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## MANAGEMENT OF TOURISM ENTERPRISES: BUSINESS INNOVATIONS

## МЕНЕДЖМЕНТ ТУРИСТИЧНОГО ПІДПРИЄМСТВА: ІННОВАЦІЇ БІЗНЕСУ

**Summary.** The development of modern tourism depends largely on the development and implementation of innovative technologies that are aimed at improving customer service and expanding service tourism opportunities. Theoretical approaches to the concept of innovation in tourism are summarized. Methodological tools of research are methods of theoretical and empirical cognition. The article describes the main activities of tourism enterprises in the field of innovation. The article presents the results of an empirical analysis of modern startups that have been implemented in tourism businesses during 2018-2019. The analysis showed that the use of effective innovation management enables the company to enter the market or strengthen its competitive position. The results of the study may be useful for tourism businesses.

**Keywords:** innovation, innovation management, startup, tourism, tourism business.

**Problem statement.** According to the UNWTO report (2019) [16], driven by a relatively strong global economy, a growing middle class in emerging economies, technological advances, new business models, affordable travel costs and visa facilitation, international tourist arrivals grew 5% in 2018 to reach the 1.4 billion

mark. This figure was reached two years ahead of UNWTO forecast (2017) [13]. At the same time, export earnings generated by tourism have grown to USD 1.7 trillion. This makes the sector a true global force for economic growth and development, driving the creation of more and better jobs and serving as catalyst for innovation and entrepreneurship. In short, tourism is helping to build better lives for millions of individuals and transforming whole communities. Growth in international tourist arrivals and receipts continues to outpace the world economy and both emerging and advanced economies are benefiting from rising tourism income. For the seventh year in a row, tourism exports grew faster than merchandise exports, reducing trade deficits in many countries.

With such growth comes more responsibility in ensuring effective destination management that minimizes any adverse effect of tourism. Managing tourism in a sustainable manner for the benefit of all is more critical than ever. We need to grow more in value rather

than just in volume. Digitalization, innovation, greater accessibility and societal changes are expected to continue shaping our sector. Both destinations and companies will need to adapt to remain competitive, while at the same time embracing tourism as a means of achieving the Sustainable Development Goals and building a better future for all.

The tourism industry includes enterprises belonging to different types of economic activity, the main purpose of which is to organize a comfortable and quality provision of the tourist's requirements and wishes. The functions of such enterprises are the creation, implementation and organization of consumption of services and products for tourist purposes. Thus, the tourism industry is hotels and other accommodation, transportation, catering facilities, entertainment facilities, cognitive, therapeutic, wellness, sports, religious, business, etc. organizations, conducting tour operator and tour agency activities, as well as providing tourist-excursion services [6].

**Analysis of recent research and publications.** The problems of tourism innovation management are being studied by scientists all over the world. Today, a large number of works of both foreign and domestic scientists is devoted to the study of innovative processes in various spheres of economy. In the last fifteen years, there have been many publications addressing innovation issues in tourism as one of the most promising innovative service industries.

Each geographical region has features of tourism innovation implementation and management. Despite this, approaches to understanding the importance of supporting a travel startup are universal across the globe. The work by Howells et. al. is dedicated to innovation, service innovation and business innovation [5].

According to research by Zhukovych, innovation is one of the key factors in the development of both the economy as a whole and the tourism industry in particular [17].

The scholars pay particular attention to innovation management, namely: the use of innovation in the development of the tourism industry of Ukraine is described by Davydova [3], Romanenko and Yavorska [15], Karyuk [10], management and marketing of innovation [6-9; 14].

Mizuk and Polotay studied the peculiarities of introduction of innovations in the tourism business and approaches to assessing the innovative activity of enterprises [12]. Each approach is different in content, has advantages and disadvantages, and limitations in application.

