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INNOVATION BEHAVIOR AND INNOVATION CAPABILITY OF HOTELS
AT THE LAKE BALATON

Dissertation

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Veszprém

2014

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ABSTRACT

In parallel with the globalization of mass tourism the application of specific product and service development solutions based on innovative ideas gets to be appreciated more and more worldwide. It doesn't work different in the hotel sector where the expectations of the 21th century's individualistic consumers are considered as a major constraint renewal for the accommodation provider organizations. It is a big challenge to establish sustainable but also economically profitable services adapted to local conditions and attractions.

In my dissertation I examined the innovation behavior and the innovation capability of the hotels at the Lake Balaton, since this region has a great potential for development. The research of the innovation behavior extends to the introduced innovations by the hotel, expectations, and the barrier factors of the innovation. The innovation of the next three year show prudence, because the hotels do not want to introduce radical, significantly different from the last 5 years innovations, which mainly cover the development of the services and the style changes. The questionnaire of the innovation behavior research have been completed by the general managers of the hotels in the Balaton region.

My research was completed with a second questionnaire, which identified the innovation capability of the researched hotels based on the hotel employee's answer.

According to the results in general it can be said that from the six building blocks the corporate atmosphere, the corporate value and the combination of the innovation blocks were emphasized. With statistical methods it can be identified that there is a connection between the star rating of the hotel and the variance of the innovation blocks. Furthermore I concluded that there is a difference between the 3* hotel's score and the 4* and 5* hotel's evaluation in case of the innovation blocks. I examined the relationship between the guest review scores of the booking.com and the innovation blocks. I assumed that the more committed the hotel is towards the innovation blocks, better operation will they achieve, which may result an increased guest satisfaction. Due to the results of the methods I made appropriate conclusions and recommendations.

Keywords: Innovation, Balaton region, Hotel sector, Innovation Block

ABSZTRAKT

A tömegturizmus globalizálódásával párhuzamosan világszerte egyre jobban felértékelődik az innovatív ötleteken alapuló, különleges termék-és szolgáltatásfejlesztési megoldások alkalmazása, hiszen a szervezetek működését befolyásoló környezeti feltételek (piaci, jogi, gazdasági stb.) folyamatosan változnak. Nincs ez másképp a szállodaszektorban, ahol a XXI. század fogyasztóinak elvárásai, komoly megújulási kényszert jelentenek a szálláshely-szolgáltatással foglalkozó szervezetek számára. Komoly kihívás a helyi adottságokhoz, vonzerőkhöz igazodó, fenntartható, mégis gazdasági szempontból is nyereséges szolgáltatások létrehozása.

Dolgozatomban a Balaton turisztikai régió szállodáinak innovációs magatartását és képességét elemeztem, hiszen ezen régió kiváló fejlődési potenciállal rendelkezik.

A dolgozat egy része, mely az innovációs magatartást vette górcső alá, kiterjed a szálloda által bevezetett innovációkra, innovációval szembeni elvárásokra és akadályozó tényezőkre. Az elkövetkező 3 évre tervezett újítások a megfontoltságot jelzik, hiszen radikális, az elmúlt 5 évtől jelentősen eltérő innovációt, melyek főként a szolgáltatásfejlesztésre és a stílus-váltásra terjednek ki, egyik szálloda sem kíván végrehajtani. A kutatás ezen részéhez tartozó kérdőívet a régió szállodáinak igazgatói töltötték ki. A kutatómunkát kiegészítette egy második kérdőív is, mely során a dolgozók válaszai alapján megállapításra került a megkeresett szállodák innovációs képessége.

Az eredményekről általánosságban elmondható, hogy a hat innovációs építő blokkból a vállalati érték, a vállalati légkör és ezen blokkok kombinációja jelent meg hangsúlyosan. Statisztikai módszerekkel megállapítható, hogy összefüggés fedezhető fel a szálloda minőség szerinti besorolása és az innovációs blokkok átlagai között. Ez alapján megállapítottam, hogy különbség van a 3*-os szállodák által adott pontszámok és a 4-5*-os szállodák értékelése között. Megállapításra került a booking.com vezető online felületen vendégek által adott pontszámok és az innovációs blokkok közötti kapcsolat. Feltételezésem szerint minél inkább elhivatott egy szálloda az innovációs blokkok iránt, annál jobb működésre képes, amely megnövekedett vendégelégedettséget eredményezhet. A módszerek eredményeinek köszönhetően megfelelő következtetéseket és jobbító javaslatokat tettem.

Kulcsszavak: innováció, Balaton turisztikai régió, szállodaszektor, innovációs blokk

1. INTRODUCTION

The economy and corporate importance of the innovation and the continuous improvement is obvious for all specialists. Today, in particular industries and specialist areas, like tourism industry, developing strategy to measure and examine this factor has a strategic importance. Tourism is one of the fastest growing industries today, which is significantly contributing to each country's GDP data and employment indicators. (Gyurácz-Németh et al., 2010)

The main aim of the dissertation is to examine the innovation attitude and capability of the hotel sector. The huge development in tourism resulted competitive situation between the hotels. Due to this factor, it is more important to create new and special products to the consumer, which will satisfy their expected need and it will differentiate themselves from the competitors. Because more and more new hotel serve the guest, the question is: how they could sustain their company in a long term. The result can be explored in the innovation.

The dissertation will detail the basic definition and types of innovation and it will introduce the practical role of the renewal along the following topics:

- Innovation in Tourism industry
- Innovation activity of the hotel sector
- Financial resources of innovation

The dissertation also detailed the analysis of the Balaton tourist region. In case of the hotel and tourism it is important that a destination is also opened to the continuous improvement. During the dissertation I will focus to the guest satisfaction so I detailed some basic definition about it. I choose the booking.com online booking system, so the introduction of the website was appropriate.

The research focuses on the innovation activity and capability of the hotel in the Balaton Tourist region. I would like to raise attention to the importance of the innovation approach and the commitment to the innovation blocks.

I used statistical methods to examine the two theme of the research. Both cases I made questionnaire. The innovation behavior questionnaire was filled out by the general managers, while the innovation capability questionnaire was completed by the hotel employees. The two questionnaire were based on the literature sources, but in case of the innovation capability I processed the research and the questionnaire of Rao and Weintraub (2013). During the evaluation of the results I also relied on their methods.

The first part of the research covers the introduced innovations of the researched hotels, their expectations in connection with the innovation and the barrier factors of them. With these information I understood more the innovation behavior of the hotels at the Balaton region.

To understand their innovation capability I examined two hypotheses. One of them concentrated to the guest satisfaction scores and the other one deal with the star rating of the hotel. With the using of IBM SPSS Statistic software I made correlation analysis and the analysis of variance test. In case of the correlation I examined the relationship between the innovation blocks and the guest review scores of the booking.com, while with the analysis of variance I identified a connection between the star rating and the innovation block's value.

According to the results of the two research I identified the most innovative hotel, and I highlighted as a best practice in my qualitative research. The chosen hotel was the Hotel Európa fit****superior at Hévíz. This hotel showed an outstanding innovation behavior and also a high level of dedication into the innovation blocks. To introduce more deeply the hotel and their innovation culture I made interview with the general manager of the hotel.

The result of the survey will be introduced through diagrams and tables. After the hypothesis I will make conclusion about my research. At the end of the dissertation after the carried out researches and analyzes I summarize the result of the qualitative and quantitative methods.

2. DEFINITION OF INNOVATION

The innovation is a very popular expression today, although lots of people are confused, when they hear the word: innovation. They do not know what exactly this word means and what the main characteristics are. Invention and innovation often get mixed up; sometimes they are used as synonyms. The beginning of the process of the transforming is called invention and it is used as an effective idea. „Invention is part of innovation or the innovation process.”(Ottenbacher, 2008:342)

From the beginning, people always try to use newer and newer methods. The definition came up at the first time in Italy in the Renaissance time of Europe, then again became known by the Austrian economist Joseph Alois Schumpeter at the beginning of the 20. Century. (Quadbeck-Seeger, 2003) Schumpeter (1934) said that innovation was a new way of doing things or better / unique combination of production factors. (Ottenbacher, 2008) As Schumpeter wrote, innovation is creating new opportunities for valued added, it does not involve just the typical product/process innovation of manufacturing but also the market, organizational and resource input innovations too. (Martínez-Ros, Orfila – Sintes, 2009)

According to Schumpeter, the innovation includes development of new product and the exploration of a new market or new organization form. (Szakály, 2002)

According to Schumpeter (1911), companies can introduce the innovation process in five areas. These are the followings:

- The introduction of a new or improved good – that is one with which consumers are not yet familiar – or of a new quality or type of a good.
- The introduction of a new production method/process which is not yet tested by experience in the branch of manufacture concerned. It need by no means to be founded upon a scientifically new discovery, and it can also exist in a new way of handling a commodity commercially.
- The opening/developing of a new market which the particular branch of manufacture of the country of question has not previously entered into, whether or not this market existed before.
- The research of a new supply market, the conquest of a new source of supply of raw materials of half manufactured goods, again irrespective of whether this source already exists or it has to be created for the first time.

- The reorganization or restructuring of the company, like the creation of a monopoly position (for example through trustification) or the breaking up of a monopoly position.

In all definition we can find newness. Schumpeter didn't just identify the five pillar of innovation, but he connected these with the economy development and the aim of the company.

The essence of the economy development is the introduction of innovation. In this process the main actor will be the implementer of the innovation. The OECD and the European Union Statistical Office published the Oslo manual in a common edition with the EUROSTAT, which contains the most approved definition of corporate innovation.

In 1992 the OECD decided to develop a conceptual and methodological framework for the interpretation and investigation of R&D and innovation processes. The Frascati and Oslo Manual differentiated the two concepts. Later the publication has been revised three times, the third edition was published in December 2005. The reason of the continuous revisions was that in the beginning the manual focused more to the technological elements, however the second edition has been necessary to extend the scope of the service sector. (Katona, 2006)

Both the first and second editions used the technological product and process (TPP) definition of innovation, but to identify the full range of changes that firms make to improve performance and their success in improving economic outcomes requires a broader framework than technological product and process innovation. With the inclusion of marketing and organizational innovations they created a more complete framework, one that is better able to capture the changes that affect firm performance and contribute to the accumulation of knowledge. (OECD, 2005)

According to the third edition they identified the definition of the innovation, which is the following:

„An innovation is the implementation of a new or significantly improved product (good or service), or process, a new marketing method, or a new organizational method in business practices, workplace organization or external relations.” (OECD, 2005:46)

One of the most notable changes is that the „technology” disappeared from the product and process innovation. It does not mean that the technology is not important anymore, it opens the definition to the lower intensity R&D Company and to the service sector.

(Katona, 2006) Due to the wider definition there are more companies, which can we identify as an innovative firms.

The basic definition of the research was the Oslo manual definition, however I considered the definition of Pakucs and Papanek (2006). According their research innovation is the renewal of the products and services and those markets, using new procedures in the production, distribution, management, organizations and in the recruitment, expanding the knowledge of the employee. (Pakucs, Papanek, 2006)

3. INNOVATION THEORIES AND PRACTICES

After defining innovation it is important to know the different types of innovation. This chapter will introduce the different innovation typologies, and also understand those types of financial forms, which allow to implement these innovations.

3.1. INNOVATION TYPOLOGY

In the literature there are different service innovations. The dissertation will focus just a few from these, which formed the basis of the research.

3.1.1. According to the innovation intensity

The first group is the two-category typing, which is based on the intensity of the innovation. According to this, an innovation can be radical and incremental. (Dewar, Dutton (1986), Ettlie (1984), OECD (2005)).

Dewar and Dutton identified radical innovation as fundamental and revolutionary changes in the technology including new knowledge, which breaks up with the current practice and positively related to the risk that is attempting with an attempted innovation. (Martínez-Ros, Orfila-Sintes, 2009) The radical innovation has basic consequences in an organization, processes and activities. It involves new products or services (Cd- player), which used materials, equipment and the external appearance are different from the previously used ones. (OECD, 2005)

The incremental changes include all the improvements and those current applied technologies, which are not that costly but easier to predict. (Martínez-Ros, Orfila-Sintes, 2009) In this type of intensity the products or services, which are already existing, will develop in a lower level. The aim of the incremental renewal is the correction of the performance indicators and the decrease of the production cost etc. (OECD, 2005).

According to Damanpour (1996) radical innovation causes fundamental changes in the structure, the organization's process and activities and it shows a more clearly break up with the current existing practice. (Martínez-Ros, Orfila-Sintes, 2009) Sundbo (1997) examined the measurement of radical innovation. He said this kind of innovation means a clear break from current practice / technology, which is more likely to include new knowledge, than incremental innovation. It can be said that radical method is more risky and costly, and can cause major changes; the former is referring to Damanpour organization's activities, processes, organization and products. (Martínez-Ros, Orfila-Sintes, 2009)

Schumpeter (1911) also separated the radical and incremental innovations from each other. The incremental innovation represents a constant progress of a continuous improvement. These innovations can be predicted in the future. In contrast, radical innovation is not a result of a continuous development, it is not possible to reach the radical innovation with minor modification from the basic. According to Hornszky (2002) today, it is less contrasted the "radical" and "incremental" innovation. Based on Pakucs and Papanek's opinion (2009) whether both radical and even modifying innovation can be successful. There is no doubt that the so-called radically new innovations widely broaden the perspective of developments. The incremental innovations improve the properties of an existing product/service, but the result can be also profit growth and market position improvement.

The different definition in connection with innovation will be presented in *Appendix 1*.

3.1.2. Nature of the Innovation

According to the nature of Innovation it can be differentiate three types. (Tseng, et al., 2008)

3.1.2.1. Technological Innovation

According to Sheldon's research (1983) this kind of innovative methods is capable to provide equipment and technologies (Tseng, et al., 2008) which offer new and improved tools/machines that are suitable for the production and enhance the effectiveness of management. This is very important for the hotel sector's profitability. This kind of technological change is the strongest modifying and re-shaping force in the market, so hotel CEOs know how important the innovation is, especially how important the innovation in the communication and how essential information technology's potential benefits can be, which are deeply influenced by the relationship between the customer and the service. (Tseng, et al., 2008)

The coefficients of this innovation are the following: (Tseng, et al., 2008:1021)

- Utilization of technology and equipment;
- Introduction of new technology and equipment;
- Frequency of launch of new products;
- Efficiency of technology system.

3.1.2.2. Organizational Innovation

The organizational innovation shows changes in the organizational capital. This kind of organizational innovation refers to the efficiency and effectiveness of the innovation,

and how to manage and develop the knowledge of the hotels' CEOs, when they confront a competitive environment. This innovation method includes the organizational processes and the organizational culture as well. (Tseng, et al., 2008)

The coefficients of this innovation are the following: (Tseng, et al., 2008:1021)

- Participatory organizational environment;
- Coordination between departments and organization;
- Cooperation between individuals and the organization;
- Creation of new ideas.

3.1.2.3. Human Resource Innovation

According to Orfila-Sintesa et al. (2005), the human resource innovation advocates that the adjustment of human capital skills is roughly equal to efforts in successful innovation implementation. (Tseng, et al., 2008)

Updating these skills/capabilities emphasize the changing in investment, in training and in the case of human resources. (Griliches, 1990; Pine, 1992; Van de Wiele, 2007) This update plays an important role also in the success of the innovation. (Olsen, Conolly, 1999; Sirilli, Evangelista, 1998) This type of innovation includes the collective hotel capability to bring out the appropriate solution to the knowledge of the employees and the employees' skills such as a wide-ranging customer relationship or the experience. (Tseng, et al., 2008)

The factors of this innovation are the following: (Tseng, et al., 2008:1021)

- Employee's training including knowledge sharing;
- Incentive mechanism to help developing new abilities.

3.2. FINANCE OPTIONS OF INNOVATION

The methodology of this section based on Financial Manual written by Bedőné et al., (2008) which was used in the research of Friedrich and Horn. (2014).

The implementation of innovations are required not only human and technical, but also financial sources. Although the largest hindering factor of the introduction of innovations is their cost requirement, to maintain the company's competitiveness, they need to develop continuously. So it is necessary to design and use the source of innovations. (Iványi, Hoffer, 2010) The necessary operation resources can be divided into two categories: internal and external funding sources. The ideas can be financed by internal sources, but the external financial market participants can make the necessary capital available for the company. According to the resource type two resources can be divided:

own financial source and foreign financial source. In case of the own financial source, the investor can claim property rights and the company gets unlimited duration source. In case of the foreign capital, which means credit and asset based financing, a creditor relationship is created between the company and the investor and the company has to be repaid the handed capital. (Bedőné et al., 2008)

The types of the innovation financial form will be illustrated in the table in *Appendix 2*.

3.2.1. Internal Source

If the company finances the innovation from the available resources of the company, we can talk about internal financing. Internal sources have a particular role, because in the last decade the reinvested result is considered as the most significant source of funding. (Iványi, Hoffer, 2010) Self-financing means the reinvestment of the profit. The great advantage of this type of financing that it is not required to involve external individuals and institution, so the independence and the autonomy may persist. The internal financing can be implemented from the available resources, which are provided by the owners of the company. Primary it means embodied sources of funds. In addition the not permanently provided members' loan can be considered as an internal financial source. So the internal financial source can be internal equity, which may come from the savings of start-up capital, retained operational income, income from assets sales or the rearrangement of asset structure. The internal source can be also credit and assets based, which will be financed from members' loan. (Bedőné et al., 2008)

3.2.2. External Source

If the company satisfies their financial needs from source of external institution and investors, then we can talk about external funding. This can be done through financial markets and also nonmarket-based. These resources increase the own capital or the foreign capital or can form a transition between the two. (Bedőné et al, 2008)

3.2.2.1. Market-based external resources

The forms of financing through the financial market can be divided into two parts: the equity and the credit and asset-based financing.

The equity –based financing includes share issue in the stock market and the sale of the shares outside of the stock market, namely venture capital. The venture capital involves new owners, which will allow the equity raising. The credit and asset-based financing includes the issuance of bonds, bank credit and loan, leasing, trade credit, Mezzanine loans and other credit and factoring. (Bedőné et al., 2008)

The most widely used external credit financing is the bank loan, because it is easy to get and it has relatively lower risk. The finance with bonds called as a „missing link” in the Hungarian corporate finance practice. It plays a minor role, as well as the bond issuance more expensive than the bank loans. The Mezzanine Loan is a transition between the equity and the external capital, which includes optional component. Factoring is the purchase of the supplier’s claim. Factoring can be a casual, single transaction, although the essence of the factoring is the continuity, which allows the evolution of the liquidity situation in optimum level. (Bedőné et al., 2008)

3.2.2.2. *Non- market-based external sources*

Non-market-based external sources can also be classified into two categories: equity and credit and asset-based finance. The equity-based external source includes the non-refundable fund and the investments of public funds. The non-refundable includes the proposal source. Supported loans, a guarantees and tax incentives are part of the credit and asset-based sources. The business angels are considered to be among the non-market-based external sources. The business angels call those individuals with a successful business history, who invest into start-up innovative firms, who help the management in the background with active personal contribution and advice and avoiding the publicity. (Bedőné et al., 2008)

3.3. INNOVATION IN TOURISM

Despite the fact that tourism is not an innovative industry, the economic role increased gradually and dynamically over the past period, because of high GDP generation function and labor-intensive nature of the industry. According to the forecast, the tourism industry will be characterized by a dynamic development in a long term.

Tourism industry is one of the most successful sectors of the Hungarian economy. The proper planning and the effective management of the developments are the essential tasks if we want to optimize the benefits and minimize the potential risk factors.

To achieve this, it is desirable to explore the activity system of the tourism and hospitality services in scientific way, to develop it innovative way, to operate concerted, coordinated way, to increase the effectiveness and efficiency of the sector. The tourism industry covers a wide range of activities in both the private and public sector. It permeates the economy so much, that the significance of the industry is often overlooked. The globalization and liberalization mean new opportunities and challenges for both small as well as the international hotel chains and for the destinations.

The tourism industry belongs to the service sector, so the theories of service innovation can be applied for the tourism sector as well. Researchers can also help to ‘dig’ deeper insight into innovation activity of tourism. Innovation theories in tourism industry have their limits. “Hjalager (1997, 2002) has analyzed the use of the term innovation in tourism research, and concluded that innovation policies should emphasize sustainability and initiatives coming from other sectors.” (Mattson et al., 2005, p. 359)

Poon (1990, 1993) analyzed technological innovation and its effects to the tourism sector. One of the most important questions about the topic is how technological innovation can help the growth of the small flexible tourism businesses. Several researchers, like Sundbo (1998) and Jensen (2001) have suggested that small tourist companies are less likely renewed than other small firms in other sectors. (Mattson et al., 2005)

Innovation appears in the tourism industry in various forms. Therefore, the method of classifying should be applied in case of dealing with different forms of tourism innovation. (Gyurácz-Németh et al., 2010)

In May 2007, ‘Innovation in tourism - adapting to change, an international conference’ was held in Bled, Slovenia. The conference was organized by the UN World Tourism Organization (UNWTO). It highlighted the role of innovation in the adaptation of continuous change in the sector (Gyurácz-Németh et al., 2010)

The three main groups were the following: (Gyurácz-Németh, et al., 2013)

- Innovation of the information and communication technologies
- Innovation of tourism products
- Innovative solutions and recommendations to the challenges

The emphasized points of innovation in information technologies are mobile technology development, the emergence of smart phones, and online hotel booking due to achieving more guest satisfaction. (Gyurácz-Németh et al., 2010)

The tourism product’s innovation is receiving greater emphasis, as all tourism related products are being renewed, due to the increased needs for satisfaction. These products are ecotourism, medical tourism and cultural tourism. (Gyurácz-Németh et al., 2010)

The innovative solution for the challenges of climate change, sustainability and seasonality has been also in the spotlight and discussed. (Gyurácz-Németh et al., 2010)

The tourism sector is not only the part of the service industry, but it is the part of the experience sector, which has recently been more emphasized and it was introduced by

Pine and Gilmore (1999). Previously, this sector was included in the service industry; however the two sectors are different, because for example the aim of companies in service industry is to solve the customers' problems, while the experience industry offers a mental journey. The experience economy includes entertainment, like art, culture (theatre, film, music, and television), museums, gastronomy, and computer games and of course, last but not least, the dissertation's main theme tourism industry. (Sundbo, 2009)

3.4. INNOVATION OF THE HOTEL SECTOR

Innovation is indispensable condition to maintain long-term competitiveness from the viewpoint of production equipment and process technology upgrades.

Those companies, who ignore the requirements of the continuous improvement, are losing profit in a long term, their market position can be weaker, because the risk of aging is not only valid to the tangible assets, but in general. (Pakucs-Papanek, 2006)

After that, it can be said that the hotels as businesses have to use newer and newer solutions. The innovation is not so popular in this industry because the "conservative and capital intensive nature of the structure, which promises a return of more than 25 years, is not conducive to innovation." (Gyurácz-Németh et al., 2013, p.646) According to research of Allegro and de Graaf (2008) in the hotel sector's most innovative ideas come from those, who have an outsider's perspective looking at the operation and they do not impede the existing paradigms. (Gyurácz-Németh et al., 2010)

Pikkemaat and their research partners (2006) were studied the main trigger for the innovative behavior of hotel facilities.

