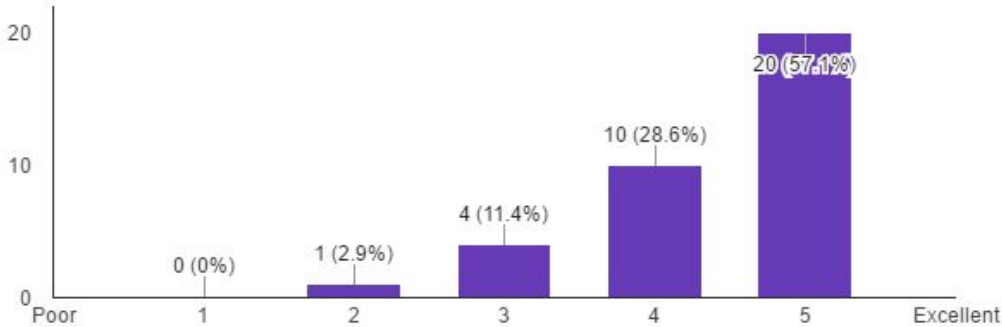


When on vacation, how important is appearance of premises? (32 responses)

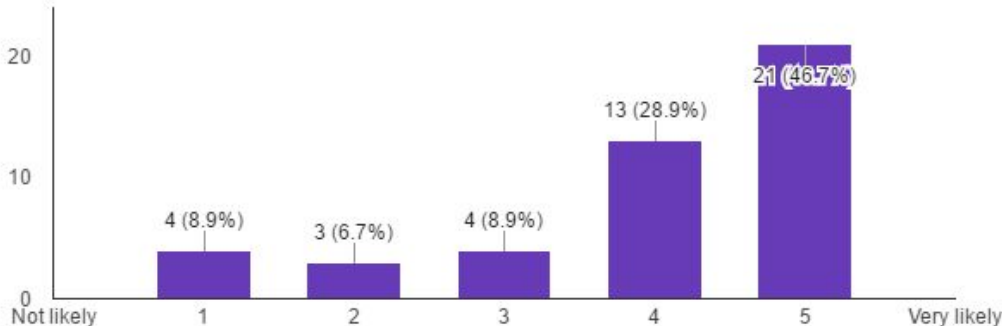


When on vacation in this region, rate your experience relative to appearance of premises?

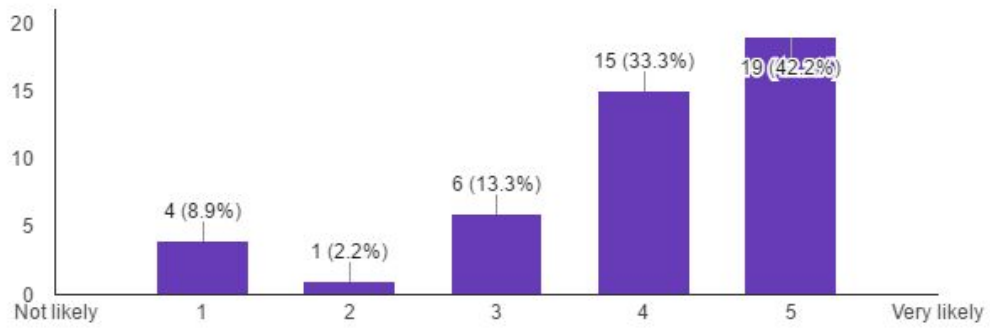
(35 responses)



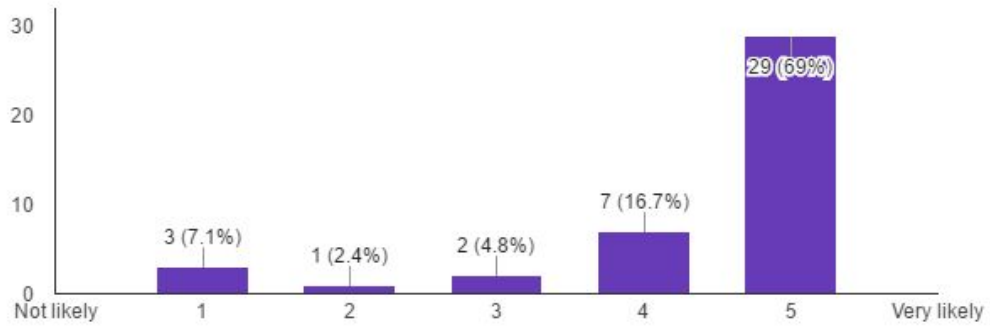
How likely are you to return to this facility? (45 responses)



