

State University of Trade and Economics
Department of Tourism and Management of Creative Industries

QUALIFYING PAPER

on the topic:

**«Project of the innovations
management system of the enterprise»**

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educational degree «Master»,
specialty 073 «Management»,
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ABSTRACT

Tertychna A.A. Project of the innovations management system of the enterprise. Manuscript.

Qualification paper for a master's degree in specialty 073 "Management", educational program "Project Management." Faculty of Technologies and Business, State University of Trade and Economics, Kyiv, 2025.

The paper examines the theoretical foundations of forming an innovation management system at an enterprise and identifies its key elements and tools in the context of digital transformation and increased competition in the tourism market. An analysis of the activities of JOIN UP! LLC, its financial results, level of innovation, and effectiveness of management decisions was conducted, and problems in the implementation of innovations related to insufficient process automation were identified. Based on the results of the analysis, a set of measures is proposed to improve the enterprise's innovation management system, in particular the introduction of AI assistants, VR/AR technologies, dynamic pricing systems, and automated customer communication services, aimed at increasing competitiveness and optimizing the business processes of a tourism enterprise.

Keywords: innovation management, innovation management system, digital technologies, tourism enterprise, JOIN UP!, innovative development

АНОТАЦІЯ

Тертична А.А. Проектування системи управління інноваціями підприємства. Рукопис.

Кваліфікаційна робота на здобуття ступеня магістр за спеціальністю 073 «Менеджмент», освітня програма «Проджект менеджмент». Факультет технологій та бізнесу, Державний торговельно-економічний університет, Київ, 2025.

У роботі досліджено теоретичні засади формування системи інноваційного менеджменту на підприємстві та визначено її ключові елементи та інструменти в умовах цифрової трансформації та посилення конкуренції на туристичному ринку. Проведено аналіз діяльності ТОВ «ДЖОІН АП!», фінансових результатів, рівня інноваційності та ефективності управлінських рішень, виявлено проблеми у впровадженні інновацій, пов'язані з недостатньою автоматизацією процесів. На основі результатів аналізу запропоновано комплекс заходів щодо удосконалення системи інноваційного менеджменту підприємства, зокрема впровадження ШІ-асистентів, VR/AR-технологій, систем динамічного ціноутворення та автоматизованих сервісів комунікації з клієнтами, що спрямовано на підвищення конкурентоспроможності та оптимізацію бізнес-процесів туристичного підприємства.

Ключові слова: інноваційний менеджмент, система управління інноваціями, цифрові технології, туристичне підприємство, JOIN UP!, інноваційний розвиток.

State University of Trade and Economics
Faculty of Technologies and Business
Tourism and Management of Creative Industries
Educational Degree «Master»
Specialty 073 «Management»
Educational program «Project Management»

Approved by

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« ____ » _____ 2024

Task

for a qualifying paper

TERTYCHNA ANASTASIIA

1. Topic of a qualifying paper:

«Project of the innovations management system of the enterprise»

Approved by the Order of SUTE of 14.10.2024 № 3423.

2. Term of submitting by a student his/her terminated paper: 21.11.2025

3. Initial data of the qualifying paper:

Purpose of the paper: study theoretical and practical aspects of designing the innovation management system at “JOIN UP!” LLC and develop recommendations for its improvement under digital transformation of the tourism market.

The object: the system of innovation management and the process of managing innovation activity at “JOIN UP!” LLC.

The subject: theoretical, methodological and practical aspects of forming and improving the innovation management system of a tourism enterprise “JOIN UP!” LLC.

4. Content of a qualifying paper (list of all the parts and subparts):

INTRODUCTION

PART 1. THEORETICAL ASPECTS OF FORMATION OF THE INNOVATION MANAGEMENT SYSTEM AT THE ENTERPRISE

1.1. Concept and characteristics of innovation management

1.2. Methodological principles of formation of the innovation management system at the enterprise

Conclusions to the part 1

PART 2. RESEARCH OF FEATURES OF THE INNOVATION MANAGEMENT SYSTEM AT THE ENTERPRISE “JOIN UP!” LLC

2.1. General organizational and economic characteristics of the enterprise

2.2. Analysis of methodologies for forming the innovation management system of “Join Up!” LLC

2.3. Evaluating the effectiveness of the enterprise innovation management system

Conclusions to the part 2

PART 3. DIRECTIONS FOR IMPROVING THE INNOVATION MANAGEMENT SYSTEM AT THE ENTERPRISE “JOIN UP!” LLC

3.1. Development of a program of measures to optimize the innovation management system at the enterprise

3.2. Evaluation of the effectiveness of the proposed measures

Conclusions to the part 3

CONCLUSIONS AND RECOMMENDATIONS

REFERENCES

APPENDICES

5. Time schedule of the paper:

No.	Stages of the qualifying paper	Terms of the qualifying paper	
		de jure	de facto
1.	Choosing and approval of the qualifying paper topic	02.09.2024 - 14.10.2024	14.10.2024
2.	Preparation and approval of task for the qualifying paper	15.10.2024 - 15.11.2024	14.11.2024
3.	Writing and pre-defense of the 1 st part of the qualifying paper	16.11.2024 - 11.04.2025	11.04.2025
4.	Writing and preparation of a scientific article	till 02.05.2025	02.05.2025
5.	Writing and pre-defense of the 2 nd part of the qualifying paper	03.05.2025 - 05.09.2025	05.09.2025
6.	Writing and pre-defense of the 3 rd part of the qualifying paper	06.09.2025 - 07.11.2025	07.11.2025
7.	Preparation of the qualifying paper (title, content, introduction, references, appendices), presentation of master diploma paper on the department and pre-defense in the committee	08.11.2025 - 14.11.2025	14.11.2025
8.	Additional processing, printing, and preparation of material to the qualifying paper defense	15.11.2025 - 20.11.2025	20.11.2025
9.	Presentation of the qualifying paper on the department and on the deanery	till 21.11.2025	21.11.2025
10.	Defense of the qualifying paper in the Examination Board	According to the schedule	15.12.2025

6. Date of receiving the task 14/11/2024

7. Scientific adviser of the research _____ Dupliak T. P.
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8. Manager of the educational program _____ Roskladka N.O.
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9. The task received by the student _____ Tertychna A.A.
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10. Resume of a scientific adviser of a qualifying paper

Student Anastasiia Tertychna executed the qualifying paper full-scale in the set terms in obedience to the time schedule of the paper.

The content, structure and execution of the paper answer requirements of the high school, has a practical value and academic novelty, an actual direction of research.

The final qualifying paper contains the introduction, main text (3 parts), conclusions, references and appendices.

The first part outlines the theoretical and methodological basis of innovation management at the enterprise and the structure of the innovation management system.

The second part analyses “JOIN UP!” LLC as a tour operator, its main performance indicators, level of innovation and problems in managing innovation processes.

The third part proposes measures to improve the company’s innovation management system by introducing digital tools such as AI-assistants, VR/AR technologies, dynamic pricing and automated communication services.

A qualifying paper can be admitted to defense in the Examination Board and deserves a positive estimation. The qualifying paper is independently authored work completed in accordance with the set goal and defined tasks. The qualifying paper has been checked for plagiarism. Identified deficiencies have been eliminated. Electronic version of the qualifying paper was received for transfer to the SUTE repository.

Scientific adviser of a qualifying paper _____ Tetiana Dupliak

Predefense of the qualifying paper _____

11. Resume about a qualifying paper

A qualifying paper of student Anastasiia Tertychna can be admitted to defence in the Examination Board.

Manager of the educational program _____ Nataliia Roskladka
(signature)

Head of the Department _____ Tetiana Tkachenko
(signature)

« ____ » _____ 2025

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INTRODUCTION

Relevance of the topic. In today's fiercely competitive tourism market, the company's long-term success is inextricably linked to its ability to continuously innovate. Traditionally, innovation and innovative activity are primarily associated with enterprises in science-intensive high-tech industries (computer and telecommunications technologies, chemistry, pharmaceutical industry, etc.), but the meaning of the term “innovation” is broader. Innovative activity involves not only the practical application of scientific and technical developments and inventions, but also includes changes in products, processes, marketing, organization, and production management. Innovative activity in tourism is embodied in the creation of new or improvement of existing tourism products, improving transport, hotel, and other services, developing new markets, introducing leading information and telecommunications technologies, modern forms of organizational and managerial activities, new approaches to meeting the needs of tourists.

Level of research on the topic. The theoretical, methodological, and practical foundations of innovation management have been studied by domestic and foreign scientists, including: Blyzniuk, A. O., Kudryavtseva, O. V., Voloshyna-Sidey V., Bugaychuk V., Grabchuk I., Alyabieva V., Pavlenko I. A., Myronenko O. V., Grabchuk, I., Samsoniuk, V., Tvardovska, I., Dzhindzhoian, V. V., Teslenko, T. V., Gorb, K. M., Koverga, S., Krutogorsky, Ya., Popova, G., Kopytko M. I., Blaga N. V., Epifanova I. Yu., Mazaraki A. A., Melnichenko S. V., Mikhailichenko G. I., Abeba L., Beken S., Simons D., and others. However, these works do not fully reveal the most modern aspects of the formation of an innovation management system, taking into account the latest trends in business digitalization.

Purpose and objectives of the work. The purpose of the qualification work is to study theoretical and practical aspects of designing the innovation management system at JOIN UP! LLC and develop recommendations for its improvement under digital transformation of the tourism market.

The set goal necessitated the solution of a number of interrelated **tasks**:

- to define the concept and characteristics of innovation management;

- to consider the methodological principles of forming an innovation management system at a company;
- provide a general organizational and economic description of a tourism enterprise;
- analyze the methodologies for forming the JOIN UP! LLC innovation management system;
- evaluate the performance indicators of the enterprise's innovation management system;
- develop a program of measures to optimize the innovation management system at the enterprise;
- evaluate the effectiveness of the proposed measures.

The object is the system of innovation management and the process of managing innovation activity at JOIN UP! LLC.

The subject of the study is theoretical, methodological and practical aspects of forming and improving the innovation management system of a tourism enterprise JOIN UP! LLC.

The research methods are based on induction, deduction, analysis, and synthesis. Expert assessments, economic and statistical methods, and graphical comparisons were also used.

The practical significance of the research lies in the fact that its results and developed proposals can be used in the practical activities of JOIN UP! LLC.

Scientific novelty. The integration and implementation of the proposed innovation management tools and digital solutions, aligned with contemporary global trends in tourism and digitalisation, will reveal the untapped potential of company and shape a modern innovation management system that strengthens its competitive position.

Practical testing of the study. The results of the study are reflected in article "Theoretical aspects of formation of the innovation management system at the enterprise", published in the article's collection of master programs students "Project Management", Kyiv: SUTE, 2025 (Appendix A).

Academic integrity and the use of artificial intelligence. During the preparation of the qualification work, artificial intelligence tools were used exclusively as an auxiliary

tool for analytical, editorial and information search support. All conceptual solutions, scientific conclusions, data interpretations, as well as the final wording of the text are the result of independent work. Artificial intelligence was not used to generate scientific results, fabricate data or create content that could distort the academic integrity of the work. The author of the qualification work bears full responsibility for the originality, accuracy and correctness of the information provided.

Structure of the work. The work consists of an introduction, 3 parts, conclusions, a list of references, and appendices. The work contains 20 tables, 11 figures, 38 sources, 5 appendices, and is set out on 93 pages.

PART 1

THEORETICAL ASPECTS OF FORMATION OF THE INNOVATION MANAGEMENT SYSTEM AT THE ENTERPRISE

1.1. Concept and characteristics of innovation management

One of the key topics in the modern information space is innovation. However, the actual level of innovation in the domestic economy, given the current economic and security situation, remains quite low. The transition to an innovative development strategy can be accelerated at the initial stage by achieving a common understanding of the basic concepts in this area. This will help create common starting conditions for all participants in the business environment. The modern economy is rightly recognized as an era of innovation. Innovations are a key condition for ensuring economic growth and improving the standard of living and quality of life. The changing environment in which organizations operate dictates the need to implement an innovative approach to meet the needs and expectations of stakeholders [14].

An important requirement for the formation and successful development of a company in the market in the field of innovation is a high level of organization of business processes for the development and implementation of innovative projects. At the same time, the organizational aspects of innovation design, as well as the definition and classification of innovation projects in the scientific literature, are still insufficiently researched. It is important to systematize scientific approaches to the category of “innovation project”, as well as to try to formulate the author's understanding of this essence, to identify possible criteria for classifying innovation projects [20].

In this matter, we propose to first define the theoretical approaches to the content of the concept of innovation and innovation management. According to Bliznyuk A. O., Kudryavtseva O. V. [1] and Voloshyna-Sidei V. [4], innovations mean not only certain new characteristics of a service product or service, but also new methods for introducing modern technologies into the process of organizing or promoting goods/services. At the same time, innovation management is considered by these authors as the management of processes to improve existing technologies, approaches, goods or services in various

fields of activity.

In addition, according to Grabchuk, I., Samsoniuk, V., Tvardovska, I. [7], innovation is usually understood as any form of improvement of the processes of servicing consumers of a service (service), including modernized product characteristics, new policies and processes for managing its development and promotion in the market. This category of authors considers innovation management from the standpoint of a system of organization and coordination of management measures that ensure the creation and promotion of innovations to the market.

According to Kopytko M. I., Blaha N. V. [13], Epifanova I. Y. [10], innovations should be understood as conceptually new forms of organization of providing and promoting products, which involve changing and improving the relevant customer service processes, choosing new methods and tools for sales, etc. At the same time, innovation management involves identifying possible alternative options for implementing innovations and forming a corresponding new value proposition on this basis.

Therefore, the concept of innovation and innovation management is becoming increasingly important due to the development of the modern economy. A significant portion of global investment today is directed to the development and implementation of innovations. Although this definition was initially applied primarily in the context of production technologies, it is rapidly expanding to include organizational approaches and methods that cover various sectors of the economic system. Thus, we can now talk about innovations in the areas of human resources management, regional management, implementation of modern structures, industrial policy, etc. [10].

Innovation management is an important factor in the functioning of modern business, as the market environment is constantly changing due to increased competition and intensive technological progress. This forces companies to adapt to new conditions by creating innovative products, implementing business and process innovations, etc. In this context, the innovation strategy is of particular importance, becoming the main guideline for ensuring sustainable innovative development of enterprises of various forms of ownership [8].

In the future, we propose to define theoretical approaches to the content of

innovation management. A more detailed specification of the essential characteristics of innovation management is presented in table 1.1.

Table 1.1

Essential characteristics of the concept of “innovation management”

<i>Authors</i>	<i>Essential features of the concepts of "innovative project"</i>				
	<i>Implementation of innovative initiatives</i>	<i>Development of the appropriate set of project documentation</i>	<i>A linked set of goals and programs to achieve them, integrated through resource management</i>	<i>Assessment and justification of market prospects for the sale of innovative products / services</i>	<i>Form of purposeful management of innovation activity</i>
Blyzniuk, A. O., Kudryavtseva, O. V. [1], Voloshyna-Sidey V. [4]	+		+	+	
Bugaychuk V., Grabchuk I., Alyabyeva V. [2], Pavlenko I.A., Myronenko O.V. [18]	+	+			+
Grabchuk, I., Samsonyuk, V., Tvardovska, I. [7]		+	+	+	+
Djinjoyan V.V., Teslenko T.V., Gorb K.M. [9]	+	+		+	
Koverga S., Krutogorsky Y., Popova G. [12]	+	+	+		+
Kopytko M.I., Blaha N.V. [13], Epifanova I.Y. [10].		+	+	+	+
Mazaraki A.A., Melnychenko S.V., Mykhailichenko G.I. [15].	+	+			+
Abeba L. [24]		+	+	+	+
Becken S., Simons D. [25]	+	+		+	

Source: compiled by the author according to the data: [1, 2, 4, 7, 9, 18, 12, 13, 15, 24, 25]

As can be seen from table 1.1, the professional literature currently contains various definitions and approaches to the interpretation of the concept of innovation management, but without a special emphasis on the industry in which innovations are implemented. There are certain differences in the existing approaches, which are expressed by the different focus of scientists on certain aspects of innovation implementation [21].

Blyzniuk, A. O., Kudriavtseva, O. V. [1], Voloshyna-Sidei V. [4] note that innovation management can be defined as a system of interdependent activities that cover

the entire process of creating, producing and commercializing innovative products, services or technological solutions within a set time horizon. Such a project is mainly aimed at implementing research, development, organizational, production, financial and commercial tasks that are coordinated with resources, deadlines and specialists involved.

The teams of authors consisting of Bugaychuk V., Grabchuk I., Alyabiev V. [2], Pavlenko I. and Myronenko O. [18] add that innovation management also involves the development of an appropriate set of project documentation that serves as the basis for the effective solution of a specific scientific and technical task, which results in the creation of qualitatively new products or services. This process includes the stages of planning, implementation, and evaluation of market implementation prospects.

According to S. Koverga, J. Krutogorsky, and G. Popov [12], innovation projects are usually characterized by systematicity: they include a coherent set of goals and programs for their achievement, integrated through resource management, time frames, and organizational structures. In addition to the above, Dzhindzhoyan V., Teslenko T., Gorb K. [9] note that innovation projects are a complex set of interrelated activities limited by available material resources and time limits aimed at achieving commercial success by promoting innovative products to the market.

Kopytko M. I., Blaga N. V. [14], Epifanova I. Y. [12] pay special attention to the assessment of the economic feasibility of creating a new product or service, including the analysis of market prospects for the sale of products, for example, by selling trial batches. The successful implementation of such projects is of strategic importance for ensuring competitiveness in the context of modern technological development.

Grabchuk, I., Samsoniuk, V., Tvardovska, I. [7], based on the identification of various criteria for the formation and implementation of innovative projects, identify three main aspects of considering an innovative project: as a form of purposeful management of innovation activities; as a process of implementing innovations; as a package of documentation necessary to achieve the set goals.

There are certain differences in the wording of these terms by scholars and practitioners. The semantic analysis of the essential characteristics of these concepts is illustrated in figure 1.1.

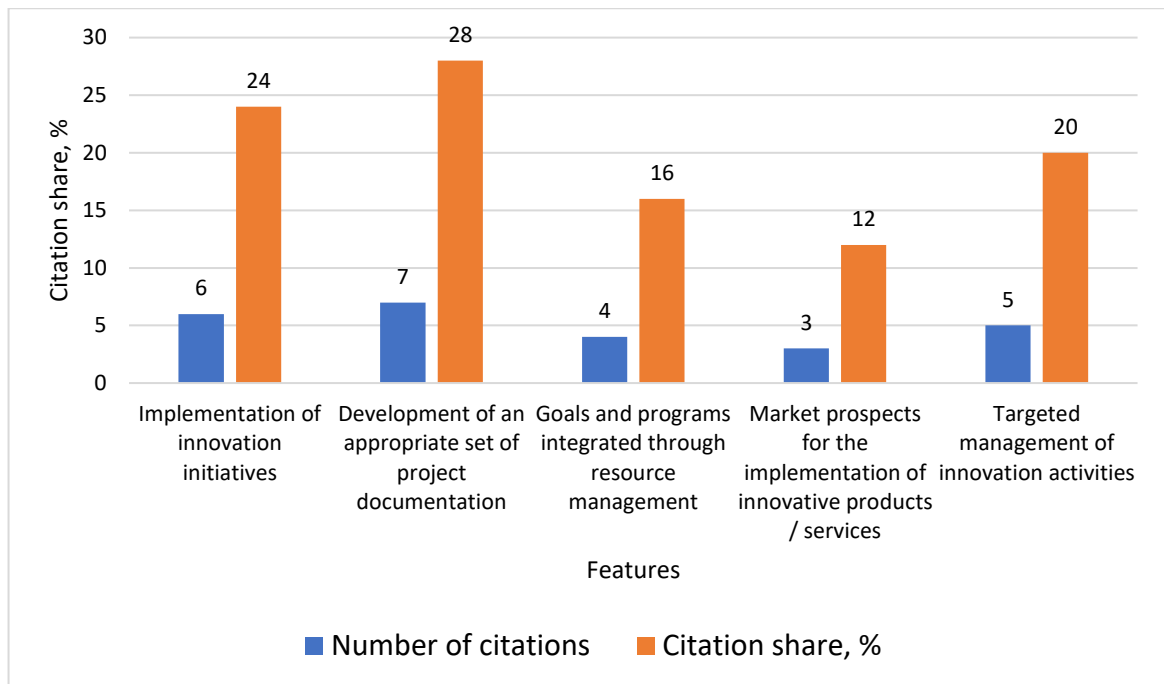


Figure 1.1. Semantic analysis of the essential characteristics of the concept of “innovation management” in the works of different authors

Source: compiled by the author based on table 1.1

Therefore, having analyzed various approaches to substantiating the essential features of the concept of “innovation management,” we can draw certain conclusions. First, the definition of the essential features of innovation management may have certain peculiarities, given that the process of initiating such projects and their implementation is quite closely related to the existing innovation initiatives at the enterprise. Secondly, measures to introduce innovations at enterprises reflect a certain logic of the investment process, which is aimed at investing in certain innovations that can improve the efficiency of the company's functioning in the market. Thirdly, a set of measures for innovation management involves a set of goals and programs for their achievement, integrated through the enterprise resource management system.

