

Burkaltseva Diana Dmitrievna,
Doctor of Economics, Associate Professor,
Professor of the Department Finance and Credit,
Institute of Economics and Management,
Director of the South-Eastern Academy (branch),
V.I. Vernadsky Crimean Federal University,
Simferopol, Russian Federation.

Polskaya Svetlana Igorevna,
Ph.D. in Economics,

Research Fellow,
South-Eastern Academy (branch),
Associate Professor of the Department of Informatics,
Institute of Physics and Technology,
V.I. Vernadsky Crimean Federal University,
Simferopol, Russian Federation.
Blazhevich Oleg Georgievich,
Ph.D. in Economics, Associate Professor,
Research Fellow,
Center for Scientific and Project Development,
South-Eastern Academy (branch),
Associate Professor of the Department of Finance and Credit,
Institute of Economics and Management,
V.I. Vernadsky Crimean Federal University,
Simferopol, Russian Federation.
Kiselev Rem Olegovich,
Lecturer, Junior Researcher,
South-Eastern Academy (branch),
V.I. Vernadsky Crimean Federal University,
Simferopol, Russian Federation.
Bondar Aleksandr Petrovich,
Head of the Department of Finance and Credit,
Ph.D. in Economics, Associate Professor,
Institute of Economics and Management,
V.I. Vernadsky Crimean Federal University,
Simferopol, Russian Federation.

1

A CONCEPTUAL MODEL FOR MANAGING INNOVATIVE ACTIVITIES IN THE TOURISM AND RECREATIONAL SECTOR OF THE REPUBLIC OF CRIMEA IN THE CONTEXT OF DIGITAL TRANSFORMATION

2016-2022

24-28-20492 «

Digital transformation of the tourism and recreation industry is a key factor in enhancing regional competitiveness in the current economic climate. For the Republic of Crimea, which possesses unique natural and recreational potential, the implementation of digital technologies is becoming a strategic imperative for ensuring the sustainable development of the industry. This article provides expanded answers to questions related to the analysis of ongoing changes, the identification of cross-cutting technologies, the development of management models, and the proposal of specific mechanisms for the digital transformation of the tourism industry in the Republic of Crimea. This article examines the innovation and digital transformation of the tourism and recreation industry in the Republic of Crimea. A comprehensive assessment of the tourism and recreation industry in the Republic of Crimea is conducted. Based on an analysis of statistical data for 2016-2022, original methods for assessing the digital maturity and regulatory framework for the industry are proposed. The region's development prospects in the context of digitalization are considered, including the introduction of end-to-end technologies, the development of technology parks, and the formation of a travel support ecosystem. The results show that the Republic of Crimea is demonstrating a steady increase in tourist flow, but requires increased investment attractiveness and regulatory adaptation to digital challenges. The novelty of the study lies in the development of original assessment methods adapted to the specifics of Crimea and the integration of digital transformation data with traditional tourism industry indicators. A conceptual model for managing the innovative potential of the tourism and recreation industry in the Republic of Crimea in the context of digital transformation has been developed, reflecting the interaction of goals, tools, methods, and effects. The results may be useful to regional authorities, investment companies, and research organizations working on regional economic and digitalization issues.

Keywords: digital transformation, tourist and recreational industry, innovative potential, innovative activity, Republic of Crimea, performance assessment, regulatory framework.

2025), (5,3

- 1.
- 2.
- 3.
- 4.

1.
 -
-

$$(\quad, \quad),$$
$$\bullet \quad - \quad (\quad , \quad , \quad)$$

2. :

• (,) 2016-2022 .
2030 ;

• — (, ,)

● — ,

3. ():

• : — (),
 (,);

$$- \quad (\quad),$$

(. . ,
 (. . , . . -
 (.1).

1.	.	2021	(9,39
----	---	------	-------

.) 2022- (6,53 .)
(,).

(CAGR) 10.2%

2. 20,1). 2022 (127,5). 1,0-
?
?

