



ECONOMIC ANNALS-XXI

ISSN 1728-6239 (Online)
ISSN 1728-6220 (Print)
<https://doi.org/10.21003/ea>
<http://ea21journal.world>

Volume 201 Issue (1-2) 2023

Citation information: Mamrayeva, D., Tashenova, L., & Ayaganova, M. (2023). System characteristics and matrix tools for evaluating innovative business models of youth tourism. *Economic Annals-XXI*, 201(1-2), 56-72. doi: <https://doi.org/10.21003/ea.V201-06>

UDC 338.48



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System characteristics and matrix tools for evaluating innovative business models of youth tourism

Abstract. This scientific article is devoted to the issues of identifying innovative business models of youth tourism based on two scientific approaches: functional-innovative (customized business model, virtual tourism platform, franchising business model) and holistic (shared tourism platforms, outdoor co-working tourism, organization of youth hostels, mobile karaoke bars and pub for youth, developing tourism programs (including package tours) for social networks, couchsurfing tours for youth, personalized tourism offers for young people, the organization of «combo tours» (combination of several types of tourism), crowdsourcing tourism, organization of tours in the format of «digital nomads», organization of tree tours, transformational tourism, digital tourism, organization of tours with ATVs, mopeds and bicycles). Furthermore, the study was able to identify conceptual business models that describe the specific characteristics and components of the different types of youth tourism: close interaction between tour operator, travel agency and end consumer based on the use of digital solutions; partial involvement of tour operators and travel agencies in the design of the tourist offer or without; involvement of third parties not directly connected with the tourism market; the presence of a large number of intermediaries; pronounced customization of services; participation of the main players in the tourist market of service organizations through intermediaries; organization of trips without physical departure using digital tools; close interaction of individuals in the process of organizing trips based on digital platforms.

In the work, a scientometric and content analysis of search queries was conducted to identify important research areas within the framework of the scientific problems considered by the authors (the total amount of information used for the study was 4309 scientific documents; at the same time, the number of search queries processed in Google Trends was 4 units with an average observation period of 5 years); in addition, the distinguishing features of classic and innovative business models, including those related to the tourism business, were identified, a matrix for the correspondence of conceptual and specific business models of youth tourism was created, as well as their distribution according to three selected criteria: the level of formation of tourist interest and personalization, the degree of involvement of the tourist in the process of providing tourist services. It is also important to note that based on the results of the study, a conceptual scheme for the correlation of organizational functions and the formation of structural units and organizational links within a tourism company in the selection of the optimal innovative business model for youth tourism was developed.

Keywords: Innovative Business Model; Youth Tourism; Functional and Innovative Approach; Holistic Approach; Business Models in Tourism; Matrix Diagrams; Scientometric Analysis

JEL Classification: L83; Z32; M21

Acknowledgements and Funding: This research was funded by the Science Committee of the Ministry of Science and Higher Education of the Republic of Kazakhstan (Grant No. AP09058071).

Contribution: The authors contributed equally to this work.

Data Availability Statement: The dataset is available from the authors upon request.

DOI: <https://doi.org/10.21003/ea.V201-06>

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Системні характеристики та матричні інструменти оцінки інноваційних бізнес-моделей молодіжного туризму

Анотація. Наша наукова стаття присвячена питанням виділення інноваційних бізнес-моделей молодіжного туризму на базі двох наукових підходів: функціонально-інноваційного (кастомізована бізнес-модель, віртуальна туристична платформа, франчайзингова бізнес-модель) та холистичного (шерингові туристські платформи, коворкінг-туризм на відкритому повітрі, організація молодіжних соціальних хостелів, мобільні молодіжні караоке-бари та паб-тури, розробка туристських програм (у тому числі пекідж-турів) для соціальних мереж, каучсерфінгові молодіжні тури, персоналізовані туристичні пропозиції для молоді, організація «комбо-турів», краудсорсинговий туризм, організація турів у форматі «цифрових кочівників», організація турів на деревах, трансформаційний туризм - подорожі місцями, пов'язаними з духовною та філософською практикою, цифровий туризм, організація турів на квадроциклах, мопедах і велосипедах). Окрім того, проведене дослідження дозволило ідентифікувати концептуальні бізнес-моделі, що описують специфічні особливості та компоненти різних видів молодіжного туризму: тісну взаємодію туроператора, турагента й кінцевого споживача на основі використання цифрових рішень, часткову участь туроператорів і турагентів у формуванні туристичної пропозиції, або без такої, участь третіх осіб, які не мають прямого відношення до туристичного ринку, присутність великої кількості посередників, виражена кастомізація послуг, посередницька участь основних гравців туристичного ринку організації послуг, організація турів без фізичного виїзду з використанням цифрових інструментів та тісна взаємодія фізичних осіб у процесі організації турів на базі цифрових платформ.