Existing scientific developments provide the basis for further research into the issues, taking into account new trends, consumer behavior, a number of external and internal factors of tourism business development in Ukraine and the world. The emergence of new startups encourages the development of new approaches to tourism innovation management every year. Amet-Ustaieva and Stefanenko describe in detail methods of startup projects for innovation tourism enterprises [1].

The methodological background of the work was the scientific works of foreign and Ukrainian scientists in the field of economic theory, innovation management, marketing, tourism services. The methods of theoretical and empirical scientific cognition are used to achieve the stated goal and the solution of the corresponding tasks. The system-functional approach is used for studying the essence of the concept of innovation; the monographic approach is to explore the concept of innovation in tourism; systematic and grouping methods are to determine the type of innovation among the startups explored; methods of comparison and generalization are for the development of scientific and methodological provisions of tourism business innovation management.

Methods of economic analysis were used in the study of the already existing trends of scientists. Critical analysis was also used when working with statistical information sources to assess the state of the tourism market in the world: analysis of tourism sector revenues, as well as analysis of new trends in consumer consumption behavior [16]. To determine the factors that ensure the effective management of innovation in tourism, a marketing method of processing secondary information was used. An analysis of startups sponsored by creators from around the world was performed.

The article introduces startups (marketing, product, process, and social) that have been successful through effective innovation

management. The basis for the construction of the table was the sources of open information on the Internet, namely: *zappos.com*; *arival.travel*; *luxuryhotelsguides.com*; *globetrender.com*; *mandarinoriental.com*; *architip.com*. Tabular method are used to present and visualize the results of our own research.

**Formulating the objectives of the research paper.** The objective of this research paper is to study the impact of innovation on the development of the tourism business, including the introduction of startups.

**Research findings.** The development of modern tourism depends largely on the development and implementation of innovative technologies aimed at improving customer service and expanding service tourism opportunities. Innovative management must be used to ensure the efficiency and profitability of the service industry. The main areas of activity of tourism enterprises in the field of innovation are [12]: the use of new techniques and technologies in the provision of tourism, transport, hotel services; introduction of new services, release of new types of tourism product; use of new tourist resources; identifying and exploiting new markets for tourism services and products.

The areas of innovation in tourism include [9; 12]:

1. Introduction of innovations (organizational innovations) related to: development of enterprise and tourist business in the system and structure of management (reorganization, enlargement, absorption of competing entities on the basis of the latest technology and advanced technologies); personnel department (updating and replacement of personnel, system of advanced training, retraining and stimulation of employees); rational economic and financial activities (introduction of modern forms of accounting and reporting, which ensure the stability of the situation and development of the company).

2. Marketing innovations allow to reach the needs of target consumers or to attract clients not covered by the given time period.

3. Periodic innovations (product innovations) aimed at changing the consumer properties of the tourist product, its positioning and giving competitive advantages.

There are eight principles of innovation in tourism [3]: science is for the use of scientific knowledge and methods for the implementation of innovation, in accordance with the needs of tourists; systematic principle means that the strategy for innovative tourism development in the region must take into account the factors and conditions necessary to meet the needs of people for recreation and recreation, as well as direct and indirect environmental factors; the principle of matching innovations to the needs of tourists offer only such innovations that are really needed by the client, not those that can be made and implemented by the travel company; positiveness of the results is for prevention of unreasonable, deliberate creation and introduction of innovations, which can be dangerous for the tourist, tourist enterprise, environment and society in general; investment processes are the investment resources that are used to carry out the necessary research, development and materialization of innovations (the effectiveness of such resources is determined by the degree of significance and scale of the innovations); conformity of innovative activity and its results to the level of social development; creativity means that every new product at a certain stage in its life cycle should provoke and stimulate the idea of creating the next innovation and provide financial support for this process; safety implies that the innovation must ensure that there is no harm to humans and the environment.

One of the most important theoretical aspects of defining innovation in tourism is its classification. The complexity of developing the classification is related to the multidimensional nature of the object of study, as well as to the fact that tourism belongs to the service sector and innovation in tourism have a service character [5].

