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#### THE EFFICIENCY OF INNOVATION POLICY IN THE SPHERES OF TOURISM ENTERPRISES

Paper considers the essence of innovation policy and its features at the enterprises of tourism sphere, trend, directions and methodological approaches to estimation of efficiency.

**Key words:** efficiency, innovation, innovation policy, innovative solution, touristic enterprise.

**Statement of the problem.** In terms of national and cultural development of Ukraine tourism becomes important as one of the factors intersectoral relations and market relations in the economy of the country. Recently, Ukraine has taken more than 23 million foreign tourists annually [1, 2], which amounted to 4.3% from the level of Europe and 2.3% from the world level, and the amount of revenue from the global level to 0.4%. This suggests that the share of Ukraine in the international exchange of tourists is low. Thus, tourism receipts in foreign currency are just over 1% in export earnings of all trade of the country and 2.2% of GDP. However, tourism is one of the leading and most dynamic sectors of the economy and because of rapid pace it is recognized as economic phenomenon of the century.

For 38% of countries tourism – main source of income, and for 83% of countries tourism is one of the five main sources of income [3, p. 113]. From another perspective observed increase in the number of bankrupt enterprises in the tourism sector, thereby in Ukraine from 2008 to 2012 the average figure is 38% -45% of total enterprises in the tourism sector. [4]

Under these conditions, management of enterprises should pay attention to one of the key factors in the development of tourism, namely - innovation policy. If this policy is absent at the company or develops very slowly and spontaneously, then the company is in a real danger of a deep economic crisis, especially in condition of the transition to a higher technological level. At the same time, a variety of innovations, measures for their implementation, independence of entrepreneurs in making decisions and choosing different directions of innovation policy of the company make it difficult to substantiate the issue of the most appropriate and effective one.

**Analysis of recent research and publications.** The study of scientific publications of V. Novikov, N. Malakhov, D. Ushakov, T. Tkachenko, H. Mikhaylichenko and other scientists on innovation management revealed the following:

1. There are different views on the definition of categorical apparatus of innovative activity of enterprise.

2. Important is the question of innovation activity in tourism, given that for this area most scientists consider the new format and technology services, new channels, new distribution systems, technical solutions and others, as innovation, that's why it is necessary to research key trends of activity in this

area and identify the directions of innovative policy [5, 6, p. 131, 7, p. 42, 8, p. 26, 9, p. 51, 10].

3. Offered various methodological approaches to determine optimal ways of innovative enterprise development and evaluation of effectiveness of innovation activities, often not always taking into account comprehensive and systematic approach.

Discussion of different theoretical positions, the practical significance of the effectiveness of innovation policy, lack of their research in the contemporary economy and enterprises management in tourism led to consideration of these issues and identified the focus of the study.

**The purpose of the article.** According to these aspects, appeared the goal to consider the above issues and present the results of the author's research that define the essence of innovation policy and innovative decisions in tourism, to highlight the main trends of development, directions of innovation policy and provide methodological tools to assess the effectiveness of innovation policy of these enterprises.

**The main material.** The development of innovation activities carried out in enterprises of different industries, including tourism enterprises that have their features and characteristics of implementation economic activity.

In accordance with the Law of Ukraine «On tourism», touristic enterprise is authorized independent economic subject that has legal personality, provides commercial and research activities in order to profit. In the special economic literature touristic enterprise often interpreted as any company that produces travel goods or providing services to tourists [11, p. 145]. However, many experts share all tourism industry enterprises by the criterion of belonging to tourist services into three types: primary (operating directly for tourist services (tour operators, transport companies of special purpose, hotel companies, hostels, holiday homes, etc..), secondary (function to meet the needs of tourists and locals (restaurants, shops, community and public service, located in resort areas, etc.) and tertiary (functionate to serve total population of the country but also providing services to tourists (intercity trucking companies, etc..)). As a result of the theoretical study of scientific publications, join the team of specialists who constantly emphasize that touristic under CTEA, is an enterprise whose primary function is related to production (acquisition), the provision and implementation of a complex touristic product (this activity is more than 50% of its total revenue) [ibid, p. 146].

