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DEPARTMENT OF ENTREPRENEURSHIP AND INNOVATION

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THE EXPERIENCE OF POLAND
AND THE PROSPECTS OF UKRAINE**

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MANAGEMENT OF TOURISM INDUSTRY'S INNOVATIVE DEVELOPMENT UNDER CONDITIONS OF DISPROPORTIONALITY OF GLOBAL AND LOCAL TOURIST MARKETS

Summary

The article analyses a series of scientific publications devoted to challenges of tourism industry's development from the perspective of various approaches. In our paper, the attention was focused on studies of foreign and domestic scholars who had examined the necessity of innovative management in the tourism industry's development in the country as a whole and in its regions. The research aims to analyse and systematize key approaches to management of the innovative development of the tourism industry in the context of disproportionality in global and local tourist markets. For the achievement of the mentioned goal, the following steps were taken: we studied conceptual background of a notion "innovations in tourism" and gave the definition reflecting the essence of this category in the most comprehensive way; we specified endogenous and exogenous impact factors and key principles of innovations in tourism; we established the tendencies of innovative activity development in the tourism industry; we offered the classification of innovations' types in the tourism industry based on the views of domestic and foreign scientists; we presented the basic model for the development of innovative IT-projects in tourism industry; we analysed development of innovative technologies in tourism industry of Ukraine by researching dynamics of tourist flows with quantity and quality indicators drawing attention to problematic issues.

Introduction

Among all areas of the world economy, travel business is definitely recognized as the business of the 21st century, which positively influences the economic growth, employment, and self-employment in any country. It is the most profitable

and dynamic business, which is proved by statistical data of the World Tourism Organization. For instance, tourism occupies 10% of the gross national product, 7% of total investment amount, 5% of all tax incomes; revenue from tourism makes 8% of world export and 30% of international trade services under the total growth of world tourism flows on 4-5%.

Moreover, the tourism was, currently remains, and constitutes a complicated cross-industry network, which requires a systematic approach to the regulation of social economic relations of national economy's branches at the state, regional, and cross-border level. Travel business attracts entrepreneurs by modest start-up capital, payback, profitability, and increasing demand on travel services based on the mankind aspiration to experience the outside world, to restore physical and spiritual forces, to upgrade the life quality of the population.

In current conditions of the uncertainty of social-economic disproportions development, political and economic crisis in Ukraine which has started in 2013 and stipulated termination of the Concept of target program on tourism development till 2022. There is a need to arrange, determine, and specify the theoretical and practical ideas on the approaches to complex innovative development management in tourism for the creation of full-fledged regional tourist markets [3, p. 134].

Due to the absence of goal-oriented planning and tourism support in the regions of Ukraine, fragmentary and selective approach, turbulence of environment, it is rational to create regional tourist markets founded on innovative and investment policy and efficient innovative management, which will enable development of domestic tourism and overcoming negative tendencies by the implementation of innovations in tourism industry. According to international practices, the application of innovations leads to the creation of competitive tourist goods and services in the national and international markets.

Part 1. The influence of endogenous and exogenous factors on innovative processes in tourism: basic principles and essence

Many scientific publications are focused on the challenges of tourism industry development from the perspective of various approaches. In particular, we are interested in the studies of foreign and domestic scientists, which examine the application of innovative management in the development of tourism industry both in a country, and its regions as well.

Thus, for example, V. Novikov considered a function of innovations and innovative activity management in tourism by determining the principles of its sustainable development [25]. V. Yevdokimenko has carried out the analysis of global and domestic determinants of theoretical, methodological and methodical forecasting and strategic planning of tourism industry [13].

According to O. Gonta [6, 7] and S. Dutchak [12], the main approach to the scientific study of tourism shall be economic synergetic provisions, which may reveal causes and eventualities not studied yet.

I. Mazurkevich, T. Dziuba, L. Gontarzhavska, I. Zorin, V. Kvartalnov, O. Liubitseva made a research on the subjects of tourist market and pointed that external and internal factors of company's internal economic relations, means of cooperation with external environment, and internal resources of tourist companies generate conditions necessary to be considered when choosing an approach for setting innovative strategy of enterprises [19].

G. Mykhailichenko [23] has substantiated the model of innovative tourist clusters as a driver of competitiveness at regions and country in general. M. Zueva [14] has analysed available approaches to the rationalization of innovations in hospitality and defined the tendencies of innovative activity in this area depending on tourism elements.

A substantial contribution to the elaboration of innovation theory in tourism was made by T. Tkachenko [32], S. Melnychenko [22], and V. Kyfiak [17]. Their works investigate the challenges of management of competitive organizations based on innovative methods, the formation of facilitating mechanisms, and evaluation of enterprises' innovative development; detect features of the development of tourism enterprises in Ukrainian regions in present economic conditions.

O. Kalchenko [16] and O. Shapovalova [36] have distinguished eight principles of innovations in tourism, substantiated positive and negative factors which impact implementation of innovative activity in tourism, and provided a classification of innovations in tourism.

However, regardless of its actuality and a considerable amount of scientific research by domestic and foreign scholars, the implementation of innovative approaches in tourism development is not studied enough.