Developing measures to increase the innovation activity of enterprises in the tourism industry involves identifying the features of innovation and assessing the impact of their implementation. Zhukovych described the following features of innovations in the tourism industry [17]:

1. Innovation in tourism is characterized by service character; they are aimed at improving the interaction with the consumer and

maximizing customer satisfaction and requests, which is one of the most important driving factors for innovation.

2. There is a direct link between manufacturers and consumers of tourism services, so the quality of service staff is an important factor in successful innovation.

3. In the tourism industry, consumers are involved in the process of providing services and, as a result, the process of production and consumption of services occurs simultaneously.

4. Most of the innovations used in the tourism industry are borrowed from other activities and adapted to the tourism industry (for example, computer and Internet technologies, medical equipment, passenger transportation and more).

5. Insecurity of innovations by patents and licenses, taking into account their interactivity, enables them to be copied from competitors.

6. Innovations in tourism have an intangible component, aimed at improving the interaction between producer and consumer.

7. Innovation in the tourism sector applies not only to tourism companies directly, but also to a wide range of infrastructure organizations.

8. The hallmark of global innovation (radical novelty) is not central to the definition of tourism innovation. Novelty is determined within the specific enterprise that applies them.

Every year there are more and more innovative opportunities for the tourism sector. The best ideas, the most successful innovations and the maximum impact on the development of the tourism industry are possible only through the cooperation and financial support of various startups.

According to UNWTO research [17], current travel trends of the tourism industry are: Travel «to change»: live like a local, quest for authenticity and transformation; Travel «to show»: «instagramable» moments, experiences and destinations; Pursuit of a healthy life: walking, wellness and sports tourism; Rise of the «access» economy; Solo travel & multigenerational travel as a result of aging population and single households; Rising awareness on sustainability zero plastic and climate change.

Consider the fundamentally new services in tourism that the developers offered in 2018-2019, taking into account consumer desires. Startup is

a full range of services, associated with the creation, launch and organization business in any subject area, for example, tourism [1].

All creative ideas (Table 1) are brought to life through the proper management of innovation. Innovation management is a mechanism that aims to create better conditions and new opportunities for the innovation process to develop and achieve effective results. From an organizational standpoint, the innovation management process is always clear and specific, as it aims at achieving certain innovative goals. Innovation is one of the most important parts of the enterprise, because it helps to support the activity of the organization in a certain already developed industry and find new areas of activity.

The whole course of this process should be monitored and adjusted on the basis of information on the state of the innovation market: the achievements of competitors, the inquiries of potential consumers, and more. Based on this, a decision is made to further develop the innovation process or to halt it [2].

Organizations succeed by using the most important principles of innovation management [11], namely: innovation is a crucial condition for the survival of an enterprise; focusing on innovation to meet consumer needs; focusing on areas of innovation; considering the main purpose and goals of the organization; creating an atmosphere that encourages the search and development of innovation; constant searching and realization of innovative projects and ways of solving problems; rational innovation planning.

The Ukrainian tourism companies are apprehensive about introducing any innovation, as they face a number of risks. Innovation management proves that the company should not be afraid of new changes, be ready for innovations and train staff. Leaders of the organization should discuss with their subordinates the activities that will take place and give clear tasks to staff.

Innovation management methods [1] allow to: determine the objectives of the project and conduct a justification; identify the structure of the project (sub-goals, the main stages of the work to be completed); determine the necessary volumes and sources of financing; to select

