



APPLYING THE STRATEGIC PLANNING APPROACH TO ANALYZE THE REALITY OF THE DOMESTIC TOURISM SECTOR IN RUSSIA IN LIGHT OF THE NEW POLICIES

Mohammad Yahya Samaana¹
Anna N. Polukhina

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ABSTRACT

This article studied and analyzed the reality of the domestic tourism sector in Russia by using the strategic planning approach. First, the current situation of the tourism sector in Russia was studied. Then the concept of domestic tourism and strategic planning was discussed. Then, a group of works and studies by Russian and foreign authors on the reality of the domestic tourism sector and strategic planning were analyzed. Then the environmental profile method was used to identify the internal and external factors affecting the domestic tourism sector and were evaluated based on a group of studies by Russian and foreign authors. A SWOT matrix was created based on the results of the environmental profile method. Based on the intersection of SWOT matrix factor pairs, development strategies for the domestic tourism sector in Russia were formulated. In conclusion, the authors made some recommendations about the measures that the domestic tourism sector needs based on the results, which must be implemented within the proposed strategies. This study can help researchers in literary works and understand the reality of domestic tourism in Russia in light of the new policies and sanctions imposed on Russia.



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1. INTRODUCTION

The tourism industry is one of the most dynamically growing industries in the Russian economy; An industry affects economic indicators and other industries, especially institutions, transportation, construction, and restaurants. Tourism provides job opportunities, increases wages and budget revenues. The sustainable growth and development of the Russian tourism industry is linked through environmental diversity and

the country's rich cultural and historical heritage (Levina et al., 2023).

The tourism industry was constantly developing in Russia until the arrival of Covid-19 in 2020. Health measures to limit the spread of Covid-19 among the population have led to tourism experiencing difficult conditions. After the health measures and restrictions that were imposed to limit the spread of Covid-19 were eased, the tourism industry in Russia received a new

¹ Corresponding author: Mohammad Yahya Samaana
Email: mohammad.y.samaana@mail.ru

blow represented by Western sanctions as a result of the political events in 2022. Western countries imposed a set of sanctions, including closing their airspace to Russian flights (Pozdeeva, 2022).

Based on the statistics of the Statista Research Department, in 2019 the number of tourist trips to Russia reached 24,419 thousand trips, and in 2020 the number of tourist trips decreased to 6,359 thousand trips, and in 2022 the number of tourist trips reached 8,242 thousand trips.

As a result of health measures to limit the spread of Covid-19 and the economic and political crisis, there has been a significant change in international tourism, causing significant losses to the tourism market (Wang et al., 2022), as a result of the decrease in the number of tourist trips to Russia and the losses suffered by institutions in the tourism services market. Declining demand for tourism trips, decreasing financial capacity for government support for tourism infrastructure and in order to stem losses in the tourism market, the Russian government directed its strategies towards developing domestic tourism.

Domestic tourism is defined as the activities of a resident visitor within the country of residence, either as part of domestic tourism trip or part of an outbound tourism trip (Mkwizu, 2021).

In order to develop domestic tourism, it is necessary first to study and analyze the reality of domestic tourism. There are many approaches that can be used to analyze domestic tourism. One of the approaches that can be used in studying and analyzing domestic tourism is the strategic planning approach.

The strategic planning process is very dynamic, as it more or less combines all other management functions, as strategic planning predetermines the practical actions that will be implemented (Tarifi, 2021).

Strategic planning in tourism is the process of setting goals and aspirations and developing strategies and plans for organizing and developing the tourism sector in a specific area. Strategic planning aims to promote economic growth, provide job opportunities, and improve the quality of life for the local community. Strategic planning also includes market analysis, competition study, identification of potential tourism resources, infrastructure development, and marketing and promotion of tourist sites. Strategic tourism planning requires cooperation and coordination between the public sector, the private sector, the local community and non-governmental organizations to achieve its goals (Pato & Duque, 2023).

