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SOI: [1.1/TAS](#) DOI: [10.15863/TAS](#)

**International Scientific Journal**  
**Theoretical & Applied Science**

p-ISSN: 2308-4944 (print) e-ISSN: 2409-0085 (online)

Year: 2025 Issue: 05 Volume: 145

Received: 22.05.2025  
Accepted/Published: 30.05.2025 <https://T-Science.org>



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## THE IMPORTANCE OF NORTHERN AND ARCTIC TOURISM IN 2025 FOR ITS EFFECTIVE DEMAND BY THE POPULATION OF THE REGIONS OF THE RUSSIAN FEDERATION

**Abstract:** the article examines the current problems of tourism industry development in 2025 in the European North of Russia and in the high-latitude territories of the Western Arctic. Practical proposals and recommendations are given, priority tasks are formulated to solve the main socio-economic problems of using the tourism and recreational potential, developing inbound and domestic tourism for the sustainable development of regions, unique territories and tourism centers. The results can be used to improve legislative and regulatory acts of the tourism industry, to increase its competitiveness in the North of Russia.

**Key words:** concept, force majeure, risks of economic conflicts, situational analysis.

**Language:** English

**Citation:** Blagorodov, A.A., Prokhorova, Yu.I., Bek, N.V., Korablina, S.Yu., & Volkova, G.Yu. (2025). The importance of Northern and Arctic tourism in 2025 for its effective demand by the population of the Regions of the Russian Federation. *ISJ Theoretical & Applied Science*, 05 (145), 323-344.

**Soi:** <https://s-o-i.org/1.1/TAS-05-145-40> **Doi:**  <https://dx.doi.org/10.15863/TAS.2025.05.145.40>

**Scopus ASCC:** 2000.

### Introduction

UDC 338.33:323.86.

In this article, based on a generalization of existing scientific methodological approaches to

assessing the effectiveness of tourism clusters, the main scientific principles of this assessment are defined, and taking into account existing Russian and foreign experience, a methodology for assessing the

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effectiveness of regional tourism clusters from the point of view of the concept of creating a value chain (value approach) is developed.

For the assessment, a comprehensive approach was used, which allows taking into account the importance and degree of satisfaction of the needs of all target groups of the cluster, namely, residents of the cluster, executive and legislative authorities in tourism, the population, public organizations, tourists, universities, research institutes, non-residents of the cluster; the level of development of interaction between groups, as well as factors of the functioning of the cluster.

The objectives of the study are to identify and systematize the objects and subjects of interaction in tourism clusters created on the territory of the Russian Federation from the standpoint of a value-oriented approach in the tourism industry; to systematize and rank the set of needs of the main target groups of Russian tourism clusters.

The expected result of the study is the relevance and significance of the application of tools for creating a value chain aimed at improving the efficiency of the functioning of tourist clusters in the Russian Federation in the context of the concept of value (value approach) or value-oriented approach. By a tourist cluster we mean a set of organizations in the tourism sector (accommodation facilities, leisure organizations, excursion bureaus, travel agencies and others) within certain geographical boundaries; tourist resources (natural and artificially created); organizations and firms in related areas of activity (financial, medical, telecommunications structures, retail enterprises, educational institutions) and government bodies, between which there is a stable relationship aimed at the effective implementation of the tourist potential of the territory and the natural socio-economic development of the region, as well as increasing the economic sustainability and competitiveness of individual enterprises and the cluster as a whole due to the systemic effect.

We based the methodology for assessing the effectiveness of tourism clusters in the Russian Federation on the research presented in the work of O. A. Bakumenko, Development of Approaches to Assessing the Effectiveness of Regional Tourism Clusters. However, we have substantially improved it from both a substantive and mathematical point of view, which allowed us to conduct a real study of the contribution of Russian tourism clusters from the standpoint of a value-oriented approach.

Following the opinion of O. A. Bakumenko, when assessing the effectiveness of regional tourism clusters, it is advisable to adhere to a number of principles, namely:

- *the principle of mutual understanding and parity of interests* when building relationships within the cluster residents;
- *principle of synergy* when assessing the synergistic effect in the territory of a tourism cluster;

– *multi-level principle* when calculating the efficiency of a tourism cluster at three levels (cluster residents, cluster, region);

– *criterion principle (weight)* when calculating the contribution of the target group to the cluster activities;

– *principle of goal-determination* when developing unified criteria and performance indicators for each target group of the tourism cluster;

– *adaptability principle* when adapting to force majeure circumstances and unstable conditions of the external and internal environment.

In economic literature, six groups of methodological approaches to assessing the efficiency of cluster functioning are distinguished: by the level of achieving the goals of cluster functioning, by the indicators of cluster functioning, by the criteria of cluster functioning, by the level of development of interaction within the cluster, by the factors of cluster functioning, based on point assessments. In our opinion, only a complementary, comprehensive approach based on the orchestral compatibility of elements of methodological approaches to assessing the efficiency of tourism clusters will allow an objective assessment of their efficiency in practice. The article develops the author's methodology for assessing the efficiency of target groups in tourism clusters from the point of view of the concept of value approach (or value-oriented approach). It is carried out in 4 stages, namely:

1. An exploratory study aimed at expert assessment of the intensity of interaction between the subjects of a tourism cluster from the standpoint of the concept of creating a value chain.

2. An exploratory study aimed at expert assessment of the importance of the needs of the main target groups of the tourism cluster and the degree of their satisfaction.

3. Analytical assessment of the level of efficiency of the functioning of a tourism cluster using the method of manual content analysis (narrative analysis).

4. Development programs of corrective measures of the existing strategy of the tourism cluster, aimed at increasing the efficiency of the functioning of the tourism cluster in terms of increasing the created value chain.

Based on the study of scientific literature, practical vision and opinions of experts in the hospitality and travel industry, the article adopted the following target groups of the regional tourism cluster within the framework of the study, namely:

– residents of the tourism cluster (collective accommodation facilities, catering, logistics companies, artisans and souvenir producers, leisure and entertainment companies, tour operators and travel agents);

– federal and regional executive and legislative authorities in tourism;

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– population of the territory and public organizations (NPOs, funds, associations, unions, etc.);

– tourists;  
 – regional universities and research institutes in the regions of the Russian Federation;  
 – non-residents of the cluster - tourist organizations from other regions, organizations from related industries (construction, housing and communal services, retail trade, etc.).

At the first stage, a questionnaire is compiled, a written survey is conducted using a questionnaire tool in paper and electronic forms, where, using an expert assessment, the intensity of interaction is determined both within the residents of the tourism cluster and between its target groups. For the first stage, we have developed a questionnaire that takes into account the degree of implementation of objects and subjects of interaction based on an expert survey and point assessments.

From the standpoint of the value-oriented

approach and tools for creating a value chain at this stage, we have defined the objects and subjects of interaction in the tourism cluster. Within the framework of the study, the types of values are grouped into political value, financial value, image value, social value, scientific and technological value.

Each type of value in the value chain was assigned a certain weight by the experts, which was expressed in specific coefficients. Thus, the experts ranked each value in the range from 1 to 10, and thus the contribution coefficient of each type of value  $W$  was calculated as the sum of the assessments of all experts, divided by the maximum number of points.

According to the proposed methodology, each subject of interaction of the participants of the tourism cluster (Table 1) is assigned by the expert an assessment of the degree of implementation in the corresponding region - not implemented (0), partially implemented (1), successfully implemented (2). The final data on the assessment of interaction by all experts are presented in Table 1.

**Table 1. Objects and subjects of interaction in a tourism cluster from the standpoint of a value-oriented approach**

| Subject of interaction in the value chain                               | Subject of interaction in the value chain                                                                                | Interaction evaluation |                           |                              |
|-------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------|------------------------|---------------------------|------------------------------|
|                                                                         |                                                                                                                          | 0 – not implemented    | 1 – partially implemented | 2 – successfully implemented |
| 1                                                                       | 2                                                                                                                        | 3                      | 4                         | 5                            |
| <b>Political value</b>                                                  |                                                                                                                          |                        |                           |                              |
| Residents of the tourism cluster and executive bodies                   | Joint work on creating a concept for a tourism cluster                                                                   | 2                      | 8                         | 6                            |
|                                                                         | Joint work on the strategy for the development of the tourism cluster                                                    | 2                      | 9                         | 5                            |
| and legislative power in tourism                                        | Development of a unified standard for the provision of tourist services in the territory of the tourist cluster          | 6                      | 4                         | 6                            |
|                                                                         | Development of a public accreditation and certification program for residents of the tourism cluster                     | 7                      | 7                         | 2                            |
|                                                                         | Subsidies residents of the tourism cluster                                                                               | 4                      | 7                         | 5                            |
|                                                                         | Organization of complex public procurement                                                                               | 6                      | 7                         | 3                            |
|                                                                         | Lobbying interests of residents of the tourism cluster                                                                   | 6                      | 7                         | 3                            |
| <b>Financial value</b>                                                  |                                                                                                                          |                        |                           |                              |
| Residents of the tourism cluster (hereinafter referred to as residents) | Use of infrastructure of anchors (leading companies) of the tourism cluster by residents                                 | 2                      | 11                        | 3                            |
|                                                                         | Workshops. Participation in forums, congresses, seminars and other events with the aim of establishing business contacts | 0                      | 6                         | 10                           |
|                                                                         | Participation in joint business projects                                                                                 | 1                      | 8                         | 7                            |
|                                                                         | Membership in business incubators, technology parks, etc.                                                                | 2                      | 7                         | 7                            |
| Residents and non-residents of the tourism cluster                      | Participation in regional projects                                                                                       | 1                      | 8                         | 7                            |
|                                                                         | Participation in interregional projects                                                                                  | 0                      | 9                         | 7                            |
|                                                                         | Participation in international projects                                                                                  | 2                      | 8                         | 6                            |

