

**THEORETICAL POSSIBILITIES OF EXPRESSION OF INNOVATION IN  
TOURISM SECTOR:  
THE CASE OF SCOTLAND AND SLOVENIA**

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**Abstract**

Tourism is one of the largest and most perspective branches in the world economy. European Union (EU) ranks as first in the world and accounts 57, 8 percent of the world tourism market due to its unique tourist's objects and products differentiation as well as cultural and historical distinction of each country. Enlargement of EU extended markets and range of tourism services, thereby EU tourism sector went in higher and more sophisticated level of competition. Expanded tourism market provides together threats and opportunities for members of EU. To turn threats to opportunities is important to form tourism sector in innovative and effective way, to employ innovative methods and knowledge. Thus could secure tourism sector tight competitive positions in world economy, to encourage development of the member's infrastructure.

Fast changing market's environment is causing the specific requirements for countries towards development of tourism sector. However there is lack of findings how innovative initiatives and activities displays in tourism sector of EU countries. The formed preconditions allow revealing scientific research problem of this article: how entrepreneurial characteristics reflect in Slovenia and Scotland tourism sectors? The aim of the article is to highlight reflections of entrepreneurship characteristics in tourism sector, trying to determine level of innovation in tourism sectors of Slovenia and Scotland.

There were systemized approaches of tourism system and models, as well as perception of innovation was developed in the article. As the conclusion of this analysis model of tourism system and perception of innovation were highlighted and explained. Seeking to solve scientific problem and to reach the aim, entrepreneurship characteristics were crystallized in the article. The article stresses that the main elements of innovative tourism sector are proactivity, dynamism, creativity and social responsibility. As it is highlighted in the article, handling of mentioned features in various ways could signally promote development and growth of tourism sector. Hypothetical model of tourism sector based on innovation was presented and explained. Analyzing of the good practice in tourism sector of chosen EU countries – Scotland and Slovenia, there were pointed the main aspects and the key factors, building tourism sector based on innovations. Matrix of comparison of entrepreneurship characteristics of chosen EU members was presented. There were analyzed differences of innovative features in different states in order to form comparable model of innovative features, observable in Slovenia and Scotland. Conception of formed model allows applying it as a case of good adaptable practice. Innovative development of tourism sector could be significant step towards stable expansion of EU, social cohesion, creation of knowledge based society.

**Keywords:**

**Tourism sector, tourism system, innovations, entrepreneurship, entrepreneurship characteristics.**

**Introduction**

Tourism is one of most important economic sectors in case of effective and sustainable building of EU. Tourism sector efficient contributes social cohesion of Europe<sup>1</sup>. Researches of scientists (Shackley, 2007; Page, Connel, 2006; Cooper, 2006; Troobof, 1995; Goeldner, 2003;

Fletcher, 2006; Holden, 2003; Svetikienė, 2002; Grebel, 2004; Gilmore, 2003; Laws, 2003; Seaton, Lenehan, Harrington, Langer, 1996) proved that tourism sector is resistant to negative changes of economic situation, because market orients toward cheaper consumption during the economic crisis. In that way, tourism sector warrants economic and social stability of the state.

<sup>1</sup> European Committee of economics and social science

Tourism sector is not just profitable and economically essential in case of EU formation, but either closely concerned with many other facets of economy and socioeconomic environment. Tourism weighty contributes to social cohesion, increase of employment, stable development. Tourism sector plays essential role in integration process of EU. Tourism sector of EU have strong positions considering of high competition in global market and is warrant of stability.

Enlargement of EU extended markets and range of tourism services, thereby competition among corporations in tourism sector increased either. Companies of tourism sector needs to assume measures to reinforce positions of tourism sector, of EU in global market. One of manner's to reach this goal is use of innovative instrumentality and methods.

Scotland and Slovenia are states, where tourism sectors and tourism services are formed in innovative and effective way. This way secure Scotland and Slovenia tourism sectors durable competitive position in context of EU. Moreover, such movements help to assimilate economic and social benefits, what significant faces in society needs. Good practice and experience of tourism sectors of Scotland and Slovenia is solid pattern on purpose to improve less developed tourism sector. Either mentioned way generates potential guideline to shape comparable model of adaptable good practice. Such model is based on effective exploitation of tourism potential, expansion of services variety, implementation of innovative services and increase of competitiveness. Considering above mentioned aspects the **research problem** being solved in this article should be constructed: how it is possible to highlight the expression of innovation in tourism sector?