У нашій роботі було проведено наукометричний і контент-аналіз пошукових запитів для виділення ключових дослідницьких напрямків у рамках аналізованої авторами наукової проблематики (загальний масив інформації, використаний для дослідження, становив 4309 наукових документів; при цьому кількість оброблених запитів у Google Trends склала 4 одиниці із середнім періодом розгляду – 5 років); визначено відмінні риси класичних й інноваційних бізнес-моделей, у тому числі стосовно туристичного бізнесу, створено матрицю відповідності концептуальних і видових бізнес-моделей молодіжного туризму, а також їх розподіл за трьома виділеними критеріями: рівень формування туристичного інтересу та персоналізації, ступінь залучення туриста до процесу надання туристських послуг.

За підсумками проведеного дослідження розроблено концептуальну схему співвіднесення організаційних функцій і формування структурних підрозділів та організаційних ланок усередині туристичного підприємства при виборі оптимальних інноваційних бізнес-моделей молодіжного туризму.

Ключові слова: інноваційна бізнес-модель; молодіжний туризм; функціонально-інноваційний підхід; холистичний підхід; бізнес-моделі у туризмі; матричні діаграми; наукометричний аналіз.

1. Introduction

The international tourism business has changed a lot in recent years: the nature of supply and demand has changed, the direction of tourist flows, the quantitative composition of tourism products, the attitude of customers to the process of consuming tourism services, and much more. One of the main reasons was, of course, the pandemic COVID-19, which largely determined the qualitative restructuring of the entire market, led to a sharp decline in international demand against the backdrop of widespread travel restrictions imposed by countries to contain the spread of the

virus (Table 1); at the same time, it contributed to the emergence of tourist products of a new formation with a pronounced innovative character with customized properties.

Table 1 shows that international tourist arrivals decrease by 72.9% in the 2020 pandemic year and increase by 5.7% in 2021. Export receipts were \$651 billion in 2020, down 62.7% from 2019; this indicator does not level off somewhat (+5.7%) until 2021. GDP from tourism also showed a significant decline in 2020-2021: -25% (average).

Table 1:
Impact of the COVID-19 pandemic on the development of the global tourism market (2019-2021)

Indicator	2019*	2020** / +- compared to the previous period (%)	2021** / +- compared to the previous period (%)
International tourist arrivals	1.5 billion US dollars	406 USD million (-72.9%)	429 USD million (+5.7%)
Export revenue from international tourism (revenue from international tourism + passenger traffic)	1.7 trillion US dollars	651 billion US dollars (-61.7%)	728 USD billion (+11.8%)
GDP from Tourism	3.5 trillion US dollars	1.7 trillion USD (-51.4%)	2,2 trillion USD (+29.4%)

Notes: * - Pre-pandemic indicator. ** - UNWTO preliminary results.

Source: A table has been conducted by the authors based on official UNWTO data <https://www.unwto.org/impact-assessment-of-the-covid-19-outbreak-on-international-tourism>

In one of the official UNWTO publications, «A Youth-Led Recovery of Global Tourism Priorities and Recommendations», experts note that one of the priority tasks is to help young people meet their travel needs in the post-pandemic period:

- 1) joint work by government agencies at different levels to remove barriers to travel for youth and students (including by providing social visas, the main idea of which is the opportunity to visit new countries while receiving an education);
- 2) facilitating the establishment of links between public and private sector organizations interested in developing youth tourism, including through the creation of national industry associations, the development of new business approaches, the active participation of youth themselves in the process (or the provision of strategic support if none is forthcoming);
- 3) develop partnerships at the national and local levels with organizations that can help create a tourism offering for the youth sector, and by implementing their start-up initiatives, organizing business mentoring, opening co-working centers, among others;
- 4) actively involving young people in the discussion of issues related to promising areas for the development of the tourism sector, both at the regional and state levels. In this regard, the issues of elaboration of youth tourism development policies are the most important for many countries and regions of the world.

