

# ANALYSIS OF THE RELATIONSHIP BETWEEN MODERN INNOVATIONS ACROSS GENERATIONS TO IMPROVE BUSINESS STRATEGY

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***Abstract:** This research paper aims to examine the impact of contemporary advancements on several cohorts of consumers, utilizing the TEDI Matrix. The goal is to understand how these changes affect corporate strategy and improve client satisfaction. The study employed the TEDI matrix to examine innovation factors among different generations, specifically millennials and baby boomers. Moreover, it examined market trends and consumer behavior. Conclusion: Companies need to tailor their plans to meet the specific needs of different generations, recognize the relationship between progress and generations, and adopt new methods to improve customer satisfaction and stay ahead of competitors. Implications: This study offers valuable insights into the correlation between innovations and generations, fostering strategic flexibility and comprehension of generational dynamics for companies to prosper in perpetually changing market circumstances.*

***Keywords:** management, innovation, tedi matrix, tourism, generations.*

## INTRODUCTION

The impact of modern innovations on tourism over generations is a complex and ever-changing subject that includes various aspects such as environmental sustainability, technological progress, community development, and economic impacts. Researchers have found both positive and negative environmental externalities in the relationship between tourism and globalization. Tourism has positive effects on the environment, whereas globalization has negative effects (Sharif et al., 2020). This suggests that tourism companies recognize innovation as a critical element in enhancing

their competitiveness through social and technological means. According to Mukatova et al. (2022), there has been progress in the field. Irtishcheva et al. (2022) emphasize that attracting investments, motivating innovation, and transforming infrastructure are crucial for the development of national and regional tourism in the context of tourism development and the tourist and recreational spheres. Furthermore, initiatives aimed at developing new tourism products, utilizing advanced technologies, and enhancing services serve as the basis for evaluating the level of innovation in the tourism sector. These actions highlight the significant role of innovation in shaping the tourism industry (Roik, O., & Pankiv, N., 2022). This emphasizes the crucial role of technology in shaping the future of tourism experiences and services. Various factors, including advancements and generational preferences, influence the selection of tourist destinations. Innovations in tourism services greatly enhance the overall perceived value of the travel experience, hence influencing tourist satisfaction and loyalty (Suhartanto et al., 2019).

The influence of innovation on tourist satisfaction is more significant among first-time visitors compared to returning visitors (Zhang et al., 2022). Furthermore, Ronaghi, M. H., and Ronaghi, M., 2022, have recognized the influence of wearable augmented reality technology and the impact of post-trip sharing on social media in shaping tourists' experiences and subsequent destination choices. The impact of different generations on travel destination choices and the incorporation of innovations in tourism to cater to the preferences of each generation is a complex and multifaceted subject.

Each generation, from traditionalists to Gen Z and the emerging Alpha generation, possesses distinct perspectives, values, and preferences influenced by their diverse historical and cultural contexts (Pricope et al., 2023). Furthermore, the emergence of artificial intelligence (AI) and robots represents a new generation. The presence of diversity in the workplace introduces an additional level of complexity to the dynamics of travel preferences and decision-making (García-Madurga, 2023).

The TEDI matrix is a useful tool for categorizing innovations in management within the preferences and needs of a specific generation in the tourism industry (Santos et al., 2020). The TEDI matrix is a comprehensive framework for clustering innovations in management, particularly in the context of the preferences and needs of generations in the tourism sector (Lee et al., 2021). Combining the knowledge from the above references allows for a deeper understanding of the TEDI matrix and its significance for the tourism sector. When considering the needs of different generations,

such as Traditionals, Baby Boomers, Generation X, Millennials (Generation ), Generation Z, and Generation Alpha, it is essential to align tourism industry innovations with their specific demands and expectations (Tee, M., & Chaw, L. Y., 2021). The TEDI matrix can be constructed based on various criteria relevant to the needs of these generations, including system integration in cultural tourism, finance and management in tourism, robot services in hospitality, sustainability, and circular economy, innovative marketing in tourism, and community. The study by Qin and Li (2021) examines the relationship between tourism and development, the environmental effects of tourism, and the role of education and training in the tourism industry.