3. _____

1.			
*			
(),	/		/
... (1960-1980-)	-	, -	, -
(2000)	-	, -	, -
(2007)	-	SWOT-	, -
(2018)	tourism» «smart	Case-study,	-
()	-	(,),	, -

*
 (0,2-0,26),
 4. —
 2022- . (2021 ,)
 ,
 ,
 ,
 2030
 2020-2022 (2016-2019 , « »).
 :
 • ;
 • ;
 • ,
 (). 2016-2019 .
 (y = a + bx).
 243
 : , , -2025 - 2

.....

— , 2 2030 (,).

2030 2. *

	2030 ()	/
, .	12,0	2016-2019,
, .	150,0	-
, % -	85+	: //
, . -	45,0	-

*

.....
 ()
 () (.3):
 4 ()
).

:

$$N_t = (N_t + I_r + D_m + P_n) / 4,$$

 N_t — (/); I_r —
 (/); D_m —
 (/); P_n —
 (,).

3. 2019-2022 .*

	2019	2020	2021	2022	
(N_t) , -	7,43	6,30	9,39	6,53	/ .
, (I_r)	1,0	0,3	2,0	12,7	-
% (D_m) ,	15	20	25	30	
(P_n) , -	4,1	4,0	4,4	4,55	-

*

- :
 1. (2019–2022):
 • $N_t_{avg} = (7,43 + 6,30 + 9,39 + 6,53) / 4 = 7,41;$
 • $I_r_{avg} = (1,0 + 0,3 + 2,0 + 12,7) / 4 = 4,0;$

244

- $D_{m_avg} = (15 + 20 + 25 + 30) / 4 = 22,5$;
- $P_{n_avg} = (4,1 + 4,0 + 4,4 + 4,55) / 4 = 4,26$.

2. 2022 :

- $N_{t_norm} = 6,53 / 7,41 = 0,88$;
- $I_{r_norm} = 12,7 / 4,0 = 3,18$;
- $D_{m_norm} = 30 / 22,5 = 1,33$;
- $P_{n_norm} = 4,55 / 4,26 = 1,07$.

2022 : $_{2022} = (0,88 + 3,18 + 1,33 + 1,07) / 4 = 6,46 / 4 = 1,62$.

>1

(3,18)

2022

(1,33).

:

- D_m AI- ();
- I_r ().

•

;

•

• $K_i = (K_i * W_i) / N$,
 K_i — i- (0–1, 1 — = 1); W_i —
 («
 » (.4).

- 2019 : $= (0,7 \times 0,3) / 1 = 0,21$;
- 2020 : $= (0,5 \times 0,3) / 1 = 0,15$;

4.

2019-2022 .

	2019	2020	2021	2022	
% (/)	9,3	-15,2	49,0	-30,4	/
(K_i)	0,7	0,5	0,8	0,6	-
(W_i)	0,3	0,3	0,4	0,3	-

*

- 2021 : $= (0,8 \times 0,4) / 1 = 0,32$;
- 2022 : $= (0,6 \times 0,3) / 1 = 0,18$.

2021 (0,32),

2022

5
(« »).

5.

*

-	/ -				
-	« - »	2019–2030	- , - -	- -	- -
:	« » (-)	2024–2030	- -	- -	- -
	« - »	2020–2025	- , -	- 27%	- « »
: -	- - (-)	2026–2030 (-)	()	-	-
(- -)	- -	2019–2025		98%	-
- -	« - »	2023–2025			-

*

5 « ».

