

ВЕЛИКОТЪРНОВСКИ УНИВЕРСИТЕТ „СВ. СВ. КИРИЛ И МЕТОДИЙ“

НОВИ БИЗНЕС МОДЕЛИ В ТУРИЗМА

ИЗДАТЕЛСТВО „АВАНГАРД ПРИМА“

СОФИЯ, 2020

ВЕЛИКОТЪРНОВСКИ УНИВЕРСИТЕТ „СВ. СВ. КИРИЛ И МЕТОДИЙ“

НОВИ БИЗНЕС МОДЕЛИ В ТУРИЗМА

**СБОРНИК С ДОКЛАДИ
ОТ
МЕЖДУНАРОДНА СТУДЕНТСКО-ДОКТОРАНТСКА
НАУЧНА КОНФЕРЕНЦИЯ НА
КАТЕДРА „ТУРИЗЪМ“, СТОПАНСКИ ФАКУЛТЕТ
10 май 2019 г.**

РЕДАКЦИОННА КОЛЕГИЯ:

проф. д-р Иван Марков
доц. д-р Венцислав Статев
доц. д-р Десислава Вараджакова
доц. д-р Слави Димитров
ас. д-р Жанина Стоянова
ас. Олга Манчева-Али
ас. Надежда Костадинова

РЕЦЕНЗЕНТИ:

проф. д-р Иван Марков
доц. д-р Десислава Вараджакова

Всички доклади са рецензирани.

Авторите носят отговорност за невярност на представените факти или плагиатство.

ISBN 978-619-239-364-9

Издателство „Авангард прима“
София, 2020

СЪДЪРЖАНИЕ

Nick Naumov ACTIVE-BLENDED LEARNING AS THE NEW NORM IN TOURISM AND HOSPITALITY EDUCATION: THE CASE OF UNIVERSITY OF NORTHAMPTON	6
Mădălina-Cristiana GIUȘCĂ ROMANIA'S RELIGIOUS TOURISTIC POTENTIAL AMONG ECONOMICAL VALUATION AND SUSTAINABILITY	15
Emilija Todorovic TECHNOLOGICAL INNOVATIONS IN TOURISM	19
Gergana Vasileva, Marina Raykova RISK ANALYSIS IN INVESTMENT IN VERTICAL INTEGRATION IN THE TOURIST COMPANY	28
Ilija Zakoski MANAGEMENT MODEL FOR TOURIST DESTINATION PROMOTION	35
Nadezhda Kostadinova THE USE OF SOME DIGITAL FUNCTIONALITIES IN HOSPITALITY BUSINESS.....	44
Олга Белан SWOT-АНАЛИЗ НА ВАРНА КАТО ДЕСТИНАЦИЯ ЗА ЗДРАВЕН ТУРИЗЪМ	52
Олга Белан ТЕНДЕНЦИИ В РАЗВИТИЕТО НА ЗДРАВНИЯ ТУРИЗЪМ	63
Димитър Колев НЯКОИ АСПЕКТИ НА ВРЪЗКАТА ГОЛФ ТУРИЗЪМ – ОБРАЗОВАНИЕ	71
Мария Георгиева ТЪРСЕНЕТО И ПРЕДЛАГАНЕТО НА ЕКОТУРИЗЪМ В РИЛО-ПИРИНСКИ ТУРИСТИЧЕСКИ РАЙОН ПРЕЗ ПОГЛЕДА НА ЗАИНТЕРЕСОВАНИТЕ – МЕТОДИКА НА ИЗСЛЕДВАНЕТО	79
Мирослава Малчева МАРКЕТИНГОВИ ПРЕДИЗВИКАТЕЛСТВА ПРЕД БУТИКОВИТЕ ХОТЕЛИ В ЕРАТА НА СПОДЕЛЕНАТА ИКОНОМИКА	90
Христина Сантана ТРАНСФОРМАЦИИ В ТЕХНОЛОГИЯТА НА ОБСЛУЖВАНЕ В ТУРИСТИЧЕСКИТЕ АГЕНЦИИ В БЪЛГАРИЯ В УСЛОВИЯТА НА Е-БИЗНЕС	102
Андриана Иванова ХАРАКТЕРИСТИКА И ВИДОВЕ ИНОВАЦИИ В ТУРИЗМА	115
Анжела Стоянова РОЛЯТА НА СОЦИАЛНИТЕ МЕДИИ ЗА ФОРМИРАНЕ НА ТУРИСТИЧЕСКИТЕ НАГЛАСИ (НА ПРИМЕРА НА ИНСТАГРАМ).....	122

