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Russian Cultural Tourism Planning, Marketing, and Development: A Case Study of the Sheremetev Castle

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**Russian Cultural Tourism Planning, Marketing, and Development: A Case Study of the
Sheremetev Castle**

**Thesis submitted to
the Graduate College of
Marshall University**

**In partial fulfillment of
the requirements for the degree of
Master of Arts
in Geography**

by

Stephanie L. Thorn

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**Marshall University
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ABSTRACT

Russian Cultural Tourism Planning, Marketing, and Development: A Case Study of the Sheremetev Castle

**by
Stephanie L. Thorn**

This study used qualitative methods to assess both Russian and American opinions and views on tourism planning and development in the Mari-El Republic of the Russian Federation. Specifically, this thesis looks at Soviet-era tourism, Post-Soviet tourism, tourism opportunities and constraints, tourism planning and development, tourism promotion and marketing, and community impacts. The focus point of this study is the Sheremetev Castle in the village of Yurino on the Volga River as it is currently being developed as a tourist destination.

Keywords: Tourism, Russia, Planning, Marketing, Sheremetev Castle, Yoshkar-Ola, Yurino

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Chapter 1: Introduction

Two hours away from any large urban civilization lies the ‘Pearl of the Volga.’ The pearl is the mysterious Sheremetev Castle located next to the banks of the mighty Volga River, yet nestled in the quaint village of Yurino in the Russian Federation. The beautiful castle, built from red and black bricks and inlaid white stone, contains almost one hundred rooms including “The Oriental Study” and “The Picture Gallery.” The expansive estate was bought in 1812 by Vasiliy Sergeyevich Sheremetev who was a distant relative of Marshal Sheremetev, a friend and advisor to Peter the Great. The Sheremetev family that lived within the castle walls were considered to be classy, cultured Russian citizens as they had over five thousand books within their personal library and thirty well known paintings by famous Russian artists. Most living within the castle were also relatives of Ivan the Great.



Figure 1: The Sheremetev Castle. Source: *Author*.

The castle, not built until 1850, was designed by Russian and German architects and features many different architectural styles including Gothic, Eastern and Ancient Russian, and Romantic picturesque. Originally the land was bought due to the beauty of the natural area, but

later on some of the areas further away within the district became overrun with buildings. According to the current deputy of the castle and museum, Isa Losev, the castle actually took over four generations to build and was primarily constructed by local craftsmen from Yurino. Other poor Russian citizens helped on the project but no women were allowed to aid in the construction process. The entire estate is sixty hectares and includes village homes, a school, forests, gardens, and maple, linden, and birch groves. Today, the large estate is worth approximately \$3.5 million USD. The castle was declared to be an architectural monument in 1970, which led to restoration and reconstruction efforts beginning in 1985. Today, Vladimir Putin, the former President of the Russian Federation, is trying to establish Yurino and the Sheremetev Castle as an international tourist destination for both Europeans and Americans (Mari-El Travel Agency, 2008).

This thesis will examine cultural tourism planning and development in the Russian Federation. Specifically, it investigates tourism planning and design before the breakup of the USSR in 1991, how it has evolved during the Post-Soviet period, and the potential of tourism in Russia. To better understand these changes, this thesis analyzes the Sheremetev Castle in Yurino, Russia and specifically efforts to transform it into a major tourist destination for American and European travelers on the Volga River.



Figure 2: The Sheremetev Castle located in Yurino, Russia as compared to major city locations.
Source: *Author*.

Chapter 2: Literature Review and Analysis

The review of literature and its interpretation and analysis will cover six themes: (a) Soviet-era tourism, (b) Post-Soviet tourism, (c) tourism opportunities and constraints, (d) tourism planning and development, (e) tourism promotion and marketing, and (f) community impacts.

Tourism Under Communism in the Soviet Union

Englishman Thomas Cook is usually credited as being the founder of commercial tourism. Cook worked for the Leicester Temperance Society and was committed to new innovations in travel. He felt that travel would get workers away from drinking as a social activity and instead allow them to enjoy and experience other places, while at the same time being educated. This was a relatively new concept in the nineteenth century, but the idea of travel as something that *should* be done resonated with the citizens of Soviet Russia.

In the pre-revolutionary era, tourism was constrained by poor economic conditions, deficient transportation infrastructures, and serfdom. Only in 1861, did the serfs become emancipated and the railroads begin to develop. Before the Russian Industrial Revolution, wealthy aristocrats traveled because of their fascination with the Enlightenment era or they were encouraged to do so by Peter the Great for political purposes. Others began to travel to study abroad at European universities and still others began to want to see the history and culture in the large cities of Moscow and St. Petersburg (Shaw, 1991).

A form of tourism began in Russia when noble and royal leaders started to engage in simple recreational activities, such as mud baths. Tourism later grew more popular as it seemed to follow the onset of the railroad where people heeded the realization that they could visit other places. Once those of lower socioeconomic status could afford and have time for tourism experiences, Russian citizens began to regard travel as less of a want and more of a need (McReynolds, 2006).

While Russia was still part of the USSR, the entire country only had one travel agency, Intourist, which was founded in 1938. This agency met foreign tourists, bussed them around, and planned every single moment of their stay so that the Soviet government could control and influence what they heard and saw (Bohlen, 1992). By regimenting tourism in such a strict fashion, the Soviet government completely controlled tourism within Russia's borders. This allowed for the monitoring of foreigners as well as Russian citizens to see if anyone was a spy or conspirator against the government. Soviet citizens were generally barred from vacationing abroad, and the tourism industry, as a whole, was not seen as a productive industry – it was just something that had to be done to maintain political relationships with the rest of the world (Burns, 1998).



Figure 3: The Intourist logo.
Source: russiatravel.co.za

Tourism in Russia really began to boom after wages were raised and the standard five-day working week was established in 1968. Social tourism (defined here as the practice of traveling for the purposes of meeting and interacting with others) began to be encouraged as part of the employment bonus system, rather than monetary rewards. Russia currently is, and has been for the latter part of the last century, concerned with the health and well-being of its citizens. Thus, Russian leaders generally began to see tourism as a purposeful and productive activity that would fortify both the mind and body (Shaw, 1991; Noack, 2006).

The government's emphasis on health led certain sites like spas, saunas, mineral and mud baths to become the most popular recreation destinations for both domestic and international tourists. These 'treatments' were seen as much more than making a person feel better. Spa areas were seen as places to meet the mysterious people along the borderlands and ideal spots for romance. Because spas and baths could only hold so many tourists, the seacoasts of Russia

became popular as resort areas for both recreation and health. The Crimea, the Black Sea coast, and the Baltic Sea coast were the most popular sites for health tourism (McReynolds, 2006).

Current Trends in Russian Tourism

It is impossible to understand tourism in Russia today without acknowledging the dramatic social, economic, and political changes. Some have termed the Russian transition from a communist country to a Federation as ‘shock therapy.’ Even though it has been eighteen years, Russia is still stabilizing its economy and learning in the process. The economic and political institutions that are undergoing so much fundamental and rapid change literally affect a large area because Russia is the world’s largest and sixth most populous country. Moreover, the Russian Federation is split into 89 territorial units with 66 autonomous regions and 21 ethnic republics (Burns, 1998).

Russia’s large size highly affects tourism for a variety of reasons. First, there are so many different places to go, so it may be difficult for a tourist make a decision on where to travel. Second, since nearly three-fourths of the population resides in the western portion of European Russia, tourism in Asian Russia, including such places as Siberia, the Kamchatka Peninsula, and the naval city of Vladivostok, is severely restricted. Third, tourists seem more likely to visit areas that have a warmer climate and generally avoid the permafrost zone, which covers about half of the country. Fourth, because of its size, tourists will be physically afflicted by where they go since Russia spans eleven time zones and can inflict serious jetlag due to adjusting sleep cycles. Thus, when trekking through Russia, tourists have many factors to take into consideration for their travel plans.



Figure 4: Map of the Russian Federation. Source: *worldatlas.com*

Today, ‘communist heritage’ tourism is the newest fad. This type of tourism occurs in Central and Eastern Europe where tourists travel to places associated with former communist regimes. This is a postmodern special-interest type of tourism that has been labeled ‘dark tourism’ by M. Foley and J. J. Lennon (Foley & Lennon, 1996). Some off-the-beaten-track tourists like to visit and witness sites of revolutions, mass killings, and other sites of death and devastation. This seems to be a growing phenomenon in the tourism realm that started in the 1990s. Although attracting tourists, this often frustrates efforts by the post-communist countries to construct new, contemporary identities.

For example, Hungary had been ruled by a communist regime in the past century, which came to a peaceful end at the collapse of communism. However, citizens are trying to put their communist past behind them so that they can become more intertwined with Central and Western Europe and less associated with Asia. Yet, tourists to the country demanded to learn about the past, so a statue park, Szoborpark, was opened in southern Budapest in 1993. The park was

placed at the edge of the city isolated from most residents. Because the statues were all relocated from different places throughout the country, the original context and meanings of the statues have been removed so as to no longer elicit hateful thoughts and emotions (Light, 2000b).

Although tourists often desire to learn about the past, others are trying hard to forget it, and some are denying it altogether. For example, Romania was under totalitarian rule until 1989 and was characterized by low standards of living, oppression, and basically no human rights. This resulted in the overthrow and execution of President Nicolae Ceausescu during a violent revolution. Today, the tourist board of Romania emphasizes pre-communist traditions in rural areas and has erased the period of 1947-1989 from memory. This period of time has officially been taken out of all Romanian history books, museums, and tourist publications. As Light (2000a) noted: “In Romania an important part of the national story, four decades of communism, is cloaked by collective amnesia (p. 155).”

Why are these memories being purposefully forgotten? It is a hard transition for a post-communist country because international tourism is the way the country presents itself to the rest of the world. If everyone in the world associates a place with communism and communism alone, tourists will never be able to look past that and see the good in the country and all it has to offer. Places like Romania and Hungary do not want to linger on the horrors of the past and this relates to the Soviet era of Russia. So many years later, numerous world citizens are still distrustful of the former USSR and its communist ways. Many tourists today still travel to Red Square in Moscow to see Stalin’s grave and Lenin’s embalmed body among other things. Cultural and historical (in the sense of non-communism) tourism is more important than ever now so that Russia can recreate its destination image. Russia has already begun to do so by showing signs of ‘progress.’ The Russian government points out new technologies, architecture,

art and ideas in everything it does and has done since the fall of the USSR. For example, several Russian train stations feature murals of people on the ceilings. In the background, there always seems to be depictions of electrical power lines or factories to show technological advancement. In the architectural realm, there is currently a transition from the communist-era style of buildings to new colored brick designs that represent modernity. The Sheremetev Castle also can and should be a prime example of recreating the destination image. The castle can show the elegance of the wealthy along with how residents of the town of Yurino lived during their heyday as well as in the present.



Figure 5: New modern architecture (foreground) vs. old Soviet-era architecture (background).
Source: *Author*.

Tourism is on the rise in Russia. During the Soviet era, the number of visitors to Russia reached two million in 1970, five million in 1980 and six million around 1985 (Shaw, 1991). With the breakup of the USSR, Intourist was no longer the primary travel agency. In fact, as of 1997, there were over 10,000 travel agencies within the country, including 37 in Yoshkar-Ola, the closest major town to the Sheremetev Castle (Burns, 1998). Russians still have a distrust of booking trips on the Internet and would rather have the trained guidance of a travel agent, in opposition to the typical American. However, even with all of these new agencies, Intourist still

deals with the bulk of tourism. One Intourist employee stated that many other travel agencies have become Intourist's subagents because they cannot afford to run a business on their own (Bohlen, 1992). In our uncertain economic times, this is still the case today.