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|                                                                    |                                                                                                                                                                                                                 |    |    |    |
|--------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----|----|----|
| Residents and organizations of the financial and consulting sphere | Provision of consulting services to residents by business development institutions in the region (MFC for business, export center, development agency, chamber of commerce and industry, business associations) | 3  | 8  | 5  |
|                                                                    | Financial support for projects (leasing funds, entrepreneur support funds, grant funds)                                                                                                                         | 3  | 6  | 7  |
| <b>Image value</b>                                                 |                                                                                                                                                                                                                 |    |    |    |
| Residents, media and bloggers                                      | Publications in federal and regional media about residents of the tourism cluster                                                                                                                               | 1  | 8  | 7  |
|                                                                    | Using PR technologies                                                                                                                                                                                           | 1  | 6  | 9  |
|                                                                    | Working with bloggers to promote the tourism cluster and attract tourists                                                                                                                                       | 0  | 9  | 7  |
| Residents and exhibition and fair complexes                        | Organization of a stand at professional industry exhibitions and fairs                                                                                                                                          | 0  | 10 | 6  |
|                                                                    | Participation with presentations in business programs of exhibitions and fairs                                                                                                                                  | 0  | 6  | 10 |
| Residents                                                          | Development of a unified code of corporate culture for residents of the tourism cluster                                                                                                                         | 5  | 9  | 2  |
|                                                                    | Participation in international, federal and regional professional competitions, festivals                                                                                                                       | 0  | 9  | 7  |
|                                                                    | Participation in training seminars, master classes, business meetings, business breakfasts                                                                                                                      | 0  | 9  | 7  |
| <b>Social value</b>                                                |                                                                                                                                                                                                                 |    |    |    |
| Residents and the population                                       | Establishing direct contacts between job seekers and employers                                                                                                                                                  | 3  | 11 | 2  |
|                                                                    | Organization of job fairs                                                                                                                                                                                       | 4  | 7  | 5  |
|                                                                    | Involvement of the population in joint projects                                                                                                                                                                 | 5  | 8  | 3  |
| Residents and public organizations                                 | Creation of associations and working groups from participants of the tourism cluster                                                                                                                            | 5  | 8  | 3  |
|                                                                    | Formation of industry associations and working groups                                                                                                                                                           | 5  | 9  | 2  |
|                                                                    | Using contacts with associations and networks                                                                                                                                                                   | 2  | 10 | 4  |
| <b>Scientific and technological value</b>                          |                                                                                                                                                                                                                 |    |    |    |
| Residents, universities and research institutes                    | Training of specialists in innovation in the field of tourism                                                                                                                                                   | 5  | 9  | 2  |
|                                                                    | Organization of internships for teachers in the cluster                                                                                                                                                         | 8  | 5  | 3  |
|                                                                    | Conducting scientific research based on the tourism cluster                                                                                                                                                     | 5  | 9  | 2  |
|                                                                    | Creation of basic departments of cluster residents in universities                                                                                                                                              | 10 | 3  | 3  |
|                                                                    | Development of educational programs for cluster residents                                                                                                                                                       | 9  | 6  | 1  |
|                                                                    | Use of the infrastructure of educational and research institutions by cluster residents                                                                                                                         | 7  | 6  | 3  |
|                                                                    | Formation joint laboratories, research centers                                                                                                                                                                  | 8  | 4  | 4  |

Thus, in the case of the highest possible assessment by experts of each of the 37 interaction subjects with the maximum weight of value W (Table 1), the total score for the cluster as a whole will be 74, the interaction efficiency indicator for each interaction subject will vary between 0 and 2.

At the second stage, the importance and level of satisfaction of the needs of the regional tourism cluster target groups are determined, which can be presented as parameters of its effectiveness. As part of the exploratory research, we generalized and systematized the main goals and interests of the target

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groups of the tourism cluster. As a result, the main needs of the target groups (their importance and level of satisfaction) were identified, which reflect the advantages of the functioning of the regional tourism cluster for each target group.

During the study, all needs were combined into 5 groups, namely:

- needs of government bodies,
- financial needs,
- reputation and information needs,
- public (social) needs,
- innovative needs.

Each group of needs is assigned a certain weight by experts, which is expressed in the coefficient V.

At the second stage, the degree of realization of the needs of the target groups of the regional tourism

cluster is analyzed. In this case, during the survey of target groups (subjective analysis), experts determined the importance of the need and the level of satisfaction of each need on a three-point scale, where 0 means that the need is not satisfied, 1 - the need is partially satisfied, 2 - the need is satisfied at a sufficient level and 3 - the need is fully satisfied. For each need, it is possible to calculate the coefficient of its realization T, dividing the satisfaction of the need by its importance. Thus, it is possible to calculate the most important, but unsatisfied needs. For ease of data processing, the methodology specifies an interval of possible values of the cluster performance indicator from 0 to 1, where 0 means extremely low efficiency of the regional tourism cluster, and 1 or 100% - the highest possible efficiency of the regional tourism cluster.

|                    |      |                                                                                                                  |                                                                                                                                  |
|--------------------|------|------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------|
| Importance of need | high | The needs of target groups are met, but the effectiveness of links within the tourism cluster remains low        | The effectiveness of connections within a tourism cluster corresponds to the level of satisfaction of the needs of target groups |
|                    | low  | The needs of target groups are not fully met, the effectiveness of connections within the tourism cluster is low | The effectiveness of connections within the tourism cluster is high, but the needs of target groups are not fully met            |
|                    |      | low                                                                                                              | high                                                                                                                             |
| Efficiency of need |      |                                                                                                                  |                                                                                                                                  |

**Figure 1 – Options for strategies when comparing the importance and effectiveness of needs**

At the third stage, an analytical assessment of the level of efficiency of the regional tourism cluster is carried out using the method of manual content analysis (narrative analysis).

The main objective of this stage is to determine the synergistic effect of the interaction of target groups of the tourism cluster in the process of satisfying their needs. In this case, the following strategy options are possible (Figure 1).

The fourth stage involves the development of corrective measures for the existing tourism cluster strategy aimed at increasing the efficiency of the tourism cluster in terms of increasing the value chain created.

At this stage, the factors of successful functioning of the tourism cluster are analyzed. According to M. Porter's theory, such factors include, namely:

— conditions for production factors (availability of natural and cultural tourism resources, level of development of tourism infrastructure, access to modern technologies);

— state of demand (volume and seasonality of tourist flows, demographic and socio-economic characteristics of tourists, initial information about the tourist center, the image of the tourist area among visitors, etc.);

— sustainable strategy, structure and competition (conditions for entry and exit from the market, intensity of competition, economic policy, tax

system, etc.);

— related and supporting spheres.

The advantage of the approach proposed in the article is its complexity: the use of elements of various approaches to assessing the efficiency of the cluster, assessing the levels of importance and the degree of satisfaction (efficiency) of the needs of all its target groups.

This article tests a methodology for assessing the effectiveness of regional tourism clusters from the point of view of a value-oriented approach.

The article presents the results of an exploratory study, in which the source of data was the respondents' answers to the questionnaire we developed. The questionnaire was posted in the public domain on the social networks Facebook and VKontakte, in professional expert communities (scientific community of scientists and teachers on tourism; community of managers and specialists of tourist information centers throughout Russia), and sent personally to tourism experts. In total, the questionnaires were sent to 43 respondents - experts in the field of tourism management in the regions, specialists in the creation of and work with tourism clusters. Based on the results of processing the questionnaires, 16 questionnaires were further accepted for use in the study. It should be noted that a number of questionnaires were filled out by the experts collegially, as part of strategic sessions and brainstorming. Data collection method - working with

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primary information. Data analysis method - manual content analysis (narrative analysis). The following experts acted as federal experts; members of the public council under the Federal Tourism Agency; members of the Public Chamber of the Russian Federation; chairman of the expert council of the national award of event organizers "Golden Puzzle", ambassador of the Eventors Club of NAOM (National Association of Event Organizers); public representative of the ANO "Agency for Strategic Initiatives" in the "Tourism" direction in the Ulyanovsk region, expert of WorldSkills Russia (competence - Tourism); expert of the ANO "National Priorities"; expert of the Public Council for Tourism of the Tver Region; expert of the Russian Academy of Sciences; advisor to the chairman of the Committee for Tourism of St. Petersburg; expert in the field of tourism, regional representative of the Russian Union of Travel Industry in the Novgorod Region, member of the Public Council under the Government of the Novgorod Region and the Administration of the Governor of the Novgorod Region; winner of the national award "Silver Archer" in the nomination "Development and Promotion of Territories",

managers of tourist clusters, federal and municipal employees supervising the tourism sector, researchers and teachers of higher education.

The study was conducted both for Russia as a whole and on the example of tourist clusters located on the territory of the Russian Federation: Samara Region, Moscow Region, Ulyanovsk Region (Undoria Geopark), Sverdlovsk Region (tourist cluster "Gora Belaya"), St. Petersburg (Sevkabel port), Nizhny Novgorod Region (Voskresenskoye Povetluzhye, the territory has an approved concept, the cluster has not yet been legally created), Caucasian Mineral Waters, Tver Region, Novgorod Region (cluster "Starorussky"). The main objective of this section is to obtain an aggregated expert assessment of the values and contributions to the needs of target audiences of tourist clusters.

