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INNOVATION AS A FACTOR OF DEVELOPMENT TOURISM IN SERBIA

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Abstract: Large companies, especially the corporate chains as major innovators in tourism can more easily provide information on new knowledge, procedures, inventions, new technologies and to achieve recognition in the market through brand development and increase competitiveness. Incentives for innovative strategy, new ventures and entrepreneurial activities may be an element of tourism growth and the growth of capable companies the flexibility to adapt to, and offensive act on the market. This paper analyzes the development of innovative processes and define the main objectives of introducing innovative activities. To achieve the objectives of tourist enterprises in Serbia in terms of increased market volatility in existing businesses, crucial to the survival and success are well designed and implemented marketing strategies of innovation companies. Aim of this study to show that the introduction of innovative forms of tourism in Serbia, creating conditions for the internationalization of business.

Keywords: innovation, development of tourism, competition, marketing strategy

Introduction

"Innovation is essential for a successful modern economy, as well as water for life. It is at the core of economic planning and the main way to open a business in the economy," said European Commissioner for research, innovation and science, Maire Geoghegan - Quinn.

Drucker (1991, 56) states that: "Innovation is the act that endows resources with new capacity to create wealth". Innovation, in fact, creates a resource. There is no such thing in the world, such as "resource" until man finds utility value of something in nature and not something bounty economic value. Until then, each facility means only a weed, while the ore means any one of the countless rocks. Prior to little more than a century, no mineral oils, which are oozing out of the earth, resources are not represented, nor bauxite, aluminum ore. They were even harmful, because the plot seemed fruitless.

Organization for Economic Cooperation and Development (OECD) in 2005. gave the general definition of innovation: "Technological innovations have significantly improved products (goods and services) or processes, new methods of marketing, or new methods of organization in business practices, workplace or external relations."

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The European Commission defines innovation as "improving and expanding the scope of products and services and related markets, establishing new methods of production, procurement and distribution, introduction of changes in management, organization and working conditions of employees."

Serbia is far below the EU average for innovation and their impact on the economy, data showed that at the beginning of this year published by the European Commission. Europe, on the other hand, fails to reach the world leaders in this area, the United States and Japan. Serbia is in a group of countries a modest system of innovation, with worse indicators than Romania, but better than Macedonia, Lithuania, Bulgaria, Turkey and Latvia. The most successful in this field in Europe are Switzerland, Sweden, Denmark, Finland and Germany, which constitute a group leader in innovation. Behind them were "followers of innovation," where is the European average, and moderate innovators. Serbia is the worst group and is located on the 29th place of 34 countries in Europe. Croatia is in a group of moderate innovators, three points ahead of Serbia. Bosnia and Herzegovina and Albania are not included in the research.

The strategic course Serbia is EU integration and placement of domestic enterprises and the economy in the European and world markets in competition with the large number of successful, export-oriented enterprises from other countries, multinational company with world-known products - brands, businesses with modern organized using the most modern information technology and modernly designed organizational structure, very knowledgeable, professional and experienced management.

The task of domestic companies is very complex and requires good preparation, selection of appropriate strategies, business flexibility, resilience, organizational structure, market performance thoughtful, competent managerial personnel, developed marketing program that monitors the activities of the company.

Institutions in terms of "common habits, routines, established practices, rules or laws governing the relationships of interactions between individuals and groups" (Edquist and Johnson 1997) and form an interactive learning process in the economy. They affect the creation, storage, distribution, use and destruction of knowledge, because they shape the knowledge, vision and communication patterns, and interaction of economic agents. The relationship between integration and innovation go through the institution, and thus affect the process of learning and innovation. In addition, the institutional character of the relationship deeply distressed by the fact that the process of integration taking place between the economy, where knowledge becomes the most important resource, and learning, as the most important process (Lundvall and Johnson 1994, 23-42).

The discussion paper uses the idea of an innovative approach to the development process and define the main objectives of introducing innovative activities, as well as well designed and implemented marketing strategies of innovation companies. Large travel companies are much quicker to implement new ideas, which achieved a comparative advantage. Smaller companies they follow only after having checked that the investment or changes feasible. By its nature, the tourism sector helps companies to perceive what others are doing. Travel companies in Serbia who want to be market leaders must constantly innovate business processes, because any advantage you gain can be quickly undermined. Only the strengthening of innovation in creating new values have competitiveness in the market.

