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## STRATEGIC PLANNING AS A TOOL FOR REALIZATION OF THE TOURIST POTENTIAL OF A REGION (CASE STUDY OF THE DONETSK PEOPLE'S REPUBLIC)

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**Abstract. Problem.** The article examines the problem of insufficient realization of the tourism potential of regions undergoing institutional transformation and post-conflict recovery using the example of the Donetsk People's Republic. It is noted that the presence of significant natural, cultural, historical, and recreational resources does not ensure their effective involvement in economic circulation without the application of systematic strategic management tools. The necessity of developing a comprehensive approach to the formation of tourism clusters is emphasized, ensuring coordination of interests between the state, business, and local communities, as well as the integration of the region into the emerging system of domestic tourism of the Russian Federation. **Methodology.** The methodological basis of the research is formed by the provisions of the theory of strategizing and cluster-based territorial development. The study employs methods of analysis and synthesis, a comparative analytical approach, and strategic analysis tools, including SWOT analysis (assessment of strengths, weaknesses, opportunities, and threats) and PESTEL analysis (analysis of political, economic, social, technological, environmental, and legal factors), as well as scenario planning, stakeholder mapping, and spatial planning methods. **Research results.** As a result of the study, an adaptive model of tourism cluster strategizing has been developed, integrating strategic analysis, institutional design, and mechanisms for program implementation. A conceptual framework for the formation of a system of thematic tourism clusters in the Donetsk People's Republic is proposed, including historical and patriotic, ethnological, recreational cluster "Azovye", Zuevsky landscape and recreational cluster, and the "Shakhtar" amusement park cluster. A methodology for an aggregated assessment of the socio-economic effects of the cluster model implementation is developed, allowing the potential contribution of the tourism sector to the gross regional product to be determined and the budgetary efficiency of projects to be evaluated. **Practical application.** The results obtained can be used in the development of strategies for socio-economic and territorial development, programs for the restoration of tourism infrastructure, and the formation of tourism cluster systems. The application of the proposed approach contributes to increasing the investment attractiveness of the region, the growth of domestic tourism, and the creation of new jobs. The developed provisions may be used by public authorities and regional management structures in the formation of tourism policy and territorial development programs.

**Keywords:** strategizing, tourism clusters, regional economy, spatial development; gross regional product, budget efficiency, cluster sustainability, scenario planning, Donetsk People's Republic

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Научная статья

## СТРАТЕГИРОВАНИЕ КАК ИНСТРУМЕНТ РЕАЛИЗАЦИИ ТУРИСТСКОГО ПОТЕНЦИАЛА РЕГИОНА (НА ПРИМЕРЕ ДОНЕЦКОЙ НАРОДНОЙ РЕСПУБЛИКИ)

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**Аннотация. Проблема.** В статье рассмотрена проблема недостаточной реализации туристского потенциала регионов, находящихся в условиях институциональной трансформации и постконфликтного восстановления, на примере Донецкой Народной Республики. Отмечено, что наличие значительных природных, культурно-исторических и рекреационных ресурсов не обеспечивает их эффективного вовлечения в экономический оборот без применения системных инструментов стратегического управления. Подчёркнута необходимость разработки комплексного подхода к формированию туристских кластеров, обеспечивающего координацию интересов государства, бизнеса и местного сообщества, а также интеграцию региона в формирующуюся систему внутреннего туризма Российской Федерации. **Методология.** Методологическую основу исследования составили положения теории стратегирования и кластерного развития территорий. В работе применены методы анализа и синтеза, сравнительно-аналитический подход, а также инструменты стратегического анализа: SWOT-анализ (оценка сильных и слабых сторон, возможностей и угроз) и PESTEL-анализ (анализ политических, экономических, социальных, технологических, экологических и правовых факторов), методы сценарного планирования, картирования заинтересованных сторон и пространственного проектирования. **Результаты исследования.** В результате исследования разработана адаптивная модель стратегирования туристских кластеров, интегрирующая стратегический анализ, институциональное проектирование и механизмы программной реализации. Предложена концепция формирования системы тематических туристских кластеров Донецкой Народной Республики, включающая историко-патриотический, этнологический, рекреационный кластер «Азовье», Зуевский ландшафтно-рекреационный кластер и парк развлечений «Шахтёр». Разработана методика укрупнённой оценки социально-экономического эффекта реализации кластерной модели, позволяющая определить потенциальный вклад туристской отрасли в валовой региональный продукт (ВРП) и оценить бюджетную эффективность проектов. **Практическое применение.** Полученные результаты могут быть использованы при разработке стратегий социально-экономического и территориального развития, программ восстановления туристской инфраструктуры и формирования системы туристских кластеров. Применение предложенного подхода способствует повышению инвестиционной привлекательности региона, росту внутреннего туризма и созданию новых рабочих мест. Разработанные положения могут быть использованы органами государственной власти и региональными структурами управления при формировании туристской политики и программ пространственного развития территории.

**Ключевые слова:** стратегирование, туристские кластеры, региональная экономика, пространственное развитие, валовой региональный продукт, бюджетная эффективность, устойчивость кластера, сценарное планирование, Донецкая Народная Республика

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## **Introduction**

In the context of intensifying competition between territories for tourist flows, strategic management is a critical tool for the development of regional tourism. Many regions of Russia possess significant yet unrealized tourism potential (natural attractions, cultural heritage, events, gastronomy, etc.). However, without a systematic approach to development and promotion, these resources do not transform into full-fledged tourism products.

Strategizing enables the formation of long-term guidelines for tourism development, identification of key priorities, attraction of investment, and coordination of efforts among authorities, businesses, and local communities. This is particularly relevant in the context of the need for sustainable development, tourism digitalization, and adaptation to global challenges – from sanction pressures to changing consumer preferences.

Furthermore, strategic planning minimizes the risks of fragmented territorial development, prevents the negative consequences of tourist pressure, and enables efficient use of regional resources. Contemporary practices of strategizing in tourism involve not only the development of concepts and programs but also the implementation of change management mechanisms, territorial branding, and human capital development.

In current conditions, strategic management of tourism development acquires particular significance in the new constituent entities of the Russian Federation, including the Donetsk People's Republic, which possesses considerable but underutilized tourism potential, encompassing unique natural landscapes of the steppe zone, the Azov Sea coast, cultural and historical heritage sites, memorial places associated with military history, as well as prospects for event-based and patriotic tourism.

At the same time, the region faces a number of constraints: underdeveloped tourism infrastructure, low recognition of the territory as a tourist destination, and the consequences of military actions that require a special approach to recovery and development. Under such conditions, strategizing becomes an essential tool for the systematic and effective utilization of tourism potential, aimed at sustainable economic recovery, formation of a positive regional image, and improvement of the population's quality of life.

A comprehensive approach to strategizing will allow identifying priority areas for tourism in the DPR (health tourism, cultural and educational tourism, military-patriotic tourism, etc.), developing effective government support measures, attracting private investment, stimulating domestic tourism, including excursion and educational routes for schoolchildren and students. Moreover, strategic planning ensures coordination of actions among various stakeholders and creates the foundation for long-term socio-economic development of the territory.

Thus, the study of strategizing as a tool for realizing the tourism potential of the Donetsk People's Republic not only reflects the current needs of a region at the stage of recovery and integration into Russia's economic space but also holds important significance for developing practice-oriented solutions for territories with similar conditions.

Strategizing in this work is considered as a systemic managerial process of forming a long-term vision for territorial development, encompassing goal-setting, analysis of external and internal environments, institutional design, and adaptive implementation of strategic decisions. Unlike traditional strategic planning, strategizing implies a continuous cycle of adjusting goals and tools in response to a changing external environment and multi-level coordination of participants in territorial development.