The biggest tourist area right now is Western European Russia, which includes the acclaimed cities of Moscow and St. Petersburg and the popular cruises on the Volga and Don Rivers. Cultural tourism is an important component in this region and other trendy cities to visit include Volgograd and Nizhny Novgorod. This is important because Nizhny Novgorod is only a few hours away from the village of Yurino. Lastly, this area contains the 'Golden Ring,' a prominent tourist trail connecting an abundant amount of old historic villages, monasteries, and museums in the area to the northeast of Moscow (Burns, 1998; EIU, 2006; Young & Hagen, 2009).

Figure 6: Popular tourist areas in western Russia. Source: Author.



Tourists from the United States are known as the biggest spenders and they currently make up a very large majority of visitors to Russia other than visitors from the rest of the Commonwealth of Independent States. Other travelers generally come from Italy, France, Japan, Finland, Germany, South Korea, and the United Kingdom (Stepchenkova & Morrison, 2005; EIU, 2006). Non-Russian European tourists primarily engage in tourism for health reasons when they visit Russia, specifically for spa treatments, mud baths, and hot springs for medical ailments. Within Russia, domestic tourism focuses on sports and recreation. New associations, such as the National Tourist Association and the Russian Association of Social Tourism, have begun to develop. These associations primarily focus on recreation tourism (defined here as travel for physical exercise in the outdoors), as well as other forms of social tourism including health, leisure, and resource-based tourism (Burns, 1998). However, cultural and historical tourism remains the most popular form of tourism for Americans, which is why the Sheremetev Castle could and should be a success.

Keeping that in mind, right now, Russian tourism planning and development has great potential. The World Tourism Organization (WTO) currently estimates that Russia could host 47 million tourists by the year 2020. As a comparison, the WTO has reported the number of visitors to Russia as approximately 19 million rising to 20.2 million from 2000 to 2006. These have brought in receipts ranging from \$3.4 to \$7 billion USD. This puts Russia at the low end of the totem pole compared to the rest of Europe and Asia. “Russia is among the top ten most-visited countries in the world. In 2003 it ranked seventh behind France, Spain, the US, Italy, and China. In terms of international revenue, however, Russia hardly made the top 20” (EIU, 2006, p. 269). This is significant because visitor numbers are increasing at a very low rate while

profits are increasing at a much higher rate. Therefore, one could safely hypothesize that tourists to Russia are spending more each year than the previous one.

	Tourism Arrivals				Tourism Receipts			
	2000	2004	2005	2006	2000	2004	2005	2006
EUROPE	In Thousands (1000)				In Millions (1,000,000)			
<i>Northern Europe</i>	42,590	47,358	51,038	49,655	\$36,051	\$50,069	\$59,931	\$59,652
<i>Western Europe</i>	139,311	131,865	142,261	149,418	\$82,773	\$122,318	\$124,202	\$132,274
<i>Central/Eastern Europe</i>	50,058	66,154	65,857	63,348	\$18,928	\$25,272	\$28,161	\$32,298
RUSSIA	19,582	19,892	19,940	20,199	\$3,429	\$5,225	\$5,564	\$7,025
<i>Southern/Mediterranean Europe</i>	137,732	145,636	154,295	145,583	\$90,226	\$131,809	\$138,768	\$145,166
ASIA								
<i>Northeast Asia</i>	52,746	70,322	77,711	82,430	\$36,083	\$56,130	\$57,001	\$64,491
<i>Southeast Asia</i>	35,059	44,533	46,171	50,314	\$22,052	\$31,968	\$32,708	\$39,305
<i>South Asia</i>	4,744	5,953	6,258	6,707	\$4,328	\$7,579	\$8,642	\$10,215

Table 1. Summary table of tourism arrivals and tourism receipts by region in Europe and Asia. For full table, see the Appendix. Adapted from the UNWTO Tourism Barometer, 2007.

As Hall (1991) points out, Russia's tourism receipts are quite low as compared to the rest of the world. However, the Moscow Times wrote an article in 1997 saying that Goskomstat (the State Statistics Committee, now Rosstat) was "cooking the books" to show more economic growth in Russia than there actually is (Burns, 1998, p. 555). No matter what the truth, more people are visiting Russia for tourism purposes and the country is seeing some type of economic profit from it. Tourism, both international and domestic, has a great potential role to play in Russia and officials realize that tourism could bring prosperity to the economy, but they need to look at other beneficial opportunities of the tourism industry rather than just the economic outlook (Burns, 1998).

Table 2. Means and Standard Deviations of Per Person Spending Rates in Seven Geographic Regions of the Eurasian Continent.

Geographic Region	Mean	Standard Deviation
Northern Europe	\$999.02	\$590.10
Western Europe	\$1,409.21	\$1,007.30
Central & Eastern Europe	\$639.34	\$697.19
Southern & Mediterr. Europe	\$909.64	\$523.42
Northeastern Asia	\$994.36	\$340.34
Southeastern Asia	\$793.11	\$149.97
Southern Asia	\$794.88	\$583.60

By looking at the above results, it appears that Western Europe brings in the most discretionary income per person. However, this region also has the largest standard deviation with a great amount of variability. The country of France is on the low end (\$541.51/person) while Luxembourg is extremely high with an average of \$3,576.18/person. The region with the lowest standard deviation and most similarity among tourist dollars spent is Southeastern Asia. All six countries within this category are very close in proximity and seem to have approximately the same amount of money spent within each country ranging from about \$500 - \$900 per person. The most interesting region by far, and the one of note because it includes Russia, is Central and Eastern Europe. This area has the lowest mean among all seven regions, but an extremely high standard deviation ($s = \$697.19$). There is an extreme outlier here, the country of Belarus ($X = \$2,883.12$) while the rest of the countries are generally under \$700.00. When Belarus is taken out of the equation, Central & Eastern Europe's mean drops down to \$452.36/person. In this category, the two lowest tourist dollar countries are Azerbaijan ($X = \$73.17$) and Russia ($X = \266.83). Just by looking at the descriptive statistics, we can see that

Central & Eastern Europe seems to take in the least amount of money on the Eurasian continent (excluding Belarus) and Russia itself is very low in comparison.

In conclusion, Russia continues to generate relatively little profit from tourism and is located in one of the lowest profiting geographic regions. Just by looking at the raw data and making comparisons, Russia should be making a lot more profit than it currently is. It has a high volume of tourists, but they are not spending very much and this should be changed. Some of my theories on why less profit is recorded are due to the weakness of the ruble, the lack of quality infrastructure and support facilities, cost and time issues to obtain travel visas, and the lack of coordination and organization within the tourism industry itself.

From my own personal experience, I spent about \$250 USD while in Russia for two weeks in early 2008. I believe that it was harder to spend money there because credit cards are rarely accepted, so if you do not have cash, you cannot purchase anything. Also, Moscow is currently the most expensive city in the world where a small coffee and bagel at the Moscow International Airport costs approximately \$17 USD, so most tourists will forego items they might otherwise buy. Lastly, tourists must generally seek out to buy specialty products or souvenirs because most shops in Russia seem to only sell one type of item. For example, there are food stores, cosmetic stores, purse stores, T-shirt stores, etc. with no department store or mall-like facilities.

Russian Tourism Opportunities and Constraints

Russia has its share of pros and cons for tourism and several assumptions can be made about the future of tourism in the country. First, large cities with bountiful amounts of attractions, especially those with a rich architectural and historical background, will continue to be the main focus of international tourists. These urban centers will also continue to act as major

entry and exit points into the country. Second, these cities will continue to elicit tourist interest because of the European-like mystique of Western Russian cities (Hall, 1991).

Keeping this in mind, Russian tourism has yet to overcome many challenges. One primary constraint is the cost and amount of paperwork needed to obtain a Russian visa to enter the country (Titova, 2004). Some potential tourists will bypass visiting Russia just to avoid all of the irritating bureaucracy. Additional passport photographs must be taken, fees ranging anywhere from \$100 USD to upwards of \$300 are charged, and the passport itself must be sent off to Washington D.C. to be checked by the Russian embassy. The hardest part is getting an individual or organization to ‘invite’ you to enter the country, which is a current stipulation for entry requirements. However, a person may pay certain companies such as Trivisa to invite him or her into the country for additional fees.



Figure 7: Typical Russian toilet.
Source: *Author*.

The next issue that potentially hurts tourism in Russia is the lack of adequate facilities and underdeveloped infrastructure. Public restrooms rarely contain toilet paper, which is normal for Russian citizens, but not for Western Europeans and Americans. It is inconvenient for tourists to have to bring along their own toilet paper and tourists may have to pay extra for it in certain areas. Toilets are also very different from Western ones and may be somewhat uncomfortable for newcomers to the region. Along the same lines, there are not enough lodging facilities to meet the ever-burgeoning demand, especially in the areas of Moscow and St. Petersburg. If not booked well in advance, potential tourists are dissuaded from visiting the country because they would have no place to stay. Other more spontaneous travelers without reservations are also usually pushed to the outskirts of the cities or

even to different towns with less reputable lodging facilities. In addition, there are not many four- or five- star hotels and middle-of-the-road hotels are much deteriorated and dreadfully styled as they were during the period of Communist rule. Basically, adequate hotels at moderate prices are very difficult to find and some hotels are very disturbing to tourists on the outside because of the communist-era look (EIU, 2006; Bohlen, 1992).

Another inconvenience to travelers is that just about any town or city outside of St. Petersburg or Moscow does not accept credit cards, something which most Americans are highly accustomed to using. Therefore,

visitors need to be sure to bring enough cash, keep it in a safe place, and make sure that all bills are new and crisp or exchange banks may refuse the currency.

Next, a large majority of international tourists seem to be coming to Russia to visit friends and relatives, so resultant tourist activities are only an offshoot of the real purpose of their visit (EIU, 2006). This seems a key point and it might explain the low amount of money generated from tourism. These types of tourists eat and sleep at family homes, rather than at restaurants and hotels, respectively, lessening the impact on the tourism industry. Lastly, there is still not enough information available about tourism in Russia; some uneducated potential tourists even now think the country is under communist rule probably because the American media primarily discusses Russia in terms of political turmoil, not about tourism. And what is even worse – Russians do not know what Americans (their biggest market) want, according to a study of tour operator websites. Americans cited tourism along or on the Volga River as their fourth destination of choice (after St. Petersburg, Moscow, and the Peterhof Palace, a UNESCO



Figure 8: The Virginia Hotel in Yoshkar-Ola, Russia – a typical hotel built during the Soviet era.
Source: *Author*.

World Heritage site), but Russians did not list it as one of the top twenty-five sites they thought interested Americans most. Russians, of course, also cited Moscow and St. Petersburg as the top two destinations, but they are followed by thoughts that visiting Lake Baikal (the deepest lake in the world) and the city of Irkutsk and the Kamchatka Peninsula were of utmost importance to tourists (which are all much further down on Americans' to-do list) (Stepchenkova & Morrison, 2005). Therefore, the Americans and the Russians are not on the same wavelength, which could potentially threaten tourism providers who do not know the American demand.

There are several other negative externalities of tourism in Russia. Terrorism poses a threat, both real and perceived, for tourists. In August 2004, two airplanes were hijacked (just as in the 9/11 incident) and everyone on both flights was killed. Once again, international tourists may still fear the whole notion of communism in Russia as they sometimes associate the country with Stalin and his mass murders (EIU, 2006). It would also help if tourists were treated with a less suspicious attitude, so that they are not given the feeling that certain parts of the country are being intentionally concealed from them (Hall, 1991). Even though the suspiciousness was more of a concern under the Soviet Union, it remains a concern today because most non-Russian citizens believe that Russia is without a free press and that not everything occurring in the country is released to the public. Heavy pollution, filthiness, and litter are also negatively influencing tourism in some areas of Russia while gang violence is also on the rise in certain regions (Burns, 1998).

