



THEORETICAL BASIS OF FORMING AN INNOVATIVE MANAGEMENT CULTURE IN TOURISM ENTERPRISES

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Abstract. This article analyzes the theoretical foundations of the formation of an innovative management culture in tourism enterprises. The study examines the concept of innovative culture, its structural elements, the innovative thinking competencies of employees and their impact on changes in the management system. Based on international experience, the organizational, economic and psychological mechanisms of innovative management in tourism are analyzed, and a theoretical model for the development of an innovative management culture in tourism enterprises in the conditions of Uzbekistan is proposed.

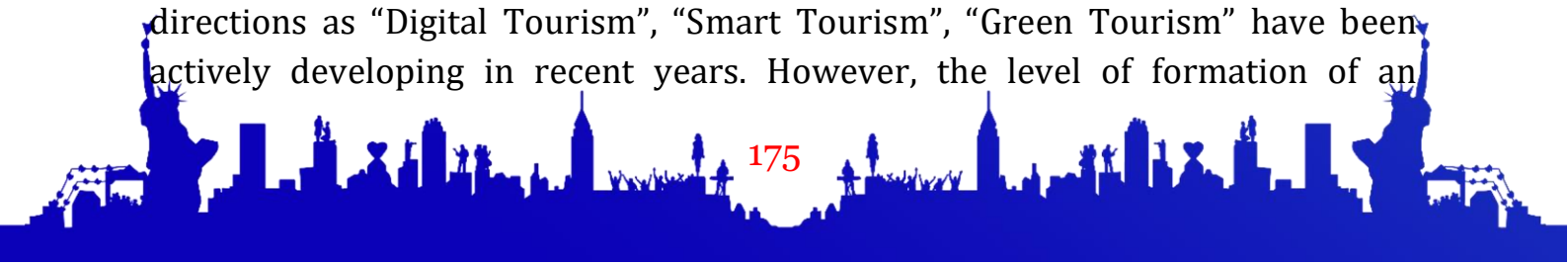
Keywords: tourism industry, innovative management, corporate culture, human capital, management, innovative thinking, digital competence, creative economy, organizational culture, innovative potential.

In the current era of globalization and digital transformation, the tourism industry has become one of the fastest growing sectors of economic development. According to the World Tourism Organization (UNWTO, 2023), tourism accounts for an average of 10 percent of GDP and provides more than 7 percent of employment. In this process, an innovative management culture is becoming a key factor determining the competitiveness of enterprises in the sector.

Innovative management in tourism is not only the introduction of new technologies, but also a system of developing the creative potential of employees, forming an organizational environment open to innovation, and making management decisions based on new approaches. This process is inextricably linked to the strategic thinking of managers, the readiness of employees to adopt innovative values, and the flexibility of the organizational environment.

In international experience (Porter, Drucker, Nonaka, Schumpeter), an innovative management culture is interpreted as a guarantee of a company's long-term success. Especially in human-based industries such as service and tourism, this culture is considered a strategic resource that determines service quality, brand image and customer loyalty.

In the tourism sector of the Republic of Uzbekistan, such innovative directions as "Digital Tourism", "Smart Tourism", "Green Tourism" have been actively developing in recent years. However, the level of formation of an