First stage. As noted above, after basic normalization of the data, we calculate the overall contribution score for each type of value – the W coefficient, which is obtained as the sum of the scores (scale from 1 to 10) of each expert, divided by the maximum number of points (160).

**Table 2. Expert assessment of the contribution of each type of value within the framework of the study of tourism clusters in Russia**

| Expert          | Political value | Financial value | Image value | Social value | Scientific and technological value |
|-----------------|-----------------|-----------------|-------------|--------------|------------------------------------|
| Expert 1        | 10              | 10              | 10          | 10           | 10                                 |
| Expert 2        | 6               | 7               | 7           | 7            | 8                                  |
| Expert 3        | 8               | 10              | 10          | 10           | 10                                 |
| Expert 4        | 5               | 1               | 10          | 1            | 1                                  |
| Expert 5        | 5               | 9               | 10          | 9            | 6                                  |
| Expert 6        | 3               | 5               | 3           | 10           | 7                                  |
| Expert 7        | 6               | 7               | 9           | 9            | 7                                  |
| Expert 8        | 7               | 9               | 8           | 7            | 7                                  |
| Expert 9        | 9               | 9               | 10          | 10           | 6                                  |
| Expert 10       | 9               | 9               | 10          | 5            | 5                                  |
| Expert 11       | 9               | 10              | 10          | 6            | 8                                  |
| Expert 12       | 4               | 8               | 9           | 10           | 3                                  |
| Expert 13       | 3               | 5               | 10          | 7            | 3                                  |
| Expert 14       | 6               | 6               | 9           | 9            | 6                                  |
| Expert 15       | 2               | 2               | 2           | 2            | 2                                  |
| Expert 16       | 5               | 10              | 4           | 2            | 2                                  |
| Weight of value | 0.60625         | 0.73125         | 0.81875     | 0.7125       | 0.56875                            |

Analyzing table 2 as a whole, one can see a slight spread in the experts' assessment of each value, however, it is obvious that the image value is assessed higher than the others. The scientific and technological value has the least weight in the work of tourism clusters.

Let us compile a summary table for each subject of interaction of the participants of the tourism cluster, assessed by experts (table 3). In the same table we will enter the average final indicator of the interaction assessment for each subject of interaction D.

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**Table 3. Summary table for each subject of interaction of all participants of the tourism cluster**

| Subject of interaction in the value chain                                             | Subject of interaction in the value chain                                                                                | Interaction assessment actions: 0 – not implemented | Interaction Rating: 1 – partially implemented | Interaction Rating: 2 – is being successfully implemented | Show interaction efficiency tel D |
|---------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------|-----------------------------------------------|-----------------------------------------------------------|-----------------------------------|
| 1                                                                                     | 2                                                                                                                        | 3                                                   | 4                                             | 5                                                         | 6                                 |
| Political value W = 0.60625                                                           |                                                                                                                          |                                                     |                                               |                                                           |                                   |
| Residents of the tourism cluster and executive and legislative authorities in tourism | Jointwork on creating a concept for a tourism cluster                                                                    | 2                                                   | 8                                             | 6                                                         | 0.76                              |
|                                                                                       | Jointwork on a strategy for the development of a tourism cluster                                                         | 2                                                   | 9                                             | 5                                                         | 0.72                              |
|                                                                                       | Development of a unified standard for the provision of tourist services in the territory of the tourist cluster          | 6                                                   | 4                                             | 6                                                         | 0.61                              |
|                                                                                       | Development of a public accreditation and certification program for residents of the tourism cluster                     | 7                                                   | 7                                             | 2                                                         | 0.42                              |
|                                                                                       | Subsidizing residents of the tourism cluster                                                                             | 4                                                   | 7                                             | 5                                                         | 0.64                              |
|                                                                                       | Organization of complex government procurement                                                                           | 6                                                   | 7                                             | 3                                                         | 0.49                              |
|                                                                                       | Lobbying the interests of residents of the tourism cluster                                                               | 6                                                   | 7                                             | 3                                                         | 0.49                              |
| Financial value W = 0.73125                                                           |                                                                                                                          |                                                     |                                               |                                                           |                                   |
| Residents of the tourism cluster (hereinafter referred to as residents)               | Use of infrastructure of anchors (leading companies) of the tourism cluster by residents                                 | 2                                                   | 11                                            | 3                                                         | 0.78                              |
|                                                                                       | Workshops. Participation in forums, congresses, seminars and other events with the aim of establishing business contacts | 0                                                   | 6                                             | 10                                                        | 1.19                              |
|                                                                                       | Participation in joint business projects                                                                                 | 1                                                   | 8                                             | 7                                                         | 1.00                              |
|                                                                                       | Membership in business incubators, technology parks and others.                                                          | 2                                                   | 7                                             | 7                                                         | 0.96                              |
| Residents and non-residents of the tourism cluster                                    | Participation in regional projects                                                                                       | 1                                                   | 8                                             | 7                                                         | 1.00                              |
|                                                                                       | Participation in interregional projects                                                                                  | 0                                                   | 9                                             | 7                                                         | 1.05                              |
|                                                                                       | Participation in international projects                                                                                  | 2                                                   | 8                                             | 6                                                         | 0.91                              |

## Impact Factor:

ISRA (India) = 6.317  
 ISI (Dubai, UAE) = 1.582  
 GIF (Australia) = 0.564  
 JIF = 1.500

SIS (USA) = 0.912  
 ПИИЦ (Russia) = 0.191  
 ESJI (KZ) = 8.100  
 SJIF (Morocco) = 7.184

ICV (Poland) = 6.630  
 PIF (India) = 1.940  
 IBI (India) = 4.260  
 OAJI (USA) = 0.350

|                                                                    |                                                                                                                                                                                                                 |   |    |    |      |
|--------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|----|----|------|
| Residents and organizations of the financial and consulting sphere | Provision of consulting services to residents by business development institutions in the region (MFC for business, export center, development agency, chamber of commerce and industry, business associations) | 3 | 8  | 5  | 0.82 |
|                                                                    | Financial support for projects (leasing funds, entrepreneur support funds, grant funds)                                                                                                                         | 3 | 6  | 7  | 0.91 |
| Image value W = 0.081875                                           |                                                                                                                                                                                                                 |   |    |    |      |
| Residents, media and bloggers                                      | Publications in federal and regional media about residents of the tourism cluster                                                                                                                               | 1 | 8  | 7  | 1.12 |
|                                                                    | UsagePR technologies                                                                                                                                                                                            | 1 | 6  | 9  | 1.23 |
|                                                                    | Working with bloggers to promote the tourism cluster and attract tourists                                                                                                                                       | 0 | 9  | 7  | 1.18 |
| Residents and exhibition and fair complexes                        | Organization of a stand at professional industry exhibitions and fairs                                                                                                                                          | 0 | 10 | 6  | 1.13 |
|                                                                    | Participation with presentations in business programs of exhibitions and fairs                                                                                                                                  | 0 | 6  | 10 | 1.33 |
| Residents                                                          | Development of a unified code of corporate culture for residents of the tourism cluster                                                                                                                         | 5 | 9  | 2  | 0.67 |
|                                                                    | Participation in international, federal and regional professional competitions, festivals                                                                                                                       | 0 | 9  | 7  | 1.18 |
|                                                                    | Participation in training seminars, master classes, business meetings, business breakfasts                                                                                                                      | 0 | 9  | 7  | 1.18 |
| Social value W=0.7125                                              |                                                                                                                                                                                                                 |   |    |    |      |
| Residents and Population                                           | Establishmentdirect contacts between job seekers and employers                                                                                                                                                  | 3 | 11 | 2  | 0.67 |
|                                                                    | Organization of job fairs                                                                                                                                                                                       | 4 | 7  | 5  | 0.76 |
|                                                                    | Involvement of the population in joint projects                                                                                                                                                                 | 5 | 8  | 3  | 0.62 |
| Residents and public organizations                                 | Creationassociations and working groups from participants of the tourism cluster                                                                                                                                | 5 | 8  | 3  | 0.62 |

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|                                                 |                                                                                         |    |    |   |      |
|-------------------------------------------------|-----------------------------------------------------------------------------------------|----|----|---|------|
|                                                 | Formation of industry associations and working groups                                   | 5  | 9  | 2 | 0.58 |
|                                                 | Using contacts with associations and networks                                           | 2  | 10 | 4 | 0.80 |
| Scientific and technological value W=0.56875    |                                                                                         |    |    |   |      |
| Residents, universities and research institutes | Training of specialists in innovation in the field of tourism                           | 5  | 9  | 2 | 0.46 |
|                                                 | Organizationinternships for teachers in the cluster                                     | 8  | 5  | 3 | 0.39 |
|                                                 | Conducting scientific research based on the tourism cluster                             | 5  | 9  | 2 | 0.46 |
|                                                 | Creation of basic departments of cluster residents in universities                      | 10 | 3  | 3 | 0.32 |
|                                                 | Development of educationalprograms for cluster residents                                | 9  | 6  | 1 | 0.28 |
|                                                 | Use of the infrastructure of educational and research institutions by cluster residents | 7  | 6  | 3 | 0.43 |
|                                                 | Formationjoint laboratories, research centers                                           | 8  | 4  | 4 | 0.43 |

The interaction efficiency indicator for each interaction item varies between 0 and 2, logically (given the greater weight, but not only) higher scores are obtained for interaction items with an image or financial component. From a practical point of view, this confirms that when creating tourist clusters, the main efforts are made to ensure that the cluster itself, namely:

- a) was financially beneficial
- b) – known to tourists and investors both within the country and abroad.