Nowadays, many scientific researches are devoted to problems of innovative development in the tourism industry, namely, to the challenges connected with elaboration and introduction of innovative technologies aimed at the improvement of clients' service and enlarging of service tourist opportunities. Under conditions of the market-oriented economy, all tourist enterprises experienced the lack of new competitive goods and services ensuring attraction of new buyers and increase of key performance indicators of travel industry enterprises'. So, a particular importance belongs to the implementation of scientifically based tools of innovative management, which main task lies in ensuring efficiency and profitability of a new tourist product and learning of innovation process specifics. Innovative management, in particular, has combined different functions, such as management, marketing, event, planning, organization, enhancement, and control.

Economic literature provides for various interpretation of a term "innovation". For the first time, it was introduced in its actual understanding by Y. Schumpeter who defined it as "a critical change of a produced good's function, which consists in new composition and commercialization of all novel combinations based on application of original materials and components, implementation of modern processes, discovering new markets and investigation of the most recent organizational forms" [25; 9, p. 66].

The Law of Ukraine “On Innovative Activity” as of 04.07.2002 defines innovations as newly created (applied) and/or improved competitive technologies, products or services, as well as organizational and technical solutions of productive, administrative, commercial or other character, which significantly enhance the structure and quality of production and/or social area [29].

According to international standards “innovation is a final result of innovative activity embodied in a new or improved product introduced to the market, new or enhanced technological process applied on the practice or in the modern approach to social services” [18].

We are particularly interested in determination and perception of specifics of the category “innovation in tourism”, the interpretation of which by foreign and domestic scholars is presented in Table 1.

We consider that the most accurate understanding of the category “innovation in tourism” presented in Table 1 is the definition by V. Novikov and L. Maklashyna.

As a result of growing impact of endogenous and exogenous factors, the innovations became the most important management tool for tourist enterprises trying to compete efficiently and strive for successes in modern travel business, which consequently demands the application of innovative technologies and change of management activity format by establishing and developing new approaches, forms, methods, and principles of innovative management.

Table 1

Definitions of the concept “innovations in tourism”

The author	The definition
N. Vlasova, V. Smyrnova, N. Semenenko [5]	Innovations in tourism are systemic activities of qualitative novelty, which result in positive improvements providing sustainable functioning and development of tourism branch in the region.
O. Davydova [9]	Innovations in tourism are a result of novelty’s application in the tourism industry with an upgrading of its efficiency and prior profit-making, which should assure sustainable development of the branch.
M. Dotsenko [11]	Innovations in tourism is an activity aimed at the creation of new or change of existing product, improvement of transport, hotel, and other services, development of new markets, introduction of advanced IT technologies and modern forms of management. Innovations and new information technologies become determinative factors for the competitiveness of tourism industry and intensification of exchanges with other connected sectors of the economy.

L. Maklashyna [20]	Innovations in tourism lie in the development and establishment of new tourist routes, projects with application of scientific and technological achievements, IT-technologies, as well as the best practices in management and marketing, which implementation would enable increasing population employment, ensuring its income growth, acceleration of social-economic growth, and improving tourist image of a country and its regions.
V. Novikov [25]	<i>Innovations in tourism is an outcome of actions aimed at the creation of new or change of existing tourist product, development of new markets, application of advanced IT technologies, enhancing tourist, transport and hotel services, the establishment of strategic alliances for the tourist industry, introduction of modern forms of management activity at tourism enterprises.</i>
Y. Panchenko, O. Luginin, S. Fomishyn [28]	Innovations in tourism are final results of innovative activity embodied in a new or improved tourist product and put into circulation. Novelty may be considered as innovation only when it is accepted by a certain consumer and bears features of novelty.
T. Taigybova [31]	Innovations in tourism are systemic activities, which have qualitative novelty and lead to improvement, which provide for sustainable functioning and evolution of tourism in the region.
T. Frolova [34]	Innovations in tourism is a set of innovative activity tendencies in travel organizations, such as: application of modern techniques and technologies in provision of traditional services; introduction of new services with original qualities; application of new tourist resources never used before; changes in traditional travel services arrangement and consummation; discovering and using new markets for travel services and goods.

Among endogenous and exogenous factors, which influence innovative processes in tourism, we would like to distinguish the following:

- new directions of scientific and technical progress (technological revolution), the emergence of original technologies, e-business (e-trade, the establishment of virtual travel agencies, application of the latest telecommunication technologies and Internet). Tourism possesses one significant advantage in contrast to other areas of e-trade, because its consumer receives a good directly in the place of its production, in a travel centre;

- intensification of competition, transfer from the economy of supply to the economy of demand and expansion of services in the economy;
- application of advanced IT technologies in traditional transport, hotel, and other services (attending world famous and Ukrainian museums through the Internet);
- increasing demand of the population to get familiar with the lifestyle in other regions and to obtain new knowledge about classical and traditional travel destinations;
- the necessity to restore and develop the spiritual and physical powers of tourists (development of active tourism and health resort services, medical tourism);
- filling traditional services with new capacities and implementation of new ones (harmonious combination of attractive rest conditions and journeys for the comprehensive satisfaction of the most fastidious tourists' demands);
- the economic and political situation in certain regions of the world and countries, i.e. globalization, internationalization, regionalization, cross-border cooperation, etc.;
- the necessity to learn interaction between society and nature (concretization of the principles of ecologic policy in the regional development of tourism, formulation and execution of programs on protection and efficient use of natural recreational and tourist resources);
- rules of economic relations established by international organizations, namely the World Trade Organization and the World Tourism Organization;
- receiving new knowledge on tourist resources in various regions of the planet and information on additional possibilities of tourist trips;
- state laws and other legal acts providing for economic and political principles of operation of tourist enterprises, including the elaboration of the state concept on tourism development, adoption of new legal acts on social economic issues;
- change of situation in markets: the emergence of new tourist destinations, non-conformity of the proposed services to the travellers' demands, the appearance of new consumers' requirements to the quality of tourism product;
- application of modern forms of institutional and management activity in the area of production and consummation of traditional tourist services, as well as the introduction of novelties in industrial branches closely related with travel industry (transport companies, hotels, etc.);
- aspirations of companies for strengthening their positions in the market or struggle for survival using advanced principles of marketing (taking advertising measures, informing consumers on news and promotions, the formation of positive tourists' opinion about agency) and management;
- training of specialists possessing fundamental knowledge on innovative activity in tourism;
- unexpected events not depending on people's will: ecological and technological disasters, terroristic attacks and others [3, p. 136-137].