1. The Development of Innovative Processes

The importance of international activities of companies in every national economy, and particularly small countries, is undoubtedly also a key factor in the development and growth in modern conditions. However, the Serbian experience is in many ways over the years was accompanied by many misconceptions, negative results, burdened with outmoded approaches and ineffective solutions. The solution is to approach the development of innovative processes.

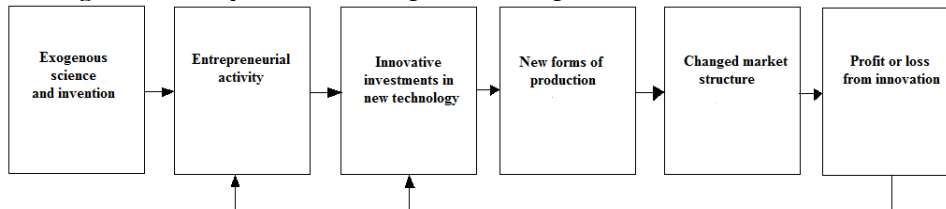
Initial steps in developing the theory of innovation has made Joseph Schumpeter, one of the greatest economists in history, the forties of the twentieth century. Economic development is, Schumpeter pointed out, largely determined by noneconomic factors. These factors relate to the institutional structure of society. Key role in it is the entrepreneur who is not only a manager, but is unique and specific persons, which by their nature, acceptance of risk which carries with it the introduction of new product and to new technologies and thus realize the process of innovation that is crucial for economic development. The most important factor of economic growth are a combination of five factors, representing innovation (Schumpeter 1939, 87-88):

1. New products,
2. New production technologies,
3. Opening new markets
4. The introduction of new resources and raw materials,
5. The new organization of economic activity.

Schumpeter was offered regarding the previous two models of innovation. First developed in his work "Theory of Economic Development" from the 1912. and the second in his book "Capitalism, Socialism and Democracy," from 1943.

The first model refers to the impact of technological innovation on economic development in the period before the Second World War, when the development of science and inventions arising out of it, were exogenous with respect to the company, and thus independent of the state of demand for products. In such a situation, some entrepreneurs are willing to take risks, accepted the invention, develop and implement them directly in the production, realizing the possible potential for innovation that will be the profits realized in the future. Entrepreneurs who have success in the implementation of innovations, achieved remarkable growth, and of course profits in the period, while other entrepreneurs do not accept the innovation.

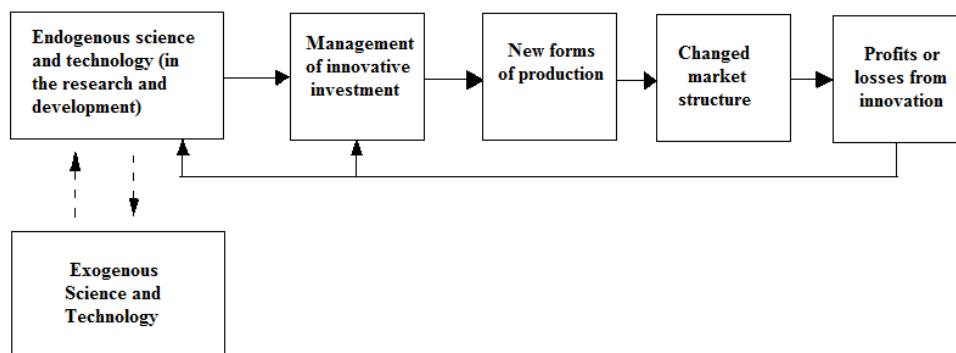
Figure 1. The dynamics and impact of entrepreneurial innovation - Model I



Source: (Schumpeter 1912)

Another Schumpeter's model corresponds to a greater extent after the Second World War, when the activities research and development of large companies, and included scientific research and technological development, in close interactive relationship with exogenous scientific and technological development. In this way innovative activities are institutionalized by large companies, whereas the feedback effect of realized profits on new scientific research and undertake new investments a lot tougher, contributing to scientific discovery and technological development a continuous character, rather than occurring sporadically as a consequence of random discovery and acceptance of risk by some entrepreneurs.