Thus, the specific features of operation of enterprises in tourism sphere reflected in innovations, inherent in this field. In accordance with the provisions of the General Agreement on Trade in Services (GATS), in the tourism sector innovative activity develops in three areas (Pic. 1) [5, 6, p. 134]:

1. Organizational innovations associated with the development of enterprise and tourism in the system and management structure, including a reorganization, amalgamation, absorption of competing subjects on the basis of latest technology and advanced technology, systems of advanced training and more.

2. Marketing innovations that would allow satisfying needs of target customers or attract not satisfied at this time customers.

3. Product innovations aimed at changing consumer quality of tourism product, its positioning, which would give a competitive advantage.

Exploring categorical apparatus on innovation and taking into account functional aspects of tourism, the author proposed the definition of « innovative solution » - it is the result of mentally-psychological and creative activity of business entities, which leads to the selection of a specific alternative actions, the development of new industries and aims to create new or change existing products, to improve transport, accommodation and other services, familiarization of new markets, the introduction of advanced information and communication technologies and modern forms of organizationally-administrative activity [12, p. 75]. Generalizing basic criteria for the classification of innovative solutions, we believe, the ones, that are shown in Picture 1. In this case, we offer the following features of innovative solutions: functional areas and elements of the operating system of tourist enterprises, kinds of tourist services.

By organizing the basic classification criteria, should emphasize such criteria as « efficiency of innovative solutions », which is the result of realization of effective innovation policy.

Considering the classical definition of « efficiency », which means getting a certain effect, efficacy of the results [3, 5], we can state that the effectiveness of any innovative solutions characterizes the result of innovative activity, which is expressed by certain benefits achieved under certain costs, such as: money, material and information resources, labor and so on.

In order to successful management of innovation, for executives relevant is the implementation of an effective innovation policy. For the analysis of innovation and its effectiveness, was conducted the study of tourism enterprises of Kharkov and region for 2010-2012, which showed that 45% of companies (sample 30) which are implementing innovative solutions, have low levels of innovation policy and didn't reach the desired results. The main reasons: incorrect selection of purposes, types of innovation, their power, irregularity and delays on implementation of program of innovations' realization, rejection by the staff etc. Therefore, it is important to study the question of the nature of innovation policy and the possibilities of its implementation in practice.