Moreover, these tasks are closely interconnected and can be called complementary. Thus, the greater the weight of the value, the more attention and the better the implementation in the Russian Federation as a whole for this subject of interaction.

Let us calculate the average coefficient of interaction intensity K of residents of all tourist

clusters and between their target groups. To do this, we must first calculate the coefficient L, which will be obtained by multiplying the corresponding contribution W by the maximum possible value assessment and by the number of interaction subjects in the group:  $L = 51.27$ .

Then the coefficient of intensity of interaction K of residents of the tourist cluster and between their target groups:  $K = 28.60 / 51.27 = 0.558 = 56\%$ .

Thus, experts estimate the average coefficient of interaction intensity at 56%, that is, in essence, they note a slightly above average level of development of tourist clusters in Russia.

Stage two. We will determine the importance and level of satisfaction of the basic needs of the target groups of the regional tourism cluster (its efficiency parameters) (Table 4).

**Table 4. Expert assessment of the contribution of each type of need within the framework of tourism clusters in Russia**

| Expert   | It is necessary authorities | Financial high needs | Reputational and information needs | Public (social) needs | Innovations social needs |
|----------|-----------------------------|----------------------|------------------------------------|-----------------------|--------------------------|
| Expert 1 | 10                          | 10                   | 10                                 | 10                    | 10                       |
| Expert 2 | 9                           | 10                   | 10                                 | 9                     | 7                        |
| Expert 3 | 10                          | 10                   | 9                                  | 9                     | 10                       |
| Expert 4 | 6                           | 8                    | 10                                 | 10                    | 6                        |
| Expert 5 | 7                           | 9                    | 10                                 | 9                     | 9                        |
| Expert 6 | 5                           | 10                   | 5                                  | 10                    | 5                        |
| Expert 7 | 8                           | 9                    | 9                                  | 10                    | 10                       |

## Impact Factor:

|                          |                        |                      |
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|                |         |         |        |      |         |
|----------------|---------|---------|--------|------|---------|
| Expert 8       | 7       | 9       | 9      | 9    | 9       |
| Expert 9       | 10      | 10      | 10     | 10   | 10      |
| Expert 10      | 8       | 10      | 10     | 10   | 10      |
| Expert 11      | 9       | 8       | 9      | 9    | 9       |
| Expert 12      | 7       | 7       | 8      | 7    | 7       |
| Expert 13      | 10      | 10      | 10     | 10   | 10      |
| Expert 14      | 10      | 9       | 9      | 10   | 9       |
| Expert 15      | 3       | 2       | 3      | 2    | 3       |
| Expert 16      | 4       | 10      | 3      | 2    | 1       |
| Weight of need | 0.76875 | 0.88125 | 0.8375 | 0.85 | 0.78125 |

Analyzing the contribution of each type of need within tourism clusters Russia, it can be concluded that experts relatively uniformly assess the relative importance of types of needs at the level of 0.75-0.85. However, absolute assessments of some experts can differ significantly from each other. The amplitude was up to 9 points.

Table 5 presents a summary expert assessment of the importance (above the line) and effectiveness or satisfaction (below the line) of each type of need in terms of target groups of the tourism cluster.

Evaluation of the importance and effectiveness (satisfaction) of the needs of target groups of the

tourism cluster

Importance of need

0 need is not important

1 need is important partially

2 need is important

3 the need is important in full.

Efficiency (satisfaction) of need

0 the need is not met

1 the need is partially satisfied

2 the need is satisfied at a sufficient level

3 the need is fully satisfied.

**Table 5. Evaluation of the importance and effectiveness (satisfaction) of the needs of target groups of the tourism cluster**

| Need                                                                                                   | Cluster residents | Executive and legislative authorities in tourism | Populationnie, total. organizations | Tourists | Universities, research institutes | Non-residents of the cluster |
|--------------------------------------------------------------------------------------------------------|-------------------|--------------------------------------------------|-------------------------------------|----------|-----------------------------------|------------------------------|
| 1                                                                                                      | 2                 | 3                                                | 4                                   | 5        | 6                                 | 7                            |
| Needs of authorities V=0.76875                                                                         |                   |                                                  |                                     |          |                                   |                              |
| Growth of local budget revenues                                                                        | 31<br>21          | 38<br>23                                         | 36<br>16                            | 14<br>16 | 23<br>21                          | 13<br>15                     |
| Growth of employment in the region                                                                     | 31<br>22          | 37<br>22                                         | 43<br>17                            | 12<br>16 | 23<br>20                          | 16<br>16                     |
| Improving the standard of living of the region's population                                            | 35<br>22          | 41<br>23                                         | 44<br>19                            | 16<br>15 | 25<br>22                          | 18<br>17                     |
| Increasing the export of tourism services                                                              | 34<br>19          | 36<br>23                                         | 23<br>13                            | 23<br>20 | 27<br>20                          | 18<br>12                     |
| Growing investment attractiveness of the region                                                        | 36<br>26          | 41<br>28                                         | 29<br>15                            | 18<br>21 | 28<br>21                          | 24<br>16                     |
| Creation of tourism projects using PPP                                                                 | 34<br>24          | 36<br>23                                         | 23<br>17                            | 14<br>19 | 30<br>19                          | 20<br>15                     |
| Growth of small Andmedium-sized businesses in the tourism sector                                       | 40<br>21          | 40<br>21                                         | 31<br>20                            | 27<br>18 | 27<br>18                          | 27<br>17                     |
| Reducing barriers to entry into the tourism cluster by unifying requirements for products and services | 30<br>21          | 35<br>22                                         | 28<br>14                            | 16<br>15 | 22<br>19                          | 21<br>11                     |
| Expanding the range of tourism products and services in the region                                     | 33<br>23          | 31<br>26                                         | 31<br>23                            | 36<br>25 | 26<br>21                          | 27<br>20                     |
| Financial needs V=0.88125                                                                              |                   |                                                  |                                     |          |                                   |                              |
| Increase in profits of cluster residents                                                               | 38<br>22          | 33<br>22                                         | 26<br>17                            | 13<br>14 | 23<br>20                          | 15<br>15                     |
| Distribution of risks among cluster                                                                    | 35                | 28                                               | 22                                  | 11       | 17                                | 14                           |

**Impact Factor:**

|                          |                        |                      |
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| GIF (Australia) = 0.564  | ESJI (KZ) = 8.100      | IBI (India) = 4.260  |
| JIF = 1.500              | SJIF (Morocco) = 7.184 | OAJI (USA) = 0.350   |

|                                                                                                 |          |          |          |          |          |          |
|-------------------------------------------------------------------------------------------------|----------|----------|----------|----------|----------|----------|
| residents                                                                                       | 22       | 20       | 14       | 14       | 17       | 13       |
| Improving the productivity of tourism organizations                                             | 32<br>20 | 31<br>22 | 26<br>15 | 24<br>17 | 22<br>20 | 16<br>13 |
| Saving resources of cluster participants due to the effect of production scale                  | 32<br>20 | 27<br>19 | 23<br>13 | 11<br>14 | 22<br>18 | 16<br>16 |
| Use of highly qualified specialists in the territory of the tourism cluster                     | 33<br>22 | 28<br>23 | 31<br>18 | 35<br>20 | 33<br>24 | 15<br>16 |
| Reputational and information needs V=0.8375                                                     |          |          |          |          |          |          |
| Improving the region's image in foreign markets as a tourist-friendly territory                 | 39<br>31 | 41<br>30 | 31<br>23 | 28<br>20 | 33<br>24 | 23<br>20 |
| Transferring the cluster's reputation to its residents                                          | 35<br>27 | 28<br>24 | 21<br>21 | 24<br>20 | 19<br>20 | 17<br>15 |
| Complementarity of the goals of residents of the tourism cluster                                | 34<br>25 | 34<br>23 | 23<br>18 | 23<br>17 | 22<br>20 | 14<br>17 |
| Access to up-to-date professional information                                                   | 34<br>26 | 33<br>25 | 21<br>17 | 16<br>22 | 32<br>26 | 21<br>17 |
| The Possibility of Creating a Strong Trade Union Organization in Tourism                        | 21<br>18 | 20<br>18 | 17<br>14 | 11<br>12 | 22<br>18 | 18<br>10 |
| Public (social) needs V=0.85                                                                    |          |          |          |          |          |          |
| Satisfying the needs of the population of the country and foreign countries in tourism services | 31<br>24 | 35<br>25 | 24<br>22 | 34<br>22 | 30<br>23 | 24<br>18 |
| Improving the level and quality of service to tourists                                          | 36<br>22 | 36<br>24 | 28<br>19 | 41<br>23 | 28<br>21 | 27<br>17 |
| Increased expenditure on resource-saving, environmental protection measures and landscaping     | 27<br>21 | 35<br>22 | 29<br>16 | 23<br>20 | 26<br>19 | 18<br>18 |
| Preservation of cultural and historical monuments, natural parks and reserves                   | 35<br>26 | 39<br>26 | 33<br>19 | 37<br>23 | 38<br>21 | 20<br>20 |
| Innovation needs V=0.78125                                                                      |          |          |          |          |          |          |
| Implementation of modern technologies in the industry tourism                                   | 32<br>23 | 34<br>26 | 25<br>18 | 39<br>20 | 34<br>23 | 21<br>15 |
| Development of innovations in the field of tourism                                              | 35<br>22 | 32<br>24 | 26<br>17 | 37<br>20 | 35<br>24 | 21<br>15 |
| Training of personnel in the region in accordance with the requests of cluster residents        | 35<br>22 | 35<br>21 | 27<br>20 | 27<br>18 | 35<br>21 | 19<br>13 |
| Formation and implementation of scientific developments in the tourism cluster                  | 32<br>19 | 31<br>20 | 20<br>16 | 20<br>16 | 38<br>21 | 14<br>12 |
| Cooperation between universities and tourism businesses                                         | 31<br>18 | 30<br>19 | 17<br>16 | 19<br>15 | 39<br>20 | 14<br>13 |