Figure 2. The dynamics and impact of entrepreneurial innovation - Model II



Source: (Schumpeter 1943)

This model is very important, because Schumpeter forties of last century visionary announced what happened in the last third of XX and early XXI century, and that is that the big companies, thanks to investments in research and development, become carriers of technological development in the world. It all started 140 years before the opening of the first research laboratory at BASF in Ludvigshafenu, and today most research takes place within large companies allocate huge funds for technological development (Microsoft, IBM, Intel, General Motors, Toyota, Mazda, Folksvagen, Dipon, Nokia, Samsung, Boeing, Airbus, Lockheed Martin, Pfizer, Roche).

The development of innovative processes is continually improving the national business environment in which to be designed to dominate the competition and productive ways companies. At different levels of development there are different challenges in terms of macro and micro economic competitiveness. With raising the level of development is changing the nature of competitive advantage (Porter 2008, 198-200). Also, it can be defined as a formal plan for the project from the idea stage to market launch.

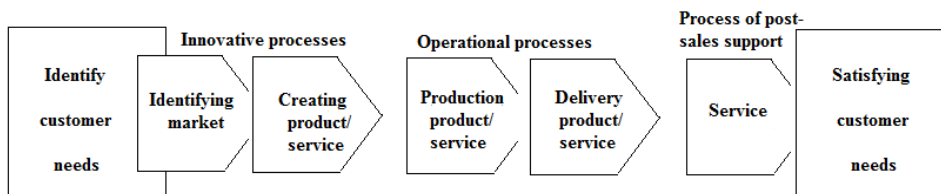
The innovative development process consists of all decisions, actions and their impacts that occur from recognition of the need or problem through research, development and commercialization of innovations, through the diffusion and adoption of innovations by users, with its consequences ... which roughly corresponds to the process of knowledge transfer (Rogers 1986, 37-60).

The generic value chain, innovation processes are a key component in the long cycle of creating value for consumers. They were divided into two major segments: the first

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is done the research process and the profitability of the market size, competition and consumer preferences, in order to develop other opportunities for participation in the market. Operational processes are usually in the center of attention of management, with a view to achieving efficiency and operational effectiveness, represent only part of the generic value chain, and short-term cycle of creating value for customers.

Figure 3. The generic value chainSlika



Source: (Kaplan, Norton 1996, 96)

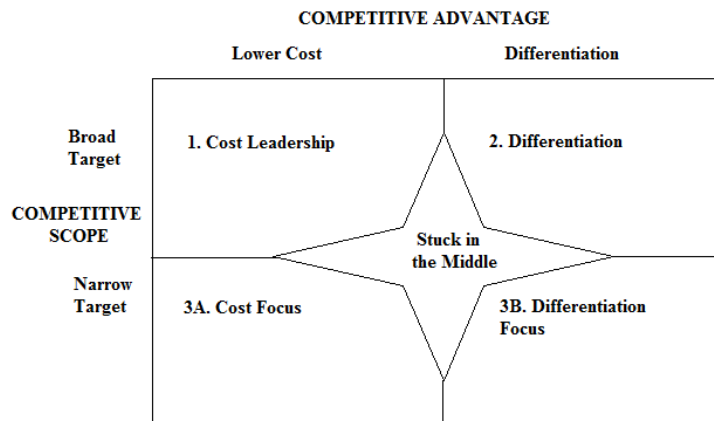
An important component in this part of the value chain is a cooperation of industry with research and scientific institutions, consultancy support and the ability to improve operational processes through education and training. Post-sales support activities represent a significant improvement of relations with consumers. These activities in the generic value chain affects the long-term customer satisfaction and gaining their trust, and it can significantly contribute to creating a strong business reputation and advancement konkurenske position of the company.