Using the TEDI matrix, the article can help the professional and scientific community analyze new advances in tourism that have an impact on community development, economic growth, sustainability, and technical advancements that align with the demands of different generations.

## **THE INFLUENCE OF MODERN INNOVATIONS**

In the realm of tourism and recreational development, attracting investments, incentivizing innovation, and transforming infrastructure are all critical elements for the progress of national and regional tourism (Sigalat-Signes et al., 2020). In addition, initiatives to create novel tourism offerings, implement cutting-edge technologies, and improve services serve as indicators of the tourism industry's innovation level. The aforementioned actions serve to underscore the substantial influence that innovation has on the tourism sector (Roik, O., 2022). Scholars have recognized the efficacy of technological innovation in driving advancements within the tourism industry as a result of the integration of real-time processing systems and Internet of Things (IoT) applications in the cultural tourism industry (Kong, 2023). This underscores the significant impact that technology will have on the development of future tourism services and experiences. The rapid growth of the tourism sector highlights the implementation of information technologies and the economic rationale for prioritizing innovation in finance and management (Podvalnaya, O., 2020). This underscores the critical importance of providing economic justification and employing innovative technologies strategically within the tourism industry. Moreover, the significance of collaborative efforts in shaping new applications for service robotics within the hospitality and tourism sectors is acknowledged as a critical component of post-pandemic tourism. This exemplifies the profound impact that technological progress has had on the architecture of the

hospitality and tourism industries (Fusté-Forné, F., & Jamal, T., 2021). This underscores the capacity of technological innovation to fundamentally alter the hospitality and tourism sectors. Implementing business models based on innovation and a sustainable circular economy has become crucial for sustainable tourism. Tourism enterprises consider this to be an essential element that cultivates ingenuity, underscoring the imperative for the sector to adopt sustainable and groundbreaking business strategies (Muscal, 2022). Moreover, Mosiuk (2021) underscored the importance of employing cutting-edge marketing tools to guarantee the tourism sector's triumph in modern conditions, placing particular emphasis on the profound impact that these tactics have on the tourism industry's commercial environment. The context of community development underscores the potential of tourism to stimulate marginalized economies and advance development through employment creation and income generation (Sekole et al., 2022). However, it is critical to take into account the potential environmental repercussions of tourism, as environmental degradation could result from excessive exploitation and consumption to satisfy tourism demands (Jaz et al., 2023). For prospective tourism manager training, education and training emphasize the significance of supplementing competencies with an innovative component. This underscores the necessity for cutting-edge education and proficiencies in the domain of tourism administration (Kostiuchyk, 2021). This emphasizes the importance of equipping future tourism managers with the fundamental innovative proficiencies and knowledge required to navigate the ever-evolving tourism industry. The examination of ecotourism underscores its importance as a pivotal component of the socio-economic progress of specific areas, placing particular emphasis on the function of Dayneko et al. (2021), who conducted a study that investigates the influence of ecological sustainability on the tourism industry. Moreover, Zagarkhuloo et al. (2021) recognize the effective management of community-based tourism within pastoralist communities as a formidable obstacle to the conservation of natural resources and the enhancement of livelihoods through tourism. Vujko et al. (2021) underscore the economic ramifications of tourism's promotional and cultural elements on the inhabitants of rural areas. They emphasize the importance of establishing a sustainable tourism sector and link sustainable tourism development, education, and high-quality tourist experiences. This underscores the significance of advocating for inclusive and sustainable tourism practices, in addition to the repercussions that advancements in tourism have on other industries.

