UNIVERSITY OF GÄVLE

FACULTY OF EDUCATION AND BUSINESS STUDIES
Department of Business and Economics Studies

"A comparative study on Innovation management processes in the context of developing and developed countries"

Nishat Jahan Islam

Mohammad Shafiul Basar

Year 2022

Abstract

Title: "A comparative study on Innovation management processes in the context of developing and developed countries."

Level: Final assignment for Master's Degree in Business Administration

Authors: Nishat Jahan Islam & Mohammad Shafiul Basar

Supervisor: Svante Brunåker

Examiner: Aihie Osarenkhoe

Date: 2022 January

Aim: Innovation gets to be the pivotal factor for surviving and sustaining a business in the long term. The scenario of innovation management could be performed in a very particular way among developed, developing, and under-developed countries. We have found a gap, that no comparative research has been done among different geographical areas, especially in hotel industry innovation sectors yet. The main aim of this thesis is to identify how two different countries from different regions are practicing their innovation management process.

Method: An explanatory sequential mixed method had been used to develop our study where both quantitative and qualitative data were collected through surveys and interviews. To analyse the data a deductive technique was approached by using an established innovation management process framework; named 'SPOTS' model, developed by Tidd (2001).

Results & Conclusions: There exist noticeable differences between Sweden and Bangladesh in terms of time management, budget, strategy, communication and others which also showcase why Sweden is the leading country in the matter of innovation. In the meantime, in spite of having enough human resources and materials Bangladesh is fighting to implement successful innovations due to the lack of guidance, strategy, and budget.

Contribution of the thesis: We have conducted comparative research in the hotel industry in Bangladesh and Sweden, which represents the innovation management scenario in developed and developing countries. It also addresses the point of improvements for the respective countries. Our thesis will be helpful for future researchers who will conduct further studies in the hospitality industry of different economical background nations.

Suggestions for future research: This thesis is limited to two countries, two hotels, and managerial views of the organization in innovation management. The future researcher could utilize the scope to work with a large sample size in different hotels in different nations. Moreover, further studies could be done to discuss and test all the five elements of the SPOTS model, developed by (Tidd, 2001) in the hotel industry.

Key Words: Innovation management, Innovation management in developing and developed countries, Innovation in different cultures, Manage innovation, SPOTS model.

Table of Contents

List of Figures

List of Tables

Chapter 1: Introduction

The introduction chapter previews the research aim by addressing the context of the research topic. Background information and research gaps are provided in order to articulate the significance of research goals and objectives. Over and above this chapter provides a short description of the geographic location where the study has been conducted.

1.1 Why does innovation matter?

Most of the time, especially in the service industry, it is not easy to take and reach all the challenges of an unsteady and turbulent hospitality environment (Ottenbacher, 2007), taking after—survival of the fittest (Darwin, 1998). As surviving for the long term is the major factor in the marketplace, hotel companies are frequently prone to upgrade and adjust their portfolio to respond to the changing needs and demands of their target market segments (Bilgihan and Nejad, 2015). For example, a hospitality service sector should think about including unique identification to its product line in reaction to the dynamic nature of its working field. A hotel might combine two diverse departments in order to reduce cost and maximize income range. During the off-season when most of the hotel rooms remain unoccupied, a hotel must have to launch new facilities to fully fill it and also focus on how to maintain a good relationship with the clients (Ottenbacher, 2007). Furthermore, a hotel or a restaurant's life cycle is basically based on two steps, either can reach the maturity stage or can decline. It is only by reviewing and modifying the former concept, allows to sustain the level of sales (Bharwani and Mathews, 2016). Hence, established hospitality organizations should carry out sophisticated marketing tools such as the capacity to effectively develop innovation. Innovations are essential for organizations to survive in the market and have long-term stability and profitability (Cooper & Edgett, 1999).

Innovation can be an idea, practice, process, or product that is seen as new to a person (Kogabayev & Maziliauskas 2017; Rogers 1983) and that transforms an unsolved problem-solving idea into an application (Kanter, 1983, Burgelman and Maidique, 1996, p. 2) expressed that, "Innovations are the outcome of the innovation process, which can be defined as the combined activities leading to new, marketable products and services

and/or new products and delivery systems". New developments in hospitality services fluctuate from real innovations, which are completely new services for the world with an entirely new market, to reasonably minor alterations of existing services (Ottenbacher, 2007).

Although innovations are important, there is a low success rate for new services. It is found that four out of ten innovations are not available in the market (Melián-González & Bulchand-Gidumal, 2016; Griffin, 1997). There are no particular figures accessible for hospitality innovation, in any case, it is proposed that the failure rate is indeed higher in the hotel industry since so many new hotel and restaurant concepts fail every year (Kotler, Bowen, & Makens, 2006). This high failure rate could be linked to limited information approximately how to reach success with hospitality innovations. Consequently, as hotel managers have limited experience, they have to depend on intuitions, speculation, and innovation to succeed (Zehir, Karaca, and Basar, 2018; Ottenbacher, 2007). Usually, for financial reasons, Service innovations in hotels are regularly developed, such as expanding income or revenues and profits, (Griffin & Page, 1993). Hospitality companies progress innovations to achieve a variety of performance goals, not just financial goals. Besides, in the hospitality sector, customer satisfaction and employee feedback are also vital performance measures of innovation success for estimating financial performance (Ottenbacher & Gnoth, 2005). It's often differences in practicing innovation in the hotel industry from country to country. Innovation management is controlled by the contrasting large number of elements and processes of the economical background of the country (Artii, 2016). Such as because of the political stability and economic sustainability, higher authority of the developed country usually supports and contribute to their country's hotel industry to introduce something new in their service line (Bharwani and Mathews, 2016) where developing country's hotels always face the problem to reach those goals.

On the contrary, hospitality companies progress innovations not only because they tend to financial goals but also because they want to bring about different performance objectives (Griffin & Page, 1993). In characterizing the elements that impact the success of innovations, it is necessary to discover what represents achievement from the service firm's position (Storey & Easingwood, 1998). However, no studies in hotel industry innovation have identified the query of whether or not hospitality companies need to have unique innovation management approaches relying on their goals for the individual innovation projects (Ferone et al., 2018). This thesis is going to show the key differences

of the innovative approaches in the hotel industry between developing and developed countries. We also analyse the factors and processes in innovation management in the hotel industry.

1.2 Background of the study

Innovation is a process of multiple combinations such as science, technology, economics, and management, as it's far to attain novelty and extends from the emergence of the concept to its commercialization in the design of production, exchange, consumption (Kogabayev and Maziliauskas, 2017, Twiss, 1989). The founder of the theory of innovation in the economy defined innovation as the technological change, which solves different business problems such as the new combination of existing products or services ((Klippel, Petter and Antunes, 2008, Schumpeter, 1982).

Innovation gets to be the pivotal factor to survive and sustain a business in the long term (Damke et al. 2021). But just a few organizations come into the potential to keep the innovation technique at some point in their regular business activities. The scenario of innovation management could be performed in a very particular way among developed, developing, and under-developed countries. For bringing innovation, organizations have to have the proper layout, exercise strategies, structure processes, and integrate the system (Dasgupta & Gupta, 2009). This exercise or the process may differ from country to country according to the economical background of the countries.

The global business environment has been modified because of the past due 20th century (Stark, 2011). Business organizations usually face different complex situations in their business territory. In the present globalized business world, for establishing economic and social success, innovation is the last piece of the puzzle (Senge, Carstedt, & porter 2006). It is still not demonstrated that innovation is the most vital element of the business success and development of the organization (Mazzarol & Reboud, 2011). Innovation can be performed in a way that constitutes management activities and decision-making at the individual and organizational levels.

How innovation output arises is based on the capacities of a firm and its daily performance, taking the risk and injecting time and assets into the company (Mazzarol & Reboud, 2011; Cooper, 1998). Innovation management can be also motivated by a firm's

complexity and environmental uncertainty (Tidd, 2001). Nowadays according to the customer demand and market condition, a business should be operated in a flexible way (Mazzarol & Reboud, 2011; Tidd, 2001). Therefore, innovation gives business comparative advantages, so that a firm or organization has scope to play a better role than their competitor (Day, 1994). The main focus of the innovation of different services in the hotel industry is the persistent research for offering better customer service.

It is difficult to welcome innovation with a mix of traditional tastes in the hospitality industry as it is one of the oldest business sectors in the world (Victorino et al., 2005). In former times, the basic concept of traditional hospitality service was based on renting rooms, serving food (Melián-González and Bulchand-Gidumal, 2016), etc. But thanks to the newly emerging subject called service science, and information technology which allows us to develop new innovative services differently that opens so many opportunities (Bharwani and Mathews, 2016). The background concept of this thesis is the hotel industry, different geographical countries, technology, and innovative service. Previously the revenue of the hotel industry was only based on renting its rooms (Inversini and Masiero, 2014). Although there are different services provided such as food and beverage, lodging, recreation, could be found in the hotel (Ottenbacher, 2007). People use hotels for their vacation purposes, client meetings, business trips. Now we can see lots of varieties have been introduced, such as from five stars to a cheap hotel, in the hotel service sector, which has made the industry mature. According to Investopedia, A mature industry has preceded both the emerging and growth phases of industry growth. Companies in these industries ought to be larger, older, and more stable (Hayes, 2021). This industry is not only focusing on food and beverage, room service, and laundry. There are different services already introduced in the hotels like conference room, business lounge, swimming pool, fitness centre, kids' zone, and other services to gain customer satisfaction from the different levels.

1.3 Research gap and aim:

The highly competitive business environment of the hotel industry motivates the search for new innovative products or services of efficient performance (Dzhandzhugazova, Orlova, Romanova, and Blinova, 2016). One of the vital trends in this niche is the development and implementation of different innovations and new equipment or elements that can be a powerful idea for the growth of the hospitality industry. Innovations are

essential for both the development and competitiveness of the hotel business. The organized or systematical and universal use of innovative services or product assures the growth of the business performance is now admitted by the practicing hotel managers and researchers (Dzhandzhugazova et al., 2015). The ability to introduce innovative products depends on the financial or cultural capability of the organization which ensures the successful expansion of a hotel (Zaitseva, 2013). Our thesis aim is to investigate the different elements which affect innovation in the hotel industry in Bangladesh and Sweden. We will use the SPOTS model by (Tidd and Bessant, 2001) to find the issues and different innovative approaches in those two countries. The previous researcher could not provide any evidence on the presented topic yet. To the best of our knowledge, we have not found any comparative study in innovation management in Swedish and Bangladeshi hotels. We have found service innovation in the telecom industry in Bangladesh and Malaysia (Taghizadeh, & Rahman, 2016), value co-creation in social innovation, health coverage innovation in Bangladesh (Adams et al., 2013), innovation management in a large company in Sweden, comparative study in eco-innovation in Sweden (Kanda et al., 2019), etc. In our proposed topic, we found a gap that no comparative research has been done about Sweden and Bangladesh hotel industry innovation sector yet. We will focus particularly on strategy and process, in innovation management. We think the gap between two different geographical countries in innovation management could be a good topic to research.

Research question:

➢ In what way do strategy and process influence the innovation management of different geographically located organizations?

1.4 Who are the developing and developed countries?

It's crucial to illustrate the concept and scenario of different economical background countries; especially developing and developed countries; as our thesis paper concentrated on these two categories of countries. Based on the country's achievement in longevity, education, and income UNDP (United Nations Development Programme) classified countries into two major categories e.g developed countries, and developing countries. Table 2 shows that the Human Development Index (HDI) is being used by UNDP to measure the index of three indices and label the countries (Nielsen, 2011). In

the HDI distribution, the quartiles countries that scored highest are recognized as developed countries, and the rest of the bottom three countries fall for developing countries.

Criteria	UNDP	The World Bank
Name of Developed Country	Developed Countries	High-income countries
Name of Developing Country	Developing Countries	Low- and middle-income countries
Development Threshold	75 percentiles in the HDI distribution	US$6,000 GNI per capita in 1987-prices
Subcategories of developing countries	(1) Low human Development countries (2)Medium human development countries, and (3) High human development countries	(1) Low-income countries and (2) Middle-income countries

Table 1: Country Classification Systems in Selected International Organizations

(Source: Nielsen, 2011)

The life expectancy of birth, combining measures of actual and expected years of schooling, and Gross National Income per capita (GNI/n) with local currency measures correspondingly the three dimensions; longevity, education, and income (Nielsen, 2011). Whereas developing countries are still grappling to encounter the nation's financial stability, taxpayers of developed countries possess a high level of income along with the highest national surveillance. According to the World Bank, developed countries prolonged to the 'graduated' club from IBRD-borrowing and are eligible to manage funds without the special assistance of the International Bank for Reconstruction and Development (IBRD). In the meanwhile, countries under developing zones require financial assistance on reasonable terms from IBRD. Their per capita income, purchasing power, amount of exported capital, and the number of gross national products are relatively lower in comparison with developed countries. Developed countries' GNI per capita starts from $12,696 and developing countries are $4,035 to $12,696 (The World Bank, 2021). According to the report of the World Bank (2022) in the fiscal year of 2019-2020, Sweden's GNI was around $56,570, and Bangladesh's was $ 5,310.

