ROADMAP FOR INNOVATION STRATEGY IN TOURISM - CHALLENGES OF THE DEVELOPMENT

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Abstract - In order to meet the expectations of the development of tourism today, a lot of effort should be put in fostering innovations in tourism, while no achievements would be made without innovations. It poses a lot of challenges to policy makers, destination management organizations, as well as to entrepreneurs in tourism., Paper provides summary of the experiences in developing innovation strategies and roadmaps for innovation strategies, as well as development of sustainable tourism, and impact on innovative EU projects in tourism (case of HUMANITA) and it enables understanding possible effects which help policymakers/management to develop approaches for improving innovation in tourism.

Keywords - Roadmap, Innovation, Sustainability, Tourism, Eu Projects, Humanita.

I. INTRODUCTION

Roadmap is a holistic innovation strategy – a method for strategic long-term planning and a link between strategy (analysis/diagnosis, vision and goals) and action plan. It describes and clearly communicates and visualizes the key outcomes or prerequisites that must be achieved within a certain time frame in order to successfully achieve the strategic vision. This document defines the tools and activities that are necessary for the effective activation of macroregional innovation potentials through the cooperation of stakeholders of the Quadruple Helix (Q-Helix).

The Roadmap indicates how to realize the goals in terms of achieving the desired transformations and innovations to increase the competitiveness and resilience of the targeted industries of the blue economy in relation to global changes caused by (re)globalization, decarbonization and technological changes, and in order to transform the targeted traditional industries into blue economy.Roadmap includes the concept of Theory of Change, and elaboration in which way and why the desired change of the observed industries is expected through research, development and innovation (R&D&I). It includes also the policy mix concept, and is based on the methodology of strategic planning. This means that the baseline for the development of the Roadmap was establishing the answers to primary questions "why", "what", "who" and "how" behind the motivation and purpose of the Roadmap.

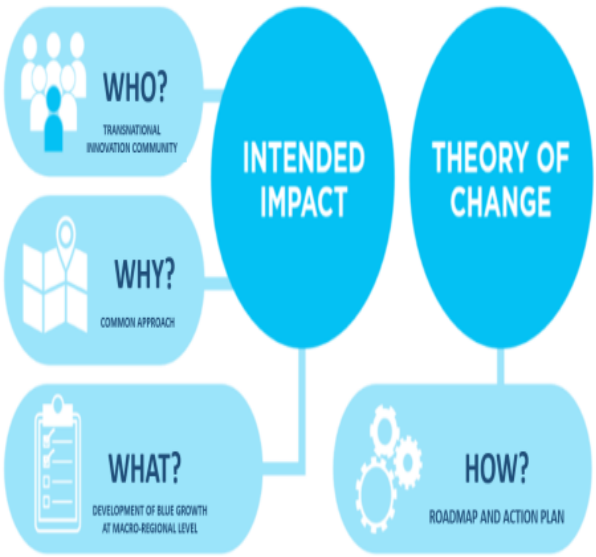

Figure 1: Methodological approach to the preparation of the Development plan (Roadmap) for innovation strategy.

Paper is divided into three parts. After the first, introductory part, the second part refers to analysis of potential challenges of the development of roadmap of innovation strategy in tourism sector. Third part brings the conclusion of the paper.

II. ANALYSIS AND DISCUSSION

2.1. Theory of Change

Theory of Change is an innovative approach to strategic planning, and a complex strategic planning method, which can be used in different ways to be optimally adjusted to the needs and focus of each specific situation. Theory of Change is not the same thing as a logic model in the context of strategic planning. Essentially, Theory of Change is complex, showing the big picture with all possible pathways and interconnections, while the logical model is neat, showing just the pathway that the strategy fundamentally needs to deal with.



Figure 1:Key Elements Of Theory Of Change.

The key benefit of "Theory of Change" method in strategic planning is a specific measurable nature of change that forms the basis for strategic planning, ongoing decision-making and evaluation - it requires participants to be clear on long-term goals, identification of measurable indicators of success, and formulation of actions to achieve goals. It differs from any other method of describing initiatives in a few ways:

- it shows a causal pathway from the current point of standing to where the desire is to go, by specifying what is needed for goals to be achieved
- it requires articulation of underlying assumptions which can be tested and measured
- it changes the way of thinking about initiatives from what is currently done to what is the desired achieved result.

For example, one of the directions that Theory of Change can lead through is focusing on what is that needs to be changed, identifying what the change is needed for, reflecting on assumptions and preconditions, and identifying partners and key stakeholders in the process of turning a branch of a problem tree into a solution tree (United Nations Development Group, 2017).