Table 1.2 also shows the main characteristics of possible types of innovation initiatives. Based on the study, we can formulate the following author's definition of innovation management: a set of measures and management tools aimed at developing and implementing a certain innovative idea (product, service or business process), accompanied by the attraction of appropriate resources to solve the tasks and obtain the

desired economic result.

Table 1.2

Main characteristics of the classification of innovative projects

<i>Classification feature</i>	<i>Types of innovative projects</i>
Attribution of an innovation project to a certain stage of the innovation life cycle and type of activity	research and development works; organization of production; information and communication technologies; marketing and logistics technologies; financial instruments and methods of financing; sales and service technologies; technologies for recruitment, training and education of personnel; management methods and systems, organizational structures, mergers and acquisitions
Scale of tasks to be solved	Global (transnational, international, interregional); National and large-scale; Regional; Local (at the enterprise level)
Duration of implementation	Short-term (up to 3 years), medium-term (3-5 years) and long-term (more than 5 years)
Scale of the projects involved	Megaprojects are targeted programs for the transformation and creation of complex national and international facilities, consisting of several dozen or even hundreds of projects. Multi-projects are solutions to complex problems of a sectoral or regional and interregional nature, including dozens of subprojects. Monoprojects are the solution of one or more tasks in one project
Triggers of an innovative project	Proactive (strategic) projects of a promising nature; Reactive projects that arise as a reaction to the actions of competitors.

Source: compiled by the author according to the data: [1, 2, 4, 7, 9, 18, 12, 13, 15, 24, 25]

Based on the results of the semantic analysis, it can be concluded that the most important essential features of innovation management are the focus on the implementation of innovation initiatives, the development of an appropriate set of project documentation, and a form of targeted management of innovation activities.

Innovation management involves the creation of successful, profitable products or services and those market segments whose needs are already being met to a high level. It can be concluded that innovation management is a phenomenon that is based not so much on the “genius” of individuals as on the specifics of organizational conditions and the environment that creates conditions for the development of “talents.” For modern business, innovation is a radical competitive advantage that has already moved from the level of “phenomenality” to the level of operational tasks [10].

Consequently, the study of the content of the concept of “innovation management” in terms of processes and directions of development of the business management system makes it possible to identify general aspects of the above issues related to the search for new alternative opportunities to improve approaches to innovation management. It is proved that the definition of the essential features of innovation management may have certain peculiarities, given that the process of initiating such projects and their implementation is quite closely related to the existing innovation initiatives at the enterprise.

1.2. Methodological principles of formation of the innovation management system at the enterprise

In the context of modern economic development and the functioning of enterprises in various sectors of the economy, the issue of methodological principles of innovation management is becoming increasingly relevant. Achieving certain competitive advantages is almost impossible without building and competent implementation of an innovative idea. In a highly competitive environment, the process of innovation management itself involves a set of separate business processes and stages, including the development of innovative ideas at the enterprise level, validation of these ideas, economic justification of the feasibility of implementing these ideas, development of innovation programs.

Foreign researchers and representatives of successful global companies emphasize the active efforts to improve the tools of innovation management. In this case, the innovation management system acts as a central element in the formation and development of the company's market potential. From the managerial point of view, innovation management measures can be initiated and implemented at different levels of management and in various areas of the company's activity. At the same time, the management of innovation implementation processes has the following dimensions [12]:

- technological or product dimension: in this case, innovation projects not only respond to the changing needs and expectations of consumers or other stakeholders, but

also anticipate possible changes in the environment in which the organization operates, including the product life cycle;

- the dimension of business process organization: it is the implementation of innovations related to the main, auxiliary or service processes;
- the dimension of the organization's structure and corporate governance: they cover changes in the organizational and legal form or structure;
- the value dimension of the management system: this includes updating values, goals and objectives, management styles, employee motivation, incentive methods, and work organization.

In order to manage innovations at the company level, the main stages of implementation of an innovative idea are determined. At the same time, managers set themselves clearly defined tasks to be performed during the implementation of the innovation initiative (figure 1.2).

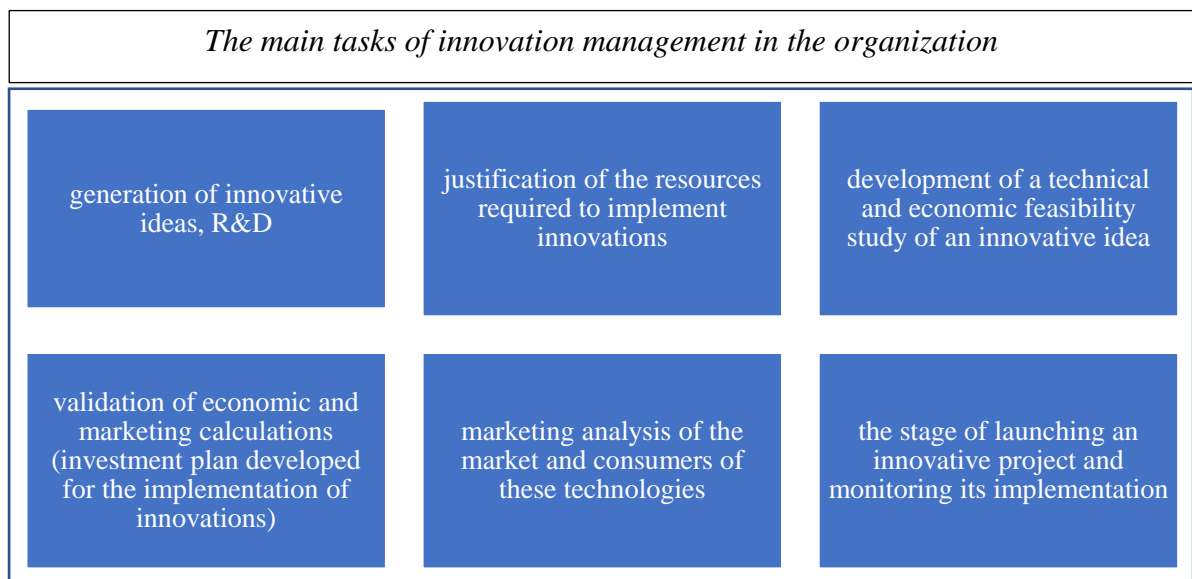


Figure 1.2. Main tasks of innovation management of the enterprise

Source: compiled by the author based on [14, 32]

Analyzing the basics of innovation project management, it should be noted that the process of initializing any innovative idea is closely related to the human factor. Ignoring the importance of human potential and intellectual capital, as well as the lack of a well-thought-out motivation system in the process of implementing innovations, are significant

drawbacks that can hinder the successful completion of the project. Motivation can be maintained by creating a specific environment that promotes not only the emergence of innovative ideas but also their harmonious improvement [14].

Innovation management starts with the mindset and outlook of employees, which sometimes even includes banal behavioral stereotypes. Innovations are managed where there is a high culture of respect and tolerance for the individual and other people's opinions [9].

It is worth considering the key stages of managing innovation initiatives in the process of their implementation. Particular attention should be paid to the development of such initiatives within a single enterprise. The development of an innovation project includes a number of successive stages, the structure of which can be analyzed in detail in figure 1.3.

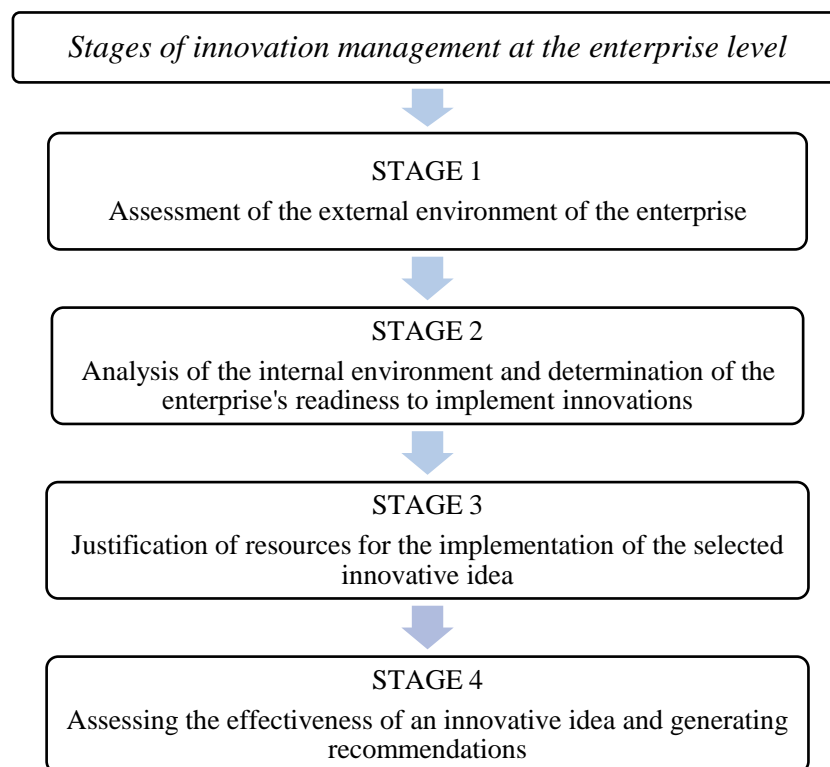


Figure 1.3. Stages of innovation management organization

Source: compiled by the author based on [12, 16, 21, 28]

The analysis of scientific sources covering the issues of innovation management shows that the logic and algorithms of the innovation management system are similar in different sectors of the economy. The main differences arise at the stages of assessing the

impact of the external environment, choosing a market niche for innovation, and the specifics of business processes that relate to a particular area of innovation [16].

At the stage of environmental analysis, key market trends are assessed. In this analysis, it is important to consider the impact of macroeconomic factors, including political stability, demographic trends, geographic features, the level of the audience's ability to pay, their habits and willingness to invest in health [12].

The second stage involves analyzing the internal environment of the enterprise. This stage involves a comprehensive review of available resources and an assessment of readiness for innovation. For example, the organizational and financial capacity to invest in new areas of activity is determined. In addition to the retrospective view, forecasts can be made regarding the economic ability of the organization to maintain the appropriate pace of innovation. This approach includes calculating the costs of research and development (R&D) and implementation of innovative solutions [12].

The third stage focuses on justifying the necessary resources for the implementation of the innovation project. It involves searching for funding and a detailed analysis of available sources. This stage is recommended only after the company proves its readiness to implement innovations and identifies market prospects that increase the likelihood of success of the strategy [12].

The final stage is to evaluate the effectiveness of the implemented innovation project. In this process, both quantitative and qualitative indicators are used to determine whether the project meets the set goals and objectives; the profitability of new areas of activity is assessed.

First of all, it is worth noting that the development of innovation management areas for a company primarily depends on the stage of its development life cycle. At different stages of the company's life cycle, there is a focus on different types of strategies related to the development of its service offer. In view of this, it can be argued that each stage of the enterprise life cycle is characterized by a focus on specific types of innovation, which play a key role in choosing the appropriate tools to manage the implementation of innovation projects [10].

For example, at the market entry stage, the process of implementing product

innovations involves a significant focus on market research, determining the capacity and growth potential of the relevant market segment. This requires the involvement of appropriate branding resources in the management of innovation projects at this stage. At the maturity stage of the company, innovation project management focuses primarily on optimizing the strategic business portfolio [8].

Developing and managing an innovation project is a dynamic and continuous process based on choosing the most effective management solution. Managing an innovation project requires a significant amount of resources, professional competence of the management team, and the company's internal potential. Despite the risks and difficulties, the development of innovation management tools contributes to gaining competitive advantages and allows the company to expand its market presence or even create new market segments [31].

It is also important to provide the main formats and areas of innovation project management (table 1.3).

Table 1.3

Key formats and areas of innovation management

<i>Business formats</i>	<i>Key challenges in managing innovation projects</i>	<i>Areas for improving the management of innovative projects</i>
Small enterprise	<ul style="list-style-type: none"> - insufficient number of relevant specialists with the required competence; - lack of financial resources; - lack of a clear management structure 	<ul style="list-style-type: none"> - searching for ready-made service solutions in the field of sports and recreation for organizing business processes; - forming creative initiatives to search for innovative ideas; - delegating some functions of innovation implementation to outsourcing (for example, technological innovations or marketing innovations)
Medium or large single enterprises	<ul style="list-style-type: none"> - a destabilized organizational structure that is not adapted to change; - staff turnover; - increased financial burden and budget deficit for innovation development 	<ul style="list-style-type: none"> - identification of reserves in resources for innovation; - distribution of responsibility for performance results; - implementation of mechanisms for controlling the implementation of innovations; - implementation of the methodology of flexible management of innovation development processes (Scrum, SAFE)

Continuation of the table 1.3

<i>Business formats</i>	<i>Key challenges in managing innovation projects</i>	<i>Areas for improving the management of innovative projects</i>
Network Business Structures	<ul style="list-style-type: none"> - rather significant bureaucratization of processes, which hinders innovation initiatives; - risks of loss of flexibility in managing innovation development; - top management has a poor understanding of the content of innovation initiatives 	<ul style="list-style-type: none"> - formation of separate units responsible for the implementation of innovations and their development; - transfer the management system of the innovation strategy to the relevant units; - ensure high automation of processes

Source: compiled by the author based on [15]

Therefore, the main theoretical aspects of innovation management of an organization are substantiated in this issue. It is proved that in order to manage innovation initiatives at the company level, the main stages of implementation of an innovative idea are determined. At the same time, managers set themselves clearly defined tasks to be performed during the implementation of an innovation project. The main stages of innovation project management are as follows: assessment of the external environment of the enterprise; analysis of the internal environment and determination of the enterprise's readiness to implement innovations; justification of resources for the implementation of the selected innovation idea.

Conclusions to the part 1

1. Innovation management is a phenomenon that is based not so much on the “genius” of units as on the peculiarities of organizational conditions and the environment that creates conditions for the development of “talents”. Its purpose at the company level is to determine the main stages of implementation of an innovative idea.

2. Innovation management measures can be initiated and implemented at different levels of management and in various areas of the company's activities. The innovation management system acts as a central element in the formation and development of the company's innovation potential. From a management perspective, innovation projects can be initiated and implemented at different levels of management and in various areas of the company's operations.

PART 2

**RESEARCH OF FEATURES OF THE INNOVATION MANAGEMENT
SYSTEM AT THE ENTERPRISE “JOIN UP!” LLC**

2.1. General organizational and economic characteristics of the enterprise

Tour operator Join Up! is one of the leading companies in the tourism industry in Ukraine. The legal name of the company in the Unified State Register of Enterprises is JOIN A.P. Limited Liability Company. The company's EDRPOU code is 38729427. Official information about the company's registration was provided on May 13, 2013. The company's founders chose the organizational and legal form of a limited liability company (LLC). This form of business is common among tour operators in Ukraine. It allows the company to operate with a clear division of responsibility between participants.

The company's main activity according to the Classification of Economic Activities is 79.12 – travel agency activities. Despite this, the company maintains its position in the Ukrainian tourism market. Join Up!'s main area of activity is the organization of outbound tourism. The company offers trips to more than forty countries around the world. Among the most popular countries are Turkey, Egypt, Spain, and other Mediterranean countries. The operator also organizes bus tours around Europe.

In addition to outbound travel, the company operates in the field of domestic tourism. It offers excursion routes throughout Ukraine and specialized pilgrimage tours. A separate area of activity is the organization of shopping tours. Additionally, the company provides airline ticket booking services. The variety of products offered reflects the wide range of the company's activities. The company adapts its products to the needs of different categories of consumers. Join Up!'s clients include both young people and families with children. The operator actively uses online platforms to sell tours. Thanks to this, it maintains a high level of service availability.

The organizational structure of the tour operator JOIN UP! LLC is shown in figure 2.1. The organizational structure of a travel company and the specifics of its management are determined by regulatory and legal documents, in particular, the charter, job descriptions, and orders.

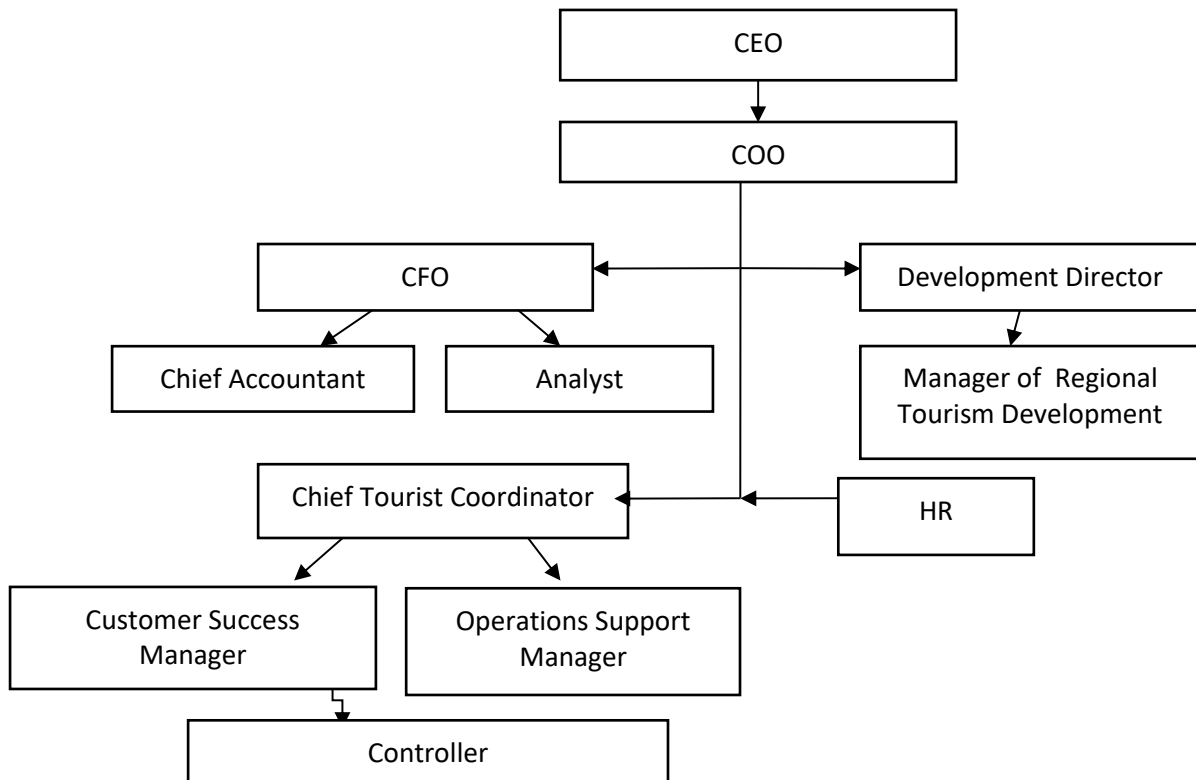


Figure 2.1. Organizational structure of a tourism enterprise “JOIN UP!” LLC

Source: compiled by the author based on company data

The general director (CEO) is responsible for the overall management of the company. His deputy (COO) is responsible for administering the company's development processes and acts as the authorized representative of the CEO. The Development Director is responsible for finding new tourist destinations. He also organizes innovative initiatives within the company.

The functions of organizing financial activities and ensuring stable operation are entrusted to the Chief Financial Officer (CFO). The manager-administrator is responsible for coordinating daily customer service operations. The dynamics of the number of company employees are shown in figure 2.2. The data may indicate a change in the scale of the company's operations.

In 2022, the company employed 179 people. In 2023, this figure decreased to 176 employees. In 2024, the number of staff was already 114 people, and in 2025 – 112 people. The reduction in headcount may be due to market challenges and the economic

situation.