Strategic planning is crucial for the tourism sector because it helps set goals, objectives and direction for the development and growth of the tourism industry. By

creating a strategic plan, tourism stakeholders can assess the current state of the industry, and identify opportunities and challenges to achieve desired results. This process helps ensure that tourism projects are consistent with the destination's overall vision and mission, and that resources are used effectively and efficiently. In addition, strategic planning helps reduce risks, maximize the impact of tourism projects, and improve the long-term sustainability of the industry. Overall, strategic planning is an essential tool in the tourism industry and achieving long-term success (Leal-Solís & Robina-Ramírez, 2022).

The main goal of this paper is to analyze the reality of the domestic tourism sector in Russia under the new policies using a strategic planning approach.

2. LITERATURE REVIEW

Russian authors participating in research on the development of Russian tourism believe that the future of tourism is moving towards the development of domestic tourism. Such conclusions can be found in the works of (Voskresensky, 2023), (Dianova & Kravchenko, 2022) and (Serdyukova et al., 2022), who generally tend to believe that the population will be less inclined towards traveling abroad due to lack of confidence in the travel procedures and the host country.

According to (Leonidova & Sidorov, 2023) the tourism industry in Russia is going through a period of severe transformation. A return to usual work patterns is becoming unlikely. Due to the political events and sanctions imposed on Russia, the state's orientation and plans in 2023 are towards developing domestic tourism. The year 2022 was a difficult year for the tourism sector in Russia, especially since it did not recover well from the damage resulting from the Corona pandemic. Despite this, the tourism sector was able to face these challenges. Tourism service providers and institutions have had to work quickly to develop strategies that can withstand the difficult circumstances and challenges (Martins et al., 2023). In 2022, the main goal was to raise the level of demand for Russian tourism services (Kozłowski, 2023). According to the Chairman of the Adventure Tourism Committee of the Russian Federation of Travel Industry Vadim Mamontov, in 2022 tour operators sold 30% more active and adventure tours in Russia than in the previous year (Interfax-Tourism, 2022).

Indicators of organized domestic tourism in Russia showed an increase in 2022. As a result of the exit of foreign reservation systems from the tourism market, a proportion of tourists returned to travel agents (Denga & Karlova, 2022). For the second year in a row, the share of tour operators in the local market is increasing. At the end of 2022, it increased from 23 to 30% (ATOR, 2022).

The Corona pandemic in 2020-2021 and political events in 2022 led to sharp changes in the international and domestic tourism market in Russia, which led to the emergence of new conditions in the Russian tourism sector, which leads to the need to analyze these conditions (Victor, 2022). A strategic planning approach can be followed in analyzing the reality of the domestic tourism sector in Russia (Kruzhalin et al., 2022).

Strategic planning for the development of tourism activities is the basis for the effective functioning of management systems at various levels: federal, regional and local (Rebuya & Gasga, 2022). Currently, the focus of strategic management is directed towards constituent entities of the Russian Federation that have the necessary conditions for the formation of a main or alternative specialization in the field of domestic tourism.

The major role of the domestic tourism sector in improving the quality of life of the population, and the increasing demand for tourism services from the state and the population have contributed to activating the issues of strategic planning for its development (Fernandez et al., 2022). Numerous studies conducted by local and foreign scholars indicate the importance of the tourism sector for all market entities (Sedarati et al., 2022). The study of the scientific and theoretical foundations of the possibilities of strategic planning of the tourism sector and the problems of its evaluation was carried out by: (Ivanova et al., 2021), (Rusina et al., 2021), (Ziba, 2023), (Sattorov, 2023) and (Uralov et al., 2022). The contribution of foreign scholars is represented by the works of such authors as (Kovačević, 2020), (Chen, 2022), (Ladki et al., 2020), (Abderzag et al., 2023), (Wang et al., 2021) and (Lei et al., 2020).

3. RESEARCH METHODOLOGY

Based on the works of the listed authors, it appears that there is no attention to the possibility of diversifying foreign tourism flows between European and Asian countries, and practically no consideration is given to foreign tourism in Russia under the New Economic Policy due to sanctions against Russia in 2022. The authors see this trend, it will continue in the future. The demand for domestic tourism is increasing in all Russian regions. The trend has also become to expand the geography of tourist routes. Within the framework of implementing development plans for tourism, the modern trend has become towards areas of the country with terrain that was previously difficult to reach. There is an increasing demand for tourist routes on the outskirts, as part of a range of services: horse riding, long walks, and canoeing in lakes and rivers.