Chapter 2: Literature Review

The following chapter is devoted to the discussion of distinct theories based on innovation and innovation management. It showcases existing theories and researches to connect the research objectives by inscribing the research question. Key findings of the theoretical framework are addressed here by overviewing the facts of the innovation management process.

2.1 What is Innovation?

Innovation is one of the significant issues for every organization to develop themselves and sustain in the market (Kogabayev and Maziliauskas, 2017). Innovation is involved in every sector of human society from product development to everyday work (Tidd and Bessant, 2013). Technology plays a significant role in the innovation process at present in every sector of work. It is essential to realize and understand the problem deeply before solving any problem so the developer needs to know what kind of technology or process was used before (Sirirak, Islam and Ba Khang, 2011). The developer needs to review the scope of development of the service or products.

In most of the definitions, the scholar used innovation as a process to change or improve the existing product or services. Any innovative product starts with an idea and finally it ends up in a new product or service so it is completely different from creation. Different authors like Fischer (2001), Frascati Manual (2004), Pedersen & Dalum (2004), have developed their theoretical models of innovation through technology and market perspective. Innovation is related to a new idea and it generates a new product, service, and process which solves the existing problem (Rowe & Boise 1974; Utterback 1994; Rogers, 1995; McDermott & O'Connor, 2002). The innovative product increases the organization's profit level which impacts the national economy and creates new jobs for the society (Urabe, 1988). Many of the scholars namely Schumpeter (1982), Twiss, (1989), Siauliai (2013) agreed that there are four different elements involved in the innovation technology, market, organization character, and the economy. Every element is playing a significant role in the innovation process.

2.2 Innovation in the Hotel Industry

The achievement of innovation in the service product industry relies upon the company's efforts and investments in management and applying the comparative advantage through connecting the innovative solution to the market (Peña et al., 2016). And usually, the service product industry faces severe competition. In a competitive market, the service product providers might offer innovative products (goods and services) not only to win over the competition but also, they want to gain co-create value later. As an effective business strategy always strives for cost reduction, improved performance, productivity, and growth, offering innovative products in such industries is beneficial (Della et al., 2015). However, the growth and performance of any organization always indicate how well a company does managing of innovation 'best practice' (Gunday, Ulusoy, Kilic, & Alpkan, 2011; Jiménez-Jiménez & Sanz-Valle, 2011; Lin, Wang, & Yu, 2010; Tidd & Bessant, 2009). The exercise of innovation management and its influences on growth, development, and performance is achieved through the domain of organizational culture. Companies having a culture of proactive initiatives towards change generate higher performance. According to Naranjo-Valencia, Jiménez-Jiménez, and Sanz-Valle (2011), organizations should properly handle their internal behavior through setting up external relations to facilitate the implication of innovation successfully, and it demonstrates the organizational culture (Zehir, Karaka and Basar, 2018). However, it is still important to study to what extent the practice of service product innovation management upgrades the level of market performance. On the other hand, organizational culture impacts the service innovation process and the market performance of the hotel industry (Della et al., 2015). Hence, the reason for this thesis is to consider the impact of service product innovation management on the level of a market performance upgrade. On top of that, the thesis also considers the relationship between service product innovation management and market performance as it is influenced by organizational strategy and process.

In spite of the fact that innovation is a vital aspect of hospitality management, there is few research publications. For illustration, Jones (1996) talked about case studies with respect to the innovation process of hospitality organizations. Enz and Siguaw (2003) considered that innovations were significantly influenced by outstanding hospitality individuals, also called "best practice champions."

A person who was shown to have leadership qualities in common, cognitive and problem-solving skills, and an ability to support and guide the project. Harrington (2004) investigated the culinary innovation process and discovered that foodservice firms and restaurants should form a culture that supports innovation to establish a competitive advantage. Moreover, the research of Ottenbacher, Gnoth, and Jones (2006) indicates that, for applying hospitality innovation, market-related aspects such as market attractiveness, market responsiveness, and marketing synergy are critical aspects.

Employees are another feature of innovation success in the hospitality sector. Hotels often have the same "hardware," which implies that employees are the final moderator for performing services (Ottenbacher et al., 2006). Service employees are massively critical, which they usually represent, to the success of the organization because they specifically influence customers' satisfaction (Wang et al., 2014, Zeithaml & Bitner, 2000). The attitudes and behaviours of hospitality employees can essentially influence customers' perceptions of the service. To effectively manage the service employee, hospitality organizations need to find ways, especially on attitudes and behaviours, so that they can more faithfully deliver high-quality services (Ottenbacher, 2007, Hartline et al., 2000). Employee management aspects consisting of cautiously included strategic human resource approach, training of employees, empowerment, and behaviour-based evaluation are the maximum essential factor in hospitality innovations (Ottenbacher & Gnoth, 2005). In any case, no study in hospitality innovation has a focal point on whether or not hospitality companies must have the innovation management approaches linked to their objectives for the individual innovation projects.

2.3 The Innovation Matrix

There is no absolute path to designing innovation. Every problem brings a new scope of generating problem-solving innovation in its own way (Satell, 2017). An organization's own competency, strategy, and management define and shape its innovation process. Organizations yet invest their time and money in search of standardized innovation formulas. To solve their organizational demand Satell (2017) brought a portfolio of innovation strategies that could be used according to the specific task. Basic Research, Breakthrough Innovation, Sustaining Innovation, and Disruptive Innovation are the four basic types of innovation. Figure 1, 2x2 innovation matrix guides the organization leaders

by solving two major questions; (1) How well can we define the problem? and (2) Who is in the best place to solve it?

I. Basic Research: The very first type of innovation in the matrix is basic innovation which desires to invent something entirely new. Here both the problem and domain are not defined well. Research division, academic grants, academic affiliations are the different directions of circulating discoveries based on the organization's preference and capabilities. Though giant corporations are capable of pursuing a large number of investments in R&D, many small and medium firms face difficulties to meet up the investment requirement and fail to get access to world-class research (Satell, 2017). Affiliate and partnership research programs run by several governments, private or educational institutions offer small and medium-sized firms to reach out for research and knowledge sharing facilities. A combination of the three approaches could provide a strong direction in order to build a comprehensive program.
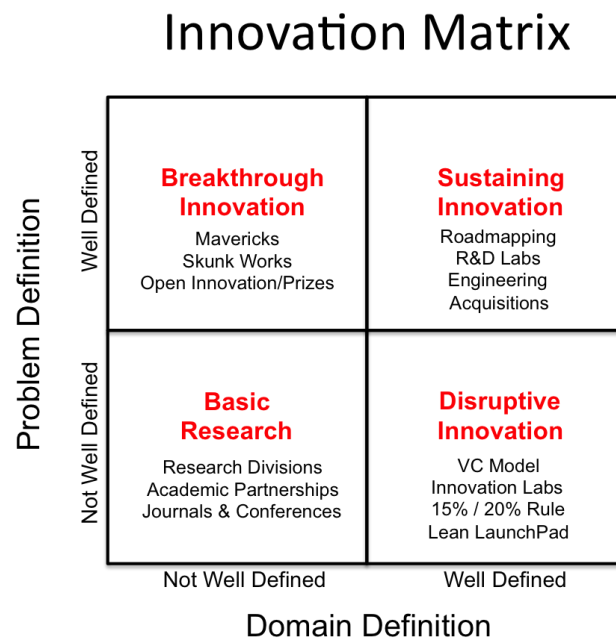
Innovation Matrix

Figure 1: Types of innovation matrix (Source: Satell, G., 2017)

II. Breakthrough Innovation: Nevertheless, in breakthrough innovation the problem is identified thoroughly, the domain is left uncleared. It is also well known as radical or revolutionary innovation as it maximizes assets by bringing completely new solutions for the existing problem. Open innovation could be the solid profile to fit in this category as it exposes the problem to diverse skill domains (Satell, 2017).

III. Sustaining Innovation: When innovation is required only for the improvement purpose of current operations, then it is recalled as sustaining innovation by Satell (2017). Sustainable innovation looks forward to refining and expanding existing facilities as means to accelerate present workflow or management. Here both the problem and domain are addressed well before performing the innovation task.

IV. Disruptive Innovation: The last approach of this matrix is the disruptive innovation that was first introduced by Clayton M. Christensen (1995). The author described this innovation as "The key is to manage strategically important disruptive technologies in an organizational context where small orders create energy, where fast low-cost forays into ill-defined markets are possible, and where overhead is low enough to permit profit even in emerging markets" (Bower & Christensen, 1995). Contrary to breakthrough innovation, disruptive innovation defines the skilled domain in a positive manner, but the problem remains undefined. It emphasizes renovating the whole business model when market demand and competition change due to technological shifts (Satell, 2017).

2.4 Innovation Management Theories

Cotec (1999) introduced the *TEMAGUIDE* innovation management model which measures the innovation process through five phases. By bequeathing indistinguishable concentration on five cycles of activities e.g scan, focus, resource, implement and learn, the TEMAGUIDE model corroborates the organization's learning capabilities and meliorates the project tunnel (D'Alvano & Hidalgo, 2012). This model uses technological tools and facilities to analyze the innovation management process from the organizational perspective (D'Alvano & Hidalgo, 2012). Tidd, Bessant, & Pavitt in 2001, and Tidd & Bessant in 2009 published their articles about innovation in the management process and they agreed and strongly supported the point that innovation in manufacturing and services can be analyzed using the same theory and pattern. They believed and tried to prove that a successful innovation management process deals with the interaction between changes in technology, market, and organization altogether. Thus, Tidd developed the *SPOTS* model in 2001 as a combined model in this regard. This model is an integrated method that includes all the management practices of the innovation process. Similar to the TEMAGUIDE model, the SPOTS model also comprises five components; they are strategy, process, organization, tools/technology, and system

(Taghizadeh et al., 2017b). A modified innovation framework was developed in 2014 that concentrates on a new scope of the innovation process. The process is known as the *PSS (Product-Service System)* innovation management framework which stimulates three different levels of innovation which was not addressed before deeply (Song, Ming, Han, Xu & Wu, 2014). It is a combination model of strategic and tactics, and support level innovation design that simultaneously ensures the aspects of stakeholders, functions, activities, product elements, service elements, and supporting infrastructure (Song, Ming, Han, Xu & Wu, 2014). Similar to the SPOTS model, Xie, Li & Xie (2016) introduced a new furnished model *"Pentagon"* by focusing on five core organic systems of an organization; they are strategy, culture, organization, mechanism, and executive power. Its ultimate target is to provide extreme solutions by concentration on simple factors. Here spiritual leaders play the key role to establish relationships among five systems to operationalize the Pentagon model within an organization (Xie, Li & Xie, 2016). However, Pentagon, SPOTS, PSS, etc models don't provide any guided steps to execute their processes. Whereas the *Work Systems Model* provides a direct path to execute any solution for the manager and their coordinates. The innovation of a firm could be managed efficiently by using action steps. This model focuses on specific behaviors which emphasize the efficiency of any systemic procedure. It suggests four stages of action planning to execute any plan or module (Day G. S. & Shea, G. 2020). This model tries to maintain a standard procedure of innovation by looking into new dimensions which are well integrated. Four steps are; (i) set performance objectives, (ii) articulate the current narrative and develop the desired narrative, (iii) pull the organization's lever to change the work environment, and (iv) implement, monitor & learn. Table 2 summarizes the above descriptive five innovation management models.

Innovation Management Process Model	Developed By	Attributes
1. TEMAGUIDE	Cotec (1999)	Present detailed knowledge of innovation activities and the use of innovation tools

2. SPOTS	Tidd (2001)	Minimize product development period by concentrating on core managerial practices.
3. PSS Innovation Management Framework	Song, Ming, Han, Xu & Wu (2014)	Ensure interaction with different stakeholders to enable success from three different levels.
4. Pentagon	Xie, Li & Xie (2016)	A comprehensive framework that establishes logical relationships among its variables to deliver extreme results.
5. Work System Model	Day G. S. & Shea, G. (2020)	Provide distinguish steps to initiate action plans