An analysis of contemporary scientific literature demonstrates sustained researcher interest in strategizing as a key tool for tourism development in Russian regions [1-22]. The main focus is on developing cluster models, spatial planning, institutional mechanisms, and adapting strategies to the conditions of specific territories. Thus, works by A. V. Azhishcheva and K. V. Yumatov [1; 21; 22] emphasize the importance of strategic priorities in industrially oriented regions (Kuzbass), where tourism development requires integration with industrial clusters. Similar approaches are reflected in studies by P. Yu. Eremicheva [6; 7], examining the formation of an integrative model using the example of Russia and China, as well as in works by K. V. Yumatov [21; 22] on the subcluster model "TRK-Mezhdurechensk".

L. I. Galimova and Sh. Sh. Galimov [3] focus on organizational and technical aspects of managing tourist-recreational complexes, highlighting the need for an integrated approach

to their development. Research by E. M. Kryukova, I. V. Mikhalev & E. S. Sakarchuk [11] complements this theme, addressing the issue of tourism service quality at the regional level.

Clustering becomes an important direction in scientific works. Many authors – E. V. Korobeynikova [8], O. N. Naumova [13], L. B. Nyurenberger, A. V. Malgin, N. E. Petrenko [15] and others – emphasize that tourist-recreational clusters are an effective form of spatial tourism organization, facilitating resource concentration and increasing regional competitiveness.

Issues of post-pandemic tourism recovery and its adaptation to contemporary challenges are examined in the work by D. A. Kotelnikov [9], which also proposes mechanisms for crisis strategizing.

Consideration of natural-geographical and socio-cultural features becomes an important factor in sustainable territorial development, as shown in the dissertation research by O. V. Evstropieva [5] on the Baikal region and in the work by P. M. Krylov [10] on the Sakhalin region.

Strategic master planning, as a tool for long-term forecasting and spatial development, is presented in the publication by E. G. Kropinova et al. [14] (using the example of the "Russian Baltic" region), as well as in materials on the strategic development of Sochi (V. N. Sharafutdinov and E. V. Onishchenko [20]).

Some authors, particularly T. V. Rassokhina & E. V. Rekina [17], raise issues of creative and cultural tourism as part of managerial strategizing, proposing the development of tourism ecosystems that account for innovative and cultural trends.

Approaches to strategizing in the conditions of Russia's eastern regions and the potential for developing remote territories are revealed in the research by I. Z. Chkhotua [19], which emphasizes an integrated approach to the development of the Far East.

Also noteworthy is the contribution to substantiating the socio-economic significance of tourism (e.g., in works by I. E. Polyakova [16]) and identifying drivers of sustainable development for tourist territories (O. I. Belyaeva et al. [4]).

The analysis of scientific works confirms that strategizing plays a key role in realizing the tourist-recreational potential of a region. Researchers emphasize the need for spatial and cluster approaches, sustainable resource management, adaptation to crisis conditions, and involvement of all tourism industry participants in the planning process. The cited sources reflect the multi-aspect nature of strategizing in tourism: from project and cluster solutions to quality management and spatial organization, which creates a scientific foundation for developing strategies adapted to the specifics of the Donetsk People's Republic as a territory with high but as yet untapped tourism potential. In the case of the Donetsk People's Republic, where tourism infrastructure requires restoration and restructuring, the application of strategic tourism management mechanisms is of particularly high importance, as it will not only activate the region's internal resources but also integrate it into the all-Russian tourism space, ensuring long-term socio-economic development.

Despite the existence of a significant body of research, the scientific literature lacks sufficiently developed mechanisms for adapting cluster models to the conditions of post-conflict territories characterized by institutional instability, investment constraints, and a high degree of external uncertainty. In existing models, the strategic dimension is often considered fragmentarily and is not integrated into a cyclical management system with feedback mechanisms. In contrast to the classical cluster theory of M. Porter, which focuses on competitive advantages and agglomeration effects, this study considers the cluster as a tool for structural economic transformation under conditions of institutional instability. The proposed model expands the traditional approach by incorporating a strategic adaptation cycle, a feedback mechanism, and scenario stress testing. This forms a theoretical addition to the cluster concept regarding its application to post-conflict recovery territories.

### ***The purpose and objectives of the study***

The aim of the study is to substantiate strategizing as a key tool for realizing the tourism potential of the Donetsk People's Republic based on the formation and development of thematic tourist clusters integrated into the national system of domestic tourism of the Russian Federation.

To achieve this aim, the following research tasks were formulated:

to reveal the essence and significance of strategizing as a tool for the formation and development of tourist clusters at the regional level;

to analyze typical mistakes and negative experiences in the implementation of tourist projects in Russian regions, identifying key constraints and risks associated with the non-use or incorrect application of strategizing tools;

to develop the conceptual foundations for designing thematic tourist clusters in the DPR;

to demonstrate the potential of applying strategizing tools (strategic analysis, goal-setting, stakeholder mapping, spatial planning, etc.) using one of the clusters as an example;

to justify the feasibility of applying a strategic approach to the clustering of the DPR's tourism sector, taking into account the tasks of socio-economic development of the region.

**The scientific novelty of the study** lies in the development of an adaptive model of strategizing for tourist clusters in post-conflict recovery territories, using the Donetsk People's Republic as a case study. In contrast to existing studies that focus primarily on economic or spatial aspects of clustering, this work proposes a comprehensive strategizing mechanism that integrates SWOT and PESTEL analysis tools, scenario planning, stakeholder mapping, and institutional design into a single cyclical management model. An algorithm for strategizing a historical-patriotic cluster is proposed as a flagship project for regional development, taking into account the specifics of the socio-political context and the tasks of integrating the territory into the domestic tourism system of the Russian Federation.

The scientific novelty is specified in the following provisions:

an adaptive algorithm for strategizing tourist clusters for post-conflict territories is developed;

integration of strategic analysis, institutional design, and spatial planning into a single cyclical model is proposed;

the applicability of scenario planning and stress testing in the management of tourist clusters is substantiated;

a model for strategizing a historical-patriotic cluster as a tool for socio-economic reintegration of the region is developed.

#### **Research methods**

During the research, modern theoretical and methodological approaches were applied, ensuring a comprehensive analysis of the tourism sector from the perspective of strategic management. Both general scientific and special methods were used.

The main research methods include:

analysis and synthesis – for understanding the role of strategizing in the region's tourism policy and identifying the main components of cluster design;

comparative analytical method – for assessing positive and negative experiences in the implementation of tourism projects in the constituent entities of the Russian Federation;

induction and deduction – when moving from specific design cases to generalizations and forming methodological foundations of clustering;

SWOT analysis and strategic environmental analysis – for identifying the strengths and weaknesses of the tourism potential of the DPR territories, as well as external opportunities and threats;

stakeholder mapping – for building effective interaction mechanisms within the cluster;

spatial and infrastructure planning methods – when designing the logic of locating tourism infrastructure facilities;

scenario planning and target strategizing – when modeling cluster development options;

marketing strategizing – for developing proposals for positioning the tourism product and forming a regional brand.

The application of these methods made it possible to substantiate the mechanism for strategic development of the tourism potential of the Donetsk People's Republic and to develop proposals for the sustainable development of its tourism sector as part of the domestic tourism system of the Russian Federation.

**The use of artificial intelligence.** The authors declare that generative artificial intelligence models were not used in the preparation of this manuscript.

#### **The results of the study and their discussion**

An analysis of scientific works allows for a comparison of existing models of tourist clustering and the author's model of strategizing (Table 1).