The failure of Russian ministries to coordinate their tourism promotion efforts also appears to be limiting foreign partnerships, while railways and roads are not being adequately maintained due to unreliable investments. Driving speeds are kept relatively low on non-thoroughfare roads due to potholes, bumps, rocks, and missing pieces of asphalt, which makes

travel by car quite uncomfortable outside of St. Petersburg or Moscow. However, both the Russian government and banks have begun to invest in infrastructure development. There are currently plans in the works for 640,000 more kilometers of road networks to link about 8,000 various towns and villages within the country (EIU, 2006; Burns, 1998).

Lastly, airports are an issue of concern in the Russian Federation. Currently, there are approximately five hundred airports in Russia, which is relatively few for the country's immense size. This is also less than half of the amount available fifteen years ago because many were shut down after the Russian and Asian financial crises of 1997 and 1998. Many airlines have also merged, resulting in even fewer airlines (EIU, 2006; Young & Hagen, 2009). These airlines are not held to any high standards and tend to be inconsistent and unreliable. In both 1992 and 1997, the U.S. State Department issued warnings about traveling on domestic Russian airlines because of over-age pilots (those ages 60+), safety issues, and no funds for maintenance. The airlines are also not endorsed because no central organization monitors air safety standards like the equivalent FAA (Federal Aviation Administration) in the United States (Burns, 1998). Thus, tourists entering the country tend to take American carriers to Moscow, Vladivostok, or a few other major cities and then take a train to get anywhere else. This significantly limits the regions that tourists will visit because Russia extends across such a vast territory.

However, there is hope for tourism in Russia. According to interviews with government officials, the Russian government would like to give the country a new identity, characterized by democracy, capitalism, pluralism, and ideals of the Western world. They want to do this to maintain equality with the rest of the world and to remain one of the world's dominant powers. The Russian government feels that the United States is handling their affairs correctly and wants to jump on the bandwagon. One way to do this is to encourage visits by foreign tourists so that

they can learn more about the country, rid themselves of stereotypes, and get a new understanding of the Russian Federation. Museums and other historical sites are the best mediums to do this as they will reinforce the old and new images that the country wants others to see. Also, tourists are diversifying. Travelers, especially Americans, are no longer looking to be a part of the mass tourism experience but are seeking out places that are off the beaten path (Light, 2000b).

Another possibility that could boost the tourism economy is maritime transportation, i.e. the cruise industry. As mentioned earlier, the Volga and Don River cruises attract many U.S. travelers. River cruises have become an important industry in Croatia as former socialist shipping companies have privatized and begun offering tourist services under the new market economy. The economy in Croatia has really boomed as a result of this new industry and it is possible the Russian cruise industry could have similar potential (Cottam, Roe, & Challacombe, 2007).

Russian tourism policy is also being reinvigorated with four primary goals. First, the Russian tourism ministry wants to increase the number of lodging facilities in terms of rooms, beds, quality, and lower prices. Second, the ministry wants to more evenly distribute these facilities across the country to such places as the Far East and Siberia. Third, these tourist attractions and lodging facilities need to be managed so that they realize their full occupancy rates on an everyday basis, if possible. The last goal is to develop new forms of attractions and lodging to catch up with the increasing demands that are currently not being met, including such things as inexpensive, good quality hotels and more ice rinks, swimming pools, and saunas. Tourism development within the country has also been stimulated by an improving image of the country (helped by the media), privatization of businesses, increasing Western involvement and

investments, and more opportunity for entrepreneurial projects. However, recent news out of Russia in Western media seems to now be suggesting a different picture. Relations with the Western world have not been going as well since the beginning of the Russian-Georgia conflict that began in 2008 and the friendly terms between Russia and Venezuela's Hugo Chavez.

Staff training in almost all aspects of the Russian tourism industry was once of very low quality, but this is also improving as both operational and managerial staff are now going through proper training and educational requirements. Marketing is also improving with more contemporary promotion ideas and better telecommunications to reach both Western European and American tourists. Tourist attraction to a place results from marketing, opportunity costs, and human psyche and through the use of Russian tourism market segmentation, more tourists are being targeted for special niche markets resulting in higher numbers of tourism arrivals (Hall, 1991; Dredge & Jenkins, 2003).

Russian Tourism Planning and Development

“Tourism development often proves intricate, with diverging points of views, conflicts of interests and power relations and, on the one other hand, that regulation will have to take into account the diversity of the enterprise and the diversity of cultures tourism brings together.” (Dumont & Teller, 2007, p. 46)

It is common for many of those involved in tourism development to initially feel that tourism is self-regulating and that it will sustain itself. However, there are numerous items that need to be considered as possible consequences of various actions. If not done properly, planners can lose everything that they hoped for with a project and miss out on some potential opportunities (Dumont & Teller, 2007). There are several reasons why tourism at the local level often fails. One reason is the lack of an overarching vision for the tourism site and secondly, tourism is viewed as an entity separate from the rest of the community, so community residents are not involved in the planning process. Third, planners are just too busy to put in the time and

effort to develop a worthwhile product (Reid, 2003). So, one of the difficulties in planning for tourism occurs because of all the differences between people both as stakeholders and community residents and also as the users of the tourism site.

As Dietvorst (1993) points out, there are a variety of people within every household; each person has varying behaviors manifested as different recreational preferences, needs, and wants. Harrison (1994) goes on to point out seven things that tourism planners should know from the very beginning. First, if you build it, they will not necessarily come. If you build a tourism site in the middle of nowhere, no matter how great it is, people will not visit the site if they cannot physically get to it or if it is highly inconvenient for them to do so. Second, planners must know the intended market and three, tourism changes over time. Next, the state or federal government needs to be involved as well as other stakeholder institutions and businesses, and the community should desire the tourism development too. Lastly, tourism always brings unintended social problems, so these should be discussed and considered at the beginning of the planning process. Therefore, tourism planning needs to be proactive, rather than reactive and set within the political framework of the local government or municipality where time and money will be constraining factors. So many demands can and will be placed on tourism planners that they must remember to look at all factors that make up the character of a certain region and not treat problems as isolated events (Leberman & Mason, 2002).

There are two good examples of tourism planning in more remotes areas: one in Sardinia, and one in Russia itself. These cases are relevant to the case study of the Sheremetev Castle because both sites are far away from normal tourist areas but they were still successful. The island of Sardinia, off the coast of Italy, is on the periphery of Europe and is generally unknown to most tourists because those visiting the region head to Venice, Rome, Vatican City, etc. on the

mainland. However, in recent years tourism development has become popular with islanders as a means to restructure the economy. The island began to develop its tourism with a bottom-up cooperative approach that allowed broad participation in the tourism development process. This included the regional government, island residents, civil servants, tourist agencies, and educational institutions. Because planners brought everyone to the table (so to speak), the island's numbers of tourist arrivals and tourism receipts have been on the rise. With these cooperative efforts, the island's slogan became "Sardinia is Different" and marketing campaigns focused on the island as an outdoor museum and a sunny holiday destination. Sardinians also became concerned with all of the cheap Asian imports sold as souvenirs on the island and instead made a joint effort to produce, distribute, and market Sardinian handmade crafts as well as food products specific to the region. Lastly, tourism has been working quite well on the island for the short-term, but it is beginning to take its toll in environmental effects. Therefore, Sardinians are beginning to consider ecotourism as a means to generate economic development in an environmentally sustainable manner (Hospers, 2003). The Sheremetev Castle can take heed from Sardinia and use what they learned about devising a solid marketing campaign as well as discovering what is different about the area and selling local items.

Switching geographic areas, Lake Teletskoe in Altai, Russia was recently (1998) put on UNESCO's World Heritage list. Situated in southern Siberia, this mountainous area is a sparsely populated and underdeveloped region. No more than 1,000 visitors can be accommodated at a time and a two-hour boat ride is required to reach the area (Breidenbach & Nyiri, 2007). However, demand to visit the notoriously beautiful region is high, which provides hope and potential for the Sheremetev Castle site. If tourists are willing to travel to such a remote area to visit the Altai Golden Mountains, then there is no reason some tourists will not be willing to visit

the village of Yurino. However, it should be noted that the Sheremetev Castle is not a UNESCO World Heritage site and is not well known at this time.

In the field of tourism, there are numerous ways to initiate the planning and development phases. A variety of highly-researched techniques and methodologies will now be discussed. One such process to begin tourism planning is the nominal group technique. This is a structured idea-generating process in which problem-solving concepts and new ideas are suggested in a face-to-face manner. This process usually comprises four steps: (1) the individual generation of ideas put down in writing, (2) the reading aloud and extension of ideas, (3) discussion and clarification of ideas, thoughts, and plans, and (4) a vote, which may be done several times, to reach a consensus among the group. This technique was devised in the 1960s by Delbecq and Van de Ven and is best used when there are several individuals of differing social and professional ranks (meaning the working class vs. the bourgeoisie or the common folk vs. the president). The written before verbal communication allows the general public to have opinions of the same weight to mayors, governors, politicians, professional tourism planners, etc (Watt, Var, & Stribling, 1993).

Another particular process is the DSS or Decision Support System. Basically, this model looks at external and internal forces that affect and drive tourism development including resources that are readily available as well as those that could be easily obtained. A tourism planning group consisting of tourism businesses and resource controllers is then brought together and given several hypothetical scenarios of things that could either go well or wrong in the tourism planning process and the participants must then react and come up with ideas on how to deal with the issues at stake. These same hypothetical situations are then given to another tourism group consisting of community members and tourists to see what ideas they generate.

Impartial meeting facilitators will then look at the behavior of both groups in the varying situations and make suggestions about the appropriate strategies for initiating tourism development based on tourism group decisions. The DSS approach is most appropriate when there is time for a lot of research and field work as well as adequate financial support. This approach is based on specific hypothetical situations so it can be difficult to apply in situations not previously discussed (Bousset, et. al 2007).

According to Dredge and Jenkins (2003) and Gunn (2002), the best means of tourism planning includes setting an agenda and having effective communication across the different private and public sectors. For tourism economies to work, there has to be local interest, participation, and leadership with the result that information sharing is key. All developed thoughts and ideas need to be addressed and management and marketing strategies and actions need to be considered. Lastly, any implemented plans and policies need to be monitored and evaluated on a continual basis. This is not a particular tourism planning model but rather serves as planning guidelines similar to other approaches.

Another specific process is Awad and Ghaziri's Knowledge Management (KM) programs, which consist of several dimensions. When undertaking tourism planning, there has to be a focused organizational leader. This person or group of persons has to make sure that objectives are met in a timely manner and that planners are kept on track and work in a team environment. KM also supports communication and creative thinking among planners as well as the use of new and pertinent technologies. Lastly, tourism planning groups need to keep in mind that tourism strategies can always be improved and updated. This type of tourism planning stays specifically within one organization. It tries to collect the expertise from people's minds,

organizational documents, or organizational databases. Therefore, this model is best used if all planning will come out of one person, company, or organization (Clark & Scott, 2006).

As probably one of the most important writings on tourism development, Reid (2003) states that several criteria are necessary for a successful tourism campaign within a community or region: (1) community involvement, (2) an *honest* assessment of existing and potential resources (both physical and human), (3) a good marketing plan, (4) volunteers committed to the cause, (5) an appealing program of events to be held at the tourism site, and (6) a tourism plan with both short and long-term goals and visions. This tourism planning model is somewhat different from the other models because it lays out specifically what is needed and elements can be checked off when completed.

