

The journal "Science & Research" reveals new ways and approaches for **transformation of knowledge into management decisions** for implementation and intellectualization of social activities and processes. On its pages dispute outstanding economists and young people with prominent research interests. Particular attention is paid to the analysis of the **contradictions**, determining the development of economies. This applies not only to contradictions in the sphere of thought, but also in a complex and delicate area of interests as a main driver of human activity.

The main idea of the journal concept is that the **analysis** of the genesis and development of the contradictions must be reconciled with **forecast** of their future state. In this sense, the actions of the subjective factor should be programmed in order to ensure the solution of problems not only of today but of also for tomorrow. Explicitly stressed is that the temporary benefits of conformity actions becomes incredibly serious social heritage in other stages of economic development.

In the journal are published research papers in the field of theory and practice of organization, control and management in the public sector. It was found that the difficulties of individual economies in different stages of their development are caused by many reasons. Undoubtedly important is the fact that the process itself for overcoming of the contradictions, its structural characteristics and technological sequence was not enough rationalized. It's not a single case when important facts and events are overlooked in the entire process of resolving contradictions. That's why the publications stress on urgent need to find adequate to the economy relatively invariant technological structure and performance of activities of the economic entity through which to achieve solutions of the controversies.

The journal contains actual and discussed topics in the science. It proclaims the idea that one of the science responsibilities is to develop methodological issues associated with the **approach of past period assessment**, establishment of a new, higher on its main parameters historicism. It is required not subjective evaluation of facts and events, but disclosure of internal logic of the historical process, objectively possible at each stage of economic development.

Explicitly stressed is that *historicism* is a leading idea not only in the research of the past, but also in designing the future. It requires in the analysis of the economy never to be missed the fact that community development is limitless process of renewal and amendments of negation and affirmation. That is why the theoretical thought must be directed not to identification of the achievements, but to justification of the ways and methods accelerating the process with which are connected qualitative changes in various aspects of our lives.

ISSN 1314-295X

10,00 BGN

THE BULGARIAN CHAMBER FOR EDUCATION, SCIENCE AND CULTURE

JOURNAL OF SCIENCE & RESEARCH

GENERAL SCIENTIFIC ISSUES

- ▶ Non-linear Development of the Higher Education
- ▶ Political Risk and Marketing

SPECIFIC SCIENTIFIC ISSUES

- ▶ Effectiveness of Bulgaria's National Tourist Portal
- ▶ Sustainable Tourism Development between Innovative Competitiveness of the Industry and Effective Communications in the Digital Era
- ▶ Curiosity above the Ordinary Innovation Culture within the Hotel Industry – a Current Perspective
- ▶ Management Aspects of Development of Tourism in Bulgaria
- ▶ The Influence of the Events in Tourism
- ▶ New Opportunities for Competitive Development of Tour Operator Business
- ▶ Quality and Competitiveness of Human Resources in Tourism
- ▶ On the Focus of Attention – the Startups in Tourism
- ▶ Characteristics of Environmental Knowledge, Environmental Responsibility and Pro Environmental behavior Among Primary and Secondary School Students in Serbia
- ▶ Advertising Agencies: Transforming Today's Challenges Into Future Directions

БКОИК

9 / 2016

THE BULGARIAN CHAMBER FOR EDUCATION, SCIENCE AND CULTURE

JOURNAL OF
SCIENCE & RESEARCH

Volume 9, 2016

Sofia, 2016

JOURNAL OF SCIENCE & RESEARCH

Editorial Office:

Bulgarian Chamber for Education, Science and Culture
39 Han Asparuh Str. Fl. 1, ap. 1 Tel./Fax + 359 2 9879239
Sofia 1000, Bulgaria
<http://www.bkonk.bg> e-mail: bkonk@mail.bg

Editorial Board:

Academician Evgeni Golovinski
Bulgarian Academy of Sciences, Bulgaria

Prof. PhD Veselin Nikiforov,
Corresponding Member of the Bulgarian Academy of Sciences, Bulgaria

Prof. Yin Zheng,
Beijing International Studies University, China

Assoc. Prof. Svend Hollensen
Head of Research Unit Institut for Grænseregionsforskning,
University of Southern Denmark, Denmark

Assoc. Prof. Pieter Piket,
NHTV Breda University of Applied Sciences, Netherlands

Prof. Dr. Alessandro Guzzo
Expert at the European Commission on "Regional Development and Tourism", University of Rome, Italy

Prof. Robert Maitland
Director, Centre for Tourism Research, University of Westminster, UK
Chair, Association for Tourism in Higher Education, United Kingdom

Responsible Editor:

Assoc. Prof. PhD Sonia Mileva
Sofia University "St. Kliment Ohridski", Vice chairman Bulgarian Chamber for Education, Science and Culture, Bulgaria

Library Exchange: "Science & Research" welcomes exchange agreements. Proposals should be sent to the Responsible Editor.