Table 1 – Comparison of existing models of tourist clustering and the author's model of strategizing  
 Таблица 1 – Сопоставление существующих моделей туристской кластеризации  
 и авторской модели стратегирования

| Comparison criterion                   | Territorial-resource model                      | Institutional-cluster model                           | Marketing-branding model              | Author's adaptive strategizing model                                      |
|----------------------------------------|-------------------------------------------------|-------------------------------------------------------|---------------------------------------|---------------------------------------------------------------------------|
| Main focus                             | Concentration of natural and cultural resources | Formation of sustainable links between participants   | Promotion of the territory as a brand | Integration of strategic analysis, institutional and spatial development  |
| Role of the state                      | Infrastructure support                          | Coordination of participants and regulatory framework | Support for promotion                 | System-forming role at the stage of strategizing and institutionalization |
| Tools                                  | Zoning, resource assessment                     | PPP, agreements, management company                   | Branding, marketing strategy          | SWOT, PESTEL, scenario planning, stakeholder mapping, roadmaps            |
| Planning horizon                       | Medium-term                                     | Medium- and long-term                                 | Short- and medium-term                | Long-term with cyclical adjustment                                        |
| Risk consideration                     | Limited                                         | Partial                                               | Practically absent                    | Scenario analysis and stress testing                                      |
| Adaptability to external changes       | Low                                             | Medium                                                | Low                                   | High (cyclical model with feedback)                                       |
| Applicability to post-conflict regions | Limited                                         | Partial                                               | Low                                   | High (consideration of institutional and socio-political factors)         |
| Main focus                             | Concentration of natural and cultural resources | Formation of sustainable links between participants   | Promotion of the territory as a brand | Integration of strategic analysis, institutional and spatial development  |

The presented comparison demonstrates that existing clustering models are oriented primarily toward individual aspects of tourist territory development – resource, institutional, or marketing. In contrast, the author's strategizing model is integrative and adaptive in nature, combining strategic analysis, institutional design, and spatial planning tools into a single cyclical management system. This allows for taking into account the high degree of uncertainty and structural transformation of regions in the post-conflict recovery stage.

The application of strategizing tools in the design and development of tourist clusters is not merely a managerial "accessory" but a necessity that enables:

1. *Ensuring a holistic vision and strategic direction of the project.* Strategizing tools (SWOT analysis, scenario planning, formulation of mission and goals, etc.) make it possible to determine long-term development guidelines, coordinate the actions of all cluster participants, and avoid chaotic development without priorities. For example, without a clear strategy, resources may be invested in unprofitable directions, whereas with strategizing the focus shifts to effective and sustainable growth areas;

2. *Reducing managerial risks and uncertainty.* Through environmental analysis, scenario planning, and stakeholder analysis, it is possible to account for potential risks and challenges (geopolitics, finance, public reaction), prepare alternative scenarios, and adapt the project to changing conditions in a timely manner.

For instance, if tourist flow is below forecasts, the strategy provides for increasing domestic demand through educational programs and event tourism;

3. *Enhancing investment attractiveness.* When a project is framed as strategically justified, this increases the confidence of investors and grant makers, simplifies the justification for inclusion in federal, regional, and private programs, and provides clear performance and return indicators. For example, having a strategy is one of the conditions for participating in state tourism support programs in the Russian Federation;

4. *Ensuring sustainable cross-sectoral coordination.* A cluster involves cooperation among different actors (government, business, culture, education). Strategizing helps define roles and areas

of responsibility, align interests, and create unified cluster governance, without which duplication of functions, conflicts, and inconsistent infrastructure development often arise;

5. *Increasing the socio-cultural significance and perception of the project.* A properly formulated strategy reflects the project's values and ideology, allows the project to be integrated into the civic agenda (patriotism, memory, social cohesion), and generates public acceptance and support. For example, the cluster's mission as a "space of memory and unification" enhances its legitimacy in the eyes of society.

Thus, the application of strategizing tools provides the project with sustainability, manageability, attractiveness to investors, adaptability to changes, and public significance. Without strategizing, the project develops chaotically, with risks of inefficiency, failures, or loss of public support.

Table 2 presents a comparative effect of applying strategizing in tourism projects.

Table 2 – Comparative effect of a project with and without the application of strategizing

Таблица 2 – Сравнительный эффект проекта с применением и без применения стратегирования

| Criterion                                 | With the application of strategizing                                               | Without strategizing                                        |
|-------------------------------------------|------------------------------------------------------------------------------------|-------------------------------------------------------------|
| Goals and priorities                      | Clearly defined, hierarchized, time-bound                                          | Vague or not agreed upon among participants                 |
| Environmental analysis (risks, resources) | SWOT and PEST analysis conducted, external challenges and opportunities considered | Lack of a holistic picture, errors in resource allocation   |
| Coordination of participants              | Roles and areas of responsibility established, regular interaction                 | Duplication of functions, conflicts, parallel activities    |
| Financial sustainability                  | Stage-by-stage planning, financing attraction                                      | Random or unstable budget, difficulties with grants         |
| Marketing and promotion                   | Clear target audience profile, promotion channels, positioning                     | Weak recognition, ineffective advertising                   |
| Infrastructure development                | Synchronization of transport, accommodation, catering and leisure                  | Unconnected facilities, inconvenience for tourists          |
| Flexibility to changes                    | Scenarios defined, adaptation possible                                             | Panic in case of deviations, lack of a "Plan B"             |
| Public support                            | Project legitimized through mission and dialogue                                   | Public misunderstanding, resistance                         |
| Long-term effects                         | Growth in tourist flow, new jobs, image capital                                    | Declining interest, decline of the facility after 1-2 years |

Strategizing is the key to ensuring that a tourism project (cluster) does not remain merely a "good idea" but becomes a sustainable, functioning ecosystem. In Russia, there are negative examples of tourist cluster functioning, associated, among other things, with underestimation of the importance of strategizing (Table 3), and real examples of failures in tourism caused by the absence or weakness of a strategy, which is most often associated with the lack of a systemic strategy, failure to conduct an environmental analysis, inconsistent actions of participants, and ignoring the real needs and behavior of tourists.

In the context of addressing the tasks of socio-economic development and increasing the investment attractiveness of territories, the formation of a modern and competitive tourism infrastructure acquires particular significance. This article examines the conceptual aspects of a tourism development project in the Donetsk People's Republic, aimed at the strategic development and realization of the region's potential as an important link in the emerging domestic tourism system of the Russian Federation.

The proposed project is based on a cluster approach, which allows taking into account the territorial, natural-landscape, cultural-historical, and resource features of various territories of the DPR. The project structure includes several clusters, each with individual characteristics: specific functional orientation, geographical location, tourist-recreational profile, and the degree of infrastructure readiness to receive tourists.

Clustering of the territory allows not only to enhance the territorial differentiation of tourism offers but also to optimize the processes of planning, management, and investment in the region's tourism industry. This approach contributes to the formation of a sustainable and interconnected system of tourist-recreational development of the region, oriented towards both domestic and interregional tourism.