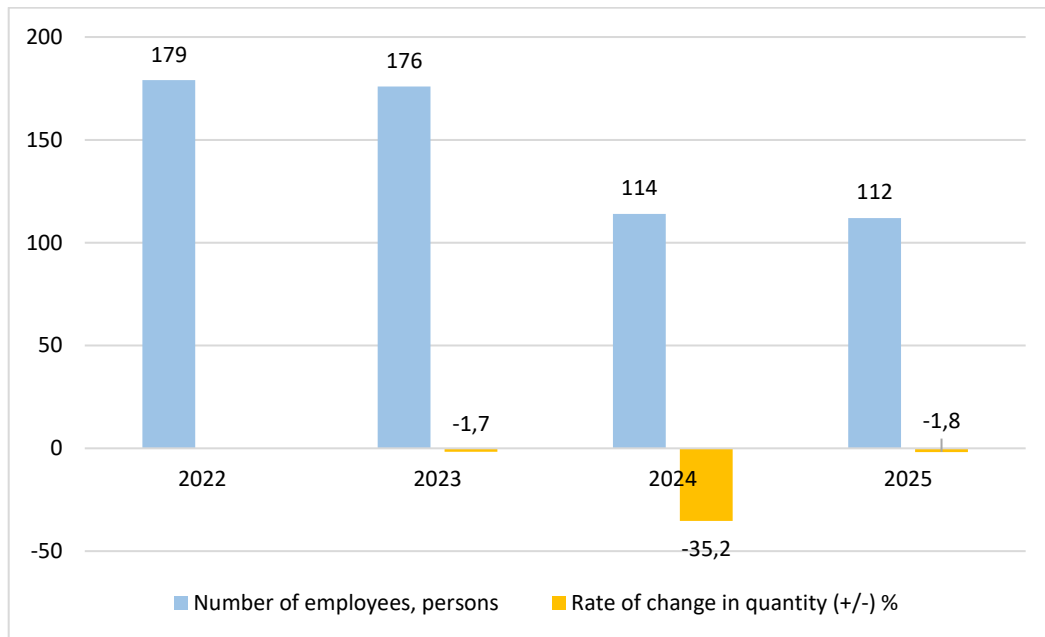


Figure 2.2. Dynamics of the number of company employees “JOIN UP!” LLC

Source: compiled by the author based on company data

For a further assessment of the key indicators of the tour operator JOIN UP! in 2022–2024, let us consider the operating metrics that characterize the dynamics and structure of the provision of tourist services. Appendix A provides a description of the company's main types of tourism products. The comparative table (Appendix B) shows the types of tours, their characteristics, target audience, examples of destinations, and seasonal features. In addition, a graph of tour seasonality is provided in Appendix C.

Beach tours are one of the company's key destinations. They are in highest demand during the summer, especially in June–August (Appendix C). Egypt stands out among other countries because it is relevant throughout the year. Sightseeing tours demonstrate more consistent demand. Most clients choose sightseeing tours in spring and autumn, when weather conditions are favorable for travel. Pilgrimage tours remain a stable segment of the tourism market. They remain popular throughout the year, but experience growth during religious holidays.

Bus tours are highly seasonal. The highest demand for them is observed in the summer months and during the winter holidays. Shopping tours are geared towards seasonal discounts. This leads to peaks in demand in summer and winter, when large

shopping centers hold sales. Domestic tours in Ukraine have two waves of popularity. In winter, skiing in the Carpathians prevails, and in summer, beach and health resorts.

The war in Ukraine has significantly changed the nature of demand for tourism products, including those offered by JOIN UP! LLC. First, there has been a sharp decline in domestic tourism in frontline and dangerous regions. This has led to a decrease in seasonal demand for domestic tours, which previously had pronounced summer and winter dynamics. Secondly, outbound tourism has undergone a transformation. The closure of Ukrainian airspace forced operators to organize trips through neighboring countries (Poland, Moldova, Romania), which led to higher tour prices and a partial loss of customers. The number of tourists also decreased significantly due to a reduction in the proportion of men of mobilization age in their structure.

The seasonality of beach tours has become less pronounced, with many Ukrainians now traveling at any time of the year to escape the effects of the war. At the same time, sightseeing tours to Europe have retained a certain demand, but mainly in the off-season, when prices are lower and special programs for refugees or displaced persons are available. Pilgrimage trips have partially stabilized, as they have a steady group of customers who seek spiritual support in times of crisis, regardless of the season.

Shopping tours have lost their pre-war popularity, as a significant part of the population has refocused on basic needs and savings. Bus tours, on the other hand, have remained affordable and have become popular among those looking for economical ways to travel.

In general, the war has blurred traditional seasonality: demand now depends more on security and travel opportunities than on the time of year. For JOIN UP! LLC, this means the need for flexible adaptation of its tour products: creating non-standard itineraries, cooperating with foreign partners, and refocusing on more stable segments (excursion and pilgrimage tours, individual services). Thus, the war has transformed Ukraine's tourism market, making seasonality less predictable and operators' activities dependent on external factors.

It is also important to consider the company's basic financial and economic indicators. Based on the financial statements, indicators of business activity, financial

stability, and profitability of the company's operations were determined (table 2.1).

Table 2.1

**Dynamics of financial and economic indicators of the tour operator “JOIN UP!”,
Kyiv, for 2022-2024**

Indicators	Conventional symbols	Years, th. UAH			Absolute deviation, th. UAH		Growth rate, %	
		2022	2023	2024	2023-2024	2024-2024	2023-2024	2024-2024
NET Revenues	$GM = R - COGs$	7196	16639	376	9443	-16263	131	-98
Operating expenses	OC	57254	118253	73114	60999	-45139	107	-38
EBITDA	$EBITDA = GM - OC$	-50058	-101614	-72738	-51556	28876	103	-28
Other income	Io	21557	129045	48027	107488	-81018	499	-63
Other expenses	Eo	100985	260772	194871	159787	-65901	158	-25
EBIT	$EBIT = EBITDA + Io - Eo$	-129486	-233341	-219582	-103855	13759	80	-6
Income tax	Ti	-	-	-	-	-	-	-
NET Profit	$NET Profit = EBIT - Ti$	-129486	-233341	-219582	-103855	13759	80	-6
Company assets	A	1057187	1542795	1321877	485608	-220918	46	-14
Gross profitability, %	$Rg = GM / OC * 100$	12,6	14,1	0,5	1,5	-13,6	12,0	-96,3
Net profitability, %	$Rnet = NET Profit / (Eo+OC) \times 100$	-81,8	-61,6	-81,9	20,3	-20,4	-24,8	33,1
Asset turnover, times	$Kat = (GM+Io)/A$	0,027	0,094	0,037	0,067	-0,058	247	-61

Source: compiled by the author based on company data (Appendix D)

An analysis of the tourism company's performance in 2022–2024 shows a steady negative trend in its economic condition. Based on the company's financial statements, we can see that it was unprofitable throughout the entire research period. The main reason for the company's unprofitability was the decrease in activity volumes associated with the consequences of the war.

Analysis of the financial results of JOIN UP! LLC for 2022–2024 demonstrates a systemic deterioration in key economic indicators, which is directly related to the destructive impact of a full-scale war on the tourism industry of Ukraine. According to the table, the company's net income in 2022 amounted to 7196 thousand UAH, in 2023 it increased to 16639 thousand UAH, but in 2024 it sharply decreased to only 376 thousand

UAH. The absolute deviation between 2023 and 2024 is -16263 thousand UAH, and the rate of change is -98%, which indicates an almost complete loss of the tourism services market. This is primarily due to a significant decrease in population mobility, the closure of international routes and the general danger of travel in war conditions. EBITDA for all three years remains negative: UAH -50058 thousand in 2022, UAH -101614 thousand in 2023, and UAH -72738 thousand in 2024.

Other income (Io) in 2023 increased sharply to UAH 129045 thousand, which is atypical for the main activity of the enterprise, but in 2024 decreased to UAH 48027 thousand (deviation - UAH 81018 thousand). Other expenses (Eo) also demonstrate a significant burden on the financial result: UAH 100985 thousand in 2022, UAH 260772 thousand in 2023 and UAH 194871 thousand in 2024. Despite the decrease in 2024, expenses remain critically high for the enterprise, which lost most of its income. According to the table, EBIT in 2022 was -129,486 thousand UAH, in 2023 -233341 thousand UAH, and in 2024 -219582 thousand UAH. The improvement at the level of 13759 thousand UAH in 2024 is partly explained by the reduction of expenses and the decrease in losses from operating activities, but the total amount remains negative and significant. The company's assets in 2022 amounted to 1057187 thousand UAH, in 2023 increased to 1542795 thousand UAH, but in 2024 decreased to 1321877 thousand UAH. This decrease of UAH 220,918 thousand may indicate the sale of assets or their depreciation in order to maintain a minimum level of liquidity in times of crisis. Gross profitability in 2024 was only 0.5%, which confirms the lack of economic return on the main activity. Net profitability again became negative (-81.9%), showing a deterioration of 20.4 percentage points compared to 2023. Asset turnover also decreased from 0.094 in 2023 to 0.037 in 2024, which means a drop in resource efficiency by 61%.

Thus, the full-scale war became a key factor that caused a sharp reduction in the volume of tourist services, the destruction of demand, increased costs and persistent unprofitability of JOIN UP! LLC. The totality of the above indicators demonstrates a deep economic crisis of the enterprise, which requires the development of anti-crisis measures, revision.

2.2. Analysis of methodologies for forming the innovation management system of “Join Up!” LLC

The specifics of innovative activity in the work of the tour operator JOIN UP! are determined by a number of areas, which are illustrated in figure 2.3. Franchising and geographical expansion contribute to business scaling and market diversification. Technological solutions (AI, online services) increase the efficiency and convenience of customer service. Partnerships (with airlines, agencies) optimize logistics and sales, as well as provide competitive offers. Agency support programs strengthen distribution and encourage partner loyalty. Content strategy builds brand awareness and maintains connection with the modern audience.

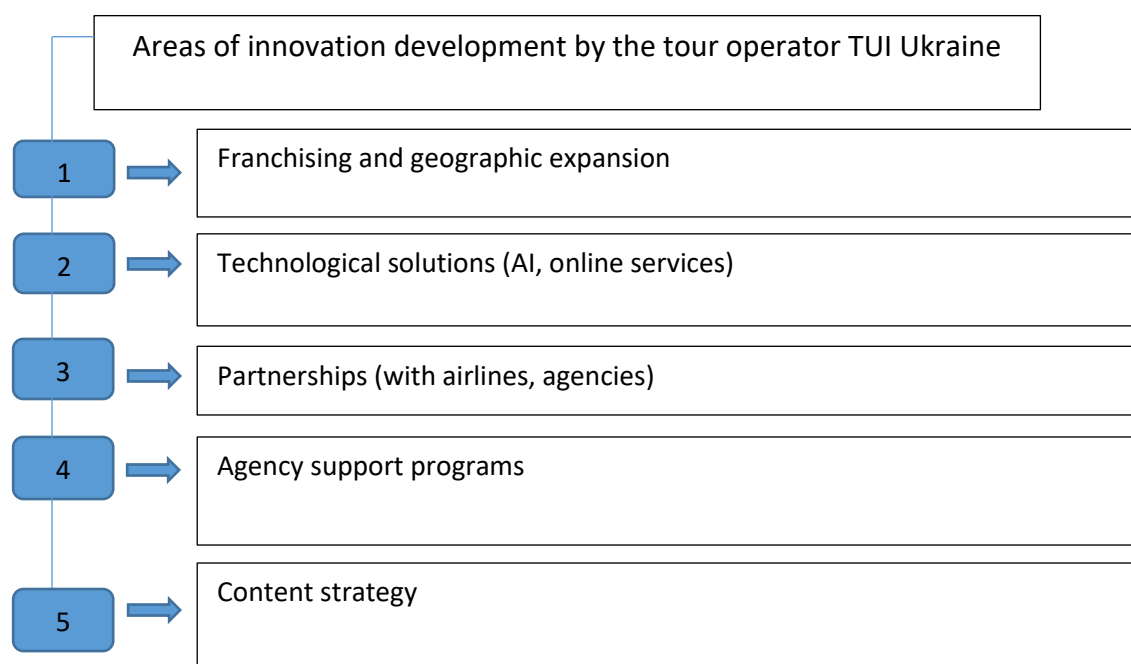


Figure 2.3. Directions of innovative development of a tour operator “JOIN UP!”

Source: compiled by the author based on company data

It is also important to conduct a more thorough analysis of the main innovative directions of the company's development in terms of forming an innovation management system. Table 2.2 was constructed for this purpose. The innovative activities of the tour operator under study are a factor in its competitiveness in tourism services. Franchising and geographical expansion ensure business scaling, as a result of which the company's

business enters new markets. The opening of offices in Poland and the Baltic states is evidence of a strategic course towards international integration. Thanks to these measures, the tour operator reduces its dependence on the domestic market and diversifies its sources of income. This is particularly relevant in combating the economic consequences of the crisis caused by the war. The use of artificial intelligence in customer support during tour selection confirms the company's ability to adapt to modern technological trends. This tool improves the efficiency and speed of customer service for tourism services. Innovation is also evident in the partnership with SkyUp Airlines. Joint charter programs optimize logistics processes and reduce costs for tourists.

Table 2.2

Innovative directions for the development of the tour operator “JOIN UP!” from the perspective of forming an innovation management system

<i>Direction of innovation</i>	<i>Essence</i>	<i>Expected effect</i>
Franchising and geographic expansion	Opening of offices in Poland, the Baltic States, Kazakhstan, etc.	Business scaling, customer base expansion
Using artificial intelligence	AI tour search on the website	Increased speed and accuracy of tour selection
Partnership with SkyUp Airlines	Joint charter programs	Logistics optimization and cost reduction
24/7 online services	Booking, document management, and support in digital format	Improving convenience for customers
The “Join the Ukrainian” program	Simplified terms for partner agencies	Attracting new agents and strengthening distribution
Development of the agency network	Bonuses, training, marketing support	Growth in sales through agencies
Content marketing and SMM	Social media activity, blog, Pocket Guide	Increased brand awareness

Source: compiled by the author based on company data

24/7 online services expand customers' options when choosing tours and guarantee constant support. This contributes to the formation of a positive image of the company as a customer-oriented organization. The Join the Ukrainian program was a response to the challenges of wartime. It facilitates access to cooperation for agencies and strengthens the distribution system for tourism services. The development of the agency network through bonuses, training, and marketing support forms long-term partnerships. This contributes to an increase in sales of tourism products.

Content marketing and social media activity are modern communication tools. They build customer loyalty and increase brand awareness. In summary, it can be said that Join Up!'s innovative directions cover both organizational and technological solutions. They create conditions for the sustainable development of the company in a highly competitive environment. Therefore, innovation has become an integral part of Join Up!'s development strategy.

An important step in the study is the characterization of the company's innovation management system (table 2.3).

Table 2.3

Innovative directions for the development of the tour operator “JOIN UP!” from the perspective of forming an innovation management system

<i>Element of innovation management</i>	<i>Contents</i>	<i>Functions</i>
Strategic planning	Identifying innovation priorities	Setting long-term goals
Organizational structure	Identification of departments responsible for innovation	Coordination and control of implementation
Financial support	Forming a budget for innovation	Attracting investment and controlling costs
Marketing support	Promotion of innovative products	Building demand and customer base
Partnerships	Cooperation with airlines, agencies, IT companies	Synergy of resources and cost optimization
HR policy	Staff training and competency development	Adapting staff to new technologies
Digital transformation	Process automation and AI implementation	Optimization of operational activities

Source: compiled by the author based on company data

Based on the study of the internal features of the tour operator's innovation management system, we can say that it is formed by a combination of strategic, organizational, and financial management elements. Strategic planning plays a key role, which involves searching for areas of innovative activity and allows long-term goals in the market to be outlined. The organizational component of innovation management ensures changes in the structure of departments, adaptation of the management system to coordination processes, and control over the implementation of innovations. The financial component is a critical element, as innovations require investment costs and control over

their use. Marketing support is important, as it promotes new products and generates demand among customers.

Table 2.4 provides examples of business process automation within innovative approaches to digital business transformation.

Table 2.4

Areas of business process automation within innovative approaches to the digital transformation of the “JOIN UP!” tour operator's business

<i>Direction of automation</i>	<i>Brief description</i>	<i>Results achieved</i>
AI tour selection assistant and online booking platform	Launch of a direct booking platform for package tours on the website with AI support for selection (flight + hotel + transfer + insurance + online support).	Customer self-service, expansion of direct sales channels, reduction of tour selection time.
AI Search Tour on international websites	The AI SEARCH TOUR feature is available on localized websites (e.g., Latvia, Czech Republic) with unified tour search.	Faster search and a unified user experience across different countries of operation.
24/7 online service and support	Round-the-clock online service (contact center, electronic communication channels) for processing customer inquiries.	Continuous service availability, reduced queues and delays in service.
Online account/portal for agents	A single interface for searching tours, hotels, charter and regular tickets, training materials, and rules.	Optimization of agent workflows, reduction of manual requests, and acceleration of booking processing.
E-document flow in reservations	Digital service package (vouchers, insurance policies, online support).	Reduced paper workflow, faster verification, and convenience for the customer.
Integration with airline partner (SkyUp)	Strategic partnership with an airline for planning charter programs and optimizing routes and capacity.	Synchronization of flight offers with travel products, improved cost control.

Source: compiled by the author based on company data

Partnerships with airlines, travel agencies, and IT companies create resource synergies and increase the effectiveness of innovation implementation. HR policy is focused on developing staff competencies, which ensures that employees adapt to new technologies. Digital transformation is a central focus, covering business process automation and the application of artificial intelligence. These measures increase the efficiency of business processes and reduce operating costs.

We can say that the innovation management system is complex: it integrates various aspects of the company's activities, ensures adaptation to changes in the environment, and forms competitive advantages. The presence of a well-thought-out system reduces the risks associated with the implementation of innovative solutions.

Table 2.5 also shows the results of assessing the features of the implementation of the innovation management system by the tour operator JOIN UP!.

Table 2.5

Assessment of the features of the implementation of the innovation management system by the tour operator “JOIN UP!”

<i>Direction of innovation</i>	<i>Analytical characteristics</i>	<i>Results of implementation</i>
Geographical expansion	Entry into new markets (Poland, Baltic countries, Kazakhstan, Moldova, Romania, Czech Republic).	Innovations have spread to more than 10 markets, reducing dependence on Ukraine's domestic market and promoting income diversification.
Join us! Baltic	Regional division with a portfolio of 15+ destinations (Egypt, Turkey, Spain, Greece, etc.).	Innovative booking technologies and digital services enabled rapid scaling of operations in the regions.
Franchise in Poland	Opening an office and localizing services on the Polish market.	Franchising support for expanding the customer base and implementing innovative solutions in a new market.
New tourist destinations	Launch of summer charters to Spain (Mallorca, Alicante), expansion of programs in Greece (Halkidiki), new resort in Egypt (El Alamein).	Responding to changes in demand and shaping new tourist flows through innovative route selection.
Integration of online services	Launch of AI Search Tour, a 24/7 online service and agency portals.	Innovations are applied in free areas, which provide increased service efficiency and convenience for customers.

Source: compiled by the author based on company data

The innovative management system allows for diversification of income and reduces dependence on the Ukrainian market, which highlights the influence of production factors. The creation of the Join Up! Baltic division, with a portfolio of more than 15 areas and integrated booking services, ensures a flexible response to the needs of tourists and creates competitive advantages in the regions.

The Polish franchise association has become an example of international experience in localizing services to the needs of the local market. The success of this event highlights the importance of innovation in developing partnerships and attracting

new customers. The renewal of the tourism portfolio through the launch of charter programs to Spain, Greece, and Egypt indicates the company's focus on global trends and innovation in route selection.

The integration of digital services, including AI Search Tour and round-the-clock support, contributes to Join Up!'s position as a technology tour operator. These tools optimize business processes and provide customers with a high level of convenience. Agency portals simplify cooperation with partners and increase the efficiency of distribution channels. The combination of innovative technologies and marketing solutions creates a new quality of tourism product.

Thus, innovations cover all stages of tour creation and implementation, increase service speed, reduce costs, and improve business management. At the same time, they contribute to the expansion of geographical activities and the strengthening of the company's international image.

Therefore, by utilizing an innovation management system, the tour operator “Join Up!” is transforming from a national to a competitive international player. Analysis demonstrates that innovative solutions encompass both technological and organizational levels.

An important condition for success is effective interaction between internal departments and external partners. Combining these resources ensures the stability of the innovative business model and creates the prerequisites for better business scaling even in conditions of instability.