The **object of the research** is the expression of innovation in tourism sector.

The **aim of the article** is to highlight the possibilities of expression of innovation in tourism sector, trying to construct comparable model of good practice, based on innovative and entrepreneurship experience of Slovenian and Scotland tourism sectors. To achieve this aim three **tasks** are to be solved:

- To highlight innovation characteristics in tourism sector.
- To execute analysis of innovation characteristics in tourism sectors of Scotland and Slovenia.
- To compose patterns what can be used as comparable model.

Theoretical analysis of the scientific works, and practical papers in this field was taken as the research method.

#### **Theoretical analysis of expression of innovation characteristics in tourism sector**

Tourism is human activity which encompasses human behavior, use of resources and interaction with people,

societies, economies and environments (Holden, 2003).

Main aim of tourism as part of business pattern (Seaton, Lenehan, Harrington, Langer, 1996) is to satisfy wants of tourists. Tourism is a sophisticated system where tourists, geographical elements, business subjects of tourism are integrated and forced to interact with miscellaneous environment. Such conception of tourism, have economical reflection, because of involvement of business subjects.

Conception of tourism is based on economical characteristics as follows (Jusčius, 2001): tourism is based on humans needs to travel in various routes; tourism always consist two basic principles: travel to the desired destination and stay; travel means departure from country or region, where tourists permanently lives; tourism is temporary movement of individuals, who are using tour (subsequently tourist come back to the native residential place). These tourism describing characteristics are closely integrated with business layers and compose a system, where tourism product is on offer.

The fact that a tourism product is analyzed as an economic category is determined by various reasons (Jusčius, 2001): tourism product is a trade object; its consumption provides certain social and economic benefit; due to the supply and demand of tourism product, and the specific character of the elasticity of demand and supply. To highlight economical aspect of tourism product, this phenomenon could be realizable in two different ways: as package of services and as combined package of services and material goods.

How to define conception of service? Langvinienė (2005) characterize service as assistance, favor, gain. Service is defined also as that, what could be buyable and saleable, but is not substantial (Vengrienė, 1998). According to Gilmore (2003) service is outcome of economically valuable activity, transformed into two different shapes – good's and (or) activity's. Service is also conceptualized as multi-staged phenomenon: service is an activity, which meets the requirements of consumers and its consequences don't contain tangible benefit; key factors are supplier and consumer, independent participants of this process (Vengrienė, 1998). According Svetikienė (2002) service is an item, when production and consumption proceeds simultaneously; purport and quality of item depends on provider of services, consumer and other circumstances.

Summarizing statements mentioned above, there were crystallized fundamental features of service, coherent to economical perception: activity reflected in trade (buy/sale); results of activity meets requirements of consumers (they are independent); it could have tangible (goods) and intangible shapes.

Tourism product is whole of goods and services, which should meet consumer's requirements all tour long (Page, Connel, 2006). More extensive tourism product is defined according Svetikienė (2002) – tour comprised

of package of services, wherein tour consist of tourism resources (sights of nature, culture, history and etc.) and services of tourism industry. Combination of mentioned conceptions highlights versatility of tourism product. Page, Connel (2006) notes that tourism product consist of 3 elements: tour, tourist services and goods. Important to perceive that tourism product should meet all the requirements of consumer substantially, not separate.

As a consequence of scientific literature analysis there was definition of tourism product crystallized: tourism product – is a package of products and services, which is provided by service provider for consumer (tourist), to meet his requirements during tour.

**Tourism system.** Tourism is complicated, abstruse and rapid developing system, which make influence on various industries. Tourism is business and provides specific services for tourists. It is branch of industry, comprised of various branches and various activities, which provides tourists services (Bagdzevičienė, 2001). Hopenienė (2005) focuses on more business orientated approach: tourism is complicated social-economical system, where strong point is multibranchional complex set, within activities of tourism organizations and intermediaries; pointful management generates presumption of formation of differential tourism products for particular markets and consumers. Holden (2003) similarly highlights social feature of tourism system – important to perceive tourism as a system, where business organizations, tourists, as well as *societies and environment are incorporated*.