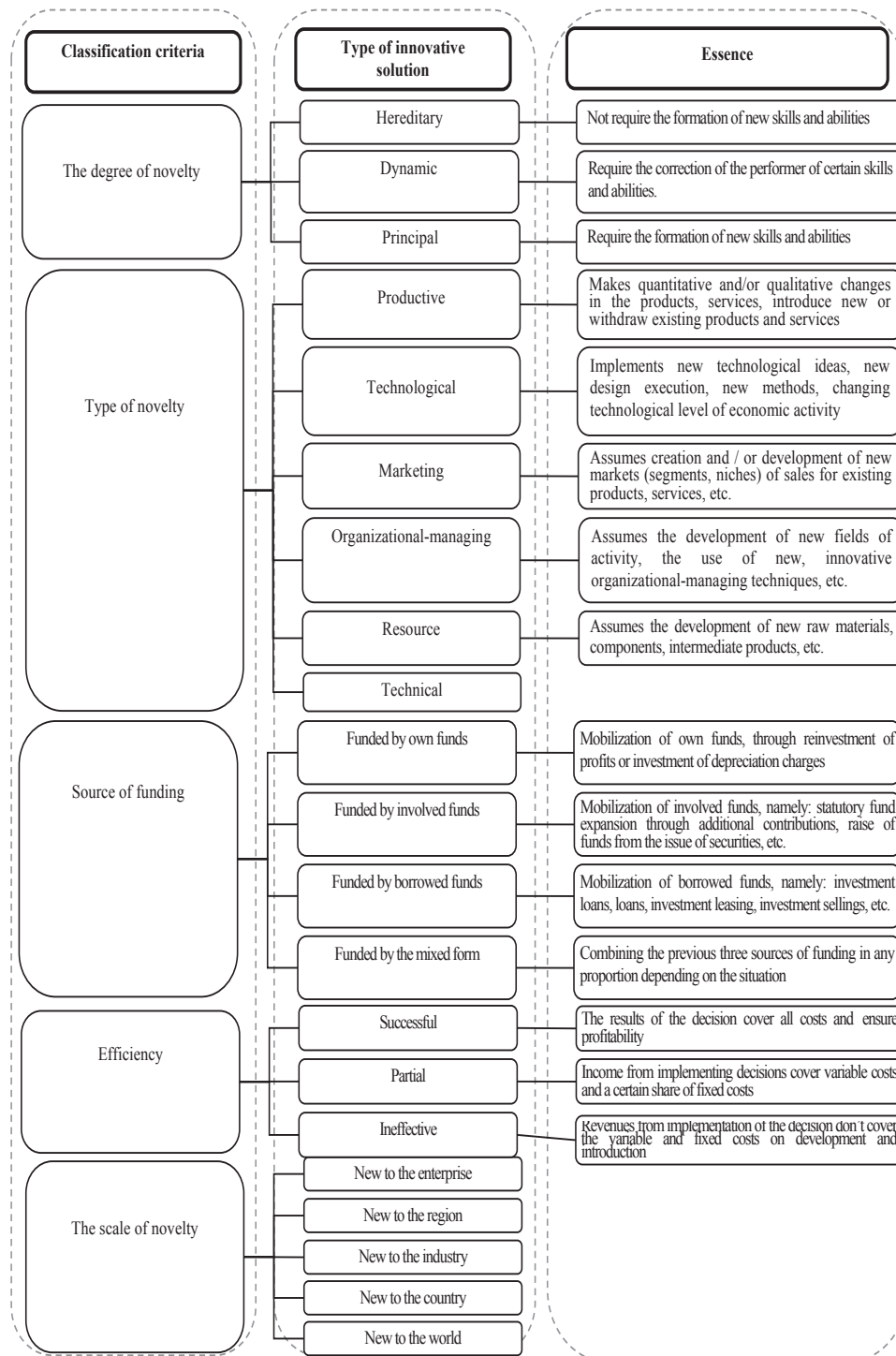
Studying the views of various scholars such as V. Medynskoho, V. Vasilenko, V. Shmatko, N. Krasnokutskaya and other professionals, can identify the following key provisions:

- innovation policy - a tool for the implementation of innovative strategy, that can be expressed by some measures, the implementation of which is aimed at achieving the goals of both the innovation policies and strategies in particular;

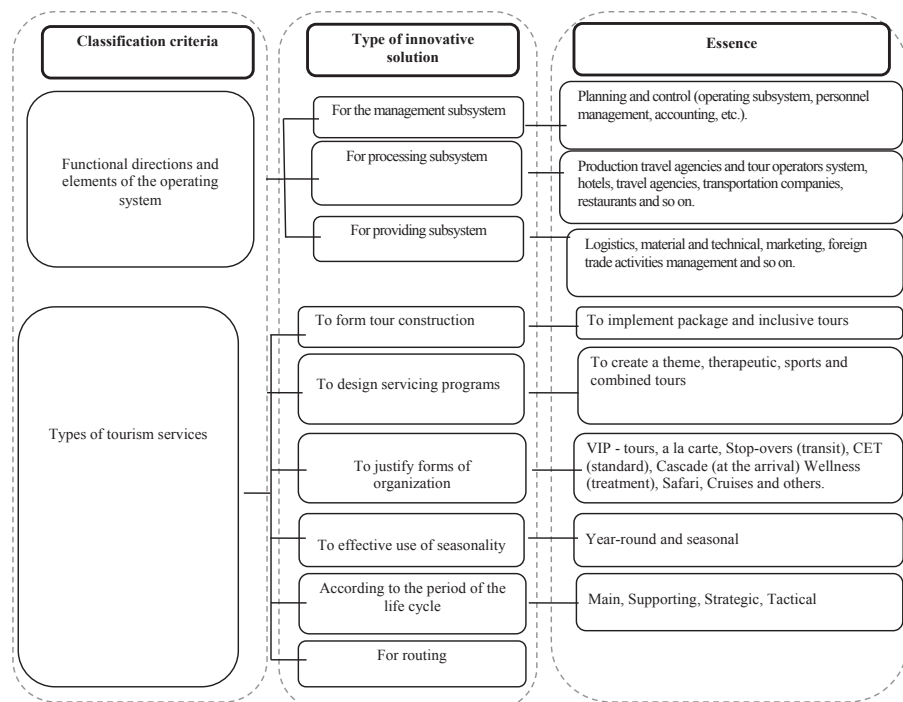
- each innovation policy has its own approaches, directions and principles;