For an efficient response to endogenous and exogenous factors influencing innovative processes in tourism, it is worth specifying the basic principles of innovations in tourism, which were considered in publications of O. Kalchenko [16] and O. Shapovalova [36], namely:

1. The principle of scientism consists in the application of scientific knowledge and methods for the implementation of innovations relevant to tourist demands.

2. The system principle consists in consideration of factors and conditions necessary for the satisfaction of person's demand for rest, resource possibilities of the region (economic, financial, human resources and others), social influence on the society, environmental factors.

3. The principle of compliance between innovations and tourists needs means the introduction of those novelties, which are really important for a client, instead of available and affordable for a travel agency.

4. The principle of positive result means avoidance of unwise, unreasonable creation and implementation of novelties endangering tourist, biosphere, and society in general.

5. The principle of investment processes immanency, i.e. usage of investment resources for corresponding research, development, and materialization of innovations. The efficiency of resources is determined by the degree of novelty's importance and dimensions.

6. The principle of compliance between results of innovative activity and the level of society's development means that innovations, which are not in compliance with a certain stage of development of a particular society may not be useful and demanded.

7. The principle of coherency means that innovative process is terminated with the appearance of a good in a market, which at its certain lifecycle should cause a demand (inspire an idea) for the creation of next innovation and provide for financial support of this process.

8. The principle of safety means that any innovation should guarantee the safety of a person and the environment. Organization of this process suggests a risk of causing damage and activities on the elimination of negative impacts

Part 2. Specification of trends and types of innovations in the tourism industry

There is a question based on the principles mentioned above: what are the trends for the development of innovative activity in tourism? At the current stage of social evolution and according to the provisions of the General Agreement on Trade in Services (GATS), there are three trends for the development of innovative activity (see Figure 1).

Thus, we may see that innovative activity in tourism is aimed at the creation of new or change of existing product, improvement of transport, hotel, and other services, development of new markets, implementation of advanced IT technologies

and actual forms of institutional and management activity. Innovations and modern IT technologies became definitive factors for competitiveness of travel business and promotion of exchange with others related branches of the economy (for instance: creation of polymer, composite, and other materials resulted in the appearance of new types of clothes and shoes, new sport and other equipment, which were a substantial ground for extreme tourism; development of water, mountain and other types of tourism; climate-control systems in the hotels; electronic guides, satellite navigators; managing and accounting computer systems, electronic advertisement and e-commerce).

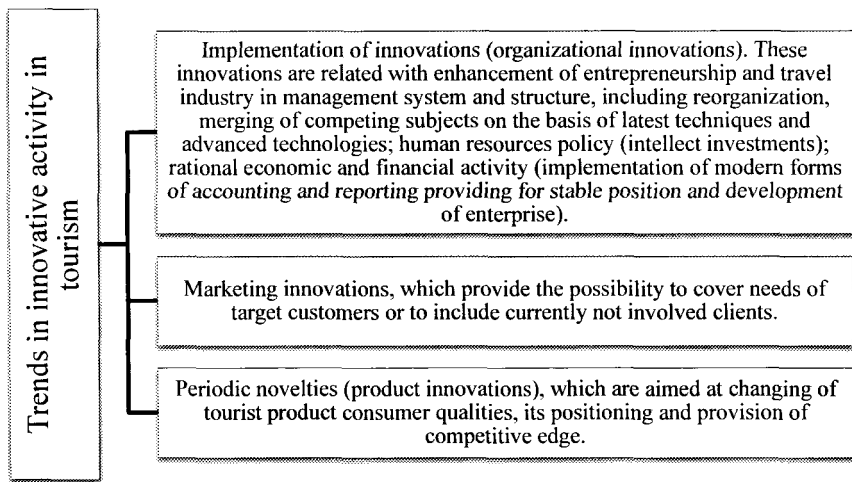


Fig. 1. Trends in innovative activity development in the tourism area

Source: elaborated by the authors on the basis of mentioned source [19, p. 52]

Based on the above, the following issue arises: whether enterprises of tourism industry implement novelties independently and what is an innovation in tourism? We consider that an innovation in tourism should not be narrowed only to the understanding of service innovations (entities on tourist accommodation, catering, transport enterprises, travel agencies, etc.), because tourist area is a diversified production complex (manufacturing of tourist equipment and tools, sport goods, clothes for rest and tourism, souvenirs, etc.), which holds wider possibilities for the implementation of innovations. Consequently, we have to classify the main types of innovations in the tourism industry, which are often interrelated and flow from one to another (development of new tours based on mastering of new tourist resources) (see Table 2). We will formulate this classification of innovations in tourism based on the classification of innovations by Y. Schumpeter and modern views of domestic and foreign scholars [2, 9, 19, 35].