**The list of some startups in the tourism industry that have been implemented during 2018-2019**

Startup Name	Type of Innovation	Description of the Startup
1	2	3
P2P services for finding unique tours	Marketing	Vayable platform was created based on the popular P2P business model today, uniting users looking for a unique travel experience with the locals who are ready to offer such services. It can be individual night city tours, design and photography lessons, private dinners, local wine tasting and all kinds of cultural exchange events. Organizers are city dwellers from cities such as Los Angeles, Istanbul, Vienna, Paris, Amsterdam, London and many others. A model similar to Vayable is now in trend. Similar services with unique tours from local residents in more than 30 cities of the world are provided, for example, by CityUnscripted.
Hotel Gaming	Marketing	In room 2425 of the Hilton Panama, you can completely forget about the sandy beaches, the sea and palm trees that are visible outside the window. The American company Alienware provided it with an attractive gaming experience, including a 65-inch 4K OLED TV, an Alienware Intel Core i7-8700 computer, a laptop with a 34-inch monitor, several Xbox One Elite and an Oculus Rift virtual reality headset. The game room has interactive lighting, two beds with branded pillows from Alienware and costs \$ 349 per night.
Wardrobes	Product	Most airlines carry a baggage transportation fee, which is why compact transformer bags that can be taken with you in carry-on baggage have become very popular today. Responding to this need, Solgaard came up with a Lifepack suitcase, the inside of which is transformed into a cabinet with shelves. Thanks to the principle of a portable wardrobe, a person can effortlessly find the right thing, without turning everything upside down in search of the right thing.
Hotel in an abandoned quarry	Product	Songjiang InterContinental, which reporters dubbed the Deep Pit Hotel, is finishing construction in China. The building is being erected in an abandoned quarry with a depth of 80 meters and is an artificial extension of its wall, rising two floors above the surface of the earth. The hotel will create 370 rooms, conference rooms and recreation areas. The bottom of the quarry under the project is planned to be turned into a luxurious artificial pond with pools. In the center of Deep Pit Hotel there will be a waterfall, which is planned to be the main feature of the hotel.
Greeting poster machine	Product	Amsterdam Airport Schiphol has launched the new Red Banner Express machine, which allows you to print welcome posters for arriving passengers. You can find the device in the Schiphol Plaza shopping area, in each of the arrivals halls. The machine works step by step and its use is intuitive. Users can choose the style and color, add captions or personal photos, as well as the most suitable format for printing. The whole process of creating a poster will take several minutes. Red Banner Express accepts credit and debit cards and operates around the clock seven days a week, so everyone can use it.
Standing places on airplanes	Product	The Italian seat manufacturer Aviointeriors has developed standing seats for passenger aircraft. Model Skyrider 2.0, which has been improved for eight years, is a vertical struts with seats in the form of saddles. Armchairs are designed so that the entire flight the passenger is in an upright position, slightly leaning on the back and sides. An innovative solution will increase passenger capacity by 20%: instead of the usual 28 centimeters, there will be only 23 centimeters between such seats, due to which the seating of people is compacted. Low-cost carriers, such as the Irish low-cost airline Ryanair, the Colombian airline Viva Colombia and the Russian Pobeda, have already paid attention to the development
Remote Travel Service Using Avatar	Process	Ubiatar is a service that represents the ability to earn money on travel, following orders from other users. A person (Avatar), located anywhere in the world, broadcasts for the viewer (Usar), who pays for it and controls the "avatar". At the same time, the customer sees and hears everything that happens to his/her hero on the other side of the screen using the Internet. For conducting the broadcast, the host receives a reward in the form of tokens. By launching the application, you can conduct tours of your city or country, share experiences with those who can not afford travel due to physical or financial restrictions.
Children's fantasy rooms at the hotel	Product	Singapore's Shangri-La Hotel chain of luxury hotels has decided to equip some of the family rooms with unique fantasy-style children's areas. Now, small guests can sleep in unique fortified beds, wooden houses with a second floor, in spaceships, submarines and nomad tents. In an appropriate design, the entire sleeping area has been created, including paintings on the walls, carpets and more. The cost of a night in one of five fantasy rooms will cost from \$ 700. The hotel also took care of children's areas outside the rooms, creating cooking classes, a music studio, a party room, a zone for kids and an outdoor playground in the form of a pirate ship.
Blockchain technology travel services	Marketing	The blockchain technology promises to bring great prospects in the field of tourism to the tourism sector, thanks to which it will be possible to reduce prices for tourism services by 10-30%, and the entire range of services will be easy to find on one site. One of the services in this area is trying to promote the Indian Bookingjini team, promising to free hotels from exorbitant fees to booking services. Due to the automated reservation system and direct orders without intermediaries of agents, users, in turn, can be provided with cheaper housing rental services.