According to their findings the main motivations for the implementation of innovation are the followings: (Pikkemaat et al, 2006)

- To be competitive, because this sector considers the innovation as the competitiveness's most important asset
- Service line extension (increase in the existing service line or in a different way of service, which can be radical in the market or the competing companies have also introduced)
- Increasing cost efficiency (for example reducing cost)
- Grant sort Proposal (to the participation in projects can be innovative for a hotel)
- Improve the quality of existing services
- Promotion of researches with universities

3.5. THE SOURCE OF INNOVATION IN CASE OF THE HOTEL SECTOR

It is essential in case of the continuous improvement to promote the development of innovative ideas, exploring and implementing solutions. In generally the Hotels do not have their own R&D department, so it's usually used other disciplines of study result. There are two main groups which can be identified: management sources and not management sources. (Gyurácz-Németh, et al, 2010) The *Appendix 3* will represent these innovation source categories.

3.5.1. Management based sources

Within management based sources service process and physical production processes can be distinguished. (Gyurácz-Németh et al., 2010). The construction industry can be mentioned as an example of the physical production process. Innovations coming from the construction industry get great emphasis. These include new/different materials that are not actually developed for the hotel sector, but are now also used in this sector, like using special materials. (thermal recycling systems, good thermal)

It is also done through the construction of the background- infrastructure development of hotels. Today, with the use of environment-friendly devices not only money can be saved, but the application of them can be useful, when the company highlighted the use of this equipment, which adds to the hotel's image among the group of environmentally conscious guests. The InterContinental Budapest during the makeover of the conference room emphasized the 'hidden' ceiling light, which is solved by using of LED lights. The colors of the burner body is not only free to be changed, but these lights are more energy efficient and more environmentally friendly, compared to the traditional halogen bulbs. With the technical advances of the room lighting can be easily adapted to the atmosphere of the event. (<http://www.turizmusonline.hu/>, 2014.11.01.)

Additionally it is also more and more popular that the water is heated by solar panels and where there is possible the well water is used for flushing toilets. Not only new, but the traditional architectural features such as the use of a cane or loam also be innovative in these days. (<http://www.kolping.hotel.hu/biohaz>, 2014.11.01)

Also, environmental awareness and energy saving were in focus at Gold Hotel Budapest. Like the previously mentioned hotels they implemented energy saver, LED-technology light sources and they installed automatic energy switches in the rooms. In case of the heating and cooling system they established solar energy utilization system

and they invested into thermally insulated doors, windows and walls. (<http://www.goldhotel.hu/hu/zold-szalloda>, 2014.11.01)

The interior design and furniture manufacturing also play a significant role in the design of the interiors of hotels. The essential requirements against the furniture are the practicality and the ease of use and cleaning. One of the good example is the Kolping Family-friendly hotel, where lower of the bunk bed can be converted into a baby bed. (<http://www.kolping.hotel.hu/>, 2014.11.01) Oxygen Zen Hotel and Spa used also interior design to satisfy the needs of the families. The hotel earned the Kidsoasis trademark. To obtain this trademark they had to go through a multi-stage certification. Among the criteria several factor can be find like the design of the hotel, environmental awareness, the image, the safety of the children, developing family rooms etc. (<http://www.turizmusonline.hu/>, 2014.11.01) Gizella hotel also prefer the practicality, for example in case of the beds, because the double bed can be converted into twin bed. (<http://hotelgizella.hu>, 2014.11.01)

The Accor Hotel Chain introduced the Planet 21 innovative program in the hotels, which emphasize the application of the principle of sustainable development in the hotel sector. The program was assigned 21 tasks, one of them focuses on the development of hotel rooms. During the developments they have to consider the practicality, attractiveness and the environmentally friendly character too. For example they use just proper floor covering. This labels ensure the guest about their health or detergent which labeled with eco labels. (<http://turizmus.com/>, 2014.11.01)

Of course these areas' innovation are not explicitly developed to hotel use, but it can be useful, when they want to increase the guest satisfaction or the hotel competitiveness, but it is essential also if they want to reduce their unit cost.

3.5.2. Non-management source

Non-management source includes the psychology, design and culture.

3.5.2.1. Psychology

One of the non-management sources is the psychology, due to this the hotel specialist recognized the importance of identifying the satisfaction and needs of the guests. In case of the hotel room design it can play a significant role in the present knowledge in this field. The aim of the large number of luminaire, the perfume and the use of harmony, impulsive colors is to increase the satisfaction of the guest's needs. For these excellent example the conference hotels, which established for the lady business travelers rooms,

where they implemented dressing table, bigger mirror and warmer colors (for example orange) were used. In case of the room formation it is important to learn about other culture.

3.5.2.2. Design

The design is always unavoidable element of the hotels and hotel rooms, but there are some special hotels, which are outstanding with their design between the competitors. It can be mentioned the boutique hotels, which use the ideas of designers and industrial designers during the implementation phase. These hotels tend to be small (less than 60 room) and during the implementation they emphasized the use of modern furniture, color and forms.

In the hotel sector the latest fashion is the „woman only” rooms or floors, where they primarily focused to the lady business traveler. They served the business woman’s comfort with the colors of the room (bright, warm colors), equipment (dressing table, mirror) and with the practical assessors and cosmetics. Nowadays, more and more ‘woman-only’ hotel opens around the world. An example can be the Hungarian Anadin hostel, which provides accommodation exclusively for girls. (<http://www.budapestyouthhostel.com/>, 2014.11.01)

Also a very good example is the Four Season Gresham Palace, where separated steam cabin was implemented for the women. (<http://www.spahotelsbudapest.com/> , 2014.11.01)

The design of the hotel’s style, form and materials innovative thinking has a crucial role. More and more hotels appear with unique design such as Burj-Al Arab with the sail shape, The Berliner hotel Propeller 31 with the individually themed rooms (vampire castle) and the ice hotel in Sweden.

3.5.2.3. Culture

Culture is also the part of the non-management innovation sources. (Gyurácz-Németh et al., 2010) This type of source is not important for every hotel, but some cases it plays a very big role such as the protection and maintaining of San Pedro town’s culture by the Tierra Atacama Hotel or in the wine production with the conservation and presentation the culture of harvest by the Hotel Bonvino. (<http://www.tierraatacama.com/>, 2014.11.01.; <http://www.hotelbonvino.hu/>, 2014.11.01)

4. THE ANALYSIS OF THE BALATON TOURIST REGION

This chapter will detail the significance of the tourist region of Lake Balaton, addressing its weaknesses and opportunities for development. The data based on the research of Hungarian Tourism Ltd. and the statistics result of the Hungarian Central Statistics Office.

4.1. THE SIGNIFICANCE OF THE REGION IN HUNGARY'S TOURISM

The Lake Balaton tourist region is one of the largest domestic receiving regions of Hungary and after Budapest it is the second most popular region according to the tourist. The researched destination has a key role in the Hungarian tourism, according to final data of the Central Statistics Office in 2013 2.963.812 (27%) domestic and 1.835.131 (15.3 %) international guest nights were registered at the coast of "Hungarian Sea" in a commercial accommodation. In the recent years the region achieved a positive change in case of both indicators. (Tourism in Hungary, 2013) According to the 2014/115 "Statisztikai Tükör", which was published at 29th October 2014, the ratio of the guest nights was almost the same between January and August in 2014. At Balaton tourist region they registered 23% of the domestic guest nights and 17% of the international guest nights. (Statisztikai Tükör, 2014/115)

4.2. THE ACCOMMODATION OFFER OF THE LAKE BALATON

This chapter will present the analysis of the guest turnover of the commercial accommodation in the Balaton region.

4.2.1. The guest night and the revenue data of the commercial accommodation

In the last year 2.964 million domestic and 1.835 million international guest nights were registered at the commercial accommodation. The guest nights of the Hungarian tourists made up 61% of the total guest nights, which was closer to the ideal proportions than the Hungarian average.

According to the total guest turnover the number of guest nights in 2013 increased in a positive way compared to the previous year (2012), which means 155.000 more guest nights in the Lake Balaton tourist region. The number of guest night and share of the Lake Balaton will be represented in *Appendix 5*. (Tourism in Hungary, 2013)

In parallel with the expansion of the tourist turnover the room revenues also increased. The domestic room revenue, which was 62% of the total revenue, increased with 11.7%,

while the international room revenue, which was 37.8% of the total revenue increased with 9.4%. (Statisztikai Tükör, 2014/115)

The Lake Balaton tourist region boasts with a significant proportion of the accommodation capacities. According to the CSO data from 29th October 2014 517 commercial accommodation operated with nearly 120.564 accommodations capacity at the Lake Balaton. (Statisztikai Tükör, 2014/115) 33.3% of the all accommodation capacity is located in the tourist region of the Lake Balaton. (Tourism in Hungary, 2013) The room occupancy of the Balaton hotels achieved 48.2% while the accommodation capacity was 32.3%. The most important indicators of the region's hotels and accommodations are represented in *Table 1*.

1. Table: The guest turnover data of the commercial accommodation of the Lake Balaton, 2013

The guest turnover of the tourist region of Lake Balaton				
	Commercial accommodation		Hotels	
	2013	2013/2012	2013	2013/2012
<i>Domestic</i>				
Arrivals (000s)	1.046	+9.7%	722	+9.4%
Guest nights (000s)	2.964	+9.1%	2.021	+8.9%
Average length of stay (nights)	2.8	-0,6%	2.8	-0.5%
<i>International</i>				
Arrivals (000s)	361	+3.8%	247	+1.1%
Guest nights (000s)	1.835	+7.2%	1 235	+3.7%
Average length of stay (nights)	5.1	+3.3%	5.0	+2.6%
<i>Total</i>				
Arrivals (000s)	1.406	+8.1%	969	+7.2%
Guest nights (000s)	4.799	+8.3%	3.256	+6.9%
Average length of stay (nights)	3.4	+0.2%	3.4	-0.3%

Source: Hungarian Tourism Ltd., Tourism in Hungary, 2013:11

According to the guest numbers, the three outstanding towns in the region were Siófok, Balatonfüred and Hévíz in the first eight months of 2014, while in case of the guest nights the order was Hévíz, Siófok and Balatonfüred. These settlements occupied the 3rd, 7th and 4th place among the domestic tourist. According to the number of guest night in commercial accommodation in terms of the international guest Hévíz was the second, Balatonfüred was the 6th, while Siófok was the 7th most visited destination. Zalakaros was also a popular city, because it earned the 5th place in case of the domestic guest night.

The Hungarian Tourism Ltd. made a research in 2014 about the Hungarian population's travel habits regarding to 2013, which highlighted the importance of the region of Balaton. According to the study 13.8% of the 1-3 night trips and 36.1% of the 4 or longer night trips of the Hungarian households realized in this region. In 2013, according to the preliminary data of the CSO the average lengths of the domestic travel was 5.6 days and all together 15.0 million (25%) days were realized in this region. (Magyar Turizmus Zrt.: A magyar lakosság belföldi és külföldi utazásai 2013-ban, 2014; Jelentés a turizmus 2013. évi teljesítményéről, 2014)

4.2.2. The revenue and the guest turnover data of the Lake Balaton hotels

My research was carried out primarily among the members of Hungarian Hotel & Restaurant Association, so it is important to analyze the guest turnover data of the hotels. In the first two quarter of 2014, the total gross revenue of the hotels was 21.5 billion Forint at Lake Balaton tourist region, which was 10.8 % higher than in the same period of 2013.

The total guest nights were 3.256 thousand (+6.9%), from this number 2,021 thousand (+8.9%) were domestic and 1.235 thousand (+3.7%) were international guest night. (Tourism in Hungary, 2013 p.11)

According to the first two quarter of 2014, the average hotel occupancy rate was 50.03%, which is higher by 3.8% than the last year. The gross average room price was 15536 Ft and the gross revenue per available room (RevPar) was 8218 Ft between January and August in 2014. (HCSO, 2014)

In case of the Lake Balaton tourist region the season extension means a serious problem. As an interesting fact, the data of December 2013 were analyzed separately. The domestic guest night increased with 11.5%, while the international guest night showed a 5.4% increase. So the hotel room occupancy (35.6%) by 2.9%, the gross average room rate (13.802 Ft) by 1.1% and the RevPar (4913 Ft) by 10% were higher than the previous

year's data. However, it should be noted that despite the increase in demand, the 1.1% increase of the average room rate is substantially lower from the weakening of the HUF/EUR course (5.5%) in December 2013. (HCSO, 2013)

4.3. THE WEAKNESSES OF THE REGION AND THE DEVELOPMENT OF THE OPPORTUNITIES

In 2012, The Hungarian Tourism Ltd. and The Lake Balaton Regional DMO Association made a representative research about the travel habits and satisfaction of the domestic and international tourists in the main season. Next to the survey they made in-depth interview with the tourism businesses, professional organizations, associations, local government and non-governmental organizations, which operate in the region. Based on the result crystallized the weakness and the development opportunities, which will represent in this section according to the following researches: *Magyar Turizmus Zrt., Sajtóanyag: Balatonról készült kutatások, (2013), Turizmus Bulletin XV. évfolyam, 2.szám.*

4.3.1. The result of the tourist satisfaction model

The previously mentioned research covered the analysis of the tourists' satisfaction, which was studied with the using of Tourist satisfaction Model (TEM-model). The model can be find in *Appendix 6*. Ten different factors were identified: Environmental factors, Tourist attraction, accommodation, hospitality, shopping/payment with credit card, transport, access to information, price/discount, socio-psychological factors and accessibility. Depending on the results, it can be said that the lake's tourists come with a high level of expectations (81.2 point on a scale of 100 points.) The 78.7 point satisfaction index shows that the region was close to a very satisfied rating category. Between the importance of each of the groups and the guest satisfaction it was observed only -2.5 GAP (gap between expectations and satisfaction), which is minimal but it means significant underperformance.

Looking at the result of the model can be stated, the guest were dissatisfied in case of price/discount and the accessibility factor. However even in these groups it can be say that the researchers experienced relatively high level of satisfaction.

Among the domestic tourists compared to the expectations there is an underperformance in the price/discounts, accommodation, transport, environmental factors, the accessibility and the access of information area. The Hungarian guests said that there are not enough free beach (especially on the north side), there are not enough

clean, well-designed toilets, they are dissatisfied with the price and discounts and the numbers of ATM and children program.

In case of the international tourists the research showed an outperformance in connection with tourists' attractions, hospitality and socio-psychology factors, although they were relatively satisfied with the price/discount factor. There were a little underperformance in case of the environmental factors, accommodation, accessibility, shopping, the pay with credit card and the transport. The significant weakness is the access of the information.

With the travel in the Lake Balaton all in all 60.5% of the respondents were satisfied and 29.9% were very satisfied. This positive impression is reflected that the majority of the respondents (92.8%) would recommended Lake Balaton to their friends as a travel destinations. The greatest advantage of the region are the natural beauty, the beautiful scenery, great recreational opportunities, diversity of the programs and excellent beaches and swimming opportunities.

4.3.2. The changing market position

With depth interviews they researched the market position of the region and its domestic-international competitors. In the domestic market a positive change has occurred in the last few years (water quality improvement, developments) It is hard to identify the domestic competitors, but according to the experts there is not a real competitors of the lake Balaton. In terms of domestic competitors Budapest was mentioned, but the lake retains its position as the opinion of the majority, or even popularity its increase the competitive advantage over other regions. The reasons were that the cooperation was strengthening, the promotion of the region was very popular and effective, high quality hotels were built, the programs for young generation have been expanded, completed the high way on the south side of the lake and last but not least the bike path around the lake were completed also.

However, among the international tourist reduced the popularity of the region. The main reason is that the improvements did not follow the increased demand of the southern countries (because of the loss of political uncertainty) and the increase of needs. The region's main source markets, Germany and Austria, discover new travel destinations, like Bulgaria. Studying the commercial accommodation's international guest nights numbers it can be said that more and more people are interested in the region from the neighboring countries: The Czech Republic, Poland, Russia, Romania, Slovakia and

Slovenia. The main motivation next to the health tourism is the waterfront recreation. The traveling habits of the international tourists characterized by mobility, the guest like traveling around the lake and they supplemented the lakeside relaxation with hiking, nature walking and city visiting. Nevertheless, they stay at the lake shorter time compared the previous year, which can be placed in parallel to the shortening of the travels. This trend can be observed in worldwide.

Another problem is that the Lake Balaton does not attract the young German tourist as it did in the previous years before the generation change. This reflects that the majority of the international tourists are in the age group above 59 years. It can be define as deficiency in case of the Lake Balaton, that the brand is indefiniteness and the marketing communication activities are ineffective in abroad. According to the professionals the biggest foreign competitor of the Lake Balaton is Croatia, due to the fact that the marketing activities of Croatia were excellent in the past few years. In case of lakes it can be said that the Austrian part of the Neusiedl and the Lake Garda are the competitors. The main advantage of the competitors not only the effective marketing communications, but these destinations do not like just the sustainable, but also they support the continuous improvement and innovation.

4.3.3. The lack of cooperation in case of the Lake Balaton

Regardless of what kind of tourism actor we are talking about, it is essential the existence of extensive connection system for any organization. However, the joint product development and creation of packages are in rudimentary level. The interviewed experts have a huge expectation in connection the operation of the DMOs. To the long term result it is important the common logic, cooperation of the tourism experts, local community, and the holiday house owners. The specific feature of the tourism at the Lake Balaton is that the region's resorts number are high, which serves not only the goals of the owner. The resort owners also require the technical cooperation in case of the developments.

In the region, currently 18 local and 2 destination management organizations operate. (DMO). The coordination and oversight of the organization's work is difficult, further problem that their vision, mission and priorities are different. (Presentation of Barbara Varga-Dani, Balatoni RMI, Balatonfüred, 2014.03.18)

In spite of all these factor there is a good example for the cooperation, which is the Open Balaton. It is a monster season-opening event series in the region at the same time,

from 01 May 2014 until 11 May 2014. It is an excellent „beneath” initiative, which will be organized by the Lake Balaton Tourism Associations, local tourism experts, service providers and supporters with the help of Lake Balaton Tourism Associations. The supply and the atmosphere are varied. The participants of the Event series can take part in many music, gastro and active program from Keszthely to Kenese. (<http://www.nyitottbalaton.hu/>, 2014.11.01)

4.3.4. Infrastructure problems and the lack of uniformity

Based on the interview with the experts they made the SWOT analysis of the region, which have been projected as strength that the lake and the surrounding are rich in natural and cultural endowments and the small distances. As a weakness they highlighted the short main season, the difficult accessibility of the North side of the beach and the other infrastructure deficiencies, the lack of unified and introduced (in domestic and international market) lake brand and corporate identity, as well as the collaboration between tourist services and other actors, and the lack of complex services. However, the health tourism, active, Wine and gastronomy tourism have a great potential, while the demand for cultural tourism also show steadily increasing. Not only the foreign competitors has a threat, but also the vulnerability of the natural resources (the ecological balance of the lake, the thermal springs), as well as the conflicts instead of the cooperative actions.

4.3.5. Developments of the Lake Balaton

In 2012 and 2013 number of development has been implemented, for example several hotels are being renovated, Csisztafürdő expanded a new bath building, Keszthely opened an experience economy, while Zalakaros opened a bicycle center and the West lake Balaton cycling network started its operation. New Adventure Parks have been transferred in Zalakaros and Csopak, in Balatonboglár opened a new adventure beach and another walking routes have been highlighted in Balatonfenyves. Zalakaros will expand the indoor bath, Tihany built a new bike road and Keszthely became the major venue for ecotourism development. For 2014 the new visitor center of the Tapolca cave will be complete, while Hévíz will establish an Ages and Wine themed walking path. Rádpusztá with the Hungarian Wine cellar and Vonyarcvashegy with the Bock Bistro want to provide catering facilities to the wine lovers. Balatonfüred will create an ecotourism visitor center. Balatongyörök plan an experience walkway and port development, while

Szigliget will renovate the castle. (Magyar Turizmus Zrt.: Marketingterv 2014, Taktikai tervek, p. 2; Magyar Turizmus Zrt.: Balatoni RMI 2012. évi marketing terv)

4.3.6. Development Proposal

Although based on the lake features Balaton is part of the European tourism destinations, but they can improve the tourism utilization of the lake and the surrounding. According to this fact the interviewed experts also formulate various proposals. The most common ideas include after an extensive conciliation the declaration of various types of tourism product (water, active, eco-wine and gastronomy tourism, health tourism, cultural tourism, festival tourism, conference and incentive tourism.) which area, settlement, how big and what kind of role will intend the strategy makers.

In case of the definition of the priorities, they have to pay attention the talent of the settlement and the expectation of the local community. According to the observations the current situation do not duplicate additional demand and therefore on the basis of consensus, they need regional strategy. Regarding the development of the strategy, the already existed Balaton Regional DMO must play a significant role in case of the development of the new regional tourism strategy. The new and the already existed independent from the season qualitative attraction are available throughout the year, but the Lake Balaton is still not an all-season destination.

According to Barbara Varga-Dani, the head of Lake Balaton RMI, the head of the DMOs concentrate only to the coastline and to the members, which impedes the cooperation and common image development. She also noted, that the Balaton is lack of international-class spa and complex, experience centrum for the families. With these they can expand the season. The tactical plan of the Hungarian Tourism Zrt. for 2014 highlighted that at the lake they have the „product” thinking (like in all regions). They focus at spring to the active relaxation, at summer to the lakeside holiday, at fall to the wine and gastronomy offer, while in winter to the health tourism. The main domestic delivery areas are Budapest and its surroundings and the west and south Transdanubia.

In case of the inbound tourism they need to build an image in the existing markets, to target the middle and younger generation, to emphasize the new relaxing opportunities and the advantages of the lake Balaton. On the sending markets next to the existing product they need to highlight the health tourism, the active programs and gastronomy offers. Outstanding goal is to increase the effectiveness of the promotion in the Austrian

market and the empowerment of the main international sending market. (Presentation of Barbara Varga-Dani, Balatoni RMI, Balatonfüred, 2014.03.18)

The existence of the destination based, unified communications has a primary importance. Excellent benchmark is the online marketing development of Hajdúszoboszló. (<http://hajduszoboszlo.hu/>, 2014.11.01) They developed the city's webpage with a responsive design technology, which identify which device has been used by the users (Pc, Laptop, Smartphone, tablet). They optimized the screen resolution, so the newsletter can be readable on smartphones too from February 2014. The users can find the webpage with the QR- code, which are in the printed materials (posters, flyers, billboards) This innovative solution has the advantage that the code behind the content is dynamically interchangeable. They entertain the visitors with Pocketguide walk tour, facebook games and provide information to the tourists. (<http://www.turizmusonline.hu>, 2014.11.01)

4.3.7. The Balaton Planning Conference 2014

The previous chapter's suggestions and comments were confirmed by the lectures and presentations of the Balaton Planning Conference, which was held on 30th October 2014 at Keszthely organized by the Balaton Development Council (BDC). They introduced the development plans of the region for the 2014-2020 EU programming period, which aim is to achieve a better result than the national average in case of the increase GDP and the number of workplaces.

