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FORMATION AND DEVELOPMENT OF AN INNOVATIVE ECOSYSTEM IN THE TOURISM INDUSTRY

Abstract. *The article examines the problems of the formation and development of an innovation ecosystem in the tourism industry in the Republic of Kazakhstan with the aim of developing practical recommendations for filling gaps in the areas under study. The identified issues are of high relevance and importance for Kazakhstan, since the innovation ecosystem is a set of relationships associated with the development, dissemination and use of scientific innovations in business tourism practice. In light of the above, using an integrated approach including an extensive literature review and statistical data analysis method, the study assesses the current state of development of the innovation ecosystem in the tourism industry of Kazakhstan, identifying areas for increasing the involvement of the tourism industry in the innovation process.*

The article analyzes the innovative development of the Republic of Kazakhstan, the trajectory of Kazakhstan's ranking in the Global Innovation Index over the past 15 years, as well as factors contributing to the effective development of the innovation ecosystem. The study shows the lack of involvement of the tourism industry in Kazakhstan in the innovation process and the low level of innovation activity in this industry, while some of the key problems include limited funding, lack of qualified personnel, insufficient infrastructure, and lack of network connections. The authors identified the key elements and parameters of a successful innovation ecosystem, and justified the need for the formation and development of an innovation ecosystem in tourism, which is formed at various levels depending on the assigned tasks and available potential opportunities.

Keywords. *innovation ecosystem, innovation drivers, tourism innovation, knowledge exchange, networking, resources, projects.*

Introduction.

Innovation ecosystems have emerged as critical drivers of growth and competitiveness across various industries, including tourism. An ecosystem is a set of interconnected subjects whose

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collective action leads to a certain development result. High-quality economic growth is possible only when there are factors that activate and strengthen the innovative component, that is, it is important for it to have an innovative ecosystem. Effective generation, development and scaling of innovative ideas requires coordinated, joint actions and resources of the above entities that form the innovation ecosystem. A change in one part of the innovation ecosystem leads to changes in other parts of it. Innovation ecosystem enables participants to capitalize on emerging opportunities, accelerate the translation of ideas into tangible outcomes, and adapt to evolving consumer needs.

This research article provides a comprehensive review of innovation ecosystems in the context of tourism, clarify their key components, dynamics, challenges, and opportunities. The tourism industry is undergoing rapid evolution, driven by shifting consumer preferences, technological advancements, and environmental considerations. Recognizing the significant role of innovation in maintaining competitiveness, stakeholders are increasingly turning to innovation ecosystems as catalysts for growth. These ecosystems facilitate the exchange of ideas, resources, and expertise among participants, creating fertile ground for transformative initiatives.

This study aims to examine and assess the state of formation and development of an innovative ecosystem in the tourism industry in the Republic of Kazakhstan. The primary objective of this paper is to explore the concept of innovation ecosystems within the tourism domain, offering insights into their functioning and implications and to develop practical recommendations to address existing gaps.

Literature Review.

In the past few decades, there has been a notable surge in scholarly and practical interest surrounding the notion of innovation ecosystems. The following researchers made a priceless contribution to the theory of innovation ecosystems: Ch. Wesner, S. Proskurnin, L. Kopeikina, A. Beknazarova, A. Madanaguli, S. Luongo, V. Bulc, K. Picaud-Bello, M. Novelli, M. Stare and etc.

One of the seminal works in this field is attributed to Ch. Wesner who proposed the term "innovation ecosystem" in 2004, highlighting the dynamic interactions among participants in the innovation process. S. Proskurnin views innovation ecosystems as dynamic, self-organizing entities fueled by idea flow and collaboration. In contrast, L. Kopeikina focuses on the tangible components like Innovation Centers, stressing their role in fostering collaboration and knowledge exchange. A. Beknazarova adds depth by highlighting the necessity of idea exchange centers and talent pools for ecosystem success. Together, they advocate for a holistic approach, where the organic evolution of ideas meets structured support systems, ensuring innovation thrives through diverse collaboration and resource utilization [1].