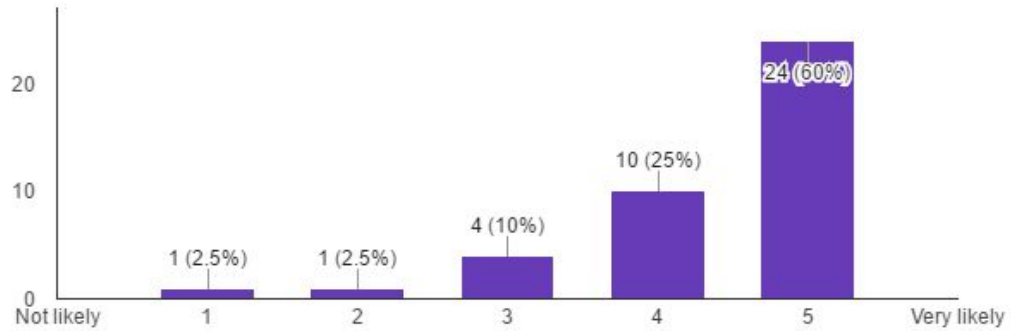
How likely are you to return to this region? (45 responses)



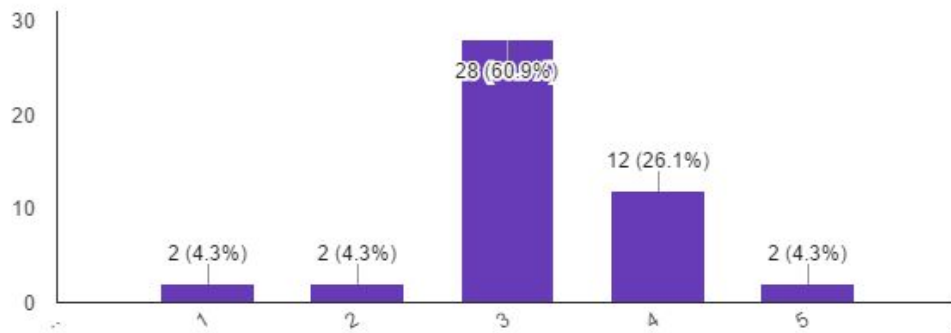
How likely are you to recommend this facility? (42 responses)



How likely are you to recommend this region? (40 responses)



In your opinion, what is the ideal amount of tourists in this area? (46 responses)





## Additional notes/questions/explanations (11 responses)

Gelendjik

Gelendjik

Excellent

Coastal

Safari

Molnia

He needs no entertainment

She lives in a guest house. All answers omitted were because she does not care or use them.

Question concerning price read as the price vs quality //

Entertainment experience includes excursions around the place during summer period

Kabardinka: we speak of common stores not the brand ones

40% of loyal customers

100% capacity filled

Recommendations: more comforting hotels, better service

Middle class comes to Nadezhda

We need to diversify region, including low and high standard hotels

We need logistic center, in order for Tuapse to be not further than 1 hour away

Russian hotel managers prefer to show low profit in order to pay fewer taxes, foreign investors don't like that kind of business process.

We are all outsiders in relation to Sochi. Anapa has its speciality, for children. Forty years ago, pioneer camp. Now, holiday hotel pensionat resort. The people have treatment service in our territory. This hotel is 40-65 years demographic. Why did people come? Firstly, price is great in Anapa. Far better than Sochi and the quality is quite enough. Tuapse is far more economic. They come for the beach... Many different kinds of entertainment. They have mountain tourism. They have national parks. Some go as a stop between Sochi and Crimea. Not many tourists that live here for a long time. Just a few days and move on. Anapa is a nice rest stop. On the way there and back. To remember Soviet times. Sea stadium, aqua sport. They have a competition in kiting. Kiting centre of south Russia. Aleksey says as hotel person, he wants more but as a citizen of Anapa, send them to Tuapse or Gelendzhik. Nice place but not developed enough for expansion. The water is shallow in Anapa so it is good for children. Tuapse administration isn't good enough; it is underdeveloped compared to Anapa. Anapa infrastructure and airport are far superior. Tuapse lacks it all and its location is bad. There are traffic jams and the roads are not nice. They have many diverse European guests. Two young American guests this year for kiting.

Very boring

Go here with your kids



8. Чего, по вашему мнению, не хватает в Туапсинском районе?
9. Как вы считаете, необходимо ли Туапсинскому району большее развитие? Почему?
10. Были ли в последнее время какие-то изменения в лучшую сторону в Туапсинском районе? Если да, то какие? Как вы к ним относитесь?
11. Были ли в последнее время какие-то изменения в худшую сторону в Туапсинском районе? Если да, то какие? Как вы к ним относитесь?

## Results

What is your age?:

21-29: 3

30-45: 2

45-55: 1

56+: 1

What is your gender?:

Male: 3

Woman: 2

Unanswered: 2

What is your monthly income?:

Less than 15000 Rubles: 3  
Less than 30000 Rubles: 2  
Less than 50000 Rubles: 2

Where are you from?:

Tuapse: 4  
Krasnodar: 1  
Rostovskaya Oblast: 1

What is the ideal number of tourists for this region in the summer months?:

The same as usual: 5  
More than usual: 1  
Much more than usual: 1

What is the ideal number of tourists for this region in the winter months:

Less than usual: 1  
Less than usual/the same as usual: 1  
The same as usual: 3  
More than usual: 2

If you could change anything about the Tuapse region what would it be?:

Service  
More monuments  
No beaches  
Not so many restaurants and cafes  
Transport x2  
Improvement of infrastructure connected w/ development of tourism in low season

What is not in the Tuapse region that should be?

