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## PROBLEMS OF MANAGEMENT OF INNOVATIVE DEVELOPMENT OF THE TOURISM INDUSTRY

*The study investigates and evaluates the state of innovative development management in the tourism sector of Astana city and the Akmola region, aiming to provide practical recommendations to address existing gaps and enhance innovative capacity. Employing a multifaceted approach, including an extensive literature review and the radar method, the research comprehensively evaluates the effectiveness of innovative development management practices, identifying areas for improvement and potential strategies for enhancing innovation in tourism. Findings reveal deficiencies in innovative management within the tourism sector, emphasizing the need for collaborative efforts involving governments, academia, businesses, and other stakeholders to stimulate innovation, develop policies, and implement mechanisms for innovation management. Key recommendations include augmenting innovative initiatives, increasing capital investment, enhancing visitor engagement, fostering collaboration, advocating for increased innovation funding, and improving digital integration and marketing strategies. These findings underscore the importance of addressing challenges and enhancing innovation capacity to sustain long-term growth and competitiveness in the tourism industry.*

**Keywords:** innovation management, innovation strategy, stakeholder collaboration, destination, global competition, innovative activities, innovative development, system.

**Кілт сөздер:** инновациялық менеджмент, инновациялық стратегия, стейкхолдерлермен ынтымақтас-тық, дестинация, жаһандық бәсеке, инновациялық белсенділік, инновациялық даму, жүйе.

**Ключевые слова:** инновационный менеджмент, инновационная стратегия, коллаборация стейкхолде-ров, дестинация, глобальная конкуренция, инновационная активность, инновационное развитие, система.

**Introduction.** In today's global competition, innovation is a key factor driving economic growth in different industries. While tourism has traditionally not been a focus for innovation, it is now playing a significant role in boosting competitiveness and sustainability in this field. It is also worth noting the perception of innovation as a way of creative thinking and implementing ideas, transforming advanced concepts and knowledge into unique and newly created solutions. Moreover, innovation in the tourism industry is considered a strategic issue that enables both enterprises and regions to achieve growth and long-term development.

Astana city and the Akmola region in Kazakhstan have the potential to become major tourism centers but face challenges in managing innovation to maximize their tourism opportunities. The tourism industry, often known for its reliance on personal interaction and intangible elements, is rapidly changing due to technology, shifting consumer tastes, and evolving market trends. In this environment, managing innovation effectively is crucial for regions that want to become popular tourist destinations. This study aims to investigate and evaluate the state of innovative development management in the tourism sector of Astana city and the Akmola region. The primary objective is to develop practical recommendations to address existing gaps and enhance the innovative capacity of the tourism industry in these regions.

**Literature review.** The study of innovation in the tourism industry emerged in the 1980s as a separate field for the study of innovation issues, and in the 2000s, innovations in this field were the focus of the scientific community due to the fact that the world tourism industry was the third most important after the petrochemical, mechanical engineering industry and the first in the service sector. The following scientists made an invaluable contribution to the theory of managing the innovative development of the tourism industry: A.M. Hjalager, César Camisóna, Vicente M. Monfort-Mir, *Pikkemaat et al.*, M. Santos, Kofler et al., Makkonen et al., Qian et al., Prevolšek et al., Fernández-Villarán et al., Işık et al., Torres et al.

Recent studies on managing innovation in the tourism industry have highlighted its importance for economic growth and competitiveness, particularly in Astana city and the Akmola region. Researchers have examined different aspects of innovation management, emphasizing its key role in responding to changing market needs and global competition. A.M. Hjalager's notable work offered a thorough overview of innovation types, causes, and impacts in the tourism field, paving the way for future research [1-2]. Similarly, work by Camisóna and Monfort-Mir discussed the difficulties in measuring innovation in tourism companies, suggesting the need for customized methods to effectively capture its specifics. However, the study might not thoroughly examine how these measurements can be used across different areas of tourism. It also doesn't completely cover potential errors or unexpected outcomes when using secondary databases for innovation activity. Furthermore, the research doesn't deeply investigate management issues that could emerge during the innovation of the tourism industry [3].