- innovation policy at the enterprise level provides a mechanism that is aimed at implementation and commercialization of innovations of separate business entity [6, c. 144, 8, p. 59].

Based on the results of theoretical research, the characteristics of realization of innovation policy in enterprises of tourism industry, believe that the



**Pic. 1. Innovative solutions in tourism**



**Cont. pic. 1**

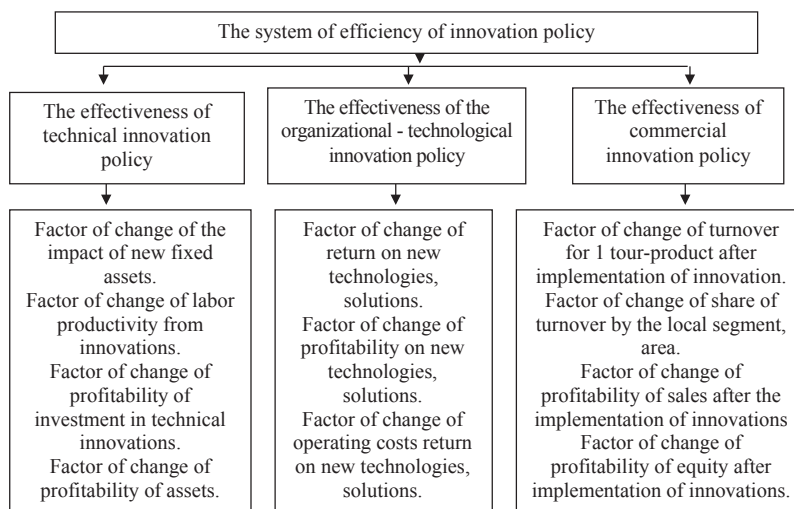
term «innovation policy in tourism enterprises» should be understood - as a complex of objectives, principles and measures aimed at the restoration and development of spiritual and physical strength of travelers, improvement of efficiency of processes of formation, positioning and consumption of tourist services, improvement of the efficiency of tourism infrastructure functioning on the basis of various innovations.

Targeted interests of tourism enterprises primarily affecting the economic efficiency of innovation policy, which is proposed to be considered as the ability to achieve targeted outcomes from implementation a set of measures on the provision of tourism services aimed at innovation in the economic activity of enterprises in relation to the cost of their implementation. But from a systems perspective, should also take into account environmental, social, demographic, and other types of efficiency and its consequences.

Innovative changes at the enterprise can not take place without special measures for certain purposes and directions. As one of the classifications of innovation policy proposed the sign for «directions», which takes into account the object of innovation (innovation), namely: new and (or) improved technology, products and solutions. Therefore, the author proposed the following directions of innovation policy: technical, technological, product, management and combined. According to the directions of innovation policy, the author considers the basic performance criteria of this policy for tourism enterprises and proposes the system of indicators.

The author offers three groups of search of efficiency of enterprise innovation policy, namely:

- 1) the creation of a new product (service) - the effectiveness of commercial innovation policy;
- 2) the introduction of new technical solutions - effectiveness of technical innovation policy;
- 3) the transformation of organizational-production functions and informative-intellectual component, R & D - effectiveness of the policy of innovation management or organizational-technical innovation policy (Pic. 2).



**Picture 2. Recommended a comprehensive system for assessing the economic efficiency of enterprises innovation policy in tourism**

In order to show the impact of innovation in the dynamics, in the system of indicators for each direction of innovation policy author focuses on the use of coefficient of variation of individual indicators compared to the baseline period (or traditional version). These factors help to take into account changes that may occur as a result of innovative activities at the enterprise.