Table 1. Aspects of innovations in tourism and their impact on different sectors

<b>Criterion:</b>	<b>Aspect:</b>
<b>Technological innovations in tourism</b>	<ul style="list-style-type: none"> <li>- Integration of real-time processing systems and Internet of Things applications in cultural tourism.</li> <li>- Service robots in catering and tourism as a key aspect of post-pandemic tourism.</li> <li>- The transformative potential of technological innovations.</li> </ul>
<b>Finance and management in tourism</b>	<ul style="list-style-type: none"> <li>- Introduction of information technologies and economic justification of innovations.               <ul style="list-style-type: none"> <li>- Key factors for the intensive development of the tourism industry.</li> </ul> </li> <li>- The need for economic reasoning and strategic use of innovative technologies.</li> </ul>
<b>Sustainable tourism</b>	<ul style="list-style-type: none"> <li>- Sustainable tourism through the rediscovery of business models based on sustainable circular economy and innovation.</li> <li>- Emphasis on sustainable and innovative business practices.</li> <li>- Ecological impacts of tourism on the environment and the need for their management.</li> </ul>
<b>Development of communities</b>	<ul style="list-style-type: none"> <li>- The role of tourism as a tool for community development, job creation, and income generation.</li> <li>- The potential of tourism to stimulate marginal economies and support development.</li> <li>- The need for a balance between economic benefits and potential environmental impacts.</li> </ul>
<b>Education and training in tourism</b>	<ul style="list-style-type: none"> <li>- The importance of supplementing competencies with an innovative component for the future training of tourism managers.</li> <li>- The need for innovative training and competencies in the field of management in tourism.</li> <li>- Equipping future tourism managers with the necessary innovative skills and knowledge.</li> </ul>
<b>Ecological tourism</b>	<ul style="list-style-type: none"> <li>- The importance of eco-tourism in the socio-economic development of certain regions.</li> <li>- The role of environmental sustainability in shaping the tourism industry.</li> </ul>
<b>Economic implications of cultural aspects</b>	<ul style="list-style-type: none"> <li>- Economic impacts of cultural and promotional aspects of tourism on rural residents.</li> <li>- The need to develop a sustainable tourism industry.</li> <li>- The link between education, quality tourist experience, and sustainable development of tourism.</li> </ul>
<b>Innovations in marketing</b>	<ul style="list-style-type: none"> <li>- Emphasized the need for innovative marketing tools.</li> <li>- The importance of innovative marketing strategies in shaping the tourism business landscape.</li> </ul>

<b>Community-based tourism management</b>	- Challenges in achieving the dual goals of improving livelihoods through tourism while preserving natural resources.
<b>The importance of environmental sustainability</b>	- The importance of eco-tourism as a key component of socio-economic development. - Emphasis on environmental sustainability in shaping the tourism industry. - The need to manage the potential impacts of tourism on the environment.

Source: **Authors' research**

The choice of tourist travel is influenced by several factors, including innovations and general practitioners. Innovations in tourism services significantly contribute to the overall perceived value of the travel experience, influencing tourist satisfaction and loyalty (Hung et al., 2021). Further, the impact of innovation on tourist satisfaction is particularly pronounced among first-time visitors compared to repeat visitors (Rejón-Guardia et al., 2023). Additionally, the use of wearable augmented reality technology and the impact of post-travel sharing on social media have been identified as influential factors in shaping tourists' experiences and subsequent destination choices (Li, S. and Jiang, S., 2023). The influence of generations on the choice of travel destinations and the adaptation of innovations in tourism to meet the preferences of different generations is a complex and multifaceted topic (Seabra, 2020).

Each generation, from traditionalists to Gen Z and the emerging Alpha generation, brings unique perspectives, values, and preferences shaped by their different historical and cultural contexts (Gao, 2023). Moreover, the emergence of artificial intelligence (AI) and robots as a new "generation" in the workplace adds another layer of complexity to the dynamics of travel preferences and decision-making (Wisskirchen, 2017). Generational differences also play a key role in determining tourist travel preferences. For example, motivations related to certain trips, such as the desire to relax, indirectly influence tourists' involvement and quality perceptions of travel, which vary among different groups (Pestana et al., 2020). Travel preparation has been found to significantly influence cultural tourists' satisfaction, highlighting the importance of understanding generational variations in travel preparation and satisfaction (Zheng, 2021). In addition to innovation and generational influences, destination image has been identified as a key factor in influencing tourist behavior at different stages of travel, including pre-travel, travel, and post-travel,