Classification of innovations' types in tourism

Type of innovation	Innovation content	Example of innovation
1	2	3
<p>A product innovation is an introduction of new and improvement of existing tourist products (tour, service).</p>	<ul style="list-style-type: none"> • creation of new tourist products and services; • improvement of consumer qualities of already existing tourist products and services; • development of new tourist-recreation territories; • mobilization of new tourist-recreation resources; • exploration of new types of tourism; • exploration of new tourist directions and sightseeing trips. 	<p>Elaboration of new tour, new sightseeing trip, new direction for travels (tours to the Antarctic, to the open space); suggestion of new services (health services in hotels); event tourism (selling of tickets and tours for overseas events, such as concerts, festivals, exhibitions, football games and other sport events); gastronomic tourism (tourism for the fans of tasty and delicious food, participation in master classes of famous chefs).</p>
<p>A resource innovation is an application of a new type of tourist resources for tourism and exploration of new tours and services.</p>	<ul style="list-style-type: none"> • exploration of unusual objects for demonstration (industrial and dig-tourism (stalking), military tourism); • construction of new infrastructure objects (for extreme types of sports); • creation of a new event for the market (festivals). 	<p>Tourist resources are objects of nature, history, current events, phenomena, which may be used at the creation and utilization of tourist product. It also includes tourist infrastructure, which facilitates comfortable travelling, accommodation, catering, transport, excursion support and leisure (skydiving, hang-gliding, yachting, alpine skiing, and plus all related to event tourism).</p>
<p>A technological innovation is an introduction of modern or significantly improved equipment and technology of clients' service, promotion and realization of services.</p>	<ul style="list-style-type: none"> • application of informative and communicative technologies in the travel industry; • use of modern equipment and technologies at the provision of traditional tourist services; • improvement of new types of logical support of tourist service, • upgrade of tourist services quality; • implementation of the latest forms of accounting and reporting at tourist enterprises; • novelties in the system of transport service for tourists. 	<p>Electronic systems for booking at hotels. E-systems for air tickets selling. Integrated systems of hotel infrastructure managing (virtual concierge in the hotels (sensor displays enabling visitors to receive information about weather, transport, sights, etc.)); Internet-advertisement. E-commerce (launching of virtual travel agencies on the Internet); service "travel notes" is an information project for travels fans who want to share their impression about their rest experience).</p>

1	2	3
<p>A marketing innovation is new market fragmentation, serving of new client groups (sorted by geographical, social and demographical, behavioural features).</p>	<ul style="list-style-type: none"> • exploration of new segments of the tourist market; • elaboration of new models of positioning and advertising of tourist product; • mastering of the latest models of positioning and advertising of tourist-recreational territories. 	<p>Innovations in the restaurant business (taxi call from a restaurant, reservation of tables, ordering of a meal with home delivery, e-menu and Wi-Fi, which became a connection channel between clients and restaurateurs enabling the administration to correct and renew a menu quickly. A client can do an order independently taking into account price policy, the caloric content of dishes; he/she may see the final bill of an order and read the news or play games while waiting for an order. Entry to the new geographical markets, the launching of social tours and services for certain consumers groups (for instance, people with limited possibilities), etc.</p>
<p>An organizational and management innovation is an implementation of the more efficient structure of management and company's operating procedures, new profiles of working places and professional requirements.</p>	<ul style="list-style-type: none"> • new methods and forms of managing by subjects of tourist recreational activity; • introduction of new innovative forms of tourist activity organization and territorial distribution of tourist enterprises activity; • improvement of state and regional management of the travel industry; • enhancement of IT support of tourist vigilance. 	<p>Development of integrated hotels chains. Application of hotel management system by contract, computer client databases, social networks, CRM-systems.</p>
<p>A service innovation is a consecutive process, which consists of non-technological (personnel, organizational structure, factors increasing service worth for a client)</p>	<ul style="list-style-type: none"> • implementation of advanced methods of study, training, and re-qualification of travel business personnel; • development of innovative models for placement of labour resources in tourism; • elaboration of innovative models of after-sales service of tourists, considering the culture and traditions of tourist-recreation zones; • a goal of service innovations at tourist enterprises is a setting of strict and 	<p>New solutions in consumers interface, recent methods of tourist product diversification, modern application of technologies at servicing, new forms of work with partners or new ways of services organization and management. Innovative service is determined by technological cooperation built upon the improvement of</p>

1	2	3
<p>and technological elements (it depends from the technologies, especially informative and communicative).</p>	<p>transparent cooperation processes with stakeholders, namely the groups of interested persons, capable of ensuring a contribution to tourist activity. Usually, the most important stakeholders are the personnel, owners, consumers, and partners who facilitate innovation development through their work, productive resources, purchasing power and the spread of information about an enterprise;</p> <ul style="list-style-type: none"> • net development on the basis of franchising; price setting utilizing the method of “live price”. 	<p>existing services features, enhancement of the process of their delivery or combination of existing technologies. Enlarging of sales markets, increasing of sales and territorial expansion of business at the absence of expenses on vertically integrated management net maintenance. Protection from industrial spying and price competitiveness at increasing company’s turnover and amount of daily reservations.</p>
<p>A logistic innovation is a new solution in systems and chains of supply, distribution and delivery, including tourists.</p>	<ul style="list-style-type: none"> • “Hubs” at airports (hub systems) is the radically new concept of transfer through the single connecting air transport junction; integrated IT-system of destinations. Junction airport is an element of the so-called star-like net of the itineraries, where passengers, travelling between airports not connected by direct flights, may reach the destination point by carrying out a transfer from the one flight to another. Often the hub of air company is placed in its base airport or in the airport of the same city with its headquarter placement; • “Just-In-Time” approach at all levels of the travel industry. This approach is also called “Pull-system”. 	<p>Junction airports. “Pull-approach” would enable coordination of tourist flows with possibility and tourist potential of the investigated territory, taking into consideration material and technical basis of the region and country in general, at the same time not worsening ecology and quality of tourist service.</p>