Madanaguli et al.'s research provides valuable insights into the innovation ecosystem within rural tourism and hospitality, identifying key innovations, such as technology adoption, community engagement, and sustainability initiatives, and explores their impacts on rural tourism development. Stakeholders play a crucial role in fostering innovation. The research gap lies in the absence of specific mechanisms through which innovation contributes to the sustainable development of rural tourism destinations. Additionally, the research lacks exploration of the interconnections and power dynamics among stakeholders within the innovation ecosystem [2].

Luongo et al. contributed significantly to understanding how collaboration and competition shape innovation within the tourism sector, especially at the regional level. Their research illuminated the importance of both collaborative efforts and competitive strategies in driving innovation and fostering economic development in tourism-dependent regions. However, the study

has limitations in fully capturing the complexities of collaboration and competition dynamics within regional innovation systems [3].

V. Bulc's study on innovation and tourism significantly contributes to understanding how innovation drives competitiveness, sustainability, and resilience within tourism ecosystems, thereby fostering economic growth and enhancing visitor experiences. By analyzing various case studies and theoretical frameworks, the study underscores the importance of collaboration among stakeholders, technological advancements, and policy interventions in shaping innovative practices in the tourism sector [4].

Picaud-Bello et.al. study on coordinating service ecosystems for innovation, particularly in tourism destination innovation projects, offers a significant contribution by exploring how service ecosystems can be effectively managed to promote innovation within tourism destinations. It examines thoroughly the complexities of coordinating various stakeholders. The study provides an in-depth understanding of the coordination mechanisms that facilitate collaboration in service ecosystems for the development of an innovation project. Nevertheless, the study reveals a gap in identifying challenges specific to developing innovation projects in tourism destination service ecosystems which include balancing diverse stakeholder interests, aligning goals, and navigating the complexities of collaborative processes [5].

M. Novelli's research on fostering sustainability and resilience in tourism ecosystems through peer-to-peer collaboration and open innovation offers valuable insights into how these strategies can be leveraged to enhance the tourism sector's sustainability and adaptability. It emphasizes the potential benefits of such approaches in knowledge sharing, and innovation within tourism. The study reveals gaps in our understanding of how tourism ecosystems function and the exact ways in which peer-to-peer collaborations enhance sustainability and resilience [6].

Metka Stare and Dejan Križaj investigated the dynamics of a web platform in tourism innovation, analyzing its role in idea generation and implementation. Their study focused on the evolution of the platform towards an innovation ecosystem within the tourism sector, utilizing a case study methodology with data from the Bank of Tourism Potentials in Slovenia. While offering insights into actors' networking and collaboration, the paper acknowledges gaps in understanding the mechanisms of innovation networks and their broader impacts on tourism development [7].

Nonetheless, literature highlights difficulties in comprehending how innovation networks operate and their wider impacts on tourism development. Therefore, the author's investigation aims to explore this issue more extensively.

Materials and methods

The theoretical and methodological basis of this article was the reports, projects, state programs, concepts, regulations, and documents, also, Internet resources, etc. In preparing the article the following general and special methods of scientific research were used: induction and deduction, analysis and synthesis, literature review and analysis of academic research.

The main part

The primary characteristics of a highly evolved innovation ecosystem is to enable participants to work beyond enterprise boundaries, focus on customer value creation, respond quickly to shifts in market demands, accelerate the transition from research to production and be more flexible, adaptive to change. According to Nordfors innovation ecosystems embody technology and information flow between those needed to turn ideas into processes, products or services.

In this context, it becomes imperative to scrutinize the number of enterprises engaged in innovation endeavors and conducting Research and Development (further - R&D), alongside

assessing the volume of innovative products and their proportional contribution to the Gross Domestic Product (GDP). Additionally, an examination of the level of innovation activities within the within the specified realm, as clarified in Table 1.

Table 1 – Analysis of innovative development in the Republic of Kazakhstan

Indicators	**2018**	**2019**	**2020**	**2021**	**2022**	**2022 to 2018, %**
Number of enterprises, units	30 501	28 411	28 087	28 203	30 750	0,8
of them:						
Pursuing innovations	3 230	3 206	3 236	2 960	3 390	5
Volume of innovative products, million tenge	1 064067,4	1113566,5	1 715500,1	1 438708,5	1 879 123,1	76,6
Share of innovative products in relation to GDP, %	1,72	1,60	2,43	1,71	1,81	5,2
Level of innovation activity in %	10,6	11,3	11,5	10,5	11,0	3,8
Number of enterprises carrying out R&D, units.	384	386	396	438	414	7,8
Note. Compiled by the author based on sources [8]						

As evidenced by the data presented in Table 1, the number of enterprises showed a slight increase of 0.8% from 2018 to 2022. Among these, the proportion engaged in pursuing innovations saw a modest rise of 5%. Remarkable growth was observed in the volume of innovative products, with a substantial increase of 76.6%. Likewise, there was a 5.2% surge in the share of innovative products relative to GDP. However, the overall level of innovation activity experienced only a slight uptick of 3.8% over the years, with a corresponding increase of 7.8% in the number of enterprises undertaking R&D activities.