The authors believes that the increased demand for the diversity of tourism services in the domestic tourism sector leads to the necessity of conducting a study and analysis of the domestic tourism sector in the context of

new policies to understand the conditions of the internal and external environment of the domestic tourism sector.

The authors used the descriptive analytical method to describe the phenomenon of the title of the study (Applying the strategic planning approach to analyze the reality of the domestic tourism sector in Russia in light of the new policies), analyze its data, and explain the relationship between its components, the opinions that are expressed about it, the processes that it included, and the effects that it creates. It is one of the forms of organized scientific analysis and interpretation, to describe a specific phenomenon or problem, and depict it quantitatively by collecting data on the phenomenon or problem, classifying and analyzing it, and subjecting it to careful studies.

The authors used the SWOT matrix to formulate development strategies for the domestic tourism sector based on the intersection of SWOT matrix factor pairs. The authors took the environmental profile method of filling out the SWOT matrix by analyzing and selecting internal and external factors of importance to the domestic tourism sector in Russia.

The internal and external factors were analyzed, selected and their importance to the domestic tourism sector was evaluated based on recent studies by local and foreign authors and experts that addressed the topics of the impact of internal and external factors on the tourism sector. Among the local studies that were used to evaluate the impact of internal and external factors on the tourism sector are the following: The impact of internal and external factors on tourist and entertainment areas and their different role and degree of influence on the state of sustainable development in the region in different periods (Dreyzis et al., 2020), Identification of reserves to stimulate regional development based on the use of the potential of internal factors among the social and economic subsystems to ensure economic growth and development of regions (Leonidova, 2020), The main trends and prospects for the development of domestic tourism in accordance with global economic transformation processes and their connection to the technological and digital transformations that characterize the tourism sector and its infrastructure (Levchenko et al., 2022), Domestic tourism as a complex social and economic system and the role of economic conditions in the development of the industry (Frolova & Kochubey, 2022), The impact of the effectiveness of government spending on tourism growth in moderately economically developed countries (Anoshin et al., 2021), Innovative economics for strategic management of national tourism design and increase of tourism services to ensure sustainable growth of Russia's tourism industry (Karpova et al., 2022).

Among the foreign studies that were used to evaluate the impact of internal and external factors on the tourism sector are the following: research on driving factors and mechanism of minority village tourism development in Guizhou Province, China (Pindong et al., 2023), the influencing factors on service experiences in rural tourism: An integrated approach (Sijie et al., 2023), the impact of financial innovation and infrastructure on inbound tourism in Central Asia (Ihtisham et al., 2024) and, tourism planning and management during COVID-19 pandemic: a lesson from Girona (Fernandez et al., 2022).

Regarding the classification of internal and external factors used in the research methodology, it differs in the domestic tourism sector from the methodology used in analyzing institutions, since domestic tourism is considered an industry at the state level. The internal factors of the domestic tourism sector were considered as follows: 1- The social and cultural environment, 2- The scientific and technical environment, 3- The characteristics of the services provided. The external factors in the domestic tourism sector are as follows: 1- The economic environment, 2- The demographic environment, 3- The political and legal environment, 4- The competitive environment.

In the Environmental Profile method, the Environmental Factors column lists all the external and internal environmental factors that are part of the analysis. In this case, each factor is evaluated based on the opinions of researchers and experts according to the following criteria:

- The importance of the factor to sector (A): 3 large, 2 medium, 1 weak.
- The factor impact on sector (B): 3 strong, 2 moderate, 1 weak, 0 no impact.
- Direction of influence on scale (C): +1 positive, -1 negative.
- Based on the ratings obtained, the integrated rating $A * B * C = D$ is calculated

Thus, the last column gives integral estimates, which can vary from +9 to -9.