Dr. István Bóka said that the previous period didn't complete successfully. According to his opinion it is important to build a system, which has to find the breakout points. He highlighted the establishment of the R&D based, high value-added industry and the strengthening of human areas. The role of tourism will be determining in the future. According the president of the BDC they have to improve the capacity and the quality of the hotels and also the developments of the baths. Dr. Gábor Molnár, who is the head of the Balaton Integration Non-profit Agency, since they cannot apply for non-refundable funds, they need to build these aims into the country's concepts. The plans contain the development of the health industry and the health tourism. Within this framework they will improve the quality of the basic care, expand the elderly services. In addition, new medical centers would be established and the existing ones will be improve, like in Balatonfüred, Hévíz, Siófok and Keszthely. They also count with spa development in Buzsák-Csizsá, sport developments in Siófok, Balatonfüred, Keszthely,

Vonyarcvashegy, Balatonboglár, Alsóörs, and Zánka. All of these developments require infrastructure developments (quality insurance, unified marketing). These will optimize the occupancy of the hotels.

They want to improve the elements of the active tourism, like bicycle tourism. In the future within these developments they will focus to the complex services. The participants of the conference hold presentations about the importance of the cooperation in the region, unified image and marketing, which was mentioned in the previous chapter. (www.turizmusonline.hu, 2014.11.01)

5. INNOVATIVE COMPANY'S CULTURE

As the dissertation mentioned earlier, today innovation is very popular. Because there is a very competitive environment to the companies, they need to be more innovative. To create the new services or products, companies need creative person or group. According to Csath (2012) the new value-creation and the innovation are related concepts. A successful innovation, which can be products, organizational and management innovations, creates new value. Therefore, the new value creation and the sustainable competition advantage are relative concepts. Due to the increasing competition situation between the companies, they need to be more innovative. The good leaders are aware that the new ideas and the innovation are the most valuable currency. Without the new ideas companies become quickly uncompetitive. (Csath, 2012) It is not enough just to implement a new technology or service, but their whole company has to show an innovative behavior. This section will detail, which factors influence the innovativeness of the company's culture.

More and more companies want to find the source of success. They read books, articles and take part in different course of innovation to reach their goal. They respect those young companies (like Google and Facebook), who create a breakthrough products and services. And also they look up the older companies (like Apple or IBM), who reinvent themselves from time to time. (Rao, Weintraub, 2013)

After Tellis, Prabhu and Chandy (2009) researched the innovation of 759 different companies, they identified that the corporate culture was a much more important driver of radical innovation, than capital, government, labor and national culture. (Tellis et al., 2009)

Also the company and the company's culture has been emphasized by the research of Davila et al (2006), where they identified the seven rules of successful innovation. (Davila et al., 2006)

- Strong management support in case of the innovation strategy and portfolio decision.
- The integration of the innovation into the company's basic business mentality.
- Align innovation with the strategy of the company.
- Handle the tension between the value capture and creativity.
- Neutralize the conflicts of innovations within the company.

- Admitting that the network is a basic building block of the innovation, which contains the people and knowledge within and outside of the organization.
- Determine the appropriate levels and reward innovations.

The study of Tellis et al. (2009) raised questions in the executives: What is exactly the innovative corporate culture, and if it does not exist in their company, can they create one? According to Rao and Weintraub (2013) research they identified the six building blocks of an innovative culture. These are the behavior, climate, processes, resources, success and values. These factors are linked for each other's dynamically, for example the values of the company have an impact to the employee's behaviors. (Rao, Weintraub, 2013)

5.1. THE SIX BUILDING BLOCKS OF INNOVATION

In general it can be said that the companies raise attention to the resources, processes and the measurement of success. These building blocks are more measurable and tools-oriented. Because of this they do not give enough attention to the harder-to measure factors, which are more people oriented, like the behaviors, climate and values. The reason of these statements is that many managers have thought that these building blocks are more intangible and difficult to handle. They can do better job of managing resources, processes and measuring the innovation success. (Rao, Weintraub, 2013)

5.1.1. Value

Value influences the company's priorities and decisions, which determine how company spends its time and money. The values can be for example to be entrepreneurial, to promote creativity and encouraging continuous learning. Within the entrepreneurial spirit the company could have a burning desire to explore new opportunities, they tolerance ambiguity and avoid the analysis paralysis when they identify new opportunities. In case of the creativity it is important that the company is not just encourage new ways of thinking, but also provide freedom to pursue new opportunities. Curiosity is part of the Continuous learning, which means they are not afraid to asking questions, the company experimenting the innovation efforts and they are threat the failure as a learning opportunity. The values are what the leaders do or invest in. „Values manifest themselves in how people behave and spend, more than in how they speak.” (Rao, Weintraub, 2013 p.30)

5.1.2. Behaviors

Behavior will describe how people react in the implementation of the innovation. In case of the leaders these acts can be for example the willingness to change the existing products to a new one. They try to also energize the employees with a vivid description of the future without red tape. According to the employees, "actions in support of innovation include doggedness in overcoming technical roadblocks, "scrounging" resources when budgets are thin and listening to customers." (Rao, Weintraub, 2013 p.30)

Energize, Engage and Enable are characterizing the behavior. A company can reach impetus, if the leaders inspire the employees with the vision for the future and articulation of opportunities for the company. It is important to challenge the workers frequently to think entrepreneurially. The innovative behavior and the enthusiasm of the leaders play an important role. It can be attractive if the leaders devote time to coach, if people at all levels can take initiative to innovate. And it is also important that the leaders have to provide support to the project team members. For this it is essential to use the appropriate strategy. (Rao, Weintraub, 2013)

5.1.3. Climate

The climate is the voice of the workplace life. In case of an innovative corporate culture it is necessary that the company shows engagement and enthusiasm. An Innovative climate challenges the people to take risk within a safe environment, it encourage to learn and think independent. An innovative climate provides collaboration, safety and simplicity. In case of the innovation it is important that the community has to speak a common language about innovation. They have to appreciate, respect the differences' between the groups. In a perfect climate the employees can be able to freely voice their opinions, take the responsibility for their actions and avoid blaming each other's and they also minimize the bureaucracy within the house. (Rao, Weintraub, 2013)

5.1.4. Resources

The resources include people, systems and projects. From these people have to most attention, because they have a powerful impact on the organization's values and climate. They should have committed leaders, and internal talent to succeed the innovation projects. To support the innovative culture they need to build the appropriate system, like recruiting and hiring system. This system should have good collaboration tools and a good relationship with the suppliers. The ideal company has dedicated time, finances and physical/virtual space to pursue new opportunities. (Rao, Weintraub, 2013)

5.1.5. Processes

Processes are the determined route that the company follow during the development. This include the “innovation funnel”, which contains the collection and selection of the ideas or reviewing, prioritizing projects and prototyping. (Rao, Weintraub, 2013)

5.1.6. Success

The company success can be divided into three levels: external, internal and personal. The external success will shows how well a company is regarded as being innovative by its customers and competitors and whether the innovation worth to implemented financially. The success will reinforce the enterprise’s values, behaviors and processes and also this success will influence the future’s actions and decisions like who will be rewarded, who will be hired, and which project will be implemented. External success is that if the customer thinks of us as an innovative company, if the company’s innovation performance much better than other company’s and of course if the company reach a better financial performance. Enterprise success can be if the innovation is a long-term strategy. In this case the company has a deliberate, comprehensive and disciples approach. For the company it is also important that the employee reach their own success. The innovative company rewards the employees for participating in innovation irrespective of the outcome. (Rao, Weintraub, 2013)

6. CUSTOMER SATISFACTION AND QUALITY

6.1. CUSTOMER SATISFACTION

Innovations could have several aims, such as developing, increasing the competitive advantage and revenue. In case of the hotel sector's innovation, one of the most important objective was to increase the guest satisfaction. But in order to be successful in the market it is not sufficient merely to impress guests, keeping the existing customer is also a priority exercise. The customer satisfaction can improve the customer loyalty, which can improve the hotel's reputation.

Since Cardozo (1965) wrote an initial study about the customer effort, expectations and satisfaction, customer satisfaction has been a popular topic in academic research and marketing practice. According to Gundersen et al (1996) customer satisfaction can typically defined as a post consumption evaluative judgment concerning a specific service or product. Oliver (1980) said that the customer satisfaction is the result of an evaluative process, which contrast prepurchase expectations with perceptions of performance during and after the experience. (Holjevac et al., 2010)

Several studies shows that the customer satisfaction influences direct and indirect way the business performance, results. According to Anderson et al. (1994), Yeung et al. (2002) and Luo and Homburg (2007) customer satisfaction positively affects business profitability. Other researchers, like Söderhund (1998) or Faullant et al. (2008) investigated the relationship with customer behavior patterns. These studies concluded that customer satisfaction increases customer loyalty, influences repurchase intentions and leads to positive word-of mouth. (Holjevac et al., 2010)

Satisfaction contains subjective (customer needs, emotions) and objective factors (e.g. product and service features). In case of the hotel sector, there have been numerous researches, which examine attributes that travelers find important regarding customer satisfaction. According to Atkinson (1988) cleanliness, security, value for money and courtesy of staff determine customer satisfaction. Knutson (1988) said that the room cleanliness and comfort, convenience of location, prompt services, safety and security and friendliness of employees are important to the guests. Akan (1995) concluded that the main determinants of hotel guest satisfaction are the behavior of employees, cleanliness and timeless. Results of Choi and Chu (2001) were almost the same. They said that the three main influence factors were the employees, rooms and the value. (Holjevac et al., 2010)

Today's customers are looking for a memorable experience and dynamic service. In order to provide an adequate assessment of the guest, the hotel should be aware of their needs and the staff must comply with it. Customers are likely to be frustrated when they do not get the special services, which were promised by the hotel. (Belcher, 2010)

In order to get to know better the needs of the guests, the hotels should be introduced customer satisfaction questionnaire. With the help of these questionnaires the hotel can identify the area of the hotels, which needs to improve. Today hotels provide opportunity to the guests to share their opinion during and after the stay. According to this statement guest can fill out online survey, can write their opinion directly on the hotel website as well as online platform such as booking.com and Tripadvisor, where the guests can classify the different hotels and share their experience.

6.1.1. Booking.com

The research will focus on the booking.com online reservation platform. Booking.com, which was established in 1996, is the world leader in booking accommodation online. They sale over 750.000 room nights each day, and more than 4.5 million room nights are booked on their website in every week.

The booking.com website and mobile apps welcome guests from both leisure and business sectors worldwide. They offer the best price for every type of property, from small, family-run bed and Breakfast to executive apartments and five-star luxury hotels. The website is available in more than 40 languages and offer more than 552,619 accommodations in 208 countries. Over 8300 employee are dedicated to serving booking.com's guests and property-owning partners. Their mission is to help the business and leisure travelers, independently from their budgets, easily discover, book and enjoy the world's best hotels. According to their vison they are dedicated to be informative, user-friendly website, which guarantees the best available prices. They provide help in the local offices to the hotels and content partners. The main aim is to support transparency, availability and best pricing for all customers. Their multilingual Customer service team provide 24/7 dedicated assistance and advocacy to make sure their customers' stays meet or exceed their expectations. For the property-owning partners they provide a cost-effective commission-based model, a network of over 5000 affiliate partner websites and personalized account management service to help them to optimize their revenue.

They offer the following advantages to the customers:

- Best room rates guarantee.
- Free Booking.
- Safe reservation system.
- The bookings can handled online- the cancelation, modification and the special request too.
- With the help of the free mobile application it is not necessary to print the confirmation.

The guests have the opportunity to share their opinion and experience about the visited hotel. The booking.com offers more than 40.548.459 verified reviews from real guests. The guest can leave the review after the booking. With this way they can ensure that these reviews are from real guest of the hotels. They can share their experience about the room, quality of the services and the employees. The reviews are verified before being published.

In case of Hungary there are more than 3000 registered accommodation in the system of booking.com (www.booking.com, 2014.11.21)

6.2. QUALITY

Today the hotel sector is experiencing increased competitive pressure, the effect of the economic recession and the technological advancement and globalization. Due to these factors hotels are more dedicated to promote the importance of quality. Service quality has become a leader research topic because of its perceived relationship to costs, profitability, customer satisfaction and positive word of mouth. (Murasiranwa et al. 2010) In case of quality the customer and their needs are very important factors.

The customer take part in several service processes and effects the result in terms of quality and added value. So the most important for hotels to provide the best and right service considering the needs and requirements of the customers. (Erto, Vanacore, 2002) They have to translate these requirements to hotel quality elements. From these two factor the provider can design their service. According to these information the service quality elements can be classified: (Centre for Quality Management, 1993)

- Must-be quality elements: These elements are so basic that the customer may fail to mention them, until the service provider fails to provide them. “They fulfill basic expectations therefore their absence is extremely dissatisfying.” (Erto, Vanacore, 2002, p. 166)

- One-dimensional quality elements: In this case customers generally mention as desirable or determinant in their choice of a service.
- Attractive quality elements: These elements are far beyond the customer's expectations. "They fulfill customer's latent needs therefore their presence would surprise and delight the customer. On the other hand, the absence of such service quality elements would not cause customer dissatisfaction." (Erto, Vanacore, 2002, p. 166)

The best way to express the quality of the hotel is the hotel rating system. Hotel ratings are often used to classify hotels according to their quality. In Europe the most acceptable rating system is the HotelStars Union. The next sub-chapter will detail this.

6.2.1. HotelStars Union

The HotelStars Union partnership is providing a harmonized hotel classification system with common criteria and procedures in the participating countries. It enhances the reputation and quality of the hotel industry in the participating countries by creating transparency and security for the guests and thereby encouraging hotel marketing. It has dynamic system, which contains 270 different criteria. The criteria and procedures of the system are checked regularly and developed further according to the expectations of the guests. (<http://www.hotelstars.eu/>, 2014.11.01)

The quality of the hotel can be defined by the "hardware" and "software". The Hardware contains the establishment of the building, the size of the rooms, furnishing, the service points, like catering facilities, business center, conference room, fitness center, garage, the used materials etc. The software includes the hotel operation, the number of employees, the preparedness and politeness of the employees. (<http://www.hotelstars.hu/>, 2014.11.01)

In 2009, 7 countries committed to apply almost identical criteria for their hotel classification and created the HotelStars Union under the patronage of HOTREC. HOTREC' aims is to bring the hotel classification systems in the various European countries closer to one another. In 2011, the three Baltic countries and Luxembourg joined to the Union, while in 2012 Malta was joining as the first Mediterranean country. In 2013 Belgium, Denmark and Greece were following to enter. (<http://www.hotrec.eu/>, 2014.11.01)

In case of Hungary the Hungarian Hotel and Restaurant Association is dealing with the hotel rating system. The Ministry of National Economy and the Hungarian Hotel and

Restaurant Association entered into an agreement on 12 June 2012. According to this agreement Hungary will use to qualify the Hungarian hotels the Hotel Stars harmonized European rating system, raising as a National Hotel Certification Trademark. (<http://www.hotelstars.hu/>, 2014.11.01)

This rating system is advantage for the visitors, because it gives a unified, transparent security in determining the required quality. It is an advantage for the hotels, because they can provide internationally consistent standards, which helps in the effective marketing activities. According to the data of 10th October 2014 there are 385 qualified hotel in Hungary. (<http://www.hotelstars.hu/>, 2014.11.01)

7. DESCRIPTION OF THE RESEARCH

The primary objective of my research was to identify the innovation behavior of the hotels at the Balaton Tourist Region as well as to examine the innovation capability of these hotels focusing on the six building blocks which was mentioned in the literature part of the dissertation.

7.1. RESEARCH METHODOLOGY

According to Ligeti (2005), the objectives of the research can be classified into exploratory, descriptive and explanatory. The exploratory research does not provide the final solutions to the existing research question. (<http://research-methodology.net/>, 2014.10.21) “If you are conducting exploratory research you must be willing to change your direction as a result of new data that appear and new insights that occur to you.” (Saunders, 2007:140) The descriptive research analyzes the examined phenomenon in detail and the aim is an accurate description of the features, while the explanatory research analyzes the relationship between the elements of the examined phenomenon. Saunders et al. (2007) said, that the descriptive research is the forerunner of the explanatory research, more often the piece of it. (Saunders, 2007)

In case of the description of the introduced innovations of the researched hotels and the exploration of the innovative culture’s six building blocks the dissertation was carried out primarily descriptive research, however some of the analyzes and studies contain explanatory additions as well.

Two groups of the research methods can be distinguished: qualitative (quality) and quantitative (numerical) research. The qualitative research helps to explore the thinking patterns and opinions and to identify the problem more specifically. This method is less structured exploratory research method. (Sajtos, Mitev, 2007). The qualitative method generally focuses on the deeper understanding of the phenomena, while the quantitative research strives to quantify, measure the examined phenomenon. (Hoffmann et al., 2000) In the dissertation both types will appear.

In case of the data evaluation and the relationship establishment with the help of the IBM SPSS Statistics 22 Software Correlation, Analysis of variance and Cross-tabulation analysis were performed. Correlation analysis shows the tightness of the connection between two variables, the strength and the intensity of the relation. Analysis of variance (ANOVA) was used in case of comparing two or more multitude’s expected value. In case of this method it can be examined whether there was any difference between the

averages of two or more groups, so it shows how the independent variable influences the dependent variable. The cross-tabulation analysis examines the correlation between two or more variables and the combined frequency distribution of these. The analysis would show if there was a relationship between two non-metric, namely nominal and ordinal variables. (Sajtos, Mitev, 2007)

As a qualitative research I made an in-depth interview with László Könnyid, the General manager of Hotel Europa fit ***** superior. I chose this hotel as a Best practice in the Balaton Tourist region, since the evaluation of the questionnaires showed an outstanding performance in case of this hotel. *Chapter 9* will describe the innovation behavior of the Hotel Europa Fit ***** superior.

7.2. THE STRUCTURE OF THE RESEARCH

My research was supported by participating in two previous research with my former research partner, Nikolett Horn. These were performed in the Institutional Student Research Conference (November 2013) and the Spring Student Research Day (April 2014) of University of Pannonia. These researches also focused the innovation behavior of the hotels at the Lake Balaton.

To understand the innovation behavior of the hotels at the Lake Balaton quantitative method, more specific questionnaire, was selected, which could be completed on paper or electronically. When it was needed I provided help by telephone or personally. In each case the 30-question questionnaire was filled out by the General Manager.

To know better the innovation capability and culture of the researched hotels I also selected quantitative method, more specific questionnaire, which could be completed electronically. This type of questionnaire was filled out by the employees of the hotels.

Both of the online questionnaires were available on the Limesurvey system (<http://kerdoiv.gtk.uni-pannon.hu/>) The survey started in September 2014 and closed in November 2014.

The compilation of the questions and the possible answers based on the professional resources and researches, which were introduced in the literature part of the dissertation. In case of the second part of the research, which deal with the innovation capability of the hotels, I used the research and questionnaire of Rao and Weintraub. (How innovative is your Company's Culture, 2013) Before I sent the questionnaire to the Hotels I had translated the original version of the questionnaire into Hungarian. The Innovation Culture model contains 6 building blocks, 18 factors and 54 elements, statements. Every

building block has three factors and every factor includes three elements. The employees had to rate their hotels on each of the 54 elements on a Likert scale from 1 to 5. „The overall average scores for elements are further averaged to provide the factor score, and the factor averages similarly result in the building block average.” (Rao, Weintraub, 2013 pp. 34) The original questionnaire of Rao and Wein can be found in the *Appendix 7*.

As a sampling criteria, I identified the location of the hotel (in this thesis the Balaton Tourist region) and the category of the hotel (3, 4, and 5 star hotels). First of all I contacted those hotels, which are the member of the Hungarian Hotel & Restaurant Association. In the Balaton region there are only 55 members, so other non-member hotels (79) got request to join the research too. These hotels were selected from the database of booking.com. All together 31 evaluable questionnaires were returned from the General Manager and 60 employees helped the innovation capability research. I sent my questionnaires in 134 hotels, so the fill out rate reached more than 23% in case of the hotels.

According to their category eighteen 4* and superior, twelve 3* and superior and one 5* and superior hotels took part in to the research. In case of the operations form it can be differentiated three hotel chain members (Ramada (1 hotel), and Danubius (3 hotel), 28 independent hotels.

7.3. HYPOTHESES

In case of my hypotheses, I focused on the customer satisfaction and star rating of the hotel. As I highlighted in the literature part the customer satisfaction plays a huge role in the hotel sector. To satisfy the customer needs and expectations hotels have to provide the best quality. According to my results of the innovation behavior research, it can be said that the increase customer satisfaction and the improved quality were the most important aim of the researched hotels. These factors inspired me to establish my hypotheses.

H1: There is a relationship between the elements of the innovative culture of the hotel (corporate values, behavior, corporate atmosphere/ climate, resources, processes and success) and the scores of the hotel achieved on booking.com.

According to my assumptions, the more innovative the hotel is, the higher the guest review score of the hotel on the booking.com

H2: There is a relationship between star rating of the hotels and the values of the innovation blocks.

I think that a connection can be demonstrated between the star rating of the hotel (3*,4* and 5*) and the values of the innovation blocks (corporate values, behavior, corporate atmosphere/ climate, resources, processes and success).

7.4. THE INNOVATION BEHAVIOR OF THE HOTELS AT LAKE BALATON

This chapter will introduce the evaluation of the first questionnaire, which was compiled from the previously presented literature section. The questionnaire can be viewed in *Appendix 8*.

7.4.1. The purpose and the theme of the questionnaire

The compiled questionnaire was designed to explore the innovative solutions and future visions of the researched hotels, which are located in the Balaton Tourist region. After the general managers answered to the general questions (category of the hotel, year of establishment, number of rooms, forms of operations, annual occupancy rate and RevPar data) the questionnaire focused to the introduced innovations of the hotels. The innovations introduced in last five years and the planned innovations for the next three years were examined. The past related questions contained the reason of the innovation application and the barriers of introducing new ideas. In case of the future I focused to the planned types of innovations and the achievable results. The results have been valued with taking consequences and it was completed with diagrams and table.

7.4.2. The results of innovative developments

The introduced innovations of the surveyed hotels from the last five years were analyzed along with two issues.

7.4.2.1. The introduction of the innovations (2009-2014)

In case of the first question I asked the hotel's general manager to expound the introduced innovation of their organization between 2009 and 2014. A lot of different answers were written to these questions, so I summarized the answers into categories, like hotel departments and other categories.

7.4.2.2. Introducing the innovation according to the hotel departments

In case of the hotel departments most of the innovations were introduced in the Food and Beverage, in the Wellness Department, in the Human Resource Department and in the Housekeeping Department.

At the F&B department they expanded the supply of the restaurant and the kitchen, the quality of the buffet table, they introduced All Inclusive service and they established cocktail bars and A'la Carte Restaurant terrace.

The Wellness department also focused on the expansions. Several hotels invested into new outdoor and children pools, and they also constructed fitness rooms.

The innovation of the HR department were mentioned by several general manager, so the human resource developments were also important area. Among other things, continuous educations, trainings have been introduced, and the general managers also considered to improve the atmosphere of the workplace.

The Housekeeping department launched the enactment of new standards and the introduction of new cleaning products.