We also see that innovative changes are supported organizationally, financially, and informationally, which allows for the achievement of an effective management system. In summary, it can be said that innovation management at Join Up! is integrated and focused on the long-term development of the company.

2.3. Evaluating the effectiveness of the enterprise innovation management system

In order to evaluate the effectiveness of the tour operator's innovation management system, we suggest using a methodology that identifies strategic opportunities for

improving operational efficiency. It should be noted that the methodology for evaluating the effectiveness of the innovation management system of the tour operator “JOIN UP!” involves determining the effect and efficiency coefficients of the formation and implementation of innovative tourism products in the tourism services market.

First, we suggest considering the indicators of the results of the implementation of innovations in enterprises (table 2.6). It is important to note that the information for this analysis was provided by the internal management reports of the tourism business development department. This information includes general data on the additional income that the tour operator received from innovations. The information also contains indicators of the costs of implementing and supporting the innovation system, including services.

Table 2.6

Dynamics of results from the implementation of individual areas of the innovation management system of the tour operator JOIN UP! for 2022-2024.

<i>Indicators</i>	<i>Years</i>			<i>Absolute deviation, thousand hryvnia</i>		<i>Growth rate, %</i>	
	<i>2022</i>	<i>2023</i>	<i>2024</i>	<i>2022-2023</i>	<i>2023-2024</i>	<i>2022-2023</i>	<i>2023-2024</i>
Revenues from the implementation of innovative directions (RI), thousand UAH	982	3125	5623	2143	2498	218,2	79,9
Investment expenditures on the implementation of innovations (IE), thousand UAH	1526	2188	3149	662	961	43,4	43,9
Result from the implementation of innovations (RI = RI – IE), thousand UAH	-544	937	2474	1481	1537	-272,2	164,0

Source: compiled by the author based on company data

As shown in Table 2.6, in 2022, revenues from innovative activities amounted to only UAH 982,000, which was lower than the level of investment costs of UAH 1,526,000. This led to a negative result from the implementation of innovations in the amount of UAH 544,000. The situation changed in 2023, when revenues increased to UAH 3,125 thousand. The absolute deviation in revenues between 2022 and 2023 was UAH 2,143 thousand, corresponding to a growth rate of 218.2%. This growth indicates

an increase in demand for the company's new tourism products. At the same time, investment expenditures in 2023 increased to UAH 2,188 thousand, exceeding the previous year's level by UAH 662 thousand. The growth rate of investment expenditures for this period was 43.4%, which is lower than the growth rate of revenues from innovations. The financial result from the implementation of innovations in 2023 was positive and amounted to UAH 937 thousand. In 2024, revenues from innovative areas increased to UAH 5,623 thousand. The absolute deviation in income between 2023 and 2024 amounted to UAH 2,498 thousand, and the growth rate was 79.9%. Investment costs in 2024 also increased, reaching UAH 3,149 thousand. The increase in costs compared to 2023 was UAH 961 thousand, which corresponds to a growth rate of 43.9%. The financial result from innovations in 2024 was significantly higher, amounting to UAH 2,474 thousand. The absolute deviation of the result compared to 2023 was UAH 1,537 thousand, which confirms the growth in the effectiveness of the tour operator's innovation management system. The tour operator successfully completed innovative innovations, which was an important factor in increasing the company's financial stability and competitiveness in the tourism services market.

Also in this issue, we will analyze the profitability of individual areas of innovation in 2024 (figure 2.4). The innovative activities of the tour operator demonstrate consistently positive financial results. Franchising and geographic expansion generated revenues of UAH 674.8 thousand at a cost of UAH 377.9 thousand, resulting in a profit of UAH 296.9 thousand. This effect is explained by the entry into new markets and the expansion of the customer base.

The use of artificial intelligence brought in UAH 449.8 thousand in revenue with investments of UAH 251.9 thousand, resulting in a profit of UAH 197.9 thousand. This dynamic is due to the growth in online sales thanks to the current selection of tours. The partnership with SkyUp Airlines generated a profit of UAH 148.4 thousand with revenues of UAH 337.4 thousand and expenses of UAH 188.9 thousand. This direction proved to be effective thanks to the optimization of logistics and control over the cost of forming tourist routes.

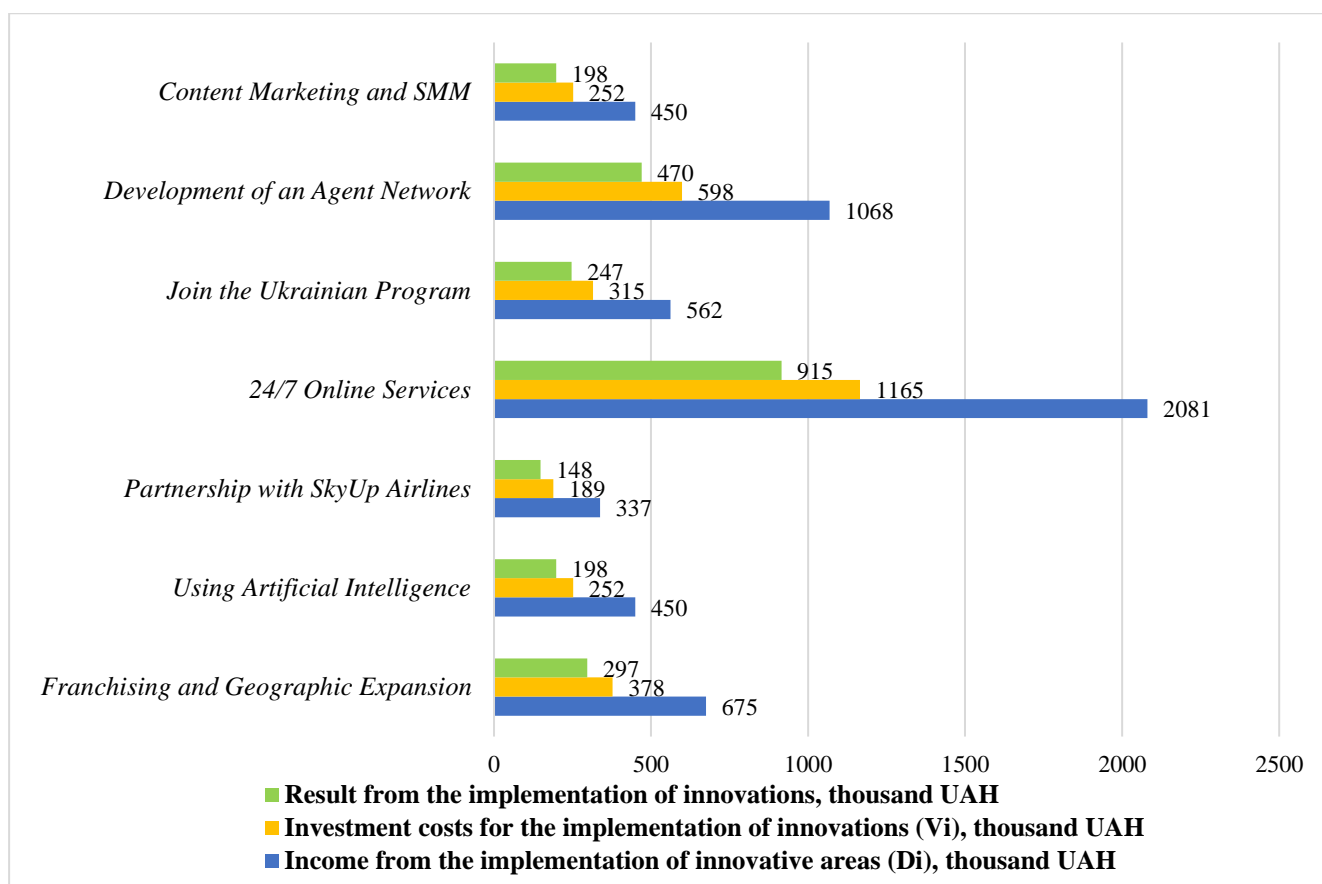


Figure 2.4. Profitability of individual areas of innovation for the tour operator “JOIN UP!” in 2024

Source: compiled by the author based on company data

The most significant results were achieved by 24/7 online services, with revenues of UAH 2,080,500 and a profit of UAH 915,400. These high results are explained by customers' continuous access to the tour operator's services. Another factor contributing to the effectiveness of online services is the availability of electronic document management.

The “Join Ukrainians” program brought in UAH 562.3 thousand in revenue and UAH 247.4 thousand in profit, with expenses of UAH 314.9 thousand. The positive effect was due to the support of many travel agencies and the strengthening of the distribution network in crisis conditions. The development of the agency network made it possible to generate UAH 1,068,400 in revenue and UAH 470,100 in profit, with expenses of UAH 598,300. This was facilitated by training programs, bonuses, and marketing support for agents. Content marketing and SMM generated UAH 449.8 thousand in revenue and

UAH 197.9 thousand in profit, with expenses of UAH 251.9 thousand. This effect is explained by increased brand awareness and customer loyalty.

Subsequently, it is advisable to analyze Tobin's ratio, which characterizes the impact of innovations on the overall performance of a tour operator. The results of the calculations are presented in table 2.7.

Table 2.7

Determination of Tobin's ratio from the implementation of innovative activities of the tour operator “JOIN UP!” in 2022-2024

Indicators	Formula	Years			Absolute deviation, thousand hryvnia		Growth rate, %	
		2022	2023	2024	2022-2023	2023-2024	2022-2023	2023-2024
Revenues from the formation of innovative areas of business development, thousand hryvnias	Ri	982	3125	5623	2143,0	2498,0	218,2	79,9
Increase in income from innovations, thousand hryvnias	ΔRi	x	2143	2498	x	355,0	x	16,6
Costs of implementing and supporting innovations, thousand hryvnias	Ie	1526	2188	3149	662,0	961,0	43,4	43,9
Increase in innovation costs, thousand hryvnia	ΔIe	x	662	961	x	299,0	x	45,2
Total revenue from the sale of tourism services, thousand hryvnia	Rt	18545	22204	27294	3658,4	5090,1	19,7	22,9
Growth in total revenue of the tour operator, thousand UAH	ΔRt	x	3658	5090	x	1431,6	x	39,1
Tobin's ratio by income, points	$K_{ti} = \Delta Ri / \Delta Rt \times 100\%$	x	58,58	49,08	x	-9,5	x	-16,2
Tobin's ratio by expenditure, points	$K_{te} = \Delta Ie / \Delta Rt \times 100\%$	x	18,10	18,88	x	0,8	x	4,3

Source: compiled by the author based on company data

As shown in table 2.7, Tobin's ratio in 2023 was 58.58% for income and 18.10% for expenses. In other words, it can be said that during this period, the growth in the level of innovation of the tour operator's activities, expressed in an increase in income from innovations, contributed to an increase in the company's total income by 58.58%. And the

growth in innovation costs contributed to an 18.10% increase in income from tour operating activities (figure 2.5).

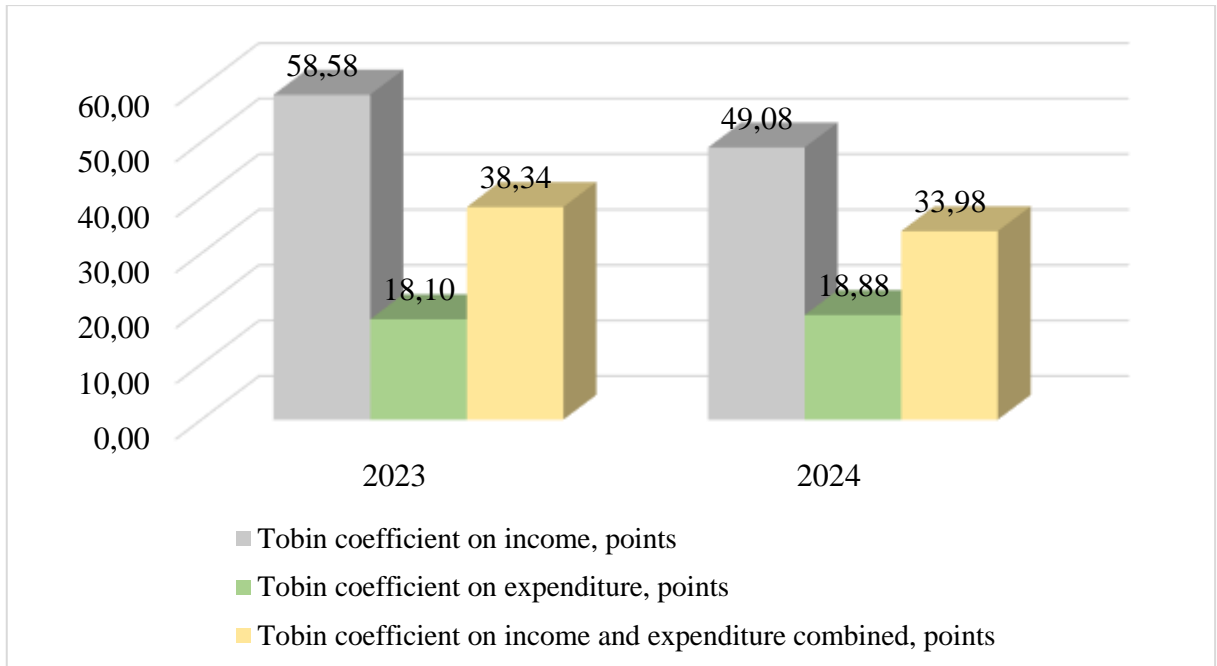


Figure 2.5. Tobin's coefficients (level of innovativeness of activity) of the tour operator "JOIN UP!" in 2022–2024, %

Source: compiled by the author based on company data

In 2024, Tobin's ratio tended to grow further and amounted to 49.08% for income and 18.88% for expenses. This was explained by the dynamics of growth in revenues from innovations and expenses for their implementation. That is, as a result of the growth in revenues from innovations, the total revenues of the enterprise increased by 49.08%, and as a result of the increase in expenses for innovations, there was an increase in revenues from the sale of tourist services by 18.88%.

Let us analyze the return on innovation ratio, which characterizes their level. The results of the calculations are presented in table 2.8.

The data in Table 2.8 show a pronounced improvement in the effectiveness of innovation activities of the tour operator "JOIN UP!" over 2022–2024. In 2022 the result of innovation implementation was negative (a loss of UAH 544 thousand), whereas in 2023 the company already obtained a positive effect of UAH 937 thousand, which further increased to UAH 2,474 thousand in 2024; overall the innovation result grew by UAH 3,018 thousand over the period. At the same time, investment costs for innovation

implementation rose steadily from UAH 1,526 thousand in 2022 to UAH 3,149 thousand in 2024 (annual growth of about 44%), which ensured an increase in innovation results, although with a slower growth of incremental results in 2024.

Table 2.8

Assessment of the return on investment from the implementation of innovative activities by the tour operator “JOIN UP!” in 2022-2024

Indicators	Formula	Years			Absolute deviation, thousand hryvnia		Growth rate, %	
		2022	2023	2024	2022-2023	2023-2024	2022-2023	2023-2024
Result of innovation implementation, thousand UAH	Rii	-544	937	2474	1481,0	1537,0	-272,2	164,0
Increase in innovation results, UAH thousand	Δ Rii	x	1481	1537	x	56,0	x	3,8
Investment costs for innovation implementation, thousand UAH	Ie	1526	2188	3149	662,0	961,0	43,4	43,9
Increase in innovation implementation costs, thousand hryvnia	Δ Ie	x	662	961	x	299,0	x	45,2
Static return coefficient from innovations, %	$\text{Src} = \text{Rii} / \text{Ie}$	-0,356	0,428	0,786	0,785	0,357	220,1	83,5
Dynamic return on innovation coefficient, %	$\text{DRC} = \Delta \text{Rii} / \Delta \text{Ie} \times 100\%$	x	223,7	159,9	x	-63,8	x	-28,5

Source: compiled by the author based on company data

The static return coefficient from innovations improved from -0.356 in 2022 to 0.428 in 2023 and 0.786 in 2024, which means that by the end of the period each hryvnia invested in innovation generated about 0.79 hryvnia of net effect instead of losses. The dynamic return on innovation, although decreasing from 223.7% in 2023 to 159.9% in 2024, still exceeds 100% , indicating that additional investments remain profitable but their marginal efficiency is declining. In general, the table confirms that the company has moved from inefficient to profitable use of innovation investments, but further growth in

expenditures should be accompanied by optimisation of the structure and scale of innovation projects in order to prevent a further decrease in the return on investment.

The dynamic return on innovation coefficient in the specified period was 223.7%, i.e., an increase in innovation costs of UAH 1 generated additional innovation profits of UAH 2.237 (figure 2.6).

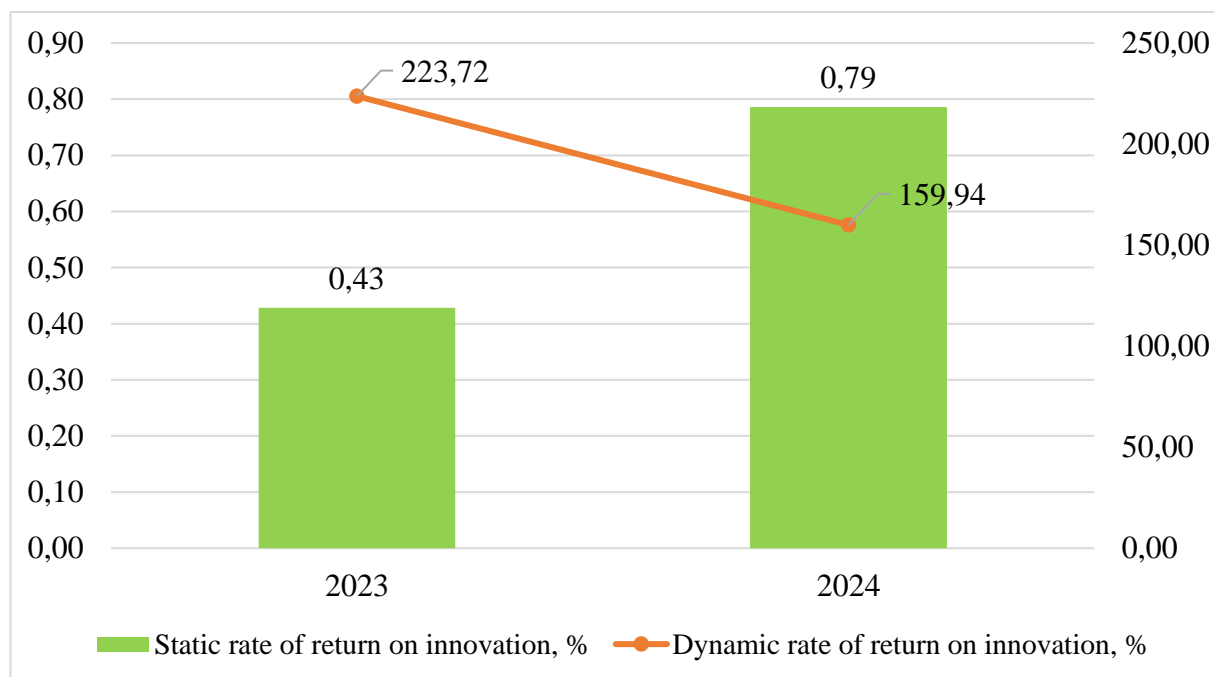


Figure 2.6. Dynamics of static and dynamic innovation return coefficients of the JOIN UP! tour operator in 2022–2024, %

Source: compiled by the author based on company data

In 2024, the level of return on innovation for the tour operator continued to grow, which was caused by an increase in sales of tourism products and an increase in the level of innovative innovations in the company's operational processes. The static return on innovation coefficient in 2024 was 0.786 points, and the dynamic coefficient was 159.9%.

In summary, all areas demonstrated the effectiveness of investments in digital technologies and organizational solutions. The positive results indicate a rapid return on investment for innovative projects. Each area has its own effect, but their interaction creates synergy. Digital services and online support made the largest contribution to the company's financial results. Overall, innovation has become a key factor in the financial stability and competitiveness of JOIN UP!.