It is worth noting that expenditures on R&D serve as a reflection of a country's scientific, technical, and economic capabilities. In the IMD 2023 ranking of total R&D expenditures, Kazakhstan positioned 57th out of 60 countries, with a value amounting to 0.13% of GDP ($257 million), surpassing only Peru (0.12%), Mongolia, and Kuwait (0.10%). Similarly, concerning the "Business Expenditure on R&D" indicator, Kazakhstan ranked 56th out of 59 countries, with an

allocation of 0.05% of GDP ($90 million), ahead of only Peru, Indonesia (0.02%), and Mongolia (0.01%). Despite slight advancements in Kazakhstan's ranking, the proportions of total R&D expenditures and business expenditures on R&D relative to GDP have remained virtually unchanged, resulting in the country consistently being ranked among the top 10 underperformers annually.

In the Global Innovation Index (GII) 2022, Kazakhstan occupied the 34th position (constituting 47.4% of total R&D expenditures) and the 90th position out of 132 countries, respectively. Notably, there has been a lack of positive trends over the last three years due to minimal interest from both the private sector and foreign investors. Domestic R&D expenditures as a share of GDP did not exceed 0.13% from 2017 to 2021 (reaching 121.6 billion tenge in 2022). Moreover, there is a bias in funding towards scientific R&D at the expense of experimental design developments, with development costs comprising only 13.7% of total funding (16.6 billion tenge in 2022). Additionally, the percentage share of these costs has declined by 3.8% over the past three years.

Consequently, scientific projects that fail to progress to experimental development stages remain confined to reports, without contributing to the economy. Primary reasons for the low rate of invention commercialization include insufficient funding and a lack of business interest. Fundamental and applied scientific projects in Kazakhstan absorb 82% of all R&D funding, with only 18% allocated to development projects. It is imperative to devise measures aimed at enhancing the status and efficacy of R&D. Countries such as Switzerland, the USA, Sweden demonstrate a notable concentration of investments in scientific research and development, underscoring the importance of aligning scientific efforts with industrial requirements to foster innovation and economic growth.

The key elements of the innovation ecosystem based on the Vibacom and InCo movement practices can be put in 4 major groups as shown below in the Figure 1.

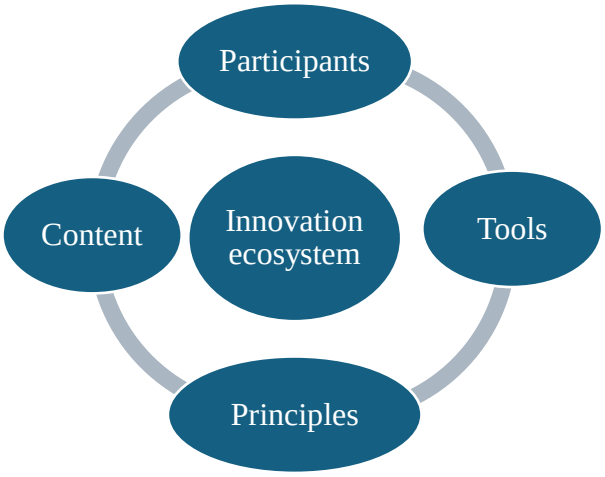

Figure 1 – Elements of innovation ecosystem [4. – 28]

As evident from the depicted figure, *participants* drive innovation ecosystems by promoting ideas, contextualizing them within various spheres, and translating them into tangible outcomes. Creating an arena for discussion encourages exploration, fostering collaboration and support. *Tools* are crucial for directing attention to vital elements that stimulate creativity, focusing cognitive efforts, and fostering interconnectedness with the environment. Effective management of these tools is essential, as is breaking away from linear structures towards dynamic, non-hierarchical organizational frameworks. If we talk about the *content*, incentivizing critical thinking, idea

generation, and active participation is a primary challenge. Entrusting ideas with potential to third parties poses risks compared to when executed by their originators. Establishing fundamental *principles* is essential for fostering a liberated creative process and transcending conventional linear paradigms in innovation ecosystems.