thus influencing the decision-making process (Gulati, 2022). Moreover, the design of tourist trips, especially in the context of green tourism and heritage tourism, is crucial in influencing the patterns and behavior of tourists (Arumugam et al., 2023). Understanding how different generations choose travel destinations is crucial for the tourism industry to effectively tailor its offering. For example, the impact of social media on users' travel decisions has been extensively studied, highlighting the positive relationship between social media content and the dynamics of travel choices (Mohamad et al., 2022). Innovations in tourism play a key role in adapting to the different preferences of different generations.

The role of technology and innovation in creative tourism has been explored, focusing on technology and innovation to enhance the tourist experience, especially for digital natives (Astor, et al., 2021). Further, the impact of post-trip sharing on social media has been found to positively regulate participants' tourism experiences, both by promoting tourists' satisfaction with the current trip and expectations for the next trip (Ba, D., & Song, L., 2022). The impact of social media on millennials' travel decision-making has been the subject of research, highlighting the distinctive characteristics of this generation, such as intimacy, loyalty, awareness, balance, and risk, that influence their travel choices (Nur'afifah, O., & Prihantoro, E, 2021). The influence of factors of motivation and intention to determine a destination for medical tourism was studied, giving insight into the factors that influence the choice of destination in specific contexts (Çapar, H., & Aslan, Ö., 2020). Adapting tourism innovations to meet the preferences of different generations is essential to ensuring a satisfying and inclusive travel experience. To better understand the dynamics of diversity, we must first identify the generations present today: Traditionalists, Baby Boomers Generation X, Millennials (Generation Y, born between 1981 and 1996), and Generation Z (born after 1997). They all bring different perspectives, skills, and values, formed in different contexts and times. A future, completely new generation is also emerging: the Alpha generation (born from 2010 onwards). These are the future leaders who will shape the workplace in the future. The formation of a new „generation” in the workplace is also on the scene - robots and artificial intelligence (AI). Different generations have different preferences, values, and travel styles. Tailoring tourism innovations to specific types of generations can contribute to creating experiences that are attractive and relevant to a wide range of travelers.

**Table 2.** Clustering of innovations according to users and technological aspects

	<b>Direct innovation (users)</b>	<b>Indirect innovations (users)</b>
<b>Users innovation</b>	<ul style="list-style-type: none"> <li>• Tourist applications that provide personalized recommendations.</li> <li>• Interactive destination guides using augmented reality technology.</li> <li>• Systems for quick and easy reservation of accommodation and transport.</li> </ul>	<ul style="list-style-type: none"> <li>• Reservation and inventory management systems for hotel managers.</li> <li>• Data analysis and decision-making tools that help travel agencies adjust their offer.</li> <li>• Software for monitoring customer satisfaction and improving services.</li> </ul>
<b>Technological aspect</b>	E-innovation (electronic innovation):	<b>Traditional innovations:</b>
	<ul style="list-style-type: none"> <li>• Development of mobile applications for tourism.</li> <li>• Implementation of a system for online payments and fast digital identification.</li> <li>• Using drones for touristic purposes to film attractions and destinations.</li> </ul>	<ul style="list-style-type: none"> <li>• Development of local cultural manifestations and events.</li> <li>• Improvement of traditional guide services with a focus on interactivity.</li> <li>• Destination-specific innovations in catering and cuisine.</li> </ul>