Боян Македонски, Александра Петрова, Мирослав Димитров РЕАЛИЗАЦИЯТА НА ТУРИСТИЧЕСКИ УСЛУГИ В СОФИЯ-ГРАД (НА ПРИМЕРА НА СРЕДСТВАТА ЗА НАСТАНЯВАНЕ)	127
Гюнай Селим КАКЪВ БИ БИЛ ТУРИЗМА, АКО АТЛАНТИДА СЪЩЕСТВУВАШЕ?	134
Деляна Генова ТУРИЗЪМ С ОТГОВОРНОСТ КЪМ ПРИРОДАТА	142
Диляна Кръстанова ДЕСТИНАЦИЯ ГАБРОВО – ГЕОГРАФСКИ ЦЕНТЪР НА БЪЛГАРИЯ И ТУРИСТИЧЕСКИ ФАКТОР В СЕВЕРЕН ЦЕНТРАЛЕН РЕГИОН	154
Доменик Златев КУЛТУРНИ РАЗЛИЧИЯ МЕЖДУ АМЕРИКА И ЕВРОПА И МЯСТОТО НА ТУРИЗМА В ДВЕТЕ ДЕСТИНАЦИИ	160
Елена Александрова НЯКОИ ПРЕДПОСТАВКИ ЗА РАЗВИТИЕ НА БЪЛГАРСКИЯ КРУИЗЕН ТУРИЗЪМ	166
Елеонора Янчева КРУИЗЕН ТУРИЗЪМ – ВЪЗМОЖНОСТ ЗА СЕМЕЙНА ВАКАНЦИЯ	172
Ивета Мянешева НЯКОИ АСПЕКТИ ОТ ДЕЙНОСТТА НА ТУРИСТИЧЕСКИТЕ АГЕНЦИИ	178
Павел Стефанов ЗНАЧЕНИЕ НА КОМПЮТЪРНИТЕ ПРИЛОЖЕНИЯ В МЕНИДЖМЪНТА НА ХОТЕЛСКИТЕ ОБЕКТИ	186
Радина Рашкова ВЕЛИКОТЪРНОВСКИЯТ РЕГИОН – ТУРИСТИЧЕСКА ДЕСТИНАЦИЯ С ВИСОК ПОТЕНЦИАЛ	193
Силвия Дешева ПОТЕНЦИАЛ ЗА РАЗВИТИЕ НА ТУРИЗМА В РЕГИОНА НА ГР. СВИЩОВ ...	199
Соня Цонева ПОПУЛЯРНИ ТУРИСТИЧЕСКИ ЗАБЕЛЕЖИТЕЛНОСТИ – ОЧАКВАНИЯ И РЕАЛНОСТ	206
Таня Белова-Тодорова ПОПУЛЯРНИ ВИДОВЕ ТУРИЗЪМ В РАЙОН ДУНАВ	213
Трифон Трифонов НЕПОПУЛЯРНИ ВЪЗМОЖНОСТИ ЗА ТУРИЗЪМ /НА ПРИМЕРА НА ЛАГЕРА АУШВИЦ/	220

TECHNOLOGICAL INNOVATIONS IN TOURISM

EMILIJA TODOROVIC

University "Goce Delcev", Stip, Republic of North Macedonia,
e-mail: emilijatod@yahoo.com

Abstract

Globalization as a process brings with it unavoidable changes at all levels: economic, political, organizational, cultural, information, technological, etc., whereby technology is the one that determines the quality and cost-effectiveness of work, and information and communication novels, the manner of managing and organizing the operations of all entities on the market. In the fight for a better market position and easier adjustment of market changes, companies in the field of tourism are increasingly introducing new technologies in the operation and taking advantage of the information technology technologies. The development of modern work, especially the marketing concept, undoubtedly requires the inclusion of social networks in the operation, as an indispensable element in the promotional strategy of all enterprises, but also the introduction of modern software through which a lot of the tourist activities and services take place. Apart from information technology, destinations, hotels and other tourism entities also introduce other technological innovations in order to meet the more numerous specific requirements of visitors. The aim of this paper is to point out the importance of innovation in tourism, as well as the types of innovations that the tourist entities should take.