The establishment of the ecosystem correlates with the advancement of an innovative environment. Key considerations for fostering a thriving innovation ecosystem, as outlined by Susan Durst, are delineated below (Table 2).

Table 2 – Key parameters of a successful innovation ecosystem

Parameters	Small groups
Resources	Resource management, deployment of resources, availability of resources, access to various funds (public, private).
Management	Long-term investments in infrastructure, decision making, competent time management, systematic assessment of risks.
Personnel management	Innovation as a mandatory part of the job description, sending scientific workers to the international community of researchers.
Partners	Using a wide range of partners.
Strategy and leadership	Patience, clarity of goal setting, organizational culture, resilience and the ability to learn from failure and chaos, innovative culture.
Note - Compiled by the author based on the literature [9]	

The creation and management of an innovation ecosystem is entrusted to the Innovation Ecosystem Management Center, which should facilitate the coordination of innovative development and activities among all agents and structural units encompassed within the ecosystem; provide consultancy and monitoring services; expand the ecosystem's operations by attracting new business units and investments; promote the launch of new products to the market for business units within the ecosystem; generate ideas to stimulate consumer demand.

Firstly, the innovation ecosystem requires a strong strategy and leadership. This is due to the fact that an innovative strategy forms promising areas of development using new scientific and technological achievements and previously unused management methods. Secondly, it is necessary to consider the factors that contribute to the effective development of the innovation ecosystem (Figure 2).

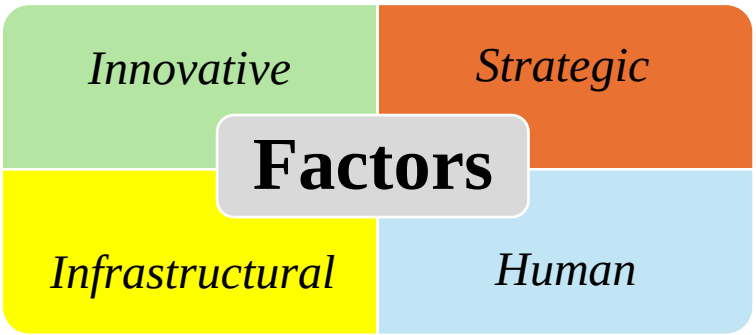

Figure 2 – Factors contributing to the effective development of the innovation ecosystem

The innovation factor is characterized by the presence of alternative approaches that contribute to the introduction of innovative products and services on the market. However, in the

long term, successful innovation activities are impossible without *strategic management*, which includes development of processes, working with partners, creating an innovative strategy that takes into account the risks inherent in the ecosystem. In an innovation ecosystem, special infrastructure is needed to create innovations and strengthen the culture of innovation. Such areas of communication provide opportunities for establishing feedback and solving common tasks and problems without intermediaries. They can be united by *innovative infrastructures*. This is because today it is possible to predict all innovations and accelerate innovation activities to a certain extent, for which it is necessary to have a resource, personnel, material and technical, information, financial base [1. – 5].

Findings and Results.

Based on the findings derived from the Global Innovation Index (GII) of 2023, Kazakhstan was positioned at the 81st rank among 132 nations surveyed. With a recorded global innovation index of 26.7, this outcome signifies that Kazakhstan does not ascend into the echelon of the top 50 most innovative nations worldwide. Nevertheless, in Central and Southern Asia, Kazakhstan (81st) and Uzbekistan (82nd) are close to the top 80, while Pakistan (88th) follows closely, the latter overperforming on innovation once again in 2023. Moreover, in Central and Southern Asia, India continues to lead, and the Islamic Republic of Iran (62nd) and Kazakhstan (81st, a newcomer to the region's top 3) come next. Among middle-income economies, next to China, Türkiye and Serbia that registered unprecedented growth in R&D in 2021, with GERD increasing by 15.6 % and 18.1 %, respectively, there are also other middle-income economies that increased their total R&D in 2021 including Kazakhstan (+7.8 %), Armenia (+4 %), Egypt (+2.9 %) and Uzbekistan (+2 %). The table presented below illustrates the trajectory of Kazakhstan's ranking within the Global Innovation Index from the year 2008 to 2023.