Table 2: Five different innovation management process model

2.5 Theoretical Framework

"Technology" used to be the focal point of any innovation process by earlier researchers (Barras, 1986; Soete & Miozzo, 1989). However, Tidd (2001) identified five different managerial practices which are directly linked to the innovation management process. Based on these components Tidd, Bessant, and Pavitt (2001) developed an integrated model named "SPOTS" that also measures performance by inspecting several criteria. Figure 2 illustrates five internal factors within an organization; they are; strategy, process, organization, tools/technology, and system. Here 'Strategy provides focus; process provides control; the organization provides coordination of people; tools and technologies provide transformation/transaction capabilities, and system provides integration' (Tidd & Bessant, 2009, p. 605). There are also three subscales to analyze the overall performance; innovation and quality, time compression in development, and cost reduction in development/delivery and service delivery. Basically, the scholars' examination comprised two points: first Ideas at all times typify well-managed innovation processes. So that, beginning from idea generation until the implication of the idea, an innovation process should be properly managed. Secondly, the Design of service products and

service delivery are separated (Taghizadeh, Rahman, Halim, & Ahmad, 2017). The model is beneficial for both inaugurating a new idea or improving an existing practice (Hull & Tidd, 2003a). After testing more than 100 firms in the USA, UK, and other 18 countries this SPOTS model has been developed (Hull, 2003; Hull & Tidd, 2003a).
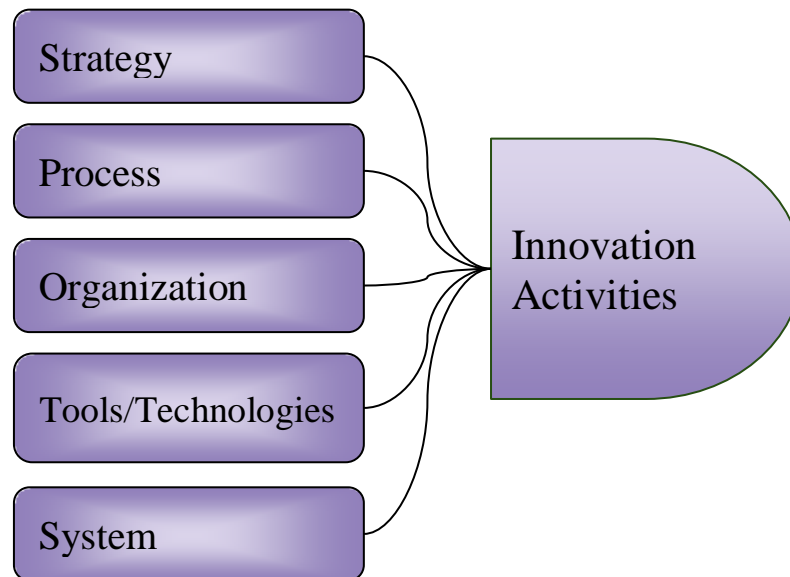
Figure 2: Conceptual Innovation Management Framework; Source: Ferreira, Fernandes, Alves & Raposo (2015)

This model illustrates the results in such a way that also enables firms to discover their strengths and weaknesses. It also gives us scope to audit any particular aspects of the innovation process along with identifying the place of improvement (Tidd & Bessant, 2009, p. 605). By creating synergy among five components SPOTS model offers cost advantages that lead to earning a firm's competitiveness. This model also motivates employees to explore an innovation-friendly environment by connecting them actively with five of the practices as it initiates to improve learning capabilities (Hull, 2003). Coactions of the practices cut down the developing and delivery processing time of the product or service and permit firms to enjoy the competitive advantage (Collins & Hull, 2002). However, Tidd (2001) did not mention whether his model is appropriate and provides the same level of output regardless of the organization's nature and size. Even he ignored the role of organizational culture in terms of implementing a successful innovation. Culture could influence the whole process of innovation management both in positive or negative ways. Lastly as this model requires integration among all of the functions, it could be expensive and difficult for small organizations.

2.5.1 Strategy

Strategy refers to inspiration for innovation. To satisfy the customer demands, firms deploy resources and new ideas which depend on knowledge creation (Ferreira, Fernandes, Alves & Raposo, 2015). Innovation strategy reviews new technologies, market developments, and innovation projects to drive innovation capabilities and organizational goals (Taghizadeh & Rahman, 2013). It is a combination of novel ideas and a continuous process of planning, testing, reassessing, and expanding projects for delivering a firm's value (Tidd & Bessant, 2009).

2.5.2 Process

Innovation is searching for new or different ideas or solutions to get a competitive advantage in the market share in the business. The competition is doing more with limited resources (Tidd and Bessant, 2013). The organization encourages innovation by designing the strategy and practice, well-structured processes, and integrating the system (Dasgupta & Gupta, 2009). However, the practice can be different in organization, culture, or nation. The innovation process is one of the focal points for the hotel business. Every hotel has a different mechanism to practice its innovation process.

2.5.3 Organization

The organization is the base of the business where they manage all the activities according to the common goal. The organization innovation involved new processes or methods which manage the internal and external relations of the company (OECD, 2005). The coordination of different departments of an organization helps them to produce new products or services for the industry successfully.

2.5.4 Tools/ Technologies

In the present world, technology makes every work hassle-free and easy for the business. In the hotel industry, organizations use different tools and technology to complete their work perfectly and timely. "The degree of comfort that management has with a given technology manifests itself at the level of the individual R&D manager or management team, rather than at the level of the organization as a whole. Management comfort is multifaceted. One aspect is related to a management team's familiarity with the

technology. Another reflects the degree of confidence that the team can succeed in a new technical area" (Tidd and Bessant, 2013).

2.5.5 System

The last phase of the innovation management process by Tidd (2001) is the system. System plays a crucial role by integrating multiple functions, practices, and commands. By acknowledging the interconnecting function of the system, Hull & Tidd (2003a) stated that "System has a balance of deployment of the sets of practices in the model".

2.6 Summary of Literature Review

In the above literature review, we have learned about several theories related to innovation management which not only broaden our knowledge but also assist us to spot the research gaps. We are also able to establish an in-depth understanding of the innovation process by reviewing the existing materials. We started the chapter by providing a deep description of the innovation and tried to incorporate innovation in the hotel industry. The hotel industry is occupying innovation from managing their daily work routine to capturing market shares. But innovation in the hotel industry remains underprivileged for the researcher and needs much more attraction. To identify the nature of innovation practice we have also discussed the 2x2 dimensional innovation matrix which comprises basic research, breakthrough, sustainable and disruptive innovation. It has the capability to capture a specific category of firm's innovation approaches and define present strategy. Then several eminent innovation models were discussed to explore the roots and modifications of innovation process over the time. Based on the nature of the industry and competitiveness, the 'SPOTS' model was chosen to analyze the research findings. This model received high recognition due to its simplicity and easy to proceed nature (Taghizadeh & Rahman, 2013). Compared to the other models, SPOTS model focuses on the core managerial practices of an organization to guide the innovation process, especially for the hotel businesses where these practices are highly maintained. Overall this chapter provides us an opportunity to absorb different innovation management models and helps to establish a proper structure for our thesis.

Chapter 3: Methodology

This chapter contains research techniques and tools with a detailed description of methods and data collection processes. The authors described their sample pattern and sources along with a short overview of designated countries. At the same time, this section discloses the research theme and point of analysis.

3.1 Methods and Approach

The methodology is the study of methods that have been used for any research or study (Bryman, 2008). The sole purpose of the methodology is to bestow clear knowledge regarding research methods and techniques for the readers. Qualitative and quantitative research are the widely exercised research techniques to study any fact or phenomenon. To get the combined benefits of both approaches, we walked to the road of mixed approach which allowed us to do a philosophical paradigm in an inquisitive manner along with numerical data to explicate the phenomena (Creswell 1994; Choy 2014). We were able to present and analyze our research data both numerically and theoretically to establish social reality and aspects of the innovation management process. Mix research method proffers a base of evidence for the research analysis by conducting cross-examination. Throughout the mixed research, we were able to accumulate the thoughts of both homogenous and diverse groups of people to unlock their organization's innovation process attributes (Choy, 2014).

3.2 Research Design

As we were aimed to investigate the innovation management processes of two different countries, an explanatory sequential mixed method was contemplated to conduct our research. The explanatory sequential method begins with the quantitative approach to collect the data and is then followed by a qualitative phase (Othman, Steen, and Fleet, 2020). Here collected data from both approaches are analyzed separately and then combined together to navigate the findings. We described systematically the characteristics and facts of the innovation management techniques and processes through descriptive methods. Through this approach we explored how several hotels of two different countries exercise innovation management, what were the primary steps towards this, which variables were performed actively, and what were the major differences

between the two countries in this process. This method requires a high concentration in data collection to gain deep knowledge about the process of innovation management (Ahlstedt & Linde, 2011). It allowed us to profoundly investigate and measure the management process by indexing data.

3.3 Data Collection

We used several sources to accumulate data for research purposes. Both primary data and secondary data were taken into consideration to capture depth knowledge in the innovation management process. This process helped to get a rich amount of information which enabled us to meet our research objective.

3.3.1 Primary Data

For our study, we nominated two countries; Sweden and Bangladesh that have different economic backgrounds. There we approached one hotel from each country to collect our primary data. We adopted the survey method as our data collection technique. Sukamolson (2007) stated that "Survey research uses scientific sampling and questionnaire design to measure characteristics of the population with statistical precision". Thus we prepared 15 survey questions based on our research objective and theoretical framework. Along with survey questionnaires, follow-up interview questions were asked to the respondents to capture their thoughts, views, and beliefs in detail. Interviews obtain detailed insight into any social or sensitive phenomena by asking interactive questions.

From Sweden, we connected with Comfort Hotel Arlanda Airport in order to conduct our research survey. On the other hand, Pan Pacific Hotel Sonargaon; which is located in Bangladesh; showed their interest to participate in our research. Employees who hold managerial positions usually are more responsible and aware of innovation processes and management, hence our main target respondents were several department managers such as public relations manager, Project Manager, Account manager, and also Deputy general. Besides them, we also collect data from the executive level to determine their participation level in the innovation management process. We visited both of the hotels physically to round off our research survey and interviews and our sample size was a total number of 19. We had done a simple random sampling technique to select our samples. One of the advantages of random sampling is that it is free from selection bias and

individuals have an equal chance to get selected. From Bangladesh and Swedish hotels accordingly, 9 and 10 respondents actively participated in this survey which is shown in table 3 and table 4. Data collection was conducted into two phases in two days. On the first day, a set of questionnaires written on paper was handed over to 40 participants in both hotels, but only 24 responses were returned. After filtering those answers only 19 questionnaires were selected as 5 of them remained uncompleted. After the survey, the last phase of data collection was piloted on the second day. Nineteen employees who had submitted their questionnaires with all answers were nominated for a short interview session. Among them, 15 participants (9 from Sweden and 6 from Bangladesh) were able to make a schedule for the interviews which length was 5-6 minutes for each participant. For the retrieval purpose, all of the interviews were recorded with the consent of the participants.

3.3.2 Company Profiles

(i) Nordic Choice Hotels is one of the oversized Scandinavian hotel companies, holding 205 hotels and resorts under four brands. They started their operation in 1990, from Norway. In the fiscal year of 2018-2019, they had generated sales of NOK 12.1 billion. Comfort Hotel is one of their reputations and famous brands that have around 30 hotels in Norway, Sweden, Denmark, and Lithuania. Only in Sweden, they have 14 branches and one of them is Comfort Hotel Arlanda Airport that we had approached for our research purpose. It is located at Stockholm, Arlanda airport premises. Table 3 points out the number of interviews apart from the survey questionnaires that had been taken from this hotel along with respondent's respected positions in their jobs.

Number of the Interviewee	Designation
Interviewee 1	General Manager
Interviewee 2	Bar reception Manager
Interviewee 3	Sales and Marketing Manager
Interviewee 4	Operation Manager
Interviewee 5	Maintenance Manager
Interviewee 6	Breakfast Manager
Interviewee 7	Housekeeping Manager

| Interviewee 8 | Food and Beverage Manager |
| Interviewee 9 | Finance Manager |

(ii) Pan Pacific Hotel is an established brand name in the hotel industry since 1975. It's an Asian-based hotel company that has operations across North America, Oceania, and Europe along with 31 different locations. They have more than 50 hotels, resorts, and serviced suites around the world under three separate brands e.g Pan Pacific, PARKROYAL COLLECTION, and PARKROYAL, and the headquarter is located in Singapore. In Bangladesh, they have only one branch, situated in Dhaka city with the aim of creating a culture of trust. Besides survey questionnaires, a total number of six interviews were taken from the Pan Pacific hotel. Here table 4 represents all of the interviewee's information as well as their job positions.

Number of the Interviewee	Designation
Interviewee 1	Executive Assistant Manager
Interviewee 2	Food & Beverage Manager
Interviewee 3	Project Manager
Interviewee 4	Assistant Project Manager
Interviewee 5	Assistant Electrical Engineer
Interviewee 6	Senior Executive, Finance Department

3.3.3 Selected Countries Overview

(i) A Scandinavian country Sweden is well-known for its stable and structured economical position. In 1995 Sweden was associated with the European Union with a free economy. They unlocked the 21st position in the 2021 index by achieving a 74.7 freedom score. They have one of the highest GDP rates among all of the countries.

According to the World Bank (2021) data, in the year 2020, their GDP per capita turned out to be $51,925.71. Besides this, a low inflation rate makes their economy as well as social life highly secure and more productive. The World Economic Forum included Sweden in the list of top ten competitive countries by monitoring their dynamic economy and advancement in technology and innovation. Europe is considered the second most innovative region and from the last decades, Sweden has been leading the innovation ranking board. In Spite of the recent pandemic crisis, in the Global Innovation Index 2021, they secured 2nd position after Switzerland. Every year around 3% of their entire GDP is invested in the research and development (R&D) sector which strengthens their economy and creates facilities for entrepreneurs (Innovation in Sweden, 2021). They are also known as the birthplace of start-up companies as their government avails numerous initiatives to encourage both entrepreneurs and investors. To ensure sustainable development and innovation, the Swedish government implemented several long-term and semi-long-term projects such as mandatory mass education, improvised health system, developed broadband network, advancement in infrastructure and technology, excellence in road and transportation facilities and so many. Green technology and life sciences are the two major fields where the Swedish Government provides the highest concentration and acquires extreme success over the other European nations (Innovation in Sweden, 2021).