All published articles are reviewed thematically by:

Prof. Dr. Sc. Kamen Georgiev Mirkovich, Prof. Dr. Sc. Mihail Petrov Dinev, Prof. Dr. Sc. Pano Dakov Lulanski, Prof. Dr. Ivan Tsvetkov Stoykov, Prof. Dr. Sc. Asen Kovachev Zlatkov, Prof. Dr. Sc. Encho Nedyalkov Gerganov, Prof. Dr. Sc. Plamen Dimitrov Mishev, Prof. Dr. Sc. Nikolinka Petrova Salov, Prof. Dr. Sc. Maria Stamova Vodenska, Prof. Dr. Svetla Rakadzhyska Genova, Prof. Dr. Sc. Antoaneta Miroslovova Simova, Prof. Dr. Yordanka Kovacheva Vladimirova, Prof. Dr. Evgenia Ivanova Delcheva, Prof. Dr. Margarita Nikolaeva Atanasova, Prof. Dr. Ludmil Georgiev Lyubomirov, Prof. Dr. Chavdar Ivanov Nikolov, Prof. Dr. Bozidar Tenev Rusev, Prof. Dr. George Chobanov and others.

© Bulgarian Chamber for Education, Science and Culture

CONTENT

GENERAL SCIENTIFIC ISSUES

- Ribov Manol
NON-LINEAR DEVELOPMENT OF THE HIGHER EDUCATION..... 5
- Neviana Krasteva
POLITICAL RISK AND MARKETING 12

SECTION SPECIFIC SCIENTIFIC ISSUES

- Sonia Mileva, Maria Vodenska, Nikolina Popova
EFFECTIVENESS OF BULGARIA'S NATIONAL TOURIST PORTAL..... 35
- Sonya Alexieva
SUSTAINABLE TOURISM DEVELOPMENT BETWEEN
INNOVATIVE COMPETITIVENESS OF THE INDUSTRY
AND EFFECTIVE COMMUNICATIONS IN THE DIGITAL ERA 41
- Valeska Schaaf, Liliya Terzieva
CURIOSITY ABOVE THE ORDINARY INNOVATION CULTURE
WITHIN THE HOTEL INDUSTRY – A CURRENT PERSPECTIVE 51
- Mariana Yaneva, Margarita Misheva
MANAGEMENT ASPECTS OF DEVELOPMENT OF TOURISM
IN BULGARIA..... 74
- Elenita Velikova
THE INFLUENCE OF THE EVENTS IN TOURISM..... 83
- Irena Emilova, Margarita Misheva
NEW OPPORTUNITIES FOR COMPETITIVE DEVELOPMENT
OF TOUR OPERATOR BUSINESS 91
- Milena Karailieva
QUALITY AND COMPETITIVENESS OF HUMAN RESOURCES
IN TOURISM..... 98
- Christina Boycheva
ON THE FOCUS OF ATTENTION – THE STARTUPS IN TOURISM . 108

- tional We-B conference (pp. 405-414). Perth, Australia, November 28-29.
8. Master Plan for Sustainable Tourism Development in Bulgaria, MEE (2013)
 9. National Concept for Tourist Regions in Bulgaria, MT, 2015
 10. Palmer, A., & McCole, P. (2000). The Role of Electronic Commerce in Creating Virtual Tourism Destination Marketing Organisations. *International Journal of Contemporary Hospitality Management*, 12(2,3), 198-204.
 11. Pike, S., & Page, S. (2014). Destination Marketing Organizations and destination marketing: A narrative analysis of the literature. *Tourism Management*. 41:1-26.
 12. Tourism Act. (Official Gazette, No.30/26.03.2013)
 13. UNWTO (2005). Evaluating and Improving Websites – The Tourism Destination Web Watch;