Comfort  
Cleanness of streets  
Resting places  
Monuments  
Wide roads x2  
Federal motorways  
Young ambitious sober people  
Water transport

How do you think the Tuapse region needs to change?

Better roads

Fewer traffic jams

Something modern

Enlargement of the city

NO

Open more restaurants

Global rebuilding of whole resort and recreational environment

Where there changes to the Tuapse region? If so, what and did you like them?

Roads

No changes

Beautiful embankment

Many shops

Everything is fine

Improvement of roads

Did need transport road to Djugba, didn't improve the situation

Where there changes in the Tuapse region for the worst? If so, what and how did you feel about them?

NO x2

People tried, but it didn't work

Roads got worse

The sea got polluted

**8.4 Abrau Durso and MARS Light Line**





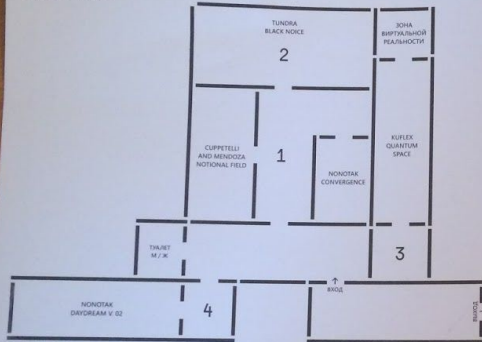
Mentioned in Section 4.6, Abrau Durso is a winery that contains a modern art exhibit called MARS Light Line. The photos above are of different parts of Abrau Durso's winery, taken while on the available tour of the winery.



The photo above is of the manager of MARS Light Line, Alexander Vezovikin. Alexander was our tour guide for the exhibit.



КАРТА ВЫСТАВКИ  
LIGHT LINE



#LIGHT LINE

В проекте Light Line участвуют самые иммерсивные, то есть глубоко погружающие в свою среду, работы, играющие со светом. Лейтмотивом проекта стала световая линия, которую художники осмысливают, используя разные технологические приемы: сочетание проекций, led-лампы, эластичные струны, лазеры, проекционные сетки, активное 3D, аналоговое 3D и другие. В итоге получаются одновременно графичные, минималистичные и очень эмоциональные работы, каждая из которых занимает отдельный зал. Музыкальное сопровождение - важная часть каждого объекта, оно погружит вас в состояние своеобразной медитации, в котором вы узнаете что-то новое и о себе самом. География выставки - это Франция, Великобритания, США, Россия. Над каждым проектом работает целая команда специалистов - иногда это совместная работа художника с архитектором или музыкантом, в некоторых случаях художник и музыкант объединены в одном лице, все это переплетается, рождая удивительное искусство, воздействующее на все органы чувств разом.

Light Line: линия света, дорога, светлый путь - утопическая мечта о мире будущего, попасть в который можно, сопереживая с работами. Эти работы рассказывают о космических путешествиях и перемещениях в виртуальной реальности и о той бесконечной вселенной, которая содержится внутри каждого из нас.