Conclusions to the part 2

Therefore, based on the results of the study, we can draw the following conclusions:

1. The innovative activities of the tour operator JOIN UP! are a key factor in its competitiveness in the tourism services market. Franchising and geographical expansion ensure business scaling and entry into international markets. The opening of offices in Poland and the Baltic states confirmed the company's strategic course towards integration into the global space. This made it possible to diversify revenues and reduce dependence on the domestic market in conditions of military instability. The use of artificial intelligence in the field of tour search has increased the speed and accuracy of customer service. As a result, online sales have grown significantly and the customer base has expanded. The partnership with SkyUp Airlines has optimized logistics and reduced the cost of organizing charter flights. 24/7 online services have provided customers with constant access to booking and convenient electronic document management. The Join the Ukrainian program has become an effective tool for supporting the agency network in crisis conditions. Active development of partnerships through bonuses, training, and marketing support has increased sales of travel products. Content marketing and social media activity strengthened brand awareness and customer loyalty.

2. The innovation management system includes strategic planning, coordination of departments, and financial support. The digital transformation of business processes has become a central focus in improving operational efficiency. Analysis of indicators for 2022–2024 confirmed the rapid return on investment in innovation and its positive impact on financial results.

3. It is also worth noting that the efficiency ratios of innovation activities indicate an increase in the profitability of innovation projects. The ratio of the results of innovation implementation to costs shows a gradual increase in the profitability of each area. Online services 24/7 and the development of the agency network demonstrated a particularly high level of efficiency. The indicators confirm that innovative investments have not only accumulated but have also become a source of additional financial reserves. Thus, the analysis of efficiency emphasizes the strategic expediency of the company's chosen innovation course.

PART 3

**DIRECTIONS FOR IMPROVING THE INNOVATION MANAGEMENT
SYSTEM AT THE ENTERPRISE “JOIN UP!” LLC**

3.1. Development of a program of measures to optimize the innovation management system at the enterprise

Improving the innovation management system of the tourism company JOIN UP! LLC requires not only the implementation of modern digital solutions, but also a systematic approach to brand strategy development. In this context, the proposed areas of innovation reflect various aspects of integrating new technologies into tour operator activities. The logical transition from service personalization to the creation of virtual experiences, optimization of management decisions, and development of customer communities allows us to outline a comprehensive model for the company's development. The main areas for improving the innovation management system are briefly outlined in figure 3.1.

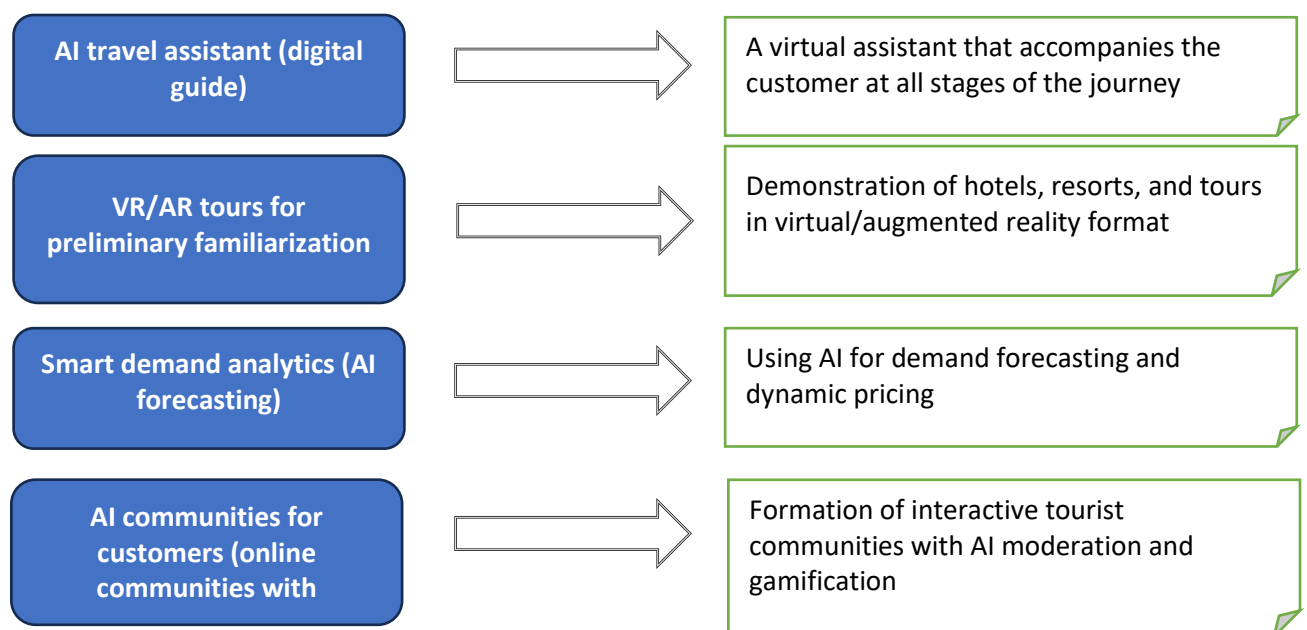


Figure 3.1. Directions for improving the JOIN UP! LLC innovation management system

Source: compiled by the author

Improving the innovation management system will enable Join Up! to respond more quickly to changes in market conditions and consumer needs, which is critical in a highly competitive tourism environment. The integration of modern digital solutions will increase the efficiency of business processes and reduce operating costs, which together will strengthen the company's financial stability. The use of innovative tools for personalized communication with customers will help increase their long-term loyalty, turning them into brand advocates. A summary of these areas is provided in table 3.1.

Table 3.1

Characteristics of areas for improvement in the innovation management system of the tour operator JOIN UP! LLC

<i>Direction</i>	<i>Characteristics</i>	<i>Implementation tools</i>	<i>Expected economic and image effects</i>
AI travel assistant (digital guide)	A virtual assistant that accompanies the customer at all stages of the journey.	- Chatbot and voice bot - Integration with mobile apps and messengers - Personalized recommendations and reminders	Economic effect: reduction in maintenance costs, increase in repeat sales. Image effect: creation of a reputation as an innovative, customer-oriented tour operator.
VR/AR tours for preliminary familiarization with travel details	Demonstration of hotels, resorts, and tours in virtual/augmented reality format.	- VR tours of hotels and resorts - AR catalog in the mobile app - “virtual day trip”	Economic effect: increased sales conversion, growth in average check. Image effect: positioning the brand as a technological leader in the market.
Smart demand analytics (AI forecasting)	Using AI for demand forecasting and dynamic pricing.	- big data analysis (Google Trends, social media) - flight and hotel occupancy forecasts - automatic pricing	Economic effect: optimization of marketing costs, increased profitability. Image effect: strengthening Join Up!'s image as a company that can respond quickly to global trends.
AI communities for customers (online communities with gamification)	Formation of interactive tourist communities with AI moderation and gamification.	- thematic groups (family, gastronomic, active tours) - AI advice and moderation - bonus system and “traveler levels”	Economic effect: growth in repeat bookings, attraction of new customers. Image effect: formation of a community around the brand, strengthening of Join Up!'s reputation.

Source: compiled by the author

The first step towards improving the innovation management system through digital transformation is the introduction of an intelligent assistant that provides

comprehensive customer support at all stages of the journey. The essence of this solution is to create a multilingual virtual assistant that personalizes the process of selecting, booking, and supporting travel services (table 3.2).

Table 3.2

Detailed description of the proposal “AI travel assistant (digital guide)” to improve the innovation management system “JOIN UP!” LLC

<i>Criterion</i>	<i>Characteristics</i>
Key elements of the solution	Multilingual chatbot and voice bot; integration with mobile apps and messengers; personalization algorithms; digital customer support.
Target audience	Individual tourists; families with children; business tourists; partner agents.
Means of implementing the decision	Mobile app development or integration with existing platforms; NLP and AI technologies; CRM synchronization; cloud services.
Expected effect	Improved service levels; optimized manager performance; increased repeat bookings; creation of an innovative brand image.

Source: compiled by the author

The AI travel assistant is a modern solution in the field of digital transformation of travel services. Its key feature is multilingualism and the ability to provide personalized recommendations for different customer groups. The use of machine learning algorithms allows the system to adapt to the individual needs of each user, providing full travel support. Integrating this tool into a mobile app and messengers makes it convenient and accessible 24/7. This reduces the workload on company managers and cuts operating costs. At the same time, the image effect will strengthen Join Up!'s positioning as an innovative tour operator focused on modern technologies.

A logical extension of personalized service is giving customers the opportunity to familiarize themselves with their trip before it begins. The essence of this approach lies in the use of VR/AR technologies to present hotels, resorts, and itineraries in the form of an interactive virtual experience (table 3.3).

The implementation tools include the creation of VR tours of hotels, AR catalogs in mobile applications, and modeling of a “virtual day of travel.” The image effect is to emphasize the innovativeness of the brand, which demonstrates the tour product in the most modern format, providing the customer with transparency of choice and

strengthening trust in the company.

Along with personalization and virtualization of tourism products, it is important to improve the effectiveness of their promotion management. The essence of using smart demand analytics (AI forecasting) to improve the JOIN UP! LLC innovation management system lies in the use of artificial intelligence algorithms.

Table 3.3

Detailed description of the proposal “VR/AR tours for preliminary familiarization” to improve the innovation management system “JOIN UP!” LLC

<i>Criterion</i>	<i>Characteristics</i>
Key elements of the solution	Key elements of the solution VR tours of hotels and resorts; AR catalogs in mobile apps; “virtual travel day.”
Target audience	Young people who value innovation; families with children who want to evaluate comfort in advance; premium customers focused on quality.
Means of implementing the decision	Use of VR cameras for filming; development of interactive applications; integration with the booking system; partnership with IT companies.
Expected effect	Increased sales conversion; growth in average check size; building trust and emotional attachment to the brand.

Source: compiled by the author

Machine learning models are used to predict consumer behavior in the tourism market, as well as to forecast demand for specific types of tours and optimize dynamic pricing processes. Implementation tools include big data analysis from search engines, social networks, and booking systems, algorithms for forecasting flight and hotel occupancy, as well as automated modules for forecasting flexible prices in real time (table 3.4).

Table 3.4

Detailed description of the “Smart Demand Analytics (AI Forecasting)” proposal for improving the “JOIN UP!” LLC innovation management system

<i>Criterion</i>	<i>Characteristics</i>
Key elements of the solution	Big data analysis algorithms; dynamic pricing; flight and hotel occupancy forecasting.
Target audience	Company managers; airline partners; individual customers looking for the best price.
Means of implementing the decision	Big data analytics; integration with CRM; use of AI for demand forecasting; development of automated modules.

Continuation of the table 3.4

<i>Criterion</i>	<i>Characteristics</i>
Expected effect	Reduced risk of unsold tours; optimized marketing costs; increased profitability; strengthened status as an innovative company.

Source: compiled by the author

The image effect is expressed in the formation of Join Up! as a company that not only follows trends but is also capable of staying ahead of them, offering customers relevant tourism products with an optimal range of prices and quality. The economic benefit of implementing this direction lies in increasing the profitability of the company's activities.

The final stage in the development of an innovative ecosystem is the formation of a sustainable communication environment around the brand (table 3.5).

Table 3.5

Detailed description of the proposal “AI communities for customers (online communities with gamification)” to improve the innovation management system “JOIN UP!” LLC

<i>Criterion</i>	<i>Characteristics</i>
Key elements of the solution	Online communities for different segments; automatic AI moderation; gamification elements and bonus programs.
Target audience	Regular customers; young people focused on social interaction; active travelers willing to share their experiences.
Means of implementing the decision	AI algorithms for moderation; integration with social networks and mobile applications; bonus and rating system.
Expected effect	Building a community around the brand; increasing repeat sales; attracting new customers; strengthening Join Up!'s image as a socially active tour operator.

Source: compiled by the author

The content of the “AI community for customers (online communities with gamification)” direction consists in creating an online community of tourists, moderated using AI, with the introduction of gamification mechanisms. The implementation tools include thematic groups for different customer segments, automatic moderation algorithms, and personalized bonus programs with game elements. The image effect is formed by strengthening the Join Up! brand identity, as the company becomes not only a

provider of tourism services, but also a platform for interaction, exchange of experience, and the formation of a tourism culture.

Therefore, the sequence of proposed measures creates a comprehensive strategy for improving the company's innovation management system: from individualization of customer service (AI assistant), through product virtualization (VR/AR tours) and management optimization (Smart analytics), to the formation of an emotional and social connection with the brand (AI community). This provides a comprehensive impact on increasing competitiveness and strengthening the image of Join Up! in the international tourism services market.

The proposed directions require phased implementation, taking into account both the peculiarities of the company's organizational structure and the strategic objectives of its development in the tourism market (table 3.6).

Table 3.6

Program for the implementation of measures to improve the innovation management system “JOIN UP!” LLC

<i>Implementation phase</i>	<i>Stage objectives</i>	<i>Responsible</i>	<i>Implementation deadlines</i>
Development of an AI travel assistant	Formulation of technical specifications; selection of a platform for the chatbot; integration with CRM	Development Director, Customer Success Manager	6–9 months
Testing and launching the AI assistant	Conducting internal testing; preparing instructions for managers; launching in pilot mode	COO, Operations Support Manager	3 months
Introduction of VR/AR tours	Creation of VR tours by hotels; development of an AR catalog; integration into a mobile application	Development Director, Manager of Regional Tourism Development	6–8 months
Testing VR/AR solutions	Organization of a pilot project with selected travel agents; collection of feedback	COO, Customer Success Manager	2–3 months
Launch of Smart Demand Analytics	Implementation of big data analytics; integration with the booking system; configuration of predictive models	Analyst, CFO	6 months
Training staff in the use of Smart Analytics	Conducting training sessions for managers; developing methodological materials	HR, Analyst	1–2 months

Continuation of the table 3.6

Implementation phase	Stage objectives	Responsible	Implementation deadlines
Creating an AI community	Development of a platform for communities; implementation of gamification elements; integration with social networks	Chief Tourist Coordinator, Customer Success Manager	5–6 months
Launch and development of the AI community	Moderation of user activity; launch of a bonus program; analysis of effectiveness	COO, Operations Support Manager	Continuously (first stage – 3 months)

Source: compiled by the author

The development and implementation of this action plan is aimed at increasing competitiveness, optimizing internal processes, and forming a sustainable brand image. The plan provides for the distribution of responsibilities among key management links, the definition of specific tasks for each stage, and the establishment of realistic implementation deadlines. The structured table above reflects the content of the proposed program of measures.

A logical addition to this program is a Gantt chart, which reveals the frequency and main causal relationships between the individual stages of implementation of various measures. The Gantt chart (figure 3.2) visualizes the time structure of the proposed innovative measures and allows tracking their sequence and interconnection. Clear definition of the start and end dates of each implementation stage contributes to improving the manageability of the innovation development process.

The frequency of implementation of measures, which involves a gradual transition from the development of technical solutions to their practical integration, ensures an even workload for the company's departments and a rational distribution of resources. This approach avoids duplication of functions, minimizes the risk of delays, and facilitates systematic control over the effectiveness of the program's implementation.

In addition, the Gantt chart makes it possible to identify the critical path of the project and to determine the stages that have the greatest impact on overall timing and results. Visualizing dependencies between tasks helps managers promptly detect potential bottlenecks, redistribute responsibilities between units, and adjust deadlines if external conditions change.

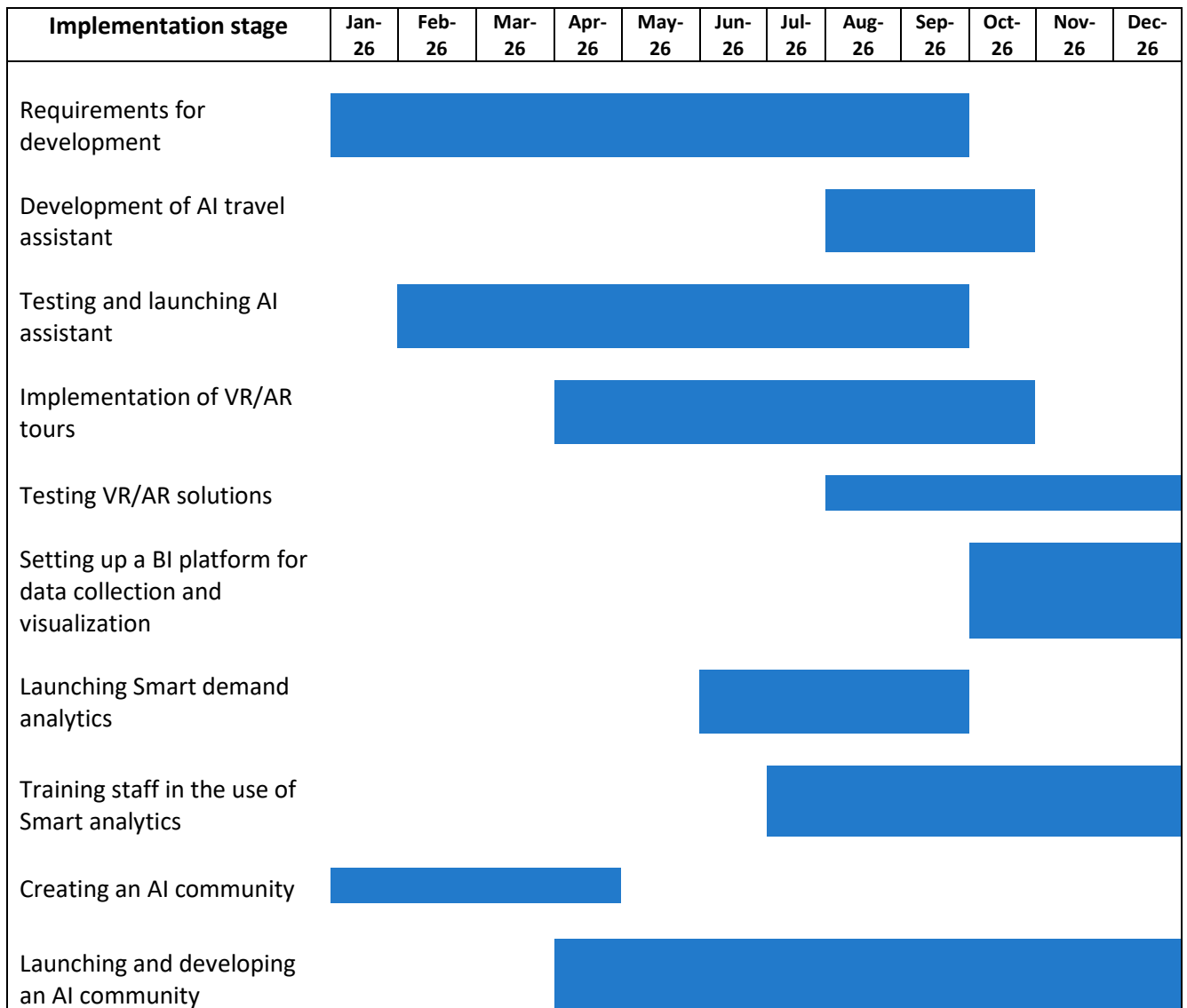


Figure 3.2. Gantt chart for measures to improve the innovation management system of "JOIN UP!" LLC

Source: compiled by the author

The regularity of implementation of measures and their coordination within a single calendar schedule creates the basis for continuous improvement of innovation management in the Join Up! tourism company. As a result, a sustainable mechanism for adapting to market changes is formed, which provides long-term competitive advantages and strengthens the brand's strategic position in the tourism market.

Moreover, the use of a Gantt chart facilitates transparent communication with stakeholders by providing a clear visual representation of planned activities, responsible units and control points. This transparency increases the accountability of project participants, strengthens trust between management and employees, and enables timely reporting on the progress of innovation initiatives to partners and investors.

3.2. Evaluation of the effectiveness of the proposed measures

An important component of evaluating the effectiveness of the proposed innovations is the analysis of the risks associated with their implementation. Table 3.7 presents a risk map for managing the project to implement the proposed measures.