Let us calculate the coefficient of realization of need T without taking into account the weight (from

above) and the indicator of the degree of realization of each need P (table 6):

**Table 6. Calculation of T and P coefficients**

| Need | Cluster residents | Executive and legislative authorities in tourism | Population, public organizations | Tourists | Universities, research institutes | Non-residents of the cluster |
|------|-------------------|--------------------------------------------------|----------------------------------|----------|-----------------------------------|------------------------------|
| 1    | 2                 | 3                                                | 4                                | 5        | 6                                 | 7                            |

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| Needs of authorities V=0.76875                                                                         |              |              |              |              |              |              |
|--------------------------------------------------------------------------------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Growth of local budget revenues                                                                        | 1.48<br>1.01 | 1.65<br>1.11 | 2.25<br>0.77 | 0.88<br>0.77 | 1.1<br>1.01  | 0.87<br>0.72 |
| Growth of employment in the region                                                                     | 1.41<br>1.06 | 1.68<br>1.06 | 2.53<br>0.82 | 0.75<br>0.77 | 1.15<br>0.96 | 1<br>0.77    |
| Increase levellife of the region's population                                                          | 1.59<br>1.06 | 1.78<br>1.11 | 2.32<br>0.91 | 1.07<br>0.72 | 1.14<br>1.06 | 1.06<br>0.82 |
| Increasing the export of tourism services                                                              | 1.79<br>0.91 | 1.57<br>1.11 | 1.77<br>0.62 | 1.15<br>0.96 | 1.35<br>0.96 | 1.5<br>0.58  |
| Increasing investment attractiveness of the region                                                     | 1.38<br>1.25 | 1.46<br>1.35 | 1.93<br>0.72 | 0.86<br>1.01 | 1.33<br>1.01 | 1.5<br>0.77  |
| Creating tourism projects using public-private partnerships                                            | 1.42<br>1.15 | 1.57<br>1.11 | 1.35<br>0.82 | 0.74<br>0.91 | 1.58<br>0.91 | 1.33<br>0.72 |
| Growth of small and medium-sized businesses in the tourism sector                                      | 1.9<br>1.01  | 1.9<br>1.01  | 1.55<br>0.96 | 1.5<br>0.86  | 1.5<br>0.86  | 1.59<br>0.82 |
| Reducing barriers to entry into the tourism cluster by unifying requirements for products and services | 1.43<br>1.01 | 1.59<br>1.06 | 2<br>0.67    | 1.07<br>0.72 | 1.16<br>0.91 | 1.91<br>0.53 |
| Expanding the range of tourism products and services in the region                                     | 1.43<br>1.11 | 1.19<br>1.25 | 1.35<br>1.11 | 1.44<br>1.2  | 1.24<br>1.01 | 1.35<br>0.96 |
| Financial needs V=0.88125                                                                              |              |              |              |              |              |              |
| Increase in profits of cluster residents                                                               | 1.73<br>1.21 | 1.5<br>1.21  | 1.53<br>0.94 | 0.93<br>0.77 | 1.15<br>1.1  | 1<br>0.83    |
| Distribution of risks among cluster residents                                                          | 1.59<br>1.21 | 1.4<br>1.1   | 1.57<br>0.77 | 0.79<br>0.77 | 1<br>0.94    | 1.08<br>0.72 |
| Improving the productivity of tourism organizations                                                    | 1.6<br>1.1   | 1.41<br>1.21 | 1.73<br>0.83 | 1.41<br>0.94 | 1.1<br>1.1   | 1.23<br>0.72 |
| Saving resources of cluster participants due to the effect of production scale                         | 1.6<br>1.1   | 1.42<br>1.05 | 1.77<br>0.72 | 0.79<br>0.77 | 1.22<br>0.99 | 1<br>0.88    |
| Use of highly qualified specialists in the territory of the tourism cluster                            | 1.5<br>1.21  | 1.22<br>1.27 | 1.72<br>0.99 | 1.75<br>1.1  | 1.38<br>1.32 | 0.94<br>0.88 |
| Reputational and information needs V=0.8375                                                            |              |              |              |              |              |              |
| Improving the region's image in foreign markets as a tourist-friendly territory                        | 1.26<br>1.62 | 1.37<br>1.57 | 1.35<br>1.2  | 1.4<br>1.05  | 1.38<br>1.26 | 1.15<br>1.05 |
| Transferring the cluster's reputation                                                                  | 1.3          | 1.17         | 1            | 1.2          | 0.95         | 1.13         |

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|                                                                                                 |             |             |             |             |             |      |
|-------------------------------------------------------------------------------------------------|-------------|-------------|-------------|-------------|-------------|------|
| to its residents                                                                                | 1.41        | <u>1.26</u> | 1.1         | 1.05        | <u>1.05</u> | 0.79 |
| Complementarity of the goals of residents of the tourism cluster                                | 1.36        | 1.48        | 1.28        | 1.35        | 1.1         | 0.82 |
|                                                                                                 | <u>1.31</u> | <u>1.2</u>  | <u>0.94</u> | <u>0.89</u> | 1.05        | 0.89 |
| Access to up-to-date professional information                                                   | 1.31        | 1.32        | 1.24        | 0.73        | 1.23        | 1.24 |
|                                                                                                 | <u>1.36</u> | <u>1.31</u> | <u>0.89</u> | <u>1.15</u> | <u>1.36</u> | 0.89 |
| The Possibility of Creating a Strong Trade Union Organization in Tourism                        | 1.17        | 1.11        | 1.21        | 0.92        | 1.22        | 1.8  |
|                                                                                                 | <u>0.94</u> | <u>0.94</u> | <u>0.73</u> | <u>0.63</u> | <u>0.94</u> | 0.52 |
| Public (social) needs V=0.85                                                                    |             |             |             |             |             |      |
| Satisfying the needs of the population of the country and foreign countries in tourism services | 1.29        | 1.4         | 1.09        | 1.55        | 1.3         | 1.33 |
|                                                                                                 | <u>1.28</u> | 1.33        | <u>1.17</u> | <u>1.17</u> | 1.22        | 0.96 |
| Improving the level and quality of service to tourists                                          | 1.64        | 1.5         | 1.47        | 1.78        | 1.33        | 1.59 |
|                                                                                                 | <u>1.17</u> | 1.28        | <u>1.01</u> | <u>1.22</u> | <u>1.12</u> | 0.9  |
| Increased expenditure on resource-saving, environmental protection measures and landscaping     | 1.29        | 1.59        | 1.81        | 1.15        | 1.37        | 1    |
|                                                                                                 | <u>1.12</u> | <u>1.17</u> | <u>0.85</u> | <u>1.06</u> | <u>1.01</u> | 0.96 |
| Preservation of cultural and historical monuments, natural parks and reserves                   | 1.35        | 1.5         | 1.74        | 1.61        | 1.81        | 1    |
|                                                                                                 | <u>1.38</u> | 1.38        | <u>1.01</u> | <u>1.22</u> | <u>1.12</u> | 1.06 |
| Innovation needs V=0.78125                                                                      |             |             |             |             |             |      |
| Introduction of modern technologies into the tourism industry                                   | 1.39        | 1.31        | 1.39        | 1.95        | 1.48        | 1.4  |
|                                                                                                 | <u>1.12</u> | <u>1.27</u> | <u>0.88</u> | <u>0.98</u> | <u>1.12</u> | 0.73 |
| Development of innovations in the field of tourism                                              | 1.59        | 1.33        | 1.53        | 1.85        | 1.46        | 1.4  |
|                                                                                                 | <u>1.07</u> | <u>1.17</u> | <u>0.83</u> | <u>0.98</u> | <u>1.17</u> | 0.73 |
| Training of personnel in the region in accordance with the requests of cluster residents        | 1.59        | 1.67        | 1.35        | 1.5         | 1.67        | 1.46 |
|                                                                                                 | <u>1.07</u> | <u>1.03</u> | <u>0.98</u> | 0.88        | <u>1.03</u> | 0.63 |
| Formation and implementation of scientific developments in the tourism cluster                  | 1.68        | 1.55        | 1.25        | 1.25        | 1.81        | 1.17 |
|                                                                                                 | 0.93        | 0.98        | 0.78        | 0.78        | 1.03        | 0.59 |
| Cooperation between universities and tourism businesses                                         | 1.72        | 1.58        | 1.06        | 1.27        | 1.95        | 1.08 |
|                                                                                                 | 0.88        | 0.93        | 0.78        | 0.73        | 0.98        | 0.63 |

The superscript in Table 6 represents the ratio of the importance of the need to the efficiency of its satisfaction, i.e. the higher the index, the greater the "demand for the need" that is not realized at the required level. Green fill highlights one need in each column with the maximum value. Thus, thanks to the coefficient T for each target group of the tourism cluster, it is possible to identify needs with the least satisfied demand (highlighted in green).