(ii) Bangladesh is a small land of growing economy located on the Bay of Bengal. By habituating 164.7 million citizens Bangladesh became the 44th largest economy in the world (IMF, 2021). In the year 2020 Bangladesh's GDP increased around 3.5% and reached $1962 (World Bank, 2021). With the 5.7% inflation rate in 2020 Bangladesh received a $ 2.65 billion FDI inflow. The country is highly dependent on its agricultural and textile sectors. The foreign remittance, ready-made garments, jute, medicine, and leather industry are the major source of income of this nation. In the Global Innovation Index, this country received the 116th position among 132 nations due to its lower facilities and investment in R&D. To encourage and support innovative ideas and projects, the government has started several initiatives for the young generation such as Innovation Lab- a2i whose sole purpose is to promote innovative solutions across the country. Besides this, the government subsidizes several technical institutions in order to seek new talents and ideas. They also take the scheme of "Digital Bangladesh" under VISION 2021 to embody technological advancement in every sector of the nation. The

prime objective of "Digital Bangladesh" is to preserve democracy, human rights, and equality through maximizing technological advancement in every sector of the nation, from rural to urban, from private to government, from education to job, from national resources to business.

3.3.4 Secondary Data

Secondary data is often used to explain and support the primary data (Alderin & Do, 2016; Saunders et al., 2009). Secondary data also allows researchers to explore the study of previous researchers. To give the direction of our empirical data, we included several research papers, articles, journals, thesis papers, reports, and also online newspapers. We used renowned journal publications e.g Sage, IJBI, Elsevier, Springer, Wiley, etc to discern relevant articles and papers. Besides these, we also collected two of the hotel's non-confidential papers and reports to gain sound knowledge about their innovation management process.

3.3.5 Data Validity and Reliability

To ensure data reliability and sincerity, journals that were published only from prominent and prestigious publications were being used for our study. We had collected articles from reputed journals e.g Academy of Management Review, Journal of Management, Administrative Science Quarterly, Journal of Business Ethics, SPORTS Management Review, Business History Review, Journal of Business Research and so many. For primary data collection, we had approached mixed methodology as according to (Choy, 2014), the mixed approach provides more reliable and in-depth experience descriptions of any subject. Even more, our survey and interview questions were also examined by our supervisor to ensure its quality and reliability with the research objective. The validity of the data collection method was corroborated by using the Likert Scale that ensures the topic's applicability with respondents' understanding and is judged by the creator of the response item (Joshi, Kale, Chandel & Pal, 2015). Furthermore, for the survey questionnaire and follow-up interviews, one of the researchers was always present physically at the moment of data collection to escalate the research trustworthiness.

3.4 Operationalization

Survey questions were developed and accumulated from the original SPOTS model research questions and the study of previous scholars (Ferreira, Fernandes, Alves &

Raposo 2015; Tid 2001) to connect with the main research question of the study. Following the survey questions, interview questions also consider the gist of the SOPTS model as well as dive into the major themes of the literature review to create collaboration. Table 5 and Table 6 consecutively showcase the primary and theoretical sources of interview and survey questions.

Table 5 Interview Questions :

Interview Questions	Category	Theoretical References
1. Do you think innovation is significant for your hotel? Can you give an example?	Strategy	(Tidd & Bessant, 2009)
2. How challenging is the integration process for new services with different departments? What challenges have you received and how did you manage those challenges?	Process	(Taghizadeh, Rahman, Halim, & Ahmad, 2017)
3. Do you have any reward system for the employees who generate a new idea? Does reward motivate employees? Do you get positive feedback for rewards? Can you give an example?	Organization	(Tidd & Bessant, 2009) , (Ferreira, Fernandes, Alves & Raposo, 2015) & (Taghizadeh, Rahman, Halim, & Ahmad, 2017)

Table 5: Operationalisation of the interview questions

Table 6 Survey Questions:

No	Survey Question	Category	Theoretical Reference
1	Everyone in our hotel is aware of the benefits of innovation.	Strategy	(Tidd & Bessant, 2009)
2	Our innovation strategy is clearly communicated.	Strategy	(Taghizadeh, Rahman, Halim, & Ahmad, 2017)

3	Our team has a shared vision of how the company will develop.	Strategy	(Taghizadeh, Rahman, Halim, & Ahmad, 2017)
4	We systematically search for innovation for our hotel services.	Process	(Tidd & Bessant, 2009)
5	We always complete our innovation projects on time.	Process	(Ferreira, Fernandes, Alves & Raposo, 2015)
6	We have proper guidelines for managing process change from idea generation to successful implementation.	Process	(Tidd & Bessant, 2009) , (Ferreira, Fernandes, Alves & Raposo, 2015)
7	We always work as a team on any project.	Organization	(Tidd & Bessant, 2009)
8	We all have an equal opportunity to share our ideas.	Organization	(Ferreira, Fernandes, Alves & Raposo, 2015)
9	Our internal structure enables swift decision-making.	Organization	(Ferreira, Fernandes, Alves & Raposo, 2015)
10	We use several techniques to identify future opportunities.	Tools/Technologies	(Tidd & Bessant, 2009)
11	We have software for process mapping.	Tools/Technologies	(Ferreira, Fernandes, Alves & Raposo, 2015)
12	We also use technology as a learning tool.	Tools/Technologies	(Tidd & Bessant, 2009)
13	Our hotel staff works closely with customers to develop new concepts.	System	(Ferreira, Fernandes, Alves & Raposo, 2015)
14	We always try to learn from our competitors.	System	(Tidd & Bessant, 2009)
15	We have high involvement from everyone in the innovation process.	System	(Tidd & Bessant, 2009)

Table 6: Operationalisation of the survey questions

3.5 Data Analysis

Above table 6 reveals that a total number of 15 questions were added to the questionnaire. Questions were accumulated and prepared from previous studies and selected theoretical model (Tidd 2001; Tidd & Bessant, 2009; Ferreira, Fernandes, Alves & Raposo 2015; Taghizadeh, Rahman, Halim, Ahmad, 2017). To strengthen our questionnaire results we had also conducted an interview session with three follow-up questions which were also

developed based on the Tidd & Bessant (2009) SPOTS model. The questions were prepared not only to identify the hotel management innovation process but also to explore their deviations, and nature. In terms of theoretical analysis, there exist two popular techniques; one is inductive which tries to seek new theories and another one is deductive which tries to test an existing theory (Aalto & Sonde, 2011). To analyze our data, we had exercised a deductive research technique, where existing theories are being used to explain research findings. As a result, the well-structured innovation management model "SPOTS " developed by Tidd (2001) had been espoused to scrutinize the primary data. All the findings from surveys and interviews were analyzed in a descriptive manner. Following the SPOTS model, survey questions were divided into five categories e.g strategy, process, organization, technologies, and system. Each of the sections contains three separate questions relating to its topic. This technique helped us to categorize our data and to create a pattern for the final assessment. One of the most efficient and quick methods, the 5 points Likert scale was used in the questionnaire to determine respondents' level of agreement and disagreement. According to Joshi, Kale, Chandel & Pal (2015), "Likert scale is a set of statements (items) offered for a real or hypothetical situation understudy". It contains 5 different values with a specific score from 1 (= strongly disagree) to 5 (= strongly agree) against each statement. Five different expressions such as 'strongly disagree', 'disagree', 'neutral', 'agree', and 'strongly agree' allow respondents to express their opinion in a structured way. Two different schools of thought exist to measure the level of the Likert scale; ordinal scale and interval scale (Joshi, Kale, Chandel & Pal, 2015). Where the ordinal scale only labels the variables with an order, there the interval scale proportionates the interval between variables along with separate labeling. Along with labeling variables, the interval scale also formulates realistic distance among the different individual summative scores, thus we had chosen this scale to maintain the richness of this thesis (Joshi, Kale, Chandel & Pal 2015; Boone & Boone 2012). The ability to tap the deeper insight of people's expressions along with a lower margin of error makes the Likert scale saleable. All the findings from the surveys were sorted and profounded thematically in the empirical section. Afterward based on those findings we tried to present a competitive analysis considering our theoretical framework. Table 7 and Table 8 distribute the responses of the respondents by exercising the five-point Likert scale method. Respondents were required to measure the statements by using a given level of expressions. The following table 7 below displayed the responses from the Pan Pacific Hotel of Bangladesh.

Items	Number of Responses				
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Strategy					
1. Everyone in our hotel is aware of the benefits of innovation.	1			5	3
2. Our innovation strategy is clearly communicated.		1	2	3	3
3. Our team has a shared vision of how the company will develop.		1	1	5	2
Process					
4. We systematically search for innovation for our hotel services.		1	3	2	3
5. We always complete our innovation projects on time.		2	1	3	3
6. We have proper guidelines for managing process change from idea generation to successful implementation.		1	3	4	1
Organization					
7. We always work as a team on any project.				6	3
8. We all have an equal opportunity to share our ideas.		1	3	4	1
9. Our internal structure enables swift decision-making.		1	2	5	1
Tools/Technologies					
10. We use several techniques to identify future opportunities.			1	7	1
11. We have software for process mapping.		3	1	4	1

Item					
12. We also use technology as a learning tool.			2	5	2
System					
13. Our hotel staff works closely with customers to develop new concepts.	1	3	1	3	1
14. We always try to learn from our competitors.			3	5	1
15. We have high involvement from everyone in the innovation process.		2	2	3	2

Table 7: Number of interviewees from Bangladesh according to their designation

The following table 8 illustrates the result of the survey from Comport Hotel, Arlanda Airport, Sweden.

	Number of Responses				
Items	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Strategy					
1. Everyone in our hotel is aware of the benefits of innovation.			1	2	7
2. Our innovation strategy is clearly communicated.			1	2	7
3. Our team has a shared vision of how the company will develop.			2	2	6
Process					
4. We systematically search for innovation for our hotel services.				3	7
5. We always complete our innovation projects on time.		1	2	2	5

6. We have proper guidelines for managing process change from idea generation to successful implementation.		1	1	3	5
Organization					
7. We always work as a team on any project.				3	7
8. We all have an equal opportunity to share our ideas.			1	1	8
9. Our internal structure enables swift decision-making.			2	2	6
Tools/Technologies					
10. We use several techniques to identify future opportunities.			2	1	7
11. We have software for process mapping.			3	2	5
12. We also use technology as a learning tool.			1	2	7
System					
13. Our hotel staff works closely with customers to develop new concepts.			1	1	8
14. We always try to learn from our competitors.			1	1	8
15. We have high involvement from everyone in the innovation process.		1	1	1	7

Table 8: Frequency Distribution of Survey Responses from Sweden

3.6 Limitations

When researchers conduct their studies, often their studies receive numerous criticism and limitations due to time restriction, deficient resources, inappropriate tools of measurement, or insufficient knowledge and experiences in a certain field (Boddy, 2016). The acknowledgment of research limitations and flaws not only exposes the researcher's depth of apprehension but also creates the place of suggestions for further groundwork. A limited number of samples was one of our major limitations. We had to work with a small sample size of 19 respondents because of the short time period. By dint of the time constraint, our research also could not include a wide range of secondary data analysis. Rather our research proffered prime focus on primary data analysis.

Besides these, researchers could face some uncontrollable blocks from the respondent's edge (Sarniak, 2015). Our empirical data also might have contained several limitations from our participants due to choosing an unbridled method of data collection. Through a questionnaire, it was not possible to influence or minimize the respondent's bias or limitations. Few limitations from the side of participants were mentioned below:

1. Participants could provide wrong or false information both intentionally or unintentionally.
2. Participants might feel complexity in comprehending any question.
3. Participant's intention of veiling data.
4. Availing of habituation bias by the respondents. In habituation bias, respondents yield similar responses across multiple questions that are worded in similar ways (Sarniak, 2015).
5. Participants also could be swayed by acquiescence bias. It's a type of bias where respondents exhibit the tendency to agree with all answers and negative or disagree answers are being avoided (Sarniak, 2015).

Chapter 4: Empirical Findings

This chapter presents all the research findings and outcomes without doing any manipulation. The sole objective of this section is to publicize the raw data to the audience before inaugurating the major analysis. Empirical findings accumulate all the results from surveys and follow-up interviews. As the survey questions were developed based on the SPOTS model, it contains five sections and each of the sections holds separate three questions related to its group.

4.1 Empirical Data from Bangladesh

4.1.1 Survey Findings

In spite of being a developing nation, almost all of the respondents from Bangladeshi hotel were aware of the promising sides of innovation. Table 7 presents the result of our survey in Bangladeshi hotel, where 88.9% of respondents avouched their awareness regarding innovation. But only 33.3% strongly agreed that their hotel innovation strategies are well described and well communicated. In the meantime, 77.8% of respondents agreed that they have a concrete shared vision of organizational development. But in the following question, "We systematically search for innovation for our hotel services" - almost half of the respondents remain neutral and the rest half give positive feedback. The bulk of the respondents also accepted that they always complete their projects on innovation timely though 22.2% of respondents went against this statement. When it comes to "technology" respondents share different thoughts of schools. For statements such as "We use several techniques to identify future opportunities"- 77.8% of the respondents agree, but 11.1% of them stand on the opposite side. Out of 9 respondents, 6 claimed to learn from their competitors. However, none of the respondents went against this claim and only 3 of them acted neutral. Again, whereas three of the employees completely denied that they have the process mapping tool for management, there five respondents also stated that they have the access to the mapping tool. From table 7 we can observe that only half of the respondents have high engagement in the entire innovation process.