According to the Law of the Republic of Kazakhstan dated February 9, 2015 No. 285-V «On State Youth Policy», young people are «citizens of the Republic of Kazakhstan aged from 14 to 35 years», i.e. 3,741,083 people, which is about 19% of the total population of the country (according to data from the Office of National Statistics of the Agency for Strategic Planning and Reforms of the Republic of Kazakhstan). From the presented data, it is clear that the studied indicator is the most important segment of the tourism sector, as it accounts for almost one fifth of the total population of the country. It is obvious that it is advisable for tour operators and travel agencies to pay special attention to the development and popularization of this direction, as it allows you to create unique offers and, as a result, obtain high value-added revenues from the implementation of trips. At the same time, it is important to note that, according to previous studies conducted by the authors, the main market players in the form of tour operators and travel agencies face a number of problems in the implementation of tasks related to the development of youth tourism and the implementation of trips in this area, the most important of which are:

- 1) legal difficulties encountered in registering/changing the organizational structure/business model of the company;
- 2) lack/weakness of communication between tour operators/travel agencies, the public sector and regional sports tourism associations, leading to problems in designing and offering services in the field of sports youth and youth tourism;
- 3) a low supply of services / prefabricated tourist packages offered by domestic tour operators in the field of youth tourism, etc.

In this regard, there is a clear need, firstly, to point out innovative business models of youth tourism that could be adapted to the Kazakhstan tourism market and become the basis of a modern tourist offer for such a segment as «youth» (research task 1), and secondly, on the basis of the evaluation matrix developed by the authors (in the structure of the selected characteristics), using a methodological approach, to provide opportunities for tour operators and travel agencies to select one of them that could best fit the organization's business processes (research task 2).

2. Brief Literature Review

Several focal points have emerged in the scientific literature over the past 5-10 years that characterize the scientific problems studied in this article:

- 1) examination of the essential characteristics of business models, their architecture, stages of their construction and implementation in the context of business activity, as well as consideration of the possibilities of using various digital solutions to ensure the effectiveness of their functioning in the current phase of economic development;
- 2) evaluate the functioning of innovative business models that have certain distinguishing features and have significant advantages over the classic models, as well as the characteristics of their application in the conditions of the functioning of the tourism market;
- 3) the role of the matrix method in solving optimal choice problems, including those of an economic nature, related to determining the most adaptable and efficient business models of companies.

The relevance of these scientific areas is also confirmed by the data of the Google Trends analysis service: for example, the popularity of the search query «business model» has been at 75 points and above for the last five years, reaching almost 100 points from October to April this year. This suggests that many companies are looking for ways to optimize existing business models in the post-pandemic period, as the market restructuring caused by COVID-19 requires a transition to new, more efficient and higher-value business systems (Figure 1).

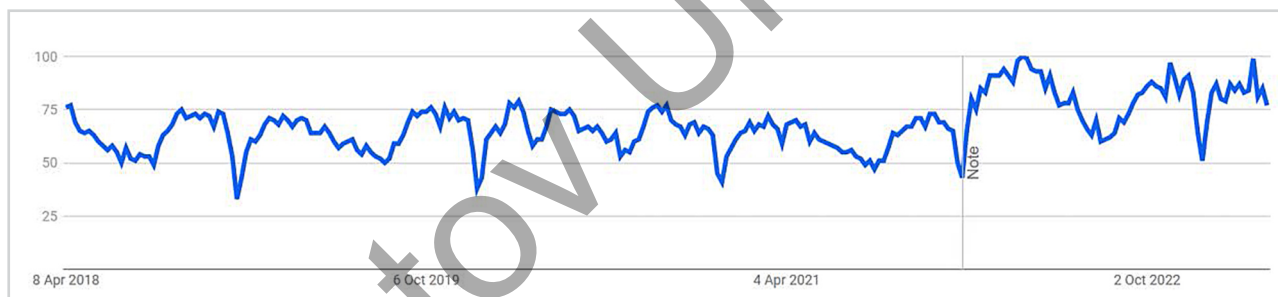


Figure 1:
**The popularity of the search query «business model»
in the last 5 years according to Google Trends**