7.4.2.3. Introducing the innovation according to other categories

I grouped the introduced innovations not only by departments, but also I also considered other categories. So I differentiated the increase of the guest satisfactions, the development of the service line, the renovations and the environment friendly developments.

Increasing guest satisfaction: Many hotels introduced guest satisfaction survey, and loyalty (frequent guest) program, while others used pre and post-stay emails to meet their guest's expectations more.

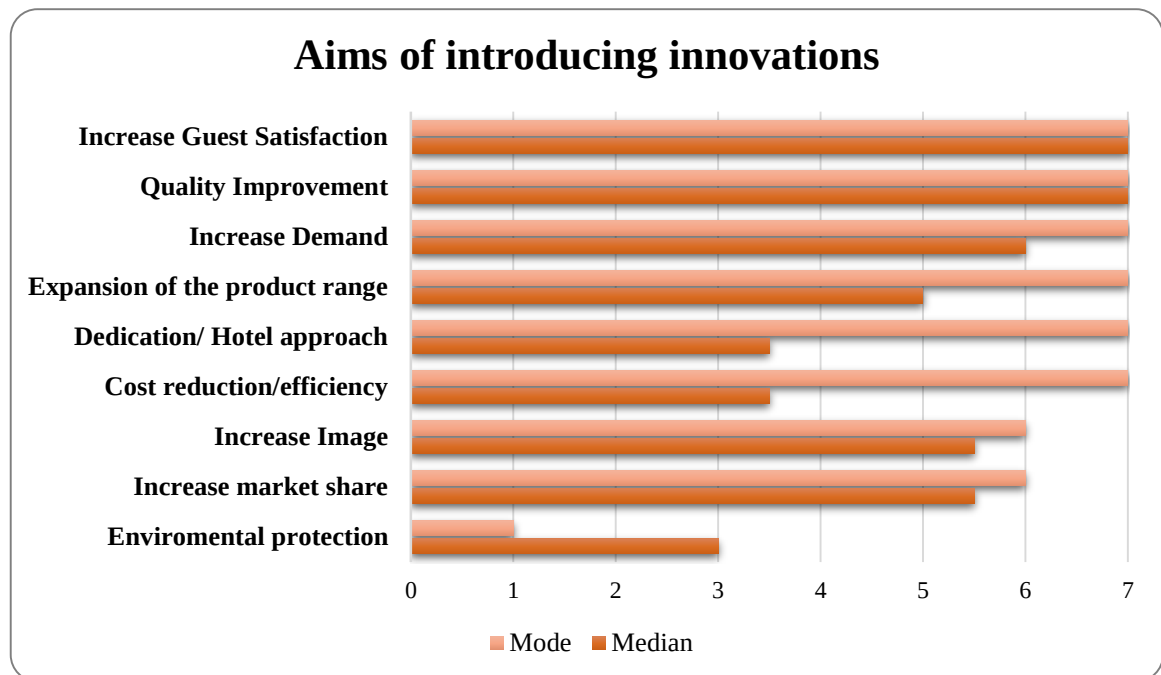
Service development: Taking into account the needs of the business guest, they expanded the conference services, renewed the existing technologies, established new business corners and introduced more online services in order to make the administration quicker. The families are also important target group of the hotels at the Lake Balaton. Several hotels started to organize children animation programs, purchased new toys, and also began designing children pools and playgrounds.

Developments, renovations: This group contains the exterior and interior renovation of hotels, the developments of the design elements and also the redevelopment of the hotel's buildings. These included the purchase of the new equipment and furniture, the window replacement and the pavement reconstruction.

The environmental friendly developments: The respondent hotels have been open to introduce the nowadays popular eco-friendly programs, for example investing recycling waste collector, they installed solar panels and the heating boiler was replaced and modernized.

7.4.3. The reasons of the introduced hotel innovations

I examined the reasons of the introduced hotel innovations in a Likert Scale from 1 to 7, where one means not important and 7 means very important. To determinate the certain reason I relied on the previous research and literature. I represented the mode (frequency) and median values of the obtained results to get a simpler and more transparent picture about the different factors. The result will be displayed in *Figure 1*.



1. Figure: The aims of introducing innovations

Own editing

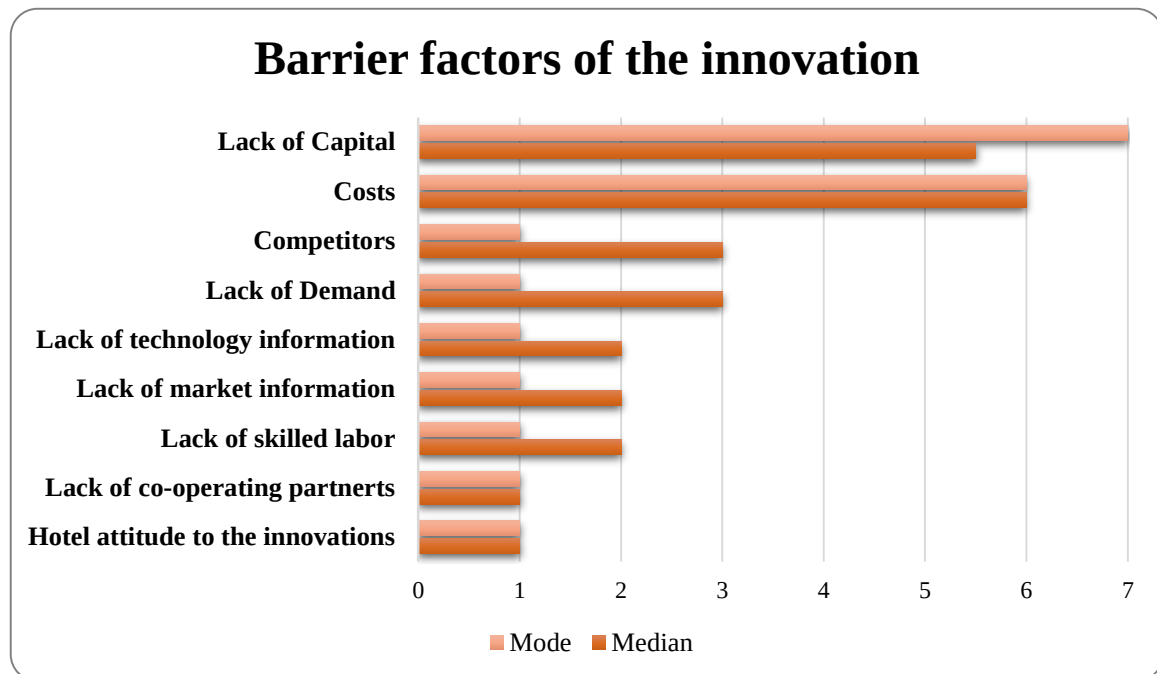
According to the mode value figure shows that in most of the cases the hotels committed to the innovation because they wanted to increase the guest satisfaction, improve the quality, increase their demand, expand the product range, increase hotel's dedication and reduce costs. This statement attests to the pervious question that the majority of the hotels identified the development of the services and reconstruction according to the guest's needs as their innovation. The increase of Image and market share played also a major role in the introduction of innovations. The less important factor was the environmental protection, which appeared at only a few hotels.

7.4.4. Barrier factors of the innovation

Since innovation can be a risky project for every hotel, it was important to explore the different factors, which can hamper the feasibility of the innovations. In case of the different statements, the respondents had to designate on a Likert scale from 1 to 7, which

factored in what extent the innovation is prevent. (1- does not present an obstacle, 7- large extent)

The results obtained not only the median values, but also the most commonly chosen values, i.e. mode, which will displayed in *Figure 2*.



2. Figure: Barrier factors od innovation
Own editing

The lack of capital was the main obstacle for the investigated hotels. The high costs also played a huge role in case of the introduction of the innovations.

The competitors, the lack of demands, technology information, the market information, the lack of skilled labor and co-operating partners as well as the hotel's attitude to the innovation had a negligible importance in the seven-point scale, which means that these factors do not prevent the hotel's innovation.

7.4.5. Innovative plans for the next three years (2015-)

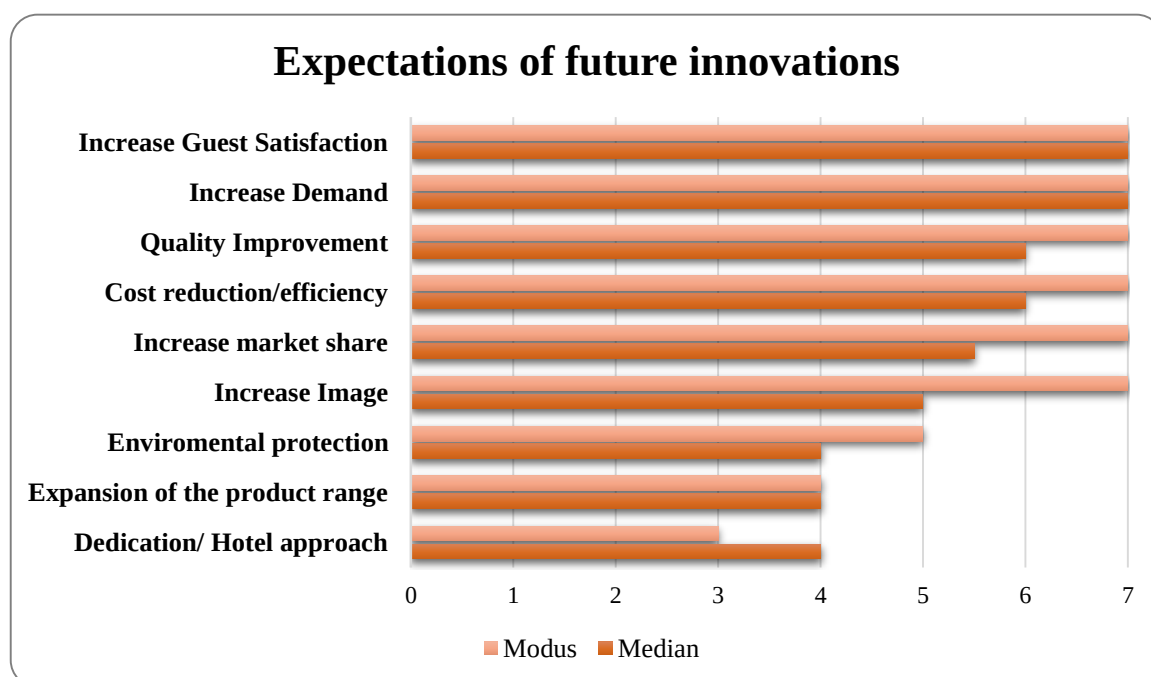
In assessing the innovation activity of the hotels it is also essential to deal with the development plans for the future. Unfortunately, in case of Hungarian hotel sector it can be said that we are lack of continuous improvement. Without strategies and plans for the future, it can be predicted that the market position and the guest's satisfaction will decrease. The future innovation of the respondents can be classified along the same categories as in *Chapter 7.4.2.1*.

Service developments: The hotels will emphasis the developments and the establishment of wellness department. In the future they will plan improvements in case of the conference rooms and services.

Renovations: The general manager want to renovate the rooms, develop the technology, like changing the air conditioning system and boilers.

Environmental friendly developments: They want to focus to develop and implement more energy-saving devices.

Figure 3 will illustrate the expectations of future innovations.



3. Figure: Expectations of future innovations

Own editing

In case of the future innovation (for the next 3 years) in the highest proportion they want to achieve the increase of the guest satisfaction, quality improvement, the increase of the demand, market share, image and they also want to reduce cost. The increase of the market share and the reduce costs will play also an important role. In connection with the environmental friendly actions it can be said that they will be more dedicated into the environmental friendly, and energy saving solutions. According to the future, to expand the range of the products and the approach of the hotel will be emphasized.

7.5. THE INNOVATION CAPABILITY OF THE HOTELS AT THE LAKE BALATON

This chapter will present the result of the innovation capability questionnaire, which based on the literature part of the dissertation and the research and questionnaire of Rao and Weintraub. (2013). The questionnaire can be seen the *Appendix 9*.

7.5.1. The purpose and the theme of the questionnaire

The aim of this questionnaire was to explore how innovative are the hotels at the Balaton region, and which innovative building blocks characterized these hotels.

This research of the dissertation based on the research and questionnaire of Jao Rao and Joseph Weintraub – “How Innovative is Your Company’s Culture. (2013)”. I translated the original questionnaire into Hungarian and I sent it to the employees of the researched hotels. The Innovation Culture model can be divided into 6 building blocks, 18 factors and 54 elements, statements. Every building block contains three factors and every factor includes three elements. The employees had to rate the 54 elements on a Likert scale from 1 to 5 considering their organization. „The overall average scores for elements are further averaged to provide the factor score, and the factor averages similarly result in the building block average.” (Rao, Weintraub, 2013 pp. 34)

I divided the questionnaire into two categories:

- General Questions;
- The 54 statements of the innovation Blocks.

In case of the general questions I was interested in the name of the hotels, the position of the respondent and the duration of their employment.

All together 60 hotel employees filled out my innovation capability questionnaire, which covers 31 hotels in the region. From these 60 employees forty works as receptionist, one as waiter, one as housekeeper, thirteen in manager position, and five in the sales department.

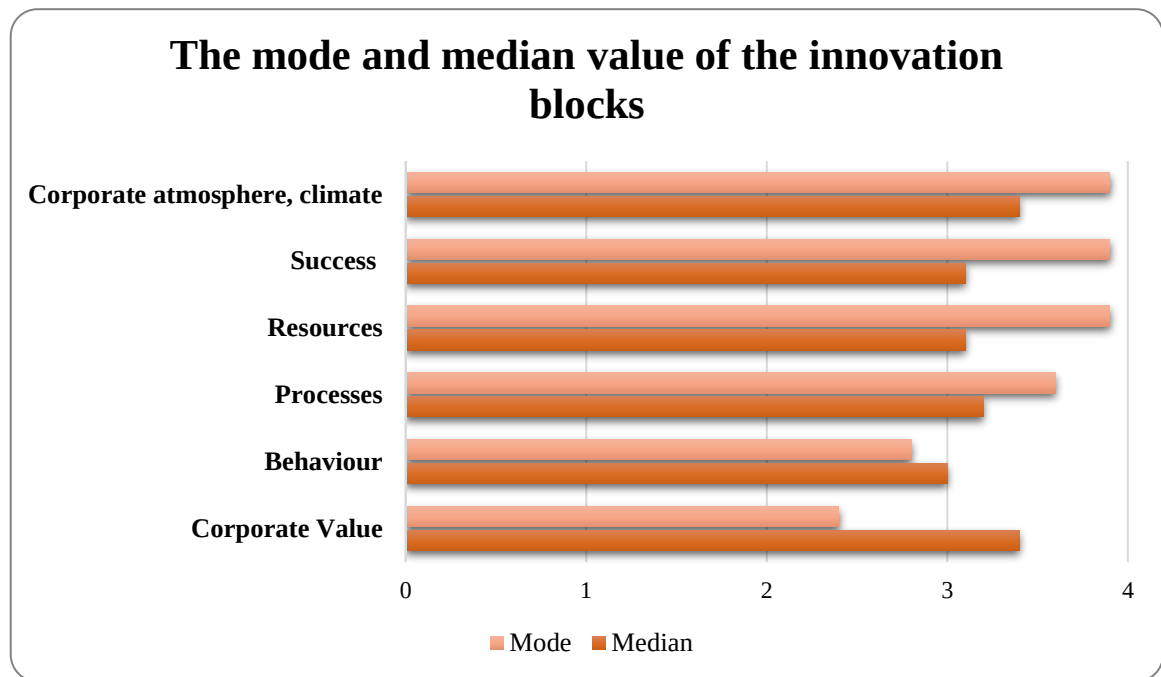
7.5.2. Examination of the innovation culture of the researched hotels

This chapter will detail the general evaluation of the 54 elements. The 54 elements covers the six building blocks, which determine the innovative corporate culture.

The six building blocks are the followings:

- | | |
|---------------------------------|-------------|
| • Corporate Value | • Resources |
| • Behavior | • Processes |
| • Corporate atmosphere, climate | • Success |

Each building block included three factors and in case of each factor the respondents had to evaluate three statements in a Likert scale from 1 to 5 regarding their workplace. During the evaluation of the research, I examined the mode and median value of each block regarding the entire multitude laying Foundations of a general conclusion. For easier and more transparent representation of the obtained results charts were used. (Figure 4)



4. Figure: The mode and median value of the innovation blocks
Own editing

Based on the Figure a general conclusion can be deducted. The 31 hotels focused primarily on the corporate atmosphere, success and resources in case of the innovation.

According to the mean result of the six building blocks it can be determined which building blocks are in the forefront in case of the researched hotels. From the 31 hotels nine hotels focused on the corporate atmosphere, five on the corporate value, one on the behavior, one on the resources, four on processes, and three on the success. In case of eight hotels, it can be said that more than one block determines their innovation activities. In most cases two or more blocks had the same average value. The most common combination contained one from the most favorite block and one from the least important. One of the combinations was the behavior-value or the corporate atmosphere - behavior-resources. Of course, these results are not surprising, since the hotels want to be the more successful, so they need to focus 100% performance in each blocks. This conclusion does not mean that the hotels, in which the order can be established between the blocks, are

less innovative, since in many cases there was a small difference between the blocks' averages.

After the deduction of the conclusions I took detailed researches. My aim was to draw a parallel between the innovative culture of the hotels as well as the size and type of the hotels. To performance the data and establish the relationship between the factors I used cross-tabulation analysis in the IBM SPSS 22 software. Because of the size of the multitude of the data and the difference between the different categories significant relationship cannot be determined between the two factors. So in case of these parallels I carried out descriptive research.

7.5.2.1. The relationship between the hotels size and the innovation blocks

My primary goal was to find out how much the hotel size influences the innovative culture of the hotel. Before the analysis, I re-grouped the size of the hotels into three categories according to Bártfai-Varga (2000). The three categories are the followings:

- Small size hotel with 150 rooms;
- Medium size hotel with 151-299 rooms;
- Large size hotel with 300-600 rooms.

Based on these categories, it can be said that in the research contained 22 small, 6 medium and 3 large size hotel.

In case of the twenty-two small size hotels the corporate atmosphere (7), the corporate value (4) and the combination of the innovation blocks (4) were in focus. They paid less attention to the processes (3), to the success (3) and to the resources (1). The behavior blocks was not included at the small hotels.

At the medium size hotels the tail-ender were the corporate atmosphere (2) and the combinations of innovation blocks (2). The corporate value (1) and the behavior (1) played a secondary role in case of these size of hotels.

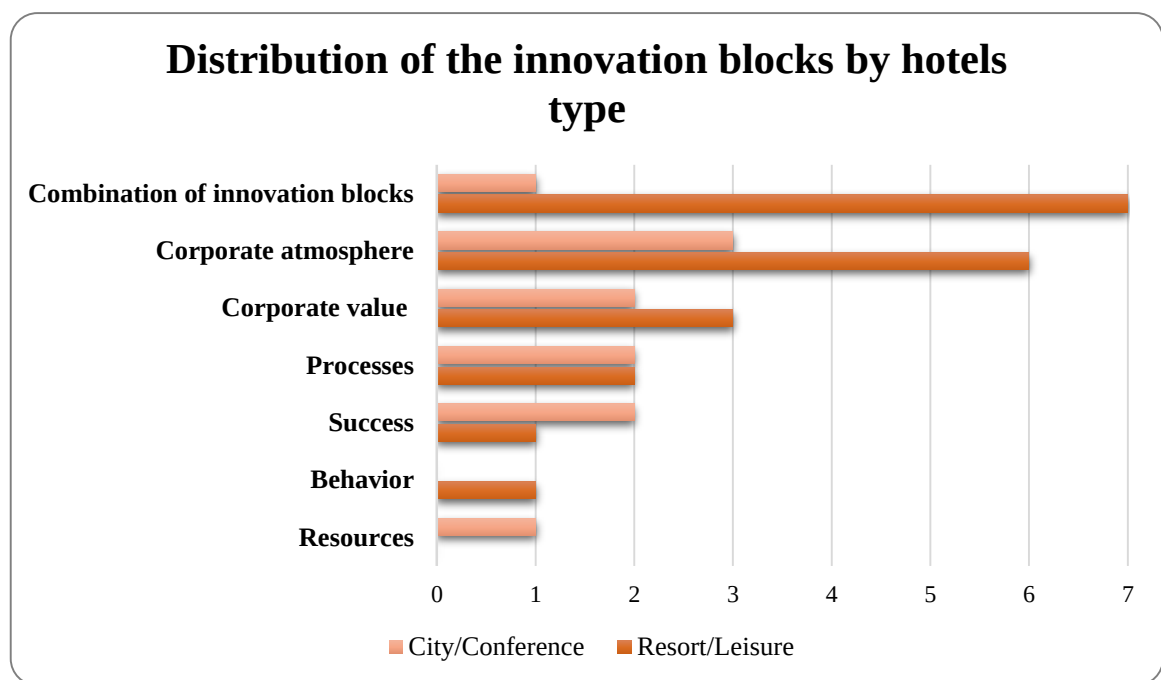
75% of the large hotels preferred the combination of the innovation, while 25% of them chose the processes blocks in case of the innovation.

As a conclusion it can be said that the corporate atmosphere and the combination of the innovation blocks determined the innovation culture of the researched hotels. Therefore it can be concluded that the size of the hotel does not affect which factor characterize the hotel in case of innovative projects.

7.5.3. The relationships between the innovation blocks and the type of the hotels

As a second part of my goal I examined the relationship between the innovation blocks and the type of the hotels. As it has already been mentioned I used cross-tabulation analysis in the SPSS software, which did not show significant relationship, so I performed a descriptive research again.

Before the test, I re-categorized the classification as intended of the responding hotels. Into the city/conference hotels I comprised the conference, the conference and wellness and the city hotels, so a total of eleven hotels were in this category. The resort/leisure hotel category (20 hotels) was created from the apartment hotel, spa and resort profile hotels. *Figure 5* will represent the results.



5. Figure: Distribution of the innovation blocks
Own editing

The diagram shows that the corporate atmosphere played an important role in case of both type of hotels and the processes (2-2) were equally important to the city/conference and the resort/leisure hotels. The corporate value was in the forefront. In case of the other five blocks there were differences.

The combination of the innovation blocks was divisive, because seven resort/leisure hotels chose it in the first place, while from the nine city/conference hotels there was only one hotel, which focused on more than one blocks during their innovation projects.

There was a difference in case of the behavior and the resource block. The ratio was 1-0 because one resort hotel picked behavior, while one city hotel focused on resources. The success block was more important to the city/conference hotels.

So as a consequence, it can be said that there is a difference between the innovation blocks and the type of the hotels. Although both of the hotels emphasized the corporate atmosphere, the resort/leisure hotels focused primary to the innovation blocks and corporate value also played an important role. In case of the city/ conference hotel next to the corporate atmosphere they emphasized the importance of the corporate value, processes and success.

7.5.3.1. Further Analyzes

I conducted additional analyzes in the evaluation of the questionnaire. With the analysis of variance I studied the connection between the value of the innovation blocks and the size and the type of the hotels. The significance level exceeded the 0.05 level, so I could not determine connection and correlation between the factors. According to my opinion, the number of the hotel rooms, or consequential hotel size or the type of the hotel are not necessarily determine how a hotel dedicated towards the different innovation blocks. For example a 30-room city hotel can focus on each six blocks as well as a 350-room resort hotel.