Keywords: *innovation, tourism, technology, advantages, companies*

INTRODUCTION

Tourism, as a mass social phenomenon subject to change, undoubtedly depends on the development of information technology and its application. Using modern information technology, tourism entities greatly facilitate their own operations, establish cooperation with business partners around the world, become more accessible to consumers, and so on. Research done by Google, according to which more than 50% of respondents said that their travel plans were influenced by other people's recommendations over the Internet. Another study, done in the United States, shows that as many as 82% of respondents read online reviews with the intention of making a decision to travel or use a particular tourist service,

because they think that social network reviews are more reliable than those on official sites of tourism entities.¹

The application of the Internet in the work greatly influences the change in the business decision-making of the enterprises in the tourism, especially in terms of collection, storage, distribution, processing and management of information, and for a growing number of tourism products and services, The Internet is the main communication channel that simultaneously reduces operating costs. Tourist companies are involved in Central Reservation Systems (CRS) and Global Distribution Systems (GDS). Through these systems, tourism companies can at any time sell their products and services on the global tourism market and have access to all information needs, which in any case affects the reduction of operating costs. The Internet also offers a wide range of opportunities for improving the operation of tourism operators by using the advantages of multimedia presentations of products, services, destinations, etc. On the other hand, tourists have the opportunity to independently perform booking of various types of tourist services at the lowest prices, directly through the sites of the bidders. Internet intermediaries appear as new participants on the side of the tourist offer: besides online agencies, there are various travel portals for travel, regional and local portals that offer products and services. (for example, Booking.com, TripAdvisor, Trivago, Hotels.com, etc.).

On the other hand, the fact that tourism demand is becoming more heterogeneous and more specific, requires monitoring of technological innovations such as smart cities, card payments, electric bikes, smart rooms in hotels, independent check in check out in hotels, automatic exchange operations, self check baggage and self-passport control at airports, holograms instead of real people, molecular gastronomy in the restaurant offer and many other innovations that make guest stay unforgettable.

TYPES OF TECHNOLOGICAL INNOVATION IN TOURISM

Innovation can refer to a new idea of a product or service, the development of a new tourist market, new ways of promoting, introducing new software in the work, etc. Characteristic of tourism as an activity is that one innovation leads to another, that is, the process itself should be seen as an integrated action. OECD defines innovation as new or improved products, services, processes or improved organizational and marketing strategies.²

¹ Brdar, I., Uticaj globalizacije na razvoj turizma u Srbije, doktorska disertacija, Univerzitet Singidunum, departman za posleddiplomske studije i međunarodnu saradnju, Beograd, 2015

² OECD, Eurostat.Oslo manual:Guidelines for collecting and interpreting innovation data.Paris: OECD, <http://www.oecd.org/dataoecd/35/61/2367580.pdf>, 2005

Innovation involves the transformation of ideas into market products or services, new or improved production or distribution, or a new way of providing social services.³ The European Commission defines the notion of innovation as a promotion and increase in the volume of the product and service; promotion of new methods of production, procurement and distribution; introducing changes in management, organization and working conditions.⁴

According to Hjalager, in the service industries there are: product innovation-implying completely new products and improving the quality of the existing ones. Innovation in working operations - refer to optimizing work processes and reducing costs. Innovation in the field of management - this kind of innovation relates to innovative approaches that are focused on the quality management of human resources. Innovation in logistics-involves the establishment of new commercial links, which affects the organization's position in the value chain. Institutional innovations include new forms of organizational structure or a legal framework that facilitates work.⁵ An interesting classification of innovations is provided by Victorino et al., Which categorizes them according to the needs of guests and distinguishes them: kitchen innovations, room innovation, internet innovation, innovation related to other services that include guest stay and so on.⁶ Nasution et al, innovations share product innovation, process-related innovation, and managerial innovation.⁷

When it comes to the use of information technology innovations in the operations of airlines, it can be concluded that there is no segment in the operation in which they are not necessary. Starting from the management of business activities, performing analyzes and forecasts, organization of management, monitoring of demand, up to organization and determining the activities related to the reservations. It mostly concerns innovations in information technology, that is, specialized software, applications and sites. Today, each airline has its own web site that is available to all interested users, and with the exception of tickets, a reservation of accommodation, rent a car service, etc. can be made here. When it comes to low-budget air carriers, it can be concluded that without the information technology they could not function as such. An important role is the establishment of the GDS (Global Distribution System) that integrates all tourism services. This system provides a connection