Source: Authors' research

## TEDI MATRIX

The TEDI matrix serves as a comprehensive framework for categorizing and addressing innovations in the tourism industry based on the specific needs and preferences of different generations. By considering the criteria of technology, environment, design, and innovation in the context of the TEDI matrix, it is possible to align the progress of the tourism sector with the different demands of traditionalists, baby boomers, Generation X, millennials, Generation Z, and Generation Alpha, thus ensuring continued relevance and sustainability tourism industry. Factors influencing the human capital and innovative entrepreneurial capabilities of tour operators have evolved dynamically, including value-added human resources, organizational structure, organizational cultures, knowledge management, and effective networking (Blommerde, 2023). In addition, the evaluation of innovation activities and innovation management models in selected innovative companies used cluster



analysis to identify categories of innovative companies, providing insight into different approaches to innovation management (Peterková et al., 2020). Training human resources in tourism to mitigate over-tourism and promote sustainable destinations underlined the critical role of environmental sustainability and design in human resource management, aligning with the environmental aspect of the TEDI matrix (Carballo, et al., 2020). In addition, the creation and implementation of standardized innovation management in large organizations have emphasized the need for standardized approaches in innovation management, reflecting the importance of design and standardization in the innovation process (Hiltunen et al., 2021). in the tourism industry based on the specific needs and practices of different groups. By considering the criteria of technology, environment, design, and innovation in the context of the TEDI matrix, it is possible to align the progress of the tourism sector with the different demands of traditionalists, baby boomers, Generation X, millennials, Generation Z, and Generation Alpha, thus ensuring continued relevance and sustainability tourism industry. Factors influencing the human capital and innovative entrepreneurial capabilities of tour operators have evolved dynamically, including value-added human resources, organizational structure, organizational cultures, knowledge management, and effective networking (Blommerde, 2023). In addition, the evaluation of innovation activities and innovation management models in selected innovative companies used cluster analysis to identify categories of innovative companies, providing insight into different approaches to innovation management (Peterková et al., 2020). Training human resources in tourism to mitigate over-tourism and promote sustainable destinations underlined the critical role of environmental sustainability and design in human resource management, aligning with the environmental aspect of the TEDI matrix (Carballo, et al., 2020). In addition, the creation and implementation of standardized innovation management in large organizations have emphasized the need for standardized approaches in innovation management, reflecting the importance of design and standardization in the innovation process (Hiltunen, et al., 2021).

When considering the needs of different generations such as Traditionalists, Baby Boomers, Generation X, Millennials (Generation I), Generation Z, and Generation Alpha, it is essential to align tourism industry innovations with their specific demands and expectations. The TEDI matrix can be constructed based on various criteria relevant to

the needs of these generations, including system integration in cultural tourism, finance, and management in tourism, robot services in hospitality, sustainability and circular economy, innovative marketing in tourism, community development through tourism, impacts of tourism on the environment and education and training in tourism. In the context of the TEDI matrix, it is evident that technological innovation plays a key role in shaping the tourism industry. Studies have highlighted the significant impact of technological innovation and digital transformation on the impact of tourism (Işık et al., 2022). The integration of real-time processing systems and Internet of Things applications in cultural tourism has been highlighted as an effective combination of science, technology, and service innovation, highlighting the importance of technological advancement in the tourism sector (Liu, 2022). In addition, the use of mixed reality (MR) and virtual reality (VR) technologies has led to significant technological advancements and the growth of innovative applications, especially for Generation Z in cultural heritage tourism (Jia, 2023).

Marketing innovation and community development through tourism are also essential factors within the TEDI matrix. Innovative marketing strategies are recognized as crucial for the further development of tourism, emphasizing the need for continuous progress in this area to satisfy the evolving preferences of different generations (Jelinčić & Tišma, 2022). Furthermore, the role of tourism innovation in promoting community development has been recognized, indicating the potential for innovation to contribute to the overall growth and sustainability of tourism. Education and training in tourism are vital components of the TEDI matrix, especially concerning the needs of different generations. It is emphasized that understanding the value of tourism for senior health and positive aging is important. This gives us a better understanding of how tourism and public health work, which is important for meeting the needs of older groups like baby boomers and traditionalists (Przybysz, K. and Stanimir, A., 2022). Moreover, transformative tourism has been identified as an innovative tool for rural development, highlighting the role of tourism innovation in driving positive changes in rural areas, which is relevant to the preferences of different generations (Vidickienė et al., 2020).