Table 1. The impact of the economic environment on the domestic tourism sector

External environmental factors	The importance of the factor to sector (A)	The factor impact on sector (B)	Direction of influence on scale (C)	Degree of importance to the sector (D)
General level of economic development	3	3	+1	+9
Having a well-thought-out tourism strategy	3	3	+1	+9
The amount of government support for the industry	3	3	+1	+9
Investment operations	2	3	+1	+6
The tax system and the quality of economic legislation	2	2	+1	+4
Level of development of competitive relationships	1	3	+1	+3
The pricing system and the level of central price regulation	2	2	+1	+4

In the external environment, factors marked with a (+) indicate the potential of the external environment, and the closer the factor rating is to +9, the more important and attractive the opportunity contained in it is for the sector. Accordingly, the factors marked with (-) contain threats from the external environment, and the closer the score is to -9, the more significant the threat.

The same applies to the sector's internal environment factors. Factors marked with a (+) sign indicate the sector's strengths, and the closer the factor score is to +9, the stronger this aspect of the sector. Therefore, the factors marked with a (-) contain the sector's weaknesses, and the closer the score is to -9, the more important this weakness is.

The SWOT matrix consists of nine blocks: four of them carry the main factors (internal and external), four blocks indicate strategies, and one block is empty. At each stage two factors are compared. The goal is not to determine the best strategies; Instead, it is to identify actionable strategies.

In the SWOT matrix, strengths and weaknesses are classified based on internal factors, and opportunities and threats are classified based on external factors.

4. RESEARCH RESULTS

The Corona pandemic in 2020 - 2021, the political events in 2022, and the sanctions that were imposed on Russia led to the emergence of new economic policies that led to changes in the tourism sector in Russia, which led to the country moving towards focusing on developing the domestic tourism sector. In this section, the environmental profile method was used to study and analyze internal and external factors that have a direct impact on domestic tourism. Then, a SWOT matrix was created for the domestic tourism sector and identified strategies that will help in the development of domestic tourism.

4.1 External environmental factors

It is clear from Table 1 that the most positive effects are:

- General level of economic development.
- Having a well-thought-out tourism strategy.

- The amount of government support for the industry.
- Investment operations.

The most negative effects are:
Nothing.

Table 2. The impact of the demographic environment on the domestic tourism sector

External environmental factors	The importance of the factor to sector (A)	The factor impact on sector (B)	Direction of influence on scale (C)	Degree of importance to the sector (D)
Availability of infrastructure and its level of development	3	3	+1	+9
Availability of advanced food infrastructure	3	2	+1	+6
Diverse natural resource potential	3	2	+1	+6
Geographical location and climate	3	3	-1	-9
Number of potential consumers	2	2	+1	+4
Availability and potential quantity of labour	2	2	+1	+4

It is clear from Table 2 that the most positive effects are:

- Availability of infrastructure and its level of development.
- Availability of advanced food infrastructure.

- Diverse natural resource potential.

The most negative effects are:

- Geographical location and climate.

Table 3. The impact of the political and legal environment on the domestic tourism sector

External environmental factors	The importance of the factor to sector (A)	The factor impact on sector (B)	Direction of influence on scale (C)	Degree of importance to the sector (D)
Level of regulation and oversight by the state	3	3	+1	+9
Political stability in the country	3	3	-1	-9
Tourism services comply with international standards	3	2	-1	-6
Relations between state and property	1	1	+1	+1
State policy in the field of employee training	1	1	+1	+1

It is clear from Table 3 that the most positive effects are:

- Level of regulation and oversight by the state.

The most negative effects are:

- Political stability in the country.
- Tourism services comply with international standards.

Table 4. The impact of the competitive environment on the domestic tourism sector

External environmental factors	The importance of the factor to sector (A)	The factor impact on sector (B)	Direction of influence on scale (C)	Degree of importance to the sector (D)
Fame, positive image	3	3	+1	+9
Market growth	3	3	+1	+9
Developing various types of tourism	3	3	+1	+9
Foreign tourism competition	3	3	-1	-9
Consumer needs and tastes	3	3	-1	-9
A program to support companies working in the field of domestic tourism	2	3	-1	-6
Community relations	2	2	+1	+4
Organizational Chart	1	1	+1	+1
Regulatory restrictions from the state	2	2	+1	+4

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It is clear from Table 4 that the most positive effects are:

- Fame, positive image.
- Market growth.
- Developing various types of tourism.