Peters M. and Pikkemaat B. provided empirical studies that identify the major «push and pull» factors of innovation in hospitality and tourism. It offers methods to measure innovation for the sustainable management of new service development. The article also examines the internal and external drivers of innovation in the market place, the difference between innovative firms and those that merely follow trends, and examples of innovations in special areas of the tourism value chain [4].

According to Santos tourism destinations are forced to plan and implement innovative approaches in order to attract potential customers. In this way, a destination begins to offer experiences that have not previously been made available. This helps the providers to gain a unique advantage in order to clearly differentiate themselves from the competition [5]. Kofler et al. revealed that destination management and marketing need strong networks with all enterprises in the tourism value chain to foster innovation across industry boundaries and enterprises of different size categories. Rodríguez et al. emphasised the importance of the governance setting and the supporting, facilitating role of policies for innovations [6].

Makkonen and Williams in their study explored the role of tourism in facilitating cross-border interaction and knowledge flows, which are crucial for the innovativeness of border regions. However, the paper contends that progress towards cross-border regional innovation system integration has remained modest, and the role of tourism in facilitating has been under-investigated. The authors propose the systems failure approach as an effective framework to address these research and policy gaps. They argue that a deeper understanding of the nature of failure can provide an important stepping stone to advancing the role of tourism in cross-border development. A limitation of this paper is that it is purely conceptual. In part, this is because the paper responds to the lack of consistent empirical evidence on innovation systems and there is a need for networking with policymakers to develop innovation practices in the sphere of tourism [7-9].

The research paper by Fernández-Villarán A. and Cuenca M. provides a comprehensive understanding of the innovation in tourism distribution ecosystems, emphasizing the roles of intermediaries and new agents. It also offers proposals for future research based on a review of 53 selected articles. However, the results of the research lack a detailed exploration of the specific strategies and challenges faced by new digital players in comparison to traditional intermediaries, also, it might not fully address how these technologies can be effectively integrated and managed within the existing structures of tourism distribution ecosystems [10-11].

Torres P., Godinho P. in their research explores the intersection of tourism and national innovation capability, arguing that while tourism is often overlooked in national innovation policies, it has been a source of significant innovations throughout history. The results also presents a configurational approach and uses fuzzy-set qualitative comparative analysis to identify combinations of conditions that lead to national innovation capability, suggesting that tourism may play a complementary role in building technology innovation. Unfortunately, the study lacks a detailed exploration of how different types of tourism contribute to innovation ecosystems and how innovation policies can be effectively integrated, implemented and managed to foster innovation development in tourism industry [12].

Besides, there are still gaps in our understanding of the tourism innovative development. Existing literature highlights difficulties in accurately measuring and evaluating innovation effectiveness, as conventional metrics may not adequately capture the intangible aspects of tourism services. Unresolved issues include the necessity for more comprehensive frameworks to assess innovation within the tourism sector, particularly within Astana city and the Akmola region. Thus, continued research is crucial in the world scientific community, therefore, the author's investigation aims to delve deeper into this issue.

*Materials and methods.* The research adopts a comprehensive approach, combining an extensive literature review and practical evaluation methods to assess the management of innovative development in the tourism sector of Astana city and the Akmola region. Research strategy focuses on investigating the

current state of innovative development management in the tourism sector of Astana city and the Akmola region and aims to identify existing gaps and provide practical recommendations to improve the innovative capacity of the tourism industry in these regions. The study employs the radar method to evaluate the current management condition of Astana city and the Akmola region, which allows a comprehensive assessment of innovative development management practices, highlighting areas for improvement and potential strategies for enhancing tourism innovation. The study is based on recent data of 2022 year and current state assessment, focusing on the present condition and future improvement of the tourism sector.

**Main part.** The main shortcomings in innovative management within the tourism industry involve the complete unwillingness of tourism businesses to participate in innovative activities, as well as a lack of government support for those companies that are engaged in such efforts. Additionally, successful management of innovation across industries requires skillful management. The management of innovative development aims to provide ways for combining efforts to create new products, technologies, and methods by enhancing and changing the main strengths of a business in response to rapidly changing external conditions and factors. Management may include innovative systems at different levels, innovative processes and their components, innovative projects and their participants, demand for innovations, supply, and innovative initiatives, among other areas. The current system for managing innovative development and its resources should include certain functional elements:

- a mechanism for increasing scientific and technical potential;
- system of training and retraining of personnel ready to participate in innovative activities;
- investment support system;
- mass innovative entrepreneurship support institutions;
- the mechanism of development and implementation of innovative programs;
- system of venture financing of potentially profitable projects.