Table 3 – The trajectory of Kazakhstan's ranking within the Global Innovation Index from the year 2008 to 2023.

GII, year	Position of KZ	Countries	Institutions	Human capital, research	Infrastructure	Market sophistication	Business sophistication	Knowledge, technology outputs	Creative outputs
2008-2009	72	130	85	60	82	84	76	77	N/A
2009-2010	63	132	67	69	61	52	116	74	113
2011	84	125	68	74	60	75	60	81	113
2012	83	141	52	85	58	92	62	85	119
2013	84	142	64	64	52	89	90	92	116
2014	79	143	67	63	44	98	106	82	106
2015	82	141	67	66	54	96	110	96	117

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2016	75	128	54	66	54	92	96	83	99
2017	78	127	55	71	60	80	87	88	95
2018	74	126	52	71	61	51	78	79	100
2019	79	129	49	67	67	69	78	81	102
2020	77	131	49	68	66	53	71	80	105
2021	79	132	45	66	58	80	78	86	110
2022	83	132	52	60	58	90	68	81	118
2023	81	132	61	59	59	87	75	83	90
Note - Compiled by the author based on the literature [10]									

As it can be seen from the Table 8, the innovation index comprises 7 analytical components. Unfortunately, over the past fifteen years, Kazakhstan's indicator of innovative advancement has experienced a modest decline, resulting in a decrease of 9 positions. There is a significant progress in the *domain of institutions*, as Kazakhstan has risen from the 85th to the 61st position, indicating a remarkable advancement of 24 positions. This upward trend highlights the efforts undertaken within the spheres of political and business environments. Regarding *human capital and research*, there has been a slight improvement, moving from the 60th to the 59th position, demonstrating a minimal advancement of merely one position. This indicates the presence of multiple barriers impeding progress in areas such as education and quality standards in research. Consequently, there is an urgent call for modernizing R&D practices, including in the field of tourism.

In the realm of *infrastructure*, there has been a notable enhancement, progressing from the 82nd to the 59th position, marking a noteworthy ascent of 23 places. This underscores the active engagement in endeavors pertaining to information and communication technologies (ICT), overall infrastructure development, and environmental sustainability. This is evidenced by initiatives aimed at improving ICT accessibility and utilization, widespread availability of public online services, advancements in logistics, and measures for environmental conservation.

However, with regard to *market sophistication*, Kazakhstan experienced a decline from the 84th to the 87th position, indicating a decrement of 3 places. This suggests that several issues remain inadequately addressed, including challenges related to startup initiatives and insufficient funding for scaling up, limited access to domestic credit for the private sector, low market capitalization and venture investment activities, scarcity of deals, a low level of industry diversification and notably limited development within the tourism sector, alongside constraints posed by the relatively small size of the domestic market.

In the domain of *business sophistication*, there has been minimal advancement over the past 15 years, with a marginal shift of only one position from the 76th to the 75th rank. It shows low level of university-industry R&D collaboration. In terms of knowledge absorption, indicators such as intellectual property payments, imports of high-tech and ICT services imports, FDI net inflows, exhibit weaknesses. *Knowledge and technology outputs* experienced a decline of 6 ranks, moving from 77 to 83. This indicator encompasses knowledge creation, patents by origin, labor productivity growth, new businesses, software spending, intellectual property receipts, high-tech and ICT services exports. Finally, *creative outputs* metric marked by substantial advancement in the following fields: Intangible asset intensity, Creative goods and services, also Online creativity [10].

Innovative activity in the tourism industry is characterized by an innovative process and is a necessary condition for economic growth, expansion of the consumer market. It is important to

combine production with science, instead of buying ready-made technology from abroad, to cooperate with local scientists and tourism workers.