Table 3 – Examples of tourism project failures due to lack of strategy  
 Таблица 3 – Примеры провалов туристских проектов из-за отсутствия стратегии

| Name and basic data about the project                                                                                              | Result                                                                                                                                                                                     | Conclusions                                                      |
|------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------|
| Tourist project "Golden Ring of the Bosporan Kingdom" (Southern Russia, 2016-2019)                                                 | lack of a single operator, coordination between regions, targeted positioning; the project remained "on paper", the tourist route was not fully implemented, funds were used inefficiently | lack of a strategy for interregional cooperation and marketing   |
| Resort «Courcheval» in Crimea, an analogue of the French Courchevel in the Crimean Mountains (private investor project, 2014-2017) | lack of demand analysis, infrastructure conditions, legal restrictions; the facility is unfinished, investments are frozen                                                                 | SWOT analysis was not conducted, real tourist needs were ignored |
| Project «Summer Park in Primorye» (2019) – a large-scale family recreation area on the seashore                                    | seasonality, logistics, and lack of interest from the target audience were not taken into account; low attendance, losses, partial closure                                                 | absence of strategic marketing and scenario planning             |

The article examines in detail the main components of the projected cluster structure, including their conceptual foundations, functional features, development potential, and integration into the unified tourism space of the Donetsk People's Republic. Figure 1 shows a diagram of the tourism clustering of the territory of the Donetsk People's Republic.

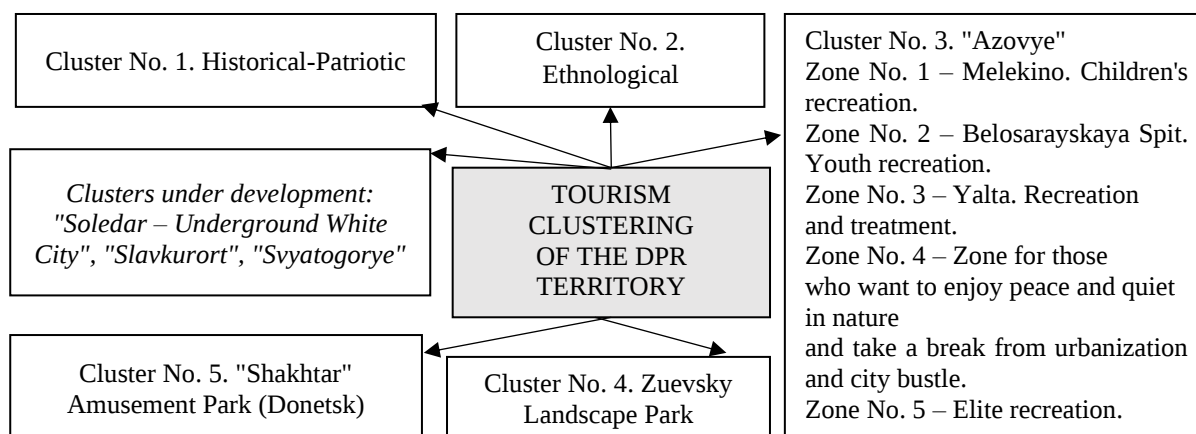


Figure 1 – Tourism clustering of the territory of the Donetsk People's Republic  
 Рисунок 1 – Туристская кластеризация территории Донецкой Народной Республики

**Cluster No. 1. Historical-Patriotic.** After the end of the Special Military Operation, our region as a whole, and Donetsk as the capital of the Republic in particular, will become a center of attraction for both individual and organized tourist groups. Therefore, we propose to develop and supplement the Park named after Leninsky Komsomol with the WWII Museum and the monument "To Your Liberators, Donbas" into a park-museum complex. Currently, this location features the monument "To Your Liberators, Donbas", a WWII museum, a small exhibition of military equipment, several monuments to internationalist warriors, prominent figures of the Republic, heroes of the DPR, and the Alley of Angels. We propose expanding the exhibition area to create a complex dedicated to the conduct of the Special Military Operation and to create several locations dedicated to the most important and iconic episodes of the operation. For example, create an exhibition dedicated to the liberation of the city of Mariupol, separately the battles and liberation of the city of Avdeevka, the city of Artemovsk, etc., with models depicting the infrastructure, the condition after the battles and liberation, monuments and sculptures dedicated to these events, with descriptions of the main operations that took place in that area and a list of fallen soldiers indicating the regions (localities) from which they were conscripted or from which they went to fight. Also set aside a place for an exhibition of equipment that participated in the battles, both ours and trophy equipment captured during combat operations.

Separately, for example, in the building of the Expo-Donbas Exhibition Center, it is proposed to create an interactive museum where photo and video materials about the events currently taking place on the territory of our Republic will be available. It is also advisable to organize separate exhibitions for the most significant battle sites. On a stand (interactive screen), it is recommended to show surnames with photographs and regalia of fallen and particularly distinguished soldiers in battles. For Heroes of the Republic and Heroes of Russia, a separate interactive stand could be made, showing photo and video materials from their civilian lives, stories from colleagues, friends, and relatives.

If the monument "To Your Liberators, Donbas" symbolizes labor and Victory in the Great Patriotic War, then a little further away a second monument could be erected, not inferior in size and power, symbolizing participation and Victory in the Special Military Operation, with an Eternal Flame and a place for laying flowers.

With proper placement of exhibits and parts of the exhibition, this park could become one of the most visited and sought-after places in Donetsk. Firstly, good transport links: local residents can reach it by public transport, and for bus excursion groups there is a good large parking lot near the Donbas-Arena stadium. Secondly, for non-resident citizens and tourist groups, there are two large hotel complexes, Victoria and Shakhtar Plaza, literally within walking distance, which solves the accommodation issue for both individual tourists and groups arriving for several days. And thirdly, cafes and restaurants on the territory of these hotel complexes can take over the catering for visitors to the exhibition complex and park.

However, on the territory of the park itself, several open and enclosed cafes, as well as fast-food cafes, will need to be arranged, but in a way that fits the overall concept of the complex.

It is also worth noting that the presence of the Donbas Arena stadium, the Yunost youth palace, the Local History Museum, the Children's Railway, and the Park of Forged Figures, two blocks away from the location, could make this patriotic complex a place of pilgrimage not only for tourists but also for residents of the city and the Republic as a whole. A place for holding republic-wide and city events, a place for receiving international delegations.

In this project, it is necessary to provide rest areas for visitors, sanitary facilities, and photo zones.

**Cluster No. 2. Ethnological.** In this cluster, it is proposed to create a large ethno-complex on the territory of the Velikoanadolsky Forest, in the area of the "Forest Park" or abandoned children's camps, with a number of zones symbolizing the multi-ethnicity of Donbas. Each zone will represent one of the nationalities residing on the territory of the Republic: one zone – a Russian village with all the corresponding attributes, the second zone – a Ukrainian village, the third – a Greek village, the fourth – a Tatar settlement. Separately, a Cossack village is proposed, without strict reference to the Cossacks. For other ethnic groups, it is advisable to take into account statistical information on the percentage of residents living on the territory of the Republic (regarding Armenian, Azerbaijani, and other ethnic groups). Each zone must be executed strictly in a national style. Houses, farmsteads, cafes with national cuisine, performances by folklore groups on certain days, master classes on cooking national dishes, a livestock yard (like a contact zoo) where those wishing can, for an additional fee, milk cows or goats at certain times, feed horses, rabbits, or sheep. Organize horseback riding, not only on horseback but also on carts or arbas (horse-drawn cart). Ideally, an Orthodox chapel could also be built between the Russian, Ukrainian, and Greek villages, and a small mosque near the Tatar or other Muslim settlement.

Depending on the season, national theatrical performances can be organized. For example, Maslenitsa, Morozko in the Russian village in winter, and Evenings on a Farm near Dikanka in the Ukrainian village, and in summer a joint celebration of Ivan Kupala. In the Greek village, competitions in Greco-Roman wrestling can be held, theatrical performances based on legends of ancient Greece, and in the Tatar settlement, Tatar myths and legends can be enacted.