4.1.2 Interview Findings

Three major interview questions along with several sub-questions were asked to 6 employees of Pan Pacific Hotel to discover their involvement, participants, and inner thoughts regarding innovation in hotel management. Respondents labeled innovation as "revolution", "modernization", "alteration", "life-saving ideas" and so many. Firstly, they were asked to share their speculation on the significant sides of innovation with reasonable examples. Interviewee 1 shared his thoughts and stated that *"Change is the only constant thing in this world. Therefore, innovation has become mandatory for all of us. Throughout the last few years, our hotel experienced the thirst for new ideas which could allow us to reach the zenith by integrating all of our systems. Artificial intelligence in customer service and workflow management tools have changed our whole work process drastically in a swift manner''.* Recently they have merged their ballroom and bar house to utilize the floor space and increase the sale of drinks. This strategy not only levels up their sales volume but also reduces the maintenance cost and labour cost. Interviewee 3, one of the project managers of Pan Pacific Hotel, accepted that nowadays they are realizing the urgency of innovation in their hotel industry, at least as a survival weapon. He described innovation as a source of competitive advantages. He mentioned that *"None other industry suffered as much as the hospitality industry during this pandemic. Coronavirus forced us to re-think and re-structured our technological infrastructures."* Interviewee 6 from the finance department, exemplified the scenario by mentioning one of their recent innovations, said; *"To convince our clients this year we added a new invention termed as "Contact-less Check-in & Check-out". This simple idea steadily raised our profit margin and built confidence in tourist and travellers minds".* The rest of the respondents also agreed that the pandemic brought a huge warning for them to acknowledge the future kingship of innovation and technology. But to initiate the culture of innovation, it is essential to deliver the strategies from top to bottom level.

Secondly, we intend to know Pan Pacific Hotel's integration process for new services among different departments and the obstacles they are facing to implement new strategies or innovations. Throughout this question, we were able to identify existing challenges and determine their integration level. In our interview, interviewee 2 expressed, *"Still we are newbies in the innovative market. Our organizational goals and views are not straight yet. Though we have a bunch of skilled and talented human resources, we are actually failing to use their diversified knowledge due to the lack of*

proper instructions and motives", which proves why all of the respondents are still not aware of their hotel's innovation strategies. He also added that higher management should distribute more specific and diversified strategies in an uncomplicated way so that it becomes more easy-going for all levels of hotel employees. It's true that if strategies will not be well communicated to the employees it could not accomplish its strategic goals or motives. According to interviewee 4, strategies are still now "undefined" and "vague" to the majority of the employees. Though in the survey 66.6% of respondents agreed that innovation strategy is clearly communicated, in an interview among eight, five of the respondents recognized unclear and not defined strategy as one of the major challenges of breeding the culture of innovation in their hotel management. Interviewee 1 described three primary challenges of the hotel business; *"Since 2004 I've been serving this industry. High operational expense is one of the major headaches of the management committee almost for every giant and small hotel. Unfortunately Pan Pacific is also going through this issue along with a low rate of customer retention. It's become a major challenge to level up the customer value proposition by lowering our regular cost. Even our employee turnover rate is also high from the last few years."* He ended the conversation by acknowledging the emergency of customer & employee-oriented strategies that will create a functional value chain for their hotel. They have a special board that is in charge of solving, tackling, and identifying future challenges in order to maintain smooth customer service. Endmost approval from the General Manager is needed to initiate any new ideas or strategies. Furthermore, "Budget" is recognized as a crucial challenge by Interviewee 6 and he expressed that *"We are always on a tight budget and it's frustrating"*. One of the members from the engineering department (Interviewee 5) also mentioned "deadlines" as the utmost challenge for every department.

Following his comment, interviewee 6 who has been working here for 5 years revealed, *"Of Course, it's tough and stressful but at the end of the day we always manage to meet the deadlines. To motivate our employees, we always approach new and effective reward programs. For example; the Best Performer of the team receives a family trip package along with incentives. One thing I always notice is that no matter how little the appreciation is, it always creates positive energy and vibe among the whole team. That's the reason I personally always try to appreciate my mates"*- in response to our third interview question, where we wanted to know about their internal reward policy and its effectiveness. But the interviewee 4 shared a different thought; *"I know reward programs*

are effective from the strategic point of view, but I'm doubtful of its benefit in terms of generating innovative ideas. I believe innovation demands a specific environment, tools, practices, and logistic support. Only rewards are not sufficient to introduce newness". His statement is supported by both interviewee 3 and interviewee 4 claiming that they need more technical support and tools to complete their products on scheduled time. *"From higher to mid-level authority, everyone's active and heartful effort is much needed to achieve our goals."*- said the interviewee 3. He felt the urgency of a separate research & innovation department which will be responsible for the whole innovation management procedure. Though two of the interviewees raise doubt on the reward program's effectiveness, the rest of the four interviewees acknowledge the significance of rational motivation programs that are responsible for many small to big changes in hotel activities and systems. Interview 1 mentioned his interview that *"Presently we have several programs, for example; employee of the month, thank you award, parking space, financial aids, day off and so many. However, we are continuously upgrading our motivational programs, even asking suggestions from the employees, to execute an inspiral reward policy."*

4.2 Empirical Data from Sweden

4.2.1 Survey Findings

Innovation in the hotel industry plays a vital role to survive and make a profit in the market. Sweden is a developed country, so most of the people in the hotel industry are aware of this matter. We have designed our survey questionnaire in the five different segments which are linked with our theoretical framework. In the strategic section, we can see in table-8 that around 66.66 % of responders strongly agreed with questions where only 13.33% were neutral and the rest of the 20% just agreed with the strategy for innovation in their hotel. They share their vision and communicate with each other during the formation and implementation of the strategy. The responders are well aware of the innovation in this hotel. In the innovation process, we got some negative responses, around 6.66 % of people did not agree with the statements whereas 56.66% strongly agreed with the questions. They are well aware of the innovative service for their hotel but they are concerned about completing the project on time and implementing the idea. According to their response, as an organization, they work as a team and share their ideas which helps them to make decisions quickly and smoothly. The majority of the responder

90% agreed with the statement and they get equal opportunity to share their ideas and be involved in the decision-making process. On the other hand, we got only a 10% neutral response in this part of the questionnaire. In innovation management, they use technology vastly to generate the idea to learn new things. On the other hand, responses to the following item "We have software for process mapping" were interesting. Around 30% of respondents were neutral which indicates that they are not well aware of the related software or habituate to use. In the last part of our survey question (table-8) most of the participants strongly agree with the statements 76.66 %. They try to learn from their market competitor and customers' feedback to innovate new ideas. As a matter of involvement, 1 responder out of 10 did not agree that everyone engaged in the innovation in this hotel.

4.2.2 Interview Findings

As we have mentioned before, we developed three major questions and a few follow-up questions to get more deep information about the innovation management in the comfort hotel Arlanda Airport. First of all, we tried to learn how significant innovation is in the hotel industry and the practical examples. The general manager of the hotel is playing a significant role in this process. He gave us some interesting information about his hotel innovation process. The comfort hotel Arlanda airport interviewee-1 said "*Innovation must survive in the competitive hotel industry especially in a developed country like Sweden. The guest comes here for different reasons so we think in a different way to introduce innovative services and products in our hotel. Such as the Barreception concept in our hotel. We brought this idea for the first time in a Swedish hotel which gives us a competitive advantage in the hotel business*". The statement was also supported by the interviewee-2 of the hotel. She also mentioned the challenges of this concept in her interview. She said "*It is important to bring something new to the market to benefit from the innovative product. In the hotel industry, it is not appropriate to keep the same system or product rather improve the service or generate a new idea to attract the customer and keep the market share. She also said the combination of bar and reception department minimizes the cost and maximizes the profit significantly*". Most of the employees agreed that innovation in the service industry has a significant impact to keep the market share and sustainability. During the interview, all responders have a positive attitude towards the innovation matter, and they are well aware of this. According to the interviewee-3 of comfort hotel Arlanda airport "*Innovation makes his job easier to bring a new guest into*

the property. Most of the time, guests like our new service concept. Guests receive sophisticated service at a minimum price in our hotel. New innovative service or product gives an organization extra benefit to attract new clients. People love to try new products or services, and they give feedback. This helps us to develop our product more customer-centric".

In our second question and follow-up questions about the integration process, we learn different challenges which a hotel can experience. Integration in different departments is always challenging for every company. In the hotel industry, it is more challenging but essential to operate the business smoothly. The interviewee-4 mentioned "*Integration in a different department is a vital part of our business. We use different tools in this process such as different apps and software which gives every department real-time update about the demand and supply of the hotel. Moreover, cross-departmental training also makes an impact on this process. When we combined our bar and reception, we had to train our staff and motivate them to perform the work according to the standard*". In the pandemic situation, hotel management realized more to integrate all departments and reduce the cost of the service. The interviewee-5 said "*During the pandemic, our hotel struggled to survive so we had to cut off employees which made my work more challenging and stressful. During that time, we introduced one app called Alice which helped me to get all updated information about the property for maintenance and schedule my work according to the room occupancy. The housekeeping department helped me a lot in this system to perform my job properly*". Every department has to perform according to the policy and standards of the organization. In an integration process, everybody helps to get the organizational goal. When we took an interview with the interviewee-6, she shared a recent experience "*When we were planning to start a takeaway breakfast package, some team members did not agree but when we started the service every responsible department gave their valuable effort to make this project successful. From making to reaching the product to the customer hand was challenging but due to team effort we got positive feedback*". At present, the hotel industry uses different apps and software to make their job easy and flexible. Different innovative apps make the whole process integrated as all the departments get a real-time update during the work. According to the interviewee-7 in the comfort hotel Arlanda airport "*The use of innovative technology makes his job comfortable. He said that when we use digital tools and gadgets to check the rooms and confirm the room is ready to sell to the receptions as well as the sales*

department it helps them to handle the guest's needs flexibly". In this question, all other responders also gave us a positive response during the interview. The summary of their response is "the combination of teamwork can make any project successful in an organization".

In the final part of our interview, we were asked about the reward system for employees in their hotel and the impact of rewarding innovation management. The interviewee-8 mentioned *"We have a different rewarding system for our employees, such as overnight stay at the hotel or use of some kind of coupon for discounted food in our other chain. The main strength of my department is my employees. We encourage everyone to bring new ideas and implement those ideas in real service. We motivate and support new ideas as well as nominate the best employee for the idea in a month. This process helps us positively most of the time"*. On the other hand, the finance manager (interviewee-9) mentioned *"Financial reward system does not work all the time. The proper training, motivation and appreciation sometimes work more than the money"*. The bar reception and housekeeping manager strongly agreed with this statement as well as other managers who positively explained the process.

Chapter 5: Analysis of Data

Chapter of analysis reveals the theoretical analysis of empirical findings. Firstly, this chapter will analyze the quantitative and the qualitative data separately. After that, we will combine the final analysis to connect with existing theories and literature. The structure of this chapter is influenced by the SPOTS model.

5.1 Strategy

5.1.1 Comparative analysis of the findings:

High and quick responses toward innovative activities do not guarantee the success scenario of implementing innovation within the firm (Ferreira, Fernandes, Alves & Raposo, 2015). In terms of strategy implementation, there has been noticed a significant difference between the responses of Bangladesh and Sweden. All the respondents from Sweden concede that they have well-defined strategies that are communicated throughout the entire team. There exists not a single point of disaccord among the respondents concerning strategic focus. Whereas in Bangladesh, respondents show a blended opinion over their hotel strategic response and goals. Surprisingly both of the hotels have some respondents who act 'neutral' in response to the questions. According to Blasius & Thiessen (2001), neutral answers could fall for both substantive and non-substantive groups as people might employ it to hide their unconsciousness or be unable to find any relevance regarding the situation. Thus, there left ambiguity in the responses from the Swedish hotel as every answer contains one or two neutral responses.

Both of the hotel's employees acknowledge the significance of innovation throughout their interview sessions. However, it has been underlined that Bangladesh realized the gravity of innovation more than ever after the outbreak of the pandemic. It is visible that Bangladesh is realizing the significance of innovation more recently compared to Sweden. Even more in Bangladesh innovation comes as a solution for the problem whereas in Sweden innovation more resembles uniqueness. For example, Pan Pacific Hotel merged its bar and ballroom to increase the sales volume of drinks while on the contrary Comfort Hotel introduced the 'Barreception' concept, a combination of bar and reception- as its one of the competitive advantages. Here, though both of the hotels

consolidate their two separate sections under one single department, the purposes of the invention were poles apart.

