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MANAGERIAL MECHANISM FOR ACCELERATING INNOVATIONS OF TOURISM AND HOTEL BUSINESS ENTITIES

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Summary. The article proposes the solutions for scientific task of determining the essence and components of the mechanism for accelerating the innovative activity of tourism and hotel business entities. The evolution of the scientific understanding of innovations and the specifics of modern innovation processes in Ukraine, which are carried out in conditions of a stochastic socio-economic environment and extraordinary military-political threats, are discussed in the paper. The paper proposes and grounds the theoretical approach to understanding the essence of the innovative activity of tourism and hotel business entities, which takes into account the systematicity, continuity and interconnectedness of innovation processes in travel business as a reflection for the high elasticity of demand for tourist services in relation to socio-economic and military-political changes. The paper argues the necessity for tourism and hotel business entities in proactive development strategies based on a constant search for innovative ideas, implementation of innovative tourism service technologies, flexible changes in organizational structures and marketing procedures. The paper reveals and discusses the inherent tendency in development of the tourism and hotel business in Ukraine to expand personalized and intelligent products and services based on artificial intelligence and other digital technologies. The changes that occur in the organizational and economic structure of the tourism and hotel business as a result of the intensification of innovation processes are characterized, and a model of continuous innovative activity of tourism and hotel business entities is proposed. The paper determines factors of the internal and external environment that may restrain the introduction of innovations in the tourism and hotel business and discusses sectors of the organizational and economic mechanism responsible for responding to the proper changes. The paper proposes the organizational and economic components of the managerial mechanism for accelerating innovations of tourism and hotel business entities at the micro and macro levels of management

Keywords: management, investments, innovations, digital economy, tourism, hospitality, business.

Problem and its connection with important scientific or practical tasks. The introduction of innovations in the activities of tourism and hotel business entities is an urgent requirement, since significant fluctuations in social, economic and political parameters of the external environment pose the task of abundance of standardized tourism products and search for innovative solutions. A sharp drop in demand for traditional travel destinations as a result of operating under martial law forces tourism companies to look for innovative ways to attract attention and meet new needs of travelers. The growing need of the population to get acquainted with the way of life in other regions emphasizes the

importance of expanding and improving tourism services. Technological progress pushes up the introduction of the latest digital technologies in the field of tourism, the effectiveness of which is ensured by sound organization of management of innovation processes, and necessitates further scientific research for mechanisms of effective innovation management.

Analysis of recent research and publications. Deep researches of innovations were conducted by foreign and domestic scientists, in particular by S. Labunska, A. Mazaraki, M. Petrova, N. Pavlikha, A. Savchuk, O. Sorokivska, I. Tsymbaliuk, T. Tkachenko. Published results of



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scientific research related to the problems of clarifying the essence of innovations and their classification in the tourism industry, processes of automation of travel agencies services, innovative management methods of tourism and hotel business entities make significant scientific ground for innovations. However, further research is required to scientifically substantiate the mechanism for activating the innovative activity of tourism and hotel enterprises.

The purpose of the research is to study the experience of implementing innovations, to substantiate the essence and components of managerial mechanism for accelerating innovations of tourism and hotel business entities.

Research results and their discussion.

Effective management of innovation activities plays an important role in the further development of tourism and hotel businesses and is the basis of economic growth. Management of innovations can be carried out not only at innovatively active tourism and hotel businesses, but also at those whose strategic goals are sustainable development in the context of rapid globalization, the implementation of reforms and the intensive development of innovative technologies. In order to achieve innovative development, it is necessary to implement a set of actions for planning, organizing, coordinating, motivating, accounting, analyzing and controlling economic processes from the perspective of prioritizing the commercialization of innovations. Therefore, the main driving force for the dynamic development of tourism and hotel businesses is innovation. The transition to an innovative type of development for tourism and hotel businesses will contribute to an increase in labor productivity, saving material, labor and financial resources, an increase in the volume of tourist services, etc. The implementation of innovative ideas in the services process contributes to increasing competitiveness and efficiency of the tourism and hotel business, as well as comprehensive solutions of social problems.

