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METHODOLOGICAL APPROACHES TO MODELING THE INNOVATIVE DEVELOPMENT OF HOTEL ORGANIZATIONS

Abstract. The transition of hotel organizations to a qualitatively new level of development can be ensured by the formation and use of an innovative development strategy.

The article attempts to form a model for choosing a scenario for the innovative development of hotel organizations based on the ratio of indicators of innovative sustainability and innovative potential.

The transition of hotel organizations to a qualitatively new level of development can be ensured by the formation and use of a cost-effective mechanism for managing innovation activity. The article attempts to form a model of a cost-effective management mechanism that could take into account the versatility of the relationship between indicators and indicators of innovative activity. The functioning of this mechanism implies the use of indicative management tools, as well as factorial and scenario modeling. Scenario selection involves the use of indicative management tools, as well as factorial and scenario modeling.

Considering the directions of innovative development, the author implies conscious interrelated actions, rules and principles for developing long-term plans for changing the innovative activity of hotel organizations, which are based on the use of new technologies and management methods, continuous search, creation, implementation and commercialization of innovations in order to ensure leadership positions and competitive advantages on the market. Based on the statistical data of three hotel organizations, the article attempts to build a model for choosing the direction of their innovative development.

The following indicators were used for the calculation: innovation potential, innovation sustainability and intensity of innovation activity.

Key words: scenario modeling, innovative development, matrix, innovative potential, innovative sustainability, hotel organizations, innovation intensity.

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ҚОНАҚҮЙ ҰЙЫМДАРДЫҢ ИННОВАЦИЯЛЫҚ ДАМУЫН МОДЕЛДЕРДІҢ ӘДІСТЕМЕЛІК ТӘСІЛДЕРІ

Аннотация. Қонақ үй ұйымдарының дамудың сапалы жаңа деңгейіне өтуін инновациялық даму стратегиясын қалыптастыру және пайдалану арқылы қамтамасыз етуге болады. Мақалада инновациялық тұрақтылық пен инновациялық әлеует көрсеткіштерінің арақатынасы негізінде қонақ үй ұйымдарының инновациялық дамуының сценарийін таңдау үлгісін қалыптастыруға тырысады.

Сценарийді таңдау индикативті басқару құралдарын пайдалануды, сонымен қатар факторлық және сценарийлік модельдеуді қамтиды. Қонақ үй ұйымдарының дамудың сапалы жаңа деңгейіне өтуін инновациялық қызметті басқарудың экономикалық тиімді механизмін қалыптастыру және пайдалану арқылы қамтамасыз етуге болады. Мақалада инновациялық қызметтің көрсеткіштері мен көрсеткіштері арасындағы өзара байланыстың жан-жақтылығын есепке алатын экономикалық тиімді басқару механизмінің үлгісін қалыптастыруға әрекеттенген. Бұл механизмнің жұмыс істеуі индикативті басқару құралдарын қолдануды, сонымен қатар факторлық және сценарийлік модельдеуді білдіреді.

Инновациялық даму бағыттарын қарастыра отырып, автор жаңа технологиялар мен басқару әдістерін пайдалануға, үздіксіз ізденуге, құруға негізделген қонақ үй ұйымдарының инновациялық қызметін өзгертудің ұзақ мерзімді жоспарларын әзірлеудің саналы өзара байланысты әрекеттерін, ережелері мен принциптерін білдіреді. көшбасшылық позициялар мен бәсекелестік артықшылықтарды қамтамасыз ету мақсатында инновацияларды енгізу және коммерцияландыру.

Үш қонақ үй ұйымының статистикалық мәліметтеріне сүйене отырып, мақа-

лада олардың инновациялық даму бағытын таңдау моделін құруға тырысады. Есептеу үшін келесі көрсеткіштер қолданылды: инновациялық әлеует, инновациялық тұрақтылық және инновациялық белсенділіктің қарқындылығы.

Түйін сөздер: сценарийлік модельдеу, инновациялық даму, матрица, инновациялық әлеует, инновациялық тұрақтылық, қонақ үй ұйымдары, инновация қарқындылығы.

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МЕТОДИЧЕСКИЕ ПОДХОДЫ К МОДЕЛИРОВАНИЮ ИННОВАЦИОННОГО РАЗВИТИЯ ГОСТИНИЧНЫХ ОРГАНИЗАЦИЙ

Аннотация. Переход гостиничных организаций к качественно новому уровню развития может быть обеспечен путем формирования и использования инновационной стратегии развития. В статье предпринята попытка формирования модели выбора сценария инновационного развития гостиничных организаций на основе соотношения показателей инновационной устойчивости и инновационного потенциала.