5.1.3 Discussion:

Employee awareness of innovation in the matter of organization's competitiveness drives the culture of innovation within the organization (Ferreira, Fernandes, Alves & Raposo, 2015). During the interviews and surveys from Sweden, everybody, and from Bangladesh, almost all of the respondents were in tune with the significant fact of innovation. It reflects that both of the nations have active responses which drive them towards innovativeness (Ferreira, Fernandes, Alves & Raposo, 2015). Simultaneously both of the countries are using innovation as a cost deductive tool that initializes the time-cost-based strategic positioning and planning (Taghizadeh & Rahman, 2013). It is confirmed after the interviews from both hotels that they are concentrating on knowledge structures to deal with their narrower focus of goals. For example, both countries generate knowledge from experiences and their innovation goals are customer-centric. This view is consistent with the fact that they have almost the same level of a shared vision of organizational development through ensuring innovativeness. According to Lemon and Sahota (2004), the commonly shared perspective of organizational abilities and developments has an impact on the strategic behavior and performance of the firm. It was highlighted by the staff of the Swedish hotels that one of the motives of their encouraging continuous innovation is to behold the market share and to lead for the top position. Customers are their topmost priority and to capture the market position they are approaching innovation on a continuous basis. This approach is relative to the market orientation theory which gives primary focus on collecting data to establish strategic decision-making processes that eventually maximize the buyer's value (Hult, Hurley, and Knight, 2004). Market-oriented organizations are on the road to rapid adaptation in terms of developing products and services to meet up the current market trends. Deshpande, Farley, and Webster (1993) believed that there exists a strong correlation between market orientation and innovativeness (Ferreira, Fernandes, Alves & Raposo, 2015); thusly it leads Comfort hotel towards achieving superior business performance through innovation. Furthermore, Tidd and Bessant (2009) speculated that high performance on innovation is determined by employing translucent strategies. In Bangladesh still, there is a gap in the line of communication; therefore, innovation strategies are not clearly

transferring to every department, which at length lowers their grades in the innovation performance parameter. Reversed version detected in Sweden. Here everybody within a team is well informed about their hotel's innovation strategies and also builds up a strong communication network within the hotel which level up their performance on innovation to the highest level.

During the interview session with Comfort Hotel's general manager, it's been confirmed that their hotel practices innovation not only to sustain in the competitive market but also to bring unique products and services to the market. Strategic actions toward innovation maximize hotel efficiency and that also causes an increase in the volume of services (Taghizadeh & Rahman, 2013). Hence, Swedish hotels are able to perform innovative activities and research for increasing the value of services and being the market leader, which categorizes them as 'Basic Research' in the innovation matrix. According to Satell (2017), this type of innovation practice allows firms to search for newness beyond any limit. Respondent 3 also confirmed that Comfort hotel not only looks for the solution for any distinctive problem or basic improvements of existing facilities, rather continuously searches for value-added programs and diversifies their present scopes. On the flip side, Respondents 2 and 6 from Pan Pacific hotel pointed out that their hotel leans towards innovation whenever they meet up with any obstacle. For instance, 'Pandemic', due to the haphazard situation of corona-virus, Pan Pacific hotel realized the significance of innovation and started to concentrate on innovative services, whereas Swedish Comfort hotel was concerned about innovation far before the pandemic. Thus, we can categorize the practice of innovation in Bangladesh as 'Sustainable Innovation' in the innovation matrix as their innovation activities triggered only after the appearance of trouble scenarios (Satell, 2017).

5.2 Process

5.2.1 Comparative analysis of the findings

Searching for innovation is one of the major challenges for every organization. When we talk about the hotel industry it is significant to introduce a new service or product to get a competitive advantage from the market. In our survey response from table 6, we found that around 70 % of responders agreed that they searched the innovative product for their hotel systematically whereas 10% had the opposite opinion. On the other hand, table 7

represents that all of the responders had a positive answer whereas 70% strongly agree with the statement. Project implementation in a scheduled time frame is another challenging issue for a company. In this stage, we got a 10% negative response from Tables 6 and 7 and an almost similar neutral response from our survey questions 5 and 6. On the other hand, we got a more strongly agreed response from Swedish hotel 50% than Bangladeshi hotels only 20%. The rest of them just agreed with those questions.

In our interview session, we got the response from a different angle from Bangladeshi and Swedish hotels in the innovation process. The Pan pacific hotel is more concerned about their budget and deadline of the project work. They assume that completing the project within the time frame with a limited budget and appreciation of the employee brings a good result for them. On the other hand, Comfort hotel management focused on the easy solution of their work. They mostly use different apps and software solutions to make the innovation process easy for the employee. They believe if the employee can understand the process and easily manage the work that impacts the final implementation of the project.

5.2.2 Discussion:

Innovation is always challenging for every sector of the world. The innovation in the hotel industry makes them confident and attractive to the guest. The service innovation process is different from product innovation. In the service innovation process, every phase is described in detail. Service innovation starts with service creation, such as (idea generation), service engineering (developing the idea), the service management step the service is implementing, and evaluating the result (Tilebein, 2006; Walder & Pospiech, 2006). In the hotel industry, it is vital to train and develop the employees before launching the product in the market (Walder, 2005). The innovative hotel can stand strongly in the industry and get a competitive advantage from the market. In this thesis, we observe from our survey, and interview response how different the two hotels are in the innovation process. Four particular issues come forward in the innovation process in their hotels, time management, budget, easy to follow, and modern technology. As a developing nation Bangladeshi hotel pan pacific always faces budget issues during their innovation process, which makes their work more challenging in the implementation stage within the time frame. The main challenge for innovation management is to create something

with a limited budget (Tidd and Bessant, 2013). Nevertheless, Comfort hotel focus on the uncomplicated and suitable solution for their innovative product. The innovative product or solution does not need only the external market but also the internal organization's demand (Tidd and Bessant, 2013). They mentioned in their interviews that the limitation of time is the most challenging in the innovation process. The significant difference between those two hotels is the searching process of innovation. The management of the comfort hotel is fully aware of this issue. They go through a systematic way to introduce something new in their hotel. Finding the main problem is the basis for the innovation management approach and initiative (Hartschen, Scherer, & Brugger, 2009). The idea generation stage is the crucial part, as this is the base for the future innovation process. For that reason, an innovative organization builds up some sort of communication system, rewards, and resources (Galbraith, 1999). We have observed from the collected data that there are significant differences in the innovation process of those hotels. Based on the economic condition and the organizational culture, it differs from the nature of the approach towards practicing innovation in the service industry.

5.3 Organization

5.3.1 Comparative analysis of the findings

Coordination of different departments is one of the major challenges for the organization. When an organization manages its different parts successfully, it can launch its new product in a systematic way. In our survey questionnaire response, we can see in table-6 and 7 that everyone agrees on question number 7. In this question, 70% of respondents from comfort hotels were strongly agreed, while only 33.33 % of responders from the pan pacific were strongly agreed and the rest of them were agreed. In questions 8 and 9 we got an 11.11% negative response from pan pacific where the comfort hotel gave all positive responses. Only 15% of responders were neutral from comfort hotels and 27.77% from pan pacific hotels.

In our interview session, we got the opposite response from their organizational practice in those two hotels. In comfort hotels, they are more likely to work in a team, so when a new idea comes, they implement that in real-time service and measure the result. On the other hand, pan pacific hotels management had mixed responses about the departmental

coordination. As they have the budget restriction so it is not possible for them to introduce any new concept easily and involve all the departments.

5.3.2 Discussion

The organization plays a vital role in the innovation process in the business world. The collaboration of the departmental and managerial efforts both are essential for welcoming the success of the innovation or product of the organization in the service industry (Taghizahed & Rahman, 2013). The key challenge for innovation management is how to make sense of the potential input – and to do so with often limited resources. It is difficult for any organization to cover all the bases, so for undertaking the search process, where some underlying strategy should be applied (Tidd and Bessant, 2013). In our thesis, we examine that the budget and departmental coordination are almost opposite in those two hotels. In comfort hotels, we found that they are more effective in teamwork than pan pacific hotels. When every department gives their effort simultaneously then a successful project can run. Organizational culture has significant effects on the innovation process. A creative organizational culture not only shows firms how to utilize the creativity and talents of employees but also directs the firms to maintain a steady stream of ideas feeding into the final stage of new ideas of product generation (Tidd and Bessant, 2013). In this thesis, we saw the significant difference between those two hotels in the organizational culture such as funding, idea generation, teamwork, reward, etc. The comfort hotel's organizational culture motivates their employees to work as a team and bring the result. On the other hand, pan pacific hotel still practices hierarchy, which interrupts the work from idea generation to implement the service.

5.4 Tools and Technologies

5.4.1 Comparative analysis of the findings

The use of different technology significantly increases in the service industry, especially the hotel sector. If a hotel uses smart technology that can dynamic their work and solve the problem. In our survey, we see that the comfort hotel management team uses different technology more often than a pan pacific hotel. Both hotels use different techniques to identify future opportunities and most of the managers agreed on this matter. In comfort hotels, 70% of managers said that they use software to process mapping whereas 55.55%

of people agreed with this question and only 1 responder strongly agreed. At the same time, 33.33% of employees disagreed with this question. We have found in the survey response that both hotel managerial people use technology for their learning tools and use that in their work.

Technological advancement makes life easy for hotel employees. The use of proper tools and techniques is useful for the management people to perform their work efficiently. During the interview session, we found that both the hotels' employees use the term technology and apps several times. We observed that comfort hotel uses different technological tools and software to make their life comfortable at work. They use the integrated app called Alice to manage their room cleaning activities. On the other hand, pan pacific hotels use different software to keep their booking and daily work systematically.

5.4.2 Discussion

In today's world technology is used widely in every sector of work. In the hotel industry, the use of different technology makes their work easy and comfortable in every way. Information technology (IT) systems have now dominated the hotel industry for the way of business process over two decades (Buhalis & Leung, 2018; Garrigos-Simon, Galdon, & Sanz-Blas, 2017), also approaching the customers directly (Leung, Law, van Hoof, & Buhalis, 2013; Sotiriadis, 2017), increase their competitiveness, and upgrade their organizational performance (Inversini & Masiero, 2014; Melián-González & Bulchand-Gidumal, 2016). However, research shows that there are some drawbacks to adopting IT process in the hotel industry which is hampered by numerous components that can be grouped into internal (Jia, Guo, & Barnes, 2017; Tarhini, Masa'deh, Al-Badi, Almajali, & Alrabayaah, 2017; Wang, Gunasekaran, Ngai, & Papadopoulos, 2016) and external factors (Abou-Shouk, Lim, & Megicks, 2016; Lin, 2017). Moreover, IT investments always rely on the decision of hotel managers and how they are supposed to consider the use of such technologies. In other words, the more positive their attitudes, the more likely they are to invest in IT (Leung, Lo, Fong, & Law, 2015; Ramayah, Ling, Taghizadeh, & Rahman, 2016). During our interview session, we have noticed some interesting points in comfort hotels that they emphasize using different apps and software for their daily routine work. They think that using those apps and software helps them to get a real-time update about the business and future planning. Such as cashless transactions or self-

check-in systems through software helps them to reduce employee cost as well as faster the process. Now, in operating instructions, manuals, and software, IT is doing a mesmerizing job to expand the international flow of codified knowledge (Tidd and Bessant, 2013). On the other hand, pan pacific hotel also introduces the self-check-in system during the pandemic situation which ensures the guest and employees' health security. In this scenario, we can see that both hotels use technology to make their work easy and comfortable. no technique should be allowed to determine outcomes, as these decisions are a management responsibility. Many techniques used today are totally or partially software-based, which have some additional benefits in automating the process. Managers' interpretation is the first and foremost issue for dealing with any case or method (Tidd and Bessant, 2013). The significant difference between those two hotels is using the software to map the process. We observed that comfort hotel management has a clear vision and idea about using the software where almost half of the pan pacific hotel management team are not aware of this software issue. Even when it comes to the mature industry, newly created opportunities are also enhanced by the advanced technological process for profitable innovation (Tidd and Bessant, 2013).

5.5 System

5.5.1 Comparative analysis of the findings

When it comes to learning from competitors, both Pan Pacific and Comfort Hotel utilize competitors as a learning mechanism to optimize their own capabilities. Among the survey questions, Sweden has very few numbers of disagreements or strong disagreements in other statements. Surprisingly in the following statement regarding employee involvement in the innovation process, it comes to the light that not everyone from the hotels has the same level or high level of participation rate. But compared to Sweden in Bangladesh, Pan Pacific hotel needs to prioritize their hotel's guests more closely to learn from their demands and attitude to develop new concepts.

Following interviews from Swedish and Bangladeshi hotels, it is confirmed that both together have a qualified integrated system for their respective hotels. Both of the hotels have integrated their reservation and front-line services by using the PMS tool. But Bangladesh is only lagging behind because of not using existing facilities and opportunities. Interviewee 3 figured out their shortfalls and mentioned that "We need to

learn by transmitting the experience". Whereas in Sweden, respondents showed confidence and reliance on their integrated system.

5.5.2 Discussion

An integrated multi-diversional system is required to provide the fastest delivery. Besides PMS, Comfort Hotel uses several hotel managements tools to supply consolidated service. They simultaneously learn from their competitors and customers to introduce newly developed services. This action of plan complies with the ERP (Enterprise Resource Planning) system which is able to promote knowledge-exchange and new service development (Hull & Tidd, 2003a). On the other hand, Bangladesh is failing to monitor customers closely, which is blocking them to generate customer-friendly ideas. They are more likely to concentrate on existing services. This process is named BRP (Business Process Re-Engineering) where firms optimize processes around existing service offerings (Hull & Tidd, 2003a). But the continuous practice of this process can create barriers for Bangladesh for generating customer-centric ideas and inventions.