On the territory, entertainment events should take place daily; each block should have sanitary zones, rest areas, and public catering facilities, offering both national menus and a standard selection of dishes, children's recreation areas, and playgrounds stylized according to the local character. Separately, on the lake shore, we propose installing gazebos for family or company relaxation, with the gazebos made in a national style depending on the adjacent zone. Each complex should have a photo zone and an area for dressing up in national costumes, as well as a large selection of souvenirs.

The "Forest Park" and children's camps should be converted into hotel complexes offering accommodation for individual tourists, organized excursion groups, and simply people coming to relax in nature. For this purpose, it is necessary to create several hotel complexes of different levels

with different ranges of services, from an "economy" option offering rooms with all amenities and breakfast but no additional services, to an "elite" level complex. The ethno-complex should include a SPA complex comprising a thermal zone, saunas, a hammam, and a heated pool with a warm swim-out for year-round use; restaurants offering different types of meals and diverse menus, including the cuisines of the peoples represented in the ethno-village; an extended range of services from a gym and massage room to cosmetologist services; additional options and preferences, including free attendance at events on the ethno-village territory.

The presence of railway connections and roads makes visiting this site attractive for people traveling from distant regions. The presence in the "Forest Park" of its own infrastructure, which will need to be improved and converted but not built from scratch, makes this project attractive in terms of investment. The implementation of this project will not only increase the tourism attractiveness of the region but also show that Donbas has always been a multi-ethnic region, yet this has never caused any interethnic conflicts; on the contrary, the local population has always lived in peace and harmony.

**Cluster No. 3 "Azovye".** In this cluster, the development of the Azov Sea coast from Mariupol to Urzuf is proposed.

The main water tourism resource on the territory of the Republic is the Azov Sea – the shallowest sea on planet Earth, with an average depth of 8 meters and a maximum of 15 meters, due to which it warms up very well. The Azov Sea is one of the most beneficial due to its iodine and salt content for diseases of the bronchopulmonary system and thyroid gland.

For this cluster, the coast is initially divided into thematic zones, each zone designed for consumers with special needs and interests.

*Thematic zone No. 1 – Melekino. Children's recreation.* In this zone, it is proposed to build a large children's health center by analogy with the MDC "Artek" but at a regional level. Unfortunately, at present there are no facilities of this kind on the territory of the Republic. And children's recreation and health improvement is a priority part of the government program for regional development. Therefore, we propose building such a center precisely in this area. Developed transport infrastructure (railway and highway branches under construction), proximity to Mariupol, and the possibility of locating facilities necessary for year-round operation and conducting training on the territory of the Children's Health Center. Several large canteens capable of accommodating all children even when the camp is at full capacity; specialized open and closed sports complexes (football fields, volleyball and basketball courts, tennis courts, swimming pools) for use in the off-season; a library; rooms for clubs; computer and interactive halls. Therefore, for year-round operation of the Children's Health Center, it will be necessary to build accompanying service infrastructure, such as its own boiler house, treatment facilities, and its own transformer unit with calculated maximum capacity.

For the development of the resort, it will be necessary to completely reconstruct the village, create a beautiful and long promenade area, equipping it with quality lighting, sanitary zones, and rest areas, organize beautiful photo zones, and provide for the creation of year-round family entertainment infrastructure facilities (an aquarium, a contact zoo, a crocodile farm, etc.).

*Thematic zone No. 2 – Belosarayskaya Spit. Youth recreation.* In this zone, we propose creating a youth resort. It is no secret that the recreation of people of different ages often differs, and their layering on top of each other causes dissatisfaction on one side. Therefore, we propose moving the most active and noisiest part of our vacationers to the spit.

For project implementation, we propose adapting existing accommodation facilities to attract a flow of active youth. Provide thematic differentiation of accommodation facilities oriented towards various segments of the youth audience. In addition, it is advisable to make one of the central streets a street of bars and discos (stylized). Each establishment should have its own style and authenticity. For example, a Hard Rock cafe, a disco in the 80s style, the Simpsons' house, the Addams family castle, a foam disco and bar on the beach, etc. Beyond all this, it is necessary to create infrastructure for holding concerts and events, as well as computer and interactive clubs. Consequently, this resort should be equipped with a good medical facility and a reinforced police department.

*Thematic zone No. 3 – Yalta. Recreation and treatment.* In this locality, we propose building a therapeutic balneological complex (on the territory of the former Neptune sanatorium). In addition to the healing Azov mud, emphasis should be placed on treatment with mineral water, and a drinking fountain with Novoazovsk mineral water should be installed on the complex's territory.

To implement this project, it will be necessary to build a promenade with a walking area (with lighting, rest areas, benches, sanitary zones, and several authentic cafes) on the territory of the village.

The complex itself should be divided into several main zones: one for elderly people – their buildings should be within walking distance of the sea and close to the drinking fountain and mud baths; a second for middle-aged and young people who come for treatment – their buildings can be located at a sufficient distance from both the sea and the drinking fountain; and a third zone – families with children arriving for treatment and health improvement. Their buildings can be located both on the shore and away from the sea – essential for this zone are playgrounds, swings, trampolines, and other attributes necessary for children's recreation.

To implement this project, high-quality infrastructure for year-round treatment will be necessary. Mud baths, massage rooms, an indoor pool, several types of baths, and good medical equipment with highly qualified personnel.

*Thematic zone No. 4 – Zone for those who want to enjoy peace and quiet in nature and take a break from urbanization and city bustle.* In this zone, we propose building cottage-type hotels with all amenities but without extensive infrastructure. Campings and glampings for independent travelers and tourists with cars, barbecue areas, gazebos, playgrounds, toilets – these are mandatory attributes of this type of recreation. In addition, it is necessary to build a small, well-lit promenade with rest areas, shops, catering establishments, and entertainment. And since Melekino and Belosarayskaya Spit with their developed entertainment infrastructure are nearby, those who wish can also visit them.

This zone requires minimal investment in construction and infrastructure development.

*Thematic zone No. 5 – Elite recreation.* On the territory of the village of Urzuf, it is proposed to build a year-round elite resort complex, including all necessary attributes. A large freestanding SPA complex with several types of saunas, a hammam, indoor and outdoor pools heated in winter, with all types of hydromassage. Massage and cosmetic rooms, several types of baths, Charcot shower, mineral baths using water from the Novoazovsk mineral spring. A large playground with trampolines, swings, slides, and other attractions; a children's club on two floors, designed for children of different ages, must be built as a separate building. The territory should have a small contact zoo, enclosures with birds and other animals. There should also be gazebos where one can relax from the summer heat. In summer, a large open-air disco, and in winter an indoor disco; restaurants and cafes throughout the territory, some of which will be in national styles and offer dishes from around the world. Open-air and indoor water parks with a children's zone and children's slides are mandatory.

Regarding accommodation, it is proposed to create a resort complex comprising several 4-5 story buildings with different room categories from standard to luxury. Also, freestanding cottages with standard rooms connected by connecting doors, and superior comfort rooms also connected by doors to standards and luxuries, for large families, large companies, and people of the Islamic faith; for the latter, a separate pavilion for performing Namaz is proposed.

To avoid discontent among the local population, it is proposed to pre-build cottage villages at some distance in each village to relocate residents subject to demolition due to the construction of new facilities, or to allocate plots for their own construction with payment of financial compensation for lost housing, as well as to provide them with benefits for using the new infrastructure.

**Cluster No. 4. Zuevsky Landscape and Recreation Park.** A sports camp with a guest house and tent camping, a place for holding large events, and a parking area is located near the State Budgetary Institution LRP "Zuevsky" next to the urban-type settlement of Zuevka. The rocky hills of the Donetsk Ridge, a fairly large part of the territory covered with steppe and forests, the proximity of the Krynka River, the Olkhovka River, two large reservoirs (Khanzhonkovskoye and Olkhovskoye), allow covering diverse tourist interests, from rock climbing to training in sports orientation on the ground and "hiking" tourism, training in rafting on kayaks, kayaks, and canoes. The camp can be built with the prospect of being able to host sports tourism training camps and festivals at the interregional level.

