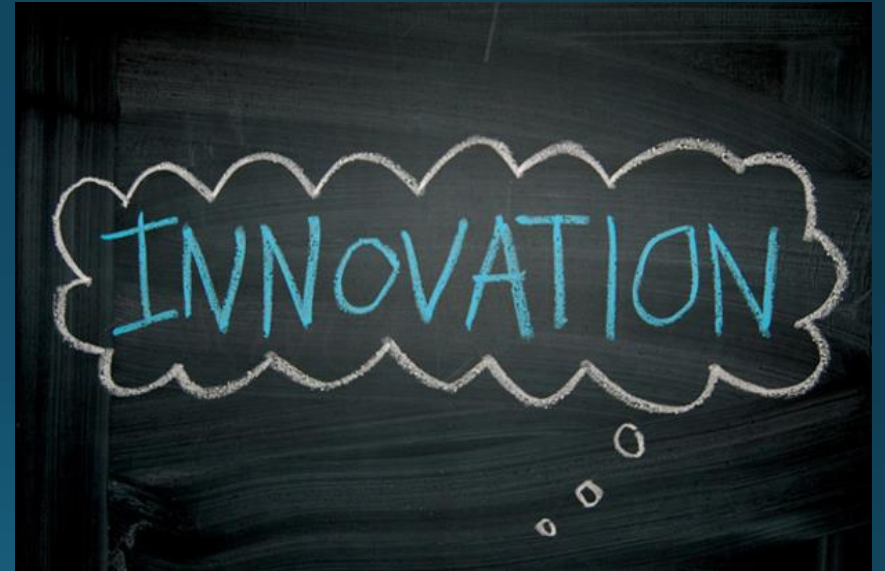


A critical evaluation of the implementation of innovation  
management from the managers' perspective  
in the case of spa hotels in Hévíz, Hungary

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# Topic and rationale

- Innovation: widely researched topic, less attention to the hospitality industry (Nagy, 2012; Hjalager, 2010; Sipe and Tesla, 2009)
- Focus on human resource practices and underlining constructs (Chang et al., 2011; Hu et al., 2009), not on strategic role and understanding
- Mainly quantitative studies or conceptual studies (Hartono, 2016; Hon and Lui, 2016; Ferreira et al., 2015; Souto, 2015; Orfila-Sintes and Mattsson, 2009)
- Increasing attention to this type of tourism (Hungarian Tourism Ltd., 2016)
- Highly competitive environment (Lee et al., 2016)
- Many different types of businesses in the area (Hévíz.hu, 2016)

# Aim and objectives

- **Aim:** To critically analyse the applied innovation management practices in the case of spa hotels in Hévíz, Hungary.
- **Objectives:**
  1. To identify the understanding and role of innovations from a managerial perspective.
  2. To define the enablers of innovations in an organisational context.
  3. To explore the process of innovation implementation in the spa hotels.

# Key literature

## 1. Definition of innovation

- From Schumpeter (1934) to Hartono (2016)
- Types of innovation (OECD and Eurostat, 2005)

## 2. Drivers of innovation

- T&B model (Ferreira et al., 2015)

## 3. Innovation processes

- New ideas and capability-based framework for innovation processes (Hartono, 2015)
- The creative process theory (Hesselbein and Johnston, 2002 cited in Ahmed and Shepherd, 2010)

Knowledge, creativity, employees (Hon and Lui, 2016; Mazzei et al., 2016; Souto, 2015; Tajeddini and Trueman, 2012; Hu et al., 2009)

Organisational influencers (Dunne et al., 2016; Griessemann et al., 2013; Tajeddini, 2011)



# Primary research context

- Spa hotels in Hévíz, Hungary
- Increasing tourist demand (both domestic and international)
- Fierce competition in the country
- Rural destination
- Need for competitive advantage
- Big variety of businesses



# Methodology

- Qualitative approach – non-random, convenience sampling (Quinlan, 2011)
- Semi-structured interviews in Hungarian
- Open-ended questions (Bryman and Bell, 2011)
- Each spa hotel will first be contacted via e-mail (low season)
- Sample size: 15

# Challenges and limitations

- Relatively small amount of hotels
- Language (translation, loss of meaning)
- Interpretation issues
- Objectivity (Quinlan, 2011)
- Transferability
- Ethical considerations, anonymity
- Underdeveloped interviewing skills
- Focus only on the management's perspective
- Cannot take into consideration all the influencing and underlining aspects



# Next steps

- Work in progress – further investigation, completion of the research paper
- Design of the interview schedule
- Translation and cross-check

# Questions to the audience

- Suggestions about the method?
- Is the flow clear?
- Any general suggestions and recommendations?



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