Lastly, Dietvorst (1993) has said that there are several basic *physical* issues or elements within a tourism and recreation complex that must be taken into consideration during tourism planning. Primary elements include such things as the climate, landscape, natural environment, settlement layout, and other things that may concern tourists. Primary elements also include participatory activities, festivals, walking trails, the regional culture, and the liveliness of the tourist site. Secondary elements are more specific and look at supportive infrastructure (referred to as physical linkages by Miyakuni & Vander Stoep, 2006). Secondary elements are such things as local accommodations for lodging and food, shopping, picnic areas, marketplaces, and places to rent or buy entertaining equipment, i.e. jet skis, kites, feed for goats at the petting zoo, etc. For tourism planners, no distinction needs to be made between the primary and secondary elements because both are of utmost importance.

One software program that can assist in tourism planning is GIS or Geographic Information Systems. GIS is defined as a system that “integrates hardware, software, and data

for capturing, managing, analyzing, and displaying all forms of geographically referenced information...which allows us to view, understand...and visualize data in many ways that reveal relationships, patterns, and trends in the form of maps, globes, reports, and charts” (ESRI, 2008). Sustainable tourism infrastructure planning (STIP) using GIS has been done in multiple locations, including national forests and other tourist destinations. In essence, GIS can be a tool to aid in the planning process and look spatially at the tourism resource base as well as provide a simulation tool to model hypothetical situations for the tourism site (Boers & Cottrell, 2007). GIS is a growing phenomenon and a technology of the future, so tourism planning boards would benefit by including individuals with GIS knowledge and capabilities. In the above discussed models, GIS is generally used in the DSS approach for environmental purposes. Many planners study the hypothetical impacts that certain situations could have on the environment and one method of seeing these effects is by using GIS. GIS is also used in the KM program as one of the organization’s database and technological tools.

Tourism Promotion and Marketing

The next step in the process after planning is, of course, the marketing phase. This is a very important step because it includes how the message about the particular tourism destination reaches the consumer/potential visitor. Place promotion, as defined by Gold and Ward (1994), is “the conscious use of publicity and marketing to communicate the selective images of specific geographical localities or areas to a target audience.” (p. 2). The most common mediums for place promotion include such obvious things as press releases, posters, brochures, websites, pamphlets, and novelty items like bumper stickers, mugs, and postcards. Probably the most well known and profitable place promotion campaign is one that is very simple: I ♥ New York. However, successful marketing slogans and campaigns can be very difficult to develop,

especially in an original, refreshing, and memorable form (which is key). Usually such destination marketing organizations have little time and money and advertisements have too many pictures and text, therefore overwhelming the audience (Gold & Ward, 1994; Ward, 1998).

What makes everything so difficult is that all cities and regions must compete for the discretionary income of all consumers and potential visitors; with so many countries, regions, and cities in the world to visit, why would a tourist visit one particular destination? The answer lies in the marketing strategy. Some marketing campaigns attempt to give a simple impression of a place, others try to show everything there is to do in an area, and lastly, some campaigns merely attempt to show consumers that a certain place exists. Basically, “marketing and promotional activities are geared towards the production of a distinctive and competitive place identity” (Dredge & Jenkins, 2003, p. 383). Making things even more complicated, there is an enormous amount of tourism demand, but demand does not always turn into actual visitation. Hundreds of thousands of Americans may wish to visit Europe or Asia, but some of them will not do so for varying reasons, usually having to do with time and money. Through promotional materials, potential customers must receive the message and accept it; however, most citizens are constantly bombarded throughout the day and most will forget what they have seen or ignore the message (Ashworth & Voogd, 1994).

The end goal, then, is to attract tourists to the destination by influencing how they make their travel choices. Even though each destination promotes a particular image through advertising, consumers form their own images through personal experiences, word-of-mouth, actual visitation, or the absence of information. Consumers also do not usually have a realistic idea about the destination until they actually visit it. Marketers should avoid unrealistic expectations created through false or misleading advertising. Good options include using

aesthetics from the natural surroundings to give potential visitors a sense of safety and security. Lastly, marketers need to remember that everyone looks at the same place in a different light and potential tourists will only come if they feel that they will be provided a great intrinsic benefit by visiting the destination (Tasci & Gartner, 2007).

Another thing that destination marketers need to keep in mind is market segmentation. In all situations, marketers must pick their target market, which is usually based on demographics such as age, occupation, ethnicity, income, or tourist type. All individuals within the target market will be attracted to the destination based on the skills of the marketers and their marketing campaign, the opportunity costs, and their own human psychology (Hall, 1991). Nicola Palmer from the Centre for International Tourism Research has noted that “the identities projected for tourism promotion purposes are a potentially powerful means by which outsiders comprehend the way in which a nation [region or city] wishes to be seen” (Palmer, 2007, p. 647).

Fretter (1993) gives the six essential elements of place marketing. The first step is to have a vision. This means that marketers must understand what is good and sought-after about their destination and have long-term goals for the growth of the destination. The second step is to know exactly what the destination has to offer. The actual tourism product includes such things as land, architecture, and employees and the services that they all provide which complete the experience. Third, as mentioned earlier, the customers (those being marketed to) must be defined. The marketing image will be improved if the local residents and businesses are proud to live in the tourist area. Residents will reinforce the positive marketed message and those tourists that do end up interacting with the locals will have an enjoyable experience. In turn, those tourists will advertise the destination to others through word-of-mouth.

The fourth step is to (at some point in time) adapt and improve the tourist product to customer requirements. This usually involves some type of infrastructure improvements, more financial investment for such things as developing new programs or doing marketing research, and expanding training and skill sets needed by employees. Any needs or wants that tourists continually express to the tour operator should be taken into consideration. Next, marketers need to know the competition. This could be within the immediate vicinity or further out and does not need to be a similar tourist destination, but any place that could possibly take away potential customers. Lastly, each destination site has some distinctions from other attractions and must come up with its exceptional selling points. These points will probably be considered attributes, but they must somehow be turned into benefits for the consumer. For example, a national park may have the words ‘beautiful’ and ‘natural’ attributed to it, but to attract tourists, marketers would promote it by saying something along the lines of “a place where one can relax in the beautiful natural surroundings of the mountains and let all worries melt away...”. Thus, key descriptive words are twisted into benefits such as stress relief for all who visit.

Kyrgyzstan, a country in Central Asia, has done a good job of marketing itself to the rest of Asia and Europe. The country has branded itself as “Asia’s Switzerland” and successfully used its beautiful scenery to attract tourists. Kyrgyzstan actually used a neat tactic to find out what was worth visiting in their country: marketers obtained copies of thousands of tourist photographs to see what was interesting to them. They then went and promoted these natural surroundings the most, while trying to replicate other Asian promotional materials and improving on the availability of tourist products (Palmer, 2007).

In conclusion, the basic premise is that the tourist destination is being commodified and good marketing campaigns will help maximize the destination’s profitability. “The best place

marketing campaigns articulate an ideal, an aspiration, which, rather like other forms of mass culture, can engage and involve the disinterested observer, sometimes with a surprising and insidious emotional power...[it somehow will] encourage some target group to part with money” (Ward, 1998, p. 239). The best means of having a solid marketing campaign is by having one voice, whereby all marketing messages, residents, and publicity efforts are all coordinated and saying the same thing (Fretter, 1993).

Community Impacts and Resident Attitudes

Attitudes or psychological positions held by community residents are unlike opinions because it is very difficult to get citizens to change how they feel about tourism development in their town. Harrill and Potts (2003, p. 234) have noted that “resident attitudes toward tourism development range along a continuum from negative to positive.” It has been found that if community residents are greatly attached to their city, then they are more likely to have a positive disposition towards tourism development and vice versa for less attached residents. So how does one know if residents have a high level of attachment to their city of residence? One of the biggest factors is length of residence: those that have been in a particular place longer have more feelings for it. Other attachment variables include such things as homeownership vs. apartment dwelling, if a person was born in the town, if the resident has friends within the neighborhood, and if relatives and other family members live nearby (Harrill & Potts, 2003).

Another concern, suggested by Andereck et. al, is that of residents’ quality of life or QOL. This refers to “one’s satisfaction with life, and feelings of contentment or fulfillment with one’s experience in the world” (Andereck, et. al, 2007, p. 484). A person’s quality of life is greatly influenced by tourism development within the home environment and most residents stress concerns about economic, environmental, and sociocultural issues. Citizens in tourist

enclaves will have a higher QOL if standards of living increase, if the employment rate goes up, and if more tax revenues are brought in to benefit the town. On the other hand, QOL will be lowered if tourism results in more crime, higher costs of living for the residents, more traffic, parking issues, overcrowding, and having to change the daily routine to avoid tourists (Andereck et. al, 2007). One way to achieve a high QOL for city residents is to practice responsible tourism, which is a form of tourism somewhere in-between ecotourism and the negative effects of traditional mass tourism (Husbands & Harrison, 1996). Responsible tourism includes the issue of authenticity. If the tourist town becomes 'fake,' local residents are alienated because they do not feel like the town is theirs anymore. This, in turn, keeps the locals from coming into contact with the tourists because locals will purposefully avoid the tourists and all social encounters will tend to be unpleasant and non-genuine. In reality, residents need to be made happy enough so that they are comfortable and willing to be around visitors (Mordue, 2007).

Residents' attitudes in locations where tourism development is completely new are entirely different. It is generally quite difficult and almost unpredictable to get a sense of how they are going to react when tourists begin coming to their town. For example, in Bigodi, Uganda, citizens were initially frightened, anxious, and suspicious of ulterior motives by both the tourism developer and the tourists themselves. Many residents also did not have enough pertinent information about what was going to happen in the town to have a solid opinion. There seems to be a strong correlation between a person's level of information and their degree of support for tourism development. In general, people do not trust or like what they do not know enough about. However, if residents are contacted, educated, and properly informed, they are more likely to support tourism within the community (Lepp, 2008).

Finally, tourism developers should always know what is important to community residents. If nature is deemed to be significant, developers should obviously not knock down all of the forests. However, some things of local importance may not be apparent initially. One thing of significance is social and cultural norms. When tourists commit blunders such as walking barefoot and residents regard this as a taboo, negative attitudes will develop. Therefore, the question remains if tourists can be taught cultural etiquette and if residents can be taught tolerance. Lastly, in places besides the United States and Western Europe, tourism developers must be careful of the invasion of Westernized ideas, capitalistic products, and consumer patterns. Negative attitudes will result if a town or country feels like it is being overrun by something that was not wanted there in the first place (Cooper & Morpeth, 1998).

In essence, tourism has come a long way from one travel agency under the USSR to today's mostly open tourism market. The Russian tourism industry should be concerned with bringing in American tourists because they spend so much money when they come and the fact that they make up a majority of the number of visitors to the country. There are many opportunities as well as constraining factors on tourism in the country, most of which apply to the Sheremetev Castle, which will be discussed in further detail. There are many ways to go about the tourism planning and marketing processes, but the appropriate strategies for each particular situation need to be found. Lastly, impacts on the local community and residents are of primary concern because they are what create the 'sense of place.' The Sheremetev Castle is a good example of Russian tourism development and all of the literature and principles reviewed can be seen in this case study.