Table 3.7

Risk map for the project to implement measures to improve the innovation management system “JOIN UP!” LLC

<i>Risk type</i>	<i>Risk description</i>	<i>Probability of occurrence</i>	<i>Consequences for the company</i>	<i>Mitigation methods (reducing impact)</i>
Technical risk	Possible malfunctions in the AI assistant or VR/AR platform due to imperfect software or integration with CRM	Average	Temporary decline in customer service quality, loss of trust	Thorough testing, phased implementation, creation of backup technical solutions
Financial risk	Insufficient funding for the implementation of a full cycle of innovative measures	Average	Delay in implementation stages or reduction in project scope	Attracting investment, flexible budgeting, searching for partnership programs
Organizational risk	Staff resistance to changes associated with the introduction of new technologies	High	Decreased implementation efficiency, conflicts between departments	Conducting training, communication campaigns, involving employees in the process
Cybersecurity risk	Unauthorized access to customer data through new digital channels	Low	Loss of reputation, fines for data protection violations	Use of encryption systems, security audits, regular updates to access policies
Marketing risk	New technological services do not meet customer expectations or are poorly promoted	Average	Reduced impact of innovation, low return on investment	Conducting marketing research, pilot launches, adjusting promotion strategies
Legal risk	Changes in legislation in the field of personal data or digital services	Low	The need to adapt products and processes, additional costs	Continuous monitoring of the regulatory framework, consultations with lawyers

Source: compiled by the author

Assessing the risks of implementing innovations is an integral part of effective innovation management for a tourism company. For Join Up!, this process is particularly important, as the implementation of artificial intelligence and virtual reality technologies is accompanied by increased technical and organizational complexity. Identifying key risks allows us not only to predict potential threats, but also to formulate preventive measures to minimize them. Technical risks associated with software development require systematic testing and contingency planning. Organizational risks require active staff participation, the formation of an innovative corporate culture, and the implementation of training programs. Financial risks can be mitigated by diversifying funding sources and using partnership investment models. Equally important are cybersecurity risks, which require constant monitoring of digital infrastructure. Marketing risks are offset by analyzing consumer expectations and testing the product before a full-scale launch. Comprehensive risk management provides flexibility in innovation management, increases the resilience of the Join Up! business model to external challenges, and contributes to the sustainable development of the company in a competitive tourism market.

Thus, the study allowed us to substantiate the directions for improving the innovative activities of the Join Up! travel company and determine their practical significance. The proposed innovative solutions – the introduction of an AI travel assistant, VR/AR tours, Smart demand analytics, and AI communities – form a comprehensive model of digital transformation of the tour operator's activities. The implementation of the introduction program ensures increased management efficiency, strengthening of competitive positions, and the formation of a positive brand image in the international market. The Gantt chart and risk table confirm a systematic approach to planning, control, and minimization of potential threats. An important condition for success is the integration of innovation into the company's corporate culture and the improvement of staff competence. Thus, Join Up! has the opportunity to form a sustainable innovation ecosystem capable of adapting to market challenges and ensuring the long-term development of the company.

Forecasting the effectiveness of implementing the proposed innovations for Join

Up! is carried out in two stages. The first stage involves a comparative assessment of key financial and operational indicators before and after the implementation of innovations, which allows determining the difference between the baseline and forecast scenarios for the company's development. The second stage involves forecasting the dynamics of revenues from tourism activities in the domestic and international markets, taking into account the digitalization of business processes and the personalization of tourism products. The company's financial statements for previous periods and the expected effects of innovations in artificial intelligence, demand analytics, and customer communications were used to make forecasts. Based on this, a table of expected results and costs for implementing the innovation development program was created (table 3.8).

Table 3.8

Possible outcomes and costs of implementing measures to improve innovation management Join Up! (2026–2028)

<i>Name of the field</i>	<i>Impact of the event on the company's performance indicators</i>	<i>Estimated investment costs, thousand UAH</i>
AI travel assistant	Increased personalization of services, reduced customer service time, 6% increase in repeat bookings	320
VR/AR tours for preliminary immersion	5% increase in sales conversion, improved customer experience and brand image	280
Smart demand analytics	Optimization of pricing policy, seasonal forecasting, 4% increase in profitability	250
AI customer community	Building lasting customer loyalty, increasing user engagement by 10%	210
<i>In total</i>	<i>Labor productivity is expected to grow by 15% in 2026, 20% in 2027, and 27% in 2028.</i>	<i>1060</i>

Source: compiled by the author based on company data

The total investment in the Join Up! innovation management improvement program for 2026–2028 is approximately UAH 1.56 million, which includes expenses for technological solutions, staff training, and marketing promotion. To forecast effectiveness, the method of extrapolating the dynamics of key performance indicators—revenue, operating expenses, and labor productivity—was used.

The baseline scenario assumes moderate growth in the tour operator's revenue. At the same time, the implementation of the innovation development program will enable a significant increase in profitability through the digitalization of services, expansion of

communication channels, and enhancement of the customer experience. It is expected that labor productivity will increase by 15% in 2026, 20% in 2027, and 27% in 2028 compared to the baseline scenario.

The positive effect is projected thanks to the introduction of an AI-based assistant that reduces the workload on staff, VR/AR technologies that increase customer engagement, and Smart Analytics, which provides more accurate pricing and demand forecasting. In addition, the creation of an artificial intelligence community will help retain regular customers and increase long-term loyalty. The cumulative economic effect of the program will ensure the growth of the company's operating profit and strengthen its image as a technology leader in the tourism market.

To assess the projected growth in profits for the tourism company Join Up! as a result of implementing measures to improve innovation management, a system of analytical indicators was used to provide a comprehensive description of the expected economic results. First of all, the absolute amounts of revenue and operating expenses were analyzed, reflecting the financial dynamics of the company's activities before and after the implementation of the new innovation management model. These data became the basis for further calculations of the projected changes in profitability.

The key role in building the forecast is played by the average annual growth rates of revenues and expenses, which allow assessing the overall trend of the company's development under the influence of increased efficiency of management processes. Their application allows for a quantitative assessment of the expected effect of introducing new mechanisms for coordinating innovation activities, integrating digital tools into the decision-making process, and improving interaction between structural units. An important element of the assessment is the profit elasticity coefficient, which reflects the relationship between the growth in staff productivity and the improvement in the financial results of the enterprise.

Particular attention is paid to the development of human capital, as improving the competence of employees in the field of innovation management is a determining factor for the successful implementation of changes. During 2026–2028, it is expected that human resource capacity will be expanded, training programs on innovation project

management will be introduced, and modern analytical systems will be used in the strategic planning process. This will contribute to more effective management decisions and increase the overall efficiency of Join Up!'s activities.

Improvements to the innovation management system are expected to increase operational profitability, reduce unproductive costs, and enhance the adaptability of the company's business model. Streamlining internal management processes, increasing the transparency of information flows, and introducing analytical approaches to risk assessment will contribute to the formation of a more stable organizational structure. As a result, Join Up! will be able to coordinate innovation projects more effectively, respond more quickly to changes in the market environment, and strengthen its competitive position.

Calculations show that the implementation of measures to improve innovation management will ensure stable growth in net profit during the first two years of implementation. Analytical data and forecast results of the economic impact assessment are summarized in Table 3.9, which reflects the expected performance indicators for 2026–2028. More detailed calculations are provided in Appendix E.

To forecast the economic effect of implementing measures to improve the enterprise's innovation management system, the following assumptions were used:

- based on the proposed directions for developing the innovation management system, it is planned to achieve break-even volumes of the company's activities, significantly increase the volume of tourist services, taking into account the foreign market segment, as well as adaptation to current conditions (the forecast includes expectations for the end of the war in Ukraine, which also explains the rather positive planned revenue figures from the provision of tourist services);

- it is assumed that the level of staff productivity will increase, which will additionally affect the acceleration of the company's revenue growth;

- the implementation of innovations will ensure an increase in the level of profitability from unprofitable -132.4% (or 1.324 points) in 2025 to +2.5% (or 0.025 points) in 2026-2028.

The results of the calculations are given in table 3.9.

Assessment of the economic effect of implementing measures to improve the innovation management system “Join Up!” LLC

<i>Indicators</i>	<i>Formula, symbol</i>	<i>Forecast</i>		
		2026	2027	2028
Revenue from the provision of tourism services, excluding measures to improve the innovation management system, thousand hryvnia	$R_{for_1} = SR_f * N_s$	128337	138294	148251
Revenue from the provision of tourism services, taking into account measures to improve the innovation management system, thousand hryvnia	$R_{for_2} = SR_{for} * N_s$	151438	199088	273181
The difference between forward-looking and backward-looking income forecasts	$\Delta R = R_{for_2} - R_{for_1}$	23101	60794	124930
Increase in operating profit as a result of implementation of measures, thousand UAH	$\Delta PROF = \Delta R * r_{op}$	578	1520	3123
Costs of implementing measures, thousand hryvnia	Invest	353	353	353
Net economic effect, thousand hryvnia	$Ee = \Delta PROF - Invest$	224	1167	2770

Source: compiled by the author based on data from Appendix C and some forecasts of operation activity improvements grounding of implementing measures

Thus, we can see that implementation of measures to improve the innovation management system at the enterprise will result in an increase in the volume of forecast revenues to a level that will ensure break-even activity and access to certain minimum profits. The net economic effect of the implementation of measures will be 224 thousand UAH in 2026, 1167 thousand UAH in 2027 and 2770 thousand UAH in 2028.

Conclusions to the part 3

Therefore, based on the results of the study, we can draw the following conclusions:

1. The developed program for the implementation of measures, presented in the form of a table and a Gantt chart, demonstrates the systematic and consistent actions necessary for the successful implementation of innovative solutions. Its implementation will contribute to the optimization of resources, reduction of operating costs, and ensuring the manageability of the change process. The project risk analysis showed that potential

threats can be effectively minimized by applying preventive management measures, constantly monitoring technical solutions, and involving staff in the change process. This ensures the stability of innovation implementation even in a turbulent market environment. Improving innovation management creates the conditions for the formation of a sustainable Join Up! innovation ecosystem, within which innovation becomes a permanent element of organizational culture.

2. The economic efficiency assessment showed that improving the innovation management system will have a positive financial effect within the first two years after implementation. The company's profits are expected to grow due to increased labor productivity, personalization of services, and cost optimization. The results confirm the economic feasibility of the proposed innovations and demonstrate their high level of multiplier effect on the company's development.

CONCLUSIONS AND RECOMMENDATIONS

The study of theoretical and practical aspects of the innovation management system of the tour operator Join Up! LLC has led to the following conclusions and recommendations:

1. The study of the concept of “innovation management” from the point of view of the processes and directions of development of the business management system allows us to identify the general aspects of the issue, which concerns the search for new alternative opportunities to improve approaches to innovation management. It has been proven that the definition of the essential features of innovation management may have certain peculiarities, given that the process of initiating such projects and their implementation is closely linked to the innovation initiatives existing in the enterprise.

2. The main theoretical aspects of innovative management of an organization are substantiated. It is proved that in order to manage innovative initiatives at the company level, the main stages of implementing an innovative idea are determined. At the same time, managers set themselves clearly defined tasks that must be performed during the implementation of an innovative project. The following main stages of innovation project management have been identified: assessment of the external environment of the enterprise; analysis of the internal environment and determination of the enterprise's readiness to implement innovations; justification of resources for the implementation of the selected innovative idea; evaluation of the effectiveness of the innovative idea and formulation of recommendations for its implementation.

3. Based on the company's financial statements, we can see that it was unprofitable throughout the entire research period. The main reason for the company's unprofitability was the decrease in activity volumes associated with the consequences of the war. Analysis of the financial results of JOIN UP! LLC for 2022-2024 demonstrates a systemic deterioration in key economic indicators, which is directly related to the destructive impact of a full-scale war on the tourism industry of Ukraine. Company's net income in 2022 amounted to 7196 thousand UAH, in 2023 it increased to 16639 thousand UAH, but in 2024 it sharply decreased to only 376 thousand UAH. EBITDA for all three

years remains negative: UAH –50 058 thousand in 2022, UAH –101 614 thousand in 2023, and UAH –72 738 thousand in 2024.

4. Using an innovation management system, the tour operator Join Up! is transforming from a national player into a competitive international player. Analysis shows that innovative solutions cover both technological and organizational levels. An important condition for success is effective interaction between internal departments and external partners. Combining these resources ensures the stability of the innovative business model and creates the prerequisites for better business scaling even in conditions of instability. We also see that innovative changes are supported organizationally, financially, and informationally, which allows for the achievement of an effective management system. In summary, it can be said that innovation management at Join Up! is integrated and focused on the long-term development of the company.

5. Innovation efficiency ratios indicate an increase in the profitability of innovation projects. The ratio of the results of innovation implementation to costs shows a gradual increase in the profitability of each area. Online services 24/7 and the development of the agency network demonstrated a particularly high level of efficiency. The indicators confirm that innovative investments have not only accumulated but have also become a source of additional financial reserves. Thus, the analysis of effectiveness emphasizes the strategic expediency of the company's chosen innovation course.

6. The study made it possible to substantiate areas for improvement in the innovative activities of the Join Up! travel company and determine their practical significance. The proposed innovative solutions—the introduction of an AI travel assistant, VR/AR tours, smart demand analytics, and an AI community—form a comprehensive model for the digital transformation of the tour operator's activities. The implementation of the introduction program ensures increased management efficiency, strengthening of competitive positions, and the formation of a positive brand image in the international market. The Gantt chart and risk table confirm a systematic approach to planning, control, and minimization of potential threats. An important condition for success is the integration of innovation into the company's corporate culture and the improvement of staff competence. Thus, Join Up! has the opportunity to form a sustainable innovation

ecosystem capable of adapting to market challenges and ensuring the long-term development of the company.

7. The economic efficiency assessment showed that improving the innovation management system will have a positive financial effect within the first two years after implementation. The company's profits are expected to grow due to increased labor productivity, personalization of services, and cost optimization. The results confirm the economic feasibility of the proposed innovations and demonstrate their high level of multiplier effect on the company's development. Implementation of measures to improve the innovation management system at the enterprise will result in an increase in the volume of forecast revenues to a level that will ensure break-even activity and access to certain minimum profits. The net economic effect of the implementation of measures will be 224 thousand UAH in 2026, 1167 thousand UAH in 2027 and 2770 thousand UAH in 2028.

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APPENDICES

Appendix A

Державний торговельно-економічний університет
Факультет технологій та бізнесу
Кафедра туризму та менеджменту
креативних індустрій

ПРОЕКТ МЕНЕДЖМЕНТ
PROJECT MANAGEMENT

Збірник наукових статей здобувачів
другого (магістерського) рівня вищої освіти
за спеціальністю 073 «Менеджмент»
освітньою програмою «Проект менеджмент»

Київ 2025

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THEORETICAL ASPECTS OF FORMATION OF THE INNOVATION MANAGEMENT SYSTEM AT THE ENTERPRISE

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This article systematises the theoretical and methodological foundations of innovation management at the enterprise level. It clarifies key definitions, generalises the essential characteristics of «innovation management», and substantiates a four-stage model for organising innovation projects. Special attention is given to the multidimensional nature of innovation activities (technological, process, structural, and value dimensions) and to the criteria that guide the classification of innovation initiatives. The proposed framework helps Ukrainian companies transform sporadic creative ideas into a reproducible management system aligned with market demands and resource constraints.

Keywords: innovation management, innovation project, enterprise, methodological principles, classification, implementation stages.

У статті систематизовано теоретичні та методологічні засади управління інноваціями на рівні підприємства. Уточнено ключові поняття, узагальнено сутнісні характеристики «управління інноваціями», обґрунтовано чотирістадійну модель організації інноваційних проєктів. Особливу увагу приділено багатовимірності інноваційної діяльності (технологічний, процесний, структурний і ціннісний виміри) та критеріям класифікації інноваційних ініціатив. Запропонована методика дозволяє українським компаніям перетворювати поодинокі творчі ідеї на відтворювану систему управління, узгоджену з вимогами ринку та ресурсними можливостями.

Ключові слова: управління інноваціями, інноваційний проєкт, підприємство, методологічні принципи, класифікація, етапи реалізації.

Actuality of the article. Ukrainian enterprises often proclaim innovation as a strategic goal, yet day-to-day practice remains fragmented: ideas are generated, but structured processes, clear documentation, and coordinated resource allocation are missing. This methodological gap constrains firm-level competitiveness and slows the country's progress toward EU-oriented productivity targets. A well-defined innovation-management system can close that gap by linking creative concepts to budgets, milestones, and performance metrics. Clarifying such a system is relevant as well for managers who need practical guidelines to convert inventive ideas into reliable revenue streams. Thus, the topic bears both scholarly importance and immediate value for Ukraine's economic modernisation.



The purpose of the article is to present a clear, practice-oriented framework for managing innovation at the enterprise level. Specifically, it seeks to (i) refine and unify key definitions of «innovation management,» (ii) identify essential characteristics and classification criteria for innovation projects, and (iii) outline a four-stage management cycle that links environmental scanning, internal readiness assessment, resource justification, and post-launch evaluation. Together, these elements offer a structured approach that helps managers and researchers turn creative ideas into commercially viable outcomes, while ensuring strategic focus and efficient resource use.

Innovation is a defining element of the modern economy, essential for economic growth and improved living standards. Yet, amid ongoing economic and security challenges, the domestic level of innovation remains low. Accelerating the shift toward an innovation-driven strategy requires a shared understanding of core concepts in this area, enabling equal starting points for all market participants. In a rapidly evolving environment, innovation becomes a necessary response to stakeholder expectations and organizational adaptation [1].

Recent studies emphasise the complexity of coordinating innovation efforts across various organisational layers. Innovation is no longer seen as a spontaneous act but as a structured process requiring planning, evaluation tools, and cross-functional cooperation. Researchers underscore that the success of innovation depends not only on the novelty of the idea but on the capacity to implement it through well-defined steps. A key condition for a company's successful development in the innovation sphere is the effective organization of processes for developing and implementing innovation projects, which requires further research into their classification and definition, as well as systematization of existing scientific approaches and the formulation of an authorial interpretation of the concept [2].

In this matter, it is vital to consider the concept of innovation management. Across the literature, five recurrent features sharpen this definition: the purposeful implementation of innovation initiatives; the development of a comprehensive body of project documentation; a linked hierarchy of goals and programmes, integrated through resource management; the assessment and justification of market prospects for the resulting products or services; and the organisation of innovation activity as a distinct, purposeful management function. Current literature offers various definitions of innovation management, but rarely considers the specifics of the industry. Approaches differ mainly in their focus on particular aspects of innovation implementation [3].

Semantic analysis confirms that scholars most frequently highlight project documentation (28% citation share), innovation initiatives (24%), and targeted innovation management (20%) as defining features. Less emphasis is placed on market prospects (12%) and resource-integrated goals (16%), indicating an imbalance in conceptual attention across core elements [4-14].

Having analysed the main scholarly approaches to innovation management, three conclusions follow. First, its defining features vary, because project initiation and execution depend on each enterprise's existing innovation activity. Second, innovation measures follow an investment logic, directing resources to projects that raise operational efficiency. Third, innovation management links goals and programmes through the firm's resource-management system.

Because market conditions change continuously, enterprises should integrate innovation management into an overall innovation strategy that ensures sufficient resources, defined timelines, and organisational support for sustained innovative development. To make this strategy operational, innovation projects must be clearly classified based on consistent criteria. Accurate project classification not only improves planning and control but also supports better decision making and resource allocation. In this context, five criteria have proven most useful for structuring innovation projects (Table 1).

Table 1

Main characteristics of the classification of innovative projects

Classification feature	Types of innovative projects
Attribution of an innovation project to a certain stage of the innovation life cycle and type of activity	research and development works; organization of production; information and communication technologies; marketing and logistics technologies; financial instruments and methods of financing; sales and service technologies; technologies for recruitment, training and education of personnel; management methods and systems, organizational structures, mergers and acquisitions
Scale of tasks to be solved	Global (transnational, international, interregional); National and large-scale; Regional; Local (at the enterprise level)
Duration of implementation	Short-term (up to 3 years), medium-term (3-5 years) and long-term (more than 5 years)
Scale of the projects involved	Megaprojects are targeted programs for the transformation and creation of complex national and international facilities, consisting of several dozen or even hundreds of projects. Multi-projects are solutions to complex problems of a sectoral or regional and interregional nature, including dozens of subprojects. Monoprojects are the solution of one or more tasks in one project
Triggers of an innovative project	Proactive (strategic) projects of a promising nature; Reactive projects that arise as a reaction to the actions of competitors.

Source: compiled by the author according to the data: [4-14]

Such differentiation enables managers to better allocate resources, select implementation tools, and define realistic timelines. These criteria also improve internal coordination and reduce the risks of duplication or underfunding.

On this basis, the following author's definition of innovation management can be formulated: a set of measures and management tools aimed at developing and implementing a certain innovative idea (product, service or business process), accompanied by the attraction of appropriate resources to solve the tasks and obtain the desired economic result. Effective innovation management converts creative ideas into profitable products or services and identifies market niches whose needs are already well served. It rests not on individual «genius» alone but on organisational conditions that cultivate and support talent. In contemporary business, innovation has shifted from an exceptional event to an operational necessity and decisive competitive advantage [15]. Hence, understanding innovation management in terms of the firm's management processes reveals common ground for improving current practice and exploring new alternatives. While its essential features are consistent, their specific expression depends on how closely new projects align with the enterprise's ongoing innovation agenda.