The most negative effects are:

- Foreign tourism competition.
- Consumer needs and tastes.
- A program to support companies working in the field of domestic tourism.

Table 5. The most important external environmental factors affecting the domestic tourism sector

External environmental factors	Positive factors	Degree of importance to the sector	Negative factors	Degree of importance to the sector
Economic environment	General level of economic development	+9		
	Having a well-thought-out tourism strategy	+9		
	The amount of government support for the industry	+9		
	Investment operations	+6		
Demographic environment	Availability of infrastructure and its level of development	+9	Geographical location and climate	-9
	Availability of advanced food infrastructure	+6		
	Diverse natural resource potential	+6		
Political and legal environment	Level of regulation and oversight by the state	+9	Political stability in the country	-9
			Tourism services comply with international standards	-6
Competitive environment	Fame, positive image	+9	Foreign tourism competition	-9
	Market growth	+9	Consumer needs and tastes	-9
	Developing various types of tourism	+9	A program to support companies working in the field of domestic tourism	-6

4.2 Internal environmental factors

Table 6. The impact of the social and cultural environment on the domestic tourism sector

Internal environmental factors	The importance of the factor to sector (A)	The factor impact on sector (B)	Direction of influence on scale (C)	Degree of importance to the sector (D)
Having a rich historical and cultural heritage	3	3	+1	+9
Cultural traditions and values	3	2	+1	+6
Relationships within the community	2	2	+1	+4
Attitude towards foreign investment	0	0	0	0
The influence of trade unions on shaping public opinion	0	0	0	0

It is clear from Table 6 that the most positive effects are:

- Having a rich historical and cultural heritage
- Cultural traditions and values

The most negative effects are:

Nothing

Table 7. The impact of the scientific and technical environment on the domestic tourism sector

Internal environmental factors	The importance of the factor to sector (A)	The factor impact on sector (B)	Direction of influence on scale (C)	Degree of importance to the sector (D)
Use of new technologies (implementation of innovations)	3	3	+1	+9
Staff qualifications requirements	2	2	+1	+4

It is clear from Table 7 that the most positive effects are:

- Use of new technologies (implementation of innovations).

The most negative effects are:
Nothing.

Table 8. The impact of the characteristics of the services provided on the domestic tourism sector

Internal environmental factors	The importance of the factor to sector (A)	The factor impact on sector (B)	Direction of influence on scale (C)	Degree of importance to the sector (D)
Availability of tourism resources	3	3	+1	+9
The quality	3	3	+1	+9
Uniqueness	3	3	+1	+9
Market demand	3	3	+1	+9
Competitive advantages	3	3	-1	-9
The price	3	3	-1	-9

It is clear from Table 8 that the most positive effects are:

- Availability of tourism resources.
- The quality.
- Uniqueness.
- Market demand.

The most negative effects are:

- Competitive advantages.
- The price.

Table 9. The most important factors of the internal environment affecting the domestic tourism

Internal environmental factors	Positive factors	Degree of importance to the sector	Negative factors	Degree of importance to the sector
Social and cultural environment	Having a rich historical and cultural heritage	+9		
	Cultural traditions and values	+6		
Scientific and technical environment	Use of new technologies (implementation of innovations)	+9		
Characteristics of the services provided	Availability of tourism resources	+9	Competitive advantages	-9
	The quality	+9		
	Uniqueness	+9	The price	-9
	Market demand	+9		

After identified the most important factors of the internal and external environment that have a direct impact on the domestic tourism sector in Russia, a SWOT matrix will be created, where strengths and weaknesses are classified based on internal factors, and opportunities and threats are classified based on external factors, as shown in Table 10 (see Appendix).

Based on the results of the SWOT analysis, development strategies for the domestic tourism sector in Russia were formulated based on the intersection of pairs of SWOT factors, which are:

1. Building and developing new tourist facilities.
2. Introducing digital technologies into the tourism sector.
3. Development of major infrastructure and transportation.
4. Developing a promotion system and increasing recognition of the tourism product.
5. Financial support by the state for the domestic tourism sector to reduce costs and prices.