Переход гостиничных организаций к качественно новому уровню развития может быть обеспечен путем формирования и использования экономически эффективного механизма управления инновационной активностью. В статье предпринята попытка формирования модели экономически эффективного механизма управления, который мог бы учитывать многогранность взаимосвязей индикаторов и показателей инновационной активности. Функционирование данного механизма подразумевает применение инструментов индикативного управления, а также факторного и сценарного моделирования. Выбор сценария подразумевает применение инструментов индикативного управления, а также факторного и сценарного моделирования. Рассматривая направления инновационного развития, автор подразумевает осознанные взаимосвязанные действия, правила и принципы разработки перспективных планов изменения инновационной активности гостиничных организаций, которые базируются на применении новых технологий и методов управления, непрерывном поиске, создании, внедрении и коммерциализации инноваций с целью обеспечения лидерских позиций и конкурентных преимуществ на рынке. На основе статистических данных трех гостиничных организаций в статье предпринята

попытка построения модели для выбора направления их инновационного развития. Для расчета были использованы следующие индикаторы: инновационный потенциал, инновационная устойчивость и интенсивность инновационной деятельности.

Ключевые слова: сценарное моделирование, инновационное развитие, матрица, инновационный потенциал, инновационная устойчивость, гостиничные организации, интенсивность инноваций.

Introduction. The modern model of the economy dictates the need for innovation in most areas of human activity.

A high level of innovative activity of organizations is a prerequisite for maximum customer satisfaction at minimum cost, a high level of competitiveness and sustainable economic development.

This paradigm actualizes a number of theoretical and practical issues in the field of evaluation and management of innovation activity and its development at various levels (Andreichikov et al., 2013:394).

Today, the hotel business is considered not only as an independent, complex and relatively isolated socio-economic system, but also as one of the largest and fastest growing sectors of the economy.

Traditionally, hotel organizations are characterized by an underdevelopment of innovative, recreational, financial, administrative, managerial and personnel capabilities.

Taken together, this forms a number of constraining factors for innovation-based development: inefficient innovation, high risk of innovation projects, shortage of qualified management personnel, use of outdated innovation management tools (Bendikov et al., 2007.2.).

Research Material and methods. It is impossible today to develop the innovative activity of hotel organizations, in our opinion, without choosing the optimal scenario, which could take into account the versatility of the relationship between indicators and indicators of the concept under study.

In this study, the author made an attempt to form a model for choosing an innovative development scenario, which is an important element in the sustainable development management strategy of hotel organizations.

The presented methodological approach to modeling the innovative development of hotel organizations is based on the ranking technology, which involves identifying the proximity of indicators for its assessment and the resulting effects.

The use of this methodological approach is due to a number of advantages. (Kuznetsova et al., 2013.12):

- the use of specific and practically applicable indicators that give the most complete assessment of the actual level of innovation activity of hotel organizations;
- a systematic assessment of the innovative activity of hotel business organizations based on the use of a system of indicators that reflect the degree of compliance of resource provision and the effectiveness of the results obtained;

- tracking the dynamics of the movement of indicators, which allows you to compare different-level hotel organizations;
- the ability to compare physical and cost indicators based on the calculation of relative values.

Scenario modeling is one of the most effective system tools for strategic innovation management (Trachuk et al., 2013.75-83).

Scenario modeling is commonly understood as a technique for constructing a number of models united by a common scenario.

Each of the models can reflect one of the situations related to the past, present or future.

There is a single connection between all models, since they represent the sequence of development of one initial situation.

In our opinion, when talking about innovative scenarios, it is necessary to mean conscious interrelated actions, rules and principles for developing promising directions for the development of organizations that are based on the use of new technologies and management methods, continuous search, creation, implementation and commercialization of innovations, and are aimed at ensuring leadership positions. and competitive advantage in the market.

Scenario modeling is applicable in any sphere of human activity. But this method can be used especially fruitfully in the tourism and recreational sector, and in particular in the hotel business, which are characterized by a high degree of uncertainty in the external environment, the constant emergence of problems of varying degrees of complexity, the need for a careful choice of strategy in order to avoid unjustified risks and costly mistakes.

Consistent practice of actions on models allows you to increase the chances of success. In strategic management, scenario modeling contributes to the creation of a number of successful strategic scenarios, when it becomes obvious where it is necessary to start the process of strategic transformations, in what sequence they should be developed, and what should be achieved (Levchenko et al., 2012:19).

The formation of scenarios for the innovative development of hotel organizations can be ensured by building a selection matrix based on the level of elements of innovative activity.