However, whatever direction is taken with Theory of Change, key elements of each theory are research, strategic planning, and organisational alignment. With this approach, ultimately, Theory of Change provides a roadmap to get from "here" to "there", enabling the best possible chance of making the intended change. A roadmap is exactly that – a practical link between a strategy and action plan, and a practical tool that helps visualize how to turn a vision into strategy, and strategy into action plan.

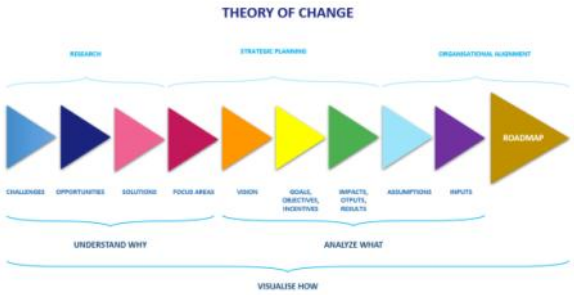

FIGURE 2. Theory Of Change Concept Applied In The Roadmap.

2.2. Tools and resources

Besides the tangible assets considered to be the key assumptions and preconditions for achieving the desired change envisioned by the Roadmap, there are several inputs in regard to tools and resources that are necessary for the successful implementation of the Strategy, Roadmap and Action plan, and for achieving the desired results, outcomes and impacts. These are the following:

- National, regional, and EU current and future funding opportunities
- Human, material, operative, financial capacities and resources
- Competences and know-how
- Q-Helix collaboration.

There are numerous national, regional, and EU funding opportunities available now, and that will remain available, for funding activities in the field of Blue Growth, such as:

- European Territorial Cooperation programs (INTERREG)
- European Structural and Investment Funds (ESIF)
- Horizon Europe programme for research, development and innovation
- European Partnerships in Horizon Europe
- COSME programme for small and medium enterprises
- Connecting Europe Facility for infrastructure
- Erasmus+ programme for education, training, youth and sport

- LIFE+ programme for environment and climate
- Reform Support Programme, upon request for financial and technical support
- Union Civil Protection Mechanism for prevention and preparedness for cross-border risks, and marine pollution at sea and onshore
- European Investment Bank (EIB)
- European Bank for Reconstruction and Development (EBRD).

Furthermore, it is proposed to establish a library of indicators on a regional level, as an essential tool for facilitating not just the implementation of the Innovation strategy, Roadmap and Action plan, but also for establishing an institutional structure and paving the way for further successful strategic planning on regional levels. Namely, the Roadmap and Action plan entail a proposal of potential indicators for monitoring on the regional level (impact indicators for long-term goals, outcome indicators for short-term objectives and result indicators for initiatives (activities)). For each indicator it is necessary to define an initial value and target value, keeping in mind that it has to be enabled to collect data on each indicator on the regional level, and also monitor the defined indicators on the regional level, for the purpose of successful monitoring and reporting on the progress of the implementation of the goals and the strategy itself.
Establishing a regional library of indicators will enable successful defining, monitoring, measuring, analysing, evaluating, improving and controlling efforts and achieved results as the prerequisite for expected results, outcomes, impacts and overall changes to be achieved, as well as continuous identifying, analysing, managing and mitigating potential risks in the process for ensuring the optimum results and success.