The above listed and analysed types of innovations are tightly interpenetrated and related to each other. Specific of tourism innovative activity lies in common incorporation of enterprises efforts necessary at the development of its certain types under the format of tourist clusters, which provide for cooperation of correspondingly oriented institutions at the state and regional level, as well as support of local self-government authorities and, in certain cases, of global tourist unions.

Thus, application of all types of innovations presented by us earlier in the practice of domestic tourist enterprises will make possible the attraction of additional tourist flow, improvement of economic indicators of tourist enterprises operation and its inside and outside competitive strength, upgrading of tourist’s quality of service in accordance with their particular demands.

Part 3. Creation of a management model for innovative IT-projects in tourist services

The present time clearly shows us that innovative technologies in tourism are a call of time, which will enable discovering of new possibilities for innovators (developing start-up companies and Internet-projects based on ambitious, innovative ideas and perspective products) and make tourism available for different categories of population.

It should be emphasized that development and management of innovative IT-start-ups (IT-projects) in tourism take place if there are three following components available: travel industry, innovative technologies and IT-systems, and managing technologies (see Figure 2). Mentioned components provide for simplification of the procedure of tourist product formation and supply client with information enabling him/her to arrange their tour independently. Consequently, the development of IT-start-ups is one of the prior tasks of innovative and prospective development of the travel industry.

Results of IT-start-ups analysis, which was carried out by T. Tkachenko, confirm that, for example, smart-tourism has a great future upon the promotion of such projects as “smart-city” and “smart-destination”. The key priorities of such projects are: clustering of city’s community; creation of city’s tourist mobile addition; application of QR-codes on all tourist objects with multilanguage information; implementation of cloud technologies and Internet of Things in different areas, as well as enlarging Wi-Fi and 4G points of use [32].

Nowadays, innovative technologies, which are effectively applied in tour operating, especially at the usage of e-booking and electronic tours, got a widespread use in the travel business. Technological connections of tour operators, travel agencies, and entities delivering services on hospitality, catering, banking, insurance companies are conducted almost completely by e-channels, Internet, international distributing systems, global e-booking systems. The operation of such programs enables the agency to receive rapid and reliable information on prices and amount of free places at any time, as well as to trace the order at all stages of its execution. The most popular programs in the world are the following: AMADEUS covering 35% of the global market and used mainly in Europe and Asia; GALILEO – 28% of the global market and used in Europe and North America; SABRE – 24% of the global market and used and applied in America; WORLDSPAN – 13% of the global market [1; 8; 19; 26; 27].

Such innovation systems afford reservation of all key components of tourist infrastructure, i.e. they actually create the general information system, which provides for distribution networks for the whole travel business. However, these systems require the installation of specific, enough complicated and expensive software. But now, a consumer can order tickets, book rooms or buy package tour independently with the help of equipped with relevant systems websites of air companies, hotels, travel agencies, i.e. there are various online internet-smart-additions, which already have gained feedbacks from tourists, namely, these are Booking (hotels reservations); GoEuro (all transport of Europe); idealo Hotel

(search prices on hotels, houses, and accommodation, compares it and allow for booking); Trip Advisor (hotels, air tickets, restaurants); Trivago (compares prices and searches for a perfect choice); Agoda (hotels reservation); Momondo (air tickets and hotels); Hotels.com (hotels reservation). It is worth to mention that there are many such programs for platforms like Android (operating system and platform for mobile phones and tablet computers produced by Google on the basis of Linux core; supported by the alliance OpenHandsetAlliance); iOS (it is a proprietary mobile operating system introduced by Apple; produced primarily for iPhone, it became operation system also for iPodTouch, iPad, and Apple TV).