Consequently, management of the innovative development of the tourism industry is a set of measures for the development of innovation policy and mechanisms for its implementation, the formation of strategic goals of innovation activity, the implementation of plans and projects, the creation of a structure for the management of innovation activity, the control of the implementation of the stages of the innovation process and the organization of innovation programs, and process of their acceleration. Therefore, in managing the innovative development of the tourism industry, it is necessary to stimulate innovative processes at the macro and micro levels and to form an innovative management mechanism. This requires the joint actions of governments, the scientific community, corporations, small and medium enterprises, start-ups supporting business partners, investors and other interested parties (Figure 1).

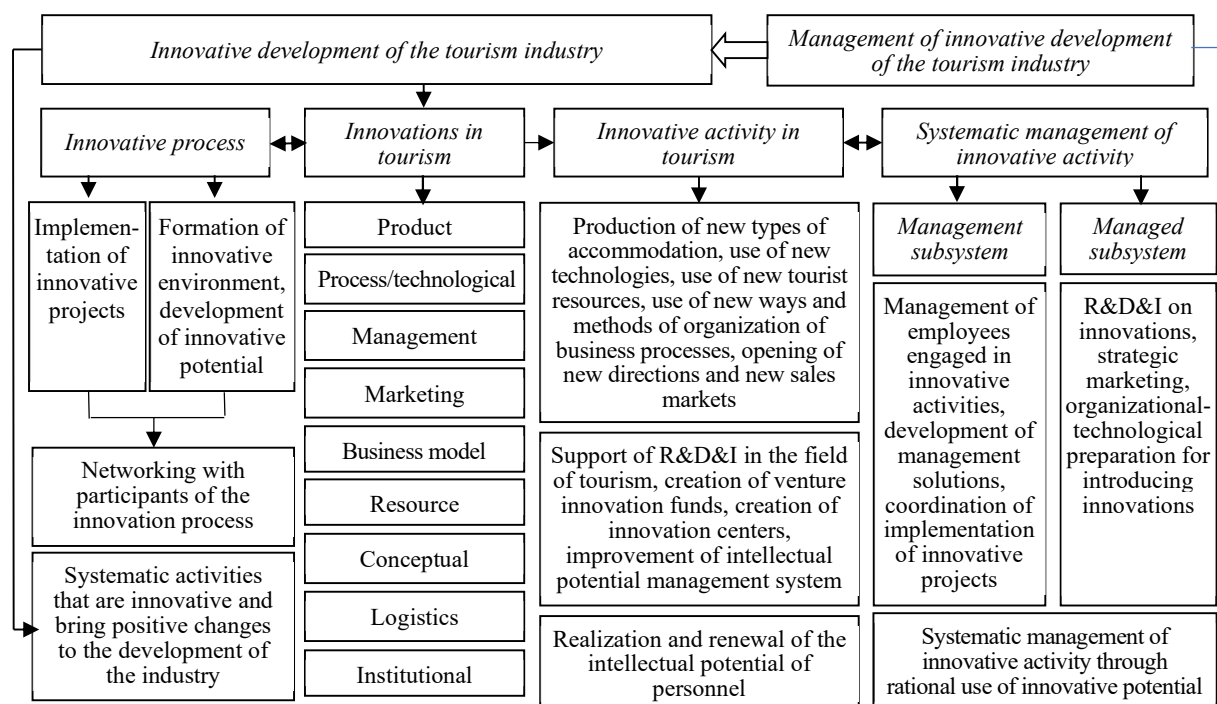


Figure 1. Concept of innovative development of the tourism industry\*

\* Compiled by the authors based on the source [1-12]