The impetus for theoretical developments of the problems of innovative activity is the evolution of the scientific understanding of the term "innovation". Formed from the Latin "novatio" (renewal, change, novelty, innovation) and the English prefix "in", meaning "in the direction of", the lexical construction "innovation" means "introduction of something new, renewal". According to experts [10], innovation as an economic category has been used in scientific works since the 13th century. Thus, A. Smith in his work "An Inquiry into the Nature and Causes of the Wealth of Nations" [12] pointed out the important role of technological innovations in ensuring the growth of productivity.

Developing the idea of a cyclical process of economic dynamics, J. Schumpeter studied in detail the process of implementing "new combinations", and become the first to propose their classification and functions, introduced the term "innovation" into scientific circulation and revealed its meaning through "implementation of new combinations", which covers the following five cases [11]: production of a new product or an already known product in a new quality; introduction of a new technology (method) of production; entry into new markets; use of new sources of raw materials for the production process; reorganization of production.

An important feature of the development of the theory of innovation is scientific continuity [13]. Thus, the need to create special conditions for an effective innovation process, indicated by J. Schumpeter, was specified by S. Kuznets [9], who drew attention to the technical and economic side of the innovation process and the need for certain social transformations. The economic essence of innovation processes S. Kuznets grounded as the renewal of obsolete capital as a source of increased labor productivity and increased production efficiency, which would help overcome the slowdown in overall economic growth and recession.

As scientists note, "an integral feature of innovation is scientific and technical novelty and the possibility of practical application" [7]. The possibility of introducing a new idea into business practice is a potential property, the implementation of which requires financial, material, labor, information resources and time.

The innovation process consists of a set of sequential stages and actions related to the implementation of ideas, the development and manufacture of new products and/or technologies that have new properties and are designed to meet existing needs or those that may arise. The set of sequential and parallel innovation processes taking place at enterprises constitute its innovation activity. To solve the tasks set, the innovation activity of tourism and hotel business entities should be considered as a set of systematic applied actions to implement the results of scientific and technical researches in order to introduce new or improved types of services, tourism and hotel services technologies, management and marketing methods. The innovative activity of tourism and hotel business entities has significant features that must be taken into account while developing theoretical and methodological provisions on stimulating and activating innovation processes.

Innovations in the tourism industry are mainly aimed at the formation of a new tourism and hotel product, new approaches to marketing activities, as well as the application of new management

methods based on information technologies. Innovative activity in this area can be aimed at changing the existing product, improving transport, hotel and other services, and developing new markets. Information technologies play a key role in such activities, since they are able to radically change the methodological, informational and technological components of management processes and implement them at a qualitatively new, more effective level.

The tourism industry is experiencing a trend of expanding personalized and intelligent products and services. Under such conditions, artificial intelligence is penetrating the entire process of production and consumption of tourism services. Artificial intelligence is changing tourism, hotel business and related industries, making "smart changes" in the development of tourist routes, cloud systems, hotel operations, etc.

The application of technologies such as AR/VR and 5G in the tourism industry has given rise to new forms of business, such as cloud tourism and live tourism, and has also prompted a profound transformation of tourism marketing and tourism experience. Virtual technologies are giving a powerful impetus to innovative activities, especially the development of virtual tourism, a new form of excursion tourism that combines network technologies, 3D visualization, VR, geographic information technology and traditional tourism.

Innovations in the field of tourism and recreation perform a number of functions: reproducible (innovation is an important source of financing for expanded reproduction, i.e., cash proceeds received from the sale of innovative tourist products on the market can be directed to expand-

ing the scope of activities of a tourist and hotel enterprise); investment (profits received through the implementation of innovation can be used in various directions, including as capital, i.e., using profits from innovation to invest in new innovations); stimulating (the entrepreneur receives profit through the implementation of innovation, which is an incentive for him and encourages him to constantly study new technologies of tourist and hotel services, improve the organization of marketing activities, and apply more modern management techniques).

Innovations in the field of tourism and recreation involve two interrelated areas:

1) innovations in the field of the human factor provide the improvement of the qualifications of personnel of enterprises in the field of tourism and recreation, in order to introduce innovative digital technologies and information and communication tools into the work;

3) innovations in the field of the technological factor provide for the improvement of the technical and technological potential of enterprises in the field of tourism and recreation on the basis of energy and resource saving equipment and digital technologies of individual and mass service.