SUSTAINABLE TOURISM DEVELOPMENT BETWEEN INNOVATIVE COMPETITIVENESS OF THE INDUSTRY AND EFFECTIVE COMMUNICATIONS IN THE DIGITAL ERA

Assoc. Prof. Dr. Sonya Alexieva
New Bulgarian University

The subject of innovative competitiveness is part of the forecasting the future of the tourism industry in the context of the key role of science, information technologies, and innovative ideas as a decisive factor for the development of the hospitality business. The development of digital marketing, as well as the development of jobs and communications in tourism, requires new ideas, knowledge, and specific research, which are unthinkable without the funding of innovation and investing in the intellectual capital of business managers and visionaries. Sustainable tourism development cannot be thought of without investing in scientific advance, creative ideas, and technological transformations and using dynamic and effective online communications.

JEL: L83, Z10

The 2030 Strategy for Sustainable Tourism Development in Bulgaria is a set of long-term strategies in the fields of planning, investment, domestic tourism, research, service provision, improving infrastructure and transportation, professional training and development of tourism staff, diversification of the tourism product, rebuilding and maintenance of tourism areas to rejuvenate destinations¹.

What is the place of innovations in tourism and how do modern information and communication technologies enhance its competitiveness? Where do advances in science, new technologies, and strategic communications meet to change the future of the hospitality industry?

Relating the concept of invention to the understanding of notions such as

¹ Strategy for Sustainable Tourism Development in Bulgaria - http://www.mi.government.bg/files/useruplo_ ads/files/strategy-bulgaria-2030_25022014.pdf - (18.05.2016)

“new solution”, “new idea”, “invention” etc., researchers consider innovations as a further step forward. Generally speaking, innovations are a continuation of inventions through „their application in a given economic sector, including the institutionalization of appropriate methods of production or bringing new products to the marketplace²”. By holding „a key place in corporate policy aimed at improving the quality and rising the competitiveness of tourism products on offer³”, innovations generate ideas, challenges, novelty, new services etc., without which the dynamic development of the tourism industry would be impossible.

The main goal of tourism development between 2014 and 2030 is to reinforce the competitiveness and effectiveness of the tourism sector in Bulgaria⁴ by optimizing the use of available natural and manmade resources to meet market requirements and customer expectations for sustainable tourism development. This goal can be achieved by improving the framework conditions for the development of the tourist industry; increasing the capacity and competitiveness of tourism; building and maintaining the general and specific infrastructure needed to develop the tourism industry; maintaining and improving service quality; diversifying the tourism products; developing responsible tourism etc.

The competitiveness of tourism is related to the notion of sustainable development, having in mind „the capacity of cultural tourism and other types of special interest tourism to contribute to the mitigation of the negative economic and other impacts of mass tourism”. In the context of economic impacts, „the tourism sector is used to actively intervene in order to bring a solution to many social issues (such as unemployment), and manage matters of human resource development (vocational training and retraining, developing skills and competences), as well as environmental and sustainable development challenges⁵”.

At the same time, competitiveness and efficiency in the tourism sector cannot be thought of without analyzing the major global trends that will form the new market environment and the future of Bulgarian tourism from now to 2030. These include⁶: the fast growing markets in Asia that will generate the highest growth of tourist flows towards Europe over the next two decades; the ageing

² Ribov, M., Stankova, M., Mileva, S. et al., *Competitive Strategies in Tourism*. Sofia: Trakia - M Publishers, 2005, p. 110

³ Idem, p. 110

⁴ Strategy for Sustainable Tourism Development in Bulgaria 2014-2030 - http://www.tourism.government.bg/sites/tourism.government.bg/files/uploads/strategy-policy/strategy_2014-2030_13_05_2014-sled_ms_26_05_2014.pdf - (15.05.2016)

⁵ Mileva-Bojanova, S., *Tourism, Economic Impacts and Growth*, in : *Innovative Strategies for A Competitive Business*, International Business School, Botevgrad, 2015, p. 269

⁶ Idem: *The 2030 Strategy for Sustainable Tourism Development in Bulgaria 2014-2030*

of Europe's population (and the increase in the number of tourists with disabilities and special needs, which will result in a significant change in European tourism market demand and behavior; the increase in the demand of various types of special interest tourism worldwide; focusing on the diversification of European domestic tourism product by offering thematic tourism products (heritage, wellness and spa etc.); a significant rise in competition in the sector in terms of tourist service quality.