Table 3. Matrix of innovations in the field of tourism by generations

Categories of innovations	Traditionalists	Baby Boomers	Generation X	Millennials	Generation Z	Generation Alpha
Direct innovation	Low	Medium	High	High	High	High
Indirect innovations	Low	Medium	Medium	High	High	High
E-innovations	Low	Low	Medium	High	High	High
Traditional innovations	High	High	High	Medium	Low	Low

Source: Authors' research

Millennials and Generation Z may use more direct innovation such as mobile apps and technologically advanced guides, while Generation X may use a combination of direct and indirect innovation. Traditionalists and Baby Boomers may be more inclined to traditional innovations that focus on local culture and events. The COVID-19 pandemic has significantly affected the tourism industry, leading to the need for innovative strategies to deal with post-pandemic challenges. This has led to a shift towards digital innovation, with a focus on immersive digital experiences (Li et al., 2022). Millennials, Generation Z, and Generation Alpha are more likely to embrace these digital innovations, looking for multisensory cues in digital tourism experiences (Rodrigues et al., 2023). In addition, the pandemic has accelerated the adoption of blockchain and cryptocurrencies in the tourism sector, with a focus on sustainable development goals (Rana et al., 2022). The tourism sector is undergoing a trend driven by digital innovation, sustainable practices, and the need to adapt to post-pandemic changes. While traditional innovation still holds value for certain generations, the industry is increasingly catering to the professionals of Millennials, Generation Z, and Generation Alpha through digital and sustainable innovation.

Innovation criteria in tourism include direct innovations like personalized recommendations, augmented reality guides, and reservation systems; indirect innovations like data analysis and decision-making tools; e-innovations like mobile applications; and traditional innovations like cultural manifestations and events.

This clustering allows for a demarcation between innovations that are directly used by tourists and those that support infrastructure and operations in the tourism sector. E - innovations emphasize the use of digital technologies, while traditional innovations rely on local culture, events, and traditional services to enhance the tourism experience. It is important to note that the boundaries between these categories are not strict and that some projects may have elements of both types of innovation (Liu et al., 2024).

Table 4. TEDI matrix related to technology preferences and adoption of each generation

	<b>Traditionalists</b>	<b>Baby Boomers</b>	<b>Generation X</b>	<b>Millennials</b>	<b>Generation Z</b>	<b>Generation Alpha</b>
Direct innovation	Low	Medium	Medium	High	High	High
Interactive guides	Low	Medium	Medium	High	High	High
Reservation online	Low	Medium	Medium	High	High	High
Reservation management	Low	Medium	Medium	High	High	High
Data analysis tools	Low	Medium	Medium	High	High	High
Monitoring user satisfaction	Low	Medium	Medium	High	High	High
E-innovation (mobile applications)	Low	Medium	Medium	High	High	High
Online payments and digital identification	Low	Medium	Medium	High	High	High
Use of drones	Low	Low	Low	Medium	High	High
Cultural events	High	High	High	Medium	Low	Low
Improved guide services	High	High	High	Medium	Low	Low
Innovations in catering	High	High	High	Medium	Low	Low

Source: Authors' research

## CONCLUSION

The future of the tourism sector depends on a multidimensional strategy that incorporates innovation from various industries. Investments, technical improvements, and sustainable practices are essential components. Real-time processing systems, IoT applications, and service robots

improve tourist experiences, but intelligent decision-making is required for strategic implementation. Sustainable practices, circular economy business models, and new marketing strategies are critical for responsible tourism. While tourism fosters community development, job creation, and ecological practices, it necessitates a balanced strategy to mitigate environmental concerns. Educational capabilities for future tourism managers are crucial, emphasizing the socioeconomic importance of sustainable practices. The TEDI matrix is a framework for classifying advancements in technology, environment, design, and innovation, linking sustainability advice with the changing expectations of successful generations. Training human resources in tourism focuses on reducing overtourism and developing sustainable destinations. The future of visitor experiences is expected to be a combination of technology and traditional methods.

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