Porter (2008) introduced three generic strategies that a firm must be used to overcome the 5 factors and the achievement of competitive advantages:

- *Positioning the company in provrednom segment* determines whether the profitability of firms is higher or lower, on average, the firms provrednog corresponding segment. The company that is able to be well positioned to realize high rates of return even though the structure of the unfavorable economic segments and the average profitability in her modest.
- The most important condition for achieving above average results of a long-term *sustainable competitive advantage*. Although in comparison with its competitors the company may have numerous advantages and disadvantages, there are two main competitive advantages that can possess: *low cost and differentiation*. The significance of any advantages or disadvantages of the company is ultimately a consequence of their influence on the relative cost and differentiation.
- Two basic forms of competitive advantage (*low cost and differentiation*) together with a range of activities within which the firm strives to achieve them lead to *three generic strategies* for achieving above average results in an economic segment (shown in Figure 4)

- 1) *Leadership in the cost*
- 2) *Differentiation*
- 3) *Focusing*

Figure 4. Porter generic strategies



Source: (Porter 2008)

Generic strategies for creating competitive advantage:

1. The strategy of cost leadership - be cheaper.
2. The strategy of differentiation - be different from the competition.
3. The strategy of focusing (for 1 or 2).

The competition - everyone wants and needs to be better than other competitors, because they want to be better than us. This is an infinite system of direct and indirect links between countless players in the market - competitors.

Competitive advantage - when the company has a higher profitability than the average profitability of companies in the industry during a period of time, is said to have a competitive advantage.

2. The Main Goals of Introducing Innovative Activities

Today, innovation is faced with new challenges. His dynamism has produced its own world that requires a lot of ways to reflect the innovations. In the corporate sector, the determinants of innovation performance have changed in the global economy based on knowledge, partly as a result of developments in information and communication technologies. Companies are hungry for new ideas about new ideas (Goh 2004).

Some authors (Sundbo et al. 2007, 90) point out that most innovations in tourism are not technological, but do change the behavior of enterprises. One of the main factors that influence the development and application of innovation in a country refers to the way of support and the relationship of the state. However, most so-called. support for innovation is aimed at facilitating access to new markets, rather than on improving the product on the company level or destinations.

Hjalager (2002, 464-474) suggests a model of innovation that leads to cost reduction and increase of competences that are used to produce goods and services. The model illustrates four types of innovations:

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- regular innovations, such as the ongoing investment in upgrading the hotel,
- innovation in market niches where new suppliers can enter the chain of tourism or the creation of marketing alliances,
- architectural innovations that create new infrastructure or capacity to develop new products such as the destination driven event and remodeling of the concept of tourism in this place,
- revolutionary innovations, such as using e-services to attract customers.

The main goals of introducing innovative activities to improve the quality of tourist offer, which includes:

- construction and reconstruction of the hotel and other accommodation facilities, restaurants and sports and recreational facilities and entertainment content;
- restoration of rural buildings and converting them into tourist facilities catering services;
- acquisition, reconstruction and adaptation of vessels and floating objects, as well as transportation and recreational resources intended for visitors and tourists;
- improving the marketing of domestic tourism;
- design, production preparation and production of souvenirs.

Innovative activities in the development of tourism in Serbia should contain:

1. promotion of Serbia as a tourist destination, the promoting and improving the quality of tourist offer places, regions and areas, improving inbound tourist-catering services;
2. development of public entertainment and recreation;
3. education and training in tourism, improvement of statistical research and methodology of satellite accounts;
4. planning and preparation of project documentation (spatial plans, strategic master plans, zoning plans, etc.), development plans for restructuring and market positioning of tourist sites and tourist regions, as well as projects of basic utilities and tourism infrastructure and tourism superstructure;
5. construction of access roads to tourist sites and locations that are consistent with the Strategy of tourism development;
6. arrangement of land as the basis for the construction of tourist facilities construction of municipal infrastructure such as hydro facilities, water supply and sanitation equipment to wastewater treatment plants, power plants in the electrical network, telecommunication network, local roads, parking lots and renovation of public spaces (squares, open markets, plateaus, covered communication, child playgrounds, marinas, docks, piers, etc.);
7. planning and land use intended for general recreation in tourist towns and tourist areas (ski trails, pedestrian paths, jogging trails, bike paths, training paths, snowmobile trails, paths of health, arranging banks of rivers and lakes, panoramic roads, etc.);
8. construction of tourist infrastructure, set tourist signs at tourist sites and tourist areas;
9. reconstruction and construction of buildings of special importance for the development of tourism in tourist locations (vantage points, natural attractions, historical monuments, vizitorski centers, plateaus, conference rooms, facilities for

recreation, tourist camps, atriiums, etc.), as well as construction and reconstruction of the the contents of non-commercial social standards;

10. implementation of specific tourism projects (apparatus for recording the meteorological data, the public toilets at tourist sites, systems for collecting, sorting, processing and removal of solid waste, etc.).