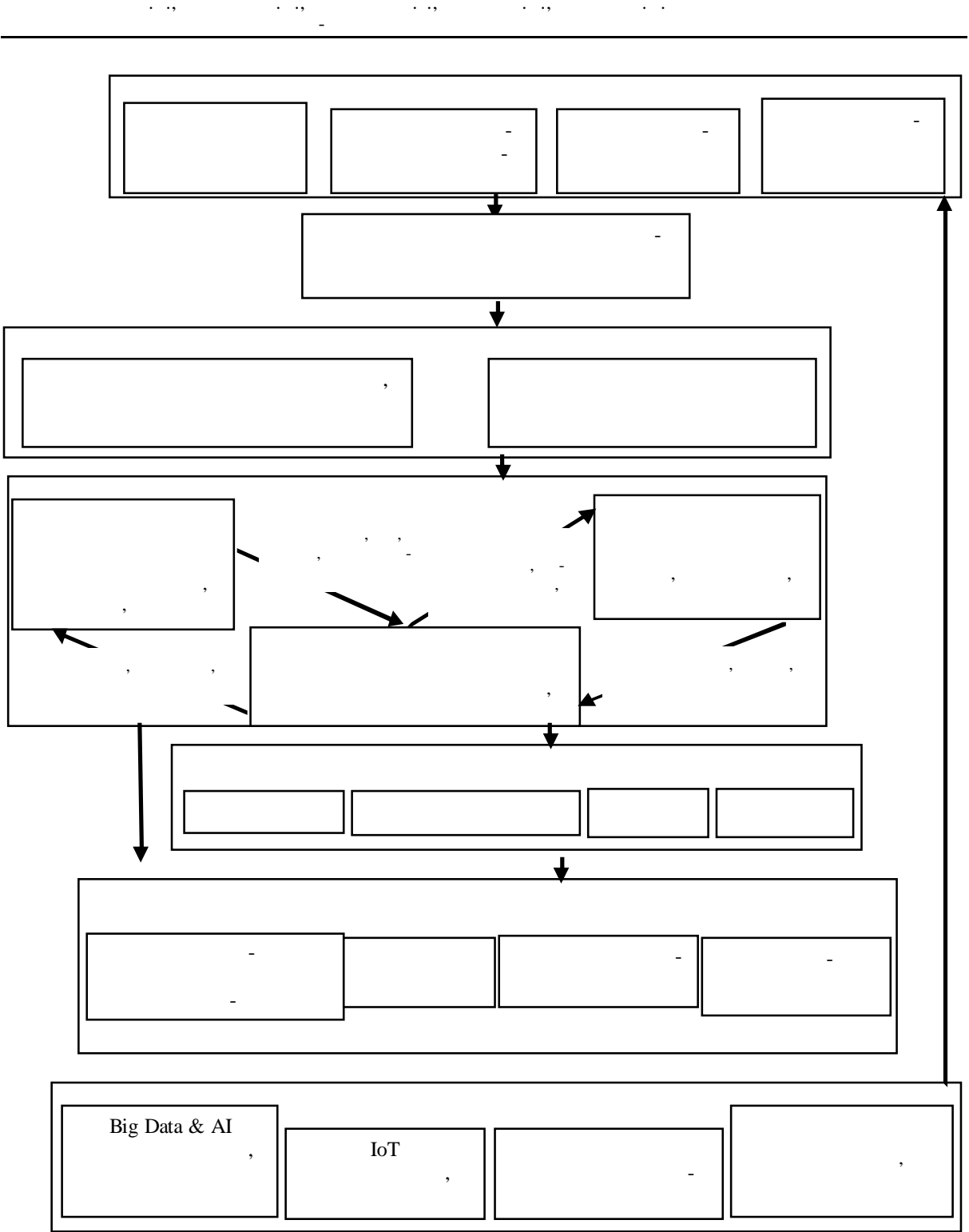
« »

(,)

,

:

- , (,)
- ,



. 1.

()

1.

(-, -)

2. (, , «AI», « »).
3. (, , »).
4. — « » « »

1.
 - ;
 - ;
 - 2.
 - (): (214- « »);
 - (« », « »);
 - ();
 - ;
 - ;
 - « ».
 - ();
 - ;
 - ;
 - 3.
 - ();
 - ();
 - ();
 - ().
 - : ();
 - (, ,);
 - ();
 - ().
 - 4.
 - Big Data & AI(,);
 - IoT(,);
 - Blockchain();
 - ().

- :
• (2025-2030);
• ;
• .
5. - :
• ;
• ;
• .
• :
• ;
• ;
• ;
6. .
• :
• 12 2030 ;
• 85 %;
• 70 % 45 %.
• :
• ;
• ;
• .
7. :
• ();
• - ();
• .
• :
• ;
• ;
• .
8. :
• ;
• ;
• .
• :
• ;
• ;
• .
• ,
• -
• .
• -
• -
• .
• ,
• ,
• .
« » 2020-2025 ,
• .