In conformity with Svetiekienė (2002) tourism system is interpreted as a system of elements which are essential for effective functioning of it. They are:

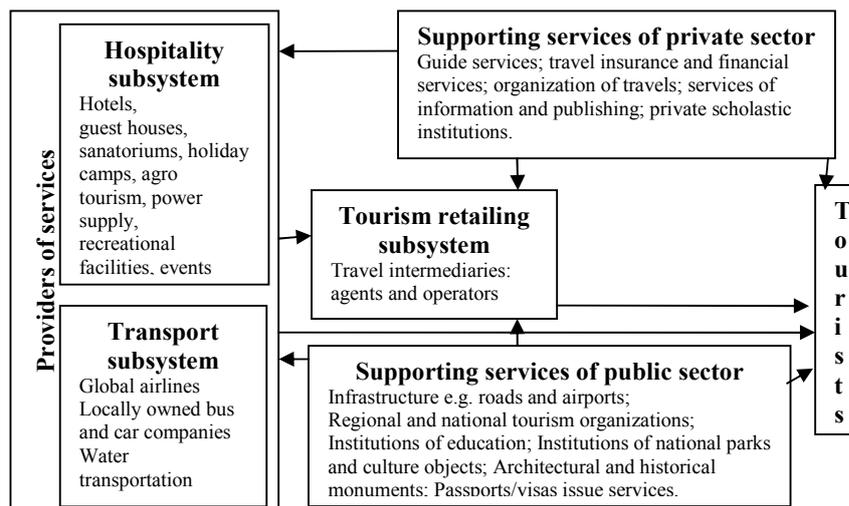
- Tourism subject – tourist – who travels in host country or abroad and have specific needs: cognitive, professional, business, ethnic, cultural, recreational and etc. He stays for one night out.
- Tourism object – tourism companies, who provides various services, as tour organization, hospitality, transportation, information and meets other needs of tourists.
- Environment of tourism surroundings: natural and cultural resources, social, economy and administrative issues.

Laws (2003) presented the tourism system where heightened environmental perspective is included (Holden, 2003). Laws (2003) model incorporates a range of different elements which together form the tourism system. Important inputs to the system from an environmental perspective include natural and human resources, the use of which are encouraged by both consumer demand in the market system for tourism, and government policy aimed at increasing entrepreneurial activity and inward investment in the sector. Within the overall system, three distinct subsystems are recognizable, all of which overlap and are interrelated. Incorporated

in the subsystems are the businesses that have been developed to cater primarily for tourists, such as tour operators, international hotel companies, global airlines, and locally owned tourism enterprises. The outputs of the system suggest that tourism will bring environmental and cultural changes. These changes illustrate the dichotomy of tourism in the sense that they can be either positive or negative. Tourism can both conserve and pollute physical environment, whilst it can also bring positive and negative cultural changes, such as employment opportunities for woman or result in woman being forced into prostitution. Similarly it can create economic opportunities for communities but also can result in an economic overdependence on tourism and encourage price inflation. Another output of the system, which is essential for ensuring the profits of enterprises based upon tourism and helping to secure the economic benefits desired by governments, is tourism satisfaction (Holden, 2003). Economic, technological and political changes can also influence tourism by making it accessible to a wider proportion of the population. For instance, rising levels of disposable income, longer holidays, and greater political freedoms will all encourage travel. Media and information technology developments have made more information and images available about potential tourism destinations. Increasing access to, and use of, computers means it is possible to book airlines seats and holidays directly from the computer, facilitating travel (Holden, 2003).

In models of Laws (2003) and Svetikienė (2002) tourism systems clearly are highlighted subsystems and influence of the environments. Though Laws (2003) do not crystallize subject and object of the tourism system, what are basic elements of system. Several shifts and adaptation of systems from other scientists (Goeldner, 2003; Fletcher, 2006; Damulienė, 2003) were made and new hypothetical model of tourism system was designed. Model of tourism system is presented in Fig. 1.

Providers of tourism services consist of two subsystems: transport and hospitality. Transport subsystem is comprised of entire units, who are related to carriage of passengers in three ways: water-, land- and air transportation. Such subsystems are vital to generate and meet all needs of tourists. Tourism retailing subsystem, composed of travel intermediaries, is mediate link between providers of services and tourists. It links providers of tourism services with final consumer. Mentioned services could be provided directly to the customer, bypass services of intermediaries. While services of private and public sectors, maintain activities of mentioned subsystems. To conclude, according Hopenienė (2002), system of tourism business is network of collaboration, where independent, closely related tourism business units compete. According Jusčius (2001) tourism as business consists of tourist profile organizations (hotels, catering, tourism enterprises and etc.).