Presently, the innovative trajectory of Kazakhstan's tourism sector is linked with technological advancements such as the Internet of Things, smart solutions, blockchain technologies, artificial intelligence, augmented and virtual reality, e-commerce. However, owing to the relatively low level of competitiveness within Kazakhstan's tourism industry, innovations are not perceived as a sustainable advantage or a primary driver of competitiveness. To illustrate, for corporate innovations to become standard business practices, at least 20% of major tourism enterprises actively engage in innovation activities and consistently utilize innovation tools. This proactive involvement by key players would stimulate participation from other stakeholders within the tourism market, thereby fostering a culture of innovation throughout the industry.

The Tourism Innovative Ecosystems create value through a strategic approach of “creating, nurturing and deploying intellectual, knowledge assets while sourcing physical assets in a complex network of relationships’; they are composed of various, distinct operating entities which are independent; also, collectively possess the competencies, i.e. their resources are complementary, and as such participants may have different roles. Based on the theory considered in the research article, the innovative ecosystem of the tourism industry can be represented in the form of a diagram as

Follows (Figure 3).

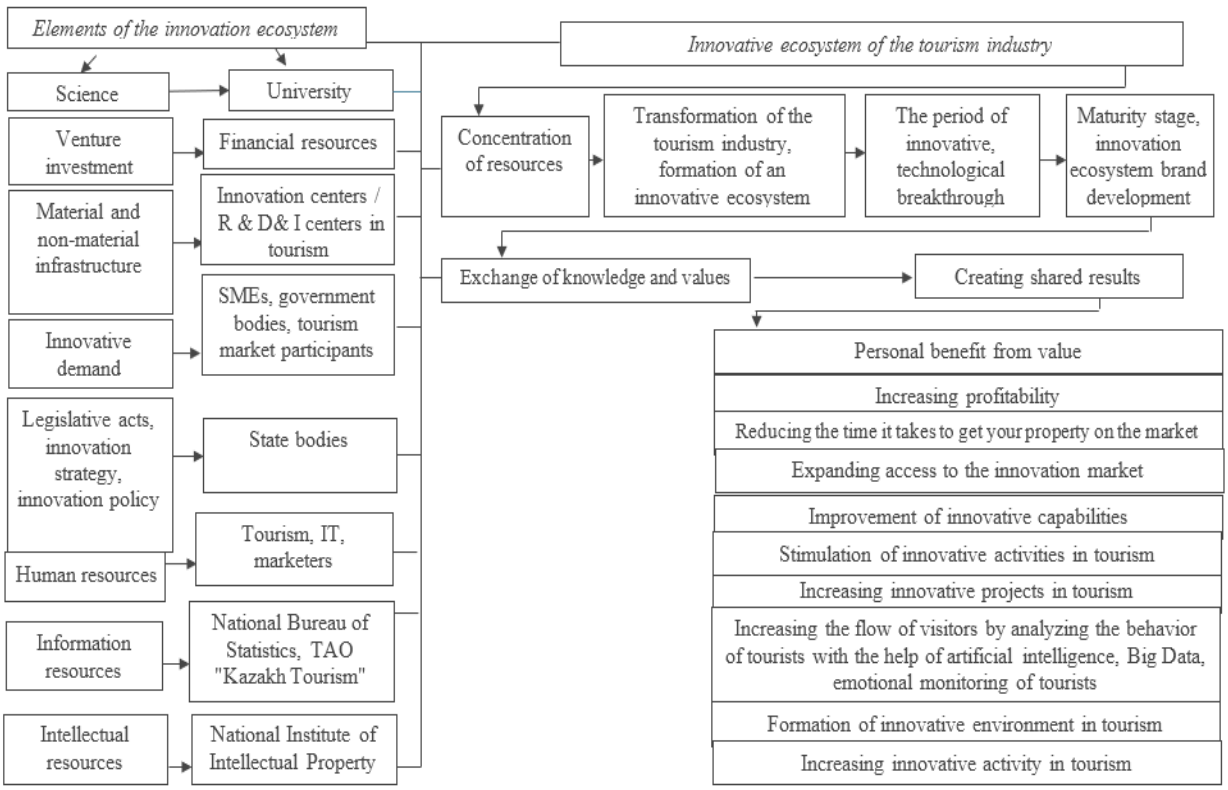

Figure 3 – Innovative ecosystem of the tourism industry [1. –38]

According to Figure 3, the innovation ecosystem and its participants operate on the basis of interconnection, and it is important for the successful functioning of the entire structure. The main problem here is the formation of an innovative environment and the development of innovative

potential, which will be conducive to the commercialization of R&D&i results in the tourism industry. The first stage of the formation of an innovation ecosystem begins with the consolidation of resources. At this stage, the formation of scientific potential is important. The period of transformation of the tourism industry and the formation of an innovative ecosystem is characterized by the integration of small innovative enterprises and high-tech business projects. While the period of innovation and technological breakthrough is characterized by an increase in the number of technological projects, at the stage of maturation of the innovation ecosystem, the innovation infrastructure is strengthened and the brand of the innovation ecosystem is formed.