In the first place, innovation-based competition is part of the difficult debate over the effectiveness of advances in research and technology transformations in enhancing the competitiveness of the tourism industry. The leading global trends include increased investment in the development and promotion of the tourist industry in a growing number of destinations, as well as the key role that innovations and information technologies play as a decisive factor for competitiveness of the tourism industry.

Insofar as Bulgarian tourism is concerned, issues related to these two trends in Bulgaria place the country among the European destinations lagging behind the others in terms of digital marketing and building online presence on the web. It is no coincidence that the debate at the 13th edition of the ITB held in Berlin in March 2016 and marked the 50th anniversary of this event, the attention of the world tourism industry⁷ was focused on Travel 4.0 and the full digitalization of travel companies' business operations.

Discussions covered topics such as innovation technologies for use in the new age of cars, buses, and trains in the era of multimodal transportation; the implications of digitalization for tourism and special event management; the place of android robots in the global tourism industry; the future of marketing and communications; the way tourist businesses should change to stay competitive in the digital era; recommendations for the building of shared economy etc.

Demonstrations, comments, and discussions on practices in the field of virtual reality as a powerful marketing tool or a threat for tourism offered a variety of viewpoints to the opportunities, market advantages and potential threats from virtual reality to the global tourism industry⁸.

In the second place, by applying up-to-date information and communication technologies, innovation-based competitiveness should be analyzed in the light of investment and key changes in intellectual capital and professional skills that

⁷ ITB Berlin Convention: Travel 4.0 - The Digitalization of the Travel Industry - <http://www.itb-kongress.de/en/Program/KeyTopic/> - (25.05.2016)

⁸ Idem : ITB Berlin Convention: Travel 4.0 - the digital revolution - http://www.itb-berlin.de/en/Press/PressReleases/News_23176.html - (25.05.2016)

make communications more effective and dynamic, including in tourism.

According to a report of the World Economic Forum on the future of jobs and the development of professional skills in the context of the Fourth Industrial Revolution, new technologies and ideas will change jobs irreversibly, including those in the tourism industry. Global innovations will boost competitiveness which requires incentives and strategic investment in science, new products, and technologic discovery.

A report of the World Economic Forum, The Future of Jobs, looks at the employment, skills and workforce strategy as key issues for the future of the tourism industry. The analysis of the results is based on an inquiry on current shifts in employment and recruitment across industries and geographies carried out among chief human resources and strategy officers from leading global employers. Forecasting the leading role of some jobs and the disappearance of others, experts conclude that „future workforce will need to align its skillset to keep pace⁹”.

Figure 1. Future of Jobs - Top 10 skills in 2015-2020

Top 10 skills

in 2020	in 2015
1. Complex Problem Solving	1. Complex Problem Solving
2. Critical Thinking	2. Coordinating with Others
3. Creativity	3. People Management
4. People Management	4. Critical Thinking
5. Coordinating with Others	5. Negotiation
6. Emotional Intelligence	6. Quality Control
7. Judgment and Decision Making	7. Service Orientation
8. Service Orientation	8. Judgment and Decision Making
9. Negotiation	9. Active Listening
10. Cognitive Flexibility	10. Creativity



Source: Future of Jobs Report, World Economic Forum



By 2020, the Fourth Industrial Revolution (Industry 4.0) will have brought to the world advanced robotics and autonomous transport, artificial intelligence and machine learning, advanced materials, biotechnology and genomics. According to forecasts, over one third (35 percent) of skills that are considered important today will have changed five years from now¹⁰.

⁹ For further details see in: The Future of Jobs Employment, Skills and Workforce Strategy for the Fourth Industrial Revolution -

http://www3.weforum.org/docs/WEF_FOJ_Executive_Summary_Jobs.pdf (15.05.2016)

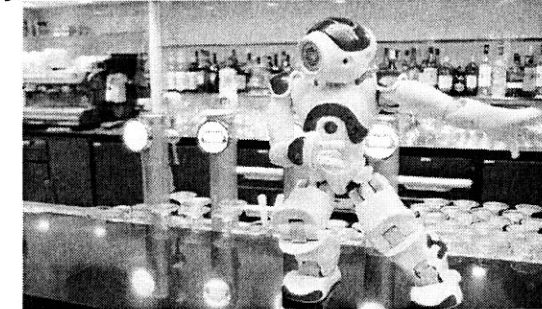
¹⁰ See: The 10 skills you need to thrive in the Fourth Industrial Revolution -

<https://www.weforum.org/agenda/2016/01/the-10-skills-you-need-to-thrive-in-the-fourth-industrial-revolution/> -(15.05.2016).