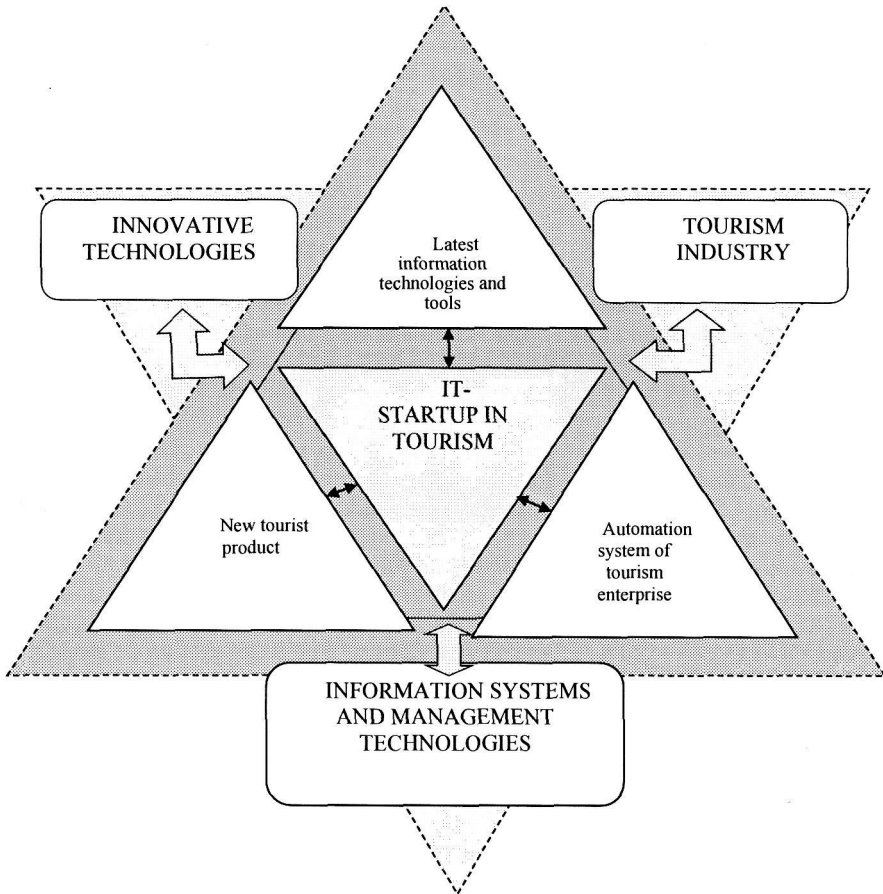


Fig. 2. The basic model for the development of innovative IT-projects in tourist services

Source : elaborated by the authors on the basis of the source [2]

So, the Internet provides for wider application of the personal approach to clients who, in their turn, are transformed to proactive participants of a marketing company, independently choosing websites, mobile additions containing necessary information herewith supplied with the possibility of reverse contact with potential clients and producers of tourist product. Tourist product sales through Internet has not yet gained a large scale due to its absence, insufficient speed and need to apply for special security programs in e-commerce and electronic transactions, such as IKR – Internet Keyed Payment Protocol, SET – Security Electronic Transaction, Security Courier. However, Internet expansion is growing and once Elon Musk succeeds in Internet satellite launching and cryptocurrency market develops, then travel industry will enter to the new stage of development where companies providing tourist services and proposing tourist product must rethink their functioning. There is a necessity to introduce organizational innovations, which would enable tour agents to go beyond reservation technologies, arrange tickets and sales, and redirect their activities for the provision of consultative services, expert evaluation, professional advising and support.

Actually, “timeshare industry” is of great importance in tourism innovations, which provides an opportunity to unite in travel industry the categories of time and space, the creation of economy-class hotels and “resort” type hotels. Moreover, nowadays development of hotel business depends on the degree of technological innovations usage, especially in automation of front office functioning. The automated accommodation system FIDELIO provides for control and facilitation of guests’ reception, their accommodation, room service, automated documentary flow system, reducing the risk of mistakes in booking system, intensifying price policy and managing tariffs are currently pertinent. In Ukraine, global distribution networks AMADEUS and GALILEO are applied, the access to which is performed through the national reservation system “Syrena”, the automated management system in hotel commerce “FIDELIO” is operated, tourist portals and bases of specialized information are functioning enabling information search, booking and selling of tickets, possibility to order services of local excursions, transport and tourist services on a real-time basis [33].

Consequently, the global experience proves that IT-technologies in travel agencies and hotels management based on the implementation of automated operation system to reduce management of operations workload in 10-30% and speed up the decision-making process in 2-5 times. Economically developed countries align with three stages of innovation development, which are: leadership in science and implementation of large-scale target projects; spreading innovations, establishing favourable innovative environment; stimulation of novelties by innovative infrastructure development, appreciation of world scientific and technical progress achievements, coordination of all sectors actions in science and technologies area.

In other words, the essence of innovative approach in tourism consists in the establishment of new and improvement of existing services, development of new

markets, setting strategic business alliances, active implementation of IT-technologies, application of new management forms and methods

The main circumstance for the implementation of travel industry innovative development in Ukraine is technological capacities being bought in more developed countries even further, which makes Ukraine dependent from post-industrial countries, and necessary infrastructure (to be correct, it is the absence or weak development). It is possible to avoid such a situation, in particular, the technological dependence of Ukraine, only by renewal of independent active scientific and technical evolution through the application of innovatory mental work, creation of innovative tourist product, which would use widely available natural diversity and cultural-historical heritage and would be attractive for foreign consumer, same as for domestic client.

The issue of preparation, re-qualification, and upgrading of qualification of tourist enterprises personnel in the field of IT-technology, automated systems, net communication means mastering is urgent for Ukraine. According to WTO estimation, already now the global tourist industry provides more than 10% of working places and this figure tends to increase. It was also calculated that demands in tourist personnel will grow in the following proportion: 75% request of technical positions and service personnel, 5% – high management chain and 20% – performing audit functions. In Ukraine's context, it is interesting to note that majority of these demands are carried out not by specially educated people as it corresponds to standard approaches of specialists preparation in tourism – Tourism Education Quality (TEDQUAL) but by those persons, who had nothing to do with tourism before [33].