8. TESTING HYPOTHESES

8.1. THE TEST OF HYPOTHESIS 1

Hypotheses 1: *There is a relationship between the elements of the innovative culture of the hotel (corporate values, behavior, corporate atmosphere/ climate, resources, processes and success) and the scores of the hotel achieved on booking.com.*

According to my assumptions, the more innovative the hotel is, the higher the guest review score of the hotel achieves on the booking.com

I chose booking.com online booking interface, because this company is the World's largest online booking interface and the 31 respondent hotels (and also the requested 134 hotels) are in the booking.com's database, while a guest satisfaction reflecting sites like TripAdvisor does not contain all hotels' data.

Correlation analysis shows the tightness of the connection between two variables, the strength and the intensity of the relation. In case of the linear correlation I would highlight the Pearson (r) coefficient value, which examines the relationship between two variables. The value of the coefficient can be between -1 and +1. The absolute value of the coefficient shows the tightness of the relationship, while the algebraic sign indicates the direction of the relationship. In case of the correlation analysis it cannot made differences between the result (dependent) and the explanatory (independent) variables, it should treat them symmetrically. Neither regression nor correlation analyses can be interpreted as identifying cause-and-effect relationships. (Sajtos, Mitev, 2007)

Before the research, I collected the scores given by the guest of the researched hotels from the database of booking.com. Before running the Correlation analysis it is useful to examine the salient values in case of both factors. If there is any extreme value, these data should be excluded from the analysis, otherwise the results may distorted. According to the first hypotheses each six blocks were compared with the guest review scores provided by the booking.com.

8.1.1. Corporate value

First, I investigated the relationship between the corporate value block and the booking scores. Before the test was completed I checked whether there is a salient element in case of these two variables. In case of this research there is no salient element, so the correlation test can be run. The two variable's correlation coefficient is 0.475, which is a medium strong positive relationship. The correlation can be accepted at least 1% significance level. So in my case (0.007) there is a significant relationship between the

corporate value and the hotel's booking scores. Since the correlation is positive it can be said that corporate value of the hotels influences the guest satisfaction scores in a positive way. The results will be represented in *Table 2*.

2. Table: The relationship between the corporate value and booking score

	Booking.com	Corporate Value
Booking.com -Pearson Correlation	1	.475**
Sig. (2-tailed)		.007
Corporate Value - Pearson Correlation	.475**	1
Sig. (2-tailed)	0.007	
**. Correlation is significant at the 0.01 level (2-tailed)		

Source: IBM SPSS Output-own editing

According to my assumptions that the greater the hotel emphasis the corporate value during the innovation projects, the better the innovation activities of the hotels are. This fact can lead to the guest satisfaction, which can be reflected by the booking.com scores. The corporate value includes the entrepreneurial spirit, the support of the creativity and the continuous learning. If a hotel focuses on the corporate value during their innovation activities, it can increase the dedication for the discovery of new ideas. It is important that within the creativity these hotels need to inspire and allow the discovery of the new ideas by the employees. In addition these hotels are considered the continuous learning as a value. In many cases, the innovation does not necessarily end with success, but those hotels, who are willing to learn from their mistakes and they are not afraid from the unknown, are more likely achieve success in the future. So if the hotel emphasis the innovative corporate value, then more and more employees will be encouraged to dare to open to the unknown, to be more dedicated toward new opportunities. The continuous experimentation and collection of experience can result successful innovations, which will improve the operation of the hotel. With a developed hotel operation they can increase the customer satisfaction, the guest review and score such site as booking.com

8.1.2. Behavior

Although only one hotel was characterized by the behavior block, it is also important to consider whether there is any connection between this block and the obtained scores on the booking.com. The results can be inspiring to the other hotels. Before the test was

completed I checked whether there is a salient element in case of these two variables. In case of this research there is no salient element, so the correlation test can be run. The correlation can be accepted at least 1% significance level. The relationship is significant because it is under 0.01 (0.007) and there is a medium relationship since the correlation coefficient is 0.473, so there is a significant medium strong positive relationship between the behavior block and the hotel's booking scores. Since the correlation is positive it can be said that behavior of the hotels influences the guest satisfaction scores in a positive way. The results will be represented in *Table 3*.

3. Table: The relationship between the behavior and booking score

	Booking.com	Behavior
Booking.com -Pearson Correlation	1	.473**
Sig. (2-tailed)		.007
Behavior - Pearson Correlation	.473**	1
Sig. (2-tailed)	0.007	
**. Correlation is significant at the 0.01 level (2-tailed)		

Source: IBM SPSS Output-own editing

Assumption is made that the greater focuses on the behavior of the hotel is, the better will be the innovation behavior of the hotels, which can lead to increasing guest satisfactions.

The hotel's behavior determines the people's relation to the innovation. In order to be an innovative hotel, they need to increase the willingness to the new products and services. The leader's job is to support the innovation activities. The momentum, the dedication and the opportunities are characterized the innovative hotel. If the leader wants to achieve a more innovative behavior, he or she must inspire their employees. The more the leader inspires them, the better performance can achieve by the hotel. Due to the developments the performance will be better, thereby assuring that they can satisfy better the needs of the existing and future guest. The satisfied guests are happy to share the good experiences, they give better score on the online platforms, so they can generate better reputation to the organization. Next to the inspiration it is important that the leader need to take time to teach the staff, and also they need to provide the opportunity for all employees to find the leader or manager with their improvement suggestions. Of course if the employees get the support from the leaders not only in case of success, it can be

also a strong influencing factor to the employee's behavior. If the leaders are only evaluated the success, the employees quickly lose their enthusiasm for new facilities. This can affect the behavior of the employee and also their commitment into the hotel. If the employee reaches failure, this will have an impact on work. This can be dangerous especially in case of those people, who are working in the front area of the hotel. If they are not enthusiastic enough, they will exteriorize their problem into the guest, which can reduce the guest's satisfaction. The behavior block appeared in case of only one Hotel. The values of this hotel was above the average. They focused on each innovation block, but they emphasize the importance the behavior. This hotel was the Hotel Europa fit ***** superior at Hévíz. According to the innovation behavior, activities and capability, I chose this hotel as a best practice in my qualitative research. I had the opportunity to make a personal interview with the General manager of the hotel, László Könnyid. He is a very enthusiastic according to the innovation. He is a leader who inspires all of the employees and shows an outstanding innovation behavior. The innovation activity and behavior of the Hotel Europa fit will be detailed in *Chapter 9*.

The general evaluation and the interview with László Könnyid inspire me to establish my suggestion to the researched hotels. The hotels need to strengthen their innovation behaviors. According to the regional data, there is a growing trend in case of the accommodation at the Lake Balaton, which may result in competition. This is an evidence by the fact that there are no major differences between the hotel's booking scores, so in case of those guests, who books accommodation in the booking.com, will not be able to influence according to the scores. So they need to improve their innovation behaviors to gain a competitive advantage. The introduction of the Hotel Európa Fit***** superior can be a good best practice to the hotels at the region.

8.1.3. Corporate Atmosphere

As a third block I examined the relationship between the booking scores and the corporate atmosphere. In case of this block there is no salient element, so the correlation test can be run. The two variable's correlation coefficient is 0.444, which is a medium strong positive relationship. The correlation can be accepted at least 5% significance level. So in my case (0.012) there is a significant relationship between the corporate atmosphere and the hotel's booking scores. Since the correlation is positive it can be said that corporate atmosphere of the hotels influences the guest satisfaction scores in a positive way. The results will be represented in *Table 4*.

4. Table: The relationship between the corporate atmosphere and booking score

	Booking.com	Corporate Atmosphere
Booking.com -Pearson Correlation	1	.444**
Sig. (2-tailed)		.012
Corporate Atmosphere - Pearson Correlation	.444**	1
Sig. (2-tailed)	0.012	
**. Correlation is significant at the 0.05 level (2-tailed)		

Source: IBM SPSS Output-own editing

My assumption is that the corporate culture can influence the achieved scores on the booking.com In case of an innovative corporate atmosphere the employees speak the common language of the innovation, respect and appreciate the differences within the community. In a good environment they can share freely their ideas and take responsibilities their actions and they minimize the bureaucracy. These factors are very important in case to establish a really innovative corporate atmosphere. If a hotel can create it, the workers will be satisfied with their job. They feel happiness, so they will express this happiness during their work. If they feel good in their position, like to going to work, they will serve the guests better. They will be more enthusiastic into their work, so they can improve the guests' satisfaction too.

But according to my opinion the innovation behavior strengthens the corporate atmosphere. Without the leader's inspiration and the behavior of the hotel we cannot establish that innovative corporate culture, where they do common brainstorming. So I suggest to the researched hotels to focus more to the innovation behavior, because with this solution they can strength their innovative corporate atmosphere.

8.1.4. Resources

As fourth, I examined the resource block. Before the test was completed I checked whether there is a salient element in case of these two variables. In case of this research there is no salient element, so the correlation test can be run. The correlation can be accepted at least 1% significance level. The relationship is significant because it is under 0.01 (0.004) and there is a medium strong relationship since the correlation coefficient is 0.502, so there is a significant medium strong positive relationship between the resource block and the hotel's booking scores. Since the correlation is positive it can be said that

resources of the hotels influences the guest satisfaction scores in a positive way. The results will be represented in *Table 5*.

5. Table: The relationship between the resources and booking score

	Booking.com	Resources
Booking.com -Pearson Correlation	1	.502**
Sig. (2-tailed)		.004
Resources- Pearson Correlation	.502**	1
Sig. (2-tailed)	0.004	
**. Correlation is significant at the 0.01 level (2-tailed)		

Source: IBM SPSS Output-own editing

In case of the resources my assumption is that the more focus the hotel put on the resources during the innovation projects, the better outcome they can achieve, which may reflect the change of the guest satisfaction. The resources are very crucial point in the life of any organization, which include the human resources, the system and the project resources. In case of the hotel sector one of the highest risk factor is the human resources. Next to the appropriate professional skills, it is important to be committed into the hotel and the innovation. I already highlighted that the behavior of the employee can influence the business performance. In order to avoid the negative outcome, the hotel needs to build a corresponding system. The system must provide the appropriate recruitment system and the application of the right people. If they employ less committed people, who are not skilled enough, they cannot talk about positive result. The relationship with the proper suppliers, partners also plays an important role. In case of the basic operation these are very important factors, but in case of the innovation, which is very risky and expensive process, it is important to co-operate those people, who keep deadlines and carry out the pre-arranged job. Even if we consider a renovation work, there will be serious consequences of the inappropriate supplier selection. Although strong seasonality determines the Balaton region, there are more hotels, who operate on the whole year. A hotel renovation cannot be a long term process, because if the implementer did not finish in time, it would decrease the turnover of the hotels, because they have to be closed by the end of the work, or if we operated, the guests could be disturbed. If the guests have a negative experience, it can be reduce their satisfaction, so the result and the reputation of

the hotel can degrade. The hotel needs to ensure the appropriate time, human resource, physical place and the financial resources.

8.1.5. Processes

I examined the relationship between the booking scores and the process block too. In case of this block there was a salient element, so I run the correlation with 30 elements. The relationship is not significant because it is above 0.05 (0.053) So in my case there is not a significant relationship between the processes and the hotel's booking scores. The results will be represented in *Table 6*.

6. Table: The relationship between the processes and booking score

	Booking.com	Processes
Booking.com -Pearson Correlation	1	.357**
Sig. (2-tailed)		.053
Processes- Pearson Correlation	.357**	1
Sig. (2-tailed)	0.053	
**. Correlation is significant at the 0.01 level (2-tailed)		

Source: IBM SPSS Output-own editing

According to the result the processes do not influence the guest satisfaction. The process plays a major role within the innovation project, because it contains the collection, the selection and implementation of the innovative ideas. I assume that this block does not influence the guest satisfaction, because this block is invisible for the guests. They do not see the different stages of the innovation projects, they just notice the new developments, products and service. The situation is different in case of the other blocks, because without the corporate value, behavior, corporate atmosphere and resources the hotel cannot establish those new projects, which will result in success. So the first four blocks contribute to establish the processes and the processes will result in success. Without the corporate value the hotel cannot improve the innovative behavior of the team, which establishes an innovative corporate atmosphere, where the employees are appreciated by the managers. The guests can feel, if the corporate atmosphere is well build, they can notice the success, the new developments etc. And these perceived elements are the result of the processes. So the hotel can influence the guest satisfaction with their innovation processes, but just in an invisible, indirect way. So I agree that from the guest's perspective the innovation process block doesn't influence the guest

satisfaction scores on the booking.com, because the guests do not perceive this block directly. I assume if the hotel involves the guests into the process, it can influence the guest satisfaction. The best way of this is to ask them, what they want to be improved. This has two solution. One of the oldest is the guest satisfaction survey. Today it is very frequent that the hotels have their own survey. But it is not enough to have one, it is important to evaluate and use it. With this survey the hotel can notice those little problems, which do not require a huge investment. From the survey the hotel can only learn. So one of the solution can be if they ask within the survey what they suggest, and utilize it.

The second option can be to use the online platforms, like social media. Lots of hotels are already registered in Facebook and they ask their guest opinion about their new developments. So in one level the guest are involved, but not in the process part. If they ask the guests before the development, for example in the decision part of the process, it can improve the guest's dedication into the hotel, because with this step the hotel ensures that guests are very important for them.

Also worth to mention that maybe the hotels do not utilize the steps of the process management. I think just a few hotel take the time to build up the processes well. Maybe this is the same situation in case of the researched hotels. As a best practice the Hotel Európa fit**** has an outstanding dedication to the process management. They use their resources to plan, to analyze, to design, to implement, to monitor and refinement the hotel's processes.

8.1.6. Success

In case of the last block I also examined the relationship between the success and the booking scores. In case of these factors there were no salient element, so I run the test with the original 31 hotels. The relationship is significant because it is under 0.05 (0.018) and there is a medium strong relationship since the correlation coefficient is 0,422, so there is a significant medium strong positive relationship between the success and the hotel's booking scores. Since the correlation is positive it can be said that success of the hotels influences the guest satisfaction scores in a positive way. The results will be represented in *Table 7*.

7. Table: The relationship between the success and booking score

	Booking.com	Success
Booking.com -Pearson Correlation	1	.422**
Sig. (2-tailed)		.018
Success - Pearson Correlation	.422**	1
Sig. (2-tailed)	0.018	
**. Correlation is significant at the 0.05 level (2-tailed)		

Source: IBM SPSS Output-own editing

According to my assumption if the hotel focuses more on the success of the innovations, then it can change the score given by the guest on the booking.com online platform. In my opinion the success block is the most influential force in guest satisfaction. The interior success confirms the corporate value, the behavior, the corporate atmosphere and the resources of the hotels and also influences the future activities. As a personal success the employees will be more dedicated into the corporate values and behavior of the hotel. They will be more dedicated for each other and for the innovation, which could lead to further development, which may increase the competitive advantage of the hotel. In case of the hotel sector the biggest success can be if the guest considers the hotel as an innovative organization, if they appreciate and notice the innovations and they leave the hotel satisfied and with positive experiences.

8.1.7. Conclusion of Hypotheses 1

As a conclusion it can be said that expect one block (processes), the hypotheses was confirmed, which means that there is a positive medium strong significant relationship between the hotel's innovative culture elements and the given scores of the hotel on the booking.com online platform. So the elements of the blocks influence clear, in a direct, positive way the guest satisfaction of the hotel. In case of the processes the significant relationship has not been confirmed. So the processes do not influence the guest satisfaction booking scores.

So according to the corporate value, behavior, corporate atmosphere, the resources and the success my first hypothesis is acceptable. In case of the correlation we cannot establish a cause-effect relationship between the variables, but it can be said that there is a positive medium strong relationship between these blocks and the booking guest reviews scores.

I think these blocks are also connected to each other, forming an innovation chain. After all, if the hotel does not represent those values, which encourages the innovation behavior, than it does not identify those innovation processes that require different resources (human, time, and financial) and result in success after closing the processes. In case of the corporate values represented by the hotel it is important to encourage the employees by the leaders and also the employees need to have the appropriate corporate spirit. Due to the leader's inspiration the employees will be dedicated into the hotel and the innovation. Training of staff and support from the leader in case of both success and failure plays an important role too. For these, the hotel requires human resources and the appropriate system. The system has to provide the right skilled staff. The task of the system is to ensure the right cooperating partners, financial resources, physical space and time. These are the pre-requirements of a successful innovations.

The existence and reinforce of these units can bring positive changes in the hotel's life, and increases the guest satisfaction. Since the 21st Century's guests require continuous innovations, I suggest that the researched hotels need to focus on all the blocks. Because these blocks as a chain, result in success in the hotel organization, which increase the positive guest reviews.

8.2. THE TEST OF HYPOTHESIS 2

H2: There is a relationship between star rating of the hotels (quality classification) of the hotels and the values of the innovation blocks.

I assume that a link can be demonstrated between the star rating of the hotel (3*,4* and 5*) and the values of the innovation blocks (corporate values, behavior, corporate atmosphere/ climate, resources, processes and success).

The second hypothesis was analyzed by using analysis of variance, because I carried out to compare the expected value of two or more multitude. In essence, the analysis examined whether there was a difference between the average of two or more groups, namely, that the independent variable (innovation blocks), how does it affect the dependent variable (star rating.) If these averages are significantly different, it indicates that the independent variable has a meaningful impact on the dependent variable. It is important to realize that the one-way ANOVA is an omnibus test statistic and cannot tell which specific groups were significantly different from each other. To determine which group's average are different from each other, I applied LSD test within the post-hoc

analysis. The LSD post hoc test checks the differences between the averages with a t-test. (Sajtos, Mitev, 2007)

8.2.1. Corporate value

First I examined the relationship between the corporate value and the star rating of the hotel. Within the Analysis of variance I was running homogeneity test. According to the homogeneity test it can be identified that the homogeneity of variance was fulfilled, because the significance level was 0.829. The null-hypotheses of the Levene test stated that the variances are not equal, and the rejection of this statement means that the homogeneity of variance fulfilled. The further results of the ANOVA will be represented in *Table 8*.

8. Table: Analysis of variance between the star rating of the hotel and the corporate value block

ANOVA					
	Sum of Squares	df	Mean Square	F	Sig
Between Groups	8.108	2	4.054	9.383	.001
Within groups	12.099	28	.432		
Total	20.207	30			

Source: IBM SPSS Output-own editing

To test the null hypotheses F-test function was used. In case of the F-test I divided the external and internal sum square by the appropriate degrees of freedom, so I got the mean square. According to the test the F ratio can be calculated by dividing mean square between-groups by mean square within groups. The F ratio is 9.383. Because the significance level of the F ratio is 0.001, which is lower than 0.05, I rejected the null hypothesis. There is a statistical significant difference between the mean of the two factors, so there is a connection between the star rating of the hotel and the level of dedication towards corporate value.

In order to identify which means are significantly different from each other between the groups, I used LSD post-hoc analysis. The *Table 9* describes these results.

9. Table: LSD post-hoc test in case of corporate value block

Qualiy I	Quality J	Mean Difference	Sig.
3*	4*	-.97814	.000
	5*	-1.43167	.008
4*	3*	.97814	.000
	5*	-.45353	.364
5*	3*	1.43167	.008
	4*	.45353	.364

Source: IBM SPSS Output-own editing

According to the test result it can be said that there is a difference between the scores given by the 3* hotels, and the evaluation of the 4* and 5* hotels in case of the corporate value. In both cases the level of significance is not more than 0.05. In case of the 4 and 5 stars hotels the significance level is 0.364, which means that there is no significant difference between the scores of the hotels.

8.2.2. Behavior

In this sub-chapter I examined the connection between the hotel's star rating and the behaviour innovation block. According to the homogeneity test it can be identified that the homogeneity of variance was fulfilled, because the significance level was 0.141. The further results of the ANOVA will be represented in *Table 10*.

10. Table: Analysis of variance between the star rating of the hotel and behavior block

ANOVA					
	Sum of Squares	df	Mean Square	F	Sig
Between Groups	11.422	2	5.711	17.068	.000
Within groups	9.369	28	.335		
Total	20.791	30			

Source: IBM SPSS Output-own editing

According to the test it can be seen that the value of the F ratio is 17.068, which is the ratio of the mean square between the groups and within the groups. Because the significance level of the F ratio is 0.000, which is lower than 0.05, I rejected the null hypothesis. There is a statistical significant difference between the mean of the two factors, so there is a connection between the star rating of the hotel and the innovation behavior of the hotels.

In order to identify which means are significantly different from each other between the groups, I used LSD post-hoc analysis. The *Table 11* describes these results.

11. Table: LSD post-hoc test in case of the behavior block

Qualiy I	Quality J	Mean Difference	Sig.
3*	4*	-1.10794	.000
	5*	-1.87000	.000
4*	3*	1.10794	.000
	5*	-.76206	.089
5*	3*	1.87000	.000
	4*	.76206	.089

Source: IBM SPSS Output-own editing

According to the test result it can be said that concerning to the innovation behavior of the hotels there is a difference between the scores given by the 3* hotels, and the evaluation of the 4* and 5* hotels. In both cases the level of significance is not higher than 0.05. In case of the 4 and 5 stars hotels the significance level is 0.089, which means that there is no significant difference between the scores of these hotels in case of the innovation behavior.

8.2.3. Corporate Atmosphere

As third, I focused on establish a relation between the corporate atmosphere and the star ratings of the hotels. According to the homogeneity test it can be identified that the homogeneity of variance was fulfilled, because the significance level was 0.567. The further results of the ANOVA will be represented in *Table 12*.

12. Table: Analysis of variance between the star rating of hotel and corporate atmosphere block

ANOVA					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	4.312	2	2.156	9.720	.001
Within groups	6.211	28	.222		
Total	10.523	30			

Source: IBM SPSS Output-own editing

The F ratio is 9.720 in case of this ANOVA. I rejected the null hypothesis because the significance level of the F ratio is 0.001, which is lower than 0.05. There is a statistical significant difference between the mean of the two factors, so there is a connection between the star rating of the hotel and the corporate atmosphere of the researched hotels. I used LSD post-hoc test in case of this examination too. The *Table 13* describes these results.

13. Table: LSD post-hoc test in case of the corporate atmosphere block

Quality I	Quality J	Mean Difference	Sig.
3*	4*	-,71706	,000
	5*	-1,03000	,008
4*	3*	,71706	,000
	5*	-,31294	,382
5*	3*	1,03000	,008
	4*	,31294	,382

Source: IBM SPSS Output-own editing

This result is also the same as in case of the corporate values and behavior of the hotels.

According to the test result it can be said that in case of the corporate atmosphere of the hotels there is also a difference between the scores given by the 3* hotels, and the evaluation of the 4* and 5* hotels. In both cases the level of significance is not higher than 0.05. In case of the 4 and 5 stars hotels the significance level is 0.382, which means

that there is no significant difference between the scores of the hotels in case of the innovation behavior.

8.2.4. Resources

I also examined the relationship between the given scores in connection with the resources and the star rating of the hotels.