5.6 Why strategy and process?

Scholars said strategy is the foundation of any innovation. A suitable innovation strategy and proper communication among the employees is the basis of the innovation (Lemon & Sahota, 2004). The business organization creates its management policy to fulfill the customer demand. Firms use their internal resources to meet the client's demand and encourage new ideas (Sundbo, 1997). A new idea is the foundation of the innovation capacity in an organization, which depends on knowledge generation (Koc & Ceylan, 2007). The organizational structure, culture, and motivation encourage employees to generate new ideas which create an innovative environment inside the firm (Lemon & Sahota, 2004).

Every organization tries to manage and organize the innovation-related processes to identify and produce the ultimate solution (Tidd & Bessant, 2009). The effective innovation process depends on the organization's culture (Koc & Ceylan, 2007). The management practice and proper process create a team and drive it towards innovation (Chen & Guan, 2011). Therefore, an organization's innovation capacity is interrelated with its capability to launch a new process (Chen & Guan, 2011).

The authors wanted to check the influence of the organizational strategy and process in innovation management in Sweden and Bangladesh. As proper organizational strategy and communication can generate new ideas, structured processes help them to develop them. We found a significant difference in those two hotels' organizational strategies and processes. The authors specifically focus on these two points because those are the fundamentals of innovation in the firm. If those do not work properly, then it is hard to launch a new service or product in the market. Organizational culture, management policy, teamwork, communication is interrelated to develop a new innovative product or service. An organization needs proper strategy and well-structured processes to encourage innovation which makes these two points more attractive to the authors.

Chapter 6: Conclusion

This is the last and final part of the thesis which will provide a sense of completeness by summarizing the key issues. This chapter will also locate the places for future studies along with the knowledge contribution.

6.1 Reflections of the Study

The purpose of innovation management is to build a platform where ideas could be bloomed distinctly and turn into successful innovation. After the descriptive analysis, we can conclude that Sweden is successfully practicing its innovation management and achieving its peak position. By implementing effective planning, and strategies with the right adaptation of cultural values and organizational environment, Sweden becomes the market leader in the field of innovation. Their approach towards the innovation process is very systematic and well structured so that all levels of employees are well informed about their strategic vision and development. They share the same goal of organizational development through continuous improvement of customer service and facilities. They have designed their entire management process on the basis of customer demand and satisfaction by utilizing the latest technological advancements. In the innovation matrix, they mostly follow the Basic Research approach to experiment with new ideas, though they also hire break-through and sustainable approaches several times according to their designated task or problem. In the meantime, there is still inadequacy in delivering the knowledge of the innovation process; from idea generation to successful execution; which lowers the high involvement rate in the innovation process. In a nutshell, though employees are alert regarding their intent and also their internal communication facilities are stronger, they are fighting to capture the whole innovation process. Tidd and Bessant (2001) also recognized innovation as an experimental tool and claimed that there exist no perfect organization to manage innovation.

In the scenario of Bangladesh, it could be said that they have the potentiality and they are rising. Innovation is not a new term for Bangladesh and they are realizing its significance more deeply in recent days. They have a strong shared vision of prosperity which could be developed more if they could establish a clear line of communication. Initially, they are practicing sustainable innovation to create new offerings, but they require more interactions with customers as a means to develop in-depth relationships. According to

Tidd and Bessant (2001), it is almost impossible to manage innovation flawlessly. In Bangladesh, there are lacking in managing the entire innovation process. As innovation management is complex, they need to focus on installing new technologies, time management, and effective strategies to develop as an innovation-friendly organization (Tidd and Bessant, 2001).

6.2 Theoretical Contribution

The main implication of this thesis is that it identifies the area of improvements in innovation management for both developing and developed nations. It picks out the key challenges that require high concern to maintain the innovation process. For instance, Bangladesh mentioned budget and timing as their primary challenges, and Sweden was concerned about integration. In consequence time management, cross-functional integration, and budget management have emerged as alarming issues in the field of innovation management, especially for the hotel industry. Our research could be also used as a guideline for the hotel managers to build up their team and boost up the innovation process.

6.3 Limitations and Future recommendations

During the process of this thesis, we recognized the gaps in the innovation process between two different economic background countries. This gap created a situation where we found limited literature and research papers to get enough knowledge in this domain. In this thesis, we accumulated data only from two hotels in Sweden and Bangladesh, which is caused to get access to limited data or information to understand the innovation management practice in two different countries. Due to the limited sample size, we could not use any data analysis software to get more specific results from the survey feedback. This research considers the feedback and responses only from the middle level and operation level employees and ignores the ground level employees of the hotel, which caused to represent only one side reflection. These deficient responses are one of the major limitations of this thesis. We work with the SPOTS models by (Tidd, 2001) where five components have been used to describe innovation management but, in this thesis, only two components are focused on analysis deeply. As we have got data from two hotels, which narrow the scope to discuss in a vast scenario on this domain.

This thesis could render a future study area for the researchers who will attempt to improvise innovation management culture or build any sustainable managerial theory. There is vast scope to research further in innovation management in the hotel industry. In the future, the researcher could approach a comparative study with a large sample size in the hotel industry in developed, developing, and under-developed nations to identify the reason behind some nations failing to compete in the global market successfully. The future researcher can take into consideration all the employees from top to bottom to investigate the actual scenario of innovation management practice in different geographical locations. Similarly, as we exercise deep discussion of the two elements of the SPOTS model, future researchers can discuss or test all five components of this model so that readers can get a clear view of the influential effects of the SPOTS model.

References

1. Alderin, C., & Do, T. (2016). Sustainable Innovation - Driving Factors in Large Firms (Dissertation). Retrieved from http://urn.kb.se/resolve?urn=urn:nbn:se:uu:diva-296676

2. Abou-Shouk, M.A., Lim, W.M. and Megicks, P. (2016). Using competing models to evaluate the role of environmental pressures in e-commerce adoption by small and medium sized travel agents in a developing country. *Tourism Management*, [online] 52, pp.327–339.

3. Adams, A.M., Ahmed, T., El Arifeen, S., Evans, T.G., Huda, T. and Reichenbach, L. (2013). Innovation for universal health coverage in Bangladesh: a call to action. *The Lancet*, 382(9910), pp.2104–2111.

4. Al karim, r. and islam, m.w. (2020). assessing customer demand and customer satisfaction through social and environmental practices in the hotel sector of bangladesh. *GeoJournal of Tourism and Geosites*, 30(2 supplement), pp.843–851.

5. Ahlstedt, M., & Linde, J. (2011). Open innovation as a strategy for small high–techcompanies.https://www.divaportal.org/smash/get/diva2:831861/FULLTEXT 01.pdf

6. Aalto Hagman, F., & Sonde, C. (2011). Innovation Crowdsourcing : Exploring the Use of an Innovation Intermediary (Dissertation). Retrieved from http://urn.kb.se/resolve?urn=urn:nbn:se:liu:diva-77719

7. Artii, N. (2016). Evaluation of the Innovation Influences and Effects in Hotel Industry. *SSRN Electronic Journal*.

8. Barney. (1986). Organizational culture: can it be a source of sustained competitive advantage? Academy of Management Review, 656-665.

9. Bharwani, S. and Mathews, D. (2016). Customer service innovations in the Indian hospitality industry. *Worldwide Hospitality and Tourism Themes*, 8(4), pp.416–431.

10. Bilgihan, A. and Nejad, M. (2015). Innovation in hospitality and tourism industries. *Journal of Hospitality and Tourism Technology*, 6(3).

11. Blasius, Jörg, & Thiessen, Victor (2001). The Use of Neutral Responses in Survey Questions: An Application of Multiple Correspondence Analysis. In: Journal of Official Statistics, Vol. 17, 2001, No. 3, pp. 351-367., 2001.

12. Boone HN, Boone DA. (2012) Analyzing Likert Data. Journal of Extension.50(2). Retrieved: http://www.joe.org/joe/2012april/tt2.php

13. Boddy, Clive Roland. (2016) "Sample Size for Qualitative Research." Qualitative Market Research: An International Journal 19 : 426-432

14. Bryman, A., (2008), Of methods and methodology. Qualitative Research in Organizations and Management: An International Journal.

15. Buhalis, D. and Leung, R. (2018). Smart hospitality—Interconnectivity and interoperability towards an ecosystem. *International Journal of Hospitality Management*, [online] 71, pp.41–50.

16. Chen, K. and Guan, J. (2011). Mapping the innovation production process from accumulative advantage to economic outcomes: A path modelling approach. *Technovation*, 31(7), pp.336–346.

17. Choy, L.T., 2014. The strengths and weaknesses of research methodology: Comparison and complimentary between qualitative and quantitative approaches. IOSR Journal of Humanities and Social Science, 19(4), pp.99-104.

18. Cooper, R. G. (2008). Perspective: The Stage Gate Idea-to-Launch Process-Update, What's New, and NexGen Systems. The Journal of Product Innovation Management(25), 213-232.

19. COTEC. (1999) Pautas Metodológicas en Gestión de la Tecnología y de la Innovación para Empresas TEMAGUIDE. Madrid: Fundación COTEC para la Innovación Tecnológica

20. Creswell, J.W., (1994) Research Design: Qualitative & Quantitative Approaches, London: SAGE Publications.

21. Damke, L. I. et al. (2021) 'Sustainable management practices and innovation capacity in family agribusinesses', Environmental Quality Management, 30(4), pp. 5–20. DOI: 10.1002/tqem.21724.

22. Darwin, C. (1998). *On the origin of species, a facsimile of the 1.ed.* Cambridge, Mass. [U.A.] Harvard Univ. Pr.

23. Day, G. S. and Shea, G. (2020) 'Changing the Work of Innovation: A Systems Approach', California Management Review, 63(1), pp. 41–60. DOI: 10.1177/0008125620962123.

24. Dasgupta, M., Gupta, R. (2009). Innovation in organizations: a review of the role of organizational learning and knowledge management. Global Business Review, 10(2), 203–224.

25. D'Alvano, Luigi & Hidalgo, Antonio. (2012). Innovation management techniques and development degree of innovation process in service organizations. R&D Management. 42. 10.1111/j.1467-9310.2011.00663.x.

26. de la Peña, M.R., Núñez-Serrano, J.A., Turrión, J. and Velázquez, F.J. (2016). Are innovations relevant for consumers in the hospitality industry? A hedonic approach for Cuban hotels. *Tourism Management*, [online] 55, pp.184–196.

27. Della Corte, V., Cascella, C., Del Gaudio, G. and Di Taranto, E. (2015). Service Innovation through Networking and Value Co-Creation. Some Empirical Evidence from Hotel Industry. *SSRN Electronic Journal*.

28. Deshpande, R., Farley, J., & Webster, F. (1993, January). Corporate culture, customer orientation, and innovativeness in Japanese firms: A quadrat analysis. Journal of Marketing,57, 23–37

29. Dzhandzhugazova, E.A., Blinova, E.A., Orlova, L.N. and Romanova, M.M., 2016. Innovations in hospitality industry. International Journal of Environmental and Science Education, 11(17), pp.10387-10400.

30. Enz, Cathy & Siguaw, Judy. (2003). Revisiting the Best of the Best: Innovations in Hotel Practice. Cornell Hotel and Restaurant Administration Quarterly. 44. 115-123. 10.1016/S0010-8804(03)90115-7.

31. Ezzaouia, I. and Bulchand-Gidumal, J. (2020). Factors influencing the adoption of information technology in the hotel industry. An analysis in a developing country. *Tourism Management Perspectives*, 34, p.100675.

32. Ferreira, J.J., Fernandes, C.I., Alves, H. and Raposo, M.L., (2015). Drivers of innovation strategies: Testing the Tidd and Bessant (2009) model. *Journal of Business Research*, *68*(7), pp.1395-1403.

33. FIRESTONE, W. A. (1987). "Meaning in Method: The Rhetoric of Quantitative and Qualitative Research", Educational Researcher, 16(7), pp. 16–21. DOI: 10.3102/0013189X016007016.

34. Garrigos-Simon, F.J., Galdon, J.L. and Sanz-Blas, S. (2017). Effects of crowd voting on hotels: the Booking.com case. *International Journal of Contemporary Hospitality Management*, 29(1), pp.419–437.

35. Graue, C., 2015. Qualitative data analysis. International Journal of Sales, Retailing & Marketing, 4(9), pp.5-14.

36. Griffin, A. (1997). The Effect of Project and Process Characteristics on Product Development Cycle Time. *Journal of Marketing Research*, 34(1), pp.24–35.

37. Gunday, G., Ulusoy, G., Kilic, K. and Alpkan, L. (2011). Effects of innovation types on firm performance. *International Journal of Production Economics*, 133(2), pp.662–676.

38. Hall, P. and Löfgren, K. (2016). Innovation Policy as Performativity—the Case of Sweden. *International Journal of Public Administration*, 40(4), pp.305–316.

39. Hayes, A. (2021). *What Is a Mature Industry?* [online] Investopedia. Available at:

https://www.investopedia.com/terms/m/matureindustry.asp#:~:text=What%20Is

%20a%20Mature%20Industry [Accessed 2 Dec. 2021].

40. Joshi, A., Kale, S., Chandel, S. and Pal, D.K., 2015. Likert scale: Explored and explained. British Journal of Applied Science & Technology, 7(4), p.396.