Construction and arrangement of a museum (classroom) of natural history and natural sciences, with an exhibition presenting the flora and fauna of the Donbas steppes and natural fossils of the Donetsk Ridge, and a modern interactive learning hall. The construction of such a museum (classroom) will allow school students in the region to have off-site lessons, possibly weekend tours, for a deeper and more visual study of the nature and mineral resources of our region. Plus, the proximity of the sports camp will awaken in children's minds a desire to become involved in tourism and sports from an early

age. Provide for the possibility, during children's excursions, to spend some time near a "tourist campfire" with an offer to taste camping cuisine, or provide a atmospheric place for a snack.

Arrangement of a recreation area with permanent gazebos and barbecue zones, a parking area, a playground with swings and slides made of natural materials, a rope park, and permanent sanitary facilities.

**Cluster No. 5. "Shakhtar" Amusement Park (Donetsk, presumably Petrovsky District).** In this cluster, it is proposed to create a completely new, authentic amusement park. Located within the city limits, the park is planned to showcase the city's development and the hard labor of miners. As a separate attraction for those interested, there will be a descent into a mine. This attraction can be created without an actual underground descent. The attraction will be fully stylized as a mine cage; the descent will be simulated by moving ribbons on the sides depicting layers of earth. The descent will go down one floor; after exiting the cage, visitors will walk through a longwall face with several branches and passages, and then exit and ascend on another cage from the other side. It is envisioned that attraction visitors will be dressed in miners' work clothes and hard hats with headlamps, receive safety instructions, and simulate an underground descent. For added intensity and realism, special effects can be added when exiting the longwall face and boarding the cage, etc.

The park itself will consist of several zones, one of which will depict old Yuzovka. To this end, a couple of streets from the old city will be modeled; ideally, a park reconstruction of two streets, namely Artem Street (from the DMZ entrance to the Komsomolets cinema), naturally without modern buildings, restoring historical buildings and a model of the church, including from Postyshev Street to the "Great Britain" hotel, decorating this zone with stylized antique lanterns and cobblestones. Separately, an industrial zone will be designed, with small spoil tips created, models of ventilation shafts, and a small train with mine carts running through the territory for children, as well as the Good Shubin character. A labyrinth with different difficulty levels will be created separately. For children and adults, the labyrinth will be stylized as a mine working – a longwall face. This location will also be suitable for quests. On the park territory, rest areas, gazebos, cafes in a mine interior style, as well as playgrounds should be organized. This park could become one of the significant landmarks of the Donetsk People's Republic.

The implementation of each individual cluster and all clusters together will increase the tourism attractiveness of the Republic, create a large number of jobs, make a significant contribution to economic development, positively affect the quality of life of the local population through the development of entertainment and the improvement of general and tourist infrastructure, and create a reason to be proud of one's land and to be involved in the hospitality industry.

In addition to the clusters already presented, consideration can be given to including (in the future, after the end of the military conflict) clusters under development, namely: «Soledar – Underground White City», «Slavkurort», «Svyatogorye».

Using the example of Cluster No. 1 (Historical-Patriotic Cluster of the Donetsk People's Republic), we will examine how strategizing allows the creation of balanced tourism models that take into account environmental, economic, and social aspects (Figure 2).

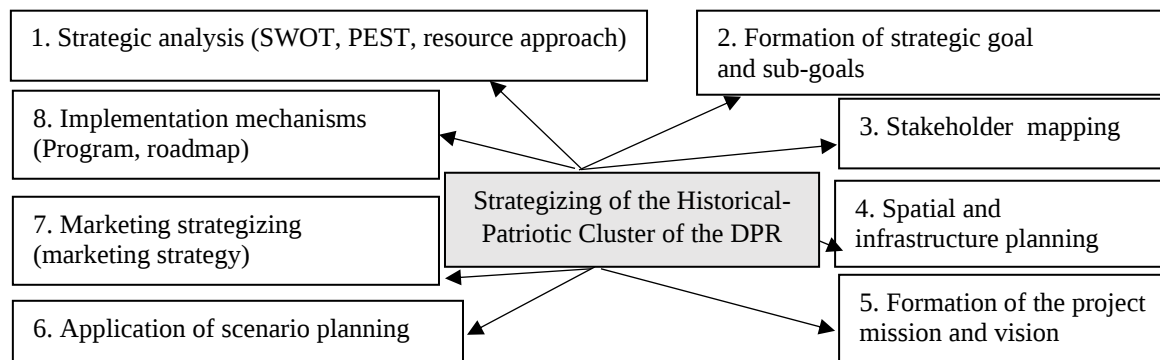


Figure 2 – Algorithm for strategizing Cluster No. 1 (Historical-Patriotic Cluster of the DPR)

Рисунок 2 – Алгоритм стратегирования кластера № 1  
 (Историко-патриотический кластер ДНР)

Let us consider the algorithm for strategizing the historical-patriotic cluster of the Donetsk People's Republic (Cluster No. 1) step by step:

1. *Strategic analysis* (Table 4).

Table 4 – SWOT analysis of the historical-patriotic cluster of the DPR  
 Таблица 4 – SWOT-анализ историко-патриотического кластера ДНР

| Strengths                                                                                                                                                                                                                                                   | Opportunities                                                                                                                                          |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------|
| presence of already existing patriotic sites (Great Patriotic War museum, Monument, Alley of Angels); location near infrastructure: hotels, transport, cafes, cultural institutions;<br>high public interest in the topic of the Special Military Operation | development of event tourism (anniversaries, memorial dates); attraction of federal and international grants for the development of memory and culture |
| Weaknesses                                                                                                                                                                                                                                                  | Threats                                                                                                                                                |
| limited investment resources;<br>potential political sensitivity of the perception of exhibitions                                                                                                                                                           | possible geopolitical risks and sanctions restrictions; fluctuations in tourist flow depending on the overall situation                                |

2. *Formation of strategic goal and sub-goals.* The main goal is to transform the Park named after Leninsky Komsomol into a leading historical-patriotic park-museum complex that shapes patriotic consciousness, ensures the growth of domestic and inbound tourism, and serves as a space for memory and public consolidation.

Strategic sub-goals:

expand the exhibition and interactive component of the complex (including episodes of the Special Military Operation);

increase the complex's attendance to 250-300 thousand people per year by 2030;

form a comprehensive tourism offering within a 2 km radius of the park (routes, catering, recreation).

3. *Stakeholder mapping* (Table 5).

Table 5 – Stakeholder mapping of the historical-patriotic cluster of the DPR  
 Таблица 5 – Картирование заинтересованных сторон историко-патриотического кластера ДНР

| Interest group                   | Interest                                                 | Role in implementation        |
|----------------------------------|----------------------------------------------------------|-------------------------------|
| Line ministry (ministries)       | Development of the tourism industry, ideological mission | Organizer and curator         |
| City administration              | Increasing tourist attractiveness                        | Infrastructure support        |
| Veteran organizations            | Perpetuation of memory                                   | Consultants on content        |
| Private business (hotels, cafes) | Making profit from tourists                              | Investors, service operators  |
| Educational institutions         | Patriotic education                                      | Partners in organizing events |

4. *Spatial and infrastructure planning.* Based on the existing infrastructure, the method of territorial clustering can be used:

Core of the cluster – Memorial complex with museum, exhibitions, new monument;

Infrastructure ring – hotels, cafes, transport hubs;

Socio-cultural ring – Yunost Palace, Park of Forged Figures, Local History Museum.