6. Creating a competitive tourism product and diversifying tourism resources.
7. Encouraging investment in the tourism sector.
8. Improving the legal regulation of tourism activities and systemic support measures.
9. Ensuring security in the tourism sector.
10. Stimulating demand for tourism products in the winter season.

5. DISCUSSION OF THE RESULTS

Based on the intersection of SWOT pairs of factors, development strategies for the domestic tourism sector were formulated. Next, some recommendations related to the development of the domestic tourism sector will be proposed based on the strategies that have been formulated:

1. Building and developing new tourist facilities.
 - Create a tourism brand of the Russian Federation by creating various recreational areas, including local history areas and ecological areas.

- Support for social tourism – organized trips for socially vulnerable groups (school children, students, pensioners, etc.).
2. Introducing digital technologies into the tourism sector.
 - Creation of a tourism market as a digital platform for providing information, booking and purchasing of tourism products on the territory of the Russian Federation.
 - Developing a transparent electronic system to evaluate the quality of tourism services provided.
 - Development of services for building a tourist route via the Internet with the possibility of purchasing tickets, booking hotels, etc.
 - Providing opportunities to learn about cultural and natural attractions, exhibitions, museums and tourist routes via the Internet and virtual reality.
 3. Development of major infrastructure and transportation.
 - Developing regional air traffic by rebuilding regional airports and reducing the share of flights through Moscow.
 - Partial support for air travel to areas inaccessible due to the high cost of aviation (for example, Baikal and Sakhalin).
 - Developing a network of federal, regional and local roads that are required for tourism development, as well as bringing them to their standard condition.
 - Establishing roadside service centers for areas with difficult terrain as they are popular as new tourist destinations.
 4. Developing a promotion system and increasing recognition of the tourism product.
 - Diversify tourism compensation and refund programs for tourists (e.g. paying compensation to tourists for non-refundable tickets sold as part of tourism programs).
 5. Financial support by the state for the domestic tourism sector to reduce costs and prices.
 - Providing grants to increase the volume of tourism services, the number of hotels and rooms, as well as to purchase tourism equipment, boats, cars, and minibuses with the aim of reducing tourism costs.
 - Support travel programs to reduce the cost of the product in the market (for example, mass tourism programs).
 6. Creating a competitive tourism product and diversifying tourism resources.
 - Working to increase and diversify the tourism services provided to suit the tastes of tourists.
 7. Encouraging investment in the tourism sector.
 - Development of state support programs for tour operators and tourism enterprises (for example, deferral of income tax payments, insurance premiums and other exemptions).
 - Support and encourage partnership programs between the public and private sectors.
 8. Improving the legal regulation of tourism activities and systemic support measures.
 - Improving management in the field of tourism to raise the domestic tourism sector to the level of international standards.
 9. Ensuring security in the tourism sector
 - Tightening security and guarding, especially in the main and border areas and the roads connecting cities and regions.
 10. Stimulating demand for tourism products in the winter season.
 - Focus on supporting tourism incentive programs in the winter.
 - Increase marketing offers and discounts in the winter (for example, in hotels and winter resorts).

Therefore, it can be said that the strategies obtained by studying and analyzing the internal and external factors affecting the domestic tourism sector through the environmental profile method and the SWOT matrix are strategies that describe the needs of the domestic tourism sector in Russia and are capable of developing the domestic tourism sector.

6. CONCLUSIONS

From the above, it can be said. The circumstances represented in the Korona pandemic in 2020-2021, political events in 2022, and the sanctions imposed on Russia led to the emergence of new economic policies that led to changes in the tourism sector in Russia, which led to the state's tendency to develop a sector Interior tourism. The increased demand for tourism services in the internal tourism sector led to the need to find strategies that are appropriate to the increased demand for tourism services and contribute to the growth of the internal tourism sector in line with the needs of tourists. In this paper, the strategic planning curriculum was applied to analyze the reality of the internal tourism sector in Russia, where the environmental file method was used to assess the factors of the internal and external environment that directly affects the internal tourism sector. Based on the results of the environmental file method, the SWOT matrix was created for the internal tourism sector, and the strategies that will help develop domestic tourism represented in:

1. Building and developing new tourist facilities.
2. Introducing digital technologies into the tourism sector.
3. Development of major infrastructure and transportation.
4. Developing a promotion system and increasing recognition of the tourism product.
5. Financial support by the state for the domestic tourism sector to reduce costs and prices.
6. Creating a competitive tourism product and diversifying tourism resources.
7. Encouraging investment in the tourism sector.
8. Improving the legal regulation of tourism activities and systemic support measures.
9. Ensuring

security in the tourism sector. 10. Stimulating demand for tourism products in the winter season.