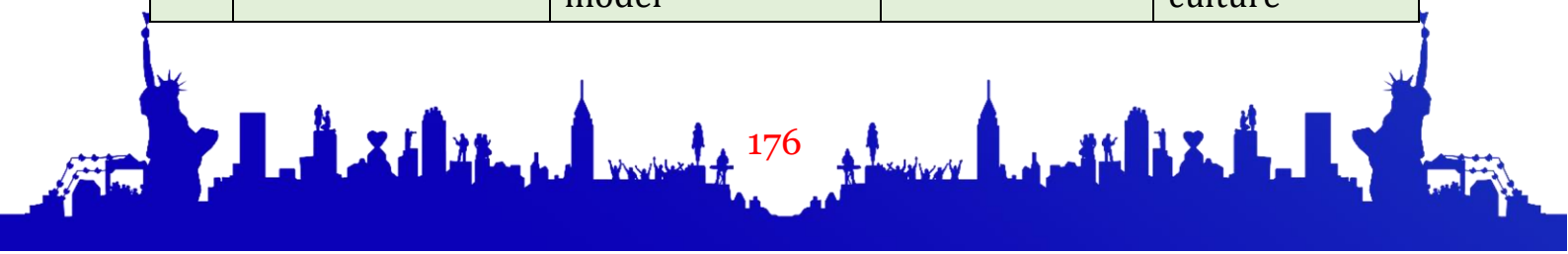
innovative management culture in tourism enterprises is still insufficient. In many enterprises, innovations are being implemented not as an initiative, but as part of external pressure or government programs.

Therefore, the issue of forming an innovative management culture in tourism enterprises is scientifically and practically relevant. This article analyzes the theoretical foundations, factors and mechanisms of formation of this process.

Table 1

Key components of innovative management culture in tourism enterprises

No.	Component name	Content	Scope of influence	Practical importance
1	Innovative value system	Supporting openness to innovation, creativity, and initiative among employees and management	Organizational environment	Stimulates the emergence of new ideas
2	Corporate communication	Freely discuss ideas, create an atmosphere of mutual trust	Community Relations	Ensures internal integration of innovation processes
3	Motivational mechanism	System of material and non-material incentives for innovative activities	Individual and team level	Increases the creative activity of employees
4	Innovative competencies	Technological, managerial and digital skills of employees	Human capital	Develops personnel potential in an innovative direction
5	Leadership and management approach	Open, participatory management model	Leadership level	Sustainably builds an innovative culture





The formation of an innovative management culture in tourism enterprises is a multifactorial process that occurs through the interaction of the value system, communication, motivation, competencies, and leadership elements.

Innovative values shape employees' attitudes towards innovation, and corporate communication shapes a culture of initiative support. At the same time, the motivational mechanism is the main economic tool that stimulates employee creativity.

Analysis shows that innovative competencies and leadership quality are key factors determining the transformational potential of an enterprise. A participatory approach to management culture increases the speed of implementation of innovative ideas and strengthens collective social capital.

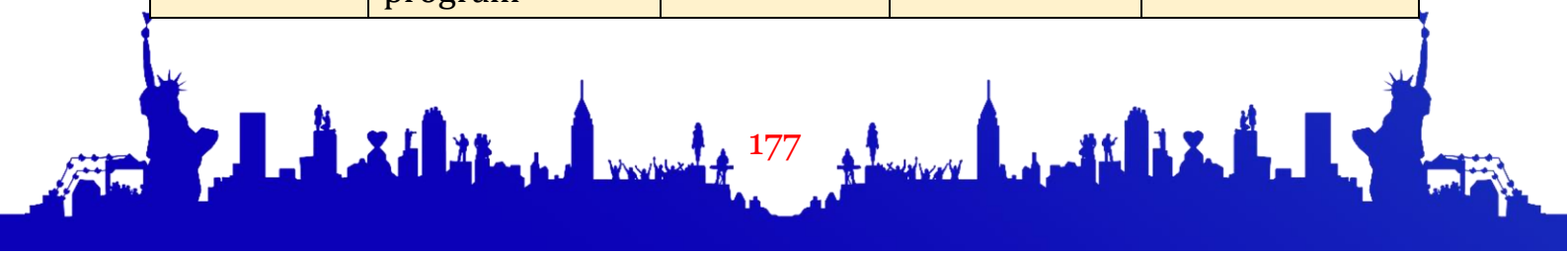
Table 2 The analysis shows that in developed countries, the culture of innovative management in tourism is formed through organizational changes within the enterprise, the integration of education and practice, and digital transformation.

For example, Singapore has introduced a grant system that financially supports employees' innovative initiatives; Spain has a system of practical cooperation with tourism universities. South Korea's experience has focused on innovation in digital management, while Turkey is developing new services through technology parks and incubators.