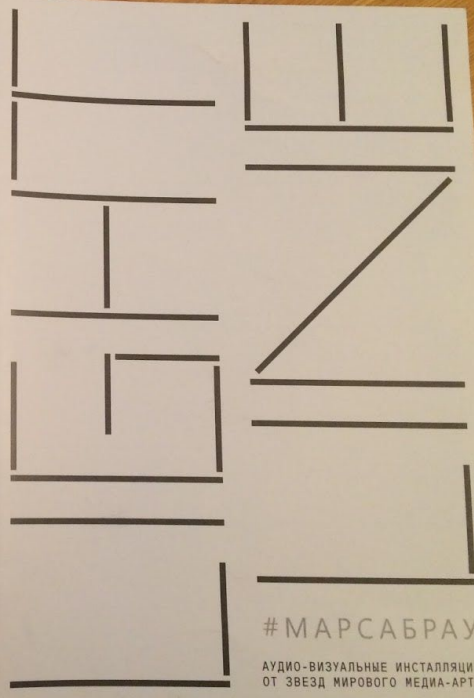
ЦЕНТР  
МАРС

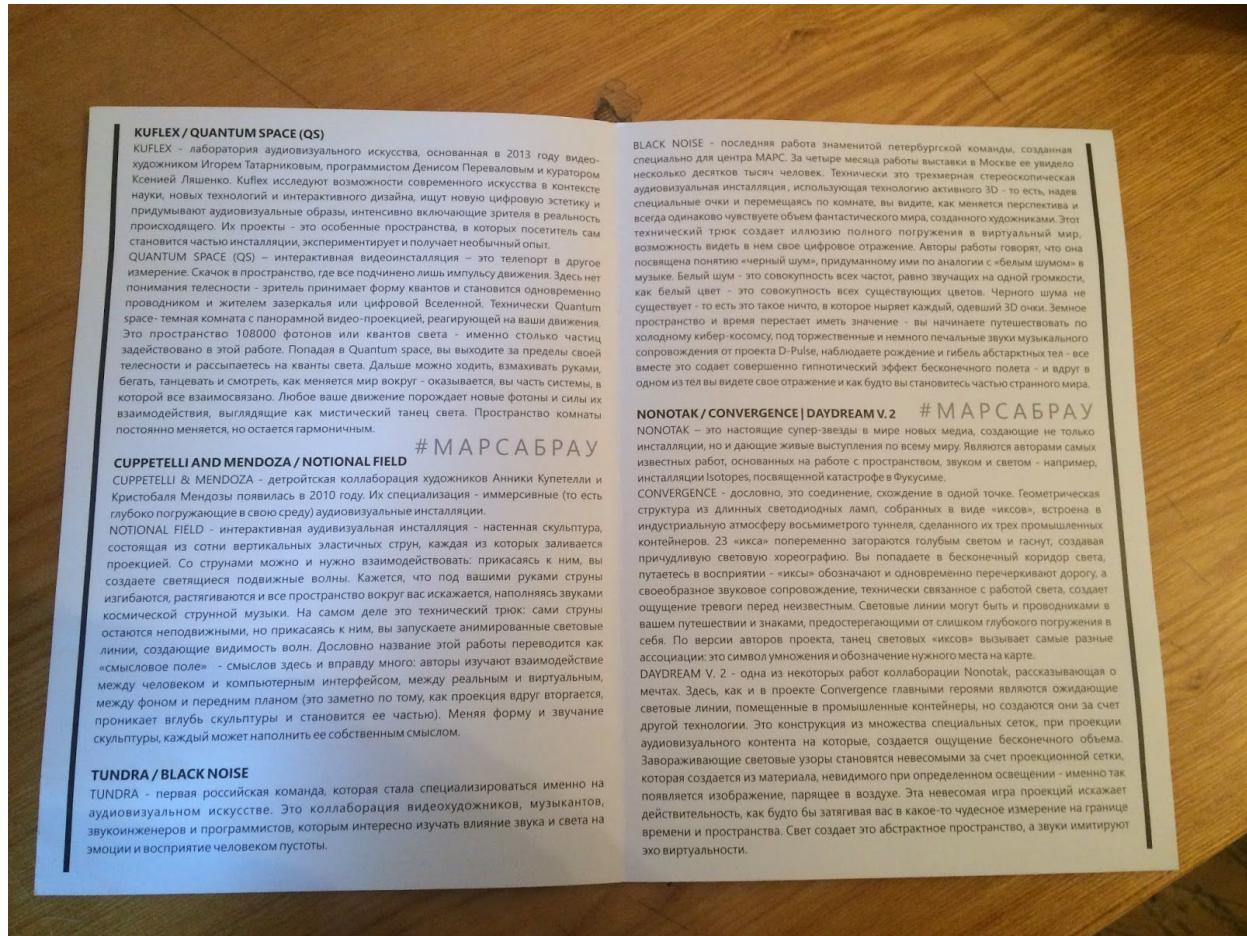


Новороссийск / Абрау-Дурсо  
ул. Промышленная, 13  
abrau.centermars.com  
т.: 8-960-475-48-49

#МАРСАБРАУ

АУДИО-ВИЗУАЛЬНЫЕ ИНСТАЛЛЯЦИИ  
ОТ ЗВЕЗД МИРОВОГО МЕДИА-АРТА





The photos above are of the guide provided by MARS Light Line to give information on the different parts of the exhibit. The top photo depicts the outside of the guide which includes a map of the rooms, the MARS Light Line logo, and the contact information of the exhibit. The bottom photo depicts the inside of the guide which has descriptions of the creators and meanings behind the different pieces.

## 8.5 Military History Tour



As mentioned in Section 5.6, a military history tour could be created using the already existing monuments that are around the Tuapse region. The two photos above are from a road in Novorossiysk where stopping points were placed for people to stop and remember the history of the location. The building (top) was built around 1940 and was bombed by Germany during World War II. The building still stands in the same condition after the bombing as a reminder of the military history of the location. The bridge (bottom) was built to commemorate the location of where the residents held back the Germans during World War II. The bridge is a monument to the efforts of the local residents.



The photo above is a statue remembering all of the ships and soldiers lost at sea from the direct result of the October Revolution in 1917. This is another location on the same road in Novorossiysk as the other monuments. This monument also includes a stopping place for people to remember the significance of the location.

### 8.6 Safari Park





As mentioned in Section 4.6, Safari Park is a zoo, animal sanctuary, and museum in Gelendzhik. The pictures above are of the ski lift (top) and the map of the facilities (bottom). The ski lift is an additional attraction located inside the park that allows visitors to see the surrounding area from a maximum height of 640 meters, along with a cafe and additional animal exhibits.