In the process of going through these stages, ecosystem members can use different resources together, sharing knowledge, values. The innovation ecosystem should take into account the interests of all its members. Its scientific basis is higher educational institutions as academics contribute by creating frameworks and models related to sustainable innovation in tourism and smart destinations. They also share knowledge with governments and other stakeholders.

Venture investments provide the ecosystem with the necessary financial resources, so, investors support innovative projects related to tourism and technology, aiding the growth and internationalization of corporations, destinations, and SMEs. Infrastructure develops innovative products and puts them on the market. To create a high-tech product, you need to make sure that it is in demand from business, the state and the tourism market. Corporations develop new technologies, raise internal awareness about innovation, and invest in open innovation. Start-ups and small, and medium enterprises develop and implement disruptive technologies in tourism, catering to travelers' needs and supporting Innovation Development Goals.

Governments & Public Entities create policies that foster innovation, trade, and technology adoption, which generally promote innovation in tourism. Legislative acts make it possible to regulate relations between market players. Human resources play an important role as a subject of innovative development, ensuring the formation and implementation of innovative ideas. Information resources play an important role in analyzing the situation on the market and conducting empirical research. Intellectual resources are the intellectual capital of the innovation ecosystem, to which intellectual property can be attributed.

Participants in the innovation ecosystem can generate profit as follows: personal gain from value, to increase profitability, to improve innovation opportunities, to stimulate innovation activity, to increase innovation projects, to increase the flow of visitors through the emotional control of tourists using artificial intelligence and Big Data [1. – 38].

Drawing from the investigation's conclusions, it is suggested that to better leverage the innovative potential within the republic, including its tourism sector, several essential actions are necessary:

Firstly, there is a necessity to augment the concentration of allocated resources towards technological development priorities in tourism industry. *Secondly,* the formulation of a novel policy mechanism should entail directing 50% of the resources designated for scientific and innovative endeavors towards specific national technological priorities, with the remaining 50% earmarked to support other sectors including tourism, aligning with esteemed international practices. *Thirdly,* initiatives must be undertaken to establish technological platforms within the tourism industry. *Fourthly,* an augmentation in funding for research and development (R&D) and innovation within the tourism domain is imperative. This encompasses allocations from the national budget and the fostering of the venture capital market. *Fifthly,* there is a pressing need to actively engage both the scientific community and tourism entities in effectuating resolutions to challenges

encountered in the realm of innovation development. *Lastly*, expediting all regulatory procedures to facilitate the advancement of a unified R&D financing platform, as exemplified by the pilot operation of Astana Hub, is essential. It is imperative that enterprises, innovators, and scientific, tourism stakeholders are aware of the existence of such a platform, facilitating interaction among clients and contractors in R&D endeavors, thereby fostering ecosystem participation. Crucially, emphasis should be placed on ensuring the user-friendliness of the platform.

Conclusion.

In summary, the development of a strong innovation ecosystem relies on transcending corporate boundaries, prioritizing the creation of customer value, and swiftly adapting to market changes. The analysis of innovative progress in Kazakhstan reveals a mixed scenario: while there has been noteworthy growth in the volume of innovative products and their impact on GDP, the overall level of innovation activity remains moderate. Kazakhstan's position in global innovation indices highlights both advancements and persistent challenges, particularly in areas such as investment in research and development (R&D) and market sophistication. To address these challenges, a comprehensive approach is necessary, including increased allocation of resources to technological advancement in the tourism sector, policy reforms to prioritize national technological objectives, and the establishment of technological platforms. Moreover, enhancing funding for R&D in tourism, fostering collaboration between the scientific community and tourism entities, and streamlining regulatory procedures are crucial steps. Ultimately, concerted efforts to enhance innovation within the tourism industry will not only stimulate economic growth but also ensure Kazakhstan's competitive positioning on the global innovation stage.