2.3. Roadmap for innovation strategy in tourism

Like all other industries, tourism is continuously faced with new trends, innovations, and other contemporary challenges.Ultimately, innovation is at the heart of smart tourism, and innovation is the key to adapting and recovering tourism in a crisis. Namely, no industry, including tourism, can function without technological progress.But what exactly is "innovation in tourism", how is it possible to innovate in an industry that seems to be moving faster than the economy itself, and why is innovation so relevant to tourism, are important questions that provide equally important answers. By definition, innovation is the constant creation of ideas and solutions that turn into products, services or business practices that can be monetized, and the importance of innovation lies in the fact that it is actually the key to the sustainability of tourism business (Chen, 2021).
For the sustainability and development of tourism, it is important to support tourist demand by creating and promoting a tourist destination brand, improving the availability of data, improving cooperation with educational institutions, creating awareness of the importance of innovation, increasing the attractiveness of work in tourism, all in order to stimulate innovation and entrepreneurship (Ecorys, 2009). It is also necessary to combine available resources more effectively by creating awareness of supply chains, promoting networking and collaboration across the supply chain. Equally, it is important to ensure the sustainability of tourism development by encouraging the further development of the social and ecological sustainability of the tourist destination.
One of the key innovative approaches is circularity, a concept that is rooted in thinking about the circular economy, and which promotes a fundamental paradigm shift that aims to stimulate the efficiency of resource use with a systematic approach throughout the entire value chain. The approach focuses on ecological design and models and the responsible use of materials (reduce, reuse and recycle) to eventually achieve zero waste. One of the methods that supports decision-making that takes sustainability into account is certainly the product life cycle assessment method. During the life cycle, products and services fulfil their basic function, but they also contribute to the depletion of certain resources, and their production results in pressures on the environment.
Quality is also an intrinsic aspect of any product and/or service, and the quality of a tourist product or service is perceived as highly subjective, in the form of a function that unites the expectations and satisfaction of tourists. Namely, in the context of tourism, quality essentially emphasizes care, innovation and excellence and implies the ability to meet the needs of tourist consumers (tourists) at the highest level. The quality of tourist services can be considered as the result of a process that implies the satisfaction of every need, request or justified expectation of the consumer (tourist) in terms of products and services, at an acceptable price and under mutually agreed contractual conditions, including implicit fundamental factors such as hygiene, accessibility, originality and care on the consequences of tourism activities on people and natural environments (UNWTO, 2017).
The key is to encourage the adoption and investment in new technologies, skills and innovations and to support existing small and medium-sized enterprises in tourism to take advantage of digital transformation and promote the development of smart tourist destinations, but also to encourage digitally improved tourism business models, value chains and ecosystems, by adopting data analytics and other enabling technologies.
Ultimately, it is also necessary to think about tourism growth in the context of sustainability by placing a greater focus on the ecological and socio-cultural pillars of sustainability, in order to provide net benefits to local communities, contribute to the

achievement of the Sustainable Development Goals and fight against climate change. It is important to ensure that tourism development efforts take place within the broader context of city, regional and national economic development strategies, and in close collaboration with industry and civil society, and that additional steps are taken to mainstream sustainability into tourism policies and industry practices in order to better supported the transition to a green tourism economy with low emissions and climate change and provided access to comparable and timely data to inform decision-making and a better plan for the type and scale of tourism growth appropriate for individual destinations.

The EUproject "Human-Nature Interactions and Impacts of Tourist Activities on Protected Areas – HUMANITA" co-financed within the framework of Interreg Central Europe 2021-2027programme. aims to develop innovative approaches to measuring the environmental impacts of tourismand joint development of new complementary tools and methods of tourists' impactassessment based on transnational exchanges of experiences to better evaluate environmentalconditions and trends, take explicit managerial responses and actions, and ultimately developinformation for national and EU policymakers and the public. The project's innovativeapproach includes the involvement of tourists and local communities, as well as participatorymonitoring, for producing new valuable data, raise awareness, build trust, and ignitebehavioural change. Having a Roadmap for innovation strategy could make the contribution of such projects even higher.

III. CONCLUSIONS

Policy elements of the Roadmap should be consisted of policy strategy, policy instruments (incentives/initiatives), instrument mix (complementarity of instruments for their optimal efficiency), while policy processes entail policy strategy, policy instruments ((incentives/initiatives), instrument mix (complementarity of instruments for optimal efficiency). The last block are characteristics of the policy mix, in terms of consistency of elements (how well the elements of the policy mix are aligned with each over, thereby contributing to the achievement of policy objectives), coherence of processes (synergistic and systematic policy making and implementation processes contributing to the achievement of policy objectives, as well as integration and coordination), credibility, and comprehensiveness (extensive and exhaustive scope of elements), as well as dimensions (policy field, governance level, geographical area, and time).

The long-term goals of the Roadmapshould be defined by applying the SMART methodology for determining goals, taking care that they are specific and concrete, measurable, achievable, relevant and time-bound. For the implementation of the Roadmap, each long-term goal has been divided in short-term objectives, while each short-term objective has been divided into incentives, in order to ensure maximum focus within the implementation of each objective and each goal. Each initiative was planned through the complementary SMARTER methodology (Specific; Measurable; Achievable; Relevant; Time-bound; Evaluated; Recognized/Rewarded or Revised/Readjusted). Result indicators for each initiative should be chosen using this same methodology. Projects like HUMANITA and other innovative EU projects could benefit a lot from the development of the Roadmap for innovation strategy in tourism, aiming particularly the most important topic of the sustainable tourism.

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