As we see from the above-mentioned Figure 1, innovative development of the tourism industry is a continuous process of introducing the results of innovative activities in the form of innovative tourism products, new developments and technologies, involving participants of the tourism market in the innovation process. It demands support of R&D&I in the field of tourism, creation of venture innovation funds, creation of innovation centers, however, the main problem in managing the innovative development of the tourism industry is to determine the ability of organizations to research and the desire for R&D&I and to use their technological capabilities. Furthermore, the lack of empirical research on the management of innovation development in the tourism industry significantly hinders the development of appropriate innovation strategies and policies in this field. Moreover, this very issue is critical to ensuring the long-term growth and competitiveness of the industry. The main reason is that it is difficult to measure and evaluate the effectiveness of innovations in the tourism industry, because primary and secondary data do not cover all relevant aspects of the innovation process, industry statistics are not qualitative enough to conduct large-scale empirical analysis, therefore, the measurement of innovation in the tourism industry is limited to R&D&I indicators, patent information or basing on other dimensions creates a number of difficulties. Additionally, tourism enterprises do not allocate financial resources for the development of continuous knowledge, obtaining patents, they focus on organizational and marketing innovations rather than inventions, R&D&I departments or other resources for the implementation of innovative activities are rarely found in tourism enterprises.

**Findings and Results.** Despite the promising potential of Astana city and the Akmola region as tourist destinations, the current state of the tourism industry lacks organization, systematic management approaches, and coordination, resulting in a deficiency of feedback mechanisms. Consequently, there arises a necessity to evaluate the management of innovative development within the tourism sector. To address this need, we propose the utilization of the radar method for a comprehensive assessment focused on the innovative development of both Astana and the Akmola region's tourism industries. The purpose of the assessment is to determine the quality of the innovative development of Astana and Akmola region. The radar method is successfully used in foreign scientific works and offers a robust framework for evaluating the development and competitiveness metrics of regions and cities. Adherence to specific principles is imperative in the creation of a radar for this purpose:

- availability of indicator blocks;
- central distribution of criteria evaluation scale (from -1 to 1);
- gradation of all values of the scale criteria on radial straight lines so that they are located within the evaluation circle [13-14].

In the first stage, the evaluation indicators were determined, and in the second stage, the normalization of the selected indicators were carried out. In the third stage, indicators were calculated using the radar method:

$$S_i = \frac{(U_i - L_i)(X_i - T_i)}{(U_i + L_i - 2T_i)X_i + U_iT_i - L_iT_i - 2U_iL_i} \quad (3-6)$$

where  $U_i$  is the minimum value of  $X_i$  indicator in the block;

$L_i$  is the maximum value of  $X_i$ ;

$T_i$  is the average value of the indicators in the block.

The results of calculating the value of  $T_i$  and the results of  $S_i$  are presented in Table 1.

Table 1

**$T_i$  and  $S_i$  values for Astana city and Akmola region of 2022 year\***

Код	Indicators	Astana city		Akmola region	
		T	S <sub>i</sub>	T	S <sub>i</sub>
1	2	3	4	5	6
S <sub>1</sub>	Higher education institution that trains personnel for the tourism industry	0,5	4	0,5	1
S <sub>2</sub>	Innovation centers, where innovative projects in the field of tourism are implemented		-4		-1
S <sub>3</sub>	Number of employees working in the tourism industry	0,5	-1,1666	0,5	-1,23147
S <sub>4</sub>	The total number of employees who worked on the implementation of innovations	0,5	1,166603	0,5	1,231468
S <sub>5</sub>	Number of accommodation places	0,214396	-1,29796	0,2	1,278169