The forecasts made by experts include, in addition to the change that innovations will cause in jobs as a result of the Fourth Industrial Revolution, a new “ranking” of professional skills that business will require. In 2015, the top five skills were: complex problem solving; people management; coordinating with others; people management; critical thinking; and negotiation. According to the analysis performed by the World Economic Forum, the following shifts will occur in the ranking of skills five years from now (by 2020): complex problem solving; critical thinking; creativity; people management; and coordinating with others. From the viewpoint of professional skills and abilities of the workforce in tourism, the fact that creativity is placed before coordinating with others and people management becomes of paramount importance. The same applies to critical thinking which is ranked second in the era of new requirements to information and communication for tourism in the virtual space.

Common examples of adopting innovative ideas and creativity in the industry from the hotel to the restaurant business, from robotics to security, from architecture to green policies, all prove the dynamics in people and resource management. Mario, the „youngest employee¹¹” in Marriott Hotel Ghent (Belgium), weighting only 6 kg and 57 cm tall and speaking 19 languages, is not a sensation but a real-world example of how innovations and robotics are changing the hotel industry.

Picture 1. How innovations and robotics are changing the hotel industry – robot Mario in Ghent Marriott, Belgium



Ghent Marriott Hotel: A NEW COLLEGE, THE FIRST HUMANOID HOTEL ROBOT

<https://www.horecatrends.com/en/robot-mario-the-new-employee-and-mascot-of-the-marriott-hotel-ghent/> (15.05.2016)

Today's tourism industry (and the innovative ideas in the hotel and restaurant business in particular) increasingly draws customer attention to unconven-

¹¹ Robot Mario, the new employee and mascot of the Marriott Hotel Ghent -

<https://www.horecatrends.com/en/robot-mario-the-new-employee-and-mascot-of-the-marriott-hotel-ghent/> (15.05.2016)

tional ideas and proposals that make operations, communications, and sharing easier. Surveys have established that emoticons as one of the fastest developing „languages“ in history are used by over 90 percent of the global online population. The idea that tourists as customers express their feelings better by using emoticons rather than words is at the basis of an offer devised by Inter-Continental Hotels Group (IHG) to attract clients.

IHG has launched the Holiday Inn Express brand's all-new breakfast-moji keyboard, available for free download via the iTunes App Store and Google Play¹². Holiday Inn Express guests and breakfast fans everywhere are encouraged to visit the brand on Twitter or Facebook to discover the latest mouthwatering breakfast-moji combinations and share creative breakfast mash-up ideas of their own.

Dozens of online publications inform customers about the challenges that competitive technology giants and travel companies meet in collaborating to produce new products and services, make technological discoveries, and coordinate their businesses. Examples there of are: *Club Med goes virtual reality*; *ACCOR launches its digital transformation "leading digital hospitality"*; *Hilton and IBM pilot "Connie"*; *The world's first Watson-enabled hotel concierge robot*; *What to expect from tourism according to Amadeus*; *Starwood 'hires' second full-time robot employee etc.*

In addition to ratings of tourist facilities coming up with the most innovative offers for customers and architectural competitions for most unconventional hotel buildings, there is information about emerging new trends in the IT industry. These include well-known and expected innovations in using „smart rooms“; a new generation of drones; optical wireless communication systems (Li-Fi); wireless internet using photodiodes; 3D-printing etc.

In the third place, the issue of innovation-based competitiveness is part a more complex topic: the quality of information and communication in tourism along the whole chain of offer, service, and communication with customers in the virtual space. Specific online ways of advertising, communicating, and sharing modify the conventional process of tourism offer from information through booking to payment, service assessment, and tailored contacts with customers.