The analysis shows that the cluster residents and executive authorities are primarily interested in the growth of small and medium-sized enterprises in the tourism sector, the population is interested in the growth of employment in the region, the tourists

themselves are interested in the introduction of modern technologies in the tourism industry, universities and research institutes are interested in cooperation between universities and the tourism business, and non-residents are interested in reducing barriers to entry into the tourism cluster. In our opinion, the obtained index reflects reality. Based on it, it is possible to select the TOP of the most and least popular and effective needs for each target group of the cluster and then develop corrective measures in order to either most fully satisfy the need, or, on the contrary, not pay attention to it, because it is not important to the subjects.

Next, we calculate the value of the coefficient H

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 SJIF (Morocco) = 7.184

ICV (Poland) = 6.630  
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as the sum of the weights of the type of need multiplied by the maximum assessment of satisfaction of the need and by the number of elements in the group:  $H = 68.46$ .

Then the average weighted indicators of the efficiency of cluster functioning P based on the analysis of the level of satisfaction of needs for each target group will look as follows (table 7). Analyzing table 7, we note that the greatest contribution to the

efficiency of cluster functioning based on the analysis of the level of satisfaction of needs is made by executive and legislative authorities in tourism - 0.48, cluster residents - 0.47, universities and research institutes - 0.43, tourists - 0.38, population, public organizations - 0.36. The smallest contribution is made, as expected, by non-residents of the cluster - 0.32.

**Table 7. Weighted average indicators of the efficiency of clusters P based on the analysis of the level of satisfaction of needs for each target group**

| Target group                                     | P    |
|--------------------------------------------------|------|
| Cluster residents                                | 0.47 |
| Executive and legislative authorities in tourism | 0.48 |
| Population, public organizations                 | 0.36 |
| Tourists                                         | 0.38 |
| Universities, research institutes                | 0.43 |
| Non-residents of the cluster                     | 0.32 |

The third stage. In the studyIt is accepted that the maximum value of the expert assessment is equal to 48 points ( $3 \times 16$ ), therefore the range of values of 80-100% or 38-48 points indicates a high need for a particular indicator from the point of view of

respondents, indicators in the range from 60 to 0% indicate a low need. For ease of visual perception, high values are highlighted in green, and critical ones - in red (Table 8).

**Table 8. Colour scale of need importance from the point of view of the target audience of the tourism cluster**

| Need                                                              | Cluster residents | Executive and legislative authorities in tourism | Population, public organizations | Tourists | Universitytety, research institute | Non-residents of the cluster |
|-------------------------------------------------------------------|-------------------|--------------------------------------------------|----------------------------------|----------|------------------------------------|------------------------------|
| 1                                                                 | 2                 | 3                                                | 4                                | 5        | 6                                  | 7                            |
| <b>Needs of authorities</b>                                       |                   |                                                  |                                  |          |                                    |                              |
| Growth of local budget revenues                                   | 31                | 38                                               | 36                               | 14       | 23                                 | 13                           |
| Growth of employment in the region                                | 31                | 37                                               | 43                               | 12       | 23                                 | 16                           |
| Improving the standard of living of the region's population       | 35                | 41                                               | 44                               | 16       | 25                                 | 18                           |
| Increasing the export of tourism services                         | 34                | 36                                               | 23                               | 23       | 27                                 | 18                           |
| Growing investment attractiveness of the region                   | 36                | 41                                               | 29                               | 18       | 28                                 | 24                           |
| Creating tourism projects using public-private partnerships       | 34                | 36                                               | 23                               | 14       | 30                                 | 20                           |
| Growth of small and medium-sized businesses in the tourism sector | 40                | 40                                               | 31                               | 27       | 27                                 | 27                           |

## Impact Factor:

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 GIF (Australia) = 0.564  
 JIF = 1.500

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 IBI (India) = 4.260  
 OAJI (USA) = 0.350

|                                                                                                        |    |    |    |    |    |    |
|--------------------------------------------------------------------------------------------------------|----|----|----|----|----|----|
| Reducing barriers to entry into the tourism cluster by unifying requirements for products and services | 30 | 35 | 28 | 16 | 22 | 21 |
| Expanding the range of tourism products and services in the region                                     | 33 | 31 | 31 | 36 | 26 | 27 |
| Financial needs                                                                                        |    |    |    |    |    |    |
| Increase in profits of cluster residents                                                               | 38 | 33 | 26 | 13 | 23 | 15 |
| Distribution of risks among cluster residents                                                          | 35 | 28 | 22 | 11 | 17 | 14 |
| Improving the productivity of tourism organizations                                                    | 32 | 31 | 26 | 24 | 22 | 16 |
| Saving resources of cluster participants due to the effect of production scale                         | 32 | 27 | 23 | 11 | 22 | 16 |
| Use of highly qualified specialists in the territory of the tourism cluster                            | 33 | 28 | 31 | 35 | 33 | 15 |
| Reputational and information needs                                                                     |    |    |    |    |    |    |
| Improving the region's image in foreign markets as a tourist-friendly territory                        | 39 | 41 | 31 | 28 | 33 | 23 |
| Transferring the cluster's reputation to its residents                                                 | 35 | 28 | 21 | 24 | 19 | 17 |
| Complementarity of the goals of residents of the tourism cluster                                       | 34 | 34 | 23 | 23 | 22 | 14 |
| Access to up-to-date professional information                                                          | 34 | 33 | 21 | 16 | 32 | 21 |
| The Possibility of Creating a Strong Trade Union Organization in Tourism                               | 21 | 20 | 17 | 11 | 22 | 18 |
| Public (social) needs                                                                                  |    |    |    |    |    |    |
| Satisfying the needs of the population of the country and foreign countries in tourism services        | 31 | 35 | 24 | 34 | 30 | 24 |
| Improving the level and quality of service to tourists                                                 | 36 | 36 | 28 | 41 | 28 | 27 |
| Increased expenditure on resource-saving, environmental protection measures and landscaping            | 27 | 35 | 29 | 23 | 26 | 18 |
| Preservation of cultural and historical monuments, natural parks and reserves                          | 35 | 39 | 33 | 37 | 38 | 20 |
| Innovative needs                                                                                       |    |    |    |    |    |    |

## Impact Factor:

|                          |                        |                      |
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|                                                                                          |    |    |    |    |    |    |
|------------------------------------------------------------------------------------------|----|----|----|----|----|----|
| Implementation of modern technologies in the tourism industry                            | 32 | 34 | 25 | 39 | 34 | 21 |
| Development of innovations in the field of tourism                                       | 35 | 32 | 26 | 37 | 35 | 21 |
| Training of personnel in the region in accordance with the requests of cluster residents | 35 | 35 | 27 | 27 | 35 | 19 |
| Formation and implementation of scientific developments in the tourism cluster           | 32 | 31 | 20 | 20 | 38 | 14 |
| Cooperation between universities and tourism businesses                                  | 31 | 30 | 17 | 19 | 39 | 14 |

The same procedure was carried out with the assessments of the importance or effectiveness of the studied needs within the framework of tourism clusters (Table 9).

**Table 9. Colour scale of efficiency (satisfaction) of need from the point of view of the target audience of the tourism cluster**

| Need                                                                                                   | Cluster residents | Executive and legislative authorities in tourism | Population, public organizations | Tourists | Universities, research institutes | Non-residents of the cluster |
|--------------------------------------------------------------------------------------------------------|-------------------|--------------------------------------------------|----------------------------------|----------|-----------------------------------|------------------------------|
| 1                                                                                                      | 2                 | 3                                                | 4                                | 5        | 6                                 | 7                            |
| <b>Needs of authorities</b>                                                                            |                   |                                                  |                                  |          |                                   |                              |
| Growth of local budget revenues                                                                        | 21                | 23                                               | 16                               | 16       | 21                                | 15                           |
| Growth of employment in the region                                                                     | 22                | 22                                               | 17                               | 16       | 20                                | 16                           |
| Improving the standard of living of the region's population                                            | 22                | 23                                               | 19                               | 15       | 22                                | 17                           |
| Increasing the export of tourism services                                                              | 19                | 23                                               | 13                               | 20       | 20                                | 12                           |
| Growing investment attractiveness of the region                                                        | 26                | 28                                               | 15                               | 21       | 21                                | 16                           |
| Creation of tourism projects using public-private partnerships                                         | 24                | 23                                               | 17                               | 19       | 19                                | 15                           |
| Growth of small and medium-sized businesses in the tourism sector                                      | 21                | 21                                               | 20                               | 18       | 18                                | 17                           |
| Reducing barriers to entry into the tourism cluster by unifying requirements for products and services | 21                | 22                                               | 14                               | 15       | 19                                | 11                           |
| Expanding the range of tourism products and services in the region                                     | 23                | 26                                               | 23                               | 25       | 21                                | 20                           |
| <b>Financial needs</b>                                                                                 |                   |                                                  |                                  |          |                                   |                              |
| Increase in profits of cluster residents                                                               | 22                | 22                                               | 17                               | 14       | 20                                | 15                           |
| Distribution of risks among cluster residents                                                          | 22                | 20                                               | 14                               | 14       | 17                                | 13                           |
| Improving the productivity of tourism organizations                                                    | 20                | 22                                               | 15                               | 17       | 20                                | 13                           |
| Saving resources of cluster participants due to the effect of production scale                         | 20                | 19                                               | 13                               | 14       | 18                                | 16                           |