It is also worth noting that the functioning of tourism and hotel enterprises is influenced by a large array of external and internal factors (information flows). That is why, in a rapidly changing external environment, tourism and hotel enterprises must be more flexible and adaptive to a very large array of information, in order to form proper accounting and analytical support for enterprises-subjects of innovative activity and make optimal, scientifically based management decisions (Figure 1).

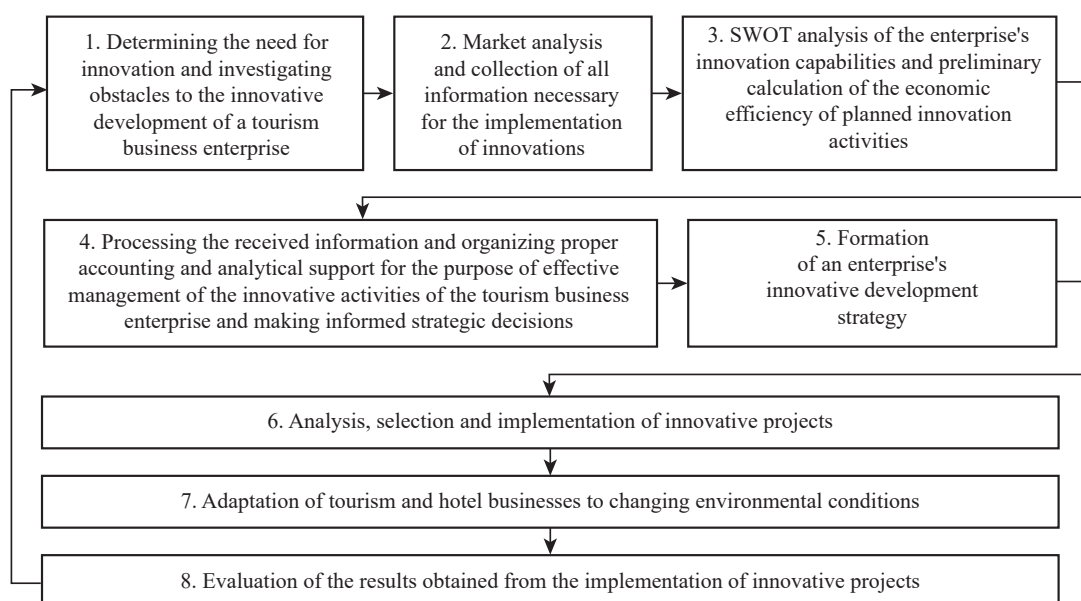


Figure 1 – Model of continuous innovation activity of tourism and hotel business entities

Source: developed by the authors

To a large extent, the current problems of managing the innovative activities of tourism and hotel enterprises are due to a number of factors:

1) an imperfect regulatory framework that regulates innovative activities;

2) lack of state support and, as a result, lack of motivation to introduce innovations and improve new technologies;

3) insufficient financing of innovative activities of tourism and hotel enterprises and a shortage of their own financial resources;

4) limited personnel capable of effectively managing the innovation process, lack of experience and qualifications of personnel in the process of implementing innovative projects.

In general, innovative activities are largely associated with a high level of uncertainty and lack of information. It is worth noting that the activation of innovative activities at tourism and hotel enterprises can be more effectively achieved by forming an appropriate organizational and economic mechanism and information support for decision-making regarding innovative technologies.

The organizational and economic mechanism (OEM) for accelerating the innovative activity of tourism and hotel enterprises can be stated as a set of organizational forms and economic instruments, the use of which allows stimulating tourism and hotel enterprises to systematically implement innovative projects in the course of financial and economic activities aimed at achieving economic, social or environmental effects.

It is quite obvious that the OEM has two main components – organizational and economic. At the same time, the OEM of activating the innovative activity of tourism and hotel enterprises must be studied at the macro and micro levels.

At the macro level, the organizational component of the mechanism for accelerating the innovative activity of tourism and hotel enterprises should include the creation and support of conditions for the innovative development of tourism and recreation, the interaction of state and local authorities, business entities in the formation of the state's innovation policy and proper information support. The economic mechanism for managing innovative development at the macro level is a system of measures, forms, methods, and instruments of influence on economic relations and processes, which covers the processes of financing, lending, taxation of innovative activities, and insurance of risks associated with innovative activities in the field of tourism and recreation.