, (), (IoT), big data.
 ,
 , 82 % -
), (,
 -
 (. 6).

6.

	-	
Big Data	-	15-20 %, 10-15 %
(IoT)	()	15-25%,
	-	10-20 %,
VR/AR	-	20-30 %,

*
 « »
 :
 • (, . . .)
 • ;
 • ;
 •
 • « » :
 • (, ,AR-);
 • (,AR-);
 •
 -
 :
 • ;
 • ;
 • ;
 • ;
 • VR/AR

• (: ()

().

1. :
2. .
3. .
4. ,IT- .

1. , :
- (, -
- (,
-); (,)
2. : ,)
- - (,)
- (, ,);
- (, , ,);
- (, ,).
3. :
- ;
- ;
- .

1. : :
- ;
- ;
- .
2. : ;
- ;
- ;
- .
3. : ;
- ;
- ;
- .
4. : (,);
- (,);
-

• (,).

5. : KPI

• ;
• ;
• .

1. - ,
: , ,

2. .
 .
 2022 (1,62),
 .
 - , .

3. - .
 .
 .

(0,32 2021 .),
 .
 - (),
 .

2020-2025 . 0,75,
 .
 (

« — »), « — ».

,
 .
 « »

— (-
 , ,).

4. (AI, IoT,
Blockchain).

,

.

• :
(AI, Big Data, IoT)

;

• (,
« »);

• « » ;

-
-
-
- 5.
- 2030
-
-
-
- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 2008.
- 7.
- 8.
- 9.
- 10.
- 11.

-
14. Normativnyye pravovyye dokumenty Ministerstva kurortov i turizma Respubliki Krym // Pravitel'stvo Respubliki Krym: Ofitsial'nyy portal. — URL: mtur.rk.gov.ru/structure/49e2b40a-95c6-4de9-a131-cd651696d2b2 (date of the application: 09.06–25.06.2025).
 15. Kummita Sriteja // Paderborn University, Paderborn / UPB / Department of Computer Science — URL: www.researchgate.net/profile/Sriteja-Kummita (date of the application: 09.06–25.06.2025).
 16. Gajdosik T. Smart Tourism: Concepts and Insights from Central Europe / T. Gajdosik // Czech Journal of Tourism. — 2016. — 7-1. — Rr. 25-44. — URL: www.researchgate.net/publication/330879652_Smart_Tourism_Concepts_and_Insights_from_Central_Europe (data obrashcheniya: 09.06–25.06.2025).
 17. Preobrazhenskiy V.S. Geografiya i otdykh [Tekst] / V. S. Preobrazhenskiy, d-r geogr. nauk, Yu. A. Vedenin, kand. s.-kh. nauk. — Moskva : Znaniye, 1971. — 48 s.
 18. Goncharova, Ye. B. Upravleniye razvitiyem innovatsionnogo potentsiala regiona (na primere Volgogradskoy oblasti) : spetsial'nost' 08.00.05 «Ekonomika i upravleniye narodnym khozyaystvom» : avtoreferat dissertatsii na soiskaniye uchenoy stepeni kandidata ekonomicheskikh nauk / Goncharova Yelena Borisovna. — Saratov, 2007. — 20 s. — EDN ZNKTOD.
 19. Svidetel'stvo o gosudarstvennoy registratsii bazy dannykh 2023620353 Rossiyskaya Federatsiya. Baza dannykh otsenki sub'yektov predprinimatel'stva rekreatsionnoy otrasli regiona (na primere Respubliki Krym) : 2023620004 : zayavl. 09.01.2023 : opubl. 24.01.2023 / D. D. Burkal'tseva, S. I. Pol'skaya, O. G. Blazhevich, R. O. Kiselev ; zayavitel' Federal'noye gosudarstvennoye avtonomnoye obrazovatel'noye uchrezhdeniye vysshego obrazovaniya «Krymskiy federal'nyy universitet imeni V.I. Vernadskogo». — EDN YKYWFH.

18 2025

4 2025