It is recommended to create a tourist route with infographics and QR-codes allowing access to virtual information, photos, videos, etc.

5. *Formation of the project mission and vision.* Mission – preservation of historical memory, formation of patriotic values, and promotion of the region's cultural and historical heritage through the development of tourism and museum infrastructure.

Project vision: by 2030 – the largest historical-patriotic park-museum in Southeastern Europe, recognized as a place of national memory, public dialogue, and patriotic tourism.

6. *Application of scenario planning.* Three development scenarios are proposed for consideration:

baseline – creation of new exhibitions, modernization of the park territory;

optimistic – connection to federal programs, receipt of grants, inclusion in all-Russian memorial routes;

alternative (limited) – development with minimal resources through volunteer initiatives, crowdfunding.

7. *Marketing strategizing (marketing strategy)*. Development of territorial positioning is based on the concept of historical continuity and memorial tourism (e.g., "Donetsk – the City of Memory and Feat. From the Great Patriotic War to the Present Day"). Target audiences include schoolchildren and students (educational tourism); veterans and military personnel (pilgrimage tourism); historians, documentarians, bloggers (research tourism); foreign delegations and journalists. Promotion tools include virtual exhibitions, creation of an online channel or media project about the complex, and work with travel agencies on patriotic routes.

8. *Implementation mechanisms (program, roadmap)*. Table 6 provides an example of a roadmap fragment.

Table 6 – Fragment of the roadmap of the historical-patriotic cluster of the DPR  
 Таблица 6 – Фрагмент дорожной карты историко-патриотического кластера ДНР

| Stage                             | Deadlines | Main activities                                      |
|-----------------------------------|-----------|------------------------------------------------------|
| I. Conceptualization              | 2026      | Project preparation, expert councils                 |
| II. Park modernization            | 2027      | Repair, landscaping, installation of new exhibitions |
| III. Multimedia and interactivity | 2028      | Virtual museums, interactive stands                  |
| IV. Promotion and opening         | 2029      | Conducting the grand opening, PR campaign            |

The proposed historical-patriotic cluster can serve as a flagship example of applying the strategic approach in tourism, where territorial development, memory and patriotism, cultural and historical heritage, modern approaches to museum work and tourist flow management are combined. Similarly, strategizing of the other tourist clusters presented in this article could be carried out, which was not done due to objective limitations of publication length. Figure 3 shows the institutional contour for implementing the comprehensive mechanism for strategizing tourist clusters of the DPR.

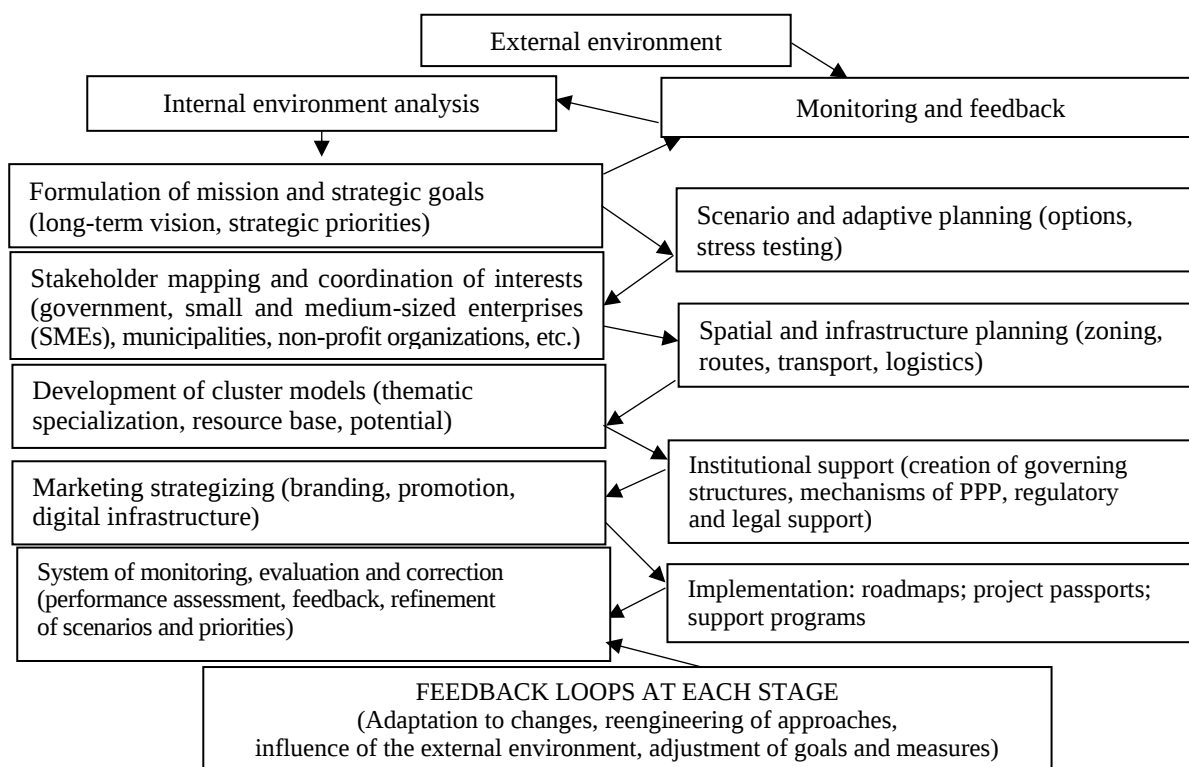


Figure 3 – Institutional contour for implementing the comprehensive mechanism for strategizing tourist clusters of the DPR

Рисунок 3 – Институциональный контур реализации комплексного механизма стратегирования туристских кластеров ДНР

Such an adaptive cluster mechanism ensures not linear but cyclical and dynamic strategizing, including risk assessment, feedback loops, institutional sustainability, and scenario flexibility, which allows integrating the DPR's tourism policy into the national domestic tourism system, responding to challenges while simultaneously unlocking the region's unique opportunities.

Consequently, strategizing of tourist clusters in the Donetsk People's Republic (or in any other territory) is necessary in order to:

1. Ensure sustainable tourism development, including creating a balanced tourism model that takes into account environmental, economic and social aspects; reduce pressure on natural and cultural resources, minimize conflicts between the interests of business, local population and authorities.

2. Determine priority development directions (identify key growth points in each tourist cluster; focus efforts on the most promising types of tourism (cultural-educational tourism, ecotourism, industrial tourism, etc.).

3. Form competitive advantages of the region by identifying unique resources and transforming them into tourism products; increasing the attractiveness of the region as a tourist destination, including for domestic and inbound tourism.

4. Efficiently allocate resources, including rationally investing financial, human, and organizational resources; increase returns on investment, reduce risks of duplication and inefficient projects.

5. Improve coordination among cluster participants by creating a system of interaction between business, government, educational institutions, and local communities; increase consistency of actions and achieve a synergistic effect from cooperation.

6. Ensure marketing promotion, including developing a unified strategy for promoting the region as a tourism brand; ensure growth in tourist flow, improve the territory's image, attract investors.

7. Link tourism to socio-economic recovery (use it as a tool for recovery and development of regions affected by conflict; create jobs, ensure small business growth, strengthen identity and cultural integrity).

Conducting an assessment of the socio-economic effect of implementing the cluster model is difficult due to the lack of factual material.

The formation of the economic effect of a tourist cluster is generally carried out along the chain (Figure 4).