According to the homogeneity test it can be identified that the homogeneity of variance was fulfilled, because the significance level was 0.375. The further results of the ANOVA will be presented in *Table 14*.

14. Table: Analysis of variance between the star rating of the hotel and resource block

ANOVA					
	Sum of Squares	df	Mean Square	F	Sig
Between Groups	8.726	2	4.363	22.234	.000
Within groups	5.495	28	.196		
Total	14.221	30			

Source: IBM SPSS Output-own editing

According to the resource block the F ratio was 22.234. The significance level is under 0.05 (0.000) so I rejected the null hypothesis. There is a statistical significant difference between the mean of the two factors, so there is a connection between the star rating of the hotel and the resources of the researched hotels.

I used LSD post-hoc test in case of this examination too. The *Table 15* describes these results.

15. Table: LSD post-hoc test in case of the resource block

Qualiy I	Quality J	Mean Difference	Sig.
3*	4*	-.93078	.000
	5*	-1.73167	.000
4*	3*	.93078	.000
	5*	-.80088	.022
5*	3*	1.73167	.000
	4*	.80088	.022

Source: IBM SPSS Output-own editing

The result of the LSD test is different from the previous ones. In case of all the three star rating categories there is a significant result. This means that there is no difference between the evaluation of the 3*,4* and 5* hotels in case of the resources.

8.2.5. Processes

In this sub-chapter I examined the connection between the hotel's star rating and the process innovation block. According to the homogeneity test it can be identified that the homogeneity of variance was fulfilled, because the significance level was 0.727. The further results of the ANOVA will be represented in *Table 16*.

16. Table: Analysis of variance between the star rating of the hotel and the process block

ANOVA					
	Sum of Squares	df	Mean Square	F	Sig
Between Groups	6.770	2	3.385	15.548	.000
Within groups	6.096	28	.218		
Totál	12.866	30			

Source: IBM SPSS Output-own editing

According to the test it can be seen that the value of the F ratio is 17.068, which is the ratio of the mean square between the groups and within the groups. Because the significance level of the F ratio is 0.000, which is lower than 0.05, I rejected the null

hypothesis. There is a statistical significant difference between the mean of the two factors, so there is a connection between the star rating of the hotel and the process of the hotels.

In order to identify which means are significantly different from each other between the groups, I used LSD post-hoc analysis. The *Table 17* describes these results.

17. Table: LSD post-hoc test in case of the process block

Qualiy I	Quality J	Mean Difference	Sig.
3*	4*	-.88098	.000
	5*	-1.35333	.001
4*	3*	.88098	.000
	5*	-.47235	.186
5*	3*	1.35333	.001
	4*	.47235	.186

Source: IBM SPSS Output-own editing

In case of the processes there is also a difference between the scores given by the 3* hotels, and the evaluation of the 4* and 5* hotels. In both cases the level of significance is not higher than 0.05. In case of the 4 and 5 stars hotels the significance level is 0.382, which means that there is no significant difference between the scores of the hotels in case of the innovation processes.

8.2.6. Success

Last, I focused to establish a relation between the success and the star ratings of the hotels. According to the homogeneity test it can be identified that the homogeneity of variance was fulfilled, because the significance level was 0.387. The further results of the ANOVA will be represented in *Table 18*.

18. Table: Analysis of variance between the star rating of the hotel and success block

ANOVA					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	16.327	2	8.163	23.706	.000
Within groups	9.642	28	.344		
Total	25.969	30			

Source: IBM SPSS Output-own editing

According to the test it can be seen that the value of the F ratio is 23.706. Because the significance level of the F ratio is 0.000, which is lower than 0.05, I rejected the null hypothesis. There is a statistical significant difference between the mean of the two factors, so there is a connection between the star rating of the hotel and the success block of the hotels.

In order to identify which means are significantly different from each other between the groups, I used LSD post-hoc analysis. The *Table 19* describes these results.

19. Table: LSD post-hoc test in case of the success block

Qualiy I	Quality J	Mean Difference	Sig.
3*	4*	-1.40456	.000
	5*	-1.96750	.000
4*	3*	.1404456	.000
	5*	-.56294	.210
5*	3*	1.96750	.000
	4*	.56294	.210

Source: IBM SPSS Output-own editing

According to the test result it can be said that concerning the success of the hotels there is a difference between the scores given by the 3* hotels, and the evaluation of the 4* and 5* hotels. In both cases the level of significance are not more than 0.05. In case of the 4 and 5 stars hotels the significance level is 0.210, which means that there is no significant difference between the scores of the hotels in case of the success innovation block.

8.2.7. The conclusion of Hypothesis 2

As a result of each block's ANOVA it can be said that there is a relationship between the hotel's star rating and scores of the different innovative blocks, so the second hypothesis was accepted. The result of the LSD post-hoc analysis showed in case of the corporate value, behavior, corporate atmosphere, processes and success, that there is a difference between the scores of the 3* hotels and the evaluation of the 4* and 5* hotels regarding to the innovative blocks. So the 4* and 5* star hotels have the same opinion in connection the role of the different blocks, while the 3* hotel's dedication are different from them.

In case of Lake Balaton the guests can notice differences between the 3* and 4 or 5* hotel. According to my experiences, studies and opinion the 3* hotels are much more different from the 4* hotels, than the 4* hotels from the 5* hotels. Lot of 4* hotels almost achieve the criteria of the 5* hotels. If I consider the Hotel Európa Fit****superior they had to renew their HotelStars license, so they had to count their points. A 4*superior hotel has to achieve 570 points according to the system. This 570 point is the same in case of the 5* hotels. The Hotel Európa Fit**** superior has more than 600 points, which means they achieve the criteria of the 5* hotel. In case of the Hotelstars criteria points there are a higher gap between the 3* and 4* hotels (250-380), than the 4* and 5* hotels. (380-570). (www.hotelstars.eu, 2014.11.01) So according to the result of the LSD, it can be said that there is a difference between the 3* hotels' dedication into the innovation blocks and the role of the innovation blocks of the 4* and 5* hotels.

In case of the resources there is no significant difference between the hotel categories. During the innovation the resources have an important role. Because without the appropriate human, financial and time resources the innovation cannot be successful. I assume that the resources can be a critical factor for each hotel. The innovation is an expensive and risky process, so the hotels need to plan their resources carefully. According to our previous researches with Nikolett Horn (2014) we found, that the hotels (independently from the star rating) reinvested just a small percentage of their income to finance innovation. Due to this statement they have to apply for non-refundable funds. Today there are less non-refundable project for the commercial accommodations. So I think because of these factors there are no differences between the 3*,4* and 5* hotel's opinion in connection to the resource block.

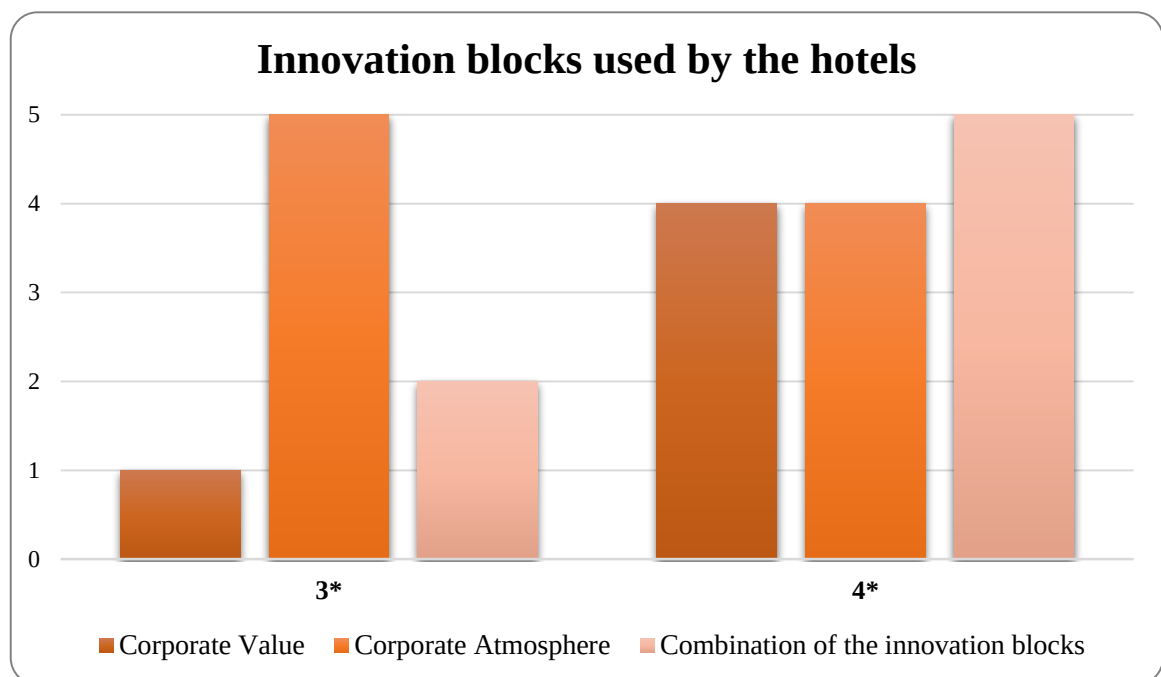
8.2.8. Further research in connection with Hypothesis 2

These results inspired me to expand my research and examine the relation between the hotel's star rating and the highlighted innovation blocks by the researched hotels. For analyze this statement I used cross-tabulation analysis in the IBM SPSS software, but I didn't get significant result, so in case of this research I made descriptive analysis. All together twelve 3*, eighteen 4* and one 5* hotel took part in my research.

The 3* hotels focused on the corporate atmosphere during their innovation activity, because the value of this block was outstanding in case of five hotels. The second choice was the innovative process (3), while the combination of the blocks (2) appeared as the third most important block. In case of the 3* hotels the corporate value and the resources appeared vanishingly (1-1), while the behavior and the success did not play any role.

I noticed difference in case of the 4* hotels. They emphasized the most the combination of the innovation blocks (5), while the corporate value and atmosphere played also an important role in 4-4 hotel. From the remaining 5 hotels the success (3), the processes (1) and the behavior (1) was appeared.

In case of the only one 5* hotel the combination of the innovation was emerged. At this hotel the behavior, the corporate atmosphere and the resource blocks showed an outstanding average score (4.11). The next diagram will show the result of this analysis. I highlighted just the 3* and 4* hotel's leader blocks, because there were only one 5* hotel in the sample. The *Figure 6* will represent the results.



6. Figure: The innovation blocks used by the hotels (Own editing)

Although I cannot prove the relationship between the highlighted innovation blocks by the researched hotels and the star rating of the hotel with statistical methods (cross-tabulation analysis), but I think that this descriptive analysis demonstrate well Hypothesis 2. I emphasized as an example the corporate value and the combination of the innovation blocks. According to the LSD post-hoc test I concluded that there is a difference between the evaluation of the 3* hotels and the block scores of the 4* hotels. The diagram shows well this differences between the hotels. The 3* hotels were more dedicated into the corporate atmosphere than the 4* hotels, and the 4* hotels emphasized more the combination of the innovation blocks than the 3* hotels.

So, if we consider just the three leader blocks of the 3* and 4* hotels, we can see the differences between them.

9. BEST PRACTICE: HOTEL EUROPA FIT**SUPERIOR**

After both questionnaires were evaluated I have identified the most innovative hotel (the number of innovation, the innovation activity and the value of the innovation blocks were examined), which is the Hotel Europa Fit**** superior. In case of this hotel I made personal in-depth interview with László Könnyid, the general manager of the hotel, first on 25 March 2014, with the help of Nikolett Horn. The second personal interview was on 04 November 2014. The aim of the personal interview was to analyze more accurately the hotel's innovation behavior and capability. The introduction of the innovative capability and behavior of the hotel will be based on the two interviews.

9.1. INSPIRATION BASED INNOVATION

9.1.1. The hotel

The four-star hotel has been waiting for the guest, who want to relax and recharge in the hearth of Hévíz for almost 15 years ago, just a few minutes' walk from the largest thermal spa. It plays a specific role in the Region of Balaton with their 236 rooms and more than 200 employees. One of the biggest innovation of the hotel was the new spa-wellness department, which was introduced in 2012, and the renovated conference wings, and the Vitalium Beauty and Medical wellness center. The number of the services is growing year by year. They are committed into the continuous improvement and perfection.

9.1.2. The role of the innovation in the organization

Many hotel professionals listed incorrectly the maintenance, repair, and the construction work among the innovation. However, the Hotel Europa Fit**** superior focus to the product development in the spirit of innovation. They recognized the importance of thinking in vision, so they focus on the annual meeting on the product development, and based on these they define the priorities, the strategies and the financial liabilities of the year. (The cost of the innovation)

The vital element of the work organization is the innovation. So, the business results, the average price and the operational indicators have secondary role behind the innovation. Due to the innovation the indicators show development. For example this year they have to apply again the Hotel Star Union ratings, because expire date of the 4 year license was in 2014. Today 364 hotels have this qualification and they applied as fifth in the country. To be a 4* superior qualified hotel they need to achieve 570 points. They

achieved these point in the previous year, but now they have 603 points. They had also a TÜV Audit in November 2014. They got maximal scores, and they also improved their tripadvisor result by 50%. So these innovation manifested in the results of the hotel.

The developments start with a topic starter meeting at the beginning of the year. Other hotels hold weekly similar discussion to find new innovative solutions. However, it has not much sense. The hotel Europa fit recognized that without deadline the innovation will not be successful, so after the brainstorming at the beginning of the year, they hold meetings once a month, where the previously discussed innovation get role.

The daily operational tasks and the problems “suppress” the innovations, therefore it is necessary to hold regular “reminder” meeting. It is important to separate the problems related to business operations in the meeting level too and they need to spend time on the product development.

In case of 2014 it can be said that each innovative ideas that they planned for this year were achieved. Only one product development shifted to the next year, which was the implementation of a new weight bath.

9.1.3. The innovative ideas and products of the Hotel Europa fit*** superior**

The next chapter will highlight the most prominent innovation in the organization’s life according to the general manager of the hotel.

9.1.3.1. *Learning during the innovation*

The innovation planning is a comprehensive exercise. When the management hold a meeting on the end of the year to put together the next year’s innovation package, they need to identify the budget, and they need to analyze how many from these can be implemented during the available time period. In this year they started to unpack this package. Due to this activity they established an “innovation map”. With the help of this map they derived in tasks, which they have to finish between 1st and 21st of December, when the hotel is closed. This will be the culmination of the innovation megalomania that they have to do lots of innovation during this 20 days. This is actually a scheduling plan, which identifies what will happen in the different days in the different floors in the different departments. The other part of this map is a task summary. The competencies are divided between two maintenance employees. The hotel is cooperating with 5-6 companies in case of these developments, because they need to finish the work until 20th of December, because on the 21st of December they have full house.

So there were a huge task summary and when they unpacked the package, they saw the different new development opportunities. Obviously, there is a need for those investment which belong to the “facelift” category. These innovations are important, since the hotel can create the feeling of home and comfort just with the right quality infrastructure. The budget was increased by 20%. Originally they planned a 500 million forint investment (new lobby, new swimming pool, restaurant and the renovation of the bathrooms), and from these they have 100 million forint surplus now, so they could finance the new development from this money. The hotel is closed this year first time in the past 15 years. So they have to use this time to start, complete and finish all the old, new developments, tasks. They brought forward such task, which was scheduled for later. When they unpacked the innovation package they create a new innovation package. Within this B innovation Package, as the general manager named it, they examine process that they do not build it now, but over the next 3-4 years they should be dealing with it.

9.1.3.2. The “B” innovation package

In the next 3-4 years they have to deal with energy management, solar energy and the room temperature control. The fourth theme will be the management contra energy management. They need to identify the optimal energy management, to able to keep track of how often you need to keep meetings, who will be responsible for ensuring that the hotel use proportionately the thermal water. They plan to measure the gas consuming according to the number of guests. From 1st of September they are holding energy meetings, which those departments take part, who have large energy using. They consider the previous year data, how much was the different departments’ energy using according to the number of guest and number of guest nights. Mr. Könnyid said that the weekly meetings are important, because they can make appropriate conclusions. With a monthly meeting they could not identify the different trends.

For 2017-18 they plan room developments. As an innovation they want to establish a playground, but it is difficult tasks, because they have to plan carefully, who will be the target group of the playground, and what kind of conceptions have to implement. The lightning of the hotel play an important role too, because they have a 10 million forint Led-project.

Because this year they will finish lot of innovation, in the next 1-2 year they will plan just few innovation. They will concentrate to the software part of the hotel, so they will plan Human resource innovations. They applied for a 40 million Forint TÁMOP support,

and they won it. From this budget they are training their employees. They organized language (Russian) training for 60 people. They will increase the management competences of 10-15 employees. The training also includes sales and online marketing subjects. Important topics in each year are the marketing, the conversion of the image elements, the displayed visual image of the hotel and the control of the up-to-date youtube videos. They need to look through the range of innovations, which are necessary to acquaint with the target audience. Within the marketing theme it is worth to focus to the online and social media. The fifth theme is always determined by the above mentioned product development team.

As a HR innovation they will invite a Michelin star restaurant's chef to train the kitchen staff. Of course there will be more official master chef training too, because of the trainee programs. They planned that 2 sauna master will be take part in a Sauna Olympia, but these innovation did not implement. In case of the Hotel Europa fit they can said that from 10 innovations 8 is implemented, which is a very good ratio. They always implement these two innovation later.

9.1.3.3. *Team building training*

Since 2009 the management team has been discussing as a brainstorming the next year's suggestions in a completely different ad peaceful environment. In 2014 the place of the meeting would have been the Oxygen Adrenalin Park in the Matra. The theme of the meeting would have been the Tripadvisor. The hotel needs to eliminate and should reduce the negative guest review and comments on the website. All departments should make proposal how they can achieve, that the important and satisfied guests write positive comments. According to the general manager, sending the follow-up e-mails solve this problem. In this emails, they will thank that the guest choose the hotel and they will send the link of the Trip advisor to encourage them to recommend the hotel to other guests. But this team building was not implemented, but they found out the solution for the Tripadvisor problem. In case of the negative comments they always send professional answer. They also identified those guests, who like the hotels, and they asked them to leave positive review on Tripadvisor. They did not offer anything for this, so they did not use "bribery". With this comments, reviews they corrected their results. In their category they are the first hotel of Hévíz and they achieved the certificate award of Tripadvisor. These result encouraged the general manager to apply to the Year's hotel award, which was announced by the Hungarian Hotels and Restaurant Associations.

The follow-up emails was not sent in this year, because the responsible employee of this task is still on maternity leave. This woman has all the knowledge to build this, so this innovation will be achieved later. They also want to improve the frequent guest (loyalty) program. They want to introduce the Russian and German version of the program.

According to my opinion it would be a better idea to invest tablets, because guests can write a review on Tripadvisor while they are waiting for the invoice.

9.1.3.4. *The product development team*

In the product development team all the department are represented courtesy of “I will tell you” people. These people demonstrate openly their ideas to improve the quality of the hotel. The product development team has 10 members. The members are not in all cases the head of the different departments. For example the deputy chef is one of the member of the product development team, whose task is to test the food and to look for new ingredients. He contacts the new suppliers and he is helping to select the chef trainee, who they will form in their own image. From March there were member changes within the team. A good leader recognizes the appropriate competences and if it necessary he is not afraid of changing the members.

This mini product development team hold a meeting quarterly without the general manager to unleash their creativity even further. The heads of the departments have to understand that in some cases the subordinate colleagues have more creative ideas. It would be a mistake to reject an idea because the idea owner is not a leader. Creation of team work and brainstorming are a key factor for all organizations.

In case of this time period they did not hold meeting, because of the tight schedule. Now every employee is much occupied. Because of this schedule for the last couple months there were not employee suggestions. But of course there is always a counterexample. There is a new chef in the Food and Beverage department. The general manager changed a determinative department's leader. It was also a generation change, because he hired a 37 year old man instead of the previous 50 year old chef. In case of the innovation it is important that he can brainstorm with a same year old man. It is not necessary to explain the innovation, because they understand each other from half words. This new chef is also a very innovative employee, he has new ideas each day. Due to this chef the general manager noticed that the others also has become more motivated. The

other started to be jealous to the chef, which inspired them to identify new ideas to the future, which can boosting the team and the organization too.

9.1.3.5. *Innovation and inspiration*

In case of the hotel Europa fit***** superior the inspiration and the innovation are intertwined.

László Könnnyid left the autocratic leadership style, so the member of the management dare to tell their proposals. The colleagues have to prove the validity of their ideas and they need explain and run down their solving suggestions. Ideas shall be impacted and alternatives should be sought. In every case the general manager makes the final decision, since he bears the responsibility, but the employee has to take the first step. Employees must be allowed to unfold. Innovation lives if they can freely express their thoughts, for this the general manager has to believe in the imitator style, he need to follow the principle of “I am the first among equals”. But we must not forget the support of the owners. They should not only provide financial resources, but they also should provide better support to ensure their contributions as regards innovation and development of the organization. The revolutionary ideas were not only originated from the colleagues and practices. The professional magazines, journals, studying the literature are also very important source of the innovations and ideas. The article of the Mariott hotel chain encouraged the management of the hotel Europa fit to review the economy of the mini-bars. Because of the results were distressing, they abolished this service. Currently the hotel management deals with the energy management, which is the main innovation topic of the present and future years.

The new impulses are necessary for every leader. If the leader see the World, he can bring good foreign examples. The hotel Europa fit ordered a boiler from the USA, which is not traded yet in Europe and the general manager saw at first in a hotel in Las Vegas. According to the general manager, the innovations of the hotel are special, because these are ordered to the pharmaceutical. The situation for the hotel is unique, because in the decision of the guest it plays a role between a 50-60% that it is a spa hotel. There is no other similar spa hotel with these character, so they cannot learn from others (not even in Europe), so they should endeavor to conduct the imitator behavior.

In the summer he studied the lightning technology of the Hotels at Las Vegas, which has already been used in the wellness department.

One of the latest innovation of the hotel was an infra heating technology, which was applied in a 2* hotel in Budapest. The heating panel is built into the wall and it is not heating the room, rather the human body. Mr. Könnyid thinks that this technology can be used in those rooms, where they are rarely, and the cost of the heating is expensive. So he implemented in 3-4 places within the hotel. This kind of technology is not just energy “friendly” but also antibacterial and very healthy.

According to my opinion it is not the best idea to copy the innovations on-to one, because before the hotel introduce the development they need to consider the target group, the conditions and strength of the hotel.

9.2. FINANCING INNOVATION

The project grants promote the innovations. The hotel participated in more winning tender over the past three years with the help of a proposal writer company. With cooperating this company they discuss the objectives and the priorities of the year, so they can target the appropriate circle of proposals. It can be possible that there is an innovative idea for the year 2016, but if there is a 40-50% support in 2014 they have to take forward this priority. Of course the hotel needs its own capital apart from the funding. The hotel Europa fit focuses to the own capital and the funding like the other hotels in the research. Now they are focusing those fundings which provide capital for energy projects. But unfortunately commercial accommodations are close off in those project which focuses on this theme.