Chapter 3: Methodology

This study will primarily rely on qualitative research to understand the main features of tourism planning and development in Russia and how it might differ from established practices in the United States. To accomplish this, I will discuss recent research examining tourism in Russia and Eastern Europe during the communist and post-communist eras. This will be complemented by personal interviews with the Minister of Sports and Tourism, a few owners of Russian travel agencies, the Head of Cultural Affairs of the Yurino District, and the Deputy of the Sheremetev Castle and Museum. Using this general information, I will conduct three focus groups in the nearest large city, Yoshkar-Ola, which is approximately two hours away and has a population of 300,000 people. These focus groups will consist of tourism students at Mari-State Technical University (approximately 15,000 students) in the second, third, and fourth years. Questions for the second and third year students will need translation from the Russian language into English, but the fourth year students are able to speak English. Those participating in the focus groups will be asked a series of questions intended to highlight how Russian students define tourism planning, how planning and development presently works in post-Soviet Russia, what they currently know and think about the castle, why they think tourists would or would not visit the castle, and what could be done to increase the number of visitors to the castle.

It is also common for tourism planners to consider the needs, interests, and desires of the local population. Since an influx of mass tourism will have profound impacts on the community, this step will allow planners to craft effective strategies for promoting tourism without detracting from the local quality of life. To accomplish this goal, I will ask elementary through high school students in the village of Yurino, Russia to draw what is important to them in the town. What is deemed as meaningful to them can possibly also interest the tourists, but most importantly, not be ruined by the influx of future mass tourism.

Based on all of this information, I will be able to discern any recurring themes in how Russians in this region think about tourism in their country. I will analyze it by studying the way that Russian people think about tourism in their country. I will focus on the Sheremetev Castle case study and the possibilities for increasing the number of tourists. I will look for recurring themes about tourism development and look specifically at the Sheremetev Castle case study and what needs to be done in that situation. I will then apply these themes to the broader context for the rest of the country. I will also be interviewing some American college professors that are familiar with this castle. I hope to compare their opinions with some of the Russian respondents. This will shed light on factors limiting tourism at this particular site, as well as throughout the Russian Federation. I will use Awad and Ghaziri's Knowledge Management (KM) planning process while primarily focusing on Reid's criterion for a successful tourism marketing campaign.

Chapter 4: Results and Discussion

Case Study: The Sheremetev Castle

The case study of the Sheremetev Castle will be discussed by themes similar to those in the literature review: (a) tourism opportunities and constraints, (b) tourism planning and development, (c) tourism promotion and marketing, and (d) community impacts.

Opportunities and Constraints

One obvious challenge facing the castle is its relative remoteness from other major cities and transportation infrastructure (Stepchenkova & Morrison, 2005). In fact, a bridge crossing a large waterway that runs parallel to the village of Yurino and the Volga River was only built in the past few years. Before that, citizens or residents had to walk across the frozen water or take a boat or swim in the summertime. One can easily see how dangerous this all would have been during the changing of seasons. Because air travel is so limited, most tourists must fly into Moscow (rather than visiting by a Volga River cruise) and then travel 15 hours by train to the city of Yoshkar-Ola. From there, they must journey two more hours by car to reach the castle. However, Lufthansa initiated daily air service to Kazan (one and a half hours from Yurino) in early 2009. The German airline leaves from Charlotte, Atlanta, or New York and makes one stop to refuel in Frankfurt, Germany before reaching its final destination in Russia. Thus, the Sheremetev Castle is more accessible than it was before, but it still is not in the best location for easy access by tourists via air travel.

Over 95% of Russians in the focus groups feel that a lot needs to be done before the Sheremetev Castle can be a success. They believe that the castle has a rich history and much can be learned from it, but that no one outside of the Mari-El Republic really knows about it. They feel that a huge issue will be the aspect of advertising, which must be done through the use of billboards, television, and radio advertisements both within and outside of the republic. Many

Russians in the focus groups (85%) also feel that there is no good business plan for the castle currently and that it needs to be branded with a good marketing campaign, including a slogan and logo. Everyone in the focus groups agree that the republic and the majority of the country is lacking in infrastructure with bad roads and an insufficient amount of airports. Buses are also said to be hot and uncomfortable if ridden in place of train or taxi. The two closest international airports, Nizhniy Novgorod and Moscow are too distant to have much practical impact for the castle. The closest airport in Kazan is said to be very small and has flights cancelled regularly due to harsh winter weather. If tourists reach Kazan, the Russians feel that the visitors may not make it past that city because it has a much larger population than the small village of Yurino, a much longer and more intriguing history, and many more activities and attractions. Almost all Russians in the focus groups do agree, however, that Volga River cruises would be a very good way to bring in tourists to the castle, but the village lacks docking facilities. Correcting this would require a sizable amount of funding and sponsors from either private or public donors. This is unlikely from private donors because of the accessibility issues, but still possible through the Russian government because of a large budget for the Mari-El Republic. In fact, former President Putin supported establishing Yurino and the Sheremetev Castle as an international tourist destination.

Looking at the castle from the American perspective, all five visitors noticed the rich history and great historic value of the building, which is in a condition to make restoration very feasible. The castle is also in a great physical location next to the Volga River. This would make the castle very accessible for passing cruise ships, if docking facilities were constructed. The village of Yurino itself is also quaint and beautiful and complements the charm and mystery of the castle. The village itself could become an add-on tourist attraction to the castle by offering

such things as home tours. An ‘aggressive’ tourism marketing plan would be able to use a variety of features to draw tourists and other visitors from the Volga River cruises or local population centers. The best way to begin attracting visitors would be to hold special events such as festivals, which are generally low-cost.

On the other hand, the castle is just one of thousands of historic buildings stretched across Russia’s immense territory. Furthermore, it would be difficult for non-cruising tourists to reach the castle. Urban population centers are hours away, most people do not own cars, and the roads are generally terrible anyways. There is also an infatuation with forests and ecotourism in the area and the prospect of cutting down a few patches of trees to make way for supportive infrastructure for the castle is somewhat appalling to local residents. Lastly, tourism officials are very keen on the idea of the Sheremetev Castle as a tourist destination, but the residents are quite skeptical. In a situation where support is very much necessary, about half of the residents interviewed expressed both doubts about tourism success in the town and fearfulness of the possibility of tourism ruining the town. People in the local area also do not seem to have much experience or education with tourism management, development, or marketing so outsiders may have to be brought in to institute the plan and much training would have to be conducted.

Planning and Development

It is important here to give some background information on the Mari-El Republic, which includes both the large city of Yoshkar-Ola and the village of Yurino; the entire republic has a population of approximately 750,000 citizens. According to the Minister of Sports and Tourism, Vladimir Chumakov, sports are the main activities in the republic. Most citizens enjoy hockey, soccer, and skiing, with ice palaces (ice skating rinks) and Olympic-size swimming pools popping up seemingly overnight. Chumakov noted that sports are important because they help

fight drug usage, strengthen the immune system, and keep Russians in shape. The Minister said that he hopes to have the rest of the republics in Russia envy all of Mari-El Republic's facilities as they are new, clean, gigantic, and low-cost. Mari-El's budget is quite large: US \$13 million per year, with \$1.2 million/year for sports and tourism purposes only (it is interesting to note that Canada is the major sponsor of all new ice-skating rinks). The budget has grown by sixty percent since 2001, but the Minister also duly noted that he receives many complaints from residents who would rather the money funded new roads and apartment buildings. The key thing here is that the Minister is high in the political structure near the President of the Republic, Leonid Markelov, and has significant influence in allocating resources. In specific relation to the Sheremetev Castle, the easiest thing to do first off is a SWOT analysis, which has been mentioned previously in varying terms. SWOT stands for strengths, weaknesses, opportunities and threats. This analysis should be done among those who end up doing the actual planning for the castle, but a few aspects can be noted here.



Figure 9: The Church of Michael the Archangel in Yurino.
Source: *Author*.

Strengths: (1) The castle's beauty and rich history, (2) the castle's surroundings, which are full of rivers, lakes, forests, and great flora and fauna, (3) the number of private visitors to the castle has been on the rise [12,000 in 2005, 13,000 in 2006, and 15,000 visitors in 2007].

Weaknesses: (1) The castle still needs significant renovations, (2) money is limited for renovations, marketing, supporting infrastructure, etc., (3) tourism research into making the castle an attraction began in 1996, but little has been done.

Opportunities: (1) Volga River cruises already pass the castle; they just do not stop in Yurino yet, (2) many of the villagers in Yurino are good at/engage in Russian trades and crafts that could be sold as souvenirs, (3) hunting and fishing are very popular sports that could be combined with a castle excursion as some type of packaging, thus becoming more appealing to both men and women.

Threats: (1) Indifference by community residents, (2) loss of financial sponsors or not being able to get enough funding, (3) cruises are seasonal because the Volga River freezes over in winter, which may cause community residents to feel like the tourism efforts are not worthwhile or economically beneficial.

Looking at this project in general, there is a tourism product: castle tours. So what needs to be planned and developed? First, only ten rooms have been renovated for public viewing out of approximately forty. Second, the landscaping must be improved so the castle grounds will be absolutely beautiful for tourist viewing. So how does one get the tourists there? The Russian planners would like Europeans and Americans to come by Volga River cruises, which have been previously mentioned. Right now, there is no dock for the river boats so passengers cannot disembark. So, the most important thing to do would be to build a dock and second, start meeting with the Volga River cruise operators and see what would have to be done to get them to stop at the dock, when built. According to interviews with Russian travel agents, right now the most popular Volga River cruises that travel past Yurino are two weeks long and start at the city of Astrakhan and end in Nizhniy Novgorod (or the other way around). These cruises generally cost USD \$1500 - \$2000 and host about 1.5 million people per year. However, any Volga River cruise can be had for just three days at the low price of US \$75 with a shared room and no entertainment. Therefore, both costly and economically-friendly cruises holding hundreds of

passengers each could pass by the future port of Yurino. Gama Cruises is the most popular Volga River cruise line and the boats can hold anywhere from 100 to 300 people at a time. The only drawback is that cruises are generally halted for about four months each winter because the river freezes.

Figure 10: A photograph of the drawing of the village of Yurino within the castle walls in 1916. Source: *Inside the Cultural Affairs office of the Yurino District.*



Right now, the closest port to Yurino is the city of Kozmodemyansk (thirty minutes away by maritime transportation). Riverboats generally stop at this port because the city is full of museums, old churches and historic houses, and has several vendors selling homemade crafts. The next closest port downriver from Yurino (one hour away by maritime transportation) is Kokshaisk. Here, there are all kinds of things near the riverfront, including hotels and small speedboats for exploring the river. Therefore, when a dock is built, Yurino needs to be able to

support tourists for an all-day excursion off the boat and be able to compete with the surrounding ports.

There are a few towns and villages that are comparable to Yurino that have Volga River cruises stopping at their ports. Kozmodemyansk, mentioned above, has a population of only 23,000 residents. Their one main cultural attraction which gets cruises to stop is an open-air ethnographic museum showing Russian and Mari culture. The museum includes sixty buildings representative of the native architecture. Small villages are more likely to obtain cruise business if they are along the Golden Ring area like Ples (or Plyos) and Uglich, which have populations of 3,000 and 40,000 residents respectively. Not only are these two towns in a more popular location than Yurino and Kozmodemyansk, but they have strong histories. Ples is known for its trading square, historical museums and churches, while Uglich is where Ivan the Terrible's ten-year old son was killed plunging Russia into the 'Time of Troubles.'

However, besides Kozmodemyansk, the two towns of Gorodets and Makaryev show potential for the village of Yurino. Gorodets has a population of 33,000 and has a Honey Bread museum and a Tea Kettle museum. Villagers also exhibit and sell wood carvings and paintings. Makaryev, population unknown but said to be less than 1,000 people, is also located on the Volga River. Cruises stop there because of its Convent of Holy Trinity, which was formerly a men's monastery; the convent is part of the Russian Orthodox Church. Cruises pull into port for the beautiful architecture and scenery and tourists usually have lunch or dinner on the town's river banks.