For a more objective assessment of the efficiency of innovation at the enterprises, and also to level the characteristics of each indicator, is proposed to conduct peer review of factor effects (weight) of each indicator within the limits of each direction (the amount of influence within the direction is unity).

Calculations of indicators in all directions of innovation policies of enterprises allow to withdraw its integral index. Determination of integrated indicator of efficiency of innovation policy (EIP) takes into account all of the above groups of complex parameters and calculated as follows:

1. Comprehensive indicator of the effectiveness of innovation policy in different fields:

$$EK_v = \sum W_{ij} \times \psi \quad (1),$$

where  $EK_v$  - a comprehensive indicator of the effectiveness of innovation policy in different fields;  $W_{ij}$  - value of the i-th parameter in the j-th enter-

prise;  $\psi$  - share index for the expert assessment (sum of estimates for areas equal to 1).

2. The integral indicator of the effectiveness of innovation policy (EIP):

$$EIP = \sqrt[n]{EK_1 * EK_2 * \dots * EK_n} \quad (2),$$

where  $EK_i$  - a comprehensive indicator of the effectiveness of innovation policy in different fields;  $n$  - number of complex metrics.

It should be noted that the base of indicators can be expanded depending on the goals of innovation policy of the enterprise.

As a result of getting the integral index, business leaders proposed matrix of choices of innovation strategies and directions in the innovation policy, using known techniques BCG (Table 1).

Table 1

**The matrix of choices of innovation strategies and directions in the innovation policy depending on the level of EIP**

Innovation policy	INNOVATION STRATEGY			
	Protective "Dog"	Strategy of stability, simulation "Snake"	Strong, competitive "Tiger"	Offensive "Dragon"
<b>Organizational-technological</b>	New organizational solutions or improvements, reorganization	Improvement of technological processes, service	Improvement, the use of new technologies, solutions, methods	New formats of enterprises, development of new markets, cooperation
<b>Product</b>	Diversification	Improvement of the quality of products, services	Development of new tours, offering new services	
<b>Technical</b>	Modernization	Technical re-vamping, reconstruction, implementation of advanced IT	Introduction of new fixed assets, introduction of advanced IT	Expanding on a new basis
<b>Levels of EIP</b>	<b>Low (3 sector)</b>	<b>Medium (2 sector)</b>	<b>High (1sector) .</b>	

Thus, on the basis of the above the following conclusions and suggestions:

1. Innovation Policy of enterprises in the tourism sector is one of the economic instruments of development and competitiveness.

2. Major trends in this area reflect the direction of STP and go with the times.

3. Determining the nature of innovation policy gives rise to the selection of the major destinations for tourism enterprises: technical, technological, product, management and combined.

4. Proposed above system of indicators of the economic efficiency assessment of the enterprise innovation policy in tourism helps to hold a full assessment of the impact of innovation factors on the level of development of the industry.

5. Determination of integrated indicator of efficiency of innovation policy provides an opportunity to take effective administrative decision on the choice of innovation strategy and direction of innovation policy of the enterprise.



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### ЕФЕКТИВНІСТЬ ІННОВАЦІЙНОЇ ПОЛІТИКИ ПІДПРИЄМСТВ У СФЕРІ ТУРИЗМУ

#### Резюме

Розглянуто сутність інноваційної політики, її особливості на підприємствах сфери туризму, тенденції, напрями і методичні підходи щодо оцінки ефективності.

**Ключові слова:** ефективність, інновація, інноваційна політика, інноваційне рішення, туристичне підприємство.



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**ЭФФЕКТИВНОСТЬ ИННОВАЦИОННОЙ ПОЛИТИКИ  
ПРЕДПРИЯТИЙ В СФЕРЕ ТУРИЗМА**

**Резюме**

Рассмотрена сущность инновационной политики, ее особенности в предприятиях сферы туризма, тенденции, направления и методические подходы по оценке эффективности.

**Ключевые слова:** эффективность, инновация, инновационная политика, инновационное решение, туристическое предприятие.