1	2	3	4	5	6
S <sub>6</sub>	Register of travel agents		-0,66547		-1,69025
S <sub>7</sub>	Landmarks		-0,58951		-0,01732
S <sub>8</sub>	Food facilities		1,253619		-0,0503
S <sub>9</sub>	Activities		0,980703		-1,26115
S <sub>10</sub>	The volume of services provided by accommodation facilities	0,333333	0,000576	0,333333	0,000553
S <sub>11</sub>	Gross regional product		-0,95813		-0,91947
S <sub>12</sub>	Investments in tourism		-0,32817		-0,32352
S <sub>13</sub>	Number of inbound and outbound visitors served		0,157322		1,006632
S <sub>14</sub>	Non-resident visitors for the purposes of travel in accommodation	0,333333	-1,48734	0,333333	1,338343
S <sub>15</sub>	Resident-visitors for the purposes of the travel in the places of accommodation		1,56948		-0,1274
S <sub>16</sub>	Tourist information centers	0,5	-1,31579	0,5	-1,06328
S <sub>17</sub>	Number of living conditions		1,315789		1,063278
S <sub>18</sub>	Existence of regional normative legal acts regulating innovative activity	0,5	0	0,5	0
S <sub>19</sub>	Number of current regional normative legal acts in the tourism industry		1		1
S <sub>20</sub>	Number of enterprises cooperating with other organizations in the field of innovative activities		1,046012		1,078996
S <sub>21</sub>	Level of innovation activity		-0,79882		-0,90982
S <sub>22</sub>	Activity level of small enterprises in the field of innovations		-0,9153		-1,23077
S <sub>23</sub>	Activity level of medium-sized enterprises in the field of innovations	0,188908	-0,24728	0,180024	-0,20096
S <sub>24</sub>	Activity level of large enterprises in the field of innovations		0,100042		0,26001
S <sub>25</sub>	Indicators of innovative activity of enterprises on product and process innovations		-1,14058		-1,02306
S <sub>26</sub>	Innovation costs allocated from the republican budget		-0,92324		1,839482
S <sub>27</sub>	Innovative costs allocated at the expense of own funds	0,142857	1,001627	0,142857	0,007465
S <sub>28</sub>	Costs of productive innovations by regions		0,051448		0,019262
S <sub>29</sub>	Costs of process innovation		0,705425		-0,05934
S <sub>30</sub>	Costs of organizational innovation		-1,00371		-0,99769
S <sub>31</sub>	Purchase of software (excluding R&D&I costs)		-0,99944		-0,97652
S <sub>32</sub>	Procurement of knowledge from external sources		-0,69698		-0,32013
S <sub>33</sub>	Other innovation costs	0,25	1,642586	0,25	0,399061
S <sub>34</sub>	Number of enterprises with product innovations		-1,62105		1,353982
S <sub>35</sub>	Number of enterprises with process innovations		-8,96583		-1,04167
S <sub>36</sub>	Number of enterprises with marketing innovations		1,720002		-0,59204
S <sub>37</sub>	Number of enterprises with organizational innovations		-0,99944		-0,99353
S <sub>38</sub>	Number of digital platforms		-0,99988		-0,99863
S <sub>39</sub>	Website		-0,17598		-0,06215
S <sub>40</sub>	Instagram, number of followers	0,2	0,00466	0,2	0,026773
S <sub>41</sub>	Youtube, views		-0,33068		-0,31804
S <sub>42</sub>	Facebook, followers		4		1

\* Compiled by the authors

In the fourth stage, the comprehensive assessment was calculated according to the following (2) formula:

$$S = \frac{\sum_{i \neq j}^{i,j} (S_i + 1)(S_j + 1)}{2n(n - 1)} \quad (2)$$

At this stage, a four-level classification was used, the level of was determined for each subsystem. As it can be seen from the Table 2, the level is rated as very high (>0.75), high (0.5~0.75), moderate (0.25~0.5) or low (<0.25) [13].

Table 2

**Classification of management of innovative development of the tourism industry level\***

Level	Meaning	Quality
I	> 0.75	very high
II	0.5~0.75	high
III	0.25~0.5	moderate
IV	< 0.25	low

\* Compiled by the authors

Table below shows the comprehensive assessment and its level for management of innovative development of the tourism industry.