**Fig. 1. Hypothetical model of tourism system**

(adapted according to Goeldner (2003); Fletcher (2006); Holden (2003); Damulienė (2003); Svetikienė (2002))

### **Innovation (entrepreneurship) characteristics.**

Innovation is a process, driven by innovative solutions, or development and adaptation of existing for modern preserves. According Grebel (2004) innovation it is novelty, implementation of recency, renewal, transformation. Innovation (Martinkus, 2006) is integrated creation, development, global distribution and effective usage of innovations in various fields. The main, specific elements and essential features of innovations are:

- Generation of new ideas;
- Implementation of ideas in creature process of items and services;
- Innovations are a key factor to emerge in economics employment and competitive ability.

Tourism, as industry, is preferable to perception of innovation, where this phenomenon is defined as creation of new products, installation of new technologies, preparation of organization and methods of modus operandi. According Fache (2000) innovation is whole of technological transformation, where completely new methods or inputs are used for creation of new services and products. Innovation is a phenomenon consists of generation of new ideas and their shift to new products, services, process, what could be an impulse for dynamic growth of economy and employment (Jones, 2003). Innovation without marked and useful success on market cannot be named innovation (Cumming, 1998). Proper definition correlated with tourism system, in case to create tourism system based on innovative features, is proposed by Ahmed (1998) – even if innovation cannot be touched, heard or examined, it will be always perceptible.

*Dynamism* is one feature related to phenomenon of innovation according to Kri čiūnas (2007). Dynamism is connected with agility, variability, and efficiency of entrepreneurial enterprises transferring and using new knowledge. Dynamism of business may be described as such category as business mobility, which is business

potency to change, to renew, to change the forms and spheres, to develop and to be more effective.

*Social responsibility* of the organization enforces the representatives of business to be responsible for their activity and made decisions. Society wants business to be social responsible and many business organizations schedule social aims in their activity. An organization must be responsible for making decisions of social, global and ecologic problems (Kri čiūnas, 2007).

Though there is no single accepted definition of innovation phenomenon, it could be consistent pattern and common features defined. Innovation is perceived as new, creative mentation, designed for changes. It is an attempt to shift “status quo” with improved, efficient, modernizing vision of the future. Phenomenon must be in lead by success. Other vital features of innovation are efficiency, utility, and meet of consumer requirements, social responsibility and dynamism.

Innovation in business sector creates activity named entrepreneurship. Morrison (2006) defines this phenomenon as process of mixed multidiscipline and dynamic factors, where particular combinations are reliant to characteristics, competence and abilities of entrepreneur and surrounding environment. Schumpeter (1998) highlighted key factor of entrepreneurship – innovation. According Schumpeter (1998) innovation is one of most difficult goal for entrepreneur. Attention was paid to efficiency of production; task for entrepreneurs is to develop engine of effective production process. Such perception highlights novelty and innovation, what are integral parts of entrepreneurship. Disclosed linkages are a key to point an importance of innovation in economy and their occasions to develop.

Freel (2003) notice, that success of entrepreneur is based on factors as follows:

- he have vision of the future, what could occur;
- he knows how to introduce himself and his ideas;

- he recognizes his advantages and weaknesses, and hidden talent.

Entrepreneurship is a process, when individuals seek to use occasions at the maximum, even if they don't have enough resources in the mean time (Timmons, 1990).

As a consequence of what was mentioned above there were crystallized 4 features of innovation (entrepreneurship) - assuming the risk, creativity, independence, and reward.

Recently, noticeable changes in global tourism sector force its units to specialize their activities. Though the rapid development of technologies and globalisation customers of tourism sector are more informed and sophisticated. Thus provides greater opportunities for customers in negotiation with providers of tourism services. Therefore tourism sector necessarily must transform its profile in cooperation with innovations, e.g. design of new products, services, development of modern presentation methods of country and etc. Essential features of innovative tourism sector for effective functioning are (Fig. 2):

- Proactive activities, generation and implementation of modern ideas in tourism sector e.g. at business and at national level. New and risky ventures, events, projects and other activities are pointed to promote creation and spread of tourism product;
- Creativity on purpose to diversify tourism product and his principles;
- Social responsibility, where dialogue between tourism sector and society is important, on purpose to assume responsibility and obligations of prosecuted activities and their results;
- Dynamism, what is knowable from accelerated potency of changes, renewal, development, efficiency.