## 8.7 Hotels and Sanatoria



КУРОРТНЫЙ КОМПЛЕКС

Газпром *Смал*



352831, Россия, Краснодарский край, Туапсинский район, п. Небуг.

Отель «Молния»:

администратор – тел.: (86167) 97-035, 97-036,  
факс (86167) 97-035

маркетинг – тел.: (86167) 97-032, факс 97-003  
molniahotel@mail.ru  
www.molnia.ru

«Ямал» 1-й, 2-й корпус:

администратор – тел.: (86167) 97-079, 97-086,  
факс (86167) 97-086

маркетинг – тел./факс (86167) 97-022  
ok-yamal@tuapse.ru  
www.ok-yamal.ru





The photos above are of the promotional guide given out at Yamal sanatorium. The top picture depicts the front cover, which has the logo and picture of the facilities. The bottom picture depicts the back cover, which has the contact information and a map of the Krasnodarsky Krai with the locations of the facilities highlighted.





The two photos above are from the brochure that is handed out from the Gamma Hotel. This hotel is located on the coast of the Tuapse region. The top photo depicts the outside of the brochure, which has pictures of the facilities, the contact information, and a map of the Tuapse region to help locate the hotel. The bottom picture depicts the inside of the brochure, which has more photos of the facilities along with descriptions of the hotel and amenities.



# ИНВЕСТИЦИОННЫЙ РЕЛИЗ

по строительству курортного комплекса "ГАММА"

Проект сопровождает  
Холдинговая компания "ГАММА"  
[www.gamma-develop.ru](http://www.gamma-develop.ru)



352840, Краснодарский край,  
Туапсинский район, Ольгинка, ул. Морская, 3.  
тел. : +7 (86167) 99196, 99004  
[www.gamma-kurort.ru](http://www.gamma-kurort.ru)





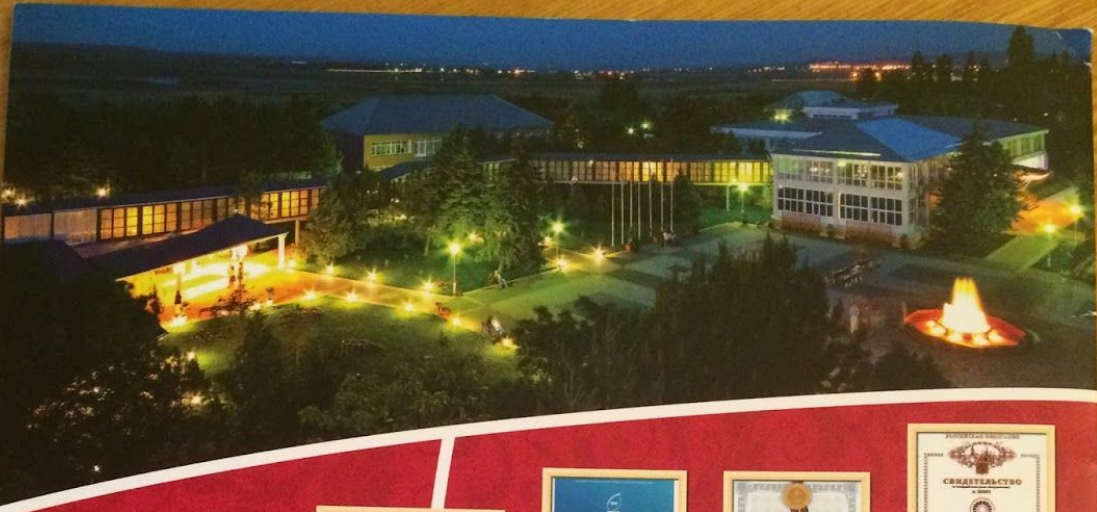
The two pictures above are from a second handout from the Gamma Hotel. The top photo depicts the front of the flier, which has the contact information for the hotel and a landscape photo of the facilities. The bottom photo depicts the back of the flier, which has pictures of the amenities and a map of the facilities.