³ Jovičić, A., Organizacioni faktori kao prediktori inovativnosti u hotelijerstvu Srbije, doktorska disertacija, Univerzitet u Novom Sadu, departman za geografiju, turizam i hotelijerstvo, 2015

⁴ Green Paper on Innovation, online: http://europa.eu/documents/com.green_papers/pdf/com95_688_en.pdf, 1995

⁵ Hjalager, A.M., A review of innovation research in tourism. *Tourism Management*, 31(1), 2010

⁶ Victorino, L., Verma, R., Plaschka, F., Dev, C. ,Service innovation and customer choices in the hospitality industry. *Managing Service Quality*, 15(6), 2005

⁷ Nasution, H.N, Mavondo, F.T., Matanda, M.J., Ndubisi, N.O., Entrepreneurship: Its relationship with market orientation and learning orientation and as antecedent to innovation and customer value. *Industrial Marketing management*, 40(3), 2011

between the service providers and the end-user and offers all kinds of information needed for the organization of travel, reservation and sale of services, issuance of travel tickets, Today, the following GDS systems are commonly used: Amadeus - global distribution system in tourism. The main goal is to increase the efficiency in airline reservation, access to rent a car services and hotel companies, thus enabling their interaction. It includes the e-Travel, Inc package, which integrates components that allow the management of trips within a web site that offers the possibility of booking all tourist services. The Amadeus system supports scheduled airplane scheduling for more than 740 airlines, 440 of which are directly linked to the Amadeus CRS. Galileo International - global distribution system in tourism. It is used to provide electronic global distribution services through a computerized reservation system and innovative Internet-based solutions. This company is located within the Travelport group and has a number of tools in the field of reservation systems, electronic issuing tickets, online reservation of tourist services, search of the most favorable flights, databases, maps, hotels, rent a car companies and so on. An example of an innovative solution in the field of transport is, of course, a Tensator Virtual Assistant, a US-based Tensator company that is commonly located at airports, but can also be set up in amusement parks, shopping centers, large museums, namely, it is a real-life hologram that is programmed to provide the necessary information to passengers in multiple world languages, to transmit certain messages, to give advice, or to promote products and services. This innovation completely replaces the employees and is available 24/7.⁸

Innovative solutions to travel and passenger travel in the form of mobile applications are becoming increasingly sophisticated and more modern. Here we can mention: Opodo, an application that allows creating on-line travel in 14 countries, 500 airline companies, 125000 hotels, 7000 car rental agencies and other service providers; MakeMy Trip - application for reserving bus tickets via SMS in India, Viator - application that enables booking via mobile phone, navigation applications Here, Google Mars, further, Parkopedia, Waze, OBD car Doctor and others. An important innovation in shipping is the peer to peer concept, that is, sharing something that we have with other people at a favorable price, with an emphasis on getting to know different people, helping and gaining new experiences. Such are, for example, the Internet sites Cojetage and Drivy. Cojetage⁹ is an opportunity to drive with luxury private jets for a favorable price, and by logging in to Drivy.com, potential users can rent a car that

⁸ <https://www.tensator.com/tensator-launches-next-generation-virtual-assistant/> (downloaded on 06.04.2019)

⁹ <https://www.owler.com/company/cojetage> (downloaded on 06.04.2019)