Larger cities appear to be the most popular cruise ports of call and ships travel to these trendy places ninety to one hundred percent of the time. Small towns such as Gorodets, Kokshaisk, Kozmodemyansk, and Makaryev are only stopped at about twenty-five percent of the

time. Cruise lines that depart from cities further east such as Nizhniy Novgorod account for about fifty percent of Volga River cruises and are much more likely to stop at smaller villages than larger ships coming from St. Petersburg or Moscow (Travel All Russia, 2009; All Russia Cruises, 2009; Touring Company of Olga Romanova, 2009).

Back on land, those excursionists wanting a longer stay have the opportunity to stay in the castle, which has the capacity to hold fifty guests. According to Irina Sergeevna, the Head of Cultural Development in the Yurino District, the Republic wants to expand this by building five new hotels in Yurino. Each additional hotel will have thirty rooms, as well as amenities like racquetball rooms, saunas, and fitness centers for recreational purposes. Right now, the first of these hotels, funded by the Russian federal government, is scheduled to open in late 2009. All facilities being built in the republic are an electric blue color, as it is the President's favorite color. Unfortunately, if this hotel is actually painted this bright color, it may detract from the quaint, serene surroundings that characterize Yurino.

Tourism planners in this situation should use a mix of the Nominal Group Technique and Reid's tourism planning checklist; it is important that they get started soon and that everyone who is willing gets to participate in the process. As the manager of Odyssey Travel Agency in Yoshkar-Ola noted, the castle has lots of potential. Now planners need to take their grand visions and turn them into reality.

Promotion and Marketing

In Russia, river cruises have generally been cheaper than comparable excursions in Western Europe (Hall, 1991); cruises are known for their high-quality comfort, safety, and entertainment. "In 2004, over 9 million tourists participated in cruising as a type of holiday" worldwide (Cottam Roe, & Challacombe, 2007, p. 188). This number is predicted to go up

because in today's Western society, affluent travelers are seeing a rise in their discretionary income and are being granted more vacation and leisure time from employers. Other cruise facts of note are that more families are taking cruises, rather than just senior citizens and couples. Cruises are falling to shorter duration; where they used to be weeks long, now a week or several days will suffice (Cottam, Roe, & Challacombe, 2007).

Volga River cruises are a top cruise destination because the river is the longest in all of Europe (including western Russia). It used to be (and somewhat still is) a primary means of transporting goods between northern and southern Europe. There are many historic towns along the banks of the river and the cruises through Russia have been popular for over twenty-five years (Conolly, 1983). Many well known items are regularly marketed to cruise goers while on and off the boats, including such things as perfumes, top quality wines, shot glasses, jewelry, matryoshka dolls, and varying types of vodka and cognac – all said to typify the Russian culture (Salmon, 2006).

So, how to market to potential visitors to the castle in Yurino?

First, awareness should be created and both the majority of

Americans and Russians tend to think that the castle will not be such a large attraction until the renovations are completed and a dock is constructed. Currently, high school students are the primary



Figure 11: Mari women dressed in authentic Mari attire.
Source: *Russian postcards*.

visitors to the castle. They are generally brought there by travel agents and their schools as a day trip from Mari-El and other surrounding republics. Therefore, most Americans and Russians feel that the awareness of the castle should start in nearby Yoshkar-Ola, the much larger town with more money.

One idea is to start with a day trip for more than just high school students. Russian visitors could be greeted by Mari people dressed in authentic historic garb before reaching Yurino, which has been done in the past. After viewing and traipsing through the castle, visitors could eat dinner with authentic musical entertainment from the Mari people as well. Crafts and a tour of the history museum section of the castle could also be incorporated. This could possibly generate *more* interest and awareness in the surrounding region, thus promoting more jobs and money for renovations to finish the castle.

Looking at it from an international perspective (still without a dock), some Americans have suggested a marketing campaign such as “See Russia Beyond Moscow.” The majority of Russian peoples tend to feel that Moscow is not the *real* Russia...that it is built to show power and authority as Washington D.C. is to the United States. A good majority of tourists these days want to truly experience culture firsthand rather than just see the sights. For the Mari-El Republic, tour operators could meet tourists at the Moscow International Airport and escort them by train to Yoshkar-Ola, with the train ride being a tourist attraction itself as many Americans have not really been on them. Yoshkar-Ola could be the center of several tours, including a day trip to the village of Yurino and the Sheremetev Castle. Other day trips could include visiting the nearby town of Kazan and their Kremlin as well as the neighboring town of Cheboksary, which is home to Russia’s only beer museum. In Yoshkar-Ola itself, visitors could taste true Russian food including such things as *borscht*, *kvass*, *studen*, *pirozhki*, and *blini*. There is also a

brand new art museum in the town and a newer cultural theater, which hosts ballets and operas. New ice skating rinks and indoor Olympic size swimming pools have sprung up in the town as well as a War Memorial Park. To really see how Russians live, tourists could visit their flats and *daches*.

A variety of options exist to promote the region and the castle itself, most likely initially with the most success by land visitation because of no dock. However, if one is built, and the cruises will stop there, much opportunity is to be gained.

Mid-centric to near-psychocentric tourists (based on Plog's model, 1974) should be promoted to, both Russian and otherwise, because these types of tourists are generally family-oriented and like to visit safe destinations with a lower level of adventure. If some type of cross-marketing and cross-promotion can be done because of the current low level of awareness of the Sheremetev Castle and unfinished renovations, tourism can become successful in the area and continue to expand and grow as more and more people *want* to go there (Miyakuni & Vander Stoep, 2006). These are all good ideas, but for them to happen someone or some organization has to get personally involved and really want tourism to succeed in the area. There is a promising future



Figure 12: Two houses located in the village of Yurino. Source: *Author*.

because Putin has pushed to promote the area, but with him no longer as President, someone needs to pick up where he left off or Yurino is in danger of staying exactly how it is now.

Community Impacts and Resident Attitudes

Current attitudes in the village of Yurino towards tourism development appear marked by skepticism. The small village has an unknown population, with estimates at about 350 people. However, almost all residents seem to be very attached to their town because the majority were born and raised within the village. The majority also actually owns their own homes, rather than live in flats like the rest of the country. As pointed out earlier, this usually results in more positive attitudes towards initial tourism development and most likely this will occur in Yurino. Although, most people living in any remote area would be leery (at least at first) of having visitors from other countries coming to traipse through town; no one really would know what to expect. Thus, as also previously mentioned, town residents need to be included in the tourism planning and development process so that they can be made to understand completely what is currently going on as well as what is planned for the future, both short and long-range.

One positive development of the castle being revamped and tours developed through the Volga River cruises or from the mainland is the prospect of jobs. If proper funding is found, many laborers and construction workers will be needed to help in renovations. Professional landscapers will be needed permanently both to repair and maintain the castle grounds. Tourism professionals will then be needed (possibly from Mari-State Technical University's tourism program) to develop organized tours, do research, and become tour guides. Workers will also be needed if a new gift shop is built or expanded; there is a very tiny one within the castle's small museum right now. Lastly, workers will be needed in the vicinity if the new hotels are built as well as to help run special activities held daily and for such things as festivals and other big events. All of this will only occur if the government or private donors help fund the

development of this large tourism undertaking and if it is organized in an efficient and proper manner.

One of the biggest changes, and possibly the most worrisome to current residents, is the changing infrastructure within the town. A dock is a big possibility so that cruisers could come into town, but so are the five large hotels already discussed. A few little gift shops could also pop up as well as a couple of street vendors, all to support the new influx of tourists. Once again, authenticity is important because the residents still need to feel that it is their town and that it is a *real* place. If they start to feel otherwise, negative attitudes will surely develop and residents may start to fight with visiting tourists or even move away to somewhere else.

The next biggest thing to make a town resident uncomfortable is to commit a cultural taboo. A pamphlet or some type of educational material should be developed and handed out to Americans and others not familiar with Russian customs before they come to the town. For example, outerwear, namely coats, are almost always worn in the country because it is not usually that hot. Every single Russian establishment has a coatroom and it would be in the best interest of tourists to leave their coats there, even if they are cold. In Russia, it is considered extremely rude and offensive to wear outdoor gear once a person goes inside. In fact, if a person does so, he or she will get a lot of dirty looks, hear whispers, and maybe even be ‘talked’ to by someone who is offended.

Another thing that Americans might do, especially in the summer, is to change shoes. If this is done, it needs to be done in the privacy of the bathroom. If an American slips off their sneakers to put on flip-flops (or whatever the shoes may be), the tourist may suddenly find himself being yelled at for being so rude. Women are also not at one hundred percent equal status to men in the country of Russia yet. This *will* offend some American women. However,

there should be no foreseeable problems as long as women are not being extremely boisterous and throwing their personal opinions around for all to hear. Lastly, in America, it is customary for people to say whatever they want about our political leaders, such as President George W. Bush or President Barack Obama. Conversely, one should never do this in Russia, even if the locals begin to do it. Many Americans do have their opinions about the Russian secret police and Vladimir Putin, but these should be kept to themselves to avoid any type of conflict.

So what was found to be of vital importance to citizens of Yurino? Schoolchildren at the Yurino public school ranging from first grade to high school were asked to draw what was really meaningful to them in the local community. A sample of the results is located in the Appendix. There were several themes indicated in the drawings from these children that were born and raised there. The theme of nature appeared to be the most important and dominant and was indicated by approximately 55% of students. Many children drew pictures of the outdoors in Yurino depicting the log cabin type houses, the forest, forest animals such as deer and rabbits, and also the blue waters of the Volga River. Second, the beautiful brick architecture of both the Sheremetev Castle and the Church of Michael the Archangel were deemed to be significant to the villagers (27%). The third and final theme was the dress and music of the Mari people drawn by 18% of the students. These people have their own culture and language and remain extremely special to the Republic. Thus, these three things could be put on display for tourists, but should also remain unaltered if possible, so residents can continue to enjoy their culture, their architecture, and the nature that has always surrounded them.

Chapter 5: Conclusions

The likelihood of any of these suggestions and plans being realized is uncertain. The ideas and possibilities are there, but someone with determination and financial backing has to take the initiative. This could happen soon or in the near future, but also could occur twenty years from now or never at all; there are no certainties. However, if tourism at the Sheremetev Castle is seriously established, the town will both benefit and slightly suffer. The character of the charming village will change. The Russian government seems unlikely to deter from building five large bright blue hotels smack in the middle of an endearing rural community. The village will also grow in population, for better or worse, to accommodate the need for jobs. This in turn will bring in more support services such as grocers, small retailers, etc. and the village could possibly become commercialized. Instead of 15,000 visitors to the castle each year, the number would most likely double (at minimum) putting a strain on current infrastructure. On the other hand, tourism profits would assist the local economy by having more money for environmental projects, roads, public buildings, community events and more. Locals would always have a large employer nearby and they would live in a place of which to be proud because so many people want to visit there. There would also be much more activities in which to partake and locals would have constant exposure to different cultures making them more world-oriented.

Both within the entire country of Russia and in the small village of Yurino, tourism has great potential. Russia is a mystery to so many in the Western world, and not just Americans. Russia now has its chance to show the world what it is really truly like, to show off its history, beauty, and charm. The Cold War is long past and now Russia can stand up and tell everyone that there is more to it than Moscow, St. Petersburg, and the Trans-Siberian Railroad. Yes, there

are some constraining features such as visa requirements, low quality infrastructure, and a need for more facilities, but with good communication and partnerships, much can be accomplished.