Table 2

Elements of innovative management culture in tourism enterprises in international experience

Country	Organizational approach	Innovative mechanism	Result	Adaptation direction for Uzbekistan
Singapore	Creating a creative environment within the enterprise through the "Innovation Mindset" program	Grants for creative initiatives for employees	Digital technologies have been widely implemented in tourism services	Introducing an innovative grant system



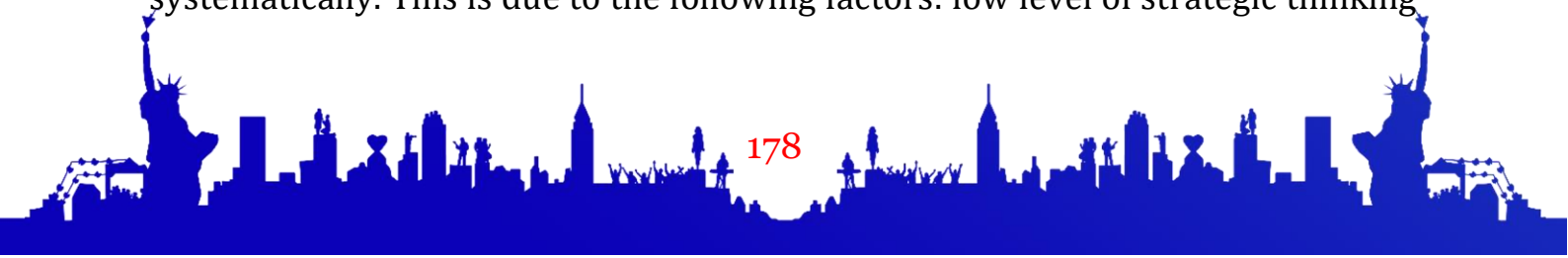


Spain	Business cooperation with tourism universities	Dual education and practical projects	Employee competence has increased	Strengthening education-practice integration
South Korea	The concept of "Smart Tourism"	Digital innovation and big data analytics	Tourism processes are automated	Accelerating digital transformation
Turkey	Private sector-based innovation incubators	Startups and technology parks activities	The number of innovative projects has increased	Creation of innovation centers and technology parks
Uzbekistan	Update based on state strategies	Government initiatives (e.g. "Digital Tourism")	The process is not systematized.	It is necessary to independently form innovation management at the enterprise level.

The general conclusion of these experiences for Uzbekistan is that an innovative management culture needs to be formed not only through government programs, but also within the internal organizational environment of enterprises. This requires strengthening the culture of innovative leadership, continuous training of employees, encouraging startups, and using digital solutions.

In tourism enterprises, an innovative management culture is a key factor determining the stability, quality of service and competitiveness of the industry. The formation of an innovative management culture depends not only on technological innovations, but also on the values, motivation, creative potential of employees and the organizational environment of the enterprise.

The analysis showed that although some elements of an innovative culture have been formed in Uzbek tourism enterprises, it has not been developed systematically. This is due to the following factors: low level of strategic thinking





of management, lack of innovative competencies among employees, and weak corporate communication and motivation systems.

Based on the experience of developed countries (Singapore, Spain, South Korea, Turkey), the following priority areas have been identified for Uzbekistan:

1. Forming a system of innovative values - introducing openness to innovation and creative thinking as a corporate standard in every enterprise;
2. Developing digital competencies – training tourism employees in digital management, online marketing, and big data analysis;
3. Strengthening motivational mechanisms – supporting innovative initiatives through financial and social incentives;
4. Improving corporate communications – developing a culture of open communication, team exchange, and knowledge sharing;
5. Building innovative leadership - strengthening strategic thinking, participatory management, and a creative approach in leaders.

On this basis, it can be said that the formation of an innovative management culture in tourism enterprises is a necessary condition for developing a competitive tourism industry in Uzbekistan, bringing the quality of services to international standards, and ensuring sustainable economic growth in the sector.

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