Table 3

**Comprehensive evaluation and level of management of innovative development of the tourism industry in Astana city and Akmola region\***

Indicators	Meaning	Level	Meaning	Level
	Astana		Akmola region	
Scientific and educational resources	0	IV	0	IV
Personnel resources	0	IV	0	IV
Material resources	-0,00797	IV	-0,04352	IV
Financial and investment resources	-0,10714	IV	-0,10354	IV
Number of visitors served	0,019955	IV	0,184798	IV
Information resources	0	IV	0	IV
Institutional capacity	0,25	III	0,25	III
Innovative activity of the regions and cities of the Republic of Kazakhstan	-0,0326	IV	-0,03376	IV
Expenditure on R&D&I	-0,0222	IV	-0,0058	IV
Number of enterprises by types of innovation	-0,30101	IV	0,004972	IV
Digitization, marketing	-0,06253	IV	-0,05864	IV

\* Compiled by the authors

The findings presented in Table 3 indicate that the proficiency in managing the innovative advancement within the tourism sector of both Astana city and Akmola region falls below the threshold of 0.25, suggesting a low level of management efficacy. Notably, only the parameter pertaining to "institutional potential" exhibited a moderate level (0.25~0.5) in both locales. Conversely, the remaining metrics concerning the administration of innovative progress within the tourism sector displayed levels below 0.25. These encompass factors such as scientific and educational infrastructure, human resources, material assets, financial investments, information reservoirs, visitor demographics, regional innovative endeavors, research and development expenditures, diversity in innovation types among enterprises, digital integration, and marketing strategies.

Overall, the outcomes derived from the aforementioned indicators underscore the imperative to address several key challenges within the city of Astana. These include increasing both the quantity and quality of innovative projects in the tourism sector, actively involving industry personnel in the innovation integration process, and strengthening capital investment in tourism. It also involves expanding the range of services and visitor engagement, improving tourist routes, digitizing their infrastructure, and making them more attractive to tourists. Additionally, it entails establishing regional regulations for managing innovation in the tourism sector, promoting collaboration between tourism stakeholders and external entities in innovative efforts, raising the level of innovative activity and project implementation in tourism, encouraging small tourism businesses to participate in innovation, advocating for more funding for innovation from the national budget to support tourism development, shifting focus to organizational and marketing innovations along with existing priorities on productivity and technology advances in Astana, and reducing reliance on external sources for software and knowledge acquisition.

Regarding the Akmola region we can notice, firstly, insufficient presence of innovative initiatives in tourism that are collaboratively developed with technoparks and innovation centers; limited engagement of enterprises in collaborative innovative endeavors with external entities, indicating weak collaboration and networking; subdued involvement of small-scale enterprises in innovation activities, despite the predominance of such enterprises within the tourism sector. While productive innovations prevail, indicators related to marketing, process, and organizational innovations remain low. Comparative analysis with other regions indicates lower levels of enterprise innovation in terms of product and process enhancements, with disproportionately high costs associated with process innovations.

Secondly, absence of dedicated platforms, E-marketplaces, and mobile applications for booking tours and itineraries in the Akmola region poses challenges in assessing the tourism industry's development trajectory, determining tourist numbers accurately, and accessing relevant data; inadequate influx of both inbound and domestic visitors, particularly non-residents;

Thirdly, although the number of tourist routes in the Akmola region is deemed sufficient, detailed information regarding demand, popularity, revenue generation, and encountered challenges is lacking. Only a fraction of registered tour itineraries, specifically 43 out of 73, are featured on the "Visitaqmola.kz" website and mobile application, with no provision for online excursion bookings.

Last, but not least, comparatively low allocation of funds to the tourism sector in contrast to other regions.

In today's world of globalization and digital technology, having accessible, useful, and informative online platforms such as websites and mobile apps is crucial for promoting tourist destinations internationally and helping with travel planning. Although the tourism website of the Akmola region is active on popular social media, its reach is limited to domestic markets and doesn't extend to international markets, including nearby countries. The website's main issue is the lack of a booking function, meaning there is no option for e-commerce, and visitors can't plan their trips in advance or make online payments. In contrast, electronic systems in other countries are available to serve customers worldwide 24/7.

**Conclusion.** To summarize, the findings of this study shed light on the state of innovative development management within the tourism sector of Astana city and the Akmola region. Despite the promising potential of these regions as tourist destinations, several key challenges have been identified, highlighting the need for concerted efforts to enhance innovation capacity and activity. Both Astana city and the Akmola region exhibit a notable deficiency in innovative activity, special emphasis should be placed on execution of innovative projects. The management of innovative development within the tourism industry encompasses more than just the integration of smart tourism initiatives and technologies. Moreover, the quality and substance of content shared with potential tourists through travel platforms, along with the accuracy of targeting and delivering information to customers, including the importance of timely and accessible online channels is crucial.