1	2	3
Campr rental service	Product	Campr is an online service created for nature and travel lovers. It works like the famous Airbnb, but it is not offered to rent simple housing, but all kinds of camp areas, campgrounds, tree houses, wigwams and other places close to nature. You can find on the service both luxury hotel options with an impressive eco-design and floor windows, as well as budget ones, for example, parking in the backyard of private houses. In addition to renting a place, Campr also allows you to book an adventure by contacting local guides, organizers of kayaking tours, horseback riding and even survival tours
Rent a house with an unknown location	Product	Dutch startup Slow Cabins offers its customers not to puzzle over the choice of a place for their trip and book a house no one knows where. The feature of the service is that location data become known only after order payment. The houses are located in a calm countryside, which is suitable for an idyllic vacation alone or with your family. The creators of the service periodically change the location of their houses in order to please regular customers with new travel experiences.
Airport feeding booths	Marketing, Social	Zappos and Mamava have teamed up to create mobile breastfeeding booths at airports. Inside these cabins there are two benches and a folding table, dispensers for feeding, air conditioning, USB-outputs for charging gadgets, bins. So that any mother can relax properly, relaxing soundtracks with recordings of ocean waves and children's laughter are played inside.
Flights for dog owners	Marketing, Social	The Hong Kong company Life Travel offers luxury air services for pet owners. Dog owners can book a private flight to Japan with their pets, which are allowed to be near the person. Small dogs are allowed to be held, and large dogs are allowed to sit on the floor. During the flight, dogs are treated to fried salmon and tender chicken. Customers can collect "petmiles" to receive discounts from the company. In the near future, Life Travel intends to expand its business by organizing flights for dog owners in the United States.
Jogging Tours at Key Points	Product	District Race is an excursion, extreme and exciting race at the same time. Using the application, the user can make an exciting race in Hong Kong, collecting points for passing virtual control marks. The participant of the game has only two hours, for which he must collect 80 checkpoints, and this can be done, of course, only by running. According to the creators of the application, District Race does not require people to be in good physical shape, but they will allow you to tighten your physical form.
Fitness Hotel	Product	The Mandarin Oriental Hotel Group chain of hotels decided to give its guests the opportunity to do fitness and yoga in any of their hotels. For this, the company did not hire its own teachers, but established a partnership with the Grokker fitness video tutorial service. Now, visitors to Mandarin Oriental can perform any of the programs right in their room, starting from short five-minute meditation sessions and ending with full-fledged fitness or yoga classes before bedtime. The hotel believes that the traveler should continue his/her studies anywhere in the world, which means that he/she needs to provide such an opportunity.
Architip	Product	Through the Architip Augmented Reality app, smartphone owners can see historical sites as they were originally. The technology was developed by a team of technology innovators and archaeologists. The application works this way: the user directs the smartphone to a building, a mosaic or any other ancient work of art, and the object is reconstructed on the phone screen in real time, so that it will appear in all its pristine beauty. The idea for Architip came from Jaron Benvenisti, CEO of Architip, when he read about Google Glass and then came to the museum.

Source: formed by authors.

performers, in particular, through bidding and tendering procedures; determine the timing of the project, draw up a schedule for its implementation, calculate the necessary resources; calculate the estimate and budget of the project; plan and consider risks; provide control over the progress of the project.

The possibility of obtaining higher income and the need to improve the efficiency of financial resources management forces the tourism business participants to create new needs for customers, to introduce fundamentally new products and technologies purposefully. All this is due to the acceleration of innovative processes [10]. In addition, the introduction of innovations in the tourism industry enables small

and medium-sized enterprises to function effectively. Involvement of scientific staff, creative managers and highly skilled workforce in their activity, provides tourism firms with increased efficiency of work, provision of improved quality services, creative character of work.