Introduction of innovative activities should be support for local governments to prepare and implement projects related to the development of business infrastructure and other infrastructure that contributes to the creation of favorable conditions for business, improving the environment, the opening and development of small and medium enterprises, cooperatives and entrepreneurship, increase employment, innovation and competitiveness; development services for small and medium enterprises, cooperatives and entrepreneurs, promotion of regional identity and branding of the region, to participate in projects co-financed from national and international resources of importance to regional and local development and improvement of computer schools, inter-regional, cross-border and international cooperation.

At the same time, the overall objective is to support the development of a culture of investing small and medium enterprises, cooperatives and entrepreneurs in innovation to increase competitiveness through participation in co-financing of eligible costs for the following activities:

- development of new products or services - activity involves the preparation of the production of new products / services in the technical and technological terms;
- significantly improve existing products or services - the activity involves a functional and qualitative modifications of existing products / services;
- marketing planning products / services - activity involves the preparation of the development of new product / service that aims to reduce the uncertainty of success of new products / services in the market through market analysis, competitive analysis and industry, research, research sales, etc.

3. Marketing Strategy Innovation Company

Marketing strategy of innovation companies should be reflected in the planning, implementation concepts, pricing, promotion and distribution of ideas, products and services that meet the needs of individuals and organizations. So the focus is on marketing to customers and their needs to be changed. The ability to anticipate new needs and to respond appropriately to them is the key to success.

Peter Drucker (1991): "Since the purpose of business to create and retain customers, it only has two central functions, marketing and innovation. The primary function of marketing is to attract and retain customers by achieving profits."

1. *Marketing plays a central role in achieving business success (customer needs);*
2. *Providing satisfaction and the importance of attracting new customers by creating additional value (6 x higher cost of attracting new customers than retaining existing costs);*
3. *Monitoring and understanding the competition.*

Christopher Freeman (1997) has defined innovation in relation to innovation activities and processes, noting that innovation includes the technical design, production,

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management of commercial activities that are involved in the marketing of new or upgraded products or first commercial use of new or upgraded equipment or processes. Stressing the importance of innovation for the enterprise, the author has formulated his famous thesis that is known uliteraturi: "Do not innovate means to die." Key functions of the company are important for innovation (Trott 2005):

- Production;
- Research and Development;
- Marketing.

The key success factors of innovation are:

1. Understanding of user needs.
2. A good marketing.
3. The efficiency of development work.
4. Good communication.
5. Senior executives rank innovation.

The most common failure factors of innovation are:

1. Great organizations have great resistance to change - are inflexible.
2. Innovation can stop some current successes.
3. Corporate hierarchy is conservative.
4. Schemes on the limits of the product / market may hinder innovation.
5. Division of power hampers innovation.
6. Large companies emphasize the need for efficiency in the short term.
7. The system of rotation of directors of large companies to develop their short-term perspective, which hampers innovation.
8. Large companies are often just excited about something big.
9. Marketing departments are often followers rather than leaders.
10. Large companies have the opportunity to grow through acquisitions, which throws the importance of innovation in the background.

Connecting companies can increase competitive advantage by enabling them to concentrate on their primary competencies, integrating its resources, create economies of scale, cost reduction and creating a model that competitors can not easily imitate. Connectivity can be on a horizontal level with similar companies engaged in similar activities, as well as the vertical level, with companies from different fields. Increased and open interaction between companies can accelerate innovation and entrepreneurial initiative. The application of information communication technology, enables the development of virtual organizations.

Some ways of connecting companies may be of strategic alliances, franchising, mergers and acquisitions, etc. But a large part of entrepreneurial success depends on the individual entrepreneur. As tourism is characterized by relatively easy access to the establishment of enterprises, personal characteristics of entrepreneurs have an important role.