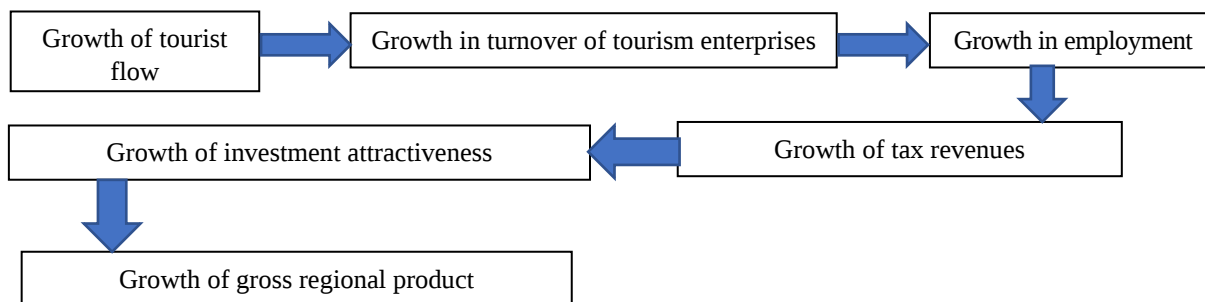


Figure 4 – Sequence of formation of the economic effect of a tourist cluster  
Рисунок 4 – Последовательность формирования экономического  
эффекта туристского кластера

The economic evaluation of the implementation of tourism clusters was conducted based on official statistical data from the Federal State Statistics Service (Rosstat), the Strategy for the Development of Tourism in the Russian Federation until 2035, and the methodological recommendations for evaluating investment projects of the Ministry of Economic Development of the Russian Federation<sup>1,2,3</sup>.

According to Rosstat data, the average expenditure per domestic tourist in the Russian Federation is 20-24 thousand rubles per trip. A conservative estimate of 22 thousand rubles was adopted for the calculations. The tourism multiplier coefficient used in regional studies ranges from 1.6 to 2.0<sup>4</sup>. The calculations use the value of 1.8 as the market average for domestic tourism.

<sup>1</sup> Стратегия развития туризма в Российской Федерации на период до 2035 года. Утверждена распоряжением Правительства РФ от 20.09.2019 № 2129-р. URL: <http://static.government.ru/media/files/FjJ74rYOaVA4yzPAshEulYxmWSpB4lrM.pdf>.

<sup>2</sup> Росстат. Туризм в России: статистический сборник (2024). URL: <https://rosstat.gov.ru/statistics/turizm>.

<sup>3</sup> Методические рекомендации по оценке эффективности инвестиционных проектов. Минэкономразвития РФ. URL: <https://base.garant.ru/2320803>.

<sup>4</sup> The tourism multiplier effect. Annals of Tourism Research. URL: <https://www.sciencedirect.com/journal/annals-of-tourism-research>.

The forecast is made according to the formula:

$$Ee = TFp \times Eavg \times M, \quad (1)$$

where

$Ee$  – economic effect (additional regional economic impact);  
 $TFp$  – projected tourist flow (thousand people/year);  
 $Eavg$  – average expenditure per tourist (thousand rubles);  
 $M$  – tourism multiplier.

The calculations are scenario-based and are presented in Table 7.

Table 7 – Scenario assessment of the contribution of tourist clusters to the regional economy  
 Таблица 7 – Сценарная оценка вклада туристских кластеров в экономику региона

| Indicator                                         | Conservative | Baseline | Moderately optimistic |
|---------------------------------------------------|--------------|----------|-----------------------|
| Tourist flow, thousand people                     | 300          | 450      | 600                   |
| Average expenditure, thousand rubles              | 20           | 22       | 24                    |
| Tourism turnover, billion rubles                  | 6,0          | 9,9      | 14,4                  |
| Multiplier                                        | 1,6          | 1,8      | 2,0                   |
| Total contribution to the economy, billion rubles | 9,6          | 17,8     | 28,8                  |

Even under a conservative scenario, the contribution of tourist clusters could amount to more than 9 billion rubles annually, which generates a significant increase in the gross regional product (GRP) and contributes to economic diversification. To assess the robustness of the forecast results, a sensitivity analysis of the model to changes in the key parameter – tourist flow – was conducted. When the flow decreases by 15%, the total contribution to the economy decreases by 13-16%, but remains positive and exceeds 8 billion rubles. Even under unfavorable conditions, the project retains its budgetary and social efficiency, which confirms its adaptive nature.

Of great importance for determining economic efficiency is the assessment of the project's budgetary efficiency.

$$Cbe = ATR / Bi, \quad (2)$$

where

$Cbe$  – coefficient of budgetary efficiency;  
 $ATR$  – annual tax revenues;  
 $Bi$  – budgetary investments.

With budgetary investments in infrastructure in the amount of 5 billion rubles and a projected tax burden of 15-18 % of the industry turnover (VAT, personal income tax, profit tax), annual tax revenues under the baseline scenario (9.9 billion rubles) could amount to about 1.5-1.8 billion rubles.

Then  $КБЭ = 1.65 / 5 = 0.33$ .

This means a return of 33% of budgetary investments annually, ensuring the project's payback within 3-4 years.

Also of interest is the integral sustainability index of the tourist cluster.

$$ISI = c_1 ES + c_2 CS + c_3 IA + c_4 RA, \quad (3)$$

where

$ISI$  – integral sustainability index of the tourist cluster;  
 $ES$  – economic sustainability (share in GRP);  
 $CS$  – social sustainability (employment);  
 $IA$  – investment activity;  
 $RA$  – risk adaptability;  
 $c_1-c_4$  – weight coefficients ( $\sum c=1$ ).

The weight coefficients ( $c_1-c_4$ ) were determined by the expert ranking method. Under conditions of structural transformation of the region, economic sustainability (0.35) and investment activity (0.3) were identified as priority factors. The social component was taken as 0.2, risk adaptability – 0.15. The index takes values from 0 to 1, with a value above 0.7 indicating high resilience of the cluster to external shocks and institutional changes. According to the results of the expert assessment, the baseline scenario for the implementation of the historical-patriotic cluster demonstrates a value of 0.68-0.74, which corresponds to the zone of sustainable development.

The implementation of the proposed cluster model is associated with a number of systemic risks arising from the macroeconomic and institutional specifics of the region.

The main risk groups include: macroeconomic risks (inflationary fluctuations, changes in consumer demand, restriction of investment activity); institutional risks (regulatory uncertainty, transformation of the management system, limited coordination of cluster participants); infrastructure risks (insufficiency of transport and utility infrastructure); reputational and geopolitical risks (restrictions on external tourist flows and investment interaction).

To minimize these risks, it is proposed to implement the principle of adaptive strategizing, which provides for annual adjustment of targets, diversification of funding sources, and introduction of a mechanism for monitoring key indicators (tourist flow, infrastructure utilization, investment activity).

Thus, the risk-oriented approach is an embedded element of the developed model and increases its resilience under conditions of external uncertainty.

### Conclusions

The conducted research has confirmed that strategizing acts as a system-forming tool for realizing the tourism potential of a region under conditions of structural transformation and post-conflict recovery.

The developed model of strategizing tourist clusters of the DPR ensures the integration of spatial, institutional, and marketing levels of management into a single adaptive system.

The practical significance of the study lies in the possibility of applying the proposed mechanism in other constituent entities of the Russian Federation that are at the stage of active structural economic restructuring.

The results of the work can be used by public authorities in the formation of regional tourism development programs, as well as in the development of mechanisms for public-private partnership in the field of tourist and recreational activities.

A promising direction for further research is the development of a methodology for quantitative assessment of the sustainability of tourist clusters under conditions of high institutional uncertainty.

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