Key recommendations include augmenting innovative initiatives within the tourism sector, strengthening financial investment, expanding visitor engagement, fostering collaboration in implementing innovations, advocating for increased allocation of innovation funds, and enhancing digital integration. The recommendations provided could significantly improve outcomes and strengthen the research.

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### **ТУРИСТІК САЛАНЫҢ ИННОВАЦИЯЛЫҚ ДАМУЫН БАСҚАРУ МӘСЕЛЕЛЕРІ**

#### **Аңдатпа**

Зерттеу жұмысындағы олқылықтарды жою және зерттеу объектілерінің инновациялық әлеуетін арттыру үшін практикалық ұсынымдар әзірлеу мақсатында Астана қаласы мен Ақмола облысының туристік саласындағы инновациялық дамуды басқарудың ағымдағы жай-күйіне талдау және бағалау жүргізілген. Әдебиеттерге жан-жақты шолу мен радар әдісін қамтитын кешенді тәсілді қолдана отырып жүргізілген зерттеу туристік саланың инновациялық дамуын басқару бойынша жинақталған тәжірибелердің тиімділігін әр қырынан бағалауға, сонымен қатар, туризмнің инновациялық дамуын жақсарту бойынша бағыттар мен әлеуетті стратегияларды анықтауға бағытталған. Зерттеу нәтижесі инновациялық белсенділіктің төмен деңгейін көрсетті, демек, туристік саланың дамуын басқару инновациялық тұрғыдан қарастырылмайтындығын көрсетіп отыр. Бұл, әсіресе, инновациялар мен инновациялық қызметті ынталандыру, инновациялық әлеуетті нығайту, инновациялық саясатты әзірлеу және туризм саласының инновациялық дамуын басқару тетіктерін енгізу үшін мемлекеттің, академиялық ортаның, бизнестің және басқа да мүдделі тараптардың қатысуымен бірлескен күш-жігердің қажеттілігін көрсетеді. Негізгі ұсыныстарға инновациялық бастамаларды күшейту, инновациялық қызметті жүзеге асыру үшін ауқымды инвестицияларды ұлғайту, туристер санын арттыру, ынтымақтастықты күшейту, өміршең инновациялық жобаларды қаржыландыруға қолдау көрсету және цифрлық инфрақұрылымды нығайту, маркетингтік стратегияларды жүзеге асыру кіреді.

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### **ПРОБЛЕМЫ УПРАВЛЕНИЯ ИННОВАЦИОННЫМ РАЗВИТИЕМ ТУРИСТСКОЙ ОТРАСЛИ**

#### **Аннотация**

Исследование проводит анализ и оценку текущего состояния управления инновационным развитием в туристской отрасли города Астана и Акмолинской области, с целью выработки практических рекомендаций для устранения существующих пробелов и повышения инновационной потенциала исследуемых объектов исследования. Используя комплексный подход, включающий обширный обзор литературы и метод радара, проведенное исследование всесторонне оценивает эффективность практик управления инновационным развитием изучаемой отрасли, выявляя области для улучшения и потенциальные стратегии для усиления инновационного развития туризма. Результаты исследования показывают низкий уровень инновационной активности, следовательно, отсутствие управления инновационным развитием туристской отрасли, что особенно подчеркивает необходимость совместных усилий с участием государства, академических кругов, бизнеса и других заинтересованных сторон для стимулирования инноваций и инновационной деятельности, укрепления инновационного потенциала, разработки инновационной политики и внедрения механизмов управления инновационным развитием сферы туризма. Основные рекомендации включают усиление инновационных инициатив, увеличение капитальных инвестиций для осуществления инновационной деятельности, повышение вовлеченности туристов, способствование сотрудничеству и нетворкингу, поддержку в финансировании жизнеспособных инновационных проектов и усиление цифровой инфраструктуры, осуществление маркетинговых стратегий.