It was felt that the tourism sector consists of companies that I was not involved in the research phase (i.e. the generation of knowledge) for innovation, since other organizations and companies, responsible for research, and their activities facilitate innovation processes in tourism enterprises (Hjalager 2002, 471). He also noted that the utility companies sometimes innovate in ways different from manufacturing firms, that

have been traditionally based innovation theory. Innovations in services are more based on the employee and the customer. Innovation is largely incremental and based on practical experience. Service companies traditionally have not been as innovative as manufacturing firms, although they become more innovative in the last decade (Tremblay 1998, 837-840).

In brief target marketing innovation should be the quality of tourist product, which still survive in the market means that to be competitive. If the competition is a fundamental economic process by which sellers are trying to provide a growing number of customers in relation to their rivals by offering additional benefits (lower prices, free services, etc.) then the competitive advantage essential property of each company, branch, and the overall economy. The issue of whether the tourist market can complete the competition in terms of service, location, promotions, etc. Therefore, to achieve a competitive advantage in the tourism market is to be a better, cheaper and faster than others. In this sense the indispensable marketing strategy of innovation, whose elements in general, can be:

1. The strategy of market segmentation;
2. Product differentiation strategies;
3. Positioning strategy.

However, no unimportant and consider:

1. Competitive cost-oriented;
2. Competitive benchmark oriented;
3. Competitive environment;
4. Competitive positioning in the neutral markets;
5. Competitive positioning of the conquered markets, etc.

Strategy, as a theory of business organization, defines strategic choices between alternative strategies, in anticipation that the company will achieve the goals and efficiently respond to changes in the environment. The changes that come from the market are strong, often unpredictable from the standpoint of power and influence in the business, leading to destabilization of the process, losing market position and market decline.

The aim of introducing marketing strategies of innovation is to achieve sustainable competitive advantage. In this way, the company makes it special compared to the competition, allowing him to get through the crisis as the global economic crisis and changes in business, in response to the problems that come from the market, to continue the successful development of existing and newly created jobs.

4. Innovative Forms of Tourism in Serbia

Tourism is generally given more importance, but also the expectations of tourists are increasing, and their desire for innovative forms of tourism with specific experiences. It reflects the special role of the innovative development of tourism in Serbia. Organized events can be triggers development of tourism specific countries / regions since they are an increasingly important factor in making decisions about travel. This affinity stems from modern tourists who want to visit new destinations and through innovative forms of tourism know-deficient culture, fun and gain new experiences. One of the main innovative feature of tourism is to be remembered as a *unique experience for all their visitors*. The potentials of Serbia in the field of tourism are very significant. This particularly applies to

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the possibility of creating tourist products prepared for different categories of tourists and custom current global trends in tourism.

Benefits Serbia is reflected in the following order parameters:

- The proximity of Serbia emission tourism markets, especially the EU member states;
- Low prices for visitors from abroad;
- Lack of familiarity, but also the attractiveness of Serbia as a tourist destination; variety of solid-preserved natural and manmade heritage;
- Ability to create affordable travel packages for different categories of tourists (youth, seniors, families, business people, adventurers, etc.);
- Great potential for the organization *City Break* tourism;
- Attractiveness and global recognition of Serbian events (which each year attracts an increasing number of visitors).

In Serbia have already confirmed some innovative forms of tourism, and some only to be expected with further development. Important among them are: the holiday recreational, sports and recreation, rural, hunting, sightseeing, excursions, cycling, yachting and transit.