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ТУРИЗМ САЛАСЫНДА ИННОВАЦИЯЛЫҚ ЭКОЖҮЙЕНІ ҚАЛЫПТАСТЫРУ ЖӘНЕ ДАМЫТУ

Аңдатпа. *Мақалада зерттеу объектісіне қатысты кемшіліктерді жою бойынша практикалық ұсынымдар әзірлеу мақсатында Қазақстан Республикасының туристік саласындағы инновациялық экожүйені қалыптастыру және дамыту мәселелері қарастырылған. Қарастырылып отырған мәселенің Қазақстан үшін өзектілігі мен маңыздылығы жоғары, өйткені инновациялық экожүйе іскерлік туристік практикада инновацияларды әзірлеуге, таратуға және қолдануға байланысты өзара қарым-қатынастардың жиынтығы болып табылады. Жоғарыда айтылғандарды ескере отырып, әдебиеттерге шолуды және деректерді талдаудың статистикалық әдісін қамтитын кешенді тәсілді пайдалана отырып, зерттеу Қазақстанның туризм саласындағы инновациялық экожүйе дамуының ағымдағы жағдайын бағалайды,*

Мақалада Қазақстан Республикасының инновациялық дамуы, Қазақстанның соңғы 15 жылдағы Жаһандық инновациялық индекстегі рейтингінің траекториясы, сондай-ақ инновациялық экожүйенің тиімді дамуына ықпал ететін факторлар талданған. Жүргізілген зерттеу Қазақстандағы туристік саланың инновациялық үдеріске тартылмағандығын және осы саладағы инновациялық белсенділіктің төмен деңгейін көрсетіп отыр, бұл ретте, негізгі мәселелерге шектеулі қаржыландыру, білікті кадрлардың жетіспеушілігі, инфрақұрылымның жеткіліксіздігі, желілік байланыстардың болмауы жатады. Авторлар табысты инновациялық экожүйенің негізгі элементтері мен параметрлерін көрсете отырып, туризмдегі инновациялық экожүйені қалыптастыру мен дамытудың қажеттілігінің негіздеді.

Кілт сөздер: *инновациялық экожүйе, инновация драйверлері, туризм инновациясы, білім алмасу, нетворкинг, ресурстар, жобалар.*

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ФОРМИРОВАНИЕ И РАЗВИТИЕ ИННОВАЦИОННОЙ ЭКОСИСТЕМЫ В ТУРИСТСКОЙ ОТРАСЛИ

Аннотация. *В статье исследуются проблемы формирования и развития инновационной экосистемы в туристской отрасли в Республике Казахстан с целью разработки практических рекомендаций по устранению пробелов в исследуемых областях. Обозначенная проблематика имеет высокую актуальность и важность для Казахстана, так как инновационная экосистема представляет собой совокупность взаимоотношений, связанных с разработкой, распространением и использованием научных инноваций в деловой туристской практике. В свете вышеизложенного, используя комплексный подход, включающий обширный обзор литературы и статистический метод анализа данных, проведенное исследование оценивает текущее состояние развития инновационной экосистемы в туристской отрасли Казахстана, выявляя области для усиления вовлеченности туристской отрасли в инновационный процесс.*

В статье проанализированы инновационное развитие Республики Казахстан, траектория рейтинга Казахстана в Глобальном инновационном индексе за последние 15 лет, также факторы, способствующие эффективному развитию инновационной экосистемы. Проведенное исследование показывает отсутствие вовлеченности туристской отрасли в Казахстане в инновационный процесс и низкому уровень инновационной активности в этой отрасли, при этом, некоторые из ключевых проблем, включают ограниченное финансирование, недостаток квалифицированных кадров, недостаточную инфраструктуру, недостаток сетевых связей. Авторами обозначены ключевые элементы и параметры успешной инновационной экосистемы, дано обоснование необходимости формирования и развития инновационной экосистемы в туризме, который, формируется на различных уровнях в зависимости от поставленных задач и имеющихся потенциальных возможностей.

Ключевые слова: *инновационная экосистема, драйверы инноваций, инновации в туризме, обмен знаниями, нетворкинг, ресурсы, проект.*