МЕСТО БЕЗМЯТЕЖНОГО  
ОТДЫХА



  
**URAL URAL**  
ПАНСИОНАТ С ЛЕЧЕНИЕМ



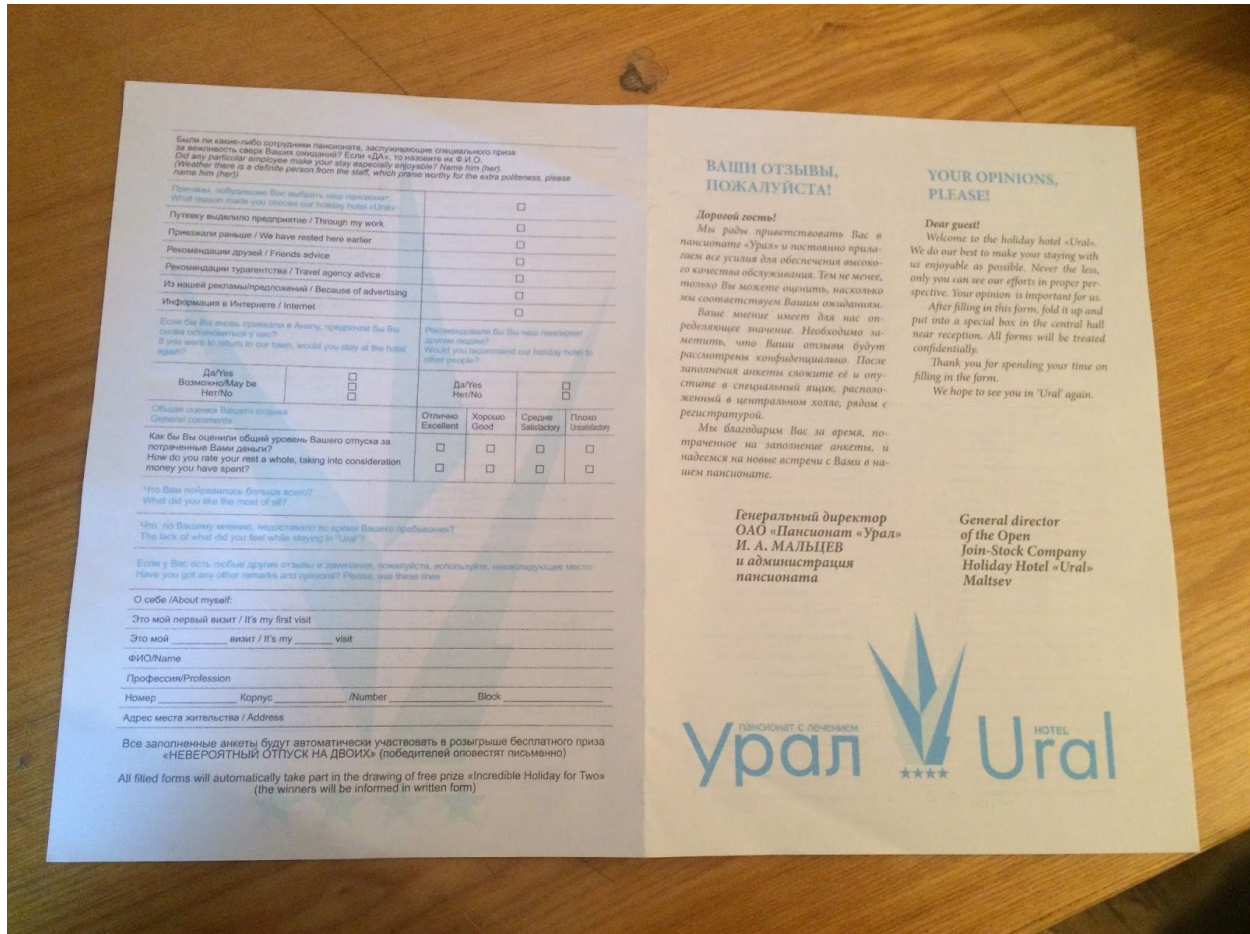
ОАО «Пансионат «УРАЛ»  
353456, Россия, Краснодарский край  
город-курорт Анапа  
Пионерский проспект, 24