The emergence of new communication patterns in the behavior of the players in the tourism market has led to some mandatory key steps in the attitude to jobs in one of the most dynamic world industries. The development of digital marketing, as well as the development of jobs and communications in tourism, requires new ideas, knowledge, and specific research, which are unthinkable

¹² The new keyboard features 25 playful breakfast characters, and just like the brand's Express Start breakfast bar, offers something for everyone - In: Holiday Inn Express introduces all-breakfast emoji keyboard - <http://ehotelier.com/global/2015/11/24/holiday-inn-express-introduces-all-breakfast-emoji-keyboard/> - (30.04.2016)

without the funding of innovation and investing in the intellectual capital of business managers and visionaries.

Picture 2. The most innovative and outlandish hotels proposed for development around the world: Edinburgh (2020)



Designed by Jesico + Whites, the Edinburgh St James is a 12-storey, 210-bedroom hotel clad in ribbons of bronze cladding and proposed for development in the Scottish capital.

Source: <http://www.telegraph.co.uk/luxury/travel/11341/hotels-of-the-future.html>

The fast spread of new technologies in the tourism industry has changed customer expectations as a result of social network transparency, unlimited mobile internet, real-time video sharing etc. „Emphasis is placed on the global tourist and customized and direct approach to offer in the virtual space. The focus is on retaining customers through empathy and continuity of tailored contacts with them. E-marketing tools make it possible for customers to compare, analyze assessments, and make a dynamic choice of products and services which partially or fully push forward the process of purchasing the tourism product¹³“.

According to analyses performed by the European Commission, the key messages about developing Europe as a leading destination should be seen in a context beyond innovations¹⁴: „Tourism is closely connected to the use and development of natural, historical and cultural assets and to the attractiveness of cities and regions as places to live, work and visit. And it is of course also connected to the development, innovation and diversification of products and services to be acquired by and enjoyed by visitors“.

¹³ Evtimova, V., Information Technologies and New Marketing Concepts in Tourism, in: Economy in a Changing World: National, Regional, and Global Dimensions, conference proceedings, Vol. III, Nauka i Ikonomika Publishers, Varna University of Economics, 2015, p. 217

¹⁴ Regional Policy: Tourism - http://ec.europa.eu/regional_policy/bg/policy/themes/tourism/ - (18.05.2016)

This development of tourism should be seen in the context of the five trends in tourism that are changing the hospitality business: Millennials, Bleisure, Experiential marketing, Customization, Destinations. According to Lonely Planet, the 2015 and 2016 rating¹⁵ includes the most interesting towns among cities, islands, parks, and lakes across the Europe.

Table 1. Best places to visit in Europe - Lonely Planet

Country 2015	Country 2016
Akureyri, Iceland	The Peloponnese, Greece
Leipzig, Germany	Aarhus, Denmark
The Azores, Portugal	Venice, Italy
Málaga, Spain	The Dordogne, France
Belgrade, Serbia	Lviv, Ukraine
Piedmont, Italy	Warwickshire, England
Baku, Azerbaijan	Extremadura, Spain
Amsterdam, The Netherlands	East Coast Tenerife
Tromsø, Norway	Texel, the Netherlands
Porto, Portugal	Northern Dalmatia, Croatia

Source: www.lonelyplanet.com/travel-tips-and-articles/lonely-planets-best-places-in-europe

Similar ratings of destinations, hotels, travel websites, blogs, mobile applications etc., are yet another proof of the power of online communications in presenting and spreading real-time information on innovations and new products and services.

„The possibility for dialogue, comments, and sharing in the continuous turnover of digital communication is not only a way to give an idea of customer preferences and interests but also to establish open, fast, and direct contacts with a huge audience that conventional media and PR channels have never

¹⁵ See: <https://www.lonelyplanet.com/best-in-europe> (20.05.2016)

been able to cover. Online ways of continuous communication with customers guarantee the strongest and most tangible feedback from effective communication and generating earnings as financial results in tourism¹⁶. The unlimited possibility to customize and visualizing information, as well as the presence and sharing in the social networks transforms customers, more or less, into interpreters of innovations and interactive dialogue in the internet environment.

In conclusion, the subject of innovative competitiveness is part of the forecasting the future of the tourism industry in the context of the key role of science, information technologies, and innovative ideas as a decisive factor for the development of the hospitality business. Investing in human capital and in sharpening professional skills today adds to the huge capacities of digital marketing and the use of IT developments in tourism. The concept of innovative competitiveness is at the basis of the positioning and image building of today's travel companies.