**Conclusions.** Tourism is one of the most important branches of service, and this requires modern methods and mechanisms of customer service. However, not all companies put innovation into practice. Indeed, innovative activity is characterized by a high level of uncertainty and risk, the difficulty of predicting the final results. However, with a competent approach to the creation and implementation of innovation considerable income and considerable benefit can be

brought. Innovations in the tourism industry are mainly aimed at the formation of a new tourism product, new approaches in marketing activities, as well as the application of new management methods using IT technologies. It is necessary to take into account the basic principles and approaches to enterprise management in the services market. The introduction of innovations will increase the competitiveness of tourism organizations and the industry as a whole. The creation of new and the development of promising types of tourism increase the growth of consumer demand in the tourist services market.

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**Аннотация.** Развитие современного туризма во многом зависит от разработки и внедрения инновационных технологий, направленных на совершенствование обслуживания клиентов и расширение сервисных туристических возможностей. Обобщены теоретические подходы относительно понятия инноваций в туризме. Методический инструментарий исследования – методы теоретического и эмпирического познания. В статье описаны основные направления деятельности туристических предприятий в сфере инноваций. В статье представлены результаты эмпирического анализа современных стартапов, которые были внедрены в деятельность предприятий туристического бизнеса в течение 2018-2019 годов. Анализ показал, что использование эффективного менеджмента инноваций дает возможность предприятию выйти на рынок или укрепить свои конкурентные позиции. Результаты проведенного исследования могут быть полезными для предприятий туристической отрасли.

**Ключевые слова:** инновации, менеджмент инноваций, стартап, туризм, туристический бизнес.

**Анотація.** Розвиток сучасного туризму багато в чому залежить від розробки і впровадження інноваційних технологій, спрямованих на вдосконалення обслуговування клієнтів і розширення сервісних туристичних можливостей. Узагальнено теоретичні підходи щодо поняття інновацій в туризмі. Особливої актуальності набуває менеджмент інновацій даної галузі через стрімкий ріст та розвиток туризму в світі. Основним з факторів такого стрімкого розвитку є постійні зміни у споживчих вподобаннях туристів, необхідності впровадження нових продуктів. Методичним інструментарієм проведеного дослідження стали методи теоретичного та емпіричного наукового пізнання такі як: системно-функціональний підхід, монографічний, методи систематизації та групування, методи порівняння та узагальнення. В статті описані основні напрямками діяльності туристичних підприємств у сфері інновацій: використання нової техніки і технологій у наданні туристичних, транспортних, готельних послуг; впровадження нових послуг, випуск нових видів туристичного продукту; використання нових туристських ресурсів; виявлення і використання нових ринків збуту туристичних послуг і товарів. Об'єктом дослідження обрано процес управління інноваціями туристичного сектору. Доведено, що інновації туристичного бізнесу мають низку особливостей: через специфіку ринку послуг та принципи інновацій у туризмі (науковості, системності, творчості, безпеки та інш.). В статті представлено результати емпіричного аналізу сучасних стартапів (продуктові, маркетингові, соціальні та процесні), які були впроваджені в діяльність підприємств туристичного бізнесу протягом 2018-2019 років. Аналіз засвідчив, що використання ефективного менеджменту інновацій дає можливість підприємству зміцнити свої конкурентні позиції або вийти на ринок з новим продуктом та в подальшому розвиватися та утримувати конкурентні позиції. Успішні інноватори туризму своїм досвідом доводять, що впровадження нового є необхідною умовою сьогодення для успішного існування на ринку. Результати проведеного дослідження можуть бути корисними для підприємств туристичної галузі.

**Ключові слова:** інновації, менеджмент інновацій, стартап, туризм, туристичний бізнес.