**Fig. 2. Entrepreneurship characteristics in tourism sector**

### Reflection of innovation characteristics in tourism sectors of Scotland and Slovenia

In the above presented chapter there were highlighted 4 innovative features, shaped for tourism sector. Appliance of mentioned characteristics in tourism sector is vital, keeping in mind constantly global changes of economical conditions, on purpose to restructure tourism sector in various ways. Often an implementation of this goal is based on innovation, progressive ideas, modern

methods and instrumentality. It is important to stress that all countries differ markedly in different fields and that should be calculated analyzing particular cases. To achieve goal of research - crystallize main reflections of innovations in Scotland and Slovenian tourism sectors, review of innovative features of tourism sectors in mentioned countries will be performed.

**Innovation (entrepreneurship) characteristics of Scotland tourism sector.** The Tourism Innovation Group<sup>2</sup> (TIG), formed in 2002, is a private-sector led group, which aims to stimulate tourism operators into taking action to add to the quality, scope and success of tourism businesses, improving Scotland's competitiveness in tourism markets. TIG comprises an active membership of over fifty businesses, representing a cross-section of tourism operators and entrepreneurs. Main goal of TIG is development of competitive abilities of Scotland tourism sector worldwide. To achieve this goal, innovative and effective cooperation between diverse market shares, by assuming responsibility, is the main task. TIG seeks to stimulate stable development of tourism business, worldwide. TIG is a tourism cluster, where diffusion of good practices appears. An outcome of cluster's activities is rise and spread of high quality commodities and services. TIG is funded by key stakeholders in the Scottish tourism sector:

- Scottish Enterprise, main agency of economic development;
- Highlands & Islands Enterprise; offers miscellaneous assistance for business start up, or business improvement, via consultations, e-business solutions and other innovative actions;
- VisitScotland, main website of National Scotland tourism organization; provides information about events and topicality of tourism sector.

TIG aims to innovative, to collaborate and grow the tourism economy. Essential tasks could be highlighted: identification of strategic problems; stimulation of innovations in industry; incubation, preparation and implementation of specific projects; maintenance of innovations in public sector/industry; organization of meetings, discussions, events in public-business level, on purpose to support diffusion of knowledge and good practice.

Through active and modern activities of TIG in economical system, tourism sector of Scotland is constantly under the renewal, while innovative ideas are successfully implemented.

**Reflections of innovative features in tourism sector of Slovenia.** Main organization, which coordinates and supervises tourism sector in Slovenia is Directorate for Tourism<sup>3</sup>. It operates as independent directorate within

<sup>2</sup> Tourism innovation group [online]: <<http://www.tourism-innovation.com/index.html>>.

<sup>3</sup> Slovenian Directorate for Tourism [online]: <<http://www.mg.gov.si/>>.

the Ministry of the Economy. The Directorate has two parts: Tourism Development and Promotion Division and Division for Investment Policy and Business Environment Development. Main areas of work are: participation in international organizations and groups in the field of tourism; guiding and participating in the development of a favorable business environment for the development of tourism and catering; preparation and coordination of the production of analyses, reports, information and other material in the field of investment policy and business environment development. Development Plan and Policies of Slovenian Tourism in 2007–2011 is basic strategic document of Slovenian tourism system. During this strategic period, the basic strategy aims at strengthening mutual links and cooperation in common planning, designing and marketing Slovenian tourism according to principles of public-private partnership at all levels, from local to national, and at strengthening excellence in all fields and at all levels of Slovenian tourism.

Slovenian Tourist Board<sup>4</sup> (STB) is non-governmental organization. STB is a major national tourist organization for: planning and performing the promotion of Slovenia as a tourist destination; linking the existing products and programmes of national importance and advancing the progress of new ones; establishment of the integral tourist information infrastructure; executing research and development work. Whole of representative information about Slovenia is presented in official website in two poles: on one pole – tourist information, e.g. tourist attractions, catering and etc.; on second pole – business information. Such system enables entrepreneurs fast to find proper information about conditions of Slovenian tourism sector and business possibilities, for instance, segments about research and development, where information about market research, statistical data, tourism marketing of Slovenia is presented.