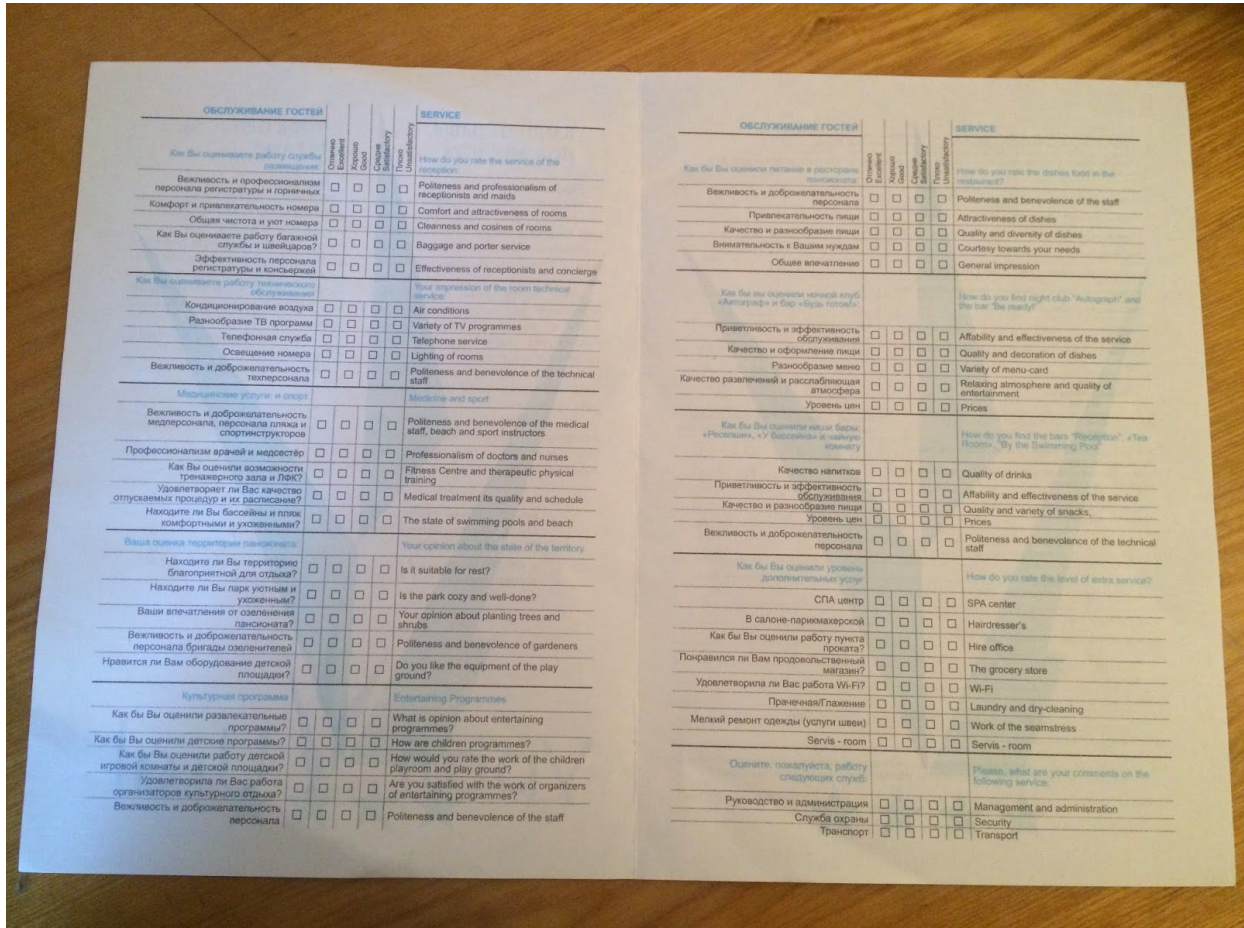
тел.: (86133) 3-30-37, (86133) 3-34-91  
факс (86133) 3-32-68  
горячая линия: 8-800-200-05-53  
(звонки с любого телефона на территории России бесплатны)

e-mail: [anapa-ural@mail.ru](mailto:anapa-ural@mail.ru)  
[www.anapa-ural.ru](http://www.anapa-ural.ru)



The two photos above are of a promotional guide handed out at the Ural Sanatorium. The sanatorium is located in Anapa. The top photo depicts the front of the guide, which has the logo of the facilities and a photo of a family on the beach. The bottom photo is of the back of the guide, which has the contact information, including social media accounts, and awards that the facilities have won.





The two pictures above are of the feedback survey given to guests checking out of the Ural Sanatorium. The top photo depicts the outside of the survey, which has the logo of the facilities along with a brief description of the survey in both Russian and English and some questions. The bottom photo depicts the inside of the survey which has likert scale questions asked about the facilities and the guests stay in both Russian and English.

## 8.8 Open Discussion







STRENGTHS

НЕПРИБЛИЖАТЕЛЬНЫЙ  
ВИД ТУРИЗМА  
ОТСТОЯНИЕ МУСОРИХ  
КОРЬИ  
АГРЕССИВНОСТЬ  
МАРКЕТИНГ  
ОТСУТСТВИЕ СМОЛДЕР  
ИСТОРИЯ РЕАГИРОВАНИЯ НА  
БЕЗОПАСНОСТЬ ЛЮДИ В ТУРИЗМЕ  
ОТКАЗ ОТ ПРАКТИКИ  
КАЧЕСТВО СЛУЖБЫ  
ВОЗМОЖНОСТЬ РАБОТЫ НА  
НОРМ  
ЗАКРЫТИЕ СЕЗОНА ПЕРЕД  
ПРИХОДОМ  
ОТСУТСТВИЕ АГЕНСКИХ  
ОТСУТСТВИЕ КОМПАНИИ

СИЛЬНЫЕ СТОРОНЫ

МАРКЕТИНГ  
ТОРЖЕВЫЕ ОТНОШЕНИЯ  
ОТКАЗ ОТ ПРАКТИКИ  
КАЧЕСТВО СЛУЖБЫ  
ВОЗМОЖНОСТЬ РАБОТЫ НА  
НОРМ  
ЗАКРЫТИЕ СЕЗОНА ПЕРЕД  
ПРИХОДОМ  
ОТСУТСТВИЕ АГЕНСКИХ  
ОТСУТСТВИЕ КОМПАНИИ