International practice further shows that innovation management initiatives unfold across four complementary dimensions. The technological (product) dimension anticipates shifts in customer demand and product-life-cycle dynamics. The process dimension targets main, auxiliary, and service workflows. The organisational-structure dimension restructures legal form or governance arrangements. Finally, the value dimension refreshes goals, management styles, and employee-motivation systems. Accounting for these dimensions alongside project-classification criteria provides a fuller basis for planning and oversight [10].

To translate these dimensions into day-to-day action, managers follow six core tasks of innovation management (Figure 1).

Analysing the basics of innovation-project management also highlights the decisive role of the human factor. Neglecting intellectual capital or failing to establish an effective motivation system



Continuation of the appendix A

can stall even the best-designed projects. Sustained motivation arises when the organisation cultivates an environment that encourages idea generation and supports their refinement [16].

In practice, innovation flourishes where a culture of respect, tolerance, and openness to diverse opinions prevails; such conditions allow employee mindsets (sometimes even everyday behavioural habits) to align with continuous creative improvement [8].



Figure 1. Main tasks of innovation management of the enterprise

Source: created by author on the base [16, 17]

Another key element of the proposed framework is a four-stage innovation-management cycle:

The first stage. The cycle begins with an assessment of the external environment. At this stage, the enterprise collects information on current trends, market needs, competitors, and relevant regulations. Sources include industrial trend reports, competitor benchmarking, and legislative reviews.

The second stage assesses internal readiness by examining available resources, technical capabilities, team competencies, and financial liquidity. Enterprises are encouraged to use gap analysis tools and SWOT matrices to better understand the alignment between project ambition and real capacity.

The third stage, justification and planning, includes the development of a feasibility study, setting objectives and KPIs, and preparing documentation for budgeting and monitoring. Project charters, implementation matrices, and scheduling models such as Gantt charts or PERT can enhance this phase.

The final stage is evaluation and feedback, during which outcomes are analysed, and lessons are documented for future use. Best practice includes forming innovation audit teams and compiling internal case libraries for training and knowledge sharing. This process helps standardise innovation efforts and increases their reproducibility across departments [3, 10, 18, 19].

Innovation priorities shift with the firm's life-cycle: at entry, product projects hinge on market research and branding, whereas at maturity the focus turns to portfolio optimisation. Requirements also vary by size and structure (table 2): small firms outsource R&D or marketing, medium and large firms adopt agile frameworks such as Scrum or SAFe, and networked organisations rely on dedicated innovation units and extensive automation. Matching tools to life-cycle, scale, and structure lets companies turn innovation risk into lasting competitive advantage.

The cycle and classification matrix together create a unified management system. External scanning highlights demand and regulatory shifts; internal audits test feasibility; feasibility studies

secure funding; feedback closes the learning loop. This sequence provides managers with clearly defined tasks at each step and aligns day-to-day actions with overall innovation goals. Notably, enterprises that use digital tools for stage-tracking and documentation (such as CRM-integrated project dashboards or innovation KPIs in ERP systems) achieve more transparency and stakeholder confidence.

Table 2

Key formats and areas of innovation management

Business formats	Key challenges in managing innovation projects	Areas for improving the management of innovative projects
Small enterprise	<ul style="list-style-type: none"> - insufficient number of relevant specialists with the required competence; - lack of financial resources; - lack of a clear management structure 	<ul style="list-style-type: none"> - searching for ready-made service solutions in the field of sports and recreation for organizing business processes; - forming creative initiatives to search for innovative ideas; - delegating some functions of innovation implementation to outsourcing (for example, technological innovations or marketing innovations)
Medium or large single enterprises	<ul style="list-style-type: none"> - a destabilized organizational structure that is not adapted to change; - staff turnover; - increased financial burden and budget deficit for innovation development 	<ul style="list-style-type: none"> - identification of reserves in resources for innovation; - distribution of responsibility for performance results; - implementation of mechanisms for controlling the implementation of innovations; - implementation of the methodology of flexible management of innovation development processes (Scrum, SAFE)
Network Business Structures	<ul style="list-style-type: none"> - rather significant bureaucratization of processes, which hinders innovation initiatives; - risks of loss of flexibility in managing innovation development; - top management has a poor understanding of the content of innovation initiatives 	<ul style="list-style-type: none"> - formation of separate units responsible for the implementation of innovations and their development; - transfer the management system of the innovation strategy to the relevant units; - ensure high automation of processes

Source: created by author on the base of [12]

Adopting the framework lets enterprises, especially medium-sized ones, move from informal experimentation to systematic innovation without costly restructuring. The approach combines methodological rigour with flexibility, helping managers balance creative freedom and risk control. The use of a matrix of innovation roles (initiator, executor, sponsor, controller) also ensures accountability throughout the project lifecycle, which is often missing in traditional top-down models.

Conclusion. Innovation management is not primarily about the brilliance of individual contributors, but about creating organisational conditions that foster the systematic development of talent and ideas. Effective innovation at the enterprise level depends on establishing a coherent process for implementing innovative ideas across various management levels and functional areas. The purpose of an innovation management system is to define these stages clearly and to coordinate actions and resources within a unified framework.

Such a system acts as the foundation for building and sustaining a company's innovation potential. It ensures that innovation activities are not fragmented or episodic but embedded into the broader management structure. Innovation projects, therefore, can be initiated at any level of the

organisation, whether strategic, operational, or departmental, and in any area of business activity. The proposed model strengthens this capability by combining classification logic, stepwise implementation, and adaptability to firm size and structure. In doing so, it transforms innovation from an isolated initiative into a continuous and manageable process.

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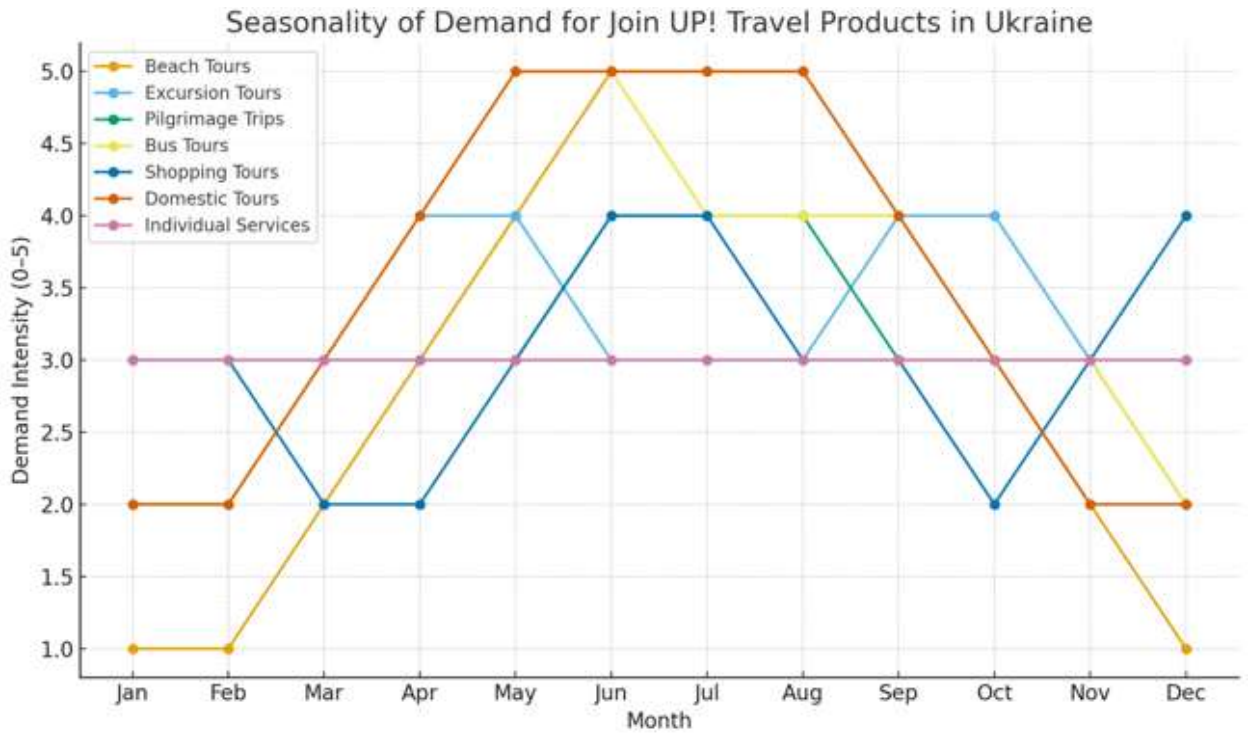
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Characteristics of Join Up! travel products

Type of tourism product	Characteristics	Examples of areas	Target audience	Seasonality
Beach tours	Vacation in hotels by the sea with a package of services	Turkey, Egypt, Cyprus, Spain, Greece, Bulgaria	Families with children, young people, couples	Summer, Egypt – all year round
Sightseeing tours	Cultural and historical programs	Italy, France, Czech Republic, Ukraine	Students, families, cultural tourists	Spring, autumn
Pilgrimage trips	Visiting shrines and religious centers	Israel, Vatican City, Pochaiv, Zarvanytsia	Pilgrims, organized groups	All year round, holidays
Bus tours	Group-accompanied travel	Poland, Germany, Czech Republic, Hungary	Young people, students, middle-class tourists	Summer, New Year holidays
Shopping tours	Shopping trips	Poland, Italy, Turkey	Young people, women, entrepreneurs	Discount season – winter and summer
Domestic tours in Ukraine	Health and sightseeing trips	Carpathians, Odessa, Lviv, Shatsk Lakes	Families, older tourists	Summer, winter
Individual services	Air tickets, hotel reservations, transfers	Any destinations	Individual and business travelers	All year round

Source: compiled by the author based on company data



Source: according to company data

This chart illustrates the seasonal demand for various travel products offered by Join Up! in the Ukrainian market. The data represent relative demand intensity (on a scale from 0 to 5) for each month of the year across different types of tours, including beach holidays, excursions, pilgrimages, bus tours, shopping tours, domestic tours, and individual services.

Фінансова Звітність

ТОВАРИСТВО З ОБМЕЖЕНОЮ ВІДПОВІДАЛЬНІСТЮ "ДЖОІН АП!"

ТОВ "ДЖОІН АП!"

Код ЄДРПОУ 38729427

Зареєстровано

Входить у корпоративну
групу
"Група родини Альба"

Фінансова звітність за 2024 рік *

Дата та час подачі звіту	03.04.2025 17:03
Керівник	Сероухов Дмитро Геннадійович
Головний бухгалтер	Личак Ірина Миколаївна
Вид економічної діяльності	79.12 Діяльність туристичних операторів
Телефон	5176656
КАТОТТГ	UA80000000000210193
Середня кількість працівників	114

Баланс (Форма № 1) станом на 31.12.2024 року *

	Код	На початок року, тис.грн	На кінець року, тис.грн
АКТИВ			
I. Необоротні активи			
Нематеріальні активи	1000	24 184	13 297
• первісна вартість	1001	77 576	77 576
• накопичена амортизація	1002	53 392	64 279
Незавершені капітальні інвестиції	1005	0	-
Основні засоби	1010	2 963	903
• первісна вартість	1011	17 084	14 617
• знос	1012	14 121	13 714
Інвестиційна нерухомість	1015	0	-
• первісна вартість інвестиційної нерухомості	1016	0	-
• знос інвестиційної нерухомості	1017	0	-
Довгострокові біологічні активи	1020	0	-
• первісна вартість довгострокових біологічних активів	1021	0	-
• накопичена амортизація довгострокових біологічних активів	1022	0	-

Source: URL: https://youcontrol.com.ua/en/catalog/company_details/38729427/ [38]

Continuation of the appendix D

Довгострокові фінансові інвестиції:			
• які обліковуються за методом участі в капіталі інших підприємств	1030	0	-
• інші фінансові інвестиції	1035	0	-
Довгострокова дебіторська заборгованість	1040	7 260	-
Відстрочені податкові активи	1045	0	-
Гудвіл	1050	0	-
Відстрочені аквізиційні витрати	1060	0	-
Залишок коштів у централізованих страхових резервних фондах	1065	0	-
Інші необоротні активи	1090	0	-
Усього за розділом I "Необоротні активи"	1095	34 407	14 200
	Код	На початок року, тис.грн	На кінець року, тис.грн
II. Оборотні активи			
Запаси	1100	460	-
• виробничі запаси	1101	460	-
• незавершене виробництво	1102	0	-
• готова продукція	1103	0	-
• товари	1104	0	-
Поточні біологічні активи	1110	0	-
Депозити перестраховання	1115	0	-
Векселі одержані	1120	0	-
Дебіторська заборгованість за продукцію, товари, роботи, послуги	1125	340 694	300 312
Дебіторська заборгованість за розрахунками:			
• за виданими авансами	1130	905	293
• з бюджетом	1135	1	98
• у тому числі з податку на прибуток	1136	0	-
Дебіторська заборгованість за розрахунками з нарахованих доходів	1140	1	1
Дебіторська заборгованість за розрахунками із внутрішніх розрахунків	1145	0	-
Інша поточна дебіторська заборгованість	1155	1 164 334	1 006 682
Поточні фінансові інвестиції	1160	0	-
Гроші та їх еквіваленти	1165	277	171
• готівка	1166	0	-
• рахунки в банках	1167	277	171
Витрати майбутніх періодів	1170	1 476	-35
Частка перестраховика у страхових резервах	1180	0	-
у тому числі:			
• резервах довгострокових зобов'язань	1181	0	-

Source: URL: https://youcontrol.com.ua/en/catalog/company_details/38729427/ [38]

Continuation of the appendix D

• резервах збитків або резервах належних виплат	1182	0	-
• резервах незароблених премій	1183	0	-
• інших страхових резервах	1184	0	-
Інші оборотні активи	1190	240	155
Усього за розділом II "Оборотні активи"	1195	1 508 388	1 307 677
III. Необоротні активи, утримувані для продажу, та групи вибуття	1200	0	-
Баланс (Усього активів)	1300	1 542 795	1 321 877

Пасив

	Код	На початок року, тис.грн	На кінець року, тис.грн
I. Власний капітал			
Зареєстрований (пайовий) капітал	1400	72 671	72 671
Внески до незареєстрованого статутного капіталу	1401	0	-
Капітал у дооцінках	1405	0	-
Додатковий капітал	1410	0	-
• емсійний дохід	1411	0	-
• накопичені курсові різниці	1412	0	-
Резервний капітал	1415	0	-
Нерозподілений прибуток (непокритий збиток)	1420	-588 947	-808 529
Неоплачений капітал	1425	(0)	(-)
Вилучений капітал	1430	(0)	(-)
Інші резерви	1435	0	-
Усього за розділом I "Власний капітал"	1495	-516 276	-735 858
II. Довгострокові зобов'язання і забезпечення			
Відстрочені податкові зобов'язання	1500	0	-
Пенсійні зобов'язання	1505	0	-
Довгострокові кредити банків	1510	0	-
Інші довгострокові зобов'язання	1515	0	-
Довгострокові забезпечення	1520	0	-
довгострокові забезпечення витрат персоналу	1521	0	-
Цільове фінансування	1525	0	-
благодійна допомога	1526	0	-

Source: URL: [https://youcontrol.com.ua/en/catalog/company_details/38729427/\[38\]](https://youcontrol.com.ua/en/catalog/company_details/38729427/[38])

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Страхові резерви	1530	0	-
у тому числі:			
• резерв довгострокових зобов'язань	1531	0	-
• резерв збитків або резерв належних виплат	1532	0	-
• резерв незароблених премій	1533	0	-
• інші страхові резерви	1534	0	-
Інвестиційні контракти	1535	0	-
Призовий фонд	1540	0	-
Резерв на виплату джек-поту	1545	0	-
Усього за розділом II "Довгострокові зобов'язання і забезпечення"	1595	0	0
<hr/>			
	Код	На початок року, тис.грн	На кінець року, тис.грн
III. Поточні зобов'язання і забезпечення			
Короткострокові кредити банків	1600	0	-
Векселі видані	1605	0	-
Поточна кредиторська заборгованість за:			
• довгостроковими зобов'язаннями	1610	0	-
• товари, роботи, послуги	1615	144	108
• розрахунками з бюджетом	1620	598	187
• у тому числі з податку на прибуток	1621	0	-
• розрахунками зі страхування	1625	555	-
• розрахунками з оплати праці	1630	2 350	628
Поточна кредиторська заборгованість за одержаними авансами	1635	148 237	84 618
Поточна кредиторська заборгованість за розрахунками з учасниками	1640	0	-
Поточна кредиторська заборгованість із внутрішніх розрахунків	1645	0	-
<hr/>			
Поточні забезпечення	1660	11 051	5 435
Доходи майбутніх періодів	1665	0	-
Відстрочені комісійні доходи від перестраховиків	1670	0	-
Інші поточні зобов'язання	1690	1 896 136	1 966 759
Усього за розділом III "Поточні зобов'язання і забезпечення"	1695	2 059 071	2 057 735
<hr/>			
IV. Зобов'язання, пов'язані з необоротними активами, утримуваними для продажу, та групами вибуття	1700	0	-
V. Чиста вартість активів недержавного пенсійного фонду	1800	0	-

<https://youcontrol.com.ua/contractor?year=2024&id=6492809&lb=financial-statements>

4/10

04.12.25, 18:18

ТОВ "ДЖОІН АЛІ" - YouControl

Баланс (Усього пасивів)	1900	1 542 795	1 321 877
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Source: URL: https://youcontrol.com.ua/en/catalog/company_details/38729427/ [38]

Continuation of the appendix D

Звіт про фінансові результати (Форма № 2) за 2024 рік *

	Код	За поточний рік, тис.грн	За попередній рік, тис.грн
Фінансові результати			
Чистий дохід від реалізації продукції (товарів, робіт, послуг)	2000	376	16 639
Чисті зароблені страхові премії	2010	-	0
• премії підписані, валова сума	2011	-	0
• премії, передані у перестраховування	2012	-	0
• зміна резерву незароблених премій, валова сума	2013	-	0
• зміна частки перестраховиків у резерві незароблених	2014	-	0
Собівартість реалізованої продукції (товарів, робіт, послуг)	2050	-	26
Чисті понесені збитки за страховими виплатами	2070	-	0
Валовий:			
• прибуток	2090	376	16 613
• збиток	2095	-	-
Дохід (витрати) від зміни у резервах довгострокових зобов'язань	2105	-	0
Дохід (витрати) від зміни інших страхових резервів	2110	-	0
• зміна інших страхових резервів, валова сума	2111	-	0
• зміна частки перестраховиків в інших страхових резервах	2112	-	0
Інші операційні доходи	2120	46 686	101 669
<i>у тому числі:</i>			
• дохід від зміни вартості активів, які оцінюються за справедливою вартістю	2121	-	0
• дохід від первісного визнання біологічних активів і сільськогосподарської продукції	2122	-	0
• дохід від використання коштів, вивільнених від оподаткування	2123	-	0
Адміністративні витрати	2130	25 946	54 884
Витрати на збут	2150	47 168	63 343
Інші операційні витрати	2180	194 830	245 060
<i>у тому числі:</i>			
• витрати від зміни вартості активів, які оцінюються за справедливою вартістю	2181	-	0

Source: URL: https://youcontrol.com.ua/en/catalog/company_details/38729427/ [38]

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• витрати від первісного визнання біологічних активів і сільськогосподарської продукції	2182	-	0
Фінансовий результат від операційної діяльності:			
• прибуток	2190	-	-
• збиток	2195	220 882	245 005
Дохід від участі в капіталі	2200	-	0
Інші фінансові доходи	2220	1 315	27 376
Інші доходи	2240	26	0
<i>у тому числі:</i>			
• дохід від благодійної допомоги	2241	-	0
Фінансові витрати	2250	11	15 712
Втрати від участі в капіталі	2255	-	0
Інші витрати	2270	30	0
Прибуток (збиток) від впливу інфляції на монетарні статті	2275	-	0
Фінансовий результат до оподаткування:			
• прибуток	2290	-	-
• збиток	2295	219 582	233 341
Витрати (дохід) з податку на прибуток	2300	-	0
Прибуток (збиток) від припиненої діяльності після оподаткування	2305	-	0
Чистий фінансовий результат:			
• прибуток	2350	-	-
• збиток	2355	219 582	233 341

Source: URL: https://youcontrol.com.ua/en/catalog/company_details/38729427/ [38]