At the company level, the organizational mechanism is a system of administrative methods, methods and techniques for the formation and organization of innovative activity at enterprises of the tourism and hotel business. This includes all the

connections that arise in the process of tourism and hotel service and management of innovative activity, namely in the process of planning, organization, regulation, motivation and control over the achievement of set goals.

The economic mechanism should cover strategic management of innovative development, long-term and short-term planning of innovative development, search for sources of financing for innovative activity, including through tax planning and stimulation of innovative activity, effective management of innovative costs and making major strategic decisions regarding innovative activity.

The OEM for accelerating the innovative activity of tourism and hotel enterprises uses a set of elements of the innovation system related to the development of technological processes and the renewal of the material and technical base, the organization of innovative changes in production and its resource, scientific, personnel and information (accounting and analytical) support, the state of the system of financial and economic support of tourism and hotel enterprises in Ukraine, the improvement of the regulatory framework for state regulation of innovation processes, the development of the infrastructure of the innovation system, etc. At the same time, proper information support at the macro level and effective organization of accounting and analytical procedures at the micro level play a decisive role in the process of forming an innovative model for the development of tourism and recreation and the activation of innovative activity of tourism and hotel enterprises.

Conclusions and further research. Innovation and the development of new products and new services are important factors in the competitiveness of modern tourism and hospitality businesses. The tourism and hotel industry can use the unprecedented opportunities of digital innovation. With the advanced application of digital technologies, the tourism and hotel business is undergoing a transformation in quality, efficiency and driving force, and is moving from extensive growth driven by resources to a new stage of efficient growth driven by technological innovation. The development of digital, intelligent and virtualization technologies encourages the integration of online and offline tourism, virtual experience and reality, as well as technologies and ideas, which leads to complex and diverse innovations in the tourism and recreation sector, which, in turn, require progressive changes in the mechanisms for managing innovation activities.

The formation of a mechanism for accelerating the innovative activity is a significant mean for management of innovative activity of tourism and hotel business entities, which in turn is an important prerequisite for the effective functioning of business and one of the main factors determining the competitiveness of the national economy in the global market.

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УПРАВЛІНСЬКИЙ МЕХАНІЗМ АКТИВІЗАЦІЇ ІННОВАЦІЙ СУБ'ЄКТІВ ТУРИСТИЧНОГО ТА ГОТЕЛЬНОГО БІЗНЕСУ

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Анотація. В статті запропоноване виконання наукового завдання, яке полягає у визначенні сутності та складових механізму активізації інноваційної діяльності підприємств туристично-готельного бізнесу. Розглянута еволюція наукового розуміння інновацій та специфіка сучасних інноваційних процесів в Україні, які здійснюються в умовах стохастичного соціально-економічного середовища та надзвичайних воєнно-політичних загроз. Запропонований теоретичний підхід до розуміння сутності інноваційної діяльності підприємств туристично-готельного бізнесу, який враховує системність, неперервність та взаємопов'язаність інноваційних процесів туристичного обслуговування як рефлексію на високу еластичність попиту на туристичні послуги по відношенню до соціально-економічних та воєнно-політичних змін. Обґрунтована необхідність застосування підприємствами туристично-готельного бізнесу стратегій проактивного розвитку на основі постійного пошуку інноваційних ідей, розробки і запровадження інноваційних технологій туристичного обслуговування, гнучких змін організаційних структур і процедур маркетингу. Описана притаманна сучасному етапу розвитку туристично-готельного бізнесу в Україні тенденція до розширення персоналізованих та інтелектуальних продуктів і послуг на основі застосування штучного інтелекту та інших цифрових технологій. Охарактеризовані зміни, що виникають в організаційно-економічній підприємства туристично-готельного бізнесу в наслідок активізації інноваційних процесів, та запропонована модель безперервної інноваційної діяльності підприємств туристично-готельного бізнесу. Визначені чинники внутрішнього і зовнішнього середовища, які можуть стримувати запровадження інновацій туристично-готельного бізнесу, і сектори організаційно-економічного механізму, відповідальні за реагування на відповідні зміни. Описані завдання організаційної та економічної складових управлінського механізму активізації інноваційної діяльності в сфері туристично-готельного бізнесу на мікро та макро-рівнях управління.

Ключові слова: менеджмент, інвестиції, інновації, цифрова економіка, туризм, готельна справа, бізнес.

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