suits them at the fastest way and a favorable price.¹⁰ This is a great opportunity for tourists who want to explore the surroundings, and with just one click of the application you can get the closest location for renting a vehicle. The use of information and communication technology and the introduction of new technologically advanced products and services is a trend that follows the modern hotel business: from performing promotional activities, by managing consumer relations, managing finances, supplying and distributing, making reservations, improving the existing ones and introduction of new products and services, etc. The hotels constantly promote their own operations through the use of specialized softwares, mobile applications, but also by introducing new technologically advanced products and services that will facilitate the work of the employees and will enable full customization of the services of the guests' requests. Generally information systems in hotel companies can be divided into: Property Management System (PMS) and Computer Reservation System (CRS). The first concerns performing revenue management activities, tracking customer information, inventory management, administrative work, accounting, marketing, human resources management, planning, etc., and the second provides an overview of available rooms, reservations, connectivity with the central reservation system and so on. Both information systems greatly facilitate the business and operational operation of the hotel and allow employees (especially those at the front office) to spend more time on the guests and their needs. On the other hand, when it comes to technological innovation, the "smart rooms" in the hotels should be mentioned. Namely, the French company AccorHotels recently launched its "smart rooms" in which the guest's voice is sufficient to manage the programs on the TV, selecting a radio track, lighting in the room, the tone, the height of the bedrest, and so on. these rooms are also suitable for people with disabilities, but also those with insomnia. Early devices that help for a quality sleep, for example Dodow, a flashing light and helps against insomnia, or Sensorwake, an alarm clock that makes their mouths special with the favorite aroma, are implemented. The chain of hotels Marriott, launched the concept of the future, the so-called "beta hotel" that adapts its services and products in line with the constant feedback from users in real time, through small computer screens that are placed anywhere in the hotel. Also in some of the hotels on this chain guests can order Vrum servis (Sansung VR set of headphones and glasses) with which they can virtually walk through the city in which they are located, but also in other cities and countries.¹¹ The hotel industry is increasingly using

¹⁰ <https://www.drivy.com/> (downloaded on 06.04.2019)

¹¹ <https://www.turistickisvet.com/vesti/hotelijerstvo/revolucionarne-tehnoloske-inovacije-u-hotelima.html> (downloaded on 07.04.2019)

machines instead of employees, so many hotels put hobbies in the lobby, and some of them went a step further and used robots to perform certain tasks. For example, Hena Hotel in Nagasaki, guests are welcomed by a robot, the Jobot robot is in charge of the luggage of the guests, and at the Aloft Hotel in Cupertino, the robot works as a butler.¹² Some hotels prefer making reservations, payments, and check-outs done through a mobile application and they do not need reception at all. When it comes to keys and cards from rooms, technological innovations go so far as to quickly disappear, and the guest will open the door with a mobile application (Starwood and Hilton hotels), at the Alma Hotel in Barcelona the doors open with a fingerprint, and at the Nine Zero Hotel in Boston to unlock the rooms, the eye is scanned. Another innovation in Hilton hotels, which was introduced after polls that showed that even 30% of guests do not want to wait while preparing the room, the same percentage want to choose their own. Therefore, for the need of the Hilton Worldwide company, more than 650000 digital plans of the rooms are made, which through the mobile application allow the guests before they reach the hotel to take a walk through all its premises. That way you can choose a room and even order a drink, an extra pillow, and so on.¹³

In terms of accommodation there are other innovative products, services and ideas that are offered on the market. One is Camping in my garden, a camping service in private yards. Everything that the interested visitor should do is log on to the website where he / she will receive information about the camping conditions, the additional services they can get, the exact location, price and so on.¹⁴ somewhat different kind of camping, which also represents an innovative idea is Glamping.¹⁵ In this type of camping, which is also semi-luxurious, the guests do not carry any camp equipment with them, but they rent it in the destination, ie. glamping resort.

Another technologically innovative invention for tourists is the concept of "smart cities". This concept integrates various information-communication technologies in order to provide a more comfortable stay and innovative experience for visitors. During the World Cup, Moscow applied this concept, and fans from around the world, by downloading the Smart Stadium application, could at any time receive information about free parking places, crowds entering and exiting the stadiums, restaurants, shops and similar. Also the fans available also had the The Fan Transport Guide application that was used for easier use of city

¹² <https://daily.mk/names/aloft> (downloaded on 07.04.2019)

¹³ <http://hotelijeri.com/inovacija-u-hotelijerstvu-otkljucajte-sobu-pomocu-mobilne-aplikacije/> (downloaded on 07.04.2019)

¹⁴ <http://campinmygarden.com/> (downloaded on 07.04.2019)

¹⁵ Batković, A. Inovacije u turizmu u Evropi, diplomski rad, Sveučilište Jurja Dobrile u Puli, Fakultet ekonomije i turizma, Dr.Mijo Mirković, Pula, 2016

transport and the application Afisha app, through which they could reserve tickets for various events and celebrities. A good example of the "smart city" is the Spanish Santander, which is covered with 20,000 sensors which, among other things, measure the density in shipping, parking spaces, noise, pollution, temperature and humidity. It also offers its citizens the application "Smart Santander", through which everyone can write what torments him about the city, point to full garbage bins, and so on. The program also offers information about beaches, parks, monuments and other city landmarks, so that tourists have all the necessary information at all times. A similar application exists in Dubai, where visitors can download Metro Moments for free and, with the help of a GPS accompanied by a voice record, at any time to know where they are and what to visit. Detour is also a mobile application that can help guide a tour without a guide. This application contains a variety of stories about the site that is visited so that a tourist can choose an option (a story) that he wants to hear, puts the headphones and goes through the city streamlined by the application itself, while looking around and listening to her story. Detour tour is available in San Francisco, Berlin, London, Barcelona, Paris, New York and other cities.