National Tourist Association<sup>5</sup> (NTA) plays essential role in Slovenian tourism system. The main aim of NTA is to promote tourism in Slovenia as its strategic developmental opportunity. The Association performs activities of public interest in Slovenia and abroad. Members of NTA are companies, organizations and individuals that have applied for membership of their own free will and are directly or indirectly engaged in tourism. NTA members include: over 100 leading Slovene companies operating in the field of tourism; over 200 renowned individual members; a number of collective members – tourist societies, agencies, hotels, casinos, ski lift and cable car operators, farmers who offer tourist accommodation, managers and caretakers of points of interest including caves, castles, caterers, private innkeepers and professional colleges and high and schools for catering and hotel trade.

<sup>4</sup> Slovenian Tourist Board [online]: <<http://www.slovenia.info/>>.

<sup>5</sup> National tourist association [online]: <<http://www.ntz-nta.si/>>.

International Tourism Institute (ITI) provides services of professional research work in the field of tourism. ITI develops research methods, implements programmes of tourism statistics, analyses economic and social problems and brings scientific, professional approach of treating problems in tourism into force. The Institute develops education and training programmes in tourism, collects professional literature and statistic data and strengthens international scientific and professional cooperation in tourism. The main fields of work: basic and methodological research; international development projects and strategies in the field of tourism, tourism and cultural development, education, the use of alternative sources of energy, and the use of information technology in tourism; marketing strategies and analyses and entrepreneurial counseling, Slovene national projects and development strategies for tourist destinations; promoting high-quality excellence in tourism.

Marketing agency Polikons Ltd. is a sample of ITI activities. While marketing, together with information, communication and promotion assistance is prevailing in tourism to assure the right position, market enforcement and successful selling, Polikons Ltd. implements such kind of projects. Main activities of Polikons Ltd. are projects of strategic and executive marketing, planning, and market positioning and trading of integral tourist programmes, establishment and activity of consortiums, target actions of market communications, development of guest relations and programmes of internet communication. Mostly the projects are of national importance. Local and foreign experts cooperate at these projects with their knowledge, international experiences and up-to date technical support.

The Tourist Association of Slovenia<sup>6</sup> (TAS) is voluntary, nonprofits, and interest based, non-governmental and non-political national association, consists of tourist societies, municipality and regional unions and other associations, junior tourist societies, tourist information centers. The goal of the TAS is to take active part in tourism, together with the private and public sector and to maintain its position as an equal partner. The activities of the TAS help the national tourism to be effective, the GDP growth, public awareness and promotion of Slovenia as the green oasis of Europe.

The TAS holds regular staff meetings, press conferences, counseling, workshops, festivals, evaluations, round tables, forums, polls and lectures, seminars, and other forms of education. The TAS works hand in hand with the Ministry of Economics and other ministries, the Chamber of Commerce of Slovenia. Takes active part in the Council of the RS Government for Tourism and collaborates with the Parliament of Slovenia.

<sup>6</sup> Tourist association of Slovenia [online]: <<http://www.turisticna-zveza.si/english.php>>.

Results of executed analysis and review of procedures, principles, activities and initiatives within tourism sectors of Scotland and Slovenia compose background of exertion of innovative features. Whole in previous chapter highlighted innovative features reflects in both countries.

### Formation of model of good tourism sector practice

Analysis of Scotland and Slovenia tourism sectors exposed, that either is based on innovative features and activities. It could be stressed that there are tight linkages between both countries - innovative elements observable in both tourism sectors. Basic common points of proactivity are: spread of innovative knowledge, effective system of good practice exchange, public-private partnership. Creativity, as innovative feature, reflects in following common ways: promotion to develop innovative tourism products and services, research

and analysis of tourism market, creation of interactive guides and strategic programmes. Dynamism appears in both states in such common forms: quality development of tourism products and services, development and appliance of modern technologies in tourism sector, fast system of information distribution. Preservation of natural resources and nature, establishment of eco-friendly business, creation of "green" tourism products and services, development of public-private networks are main general factors how social responsibility is implemented in Scotland and Slovenia.