Result and discussion. Depending on the size of the elements of the innovative activity of the hotel organization, a number of scenarios can be applied and implemented:

- radical;
- active;
- stabilizing.

Consider the scenarios we have chosen:

1. Within the framework of the radical scenario of the innovative development of a hotel organization, it is planned to implement measures to radically change economic activities, change or introduce new production technologies, change existing or introduce new types of hotel services, and improve the skills of employees. Radical transformations in the hotel organization can be ensured by changes in the

management system, primarily through vertical relations, a change in administrative and managerial or line personnel, as well as the creation of new types of hotel services;

2. The active scenario of innovative development is based primarily on measures to increase the level of innovative potential of the hotel organization, aimed at developing and improving production technologies and the quality of services provided, intensifying economic growth;

3. The stabilization scenario of innovative development focuses on maintaining current competitive positions in the market by purchasing innovative technologies, borrowing and imitating the consumer properties of innovative services provided by competing organizations.

As objects of practical application, we consider three hotel organizations. Table 1 presents the initial data on the level of innovation activity and its elements. The names of organizations are not disclosed in order to preserve confidential information.

Table 1 - Integral indicators of elements of innovative activity of hotel organizations

Hotel organizations	Hotel organizations 1	Hotel organizations 2	Hotel organizations 3
innovative potential	0,40	0,52	0,37
Innovation Sustainability	0,46	0,20	0,24
Intensity of innovation activity	0,43	0,56	0,40
Integral indicator of innovation activity intensity	0,43	0,39	0,33

As you can see, the initial opportunities in the innovation sphere of each of the analyzed hotel organizations are different. At this stage, it is difficult to unequivocally answer the question of which type of scenario is appropriate to choose. We have constructed matrices for selecting a scenario for the innovative development of hotel organizations based on the level of elements of innovative activity (Figures 1, 2 and 3).

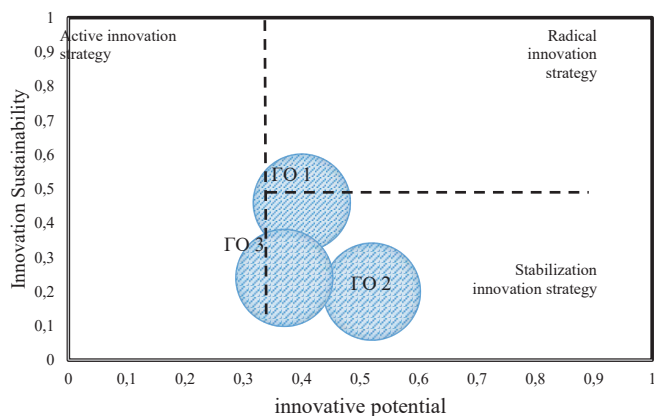


Figure 1 - Matrix for selecting a scenario for the innovative development of hotel organizations based on the ratio of indicators of innovative sustainability and innovative potential

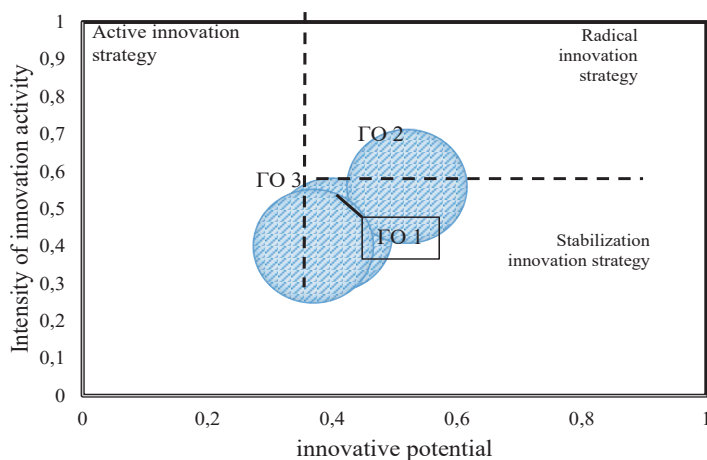


Figure 2 - Matrix for selecting a scenario for the innovative development of hotel organizations based on the ratio of indicators of the intensity of innovative activity and innovative potential