Finally, the author believes that at this stage, attention must be paid to the factors that limit the tourism sector's ability to grow, focus on the opinion of experts in local and international organizations, and take the necessary measures. The author suggests some measures:

1. Institutional and legislative reform.
2. Increase competitiveness:
 - Raising the efficiency of infrastructure services and basic infrastructure.

- Achieving competitive prices and fees associated with tourism activity.
 - Enhancing the means and activities of tourism promotion, marketing and stimulation.
3. Preparing the economic environment:
 - Increase financing capabilities.
 - Encouraging tourism investments.
 4. Support and build the capabilities of the human element.
 5. Maximizing the use of technological tools.
 6. Maintaining the environmental balance and sustainability of tourism and archaeological activities.

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Mohammad Yahya Samaana
Volga State University of Technology,
Yoshkar-Ola,
Russian Federation
mohammad.y.samaana@mail.ru
ORCID

Anna N. Polukhina
Volga State University of Technology,
Yoshkar-Ola,
Russian Federation
poluhinaan@volgatech.net
ORCID 0000-0002-8978-5419

Appendix

Table 10. The most important factors of the internal environment affecting the domestic tourism

	Strengths (S)	Weaknesses (W)
	<ol style="list-style-type: none"> 1. Having a rich historical and cultural heritage. 2. Cultural traditions and values. 3. Use of new technologies (implementation of innovations). 4. The presence of a large number of resources for the development of several types of tourism: historical, educational, scientific, ethnographic, ecological, sports and adventure. 5. A large number of museums and galleries. 6. High level of quality of services provided. 7. Transportation system (domestic airports, trains, buses). 8. Expanding the range of products (tours and services). 9. Differentiation of tourism products. 10. Increased demand for tourism services. 	<ol style="list-style-type: none"> 1. Few accommodation facilities. 2. Lack of incentive programs. 3. Decreased competitiveness of hotel inventory. 4. Shortage of rooms during the tourist season. 5. Lack of roadside service. 6. The high cost of tourist packages due to high transportation costs.
Opportunities (O)	SO – Strategy	WO – Strategy
<ol style="list-style-type: none"> 1. General level of economic development. 2. The state’s interest in developing domestic tourism. 3. Developing tourism infrastructure by attracting investments. 4. Availability of infrastructure and its level of development. 5. Availability of advanced food infrastructure. 6. Diverse natural resource potential. 7. Level of regulation and oversight by the state. 8. Fame, positive image. 9. Availability of sufficient financial resources. 10. High profit level. 11. Growth of economic potential through development of the tourism services market. 12. Increasing market share (entering new markets). 13. The ability to combine several types of tourism. 	<ol style="list-style-type: none"> 1. Building and developing new tourist facilities. 2. Introducing digital technologies into the tourism sector. 	<ol style="list-style-type: none"> 1. Development of major infrastructure and transportation. 2. Developing a promotion system and increasing recognition of the tourism product. 3. Financial support by the state for the domestic tourism sector to reduce costs and prices.
Threats (T)	ST – Strategy	WT – Strategy
<ol style="list-style-type: none"> 1. Seasonality of tourism services linked to climatic conditions; 2. Non-compliance of tourism services with international standards. 3. Terrorist acts. 4. Ecological problems. 5. Competitors in the market, increasing competition. 6. Changing consumer needs and tastes. 7. There is no program to support companies working in the field of domestic tourism. 	<ol style="list-style-type: none"> 1. Creating a competitive tourism product and diversifying tourism resources. 2. Encouraging investment in the tourism sector. 3. Improving the legal regulation of tourism activities and systemic support measures. 	<ol style="list-style-type: none"> 1. Ensuring security in the tourism sector 2. Stimulating demand for tourism products in the winter season.

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