CONCLUSION

Innovations are the basis for success of the companies on the market, because organizational efficiency is ensured, the quality of products and services is improved, costs are reduced, customer satisfaction is increased, profits and market share increase, differentiation is made in relation to clients, etc. . Following the modern trends in tourism and catering, business entities change their way of working, bring in novelties, thus raising the level of operation to a higher level and becoming more competitive on the market. Timely detection of the wishes and needs of the consumers and appropriate response to them are the key to successful operation. All this is impossible without the introduction of innovations and innovative strategies in all segments of operations, primarily in products and services, the production process, the management, the use of information technology, etc.

It can be concluded that the use of technological and information innovations in tourism has wide application in the operation of tourist companies, emphasizing their key functions: improving the quality of services, improving organizational efficiency and effectiveness, undertaking strategic research for new markets and services, tracking competition, entering new markets, investing in new services and products, reducing costs and reaching competitive prices, distributing information and averaging the reserve facilitating interaction with manufacturers, intermediaries and consumers, production and distribution of

tourism products, front office and back office, customer service, monitoring of operations, dynamic revenue management and pricing and capacities, etc.

REFERENCES

1. Batković, A. (2016). Inovacije u turizmu u Evropi, diplomski rad, Sveučilište Jurja Dobrile u Puli, Fakultet ekonomije i turizma, Dr.Mijo Mirković, Pula.
2. Brdar, I. (2015). Uticaj globalizacije na razvoj turizma u Srbije, doktorska disertacija, Univerzitet Singidunum, departman za poslediplomske studije i međunarodnu saradnju, Beograd.
3. Brdar, I. (2015) Uticaj globalizacije na razvoj turizma u Srbije, doktorska disertacija, Univerzitet Singidunum, departman za poslediplomske studije i međunarodnu saradnju, Beograd.
4. Green Paper on Inovation, доступен online:
http://europa.eu/documents/com.green_papers/pdf/com95_688_en.pdf, 1995
5. Hjalager, A.M. (2010) A review of innovation research in tourism. *Tourism Management*, 31(1).
6. <http://campinmygarden.com/> (преземено на 07.04.2019)
7. <http://hotelijeri.com/inovacija-u-hotelijerstvu-otkljucajte-sobu-pomocu-mobilne-aplikacije/> (преземено на 07.04.2019)
8. <https://daily.mk/names/aloft>(преземено на 07.04.2019)
9. <https://www.drivy.com/> (преземено на 06.04.2019)
10. <https://www.owler.com/company/cojetage> (преземено на 06.04.2019)
11. <https://www.tensator.com/tensator-launches-next-generation-virtual-assistant/> (преземено на 06.04.2019)
12. <https://www.turistickisvet.com/vesti/hotelijerstvo/revolucionarne-tehnoloske-inovacije-u-hotelima.html> (преземено на 07.04.2019)
13. Jovičić, A. (2015) Organizacioni faktori kao prediktori inovativnosti u hotelijerstvu Srbije, doktorska disertacija, Univerzitet u Novom Sadu, departman za geografiju, turizam i hotelijerstvo.
14. Nasution, H.N, Mavondo, F.T., Matanda, M.J., Ndubisi, N.O. (2011) Entrepreneurship: Its relationship with market orientation and learning orientation and as antecedent to innovation and customer value. *Industrial Marketin management*, 40(3).

15. OECD, Eurostat.Oslo manual:Guidelines for collecting and interpreting innovation data.Paris: OECD, <http://www.oecd.org/dataoecd/35/61/2367580.pdf>, 2005
16. Victorino, L., Verma, R., Plaschka, F., Dev, C. (2005) Service innovation and customer choices in the hospitality industry. *Managing Service Quality*, 15(6).