Along the whole chain of creating, offering, promoting, and selling a quality tourism product, the intensive use of modern information and communication technologies is a process dominated by creativity and problem-solving abilities. The new paradigm of equal partnership between producers and consumers of the tourism product changes radically their requirements to information and communication in tourism in the virtual space. Sustainable tourism development cannot be thought of without investing in scientific advance, creative ideas, and technological transformations and using dynamic and effective online communications.

Economic crises, the new market environment, the critical political situation in Europe and in the world, global warming etc. are but a part of the challenges that impact the future of the tourism industry as a whole. The trends in tourism development are geared not only to global economic, financial, and social processes. Understanding innovative competitiveness in business in the digital era is an opportunity for the Forth Industrial Revolution to succeed in tourism.

References

1. Alexieva, S., Communication and Digital Transformation in the Focus of Public Relations for Cultural Tourism, In : Tourism in the Era of Transformation. Varna: Nauka I Ikonomika Publishers, Varna University of Economics, 2015.

¹⁶ Alexieva, S., Communication and Digital Transformation in the Focus of Public Relations for Cultural Tourism, In: Tourism in the Era of Transformation. Varna: Nauka I Ikonomika Publishers, Varna University of Economics, 2015, p. 453

2. Evtimova, V., Information Technologies and New Marketing Concepts in Tourism, in: Economy in a Changing World: National, Regional, and Global Dimensions, conference proceedings, Vol. III, Nauka i Ikonomika Publishers, Varna University of Economics, 2015.
3. Mileva-Bojanova, S., Tourism, Economic Impacts and Growth, in : Innovative Strategies for A Competitive Business, International Business School, Botevgrad, 2015.
4. Ribov, M., Stankova, M., Mileva, S . et al., Competitive Strategies in Tourism. Sofia: Trakia - M Publishers, 2005.
5. http://www.tourism.government.bg/sites/tourism.government.bg/files/uploads/strategy-policy/strategy_2014-2030_13_05_2014-sled_ms_26_05_2014.pdf
6. <http://www.itb-kongress.de/en/Program/KeyTopic/>
7. http://www.itb-berlin.de/en/Press/PressReleases/News_23176.html
8. http://www3.weforum.org/docs/WEF_FOJ_Executive_Summary_Jobs.pdf
9. <https://www.weforum.org/agenda/2016/01/the-10-skills-you-need-to-thrive-in-the-fourth-industrial-revolution/>
10. <http://ehotelier.com/global/2015/11/24/holiday-inn-express-introduces-all-breakfast-emoji-keyboard>
11. <https://www.horecatrends.com/en/robot-mario-the-new-employee-and-mascot-of-the-marriott-hotel-ghent/>
12. http://ec.europa.eu/regional_policy/bg/policy/themes/tourism/
13. <https://www.lonelyplanet.com/best-in-europe>

CURIOSITY ABOVE THE ORDINARY INNOVATION CULTURE WITHIN THE HOTEL INDUSTRY – A CURRENT PERSPECTIVE

Valeska Schaaf¹, Dr. Liliya Terzieva²

Today the rising complexity challenges the hotel sector with new emerging concepts and new thinking and approaches towards hospitality generated through the connected society. In response, this article examines the recent evolvement of the hotel industry relating to innovation culture, applying the innovative epistemology of complexity theory and Imagineering. Qualitative data has been collected through semi-structured and open interviews, observations and mystery checks. Through thematic analysis, significant elements of an innovation culture have been identified and transformed into the “Explore your path towards innovation culture” model, emphasising on the approach towards integrating innovation culture and its understanding. Furthermore, the article accounts current challenges and discusses initial attempts of various hotels towards integrating elements of innovation culture. Overall, the article reaches the conclusion that there is a significant need and growing tendency of integrating innovation culture within the hotel industry, however only a slow approach and process can be acknowledged.

JEL: Z18, L83

Introduction

Today's world is increasingly described as complex, tech-savvy, global, inter-dynamic and uncertain (Gleick, 1997, Lorenz, 1963, Nijs, 2014, Watson and D'Annunzio-Green, 1996). Without a doubt advancing technology, globalisation

¹ Valeska Schaaf, NHTV University of Applied Sciences Imagineering Academy.

² NHTV University of Applied Sciences, 17, Archimedesstraat; 4816 BA Breda; the Netherlands; terzieva.l@nhtv.nl