**Impact Factor:**

|                          |                        |                      |
|--------------------------|------------------------|----------------------|
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|                                                                                                 |    |    |    |    |    |    |
|-------------------------------------------------------------------------------------------------|----|----|----|----|----|----|
| Use of highly qualified specialists in the territory of the tourism cluster                     | 22 | 23 | 18 | 20 | 24 | 16 |
| Reputational and information needs                                                              |    |    |    |    |    |    |
| Improving the region's image in foreign markets as a tourist-friendly territory                 | 31 | 30 | 23 | 20 | 24 | 20 |
| Transferring the cluster's reputation to its residents                                          | 27 | 24 | 21 | 20 | 20 | 15 |
| Complementarity of the goals of residents of the tourism cluster                                | 25 | 23 | 18 | 17 | 20 | 17 |
| Access to up-to-date professional information                                                   | 26 | 25 | 17 | 22 | 26 | 17 |
| The Possibility of Creating a Strong Trade Union Organization in Tourism                        | 18 | 18 | 14 | 12 | 18 | 10 |
| Public (social) needs                                                                           |    |    |    |    |    |    |
| Satisfying the needs of the population of the country and foreign countries in tourism services | 24 | 25 | 22 | 22 | 23 | 18 |
| Improving the level and quality of service to tourists                                          | 22 | 24 | 19 | 23 | 21 | 17 |
| Increased expenditure on resource-saving, environmental protection measures and landscaping     | 21 | 22 | 16 | 20 | 19 | 18 |
| Preservation of cultural and historical monuments, natural parks and reserves                   | 26 | 26 | 19 | 23 | 21 | 20 |
| Innovative needs                                                                                |    |    |    |    |    |    |
| Implementation of modern technologies in the tourism industry                                   | 23 | 26 | 18 | 20 | 23 | 15 |
| Development of innovations in the field of tourism                                              | 22 | 24 | 17 | 20 | 24 | 15 |
| Training of personnel in the region in accordance with the requests of cluster residents        | 22 | 21 | 20 | 18 | 21 | 13 |
| Formation and implementation of scientific developments in the tourism cluster                  | 19 | 20 | 16 | 16 | 21 | 12 |
| Cooperation between universities and tourism businesses                                         | 18 | 19 | 16 | 15 | 20 | 13 |

It should be noted that not a single indicator fell into the “green” zone, which indicates the low efficiency of the contribution of each specific value both to the value chain and to the development of the industry.

At the fourth stage, corrective measures are

developed to improve the efficiency of the tourism cluster from the point of view of increasing the created value chain. Thus, the importance-efficiency matrix of needs in the context of residents of the tourism cluster will look as follows (Figure 2).

|                    |      |                                                                                                                                                                                                                                                                                |      |
|--------------------|------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|
| Importance of need | high | 1. Growth of small and medium-sized businesses in the tourism sector<br>2. Increase in profits of cluster residents<br>3. Improving the region's image in foreign markets as a tourist-friendly territory                                                                      |      |
|                    | low  | 1. Increasing the export of tourism services<br>2. The Possibility of Creating a Strong Trade Union Organization in Tourism<br>3. Formation and implementation of scientific developments in the tourism cluster<br>4. Cooperation between universities and tourism businesses |      |
|                    | low  |                                                                                                                                                                                                                                                                                | high |
| Efficiency of need |      |                                                                                                                                                                                                                                                                                |      |

**Figure 2 – Importance-effectiveness matrix of needs of residents of the tourism cluster**

|                       |                         |                |                       |                |                     |                |
|-----------------------|-------------------------|----------------|-----------------------|----------------|---------------------|----------------|
| <b>Impact Factor:</b> | <b>ISRA (India)</b>     | <b>= 6.317</b> | <b>SIS (USA)</b>      | <b>= 0.912</b> | <b>ICV (Poland)</b> | <b>= 6.630</b> |
|                       | <b>ISI (Dubai, UAE)</b> | <b>= 1.582</b> | <b>ПИИЦ (Russia)</b>  | <b>= 0.191</b> | <b>PIF (India)</b>  | <b>= 1.940</b> |
|                       | <b>GIF (Australia)</b>  | <b>= 0.564</b> | <b>ESJI (KZ)</b>      | <b>= 8.100</b> | <b>IBI (India)</b>  | <b>= 4.260</b> |
|                       | <b>JIF</b>              | <b>= 1.500</b> | <b>SJIF (Morocco)</b> | <b>= 7.184</b> | <b>OAJI (USA)</b>   | <b>= 0.350</b> |

However, due to the lack of expert assessments in terms of high-level efficiency of needs in the work of tourist clusters, the right quadrants of the matrix for each target audience will remain unfilled. Therefore, the creation of matrices for each target audience within the framework of our study does not seem appropriate.

Analyzing Figure 14, it should be noted that such needs of residents of tourism clusters as the growth of SMEs in tourism, the growth of profits of cluster residents and the image of the region in foreign markets are generally satisfied, but the effectiveness of connections within the tourism cluster remains low. Thus, experts note unsatisfied needs and low effectiveness of connections within the tourism cluster for such indicators as the export of tourism services, the creation of a strong trade union organization in tourism, cooperation of the tourism business with universities and the introduction of scientific developments in the tourism cluster.

In summary, we note that a generalized marketing study was conducted on the example of tourist clusters located on the territory of the Russian Federation and the author's methodology for assessing the effectiveness of tourist clusters in the country from the standpoint of the concept of creating a value chain was tested. The results of the calculations showed that in first place with the greatest contribution (0.48) to the efficiency of cluster functioning based on the analysis of the level of satisfaction of needs are made by executive and legislative authorities in tourism, in second place are residents of tourist clusters (0.47), in third place are universities and research institutes (0.43). The smallest contribution, as expected, is made by non-residents of the cluster - 0.32.

The analysis of business literature showed that there is extensive literature on industrial clusters, which describes their geographical location and consequences for the innovative development of the territory. However, there is little research on how cluster residency helps small companies and / or newly created business structures to implement innovations and develop their brand, thereby forming a value chain in tourism. At the same time, it is necessary to understand that innovations are often a forced measure as a result of constant pressure from competitors, partners, benchmarking results in production and product or service, regardless of whether they relate to quality, cost, flexibility or delivery times. In the process of cluster formation, there is an increase in information exchange between cluster residents, which predetermines the development of creative industries based on creativity and innovation. This fact is confirmed by the fact that regions with a large volume of clusters formed in various sectors and industries have upward trends in investment in research and development. It should be noted that when the activities, and sometimes the survival of small regional tourism companies, depend

on the image of a tourist destination, they are the ones who need to cooperate and pool their efforts first. In this regard, the introduction of digital marketing tools and practices is a powerful tool in tourism for achieving potential development goals in tourism clusters.

The cluster territory is a set of land plots within the cluster boundaries established by the relevant regulatory act. In practice, a management company is created that manages and resolves all vital issues of the cluster residents. In this study, the management company is understood as not only a single center of interaction and a point of collection of all interests, but also a full-fledged and at the same time autonomous and mobile participant in the public administration system that manages all competencies and risks of the industry.

In our opinion, the company managing the tourism cluster should be the copyright holder of the concept for the development of the entire tourism and recreation cluster, and also interact with the relevant regional executive authorities on the basis of a signed cooperation agreement. The mandatory sections of the concept for the development of the tourism and recreation cluster should include: assessment of the cluster territory, assessment of the potential and limitations of the territory, including an analysis of the tourism services market, a consumer profile, a study of global practice; a list of projects planned for implementation on the territory of the cluster, a master plan for the territory, a model for organizing the activities of the management company, and a business plan.

The management company provides its residents with cluster services, rendered both on a paid and free basis, services (goods, works), aimed at ensuring the functioning of the entire cluster. The interaction between the management company and its residents as part of the tourism and recreation cluster is based on the creation by the latter, at their own expense, of opportunities for comfortable use by tourists of tourism resources located within the boundaries of the cluster territory. At the same time, the management company provides residents with services and access to the cluster resources, ensures methodological, organizational, expert-analytical and information support, as well as other functions and services within the framework of the legislation. An important point is that the management company does not own the cluster facilities, maintains objectivity and neutrality in the activities to develop the entire project. The duties of the management company on the territory of the tourism and recreation cluster include the following areas of activity, namely:

- general management of the cluster in accordance with current legislation, regulations and agreements;
- improvement and provision of access to infrastructure facilities and services on the territory of

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the cluster;

- attracting investors to the cluster territory;
- assistance to residents on issues of obtaining consultations, explanations and recommendations from federal government bodies, authorized government bodies and local government bodies;
- organizing interaction between residents, government bodies and local self-government;
- registration of leases of land plots for the construction of tourist facilities;
- control over residents of the tourism and recreation cluster, their activities and compliance with the terms of agreements, as well as issuing orders in the event of their violation, quality control of services provided by residents;
- ensuring the achievement of KPIs for the activities of the tourism and recreation cluster;
- monitoring compliance with environmental standards.