Фінансова звітність за 2023 рік *

Дата та час подачі звіту	04.06.2024 19:49
Керівник	Сероухов Дмитро Геннадійович
Головний бухгалтер	Личак Ірина Миколаївна
Вид економічної діяльності	79.12 Діяльність туристичних операторів
Телефон	5176656
КАТОТТГ	UA80000000000210193
Середня кількість працівників	176

Баланс (Форма № 1) станом на 31.12.2023 року *

	Код	На початок року, тис.грн	На кінець року, тис.грн
АКТИВ			
I. Необоротні активи			
Нематеріальні активи	1000	32 710	24 184
• первісна вартість	1001	75 323	77 576
• накопичена амортизація	1002	42 613	53 392
Незавершені капітальні інвестиції	1005	0	-
Основні засоби	1010	1 301	2 963
• первісна вартість	1011	14 540	17 084
• знос	1012	13 239	14 121
Інвестиційна нерухомість	1015	0	-
• первісна вартість інвестиційної нерухомості	1016	0	-
• знос інвестиційної нерухомості	1017	0	-
Довгострокові біологічні активи	1020	0	-
• первісна вартість довгострокових біологічних активів	1021	0	-
Довгострокові фінансові інвестиції:			
• які обліковуються за методом участі в капіталі інших підприємств	1030	2 085	-
• інші фінансові інвестиції	1035	0	-
Довгострокова дебіторська заборгованість	1040	18 249	7 260
Відстрочені податкові активи	1045	0	-
Гудвіл	1050	0	-
Відстрочені аквізиційні витрати	1060	0	-
Залишок коштів у централізованих страхових резервних фондах	1065	0	-
Інші необоротні активи	1090	0	-
Усього за розділом I "Необоротні активи"	1095	54 345	34 407

Source: URL: https://youcontrol.com.ua/en/catalog/company_details/38729427/ [38]

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	Код	На початок року, тис.грн	На кінець року, тис.грн
II. Оборотні активи			
Запаси	1100	101	460
• виробничі запаси	1101	101	460
• незавершене виробництво	1102	0	-
• готова продукція	1103	0	-
• товари	1104	0	-
Поточні біологічні активи	1110	0	-
Депозити перестрашування	1115	0	-
Векселі одержані	1120	0	-
Дебіторська заборгованість за продукцію, товари, роботи, послуги	1125	26	340 694
Дебіторська заборгованість за розрахунками:			
• за виданими авансами	1130	3 357	905
• з бюджетом	1135	1	1
• у тому числі з податку на прибуток	1136	0	-
Дебіторська заборгованість за розрахунками з нарахованих доходів	1140	186	1
Дебіторська заборгованість за розрахунками із внутрішніх розрахунків	1145	0	-
Інша поточна дебіторська заборгованість	1155	959 503	1 164 334
Поточні фінансові інвестиції	1160	0	-
Гроші та їх еквіваленти	1165	38 574	277
• готівка	1166	0	-
• рахунки в банках	1167	38 574	277
Витрати майбутніх періодів	1170	81	1 476
Частка перестраховика у страхових резервах	1180	0	-
у тому числі:			
• резервах збитків або резервах належних виплат	1182	0	-
• резервах незароблених премій	1183	0	-
• інших страхових резервах	1184	0	-
Інші оборотні активи	1190	1 013	240
Усього за розділом II "Оборотні активи"	1195	1 002 842	1 508 388
III. Необоротні активи, утримувані для продажу, та групи вибуття			
Баланс (Усього активів)	1300	1 057 187	1 542 795

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Пасив

	Код	На початок року, тис.грн	На кінець року, тис.грн
I. Власний капітал			
Зареєстрований (пайовий) капітал	1400	72 671	72 671
Внески до незареєстрованого статутного капіталу	1401	0	-
Капітал у дооцінках	1405	0	-
Додатковий капітал	1410	0	-
• емісійний дохід	1411	0	-
• накопичені курсові різниці	1412	0	-
Резервний капітал	1415	0	-
Нерозподілений прибуток (непокритий збиток)	1420	-355 437	-588 947
Неоплачений капітал	1425	(0)	(-)
Вилучений капітал	1430	(0)	(-)
Інші резерви	1435	0	-
Усього за розділом I "Власний капітал"	1495	-282 766	-516 276
II. Довгострокові зобов'язання і забезпечення			
Відстрочені податкові зобов'язання	1500	0	-
Пенсійні зобов'язання	1505	0	-
Довгострокові кредити банків	1510	0	-
Інші довгострокові зобов'язання	1515	0	-
Довгострокові забезпечення	1520	0	-
довгострокові забезпечення витрат персоналу	1521	0	-
Цільове фінансування	1525	0	-
благодійна допомога	1526	0	-

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Страхові резерви	1530	0	-
<i>у тому числі:</i>			
• резерв довгострокових зобов'язань	1531	0	-
• резерв збитків або резерв належних виплат	1532	0	-
• резерв незароблених премій	1533	0	-
• інші страхові резерви	1534	0	-
Інвестиційні контракти	1535	0	-
Призовий фонд	1540	0	-
Резерв на виплату джек-поту	1545	0	-
Усього за розділом II "Довгострокові зобов'язання і забезпечення"	1595	0	0
III. Поточні зобов'язання і забезпечення			
Короткострокові кредити банків	1600	0	-
Векселі видані	1605	0	-
Поточна кредиторська заборгованість за:			
• довгостроковими зобов'язаннями	1610	0	-
• товари, роботи, послуги	1615	2 733	144
• розрахунками з бюджетом	1620	409	598
• у тому числі з податку на прибуток	1621	0	-
• розрахунками зі страхування	1625	496	555
• розрахунками з оплати праці	1630	1 833	2 350
Поточна кредиторська заборгованість за одержаними авансами	1635	391 446	148 237
Поточна кредиторська заборгованість за розрахунками з учасниками	1640	0	-
Поточна кредиторська заборгованість із внутрішніх розрахунків	1645	0	-
Поточна кредиторська заборгованість за страховою діяльністю	1650	0	-
Поточні забезпечення	1660	6 214	11 051
Доходи майбутніх періодів	1665	0	-
Відстрочені комісійні доходи від перестраховиків	1670	0	-
Інші поточні зобов'язання	1690	936 822	1 896 136
Усього за розділом III "Поточні зобов'язання і забезпечення"	1695	1 339 953	2 059 071
IV. Зобов'язання, пов'язані з необоротними активами, утримуваними для продажу, та групами вибуття			
V. Чиста вартість активів недержавного пенсійного фонду	1800	-	-
Баланс (Усього пасивів)	1900	1 057 187	1 542 795

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Звіт про фінансові результати (Форма № 2) за 2023 рік *

	Код	За поточний рік, тис.грн	За попередній рік, тис.грн
Фінансові результати			
Чистий дохід від реалізації продукції (товарів, робіт, послуг)	2000	16 639	7 196
Чисті зароблені страхові премії	2010	-	0
• премії підписані, валова сума	2011	-	0
• премії, передані у перестраховання	2012	-	0
• зміна резерву незароблених премій, валова сума	2013	-	0
• зміна частки перестраховиків у резерві незароблених	2014	-	0
Собівартість реалізованої продукції (товарів, робіт, послуг)	2050	26	0
Чисті понесені збитки за страховими виплатами	2070	-	0
Валовий:			
• прибуток	2090	16 613	7 196
• збиток	2095	-	-
Дохід (витрати) від зміни у резервах довгострокових зобов'язань	2105	-	0
Дохід (витрати) від зміни інших страхових резервів	2110	-	0
• зміна інших страхових резервів, валова сума	2111	-	0
• зміна частки перестраховиків в інших страхових резервах	2112	-	0
Інші операційні доходи	2120	101 669	18 103
<i>у тому числі:</i>			
• дохід від зміни вартості активів, які оцінюються за справедливою вартістю	2121	-	0
• дохід від первісного визнання біологічних активів і сільськогосподарської продукції	2122	-	0
• дохід від використання коштів, вивільнених від оподаткування	2123	-	0
Адміністративні витрати	2130	54 884	30 551
Витрати на збут	2150	63 343	26 703
Інші операційні витрати	2180	245 060	92 355
<i>у тому числі:</i>			
• витрати від зміни вартості активів, які оцінюються за справедливою вартістю	2181	-	0

Source: URL: [https://youcontrol.com.ua/en/catalog/company_details/38729427/\[38\]](https://youcontrol.com.ua/en/catalog/company_details/38729427/[38])

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Фінансовий результат від операційної діяльності:			
• прибуток	2190	-	-
• збиток	2195	245 005	124 310
Дохід від участі в капіталі	2200	-	51
Інші фінансові доходи	2220	27 376	3 403
Інші доходи	2240	-	0
<i>у тому числі:</i>			
• дохід від благодійної допомоги	2241	-	0
Фінансові витрати	2250	15 712	6 652
Втрати від участі в капіталі	2255	-	1 978
Інші витрати	2270	-	0
Прибуток (збиток) від впливу інфляції на монетарні статті	2275	-	0
Фінансовий результат до оподаткування:			
• прибуток	2290	-	-
• збиток	2295	233 341	129 486
Витрати (дохід) з податку на прибуток	2300	-	0
Прибуток (збиток) від припиненої діяльності після оподаткування	2305	-	0
Чистий фінансовий результат:			
• прибуток	2350	-	-
• збиток	2355	233 341	129 486

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Фінансова звітність за 2022 рік *

Дата та час подачі звіту	07.06.2023 17:45
Керівник	Сероухов Дмитро Геннадійович
Головний бухгалтер	Колесник Людмила Іванівна
Вид економічної діяльності	79.12
Телефон	5176656
КАТОТТГ	UA800000000000210193
Середня кількість працівників	179

Баланс (Форма № 1) станом на 31.12.2022 року *

	Код	На початок року, тис.грн	На кінець року, тис.грн
АКТИВ			
I. Необоротні активи			
Нематеріальні активи	1000	42 296	32 710
• первісна вартість	1001	74 277	75 323
• накопичена амортизація	1002	31 981	42 613
Незавершені капітальні інвестиції	1005	0	-
Основні засоби	1010	2 743	1 301
• первісна вартість	1011	14 512	14 540
• знос	1012	11 769	13 239
Інвестиційна нерухомість	1015	0	-
• первісна вартість інвестиційної нерухомості	1016	0	-
• знос інвестиційної нерухомості	1017	0	-
Довгострокові біологічні активи	1020	0	-
Довгострокові біологічні активи	1020	0	-
• первісна вартість довгострокових біологічних активів	1021	0	-
• накопичена амортизація довгострокових біологічних активів	1022	0	-

Source: URL: https://youcontrol.com.ua/en/catalog/company_details/38729427/ [38]

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	Код	На початок року, тис.грн	На кінець року, тис.грн
Довгострокові фінансові інвестиції:			
• які обліковуються за методом участі в капіталі інших підприємств	1030	1 777	2 085
• інші фінансові інвестиції	1035	0	-
Довгострокова дебіторська заборгованість	1040	0	18 249
Відстрочені податкові активи	1045	0	-
Гудвіл	1050	0	-
Відстрочені аквізиційні витрати	1060	0	-
Залишок коштів у централізованих страхових резервних фондах	1065	0	-
Інші необоротні активи	1090	0	-
Усього за розділом I "Необоротні активи"	1095	46 816	54 345
II. Оборотні активи			
Запаси	1100	338	101
• виробничі запаси	1101	338	101
• незавершене виробництво	1102	0	-
• готова продукція	1103	0	-
• товари	1104	0	-
Поточні біологічні активи	1110	0	-
Депозити перестрахування	1115	0	-
Векселі одержані	1120	0	-
Дебіторська заборгованість за продукцію, товари, роботи, послуги	1125	4	26
Дебіторська заборгованість за розрахунками:			

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• за виданими авансами	1130	5 927	3 357
• з бюджетом	1135	1	1
• у тому числі з податку на прибуток	1136	0	-
Дебіторська заборгованість за розрахунками з нарахованих доходів	1140	53	186
Дебіторська заборгованість за розрахунками із внутрішніх розрахунків	1145	0	-
Інша поточна дебіторська заборгованість	1155	699 009	959 503
Поточні фінансові інвестиції	1160	0	-
Гроші та їх еквіваленти	1165	71 837	38 574
• готівка	1166	0	-
• рахунки в банках	1167	71 837	38 574
Витрати майбутніх періодів	1170	4 230	81
Частка перестраховика у страхових резервах	1180	0	-
у тому числі:			
• резервах довгострокових зобов'язань	1181	0	-
• резервах збитків або резервах належних виплат	1182	0	-
• резервах незароблених премій	1183	0	-
• інших страхових резервах	1184	0	-
Інші оборотні активи	1190	970	1 013
Усього за розділом II "Оборотні активи"	1195	782 369	1 002 842
III. Необоротні активи, утримувані для продажу, та групи вибуття	1200	0	-
Баланс (Усього активів)	1300	829 185	1 057 187

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II. Довгострокові зобов'язання і забезпечення			
Відстрочені податкові зобов'язання	1500	0	-
Пенсійні зобов'язання	1505	0	-
Довгострокові кредити банків	1510	0	-
Інші довгострокові зобов'язання	1515	0	-
Довгострокові забезпечення	1520	0	-
довгострокові забезпечення витрат персоналу	1521	0	-
Цільове фінансування	1525	0	-
благодійна допомога	1526	0	-

Пасив

	Код	На початок року, тис.грн	На кінець року, тис.грн
I. Власний капітал			
Зареєстрований (пайовий) капітал	1400	72 671	72 671
Внески до незареєстрованого статутного капіталу	1401	0	-
Капітал у дооцінках	1405	0	-
Додатковий капітал	1410	0	-
• емісійний дохід	1411	0	-
• накопичені курсові різниці	1412	0	-
Резервний капітал	1415	0	-
Нерозподілений прибуток (непокритий збиток)	1420	-225 853	-355 437
Неоплачений капітал	1425	(0)	(-)
Вилучений капітал	1430	(0)	(-)
Інші резерви	1435	0	-
Усього за розділом I "Власний капітал"	1495	-153 182	-282 766

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Страхові резерви	1530	0	-
<i>у тому числі:</i>			
• резерв довгострокових зобов'язань	1531	0	-
• резерв збитків або резерв належних виплат	1532	0	-
• резерв незароблених премій	1533	0	-
• інші страхові резерви	1534	0	-
Інвестиційні контракти	1535	0	-
Призовий фонд	1540	0	-
Резерв на виплату джек-поту	1545	0	-
Усього за розділом II "Довгострокові зобов'язання і забезпечення"	1595	0	0
	Код	На початок року, тис.грн	На кінець року, тис.грн
III. Поточні зобов'язання і забезпечення			
Короткострокові кредити банків	1600	0	-
Векселі видані	1605	0	-
Поточна кредиторська заборгованість за:			
• довгостроковими зобов'язаннями	1610	0	-
• товари, роботи, послуги	1615	802	2 733
• розрахунками з бюджетом	1620	341	409
• у тому числі з податку на прибуток	1621	0	-
• розрахунками зі страхування	1625	275	496
• розрахунками з оплати праці	1630	1 048	1 833
Поточна кредиторська заборгованість за одержаними авансами	1635	433 602	391 446
Поточна кредиторська заборгованість за розрахунками з учасниками	1640	0	-
Поточна кредиторська заборгованість із внутрішніх розрахунків	1645	0	-
Поточна кредиторська заборгованість за страховою діяльністю	1650	0	-
Поточні забезпечення	1660	4 959	6 214
Доходи майбутніх періодів	1665	0	-
Відстрочені комісійні доходи від перестраховиків	1670	0	-
Інші поточні зобов'язання	1690	541 340	936 822
Усього за розділом III "Поточні зобов'язання і забезпечення"	1695	982 367	1 339 953
IV. Зобов'язання, пов'язані з необоротними активами, утримуваними для продажу, та групами вибуття	1700	0	-
V. Чиста вартість активів недержавного пенсійного фонду	1800	0	-
Баланс (Усього пасивів)	1900	829 185	1 057 187

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Continuation of the appendix D

Звіт про фінансові результати (Форма № 2) за 2022 рік *

	Код	За поточний рік, тис.грн	За попередній рік, тис.грн
Фінансові результати			
Чистий дохід від реалізації продукції (товарів, робіт, послуг)	2000	7 196	34 265
Чисті зароблені страхові премії	2010	-	0
• премії підписані, валова сума	2011	-	0
• премії, передані у перестраховання	2012	-	0
• зміна резерву незароблених премій, валова сума	2013	-	0
• зміна частки перестраховиків у резерві незароблених	2014	-	0
Собівартість реалізованої продукції (товарів, робіт, послуг)	2050	-	0
Чисті понесені збитки за страховими виплатами	2070	-	0
Валовий:			
• прибуток	2090	7 196	34 265
• збиток	2095	-	-
Дохід (витрати) від зміни у резервах довгострокових зобов'язань	2105	-	0
Дохід (витрати) від зміни інших страхових резервів	2110	-	0
• зміна інших страхових резервів, валова сума	2111	-	0
• зміна частки перестраховиків в інших страхових резервах	2112	-	0
Інші операційні доходи	2120	18 103	16 005
<i>у тому числі:</i>			
• дохід від зміни вартості активів, які оцінюються за справедливою вартістю	2121	-	0
• дохід від первісного визнання біологічних активів і сільськогосподарської продукції	2122	-	0
• дохід від використання коштів, вивільнених від оподаткування	2123	-	0
Адміністративні витрати	2130	30 551	33 467
Витрати на збут	2150	26 703	30 906
Інші операційні витрати	2180	92 355	61 222
<i>у тому числі:</i>			
• витрати від зміни вартості активів, які оцінюються за справедливою вартістю	2181	-	0

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Continuation of the appendix D

Фінансовий результат від операційної діяльності:			
• прибуток	2190	-	-
• збиток	2195	124 310	75 325
Дохід від участі в капіталі	2200	51	0
Інші фінансові доходи	2220	3 403	5 467
Інші доходи	2240	-	2 000
<i>у тому числі:</i>			
• дохід від благодійної допомоги	2241	-	0
Фінансові витрати	2250	6 652	0
Втрати від участі в капіталі	2255	1 978	0
Інші витрати	2270	-	2 000
Прибуток (збиток) від впливу інфляції на монетарні статті	2275	-	0
Фінансовий результат до оподаткування:			
• прибуток	2290	-	-
• збиток	2295	129 486	69 858
Витрати (дохід) з податку на прибуток	2300	-	0
Прибуток (збиток) від припиненої діяльності після оподаткування	2305	-	0
Чистий фінансовий результат:			
• прибуток	2350	-	-
• збиток	2355	129 486	69 858

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**Assessment of the economic effect of innovation management system
enhancements**

Indicators	Formula, symbol	Fact (from reporting)	Expected fact (according to accounting data)	Forecast		
				2024	2025	2026
Revenue from sales of tourist services (operating), thousand UAH	Rf	48403	123912	x	x	x
Cost of tourist services provided, thousand UAH	COGSf	73114	89216	x	x	x
Operating expenses, thousand UAH	Ocf	194871	198768	x	x	x
Actual operating profit, thousand UAH	PROF _f = Rf - COGS _f - Ocf	-219582	-164073	x	x	x
Actual operating profitability, points	r _{op} = Prop _f / Rf	-4,537	-1,324	0,025	0,025	0,025
Number of employees of the tour operator, people	Ns	114	112	116	125	134
Actual labor productivity, thousand UAH	SRf = Rf / Ns	424,6	1106,4	x	x	x
Target indicator of labor productivity growth as a result of the implementation of measures, points	Tr	x	x	0,18	0,22	0,28
Forecast labor productivity, thousand UAH	SRfor = SRf * (1 + Tr)	x	x	1305,5	1592,7	2038,7
Revenue from the provision of tourist services excluding measures, thousand UAH	Rfor ₁ = SRf * Ns	x	x	128337	138294	148251
Revenue from the provision of tourist services including measures, thousand UAH	Rfor ₂ = SRfor * Ns	x	x	151438	199088	273181
Difference between prospective and retrospective revenue forecasts	ΔR = Rfor ₂ - Rfor ₁	x	x	23101	60794	124930
Increase in operating profit as a result of the implementation of measures, thousand UAH	ΔPROF = ΔR * r _{op}	x	x	578	1520	3123
Costs for the implementation of measures, thousand UAH	Invest	x	x	353	353	353
Net economic effect, thousand UAH	Ee = ΔPROF - Invest	x	x	224	1167	2770

Source: compiled by the author