41. Hull, F.M. (2003). Product development in service enterprises: Case studies of good practice. In J. Tidd & F.M. Hull (Eds), Service innovation: Organizational responses to technological opportunities & market imperatives (pp. 371–390). UK, London: Imperial College Press.

42. Hull, F.M., Tidd, J. (2003a). A composite framework of product development and delivery effectiveness in services. In Tidd, J., Hull, F.M. (Eds), Service innovation; organization responses to technological opportunities & market imperatives (Vol. 9, pp. 343–371). UK, London: Imperial College Press.

43. Hult, G., Hurley, R. and Knight, G., 2004. Innovativeness: Its antecedents and impact on business performance. Industrial Marketing Management, 33(5), pp.429-438.

44. International Monetary Fund. 2021. Bangladesh. [online] Available at: <https://www.imf.org/en/Countries/BGD> [Accessed 8 December 2021].

45. Inversini, A. and Masiero, L. (2014). Selling rooms online: the use of social media and online travel agents. *International Journal of Contemporary Hospitality Management*, 26(2), pp.272–292.

46. Kanda, W., Río, P. del, Hjelm, O. and Bienkowska, D. (2019). A technological innovation systems approach to analyse the roles of intermediaries in eco-innovation. *Journal of Cleaner Production*, 227, pp.1136–1148.

47. Klippel, A.F., Petter, C.O. and Antunes, J.A.V. (2008). Management Innovation, a way for mining companies to survive in a globalized world. *Utilities Policy*, [online] 16(4), pp.332–333. Available at: https://www.sciencedirect.com/science/article/pii/S0957178707000914

48. Koc, T. and Ceylan, C. (2007). Factors impacting the innovative capacity in large-scale companies. *Technovation*, 27(3), pp.105–114.

49. Kogabayev, T. and Maziliauskas, A. (2017). The definition and classification of innovation. *HOLISTICA – Journal of Business and Public Administration*, [online] 8(1), pp.59–72.

50. Law, R., Buhalis, D. and Cobanoglu, C. (2014). Progress on information and communication technologies in hospitality and tourism. *International Journal of Contemporary Hospitality Management*, 26(5), pp.727–750.

51. Lemon, M. and Sahota, P., 2004. Organizational culture as a knowledge repository for increased innovative capacity. Technovation, 24(6), pp.483-498.

52. Bower, Joseph l. Christensen, Clayton M., (1995). Disruptive technologies: catching the wave. 28(2), p.155.

53. Mcdermott, C., & O'connor, G. (2002). Managing Radical Innovation: An Overview Of Emergent Strategy Issues. Journal Of Product Innovation Management, Vol. 19(6), pp. 424–438.

54. Melián-González, S. and Bulchand-Gidumal, J. (2016). A model that connects information technology and hotel performance. *Tourism Management*, 53, pp.30–37.

55. Morrison, P. D., Roberts, J. H., & von Hippel, E. (2000). Determinants of User Innovation and Innovation Sharing in a Local Market. Management Science, 12, 1513 - 1527.

56. Naranjo-Valencia, Julia & Jimenez-Jimenez, Daniel & Sanz Valle, Raquel. (2011). Innovation or imitation? The role of organizational culture. Management Decision. 49. 55-72. 10.1108/00251741111094437.

57. Nielsen, Lynge. (2011). Classifications of Countries Based on Their Level of Development: How it is Done and How it Could Be Done. IMF Working Papers. 11. 10.5089/9781455216789.001.

58. Nordic Choice Hotels. (2021). Comfort Hotel® Arlanda Airport Terminal. Available at: https://www.nordicchoicehotels.com/hotels/sweden/stockholm-arlanda-airport/ -hotel-arlanda-airport/ (Accessed: 11.22.2021)

59. The Window of Opportunity. (2005). *OECD Papers*, 5(5), pp.1–39.

60. Othman, S., Steen, M. and Fleet, J., 2020. A sequential explanatory mixed methods study design: An example of how to integrate data in a midwifery research project. Journal of Nursing Education and Practice, 11(2), p.75.

61. Ottenbacher, M.C. (2007). Innovation Management in the Hospitality Industry: Different Strategies for Achieving Success. *Journal of Hospitality & Tourism Research*, 31(4), pp.431–454.

62. Pan Pacific Hotel Sonargaon. (2021). Pan Pacific Hotels Group, Available at: https://www.panpacific.com/en/about.html (Accessed: 11.22.2021)

63. Rahimli, A. (2013). Factors Influencing Organization Adoption Decision On Cloud Computing. *International Journal of Cloud Computing and Services Science (IJ-CLOSER)*, 2(2).

64. Rogers, E. M. (1983). Diffusion of innovations. Third edition. New York. Free Press

65. Rogers, M. (1995). Diffusion Of Innovation. 4th Edition. New York: The Free Press.

66. Rothwell, R. (1994). Towards the Fifth-generation Innovation Process. International Marketing Review, 7-31.

67. Rowe A., & Boise, B. (1974). Organizational Innovation: Current Research And Evolving Concepts. Public Administration Review, Vol. 34, No. 3, pp. 284–293.

68. Sarniak, Rebecca. (2015). 9 types of research bias and how to avoid them. Quirk's Media.<https://www.quirks.com/articles/9-types-of-research-bias-and-how9them-to-avoid-them> [Accessed 26 December 2021].

69. Satti, Z.W., Babar, S.F., Parveen, S., Abrar, K. and Shabbir, A. (2020). Innovations for potential entrepreneurs in service quality and customer loyalty in the hospitality industry. *Asia Pacific Journal of Innovation and Entrepreneurship*, ahead-of-print(ahead-of-print).

70. Saunders, M.L. and Lewis, P., and Thornhill, A., (2009). Research Methods for Business Students. Financial Times Prentice Hall Inc., London.

71. Schumpeter, J.A., 1982. Teoria do Desenvolvimento Econômico: uma investigação sobre Lucros, Capital, Crédito, Juro e o Ciclo Econômico. Coleção Os Economistas, Abril Cultural, São Paulo, p. 112.

72. Sirirak, S., Islam, N. and Ba Khang, D. (2011). Does ICT adoption enhance hotel performance? *Journal of Hospitality and Tourism Technology*, [online] 2(1), pp.34–49.

73. Soete, Luc, & Miozzo, Marcela (1989). Trade and development in services - a technological perspective. In TU-22.1335 (Ed.), Service Innovation and New Service Development P: Aalto University, School of Science

74. Song, Wenyan & Ming, Xinguo & Han, Yi & xu, Zhitao & Wu, Zhenyong. (2014). An integrative framework for innovation management of product–service system. International Journal of Production Research. 53. 1-17. 10.1080/00207543.2014.932929.

75. Stark, J. (2011). Product Lifecycle Management (Second ed.). London: Springer-Verlag London Limited 2011

76. Satell, G., 2017. The 4 types of innovation and the problems they solve. Harv Bus Rev, 11, pp.2-9.

77. Storey, Chris & Easingwood, Chris. (1999). Types of New Product Performance: Evidence from the Consumer Financial Services Sector. Journal of Business Research. 46. 193-203.

78. Sundbo, J. (1997). Management of innovation in services. Services Industries Journal,
17(3), 432–455.

79. Sweden.se. 2021. Innovation in Sweden. [online] Available at: https://sweden.se/work-business/business-in-sweden/a-country-of-innovation [Accessed 8 December 2021].

80. Taghizadeh, S.K., Rahman, S.A., Halim, H.A. and Ahmad, N.H. (2017b). Dwelling into Service Innovation Management Practices: A Comparison Between Telecommunication Industry in Malaysia and Bangladesh. *Global Business Review*, 18(1), pp.87–98.

81. Taghizadeh - Nastaran, Seyedeh Khadijeh & Rahman, Syed Abidur. (2013). The Effect of Service Product Innovation Management on Market Performance through Organizational Culture: In Context of Service Product Industry. International Journal of Business and Innovation. 1. 1-15.

82. Tidd, J. and Bessant, J.R. (2013). *Managing innovation : integrating technological, market and organizational change.* 5th ed. Hoboken, Nj: Wiley.

83. Tidd, J., Bessant, J. (2009). Managing innovation: Integrating technological, market and organizational change (4th ed.). West Sussex, England: John Wiley & Sons, Ltd.

84. Tidd, J., Bessant, J., Pavitt, K. (2001). Managing innovation: Integrating technological, market and organizational change (2nd ed.). Chichester: John Wiley & Sons.

85. Twiss, B. (1989). Goodridge M., Managing Technology for Competitive Advantage: Integrating Technological and Organisational Development: From Strategy To Action. Trans-Atlantic Publications.

86. Urabe, K. (1988). Innovation and Management: International Comparison. Berlin, New York:Walter De Gruyter.

87. Verma, R., Stock, D. and McCarthy, L. (2012). Customer Preferences for Online, Social Media, and Mobile Innovations in the Hospitality Industry. *Cornell Hospitality Quarterly*, 53(3), pp.183–186.

88. Victorino, L., Verma, R., Plaschka, G. and Dev, C. (2005). Service innovation and customer choices in the hospitality industry. *Managing Service Quality: An International Journal*, 15(6), pp.555–576.

89. Wang, L., Law, R., Hung, K. and Guillet, B.D. (2014). Consumer trust in tourism and hospitality: A review of the literature. *Journal of Hospitality and Tourism Management*, 21, pp.1–9.

90. Wang, Y., Wang, Y. and Horng, R. (2010), "Learning and innovation in small and medium enterprises", Industrial Management & Data Systems, Vol. 110 No. 2, pp. 175 192. https://doi.org/10.1108/02635571011020296

91. Womack, J. P., & Jones, D. T. (1996). Lean Thinking: Banish Waste and Create Wealth in Your Corporation. London: Simon & Schuster.

92. Wikhamn, W., Armbrecht, J. and Remneland Wikhamn, B. (2018). Innovation in Swedish hotels. *International Journal of Contemporary Hospitality Management*, 30(6), pp.2481–2498.

93. The World Bank, (2021). The World Bank Atlas method. Available at: <https://datahelpdesk.worldbank.org/knowledgebase/articles/378832-what-is-the-world-bank-atlas-method> [Accessed 3 December 2021].

94. Wright, C., Sturdy, A., & Wylie, N. (2012). Management innovation through standardization: Consultants as standardizers of organizational practice. Research Policy, 41(3), 652–662.

95. Xie, Fuji & Li, Bolin & Xie, Peng. (2016). An integrated innovation management model from the viewpoint fitting customer value: Based on Chinese cases. 1086-1097. 10.1109/PICMET.2016.7806666.

96. Zehir, c., karaca, d. and başar, d. (2018). the relationship between organizational culture, management innovation, product innovation, and new product market performance. *Journal of Global Strategic Management*, 12(2), pp.27–36.

Appendix 1: Interview Questions

(i) Do you think innovation is significant for your hotel? Can you give an example?

(ii) How challenging is the integration process for new services with different departments? What challenges have you received and how did you manage those challenges?

(iii) Do you have any reward system for the employees who generate a new idea? Does reward motivate employees? Do you get positive feedback for rewards? Can you give an example?

Appendix 2: Survey questions

1. Everyone is aware of the benefits of innovation.

- o Strongly Disagree
- o Disagree
- o Neutral
- o Agree
- o Strongly Agree

2. Our innovation strategy is clearly communicated.
- o Strongly Disagree
- o Disagree
- o Neutral
- o Agree
- o Strongly Agree

3. Our team has a shared vision of how the company will develop.
- o Strongly Disagree
- o Disagree
- o Neutral
- o Agree
- o Strongly Agree

4. We systematically search for innovation for our hotel services.(p)
- o Strongly Disagree
- o Disagree
- o Neutral
- o Agree
- o Strongly Agree

5. We always complete our innovation projects on time.

- o Strongly Disagree
- o Disagree
- o Neutral
- o Agree
- o Strongly Agree

6. We have proper guidelines for managing process change from idea generation to successful implementation.
- o Strongly Disagree
- o Disagree
- o Neutral
- o Agree
- o Strongly Agree

7. We always work as a team on any project.
- o Strongly Disagree
- o Disagree
- o Neutral
- o Agree
- o Strongly Agree

8. We all have an equal opportunity to share our ideas.
- o Strongly Disagree
- o Disagree
- o Neutral
- o Agree
- o Strongly Agree

9. Our internal structure enables swift decision-making.
- o Strongly Disagree
- o Disagree
- o Neutral
- o Agree
- o Strongly Agree

10. We use several techniques to identify future opportunities.
- o Strongly Disagree
- o Disagree
- o Neutral
- o Agree
- o Strongly Agree

11. We have software for process mapping.

- o Strongly Disagree
- o Disagree
- o Neutral
- o Agree
- o Strongly Agree

12. We also use technology as a learning tool.
- o Strongly Disagree
- o Disagree
- o Neutral
- o Agree
- o Strongly Agree

13. Our hotel staff works closely with customers to develop new concepts.
- o Strongly Disagree
- o Disagree
- o Neutral
- o Agree
- o Strongly Agree

14. We always try to learn from our competitors.
- o Strongly Disagree
- o Disagree
- o Neutral
- o Agree
- o Strongly Agree

15. We have high involvement from everyone in the innovation process.
- o Strongly Disagree
- o Disagree
- o Neutral
- o Agree
- o Strongly Agree