Thus, the main objective of the management company is to create conditions for attracting a certain number of investors to the cluster and maintaining the synergistic effect for which disparate entrepreneurs are united in one territory. The government of the region in which the tourism and recreation cluster is being created, on the basis of a competitive selection, selects one candidate for the role of the cluster management company, with which an agreement on cooperation is concluded. From the point of view of regional management, an important point is the conclusion of the so-called cooperation agreement, which specifies the obligations of the regional government, namely:

- provision of a land plot for long-term lease (auction or concession for 20-40 years), improvement of the territory adjacent to the plot that is leased;
- control over the implementation of the cooperation agreement with the management company;
- assisting the management company in interaction with the executive bodies of state power of the region on issues related to the development of the tourism and recreation cluster;
- methodological and organizational assistance to the management company for the purpose of developing a tourism and recreation cluster;
- tax breaks and benefits for connections to communication networks;
- operational approvals in working mode;
- interaction with residents, participatory design. The main list of requirements for the management company, approved in the Sverdlovsk region, includes the following items:
  - the management company must be registered in accordance with the procedure established by law as a commercial or non-commercial organization;
  - the management company has at least five agreements with legal entities and/or individual

entrepreneurs on the implementation of activities as part of the tourism and recreation cluster;

- the management company has a concept for the development of a tourism and recreation cluster.

In practice, the cluster development concept is a program document in which the management company reflects how and in what timeframes it plans to carry out activities to achieve key performance indicators (KPI). KPIs usually include the following indicators, namely:

- the number of permanent jobs created by residents of the tourism and recreation cluster;
- the volume of investments in fixed capital carried out by residents of the tourism and recreation cluster;
- the volume of tax payments to the regional budget paid by residents of the tourism and recreation cluster;
- growth of tourist flow to the territory of the tourism and recreational cluster.

In turn, the responsibilities of residents of the tourism and recreation cluster are as follows, namely:

- engage in activities permitted within the cluster and annually submit to the management company a report on the fulfillment of obligations and the achievement of agreed performance parameters;
- follow the instructions of the management company in terms of eliminating identified violations;
- comply with the conditions for placing a resident on the territory of the cluster, the requirements imposed on residents, the requirements of current legislation, standards, regulations and local acts;
- apply for the status of a participant in a regional investment project in the field of tourism in cases where an investment project is being implemented and meets the necessary requirements;
- ensure access to state fire supervision services and other state bodies that monitor compliance with regulatory acts and safety regulations, fire safety, industrial sanitation and environmental standards, and eliminate any violations identified within the timeframes established by them;
- make timely payments of taxes and other mandatory payments to the budgets of the budgetary system of the Russian Federation and extra-budgetary funds.

The obtained results of the management practice of tourism and recreation clusters in the territory of the Russian Federation show that the main advantages of residents from activities within clusters include, namely:

- tax deductions that provide favorable conditions for the entrepreneur (investment tax deduction for profit tax, property tax benefits, benefits for enterprises on a simplified taxation system, land tax benefits);
- supply of communications to land plots (gas and electricity) through regional development

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programs;

- packaging of tourist products in a uniform style, placement and promotion on a single Internet resource;

- support (documentation, preparation of a business plan, etc.) from the management company throughout the entire period of project implementation;

- assistance in selecting options for financing resident projects. However, in practice, in order to obtain all the above-mentioned advantages, residents-participants of the tourism and recreation cluster of the region, in particular the Sverdlovsk region, are subject to fairly strict requirements, having fulfilled which they can claim inclusion in the composition of the cluster participants:

- the resident is a small and medium-sized business entity;

- the project is being implemented (planned to be implemented) within the boundaries of the cluster;

- the volume of investments provided for in the investment project is not less than 5 million rubles;

- the number of permanent jobs planned to be created as a result of the implementation of the investment project is not less than 5 units;

- the project must provide for the construction, reconstruction and/or operation of tourism industry facilities;

- clear use of OKVED codes adopted for a given cluster, while the share of income from them should be at least 70%.

In the Sverdlovsk region, the tourism and recreation cluster "Gora Belaya" was created in the concept of synergy between the state and business for the well-being of people. The cluster was created for the purpose of socio-economic development of

settlements and improving the quality of life of the local population, as well as a weekend and full-fledged vacation territory for residents of the Urals and Western Siberia. The above-mentioned features, advantages and requirements for the creation of the tourism and recreation cluster formed the basis for the development of the organizational and legal model of the TRC "Gora Belaya" in the Sverdlovsk region. This model presents three levels: national represented by federal executive authorities, regional represented by the governor and the government of the region, regional executive authorities and local level represented by the management company of the tourism and recreation cluster. The relationships between them are based, first of all, on budgetary relations when providing federal and regional subsidies, and with the residents of the cluster - on corporate and contractual relations. The forecast of the cluster developers (<https://welcometoural.ru>) shows that by 2028 the tourist cluster "Belaya Mountain" can ensure the creation of more than 200 tourist facilities, providing all-season tourist traffic, 2880 accommodation places and 1.5 million tourists per year, which is comparable with the total tourist flow to the Sverdlovsk region. (table 10).

The dynamics of tourist flow development in the Sverdlovsk region in 2018-2019 shows that, despite the obvious decline in tourist flow to the region in 2018-2022, tourism statistics demonstrate a return to the 2008 figures. The number of people accommodated in collective accommodation facilities in 2025 amounted to 1.6 million people, the number of overnight stays in collective accommodation facilities was 5.9 million units, and the average number of overnight stays per tourist even exceeded the 2008 level and amounted to 3.67 days.

**Table 10. Dynamics of tourist flow in the Sverdlovsk region**

| Indicator                                                                              | Year   |        |        |        |        |         |
|----------------------------------------------------------------------------------------|--------|--------|--------|--------|--------|---------|
|                                                                                        | 2018   | 2021   | 2022   | 2023   | 2024   | 2025    |
| Number of persons accommodated in collective accommodation facilities, thousand people | 1672.6 | 1160,0 | 1344.6 | 1354.9 | 1535.4 | 1623,5  |
| Number of overnight stays in collective accommodation facilities, thousand units       | 5902.8 | 4125.6 | 4413.4 | 5090,3 | 5638.4 | 5952,20 |
| AverageNumber of overnight stays per tourist                                           | 3.53   | 3.56   | 3.28   | 3.76   | 3.67   | 3.67    |

Operational data on the tourist flow to the region for January-September 2024 show a significant decline in all indicators, but the average number of overnight stays per tourist exceeds 3 days, which allows us to say that the Sverdlovsk region, despite the pandemic, is still considered by tourists not as a weekend territory, but as a region in which you can comfortably relax for more than 3 days. And in this

regard, the development of the tourism and recreational cluster "Belaya Mountain" is aimed at developing and promoting the entire tourism sector of the Sverdlovsk region.

Based on the methodology proposed in the article, an assessment of the effectiveness of the tourism and recreation cluster of the Sverdlovsk region "Mount Belaya" was made from the standpoint

|                       |                          |                        |                      |
|-----------------------|--------------------------|------------------------|----------------------|
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of the concept of creating a value chain. The average weighted indicators of the effectiveness of the functioning of clusters P obtained as a result of

working with the methodology based on an analysis of the level of satisfaction of needs for each target group are presented in Table 11.

**Table 11. Rating of average weighted indicators of cluster performance on average in Russia and for the Belaya Mountain cluster based on an analysis of the level of satisfaction of needs for each target group**

| Target group                                     | According to the cluster "Mount Belaya" |       | On average in the Russian Federation |       |
|--------------------------------------------------|-----------------------------------------|-------|--------------------------------------|-------|
|                                                  | Efficiency functioning                  | Place | Efficiency functioning               | Place |
| Cluster residents                                | 0.63                                    | 2     | 0.47                                 | 2     |
| Executive and legislative authorities in tourism | 0.64                                    | 1     | 0.48                                 | 1     |
| Population, public organizations                 | 0.56                                    | 3     | 0.36                                 | 5     |
| Tourists                                         | 0.51                                    | 4     | 0.38                                 | 4     |
| Universities, research institutes                | 0.46                                    | 5     | 0.43                                 | 3     |
| Non-residents of the cluster                     | 0.32                                    | 6     | 0.32                                 | 6     |

The calculations carried out show that, on average in Russia, the efficiency of cluster functioning and the level of satisfaction of needs for each target group looks as follows, namely:

- 1 place - executive and legislative authorities in tourism;
- 2 place - residents of the cluster;
- 3 place – population and public organizations;
- 4 place - tourists;
- 5 location – universities and research institutes;
- 6 place - non-residents of the cluster.

The efficiency of the Belaya Mountain cluster in terms of target groups looks somewhat different, but the all-Russian trend remains. The leaders are the

executive and legislative authorities in tourism and the residents of the cluster, the outsiders are non-residents of the cluster. The formation and development of a tourism and recreational cluster in the region significantly improves the quality of tourism infrastructure, new routes and tourism processes are launched in the region. All this is in demand in a situation of geopolitical tension, since due to a decrease in income and population mobility, the demand for tourism products within the regions of Russia is objectively growing. In 2025, it was primarily the population of the studied and neighboring regions of the country that acted as consumers of tourism services.

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| <b>Impact Factor:</b> | <b>ISRA (India)</b>     | <b>= 6.317</b> | <b>SIS (USA)</b>      | <b>= 0.912</b> | <b>ICV (Poland)</b> | <b>= 6.630</b> |
|                       | <b>ISI (Dubai, UAE)</b> | <b>= 1.582</b> | <b>ПИИЦ (Russia)</b>  | <b>= 0.191</b> | <b>PIF (India)</b>  | <b>= 1.940</b> |
|                       | <b>GIF (Australia)</b>  | <b>= 0.564</b> | <b>ESJI (KZ)</b>      | <b>= 8.100</b> | <b>IBI (India)</b>  | <b>= 4.260</b> |
|                       | <b>JIF</b>              | <b>= 1.500</b> | <b>SJIF (Morocco)</b> | <b>= 7.184</b> | <b>OAJI (USA)</b>   | <b>= 0.350</b> |

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