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## **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

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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.

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., (1960-1980- )	-	, -	, -
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(2007)	-	SWOT-, -	,
(2018)	«smart tourism»	Case-study,	-
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(0,2-0,26 ),

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, %	85+	// :
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$= (N\_t + I\_r + D\_m + P\_n) / 4$ ,  
 $N\_t =$  ( / );  $I\_r =$  ( / );  $D\_m =$  ( / );  $P\_n =$  ( , ).

## 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):  
•  $N\_t\_avg = (7,43 + 6,30 + 9,39 + 6,53) / 4 = 7,41$ ;  
•  $I\_r\_avg = (1,0 + 0,3 + 2,0 + 12,7) / 4 = 4,0$ ;

- $D_m_{avg} = (15 + 20 + 25 + 30) / 4 = 22,5$ ;
  - $P_n_{avg} = (4,1 + 4,0 + 4,4 + 4,55) / 4 = 4,26$ .
2.  $2022 : \frac{N_t_{norm}}{I_r_{norm}} = \frac{6,53}{12,7} / 4,0 = 0,88$ ;  
 $D_m_{norm} = \frac{30}{22,5} = 1,33$ ;  
 $P_n_{norm} = \frac{4,55}{4,26} = 1,07$ .  
 $2022 : \frac{P_n_{norm}}{D_m_{norm}} = \frac{(0,88 + 3,18 + 1,33 + 1,07) / 4}{6,46 / 4} = 1,62$ .  
 $> 1$   $(3,18)$   $2022 : \frac{P_n_{norm}}{D_m_{norm}} = \frac{(1,33)}{(1,07)}$ .

- $D_m$   $AI-$  ( );  
 $I_r$  ( ).
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• ;  
 $= (K_i * W_i) / N$ ,  
 $K_i = (i - (0-1, 1 - , = 1); N = )$ ;  $W_i = (, 4)$ .  
 $= (0,7 \times 0,3) / 1 = 0,21$ ;  
 $= (0,5 \times 0,3) / 1 = 0,15$ ;

#### 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

(<sup>5</sup>  
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-	« »	2019–2030	,	-	-
:	« » ( - )	2024–2030	-	-	-
	« »	2020–2025	,	-	« »
:	-	2026–2030 ( - )	( - )	-	-
( - )	-	2019–2025		98%	-
-	« »	2023–2025			-

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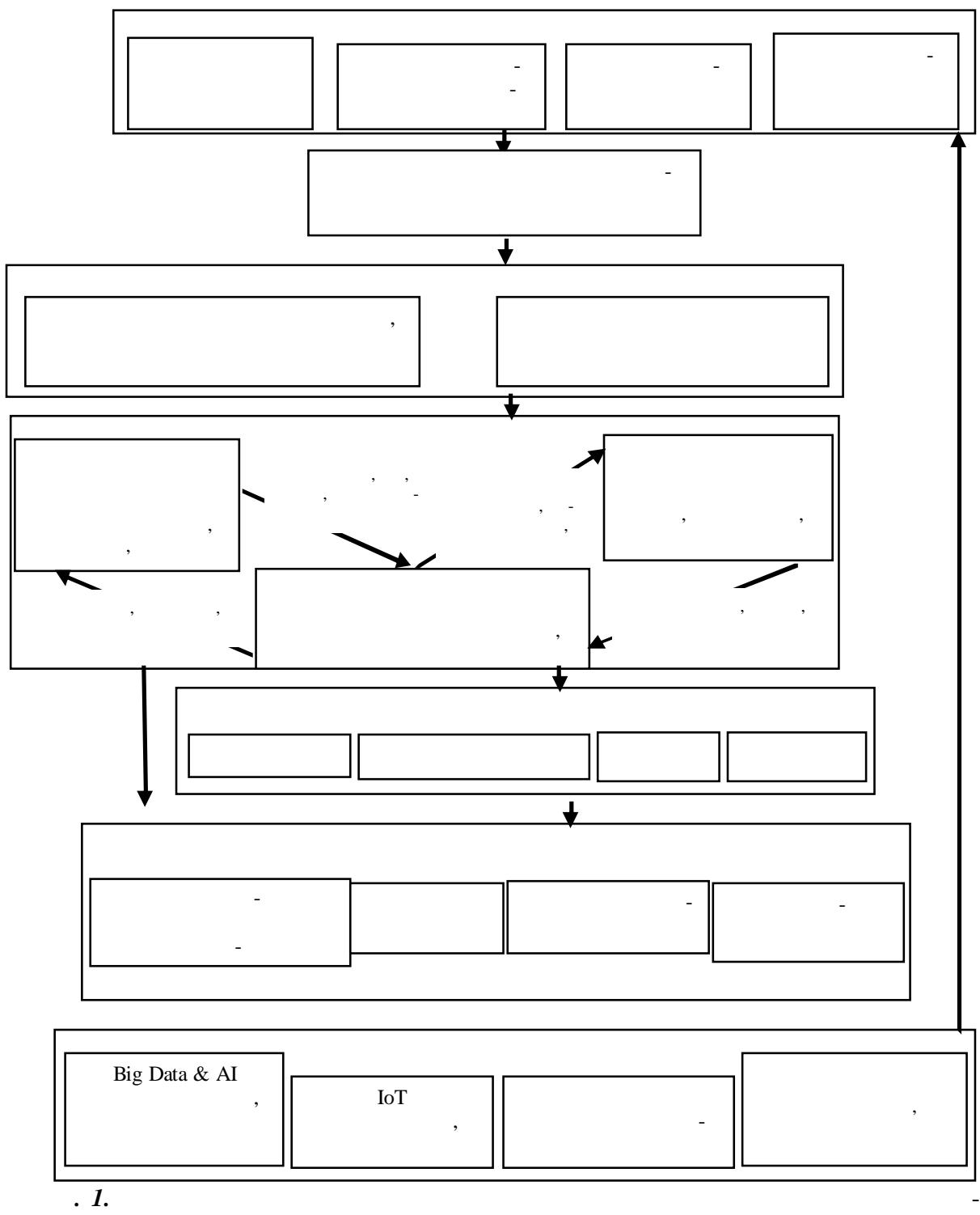
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- Big Data & AI

- IoT(.....);

- Blockchain ( );

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  - 12 2030 ; 85 %;
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( ), (IoT), big data.

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82 % ( ,

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

2025-2026

	2023	2028
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2022 (1,62),

( 0,32 2021 .),

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4. , , ). (AI, IoT, Blockchain).

- (AI, Big Data, IoT)
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