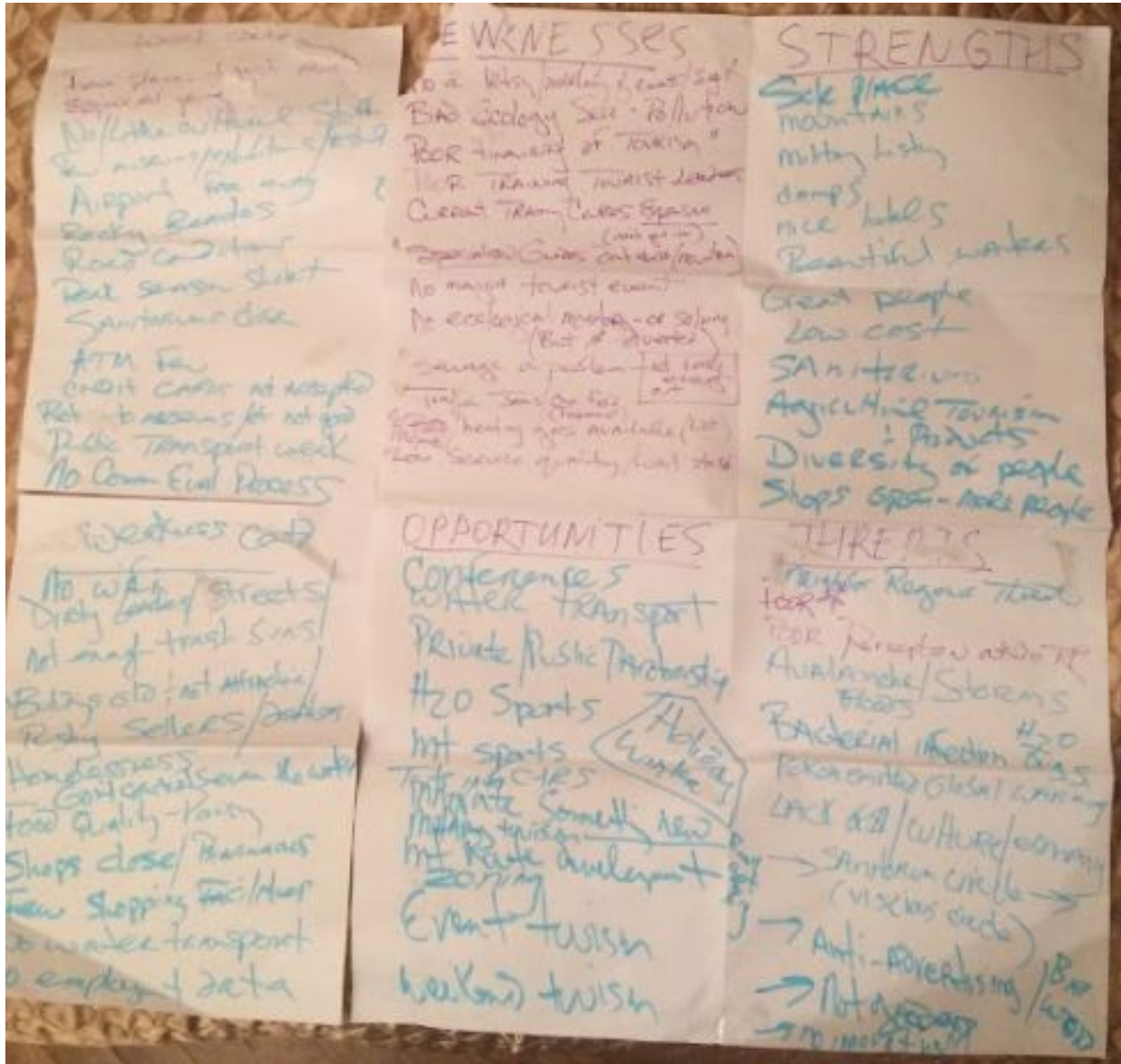
ВОЗМОЖНОСТИ

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ВОЗМОЖНОСТИ

УГРОЗЫ

УГРОЗЫ  
АВАЛАНШЫ / СТОРМЫ /  
СТОРМЫ (СМЕРТЬ)  
ВОЗМОЖНОСТЬ  
КОШЕЛКОВ РАБОТЫ  
БИЗНЕСА ЧИСТАЯ / ПОСЛЕДСТВИЕ  
ТРАГИЧЕСКИХ СЛУЧАЕВ  
ОПАСНОСТЬ ПРИРОДЫ / УВЕЛИЧЕНИЕ  
ОПАСНОСТИ  
УГРОЗА ОПИТИВАНИЯ  
ПОДЪЕМ ЦЕН НА РЫНКЕ  
КОМКУРЕНЦИЯ С  
С ДРУГИМИ СТРАНАМИ  
УВЕЛИЧЕНИЕ ВКЛЮЧЕНИЯ  
ИНОСТРАННЫХ КАПИТАЛОВ

The two pictures above are from the open discussion we conducted, using the SWOT analysis technique, with six local tourist administrators. The top picture depicts the six women from the local facilities and one project organizer, Yury Yuryevich from the Financial University under the Government of the Russian Federation. The bottom picture depicts another project organizer, Ekaterina Mikhailovna Svirina, who served as our translator for the discussion. She is standing next to the board used for documenting our SWOT discussion.



The picture above depicts our final SWOT analysis from the open discussion. From left to right: weakness continued, weaknesses, strengths, weakness continued, opportunities, and threats.