Hence, for Ukraine, one of the innovative tasks on tourist activity promotion is establishing network structure with qualified personnel. Its efficiency is concluded in the setting of a stable centre, through which capital, information, technologies, goods, services, and qualified labour flow. Establishing network structures is an effective tool for small entities entry to external markets, which require state institutional and organizational economic support. One of the network structure forms in the tourist area is hotel chains. Currently in Ukraine, there are eight operators of international hotel network: Rixos (Truskavets), Intercontinental (Kyiv), Hyatt (Kyiv), Rezidor (Kyiv, Alushta (temporary annexed territory), Donetsk (temporary annexed territory)), Best Western International (Sevastopol (temporary annexed territory)), Accor Group (Kyiv), Starwood Hotel&Resorts Worldwide (Kyiv, Zaporizhzhia), Fairmont Raffles Hotel International (Kyiv). There are also two Ukrainian hotel operators functioning Premiere-Hotels International and Reikartz Hotels&Resorts, which unite 36 hotels [30].

Part 4. Interdependence of innovative payback and development of travel industry in Ukraine: indicators in a dynamic perspective

One more endogenous-exogenous factor, which precisely points on the interdependency of tourism industry development in Ukraine and rate of innovations payback, is an investigation of the dynamics of tourist flows change by

quality and quantity indicators. For confirmation of interrelation tourist flows change, the dynamic for previous periods and possibility of their preview along with advanced and adapted to actual realities tendencies of innovative policy development in tourism a number of statistical indicators were analysed (number of foreigners entered Ukraine during the last five years, including tourist purpose (Table 3) and the number of Ukrainian citizens who went abroad, including tourist purpose).

Table's data demonstrate an unbalanced dynamic of tourist flow of both Ukrainians and foreign visitors of the country during the last five years. The majority of foreign citizens arrived in Ukraine during 2013–2017 were natives of Moldova, Belorussia, Russia, Hungary, Poland, Romania, Slovakia, Turkey, Israel, and Germany.

Table 3

Entry of foreign citizens in Ukraine during 2013–2017

Years	Number of foreign citizens entered Ukraine – in total	<i>Absolute divergence to the previous year</i>	<i>Relative divergence, % to the previous year</i>	Among them – with tourist purpose of trip	<i>Absolute divergence to the previous year</i>	<i>Relative divergence, % to the previous year</i>
2013	24671227	1658404	7	488496	- 451556	- 49
2014	12711507	-11959720	- 48	146804	- 341692	-70
2015	12428286	-283221	- 3	137906	- 8898	-7
2016	13333096	904810	7	172848	34942	25
2017	14229642	896546	6	38958	-133890	-77
2018 <i>(forecast)</i>	14860000	630358	4	34600	-4358	-11

Source: elaborated by the authors on the basis of data provided by the Administration of State Border Guard Service of Ukraine [10]

Major recession of Ukraine's attendance indicators by foreign citizens was observed in 2014, in comparison to 2013, the visitors flow decreased almost in 12 million (the difference made 48%), which absolutely logically may be connected with culmination of political events related to reformation of authority structures, as well as occupation of a part of country's territory, including the Crimea Autonomous Republic, Sevastopol, and a segment of anti-terroristic operation zone. The mentioned is proved by quantity indicator of the visitors who attended the country exclusively with tourism purpose (service, work, diplomatic, private visits, study, employment, immigration, cultural and sports exchange, religious attending, and other purposes were not taken into consideration). The mentioned indicators rapidly fell already during 2013–2014, which shows a reduction in tourists' number in this period almost 800 thousand (-49% and -70% accordingly). Not only these events negatively marked on the reputation of the country, but also gained glory of the unsafe and insecure situation for foreign tourist.

The negative dynamic remained till 2015 even the reducing speed of country's visiting by foreign citizens was suspended significantly (comparing to the previous year -3%), as well as for tourists (-7%).

In 2016–2017, the situation improved a little (the growth made 6-7%). Visiting with tourist purpose was somewhat intensified, the flow increases almost by 35 thousand, which by 25% more than an indicator of the previous year. We think, a small recovery may be expected in 2018, which is mainly related with the holding of important global events in Ukraine, such as UEFA Champions League Final.

Certainly, a general revival of country's attendance by foreign citizens is observed; however, the return of 2012 positions is not expected in the nearest future. In particular, the situation is relevant for foreign tourists, because in 2017 the attendance ratio fall reached 77%. It may be partially justified by the preservation of unstable political and social situation in the country accompanied by crisis economic phenomena, crime rate rising, as well as with the escalation of military actions on the East of the country. Also, the international consulting company conducting researches in tourism area IPK International being a member of World Tourism Organization, European Society for Opinion and Marketing Research, and Asia Pacific Tourism Association upon the results of the research has published a list of countries the visit to which is dangerous for tourists' life and health. Unluckily, Ukraine partially got in this list, namely its Eastern oblast [15]. At the same time, the company stresses that terroristic threats remain in some countries of Europe and Asia, which considerably decreases the number of foreign tourist travels.

The somewhat different situation in travel service market we may observe while research of quantitative indicators of Ukrainian citizens went abroad, including for tourism purpose (Table 4).