Tourists are no longer the same people they once were. People now really want to experience true culture, to bask in the glory of it, to find out how Russian citizens really live. The best way to do this is to bring tourists a little further east of Moscow, closer to the Ural Mountains where nature, history, and architectural treasures abound. Probably the easiest and most profitable way to do this in the village of Yurino is by Volga River cruise ships. A dock must be built in the near future and discussions must be set up with tour operators, so that construction can begin and Yurino can be put on the cruise ship stop list for an onshore excursion.

If a dock is built, the castle renovations completed, gift shops opened and tours planned, the village will become an attractive possible destination for cruise lines that pass right by. In actuality, getting the ships to stop at the Yurino port could be somewhat difficult. Cruise operators have to be assured that onboard tourists will want to stop at the small village and that when the cruisers get off of the boat, they will enjoy themselves. Cruise operators are only going to pull into port if they feel there is an intrinsic benefit both to their company and the cruisers onboard. In fact, the local Yurino government could be asked to give passing cruise lines a financial incentive to stop or have to pay a certain percentage of tourism profits to the cruise line. Therefore, owners of cruise operations like Gama Cruises and the governing body of Yurino will need to come to terms with one another and be in agreement for some type of partnership.

I believe that if tourism is seriously enacted in the area, the village of Yurino will be alluring to ships passing by. No matter how many castles a person has visited, it would be hard to give up the opportunity to see another castle because of the powerful and wealthy ambience

they depict, especially one with a fascinating history. However, cruise lines only stop about a quarter of the time at nearby Kozmodemyansk and Yurino would probably not be able to expect any more visitation than that. I think that tourism planners would have to do some great things at the beginning of the tourism campaign when cruises start stopping in Yurino. Then, all of the effort and time put in would be successful and the village would gain popularity and the cruise ships would keep coming into dock. If a contract is made with a cruise operator and initial stops are deemed unsuccessful and tourists indicate displeasure with the town, Yurino's grand opportunity could be over not long after it starts. Therefore, tourism planners in Yurino need to do extensive research and make sure all plans are thoroughly thought out and enacted correctly the first time around. If the tourism campaign is successful, the village can expect to make small profits in the short-run because of initial start-up costs and the transition to mass tourism. Eventually much larger profits could be realized because the tourism industry in the town will begin to develop more and expand in size.

Yurino has much to offer including the beautiful Sheremetev Castle and the Church of Michael the Archangel as architectural wonders, but also the history of relatives and friends of Peter and Ivan the Greats. The castle walls tell stories and villagers have their own. Hunting and fishing excursions as well as special events with Russian food and crafts are just a few of the many things that could be offered at Yurino. The key to remember is to just keep everyone involved in the tourism process: private and public officials, town residents, media, and financial supporters. Everyone in the vicinity is a stakeholder in the future of Yurino. Much can be done and enjoyed in the village, but funding must be found and many things need to be properly planned.

APPENDIX

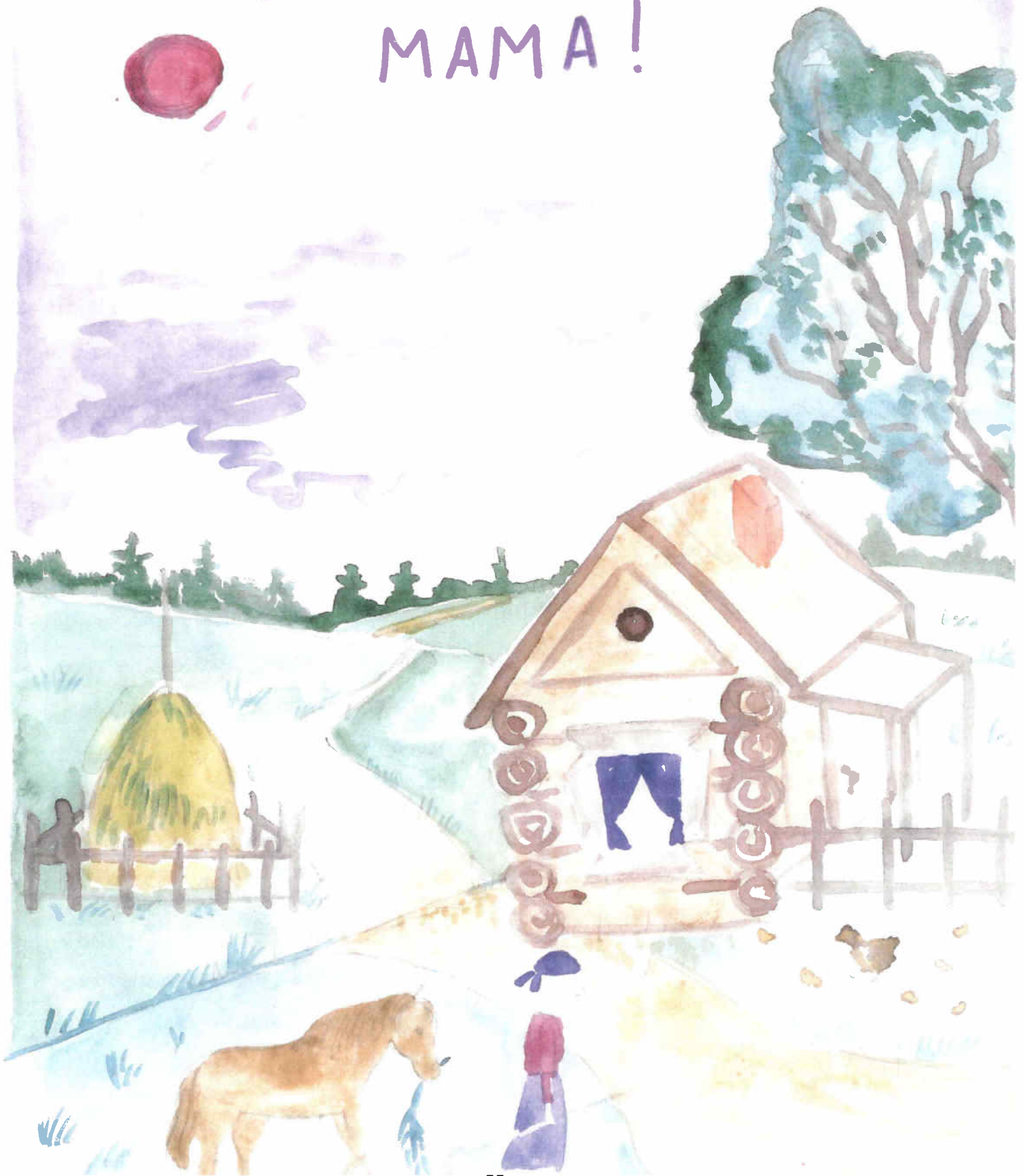
Statistical table adapted from the UNWTO Tourism Barometer, 2007.

Countries	Tourism Arrivals				Tourism Receipts			
EUROPE	2000	2004	2005	2006	2000	2004	2005	2006
<i>Northern Europe</i>	In Thousands (1000)				In Millions (1,000,000)			
Denmark	3,535	4,421	4,699	nd	\$3,694	\$5,670	\$5,017	\$5,310
Finland	2,714	2,840	3,140	3,375	\$1,411	\$2,076	\$2,186	\$2,358
Iceland	634	836	871	971	\$229	\$372	\$409	\$443
Ireland	6,646	6,953	7,333	8,002	\$2,633	\$4,398	\$4,744	\$5,242
Norway	3,104	3,628	3,824	3,945	\$2,163	\$3,136	\$3,495	\$3,760
Sweden	2,746	3,003	3,133	3,270	\$4,064	\$6,196	\$7,405	\$9,081
United Kingdom	23,211	25,677	28,038	30,092	\$21,857	\$28,221	\$30,675	\$33,458
<i>Western Europe</i>								
Austria	17,982	19,373	19,952	20,261	\$9,931	\$15,582	\$16,012	\$16,658
Belgium	6,457	6,710	6,747	6,995	\$6,592	\$9,233	\$9,868	\$11,535
France	77,190	75,121	75,908	79,083	\$30,757	\$45,289	\$44,018	\$46,342
Germany	18,992	20,137	21,500	23,569	\$18,693	\$27,668	\$29,173	\$32,760
Luxembourg	852	878	913	908	\$1,806	\$3,657	\$3,616	\$3,620
Netherlands	10,003	9,646	10,012	10,739	\$7,217	\$10,333	\$10,475	\$11,516
Switzerland	7,835	nd	7,229	7,863	\$7,777	\$10,556	\$11,040	\$11,843
<i>Central/Eastern Europe</i>								
Armenia	45	263	319	381	\$38	\$85	\$141	\$157
Azerbaijan	681	1,349	1,177	1,194	\$63	\$65	\$77	\$117
Belarus	60	67	91	90	\$93	\$270	\$253	\$272
Bulgaria	2,785	4,630	4,837	5,158	\$1,076	\$2,221	\$2,430	\$2,586
Czech Republic	4,773	6,061	6,336	6,435	\$2,973	\$4,172	\$4,668	\$5,007
Estonia	1,220	1,750	1,917	1,940	\$508	\$891	\$951	\$1,029
Hungary	nd	12,212	9,979	9,259	\$3,757	\$4,061	\$4,271	\$4,519
Latvia	509	1,080	1,116	nd	\$131	\$267	\$341	\$498
Lithuania	1,083	1,800	2,000	nd	\$391	\$776	\$921	\$1,038
Poland	17,400	14,290	15,200	15,700	\$5,677	\$5,833	\$6,274	\$7,239
Romania	867	1,359	1,430	1,380	\$359	\$505	\$1,060	\$1,298
Russian Federation	19,582	19,892	19,940	20,199	\$3,429	\$5,225	\$5,564	\$7,025