9.3. DETERMINATION OF THE SUCCESS AND THE FAILURE OF THE INNOVATION

The success of the innovation is very difficult to be measured, because it is hard to determine, when the innovation ended with success. If the Gop is increased by 3% or if the leader claims that the organization achieves a 100% success? If the implemented innovation ended with half success, it is positive result, because lot of initiatives do not realize it. The innovation activity is very important because it increases the competitiveness of the hotel. If improved or at least stagnated their position in the competition, then the implemented innovations were successful.

There is a connection between the guest satisfaction and the innovation. The hotel Europa fit innovate to make the hotel more competitive, so they can achieve the desired operational result. Positive result of these statements is that the guest will be satisfied. The guest and the employee satisfaction are distributed in similar proportions of 50-50%. In a service organizations, where people are serving the guest, the staff is very important.

With disgruntled, overworked, listless and low-paid workers will be bad for the hotel's reputation, so the competitiveness will decrease. One of the general managers at Hévíz did not recognize the parallel between the guest-employee satisfaction and the competitiveness. He tried to transform the hotel according to his personality to give a key position to his own employee. Consequently, the trained professionals left the hotel and started to work at the Hotel Europa fit. It was a great benefit for the hotel, because the guests choose the hotel because of these professionals. The general manager of the hotel is beginning to recognize his fault just now, because the hotel's operational profit reduced. Guests always follow the "software".

According to Mr. Könnnyid's opinion the only barrier of the innovation in the future (in the next 5 years) will be the lack of skilled labor. The quality of the education is not good enough. So He plan to build a training system, which will be appropriate to train everybody.

9.4. CONCLUSIONS OF THE QUALITATIVE RESEARCH

Determining the type of the innovations used by the hotel is difficult. László Könnnyid's familiarity with the topic of innovation is very impressive, but I recognized some contradictions. During the interview the general manager mentioned mainly organizational (product development team, brainstorming styled meetings) and human resources –related innovations (training, courses, etc.), while in the survey he has voted clearly to the technological innovation. Obviously, a hotel have to focus more innovation at the same time, but according to my opinion the Hotel Europa fit concentrates to the organizational innovations based on the innovation behavior, which is an excellent initiative and example.

According to the general manager, there is no possibility to collect ideas from Hungary, there is no hotel which can be a best practice. But it can be a contradiction, while they and the competitor Hotel Carbona**** signed a contract at the same week with two different manufacturers to order a cooling chamber to the Cryotherapy. So it is not true, that the Hungarian hotels are not open to the innovation. It is necessary to cooperate in the Hungarian hotel-sector. Mr. Könnnyid initiated a meetings with the other general managers of Hévíz, which they organize monthly. They discuss the development opportunities of the destination and the hotels. All of the hotels are now focusing on the energy project, so they can share their suggestions and ideas. Of course these meetings are not so developed, because the other general managers are not so innovation focused

as Mr. Könnyid. The reason can be of course that they do not receive enough support from the owners. In case of the Hotel Europa fit it can be said that the hotel owner is very supportive. Extending this initiative I suggest that Hungarian and international spa hotels have to make contact with each other and share the development opportunities of this type of hotels.

Cooperation with the employees has a paramount importance in case of the innovation. The centralized organization barriers the innovation activity, so all of the employees has to have the opportunity to share their ideas with the general manager. For this, the general manager has to be incentive and accepted. The imitator behavior and the personal relationship are very important, it creates the bilateral communication between the general manager and employees. Obtaining the opinion and the experience of the guest is also very important.

10. SUMMARY OF THE RESEARCH RESULTS

Nowadays the rapidly changing economic and market environment encourage the companies, organizations to develop new innovative products/services to the customers. The continuous improvement appears in the hotel sector too. The change is one of the means of the continuous renewal and innovation.

In this chapter I summarize the result of the researches. With the help of the primer and seconder data I summarize the conclusions of the quantitative research.

In my research 31 hotels took part, which are located in the Balaton region. The hotels described different hotel innovations, which I grouped into three category in *Chapter 7.4.2.1*. Unfortunately many times I realized that the facelift innovations, like room painting, are also grouped among the innovations. For the past activities it can be said that the primary aim of hotels were to increase the guest satisfaction and reduce the GAP's (the gaps between the expected and perceived service quality).

Most of the cases the majority of innovation processes closed with success. Among the barrier factors the significant cost of the innovation and the lack of capital can be mentioned. The innovation of the next three years show prudence, because the hotels do not want to introduce radical innovations. In case of the future plans the hotels expect the increase of the guest satisfaction, demand and image and the improvement of the Hotel's quality.

After the innovation behavior of the hotels I focused to their innovation capability. From 31 hotels 60 employees filled out my questionnaire. Based on the general evaluation of the questionnaire it can be said that the dedication into the corporate atmosphere, the corporate values and the combination of the innovation blocks were characterized the innovation capability of the researched hotels at the Lake Balaton. Although it cannot be proved with statistical methods, but it can be said that the size of the hotel and the type of the hotel do not influence, which blocks will be emphasized during the innovation project, because in both cases the previously mentioned three blocks were in focus in case of the researched hotel.

In my dissertation I examined two hypotheses. One of them concentrated to the guest satisfaction scores and the other one dealt with the star rating of the hotel.

Over the past 10 years the hotel sector has undergone on a significant transformation, because "attention has to be paid to the needs and wants of tourist." (Walder et al. 2006:10) The continuous improvement of the quality of services can be considered as a

trend in every sector. The guests expect higher quality for a lower price. This fact encourages the hotels to pay attention to this statement. The hardware (the building, the size of the room, the equipment) and the software (operation of the hotel, the number, the readiness, politeness of employees) determine the quality of the hotel.

This statement and the results of the innovation behavior research inspired me to examine with correlation analysis, whether there was a relationship between the innovation blocks and guest review scores of booking.com. My first hypothesis was proved mostly, because I determined a medium strong positive significant relationship between the booking scores and the corporate value, behavior, corporate atmosphere, resources and the success. So I assume that the more focus on the hotels put on the innovation blocks, better or more innovation project can be achieved. This would improve the hotel's services, which leads to guest satisfaction. In case of the processes this significant relationship cannot be demonstrated. According to my opinion the reason can be that the processes are invisible for the guest, so directly it cannot influence their satisfaction. I suggested that the hotels should involve the guests into the innovation processes, like guest satisfaction survey and with social media actions.

In my second hypothesis I examined the relationship between the star rating of the hotels and the innovation blocks. According to the result of the analysis of variance test it can be said that there is a connection between the star rating of the hotel and the dedication level of the innovation blocks. So my second hypothesis was proved also. By LSD post-hoc test I determined that except the resource blocks there is a difference between the 3* hotels' scores and the 4* and 5* hotels' evaluation in case of the other five blocks. This result I demonstrated with descriptive research.

In the qualitative research I made personal interview with the general manager of the most innovative hotel (according to the evaluation of the surveys), László Könnyid. The Hotel Europa fit**** can be introduced as a best practice in the Balaton region. The general manager is very enthusiastic into the innovation. He left the autocratic leadership style and opened to the innovation. He created the hotel's product develop team, which focuses to the innovation.

The hotel sector requires cooperation in the hotel sector. Due to the general manager of the Hotel Europa fit**** superior the general manager of the hotels at Hévíz hold a meeting monthly, where they discuss the different problems and development opportunities in the destination and in the hotel sector.

I suggest this initiative for every destination. Cooperation with the employees has a paramount importance in case of the innovation. The centralized organization barriers the innovation activity, so all of the employees have to have the opportunity to share their ideas with the hotel general manager. To achieve this, the general manager has to be incentive and accepted. The imitator behavior and the personal relationship are very important, they create the bilateral communication between the general managers and employees. (The door has to be open) Obtaining the opinion and the experience of the guests is also very important. On the other hand, it is also essential that they have to contact the guests in the guest area, to know their needs, experience and they can also use consequences after the deduction.

In case of the innovation behavior the researched hotels emphasized to increase the guest satisfaction as the aim of the innovations. According to my opinion both of my hypotheses confirmed that Balaton hotels did not only nominated the guest satisfaction improvement, but with their innovative capability and culture they also endeavor to meet the needs of the guests with providing high quality services.

11. SUMMARY

The special position of the Balaton's tourist region and the interest into the hotel sector inspired me to choose this topic for my dissertation. The economy depression, the competitive situation and the changing customers' needs encourages the commercial accommodations to use more and more innovative solutions to increase their market position.

In the dissertation I presented the different definition of the innovation, the typology of the innovation and the form of financing innovation. Due to the capital intensive structure of the hotel sector, they are less receptive to innovate, however there are some hotels, who are leaders in the introduction of the technological, organizational and human resource innovation. Of course the innovation process does not mean immediate success and does not necessarily contribute positively with the success and profit of the organization, but I would like to raise the attention to the importance of the innovation behavior.

The dissertation also detailed the analysis of the Balaton tourist region. In case of the hotels and tourism, it is important that a destination is also opened to the continuous improvement.

In the 21st Century everybody wants to meet with their guests' needs to increase the guest satisfaction. This fact is one of the push factor of the innovation. So it was important to introduce the literature of the guest satisfaction. Based on the literature part of the dissertation I compiled my research. I divided my research work into two part. The first part examined the innovation behavior of the hotel, while the second one focused to the innovation capability of the hotel. I used questionnaires to collect primer data in both cases.

During my research I targeted mainly the 3*, 4* and 5* hotels, which are the member of the Hungarian Hotel and Restaurant Association and located in the Balaton region. I contacted 55 HAH members and 79 non-HAH members. All together I send my questionnaires to 134 hotels. From these, the first questionnaire was filled out by 31 hotel general managers and the second questionnaire was filled out by 60 hotel employees, so the filling ratio reached 23%.

After the evaluation of the answers I focused on the hypotheses of the study. To detect the result I used the IBM SPSS Statistics program, more specifically the correlation analysis and the variance analysis. In case of the Balaton region it can be said that in

order to achieve a higher guest review evaluation on the booking.com they emphasize their innovation capability. The correlation analysis showed a medium strong positive relationship between the booking.com scores given by the guest and the corporate value, behavior, corporate atmosphere, resources and success. So the elements of the different blocks clearly, in a direct and positive way influence the guest satisfaction. I assume that if they emphasize the different innovation blocks during their innovation projects, with a successful result they can achieve an increasing guest satisfaction. In case of the processes this significant relationship cannot be presented, so the processes do not influence the booking.com guest review scores. So my first hypothesis was proved, except one block. I suggest to the researched hotels to involve the guests into their innovation processes, which will increase the guest satisfaction.

I realized a relationship between the star rating of the hotel and the value of the innovation blocks by using analysis of variance. According to the result my second hypotheses was accepted. Apart from the resources there is a difference between the 3* hotel's dedication into the innovation blocks and the 4* and 5* hotels evaluation. I think I successfully introduced, that the hotels at the Lake Balaton expect the increase of the guest satisfaction as a result of their innovation activity, but they endeavor to establish better and better quality services, complying with the guest's expectations.

The quantitative result was supplemented with a personal interview with László Könnyid, the general manager of the Hotel Europa fit ****superior. I chose this hotel as the most innovative hotel according to the result of the questionnaires and introduced as a best practice.

I hope my dissertation will be a guide to those general managers, who believe in the continuous improvement and innovation. I suggest for every hotel at the Lake Balaton to improve their innovation capability, increase the hotel's dedication into the innovation blocks. With the presented methods, analysis they can achieve their dreams and they can support and improve the effectiveness of the organizations.

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APPENDIX

1. APPENDIX: THE CHARACTERISTIC OF THE RADICAL AND INCREMENTAL INNOVATIONS ACCORDING TO DIFFERENT RESEACHERS

Authors	Radical Innovation	Incremental innovation
<i>Deward and Dutton (1986)</i>	• Revolutionary changes • To break with the current practice	• Less expensive • Predictable results
<i>Damanpour (1996)</i>	• Fundamental changes • Clean breaking with the current practice	• Minor break with the current practice
<i>Pullen et al. (2009)</i>	• Application of research Strategy • Exploring new trends • Application of new technologies • High level of Market dominance	• Analytic Strategy • Formalized structures • Routine operation • Focusing product strenghtening • Low level of market dominance.

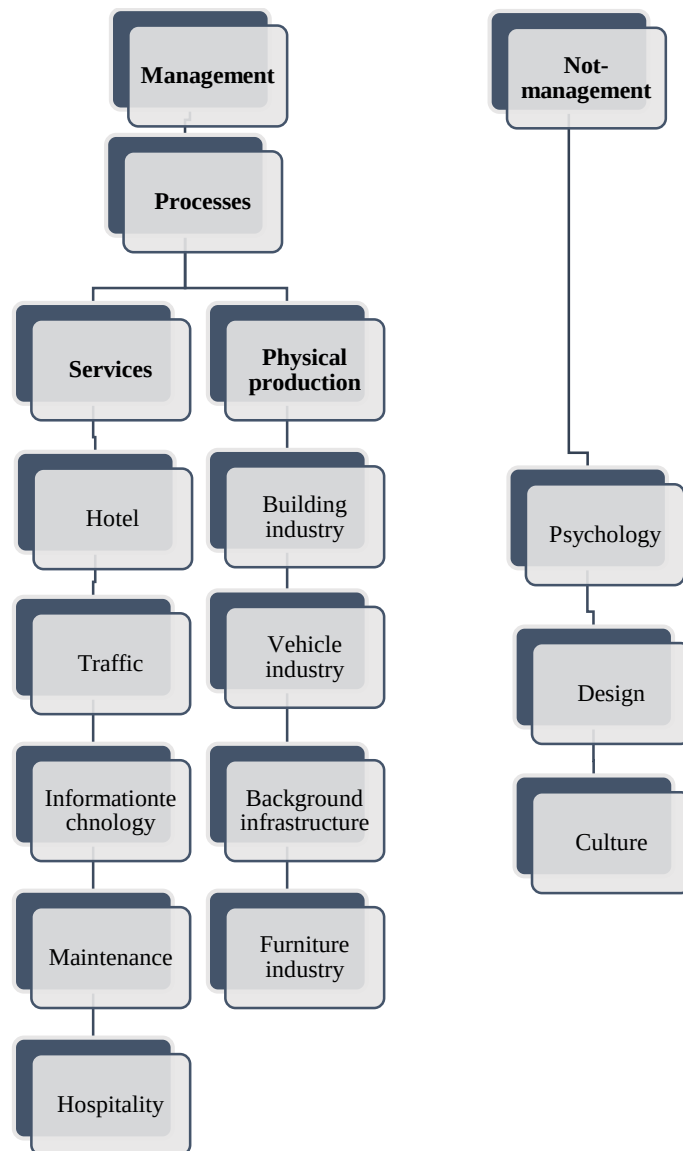
Source: Martínze-Ros, Orfila-Sintes (2009), Pullen et al. (2009)

2. APPENDIX: CLASSIFICATION OF FINANCING ALTERNATIVES

		Equity-based	Credit and asset-based financing
Internal Financing		Reinvested profit Saving start-up capital Retained operational income Income from assets rearrangement of asset structure	Members Loan
External Financing	Market	Stock Market Venture capital	Issue Bonds Bank Loan Leasing Trade Credit Mezzazine Loans Other Loans Factoring
	Non Market	Non-refundable fund Investments of public funds	Guarantees Tax incentives Supported loans

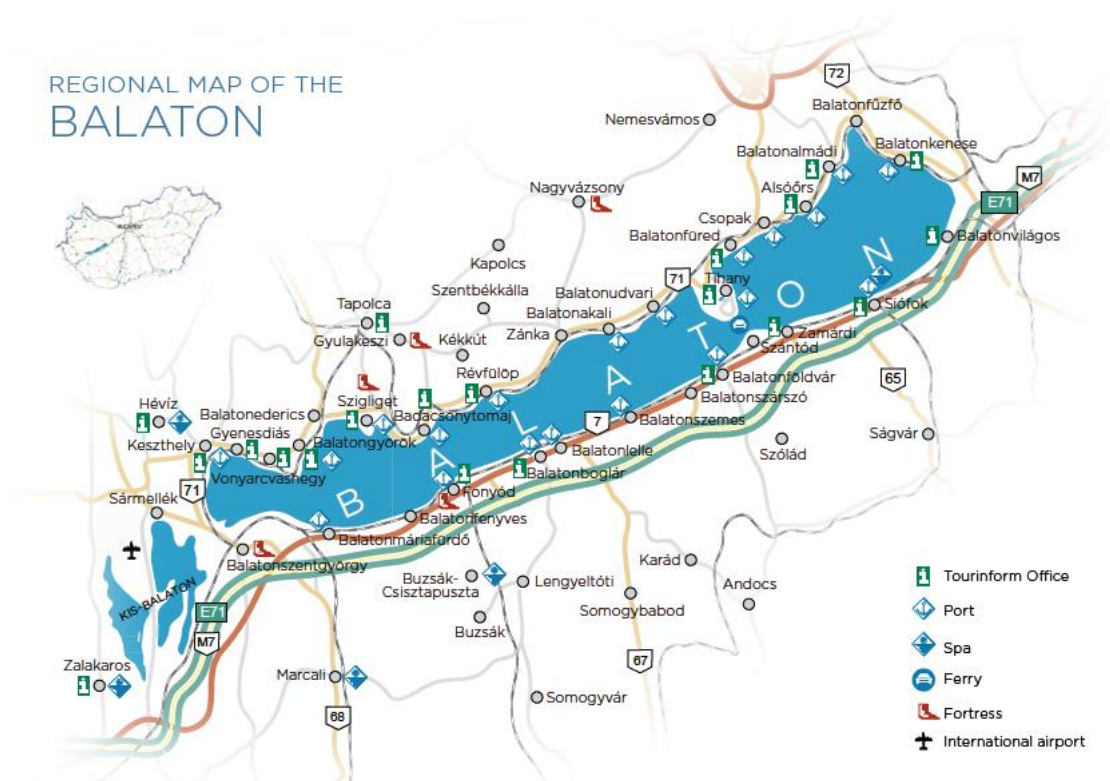
Source: Bedőné Károly, Frey, Kocsi, Prágay-Szabó, Szücs (2008:10)

3. APPENDIX: SOURCE OF INNOVATION



Source: Gyurácz-Németh, Friedrich, Clarke (2013)

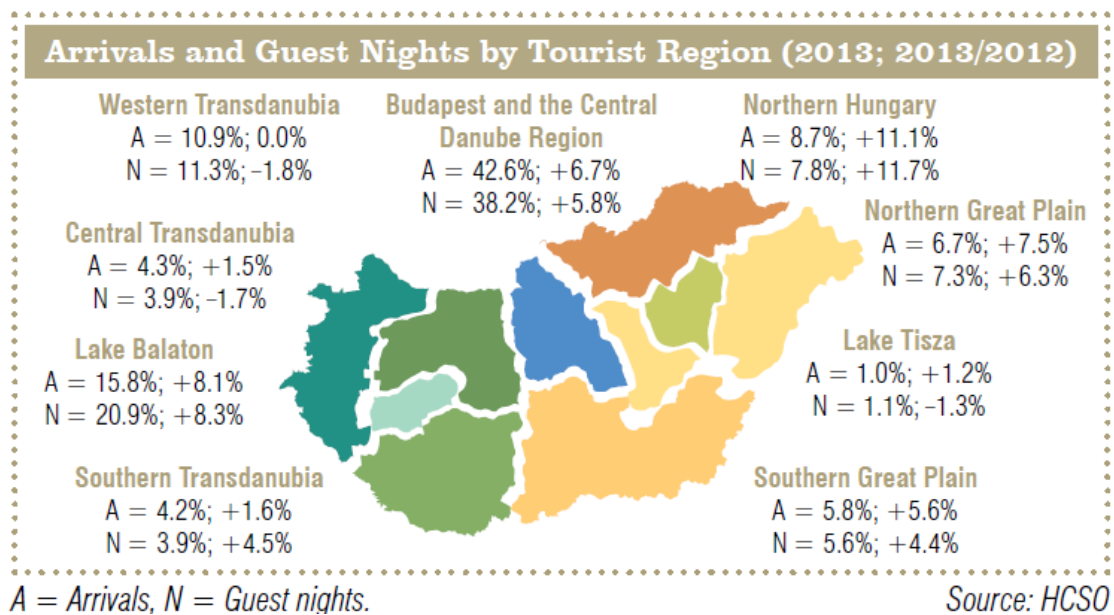
4. APPENDIX: THE MAP OF BALATON TOURIST REGION



Source: Think Hungary, more than expected- Lake Balaton (2014)

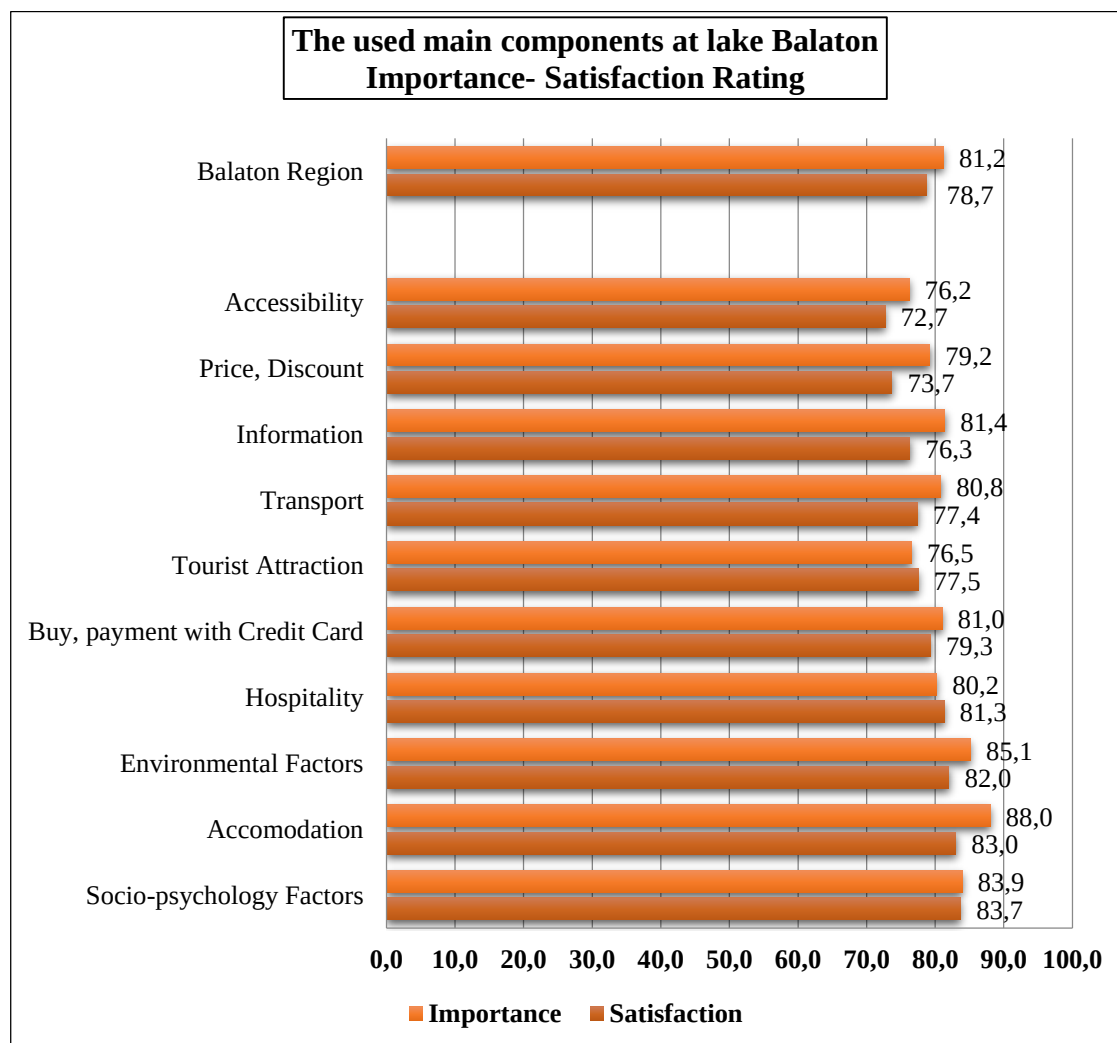
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5. APPENDIX: ARRIVALS AND NIGHTS BY TOURIST REGION



Source: Hungarian Tourism Ltd., Tourism on Hungary, 2013:11

6. APPENDIX: TOURISM SATISFACTION MODEL AT BALATON



Source: Turizmus Bulletin XV., 2., p. 19

7. APPENDIX: THE QUESTIONNAIRE OF RAO AND WEINTRAUB (2013)

THE BUILDING BLOCKS OF INNOVATION SURVEY

Our culture of innovation model has a total of six building blocks, 18 factors and 54 elements. (Each building block has three factors, and each factor consists of three elements.) Survey respondents should rate their organization on each of the 54 elements, on a scale of 1 to 5, using the following scale: *1 = Not at all; 2 = To a small extent; 3 = To a moderate extent; 4 = To a great extent; 5 = To a very great extent.*

The overall average scores for elements are further averaged to provide the factor score, and the factor averages similarly result in the building block average. That average of the six building blocks is what we call the group's "Innovation Quotient." Please note that the value of the survey increases as the sample size increases, particularly when respondents come from different levels of the corporate hierarchy and different units of the company.