Table 4

The departure of Ukrainian citizens abroad during 2013–2017

Years	Number of Ukrainian citizens departed abroad – totally ¹	Absolute divergence to the previous year	Relative divergence, % to the previous year	Among them – with organized tourism purpose of trip	Absolute divergence to the previous year	Relative divergence, % to the previous year
2013	23761287	2328451	11	354840	-286996	-45
2014	22437671	-1323616	-6	201541	-153299	-44
2015	23141646	703975	3	206598	5057	2
2016	24668233	1526587	6	224646	18048	8
2017	26437413	1769180	7	120887	-103759	-47
2018 (forecast)	2850000	2062587	8	112600	-8287	-7

¹Without regard to the temporarily occupied territory of the Autonomous Republic of Crimea, Sevastopol, and a part of the anti-terrorist operation zone.

Source: elaborated by the authors according to data of the Administration of State Border Guard Service of Ukraine [10]

Considering indicators mentioned in the Table, we may conclude that number of citizens of Ukraine who went abroad with different purpose (including also study visit, internship, service, commercial, private, business, diplomatic trips, employment, immigration, cultural and sport exchange, temporary short travel, and religious visit) was the highest in 2013 for the last five years and amounted almost to 24 million, this indicator was higher in 11% comparing to 2012. Similar to the previous analysis in Table 3, the decline of figures by 6% was observed in 2014. In general, during 2015–2017 the dynamic was positive, which enables us to foresee its preservation in 2018, taking into account the average speed of change. The citizens of Ukraine departed mainly to Poland, Russia, Hungary, Moldova, Belorussia, Turkey, Romania, Slovakia, Egypt, Germany, Italy, etc.

The somewhat different situation is concerning a number of Ukrainian citizens going abroad for tourist purpose. In spite of relative sustainability and even small intensification in 2015–2016, during the last five years, the tendency on the significant decrease of indicators remains. Such a situation is closely related primarily with financial instability of the population. Unforeseeable economic and social policy of the government limits population capacities in the planning of own incomes and accumulation of financial savings, which are the main source ensuring tourist rest abroad. Strong economic crisis in the state, constant variation of the exchange rate, rising prices on life necessities and low level of incomes growth in respect to inflation level make abroad tourist rest for the majority of people unaffordable urging search of cheaper options (at the territory of the country as well). The situation for national tourists was also complicated by rising prices on the rest by international tour operators in Turkey, Bulgaria, Greece, and other countries. As far as the major part of tourists who preferred sightseeing of Ukraine and rest in Crimea are actually limited in its visiting they have crossed over right to the countries mentioned above.

Consequently, in modern market conditions of economic and political uncertainty, it is important for the territories to establish and promote its attraction for investors, inhabitants, tourists, and other interested target groups. Recent innovative approaches to the formation of such attractiveness require establishing modern information-adapted and socially oriented marketing strategies, the involvement of new mechanisms and tools allowing for the implementation of efficient innovative programs of country's territory tourist development [4].

Afterward, travel industry focused on both international and local tourists require for a change of approaches to the fundamental nature of its organization, namely elaboration, implementation, development, and intensification of innovative approaches and methods of new tourist destinations formation.

As far as we have already determined that innovative processes are definitive for tourism development, it is considered particularly topical to study ways and means for overcoming political and social economic problems of Ukraine in contrast to the fastened innovative development of countries-leaders. For keeping proper positions in the internal market, exit at the international level tourist enterprises and institutions have to implement advanced service technologies, new methods of

management, organization, motivation, and control in compliance with demands of competitive environment, which is permanently changed, i.e. the successive functioning depends on efficient implementation of innovative management policy.

Conclusion

The contemporary travel industry is one of the most dynamic sectors of the global economy, which creates compatible tourist product in national and international markets being able to satisfy tourist demands to the maximum, which in its turn is also not possible without the involvement of innovations. The novelties are introduced actively via modern IT-technologies improving the process of tourist services producing unceasingly changing forms and ways of services proposal and rendering, opening, and developing new opportunities.

At the performed by us research of the notion "innovations in tourism" the most appropriate ones which reflect the content of this category were distinguished along with the determination of advantages of their implementation for both enterprises and clients.

Among endogenous and exogenous impact factors on innovative processes in tourism, the following were marked out by us: new trends of scientific and technical progress, intensification of competition in usage of advanced IT technologies, increasing people's demands, necessity to restore and develop spiritual and physical forces of tourists, filling traditional services with new capacities and implementation of new ones, economic and political situation in certain regions of the world and countries, necessity in learning society and nature interaction process, rules of economic relations established by international organizations and countries' governments, receiving new knowledge on tourist resources in different regions of the planet; application of modern forms of organizational and management activity, striving of the companies for strengthening of their positions at the market or struggle for survival, training of specialists possessing fundamental knowledge on innovative activity in tourism, unexpected events, interdependence of tourist flows dynamic change for the previous periods and possibility of their forecasting with perspective and adapted to nowadays trends of innovative policy development in tourism.

It is established that already listed and analysed types of innovations are tightly interpenetrating and related with each other, specifically product, resource, technical and technological, marketing, organizational and management, service, logistics innovations. It was emphasized that specifics of tourism innovative activity lie in common incorporation of enterprises efforts necessary at the development of its certain types under the format of tourist clusters, which provide for cooperation of correspondingly oriented institutions at the state and regional level, as well as support of local self-government authorities and, in certain cases, of global tourist unions.

It is pointed out that the creation of innovative IT-startups (IT-projects) in tourism takes place if there are three following components available: travel industry, innovative technologies and IT-systems, and managing technologies. All

three in synergetic cooperation at the crossing of influence spheres provide the possibility for the most active implementation of IT-startups in tourism due to engaging and setting such means as new tourist product, latest information technologies and tools, systems of tourism enterprise automation.

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