Summarizing statements mentioned above, resume of provided analysis of reflection of entrepreneurship characteristics in Scotland and Slovenia tourism sectors is presented in Table 1. Presented model is a key factor not only to compare exertion of innovative features of Scotland and Slovenia, but either can be used as a model of good adaptable practice.

**Table 1. Comparable model of innovations' features of Slovenia and Scotland tourism sectors**

Innovative features	Slovenia		Scotland	
	Ways of innovative features reflection	Supervisor	Ways of innovative features reflection	Supervisor
Proactivity	<ul style="list-style-type: none"> <li>• Process of clusters formation;</li> <li>• Collaboration in tourism sector;</li> <li>• Interchange of good practice;</li> <li>• Search for international partners;</li> </ul>	<ul style="list-style-type: none"> <li>• Tourism Directorate;</li> <li>• National Tourist Association;</li> <li>• Slovenian Tourist Board;</li> </ul>	<ul style="list-style-type: none"> <li>• Share of innovative knowledge;</li> <li>• Collaboration of business and public sectors;</li> <li>• Takeover and share of good practice;</li> </ul>	<ul style="list-style-type: none"> <li>• Tourism Innovation Group;</li> </ul>
Creativity	<ul style="list-style-type: none"> <li>• Development of tourism services and commodities;</li> <li>• Market research and analysis;</li> <li>• Creation of national strategic programmes;</li> </ul>	<ul style="list-style-type: none"> <li>• International Tourism Institute;</li> <li>• Polikons Ltd.;</li> </ul>	<ul style="list-style-type: none"> <li>• Creation of interactive guides;</li> <li>• Maintenance of innovations;</li> <li>• Stimulation of innovations;</li> </ul>	<ul style="list-style-type: none"> <li>• Tourism Innovation Group;</li> </ul>
Dynamism	<ul style="list-style-type: none"> <li>• Adaptation of international standards and criterions;</li> <li>• Development of tourism business and modern technologies;</li> <li>• Development of high quality tourism services and commodities;</li> </ul>	<ul style="list-style-type: none"> <li>• National Tourist Association;</li> <li>• Tourist business units;</li> </ul>	<ul style="list-style-type: none"> <li>• Quick and instant system of information distribution;</li> <li>• Contemplation of innovative ideas and support of their share;</li> </ul>	<ul style="list-style-type: none"> <li>• Tourism Innovation Group;</li> </ul>
Social responsibility	<ul style="list-style-type: none"> <li>• Solution of global, ecological, social problems;</li> <li>• Creation of environment friendly commodities and services;</li> <li>• Preservation of clear and pure nature;</li> </ul>	<ul style="list-style-type: none"> <li>• Tourist Association of Slovenia;</li> </ul>	<ul style="list-style-type: none"> <li>• Establishment of stable social networks between societies and business units;</li> <li>• Creation of environment friendly services and commodities;</li> <li>• establishment of environment friendly business;</li> </ul>	<ul style="list-style-type: none"> <li>• Tourism Innovation Group;</li> </ul>

### Conclusions

There were systemized interpretations of tourism system conceptions. Innovative features were highlighted. Independence, satisfy a tourist wants, multiplex linkages between tourism business units are core elements of innovative tourism sector. Crystallized innovative features are: proactivity, what is perceived as generation and implementation of modern ideas, new and risky ventures, events, projects and other activities; dynamism what is knowable from accelerated potency of changes, renewal, development, efficiency; creativity on

purpose to diversify tourism product and his principles; social responsibility, where key factor is to create dialogue between tourism sector and society. National tourism system should be developed and based on use of mentioned innovative features, on purpose to enhance their positions of competition in EU and global markets, and adapt to fast developing economic conditions.

Analysis of Scotland and Slovenia tourism sectors exposed, that either is based on innovative features and activities: spread of innovative knowledge, effective system of good practice exchange, public-private partnership (**proactivity**); promotion to develop

innovative tourism products and services, research and analysis of tourism market, creation of interactive guides and strategic programmes (**creativity**); quality development of tourism products and services, development and appliance of modern technologies in tourism sector, fast system of information distribution (**dynamism**); preservation of natural resources and nature, establishment of eco-friendly business, creation of “green” tourism products and services, development of social public-private networks (**social responsibility**). From presented findings were formed comparable model of reflection of innovative features in tourism sectors of Scotland and Slovenia. This pattern could be used as model of good practice.

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