Building Blocks	Factors	Elements	Survey Questions	Element Score	Factor Average	Building Block Average
VALUES	Entrepreneurial	Hungry	We have a burning desire to explore opportunities and to create new things.			
		Ambiguity	We have a healthy appetite and tolerance for ambiguity when pursuing new opportunities.			
		Action-oriented	We avoid analysis paralysis when we identify new opportunities by exhibiting a bias towards action.			
	Creativity	Imagination	We encourage new ways of thinking and solutions from diverse perspectives.			
		Autonomy	Our workplace provides us the freedom to pursue new opportunities.			
		Playful	We take delight in being spontaneous and are not afraid to laugh at ourselves.			
	Learning	Curiosity	We are good at asking questions in the pursuit of the unknown.			
		Experiment	We are constantly experimenting in our innovation efforts.			
		Failure OK	We are not afraid to fail, and we treat failure as a learning opportunity.			
BEHAVIORS	Energize	Inspire	Our leaders inspire us with a vision for the future and articulation of opportunities for the organization.			
		Challenge	Our leaders frequently challenge us to think and act entrepreneurially.			
		Model	Our leaders model the right innovation behaviors for others to follow.			
	Engage	Coach	Our leaders devote time to coach and provide feedback in our innovation efforts.			
		Initiative	In our organization, people at all levels proactively take initiative to innovate.			
		Support	Our leaders provide support to project team members during both successes and failures.			
	Enable	Influence	Our leaders use appropriate influence strategies to help us navigate around organizational obstacles.			
		Adapt	Our leaders are able to modify and change course of action when needed.			
		Grit	Our leaders persist in following opportunities even in the face of adversity.			

CLIMATE	Collaboration	Community	We have a community that speaks a common language about innovation.			
		Diversity	We appreciate, respect and leverage the differences that exist within our community.			
		Teamwork	We work well together in teams to capture opportunities.			
	Safety	Trust	We are consistent in actually doing the things that we say we value.			
		Integrity	We question decisions and actions that are inconsistent with our values.			
		Openness	We are able to freely voice our opinions, even about unconventional or controversial ideas.			
		No bureaucracy	We minimize rules, policies, bureaucracy and rigidity to simplify our workplace.			
RESOURCES	Simplicity					
		Accountability	People take responsibility for their own actions and avoid blaming others.			
		Decision-making	Our people know exactly how to get started and move initiatives through the organization.			
	People	Champions	We have committed leaders who are willing to be champions of innovation.			
		Experts	We have access to innovation experts who can support our projects.			
		Talent	We have the internal talent to succeed in our innovation projects.			
	Systems	Selection	We have the right recruiting and hiring systems in place to support a culture of innovation.			
		Communication	We have good collaboration tools to support our innovation efforts.			
		Ecosystem	We are good at leveraging our relationships with suppliers and vendors to pursue innovation.			
	Projects	Time	We give people dedicated time to pursue new opportunities.			
		Money	We have dedicated finances to pursue new opportunities.			
		Space	We have dedicated physical and/or virtual space to pursue new opportunities.			

PROCESSES	Ideate	Generate	We systematically generate ideas from a vast and diverse set of sources.			
		Filter	We methodically filter and refine ideas to identify the most promising opportunities.			
		Prioritize	We select opportunities based on a clearly articulated risk portfolio.			
	Shape	Prototype	We move promising opportunities quickly into prototyping.			
		Iterate	We have effective feedback loops between our organization and the voice of the customer.			
		Fail smart	We quickly stop projects based on predefined failure criteria.			
	Capture	Flexibility	Our processes are tailored to be flexible and context-based rather than control- and bureaucracy-based.			
		Launch	We quickly go to market with the most promising opportunities.			
		Scale	We rapidly allocate resources to scale initiatives that show market promise.			
SUCCESS	External	Customers	Our customers think of us as an innovative organization.			
		Competitors	Our innovation performance is much better than other firms in our industry.			
		Financial	Our innovation efforts have led us to better financial performance than others in our industry.			
	Enterprise	Purpose	We treat innovation as a long-term strategy rather than a short-term fix.			
		Discipline	We have a deliberate, comprehensive and disciplined approach to innovation.			
		Capabilities	Our innovation projects have helped our organization develop new capabilities that we did not have three years ago.			
	Individual	Satisfaction	I am satisfied with my level of participation in our innovation initiatives.			
		Growth	We deliberately stretch and build our people's competencies by their participation in new initiatives.			
		Reward	We reward people for participating in potentially risky opportunities, irrespective of the outcome.			

8. APPENDIX: THE QUESTIONNAIRE OF THE INNOVATION BEHAVIOR

Általános kérdések

Mi a szálloda elsődleges profilja? Milyen típusba tudná leginkább besorolni a szállodát? Kérem, válasszon egyet az alábbiak közül:

- ☐ Wellness szálloda
- ☐ Konferenciaszálloda
- ☐ Városi szálloda
- ☐ Repülőtéri szálloda
- ☐ Garniszálloda
- ☐ Apartman szálloda
- ☐ Gyógy és wellness szálloda
- ☐ Konferencia és wellness szálloda
- ☐ Üdülő és sportszálloda
- ☐ Boutique szálloda

2.)Tagja-e szállodaláncnak? Kérem, válasszon egyet az alábbiak közül:

- ☐ Igen
- ☐ Nem

3.)Kérem, válassza ki a szállodaláncot, melynek tagja a szálloda!

- ☐ Danubius
- ☐ Hunguest
- ☐ Ramada
- ☐ Egyéb:

4.)Az Önök szállodájánál hány százalékos volt 2013-ban az éves átlagos foglaltság?

Kérem, írja ide a választát:

5.)Mennyi volt a szállodában a magyar vendégek aránya 2013-ban (százalékban kifejezve)?

Kérem, ide írja a választát:

6.)Kérem, adja meg százalékosan a törzsvendégek arányát az összes vendéghez viszonyítva!

Kérem, ide írja a választát:

7.)Kérem, adja meg a szálloda szobáinak számát!

Kérem, ide írja a választát:

8.)Kérem, jelölje be a szálloda minőségi besorolását! Kérem, válasszon egyet az alábbiak közül:

- ☐ * és superior
- ☐ ** és superior
- ☐ *** és superior
- ☐ **** és superior
- ☐ ***** és superior

9.)Kérem, adja meg a szálloda 2013 éves átlagárát!

Kérem, ide írja a választát:

10.)Kérem, adja meg a szálloda 2013 éves RevPar mutatószámát!

Kérem, ide írja a választát:

11.)Kérem, adja meg a szálloda nyitásának évét!

Kérem, ide írja a választát:

12.) Kérem, adja meg a települést, ahol a szálloda üzemel!

Kérem, ide írja a választát:

13.) Kérem, adja meg a szálloda nevét!

Kérem, ide írja a választát:

Adatvédelmi okokból a szálloda neve csak az azonosítást segíti, hogy a későbbiekben ne küldjek Önnek további, a kérdőív kitöltésére vonatkozó felkérést.

Innováció

14.)Milyen újítások vezettek be az elmúlt 5 évben?

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15.)A következő okok milyen mértékben játszottak szerepet az újítás bevezetésében? Kérem, értékelje 1-7-ig terjedő skálán, ahol az 1-es a nem fontosat, a 7-es a nagyon fontosat jelöli! Abban az esetben, ha az adott tényező nem játszott semmilyen szerepet, kérem, ne jelölje! *Kérem, jelöljön meg egy megfelelő választ minden felsorolt elem számára:

	1	2	3	4	5	6	7
Elhivatottság növelése, szállodai személelmód							
Imázs növelése							
Kereslet növelés							
Költségsökkentés /hatékonyság							
Környezetvédelem							
Minőségjavítás							
Piaci részesedés növelés							
Termékskála bővítés							
Vendégelégedettség növelés							

16.)Milyen módon történt az újítások bevezetése? (Kérem, válasszon egyet az alábbiak közül):

- ☐ Önállóan
- ☐ Másokkal együttműködve

17.)Milyen forrásokból finanszírozták az újításokat? Kérem, válasszon ki mindent, ami érvényes:

- ☐ Adókedvezmény
- ☐ Állami alapú befektetés
- ☐ Bankhitel Lízing
- ☐ Egyéb:
- ☐ Faktoring
- ☐ Garanciavállalás
- ☐ Kezdőtőke saját megtakarítása
- ☐ Kockázati tőke bevonás
- ☐ Kötvénykibocsátás
- ☐ Mezzanine-hitel
- ☐ Nyereség visszaforgatás
- ☐ Tagi kölcsön
- ☐ Támogatott hitel
- ☐ Tőzsdei részvénykibocsátás
- ☐ Üzleti angyalok

- ☐ Vállalat tulajdonosai által biztosított tőke
- ☐ Vissza nem térítendő támogatás (pályázat)

18.)Az éves bevétel hány százalékát fordítják újítások bevezetésére?

19.)Elvárásaik szerint hozzávetőleg, hány év alatt térülnek meg ezen újítások
Kérem, a megtérülési idő mellé írja oda, hogy melyik újításokról van szó?

- ☐ 1 éven belül:
- ☐ 1-5 éven belül:
- ☐ 5-10 éven belül:
- ☐ 10-15 éven belül:
- ☐ 15-20 éven belül:
- ☐ 20 éven belül:

20.)Mi lett a felsorolt újítások eredménye, hogyan váltak be? Kérem, írja ide a választát:

21.)Az alábbi akadályozó tényezők milyen mértékben jelentkeztek a szállodai újítások esetében?
Kérem, osztályozza 1-7 skálán ezek jelentőségét, ahol 1- egyáltalán nem jelentett akadályt és 7-
nagy mértékben korlátozta a lehetőségeket. Kérem, jelöljön meg egy megfelelő választ minden
felsorolt elem számára:

	1	2	3	4	5	6	7
Bizonytalan kereslet							
Imázs növelése							
Költségek							
Nincsenek együttműködő partnerek							
Piaci információk hiánya							
Szakképzett munkaerő hiánya							
Szálloda hozzáállása az innovációhoz							
Technológiai információk hiánya							
Tőkehiány							
Versenytársak							

22.) Milyen eredménnyel zárultak újítási folyamataik az elmúlt 5 évben? Kérem, osszon el 100%-ot a felsorolt kimenetek között!

Kérem, válassza ki az összeset, ami igaz, és fűzzön hozzá megjegyzést is:

- ☐ Sikeres eredménnyel, a célok nagy része megvalósul:
- ☐ Semleges eredménnyel, az újítás nem hozott változást a szálloda életében:
- ☐ Bukással, a célok egyáltalán nem valósultak:

23.) Melyik újítási típusba sorolná az Önök által alkalmazott folyamatokat? Kérem, a típus mellé írja oda, melyik újításról van szó!

Kérem, válassza ki az összeset, ami igaz, és fűzzön hozzá megjegyzést is:

- ☐ Az egész világon forradalmian új
- ☐ Új termék/ szolgáltatás (Önök alkalmazzák először a piacon)

- ☐ Új termék-/szolgáltatásvonal (Nem újak a piacon, de a szállodának új)
- ☐ Hozzáadott érték egy létező termék vagy szolgáltatásvonal (Új szolgáltatások, amelyek kiegészítik a vállalat által létrehozott szolgáltatási vonalat, és nem új szolgáltatásokat teremt, de új lehet az ügyfélnek a meglévő piaci szegmensben)
- ☐ Létező termékek/szolgáltatások fejlesztése, újragondolása (Új szolgáltatások, amelyek jobb teljesítményt vagy nagyobb érzékelt értéket biztosítanak, ezzel felváltva a meglévő szolgáltatásokat)
- ☐ Stílusváltások (Létező szolgáltatások feltűnő megváltoztatása)

24.) Milyenek határozná meg általánosságban az Önök által használt újításokat egy 1-től 7-ig terjedő skálán, ahol az 1 a lassú, megfontolt újítás, és a 7 a radikális, azonnali újítási folyamat? Kérem, jelöljön meg egy megfelelő választ minden felsorolt elem számára:

Innováció jellege:	1	2	3	4	5	6	7

25.) Kérem, jelölje meg, hogy melyik újítási tevékenység jellemzi leginkább az Önök folyamatait! Kérem, válasszon egyet az alábbiak közül:

- ☐ Technológiai újítások (berendezések, technológiai rendszerek)
- ☐ Szervezeti újítások (részlegek és a szervezet, valamint az egyén és szervezet közötti koordináció)
- ☐ Emberi erőforrással kapcsolatos újítások (alkalmazottak képzése, tudásmegosztás)

26.) A következő három évben milyen újításokat terveznek végrehajtani a szállodában?

27.) Az alábbiak közül melyik tényező milyen mértékben szerepel elvárásaik között a következő 3 év innovációival kapcsolatban? Kérem, értékelje 1-7-ig terjedő skálán ahol az 1-es a nem fontos elvárást, a 7-es a nagyon fontos elvárást jelöli! Abban az esetben, ha az adott tényező nem játszott semmilyen szerepet, kérem, ne jelölje!

	1	2	3	4	5	6	7
Elhivatottság növelése, szállodai személelmód							
Imázs növelése							
Kereslet növelés							
Költségsökkentés /hatékonyság							
Környezetvédelem							
Minőségjavítás							
Piaci részesedés növelés							
Termékskála bővítés							
Vendégelégedettség növelés							

28.) Kérem, jelölje be milyen kategóriába tartozó újításokat/fejlesztéseket tervez a következő 3 évben? *

Kérem, válasszon ki mindent, ami érvényes:

- ☐ Dizájn
- ☐ Humán
- ☐ Környezetvédelmi
- ☐ Szervezeti
- ☐ Egyéb:

29.) Milyen gyakran van szükség újításokra? Kérem, válasszon egyet az alábbiak közül:

- ☐ Félévente
- ☐ Évente

- ☐ 3 évente
- ☐ 5 évente
- ☐ 10 évente
- ☐ 20 évente
- ☐ Ritkábban
- ☐ Folyamatosan

30.)Milyen gyakoriak az újítások az Önök szállodájában? Kérem, válasszon egyet az alábbiak közül:

- ☐ Félévente
- ☐ Évente
- ☐ 3 évente
- ☐ 5 évente
- ☐ 10 évente
- ☐ 20 évente
- ☐ Ritkábban

9. APPENDIX: THE QUESTIONNAIRE OF THE INNOVATION CAPABILITY

I. Általános Kérdések

- 1.) Kérem, adja meg az Ön munkahelyének nevét!
- 2.) Kérem, adja meg az Ön által betöltött pozíció megnevezését!
- 3.) Kérem, adja meg, mióta tölti be ezt a pozíciót! (Ha Ön gyakorlati pozíciót tölt/töltött be, kérem, ennek az időtartamát írja be!

II. Állítások

Kérem, az állításokat 1-5ig terjedő skálán osztályozza, ahol a számok a következőket jelenti:

- 1= egyáltalán nem
- 2= kis mértékben
- 3= mérsékelten
- 4= nagyrészt
- 5= teljes mértékben

Ezek tudatában, kérem, értékelje az állításokat az Ön munkahelyére vonatkozóan.

1. A szálloda által képviselt értékekre vonatkozó állítások

Állítás	Pontszám
Elhivatottak vagyunk az új lehetőségek felfedezésében.	
Az új lehetőségek keresése során a különbözőséget toleráljuk.	
Elkerüljük a döntésképtelenséget az új lehetőségek azonosítása esetében.	
Ösztönözzük a különböző nézőpontú újfajta gondolkodást és megoldásokat.	
A munkahelyünk engedélyezi az új lehetőségek felfedezését és követését.	
Örömet lelünk abban, hogy spontának vagyunk, és nem félünk nevetni magunkon.	
Nem félünk kérdezni az ismeretlen felé törekvés során.	
Folyamatosan kísérletezünk az innovációs erőfeszítéseinken.	
Nem félünk elbukni, a kudarcot tanulási lehetőségként fogjuk fel.	

2. A szálloda által képviselt magatartásra vonatkozó állítások

Állítás	Pontszám
A vezetőink jövőre vonatkozó víziókkal inspirálnak minket, valamint kihangsúlyozzák a szervezetre vonatkozó lehetőségeket.	
A vezetőink gyakran kihívásokat állítanak eléünk, abból a célból, hogy gondolkodjunk és vállalkozzunk új dolgokra.	
A vezetőink modellezik a megfelelő innovációs viselkedést mások számára.	
A vezetőink időt szánnak, arra, hogy tanítsanak és visszajelzést adjanak az innovációs erőfeszítéseinkről.	

A szervezetünkben minden szinten lévő dolgozó tehet kezdeményezéseket az innovációval kapcsolatban.	
A vezetőink támogatást nyújt a projekt team tagjainak mind sikerek mind bukás esetén.	
A vezetőink a szervezeti akadályok kiküszöbölésére megfelelő stratégiát alkalmaznak.	
A vezetőink szükség esetén képesek módosítani és változtatni a terveken.	
A vezetőinknek továbbra is folytatják a lehetőségek utáni kutatásokat, még akkor is, ha nehézségekbe is ütköznek.	

3. A szálloda vállalati atmoszférájára vonatkozó állítások

Állítás	Pontszám
Olyan közösségünk van, amely az innováció közös nyelvét beszéli.	
Mi értékeljük, tiszteljük és kiaknázzuk a közösségen belüli különbségeket.	
Jól dolgozunk csapatban, hogy kihasználhassuk a lehetőségeket.	
Mi valójában következetesen csináljuk azokat a dolgokat, amelyeket értéknek tekintünk.	
Megkérdőjelezzük azokat a döntéseket és intézkedéseket, amelyek nincsenek összhangban az értékeinkkel.	
Szabadon elmondhatjuk véleményünket, még akkor is, ha a hagyományostól eltérő, vagy ellentmondásos ötletek.	
Minimalizáljuk a szabályokat, a szabályzatokat, a bürokráciát és a merevséget, hogy egyszerűsítsük a munkánkat.	
Az emberek felelősséget vállalnak a tetteikért és nem másokat hibáztatnak.	
Az embereink tudják, pontosan hogyan kezdjenek neki egy kezdeményezésnek a szervezeten belül.	

4. A szálloda erőforrásai vonatkozó állítások

Állítás	Pontszám
Elkötelezettek a vezetőink, akik hajlandóak az innováció bajnokaivá válni.	
Nem félünk elbukni, a kudarcot tanulási lehetőségként tekintjük.	
Meg vannak a belső tehetségeink, akik sikerre viszik a projektünket.	
Megvan a megfelelő toborzási és felvételi rendszerünk, hogy támogassuk a vállalati kultúrát.	
Megvannak a jó együttműködési eszközeink, hogy támogassuk az innovációs erőfeszítéseket.	
Befolyásoljuk a beszállítókkal és a gyártókkal való kapcsolatainkat a jobb innováció eléréséért.	
A szervezetünk ad időt az embereknek az új lehetőségek felkutatására.	
A szervezetünk biztosítja az anyagi hátteret az új lehetőségek felkutatására.	
A szervezetünk biztosítja a fizikai és virtuális teret az új lehetőségek felkutatására.	

5. A szállodai folyamatokra vonatkozó állítások

Állítás	Pontszám
Folyamatok során különböző helyekről vesszük az ötleteket.	
Módszeresen szűrjük és finomítjuk az ötleteket, hogy a legígéretesebb lehetőségeket tudjuk azonosítani.	
A lehetőségeket világosan megfogalmazott kockázati portfólió alapján választjuk ki.	
Gyorsan tovább lépünk a lehetőségek ígéretéséből a prototípusig.	
Hatékony visszacsatolási mechanizmussal rendelkezünk a szervezet és az ügyfél között.	
A szervezet képes gyorsan az előre meghatározott hibakritériumok alapján megállítani a folyamatot.	
A folyamataink inkább személyre szabott, rugalmas és kontextus alapú, mint ellenőrzött bürokrácia alapú.	
A legígéretesebb lehetőségekkel gyorsan piacra tudunk lépni	
A szervezet gyorsan szét osztja az erőforrásait az alapján, hogy melyik kezdeményezés a legígéretesebb.	

6. A szálloda által elért sikerekre vonatkozó állítások

Állítás	Pontszám
Az ügyfeleink innovatív szervezetként gondolnak ránk.	
A szervezet innovációs teljesítménye sokkal jobb, mint a hasonló cégeknek az iparágban.	
A szervezet innovációs erőfeszítései jobb pénzügyi teljesítményt hoztak, mint másoknak az iparágban.	
Az innovációt hosszú távú stratégiának tekintjük, nem pedig rövidtávúnak.	
A szervezet tudatos, átfogó és fegyelmezett megközelítéssel rendelkezik az innováció terén.	
Az innovációs projektek segítették a szervezetet, hogy olyan új képességeket fejlesszen, amik 3 évvel ezelőtt még nem léteztek.	
Elégedett vagyok az innovációs kezdeményezésekben való részvételemmel.	
Mi szándékosan feszegetjük és építjük a szervezet munkásainak kompetenciáit az új kezdeményezésekben való részvétellel.	
Jutalmazzuk az emberek kockázatos lehetőségekben való részvételét, függetlenül attól, hogy mi az eredmény.	