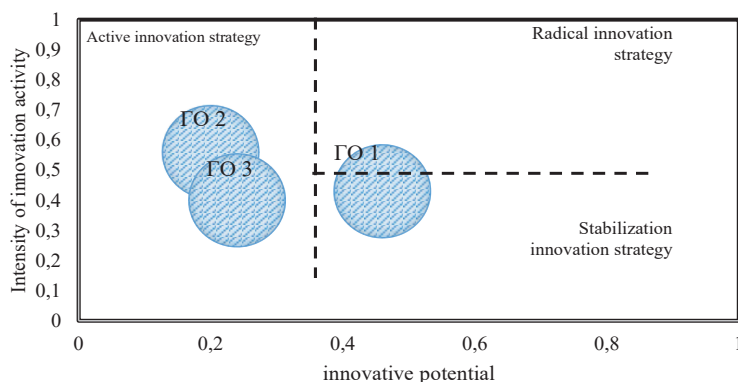


Figure 3 - Matrix for selecting a scenario for the innovative development of hotel organizations based on the ratio of indicators of the intensity of innovative activity and innovative sustainability

As a result of the analysis of innovative activity, the first of the analyzed organizations can be classified as innovative-active. All calculated indicators of the elements of innovative activity indicate the possibility of developing new or improving existing hotel services. It is expedient for such an enterprise to choose an active scenario of innovative development. As practice shows (Epaneshnikova et al., 2012:19), the development and commercialization of new technologies allows enterprises to master a new type of service, strengthen competitiveness, promote sales growth and, possibly, reduce the cost and improve the quality of hotel services.

The assessment of the innovative activity of the second hotel organization indicates a certain attention here to the activities of involving new and improving technologies in the economic turnover. However, this enterprise is not actively addressing the issues of ensuring innovative sustainability, which may subsequently have a negative impact on maintaining a competitive position in the market. The integral indicator of

innovative sustainability (0.2) indicates that in the total volume of all investments for innovative development, the second hotel organization allocates insufficient funds.

Making investments without innovation is known to be extremely dangerous. Such an approach preserves the technological backwardness of the objects being built or reconstructed for a long time, increases the non-competitiveness of the goods and services produced on their basis, and in the future may lead to technological bankruptcy. This organization should invest more in the development and implementation of new technologies, as it has the required level of innovation capacity for this.

To make a final decision in favor of a radical or stabilization scenario for the innovative development of the Hotel Organization 2, it is necessary to pay attention to the level of innovative potential. This methodological approach involves the calculation of the costs of creating basic and improving innovations with their subsequent analysis for the innovative sustainability of the organization. This will allow answering questions about whether this organization, along with the formation of the resources necessary for the current production and economic activities, is also capable of implementing the chosen scenario of innovative development. Hotel organization 2 can be attributed to business entities with high innovative capabilities (integral indicator of innovative potential = 0.52), therefore, a radical scenario should be chosen.

The calculation of the coefficients of innovative activity of the Hotel organization 3 showed that at the moment it has sufficient investment potential for the introduction of improving innovations and, at the same time, some resources for the development of new technologies. The coefficients of innovative potential and the intensity of innovative activity indicate the ability of the enterprise to implement the active scenario.

Despite the low coefficient of innovation sustainability, the organization can choose an active scenario.

Thus, the use of the described method at the stage of developing scenario plans allows hotel organizations to assess their current innovative activity and take into account the indicators of its elements when making decisions on the direction of further innovative development (Simonov et al., 2021:97).

At the stage of implementation of the scenario of innovative development, such an assessment will largely help to avoid the irrational use of financial and economic resources and show ways to build up the innovation sphere. The results of the analysis are presented in table 2.

Table 2 - Results of the analysis of the choice of innovative development scenarios for hotel organizations

Indicators	Innovative potential	Innovative sustainability	Intensity of innovative activity	Innovative activity
The results of the assessment of innovative activity of the Hotel organization 1				
Data	0,4	0,46	0,43	0,43
Scenario	Active	Active	Active	Active

The results of the assessment of innovative activity of the Hotel organization 2				
Data	0,52	0,2	0,56	0,39
Scenario	Stabilization	Radical	Stabilization	adical
The results of the assessment of innovative activity of the Hotel organization 3				
Data	0,37	0,24	0,4	0,33
Scenario	Active	Radical	Active	Active

Conclusion. Thus, we have revealed the essence, content, methods for evaluating innovative activity and showed ways to use this economic category in the theory and practice of not only innovative, but also strategic management of enterprises, as well as in the analysis of economic activity and enterprise management as a whole (Seydalin et al., 2020:137).

Summing up, we can conclude that the proposed technology for scenario modeling of the innovative development of hotel organizations allows for a reasonable choice of a scenario that is optimal in the current operating conditions. The use of the proposed method at the stage of developing scenario plans allows hotel organizations to assess their current innovative activity and take into account the level of its indicators when making decisions on the direction of further innovative development. At the stage of implementing the directions of innovative development, such an assessment will largely help to avoid the irrational use of financial and economic resources and show ways to increase innovative activity (Shkuratov et al., 2017:225.).

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