- *Recreation - holiday, summer and winter tourism* is characterized by passive and active recreation domestic tourists. Is associated with summer and winter vacation and recreational sport activities such as swimming, walking, hiking and excursions to the surrounding mountain ranges and a gazebo, and contacts with rural populations, collection of medicinal and aromatic plants, a massive winter sledding and skiing, ski school, etc. This is, otherwise, the most massive form of domestic tourism in Serbia. He will likely retain that significance in the future, just as its economic effects will vary depending on the equipment and the quality of tourist offer each tourist center in particular, where it could have an interest and foreign tourism, and the combined health and leisure and recreational recovery combined spa-mountain.
- *Sport - recreation tourism* is also a form of mass tourism, for now the possibility of development of winter sports, or sledding, Nordic skiing and skating on the ice skating rink. In perspective, the construction of sports infrastructure and accommodation facilities, the development will be directed to high-quality offer that would attract tourism and foreign organizations and guests. Sports activities, in addition to the standard (tennis, football, basketball, cycling, horseback riding, hiking, etc.) may include the development of so-called. extreme, such as: cross bike, paragliding, sport flying, sailing, etc.
- *Rural tourism* with certain forms of agro-tourism could become a stable form of tourism, but it will mostly depend on the overall development of specialized forms of agriculture and improving rural living conditions. For rural tourism should equip rural households and residents to develop an interest in providing services to tourists, and tourism would have contributed to the improvement and stabilization of these villages.
- *Hunting tourism* according to the natural conditions that could become a promising and highly profitable economic and tourist activity, but on condition that, measures of protection and restoration of wildlife populations, improve the

capacity of the breeding grounds and the preparation of certain types of wildlife (deer, roe) in fenced hunting. Under these conditions, the hunt could gain characteristics of foreign hunting tourism.

- *Sightseeing and excursion tourism* and the construction of more tourist centers can become more and more importance and should be found in all school field trip itineraries through Serbia.
- *Transit tourism* in Serbia is in complete dependence on traffic and tourist areas and the position of the quality of roads. Traffic is a peripheral position, and the modernization of roads and contribute to the increased transit traffic.

So, depending on the capabilities of providing financial resources for reconstruction and modernization of existing tourist facilities and roads, to build new facilities, and sport utility infrastructure, as well as the dependence of the material possibilities of encouraging the development of agriculture and other activities, spatial editing and completion of tourist sites and centers, organizational and business connectivity relevant parties on the ground in local communities, will be gradually completed innovative forms of tourist offer of Serbia, and with it will strengthen the present and take up new innovative forms of tourism.

Conclusion

The structure factor, which can provide a competitive advantage in tourism activities important place belongs to innovation and innovative behavior of each individual who participates in providing tourist services or the creation of tourist products. Therefore, the creation of innovative climate in all subjects in the tourism industry and innovation in the private sector to reduce the necessity for survival in the tourism market.

The introduction of innovative forms of tourism in Serbia, there is a possibility that the local tourism enterprises internationalize, then, become multinational companies and ultimately, the global enterprise. Of course, all these stages of growing the company from local to global, we need to monitor and direct investment in the form of joint ventures with the domestic partner or certain types of acquisitions. Important are the contractual and other arrangements in the form of franchising or contract management. In essence, adaptation of tourism enterprises changes made through the choice of innovation as a factor in the development of behavior of enterprises, in terms of initiating the development of innovative programs, the introduction of new criteria for reallocating resources and restructuring of individual marketing strategic function.

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INOVACIJE KAO FAKTOR RAZVOJA TURIZMA U SRBIJI

Rezime: Velike kompanije, a posebno korporativni lanci kao glavni inovatori u turizmu mogu lakše obezbediti informacije o novim znanjima, procedurama, izumima, novim tehnologijama i postići prepoznatljivost na tržištu kroz razvoj brenda i povećanje konkurentnosti. Podsticaj inovativnoj strategiji, novim poduhvatima i preduzetničkim aktivnostima može biti element rasta turizma i rasta fleksibilnosti preduzeća sposobnih da se prilagođavaju, ali i ofanzivno deluju na turističkom tržištu. U radu se analizira razvoj inovativnih procesa i definišu osnovni ciljevi uvođenja inovativnih aktivnosti. Za ostvarivanje ciljeva poslovanja turističkih preduzeća u Srbiji, u uslovima sve veće tržišne nestabilnosti postojećih poslova, od ključnog značaja za opstanak i uspeh su dobro osmišljene i implementirane strategije marketing inovacija preduzeća. Cilj rada je da ukaže, da se uvođenjem inovativnih oblika turizma u Srbiji, stvaraju uslovi za internacionalizaciju poslovanja.

Ključne reči: inovacije, razvoj turizma, konkurentnost, marketing strategija