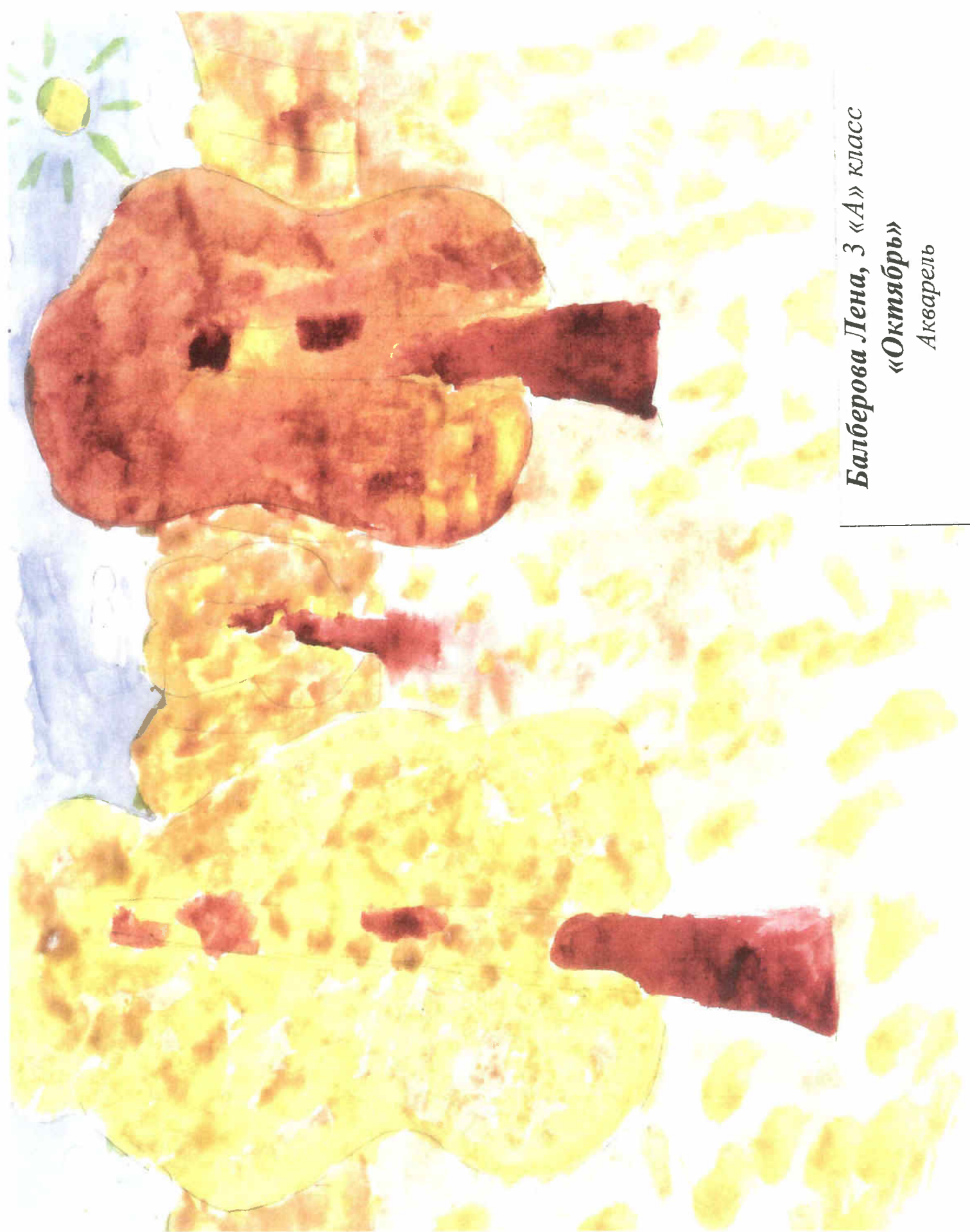
Slovakia	1,053	1,401	1,515	1,612	\$433	\$901	\$1,210	\$1,513
<i>Southern/Mediterranean Europe</i>								
Bosnia & Herzegovina	171	190	217	250	\$233	\$483	\$514	\$589
Croatia	5,831	7,912	8,467	8,659	\$2,782	\$6,848	\$7,463	\$7,902
Cyprus	2,686	2,349	2,470	2,401	\$1,941	\$2,252	\$2,331	\$2,400
F. Yug. Republic of Macedonia	224	165	197	nd	\$38	\$72	\$84	\$129
Greece	13,096	13,313	14,276	nd	\$9,219	\$12,872	\$13,731	\$14,259
Israel	2,417	1,506	1,903	1,825	\$4,088	\$2,380	\$2,853	\$2,792
Italy	41,181	37,071	36,513	41,058	\$27,493	\$35,656	\$35,398	\$38,129
Malta	1,216	1,156	1,171	1,124	\$590	\$773	\$759	\$764
Portugal	12,097	10,639	10,612	11,282	\$5,243	\$7,707	\$7,712	\$8,349
Serbia & Montenegro/Serbia Only	239	580	725	nd	\$30	nd	nd	nd
Slovenia	1,090	1,499	1,555	1,617	\$965	\$1,630	\$1,801	\$1,885
Spain	47,898	52,430	55,916	58,451	\$29,968	\$45,248	\$47,970	\$51,115
Turkey	9,586	16,826	20,273	18,916	\$7,636	\$15,888	\$18,152	\$16,853
ASIA								
<i>Northeast Asia</i>								
China	31,229	41,761	46,809	49,600	\$16,231	\$25,739	\$29,296	\$33,949
Hong Kong (China)	8,814	13,655	14,773	15,821	\$5,907	\$8,999	\$10,292	\$11,630
Japan	4,757	6,138	6,728	7,334	\$3,373	\$11,269	\$6,630	\$8,469
Republic of Korea	5,322	5,818	6,023	6,155	\$6,834	\$6,069	\$5,806	\$5,323
Taiwan (Property of China)	2,624	2,950	3,378	3,520	\$3,738	\$4,054	\$4,977	\$5,120
<i>Southeast Asia</i>								
Indonesia	5,064	5,321	5,002	4,871	\$4,975	\$4,798	\$4,521	\$4,448
Malaysia	10,222	15,703	16,431	17,547	\$5,011	\$8,198	\$8,543	\$9,630
Philippines	1,992	2,291	2,623	2,843	\$2,156	\$2,017	\$2,265	\$2,543
Singapore	6,062	6,553	7,080	7,588	\$5,142	\$5,221	\$5,908	\$7,061
Thailand	9,579	11,737	11,567	13,882	\$4,768	\$10,034	\$9,591	\$12,423
Vietnam	2,140	2,928	3,468	3,583	nd	\$1,700	\$1,880	\$3,200
<i>South Asia</i>								
Bangladesh	199	271	208	200	\$50	\$67	\$70	\$80
Bhutan	8	9	14	17	\$10	\$12	\$19	\$24
India	2,649	3,457	3,919	4,430	\$3,460	\$6,170	\$7,524	\$8,885

Maldives	467	617	395	602	\$321	\$408	\$287	\$434
Nepal	464	385	375	nd	\$158	\$230	\$132	\$128
Pakistan	557	648	798	898	\$81	\$179	\$181	\$254
Sri Lanka	400	566	549	560	\$248	\$513	\$429	\$410

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Young, S., & Hagen, J. (2009). Tourism in Russia. In Quam, J. (Ed.), *Geography of Russia*.
College of DuPage Press: Glen Ellyn, IL.

Vita

Stephanie L. Thorn

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Education

Marshall University, 2007-2009. Master of Arts in Geography and Graduate Geospatial Information Science Certificate. GPA: 4.0

Concord University, 2003-2007. Bachelor of Science in Recreation and Tourism Management with an emphasis in Tourism Planning and Promotion. Bachelor of Arts in Geography with an emphasis in Cartography and Geographic Information Systems. Summa Cum Laude, GPA: 3.96.

Parkway West Vo-Tech, 2001-2003. Certification in Travel and Hospitality with 1,068 training hours. GPA: 4.0

Professional Experience

CHESAPEAKE ENERGY (12/08 – Present)

Charleston, West Virginia

Position: *GIS Analyst*. Responsibilities include utilizing ESRI's ArcGIS and DeLorme's XMap to aid the Regulatory/Law Compliance Department in GIS analysis and cartography for proposed natural gas wells, salt water disposal wells, pipelines, wastewater treatment plants, public and private water sources, geologic formations, topography and environmental safety.

WEST VIRGINIA DIVISION OF TOURISM (5/08 – 8/08)

South Charleston, West Virginia

Position: *Travel Counselor*. Responsibilities included helping U.S. and Canadian citizens plan trips to the state of West Virginia through the use of planned tours, reservations, directions, and other contact information; staying current on attractions, lodging, recreational opportunities, and other amenities within the state for promotional purposes.

CENTER FOR ENVIRONMENTAL, GEOTECHNICAL, AND APPLIED SCIENCES (5/07-5/08)

Huntington, West Virginia

Position: *GIS Technician*. Responsibilities included creating training manuals for county tax assessors to aid in their own GIS databases and cadastral mapping, training county officials on updating CAD software into a GIS, aiding in the development of a water utilities GIS, and working on recreational trail mapping in West Virginia.

WEST VIRGINIA DEPARTMENT OF ENVIRONMENTAL PROTECTION (6/07-9/07)

Charleston, West Virginia

Position: *GIS Technician*. Responsibilities included conducting a project for the Division of Water and Waste Management through the Information Technology Office. A GIS database was created of the Little Sandy Watershed to show sewage discharge locations so that violations could be properly submitted to the Environmental Protection Agency.

WEST VIRGINIA GEOGRAPHIC ALLIANCE (8/06-5/07)

Athens, West Virginia

Position: *Director's Assistant*. Responsibilities included promoting, encouraging, and supporting social studies education for grades K-12 in the state of West Virginia by doing mass mailings, designing flyers, advertising graduate continuing education for teachers, organizing and leading high school geography bowls, and keeping up-to-date with world information to disperse when applicable.

SOUTHERN WEST VIRGINIA CONVENTION AND VISITORS BUREAU (1/06-8/06)

Beckley, West Virginia

Positions: *Tourism Planning and Marketing Consultant*. Responsibilities included brochure distribution, spearheading a project for a Southern West Virginia Wedding Planning Guide, acting as Assistant Director for the West Virginia Celtic Games and Festival, working on the 2006 marketing plan, helping to plan a West Virginia Travel Exposition, advising travelers, planning conventions, meetings, and reunions, and attending business meetings.

CONCORD UNIVERSITY TOURISM DEPARTMENT (8/05 – 1/06)

Athens, West Virginia

Position: *Tourism Researcher*. Responsibilities included conducting tourism research in the Appalachian region on environmental education programs. Marketing segmentation and market opportunities were the objectives of the tourism research.

CAROL HARRIS STAFFING, LLC (5/05-1/06)

Butler, Pennsylvania

Position: *Staffing Specialist/Human Resources Administrator*. Responsibilities included conducting interviews, reviewing resumes and applications, administering skill tests and assessments, meeting personnel quotas, making sales calls, recruiting, designing job orders, training employees, giving orientations, planning an office grand opening for 150 guests, and other receptionist/clerical duties.

BRUSTER'S ICE CREAM (5/02-5/04)

McKees Rocks, Pennsylvania

Position: *Supervisor/Crew Leader*. Responsibilities included supervising four to six employees per shift, training new employees, handling requests and complaints, meeting deadlines, basic accounting and money management, customer service, cashiering, baking, janitorial duties, and serving orders.

Professional Memberships

- WVAGP (West Virginia Association of Geospatial Professionals)
- GTU (Gamma Theta Upsilon - Honors Geography Fraternity)
- SEDAAG (Southeastern Division of the American Association of Geographers)

Certifications

- NOCTI-certified (Occupationally Competent) in Hospitality and Lodging Management (2003)

Technical Experience

- Proficient in Microsoft Word, Publisher, PowerPoint, Excel, ESRI's ArcGIS; type 70+ WPM; trained in SABRE Airline Reservation Systems (2003); very quick learner of computer systems

Honors and Awards

- Graduated from the Honors Program at Concord University (2007)
- Geography Senior of the Year by the American Association of Geographers (2007)
- Awarded the Future Businesswoman Scholarship for 2005-2006

Publications

Young, S., Hash, M., Ramthun, R. "Outdoor Education in the Mid-Atlantic States: A Market Segmentation." *Proceedings of the 2006 Northeast Recreation Research Symposium*. U.S. Dept. of Agriculture - U.S. Forest Service

Young, S., Ramthun, R. "Tourism Marketing: The Best There Is – A Study of West Virginia." *Proceedings of the 2008 Northeast Recreation Research Symposium*. U.S. Dept. of Agriculture - U.S. Forest Service

Young, S., Hagen, J. "Tourism in Russia," in *Geography of Russia*, ed. Joel Quam. College of DuPage Press: Glen Ellyn, IL. 2009

Instruction

- August – December 2008: Instructor for Introduction to Cultural Geography at Marshall University
- April 2008: Guest lecturer in Economic Geography on "The Russian Economy" at Marshall University
- November 2007: Guest lecturer in Political Geography on "Maps for Political Propaganda" at Marshall University
- April 2007: Guest lecturer in Geographic Forum on "Military Geography: The War in Iraq" at Concord University
- April 2007: Guest lecturer in Geographic Forum on "Political Geography: Election of 2008" at Concord University
- August – December 2006: Teaching Assistant for Physical Geography at Concord University