Source: Compiled by the authors

A similar picture emerges for categories such as «business model innovation» (blue), «business model in tourism» (red) and «matrix approach» (yellow): for the period from April 2018 to the present, interest in it is steadily increasing. The position of «Business model innovation» is particularly noteworthy: since August 2022, there has been a surge in requests, suggesting that companies are not only ready to move to new business models, but also eager to build their business differently, based on existing innovative developments, modern digital solutions and new approaches to the introduction of operational activities. The interest in the matrix approach is due to the fact that it is a universal tool that allows to make effective economic decisions based on criteria indicators.

As for the specifics of the application and adaptation of business models in tourism, here too the number of requests is increasing every year, as the tourism industry was one of the first to feel the consequences of the pandemic, making the transformation processes most intense in its structure and related, on the one hand, to the search for innovative business models (usually with a smart component) that allow creating unique tourist offers and satisfying individual demand, and, on the other hand, to the need to adapt to the changing conditions of the external and internal environment (Figure 2).

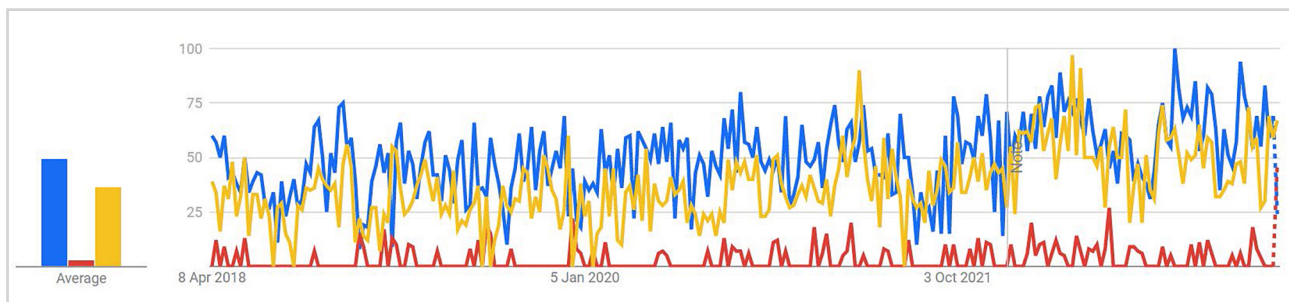


Figure 2:

Popularity of the search queries «business model innovation» (blue), «business model in tourism» (red) and «matrix approach» (yellow) in the last 5 years according to Google Trends

Source: Compiled by the authors

As mentioned above, a large number of scientific publications are devoted to issues of corporate governance, focusing on the use of innovative business models built into the system to make effective management decisions of companies, their legitimacy (Amoroso et al., 2021; Biloslavo et al., 2020), aspects of the use of tools for business models in the phases of their conception, planning, initialization and evaluation (Athanasopoulou & De Reuver, 2020; Ayaganova et al., 2019; Schawarz & Legner, 2020), directions for the use of traditional and digital solutions to ensure and maintain the sustainability of the functioning of traditional and innovative business models (Broccardo et al., 2023; Chen, 2023; Babkin et al., 2021; Shluter et al., 2023; Shakeel et al., 2020; Szopinski et al., 2020; Tashenova et al., 2020), issues of value creation through the prism of developing types, kinds and thematic diversity of business models (Climent & Haftor, 2021; Strakova et al., 2021), the stages of introducing innovations into a company's business processes and their role in creating the necessary competitive advantages in the market (Codini et al., 2023; Dymitrowski, 2020; Filser et al., 2021; Haftor & Costa, 2023; Jin et al., 2022; Minatogawa et al., 2022; Montemari et al., 2022; Shahri & Sarvestani, 2020).

It is also important to note that some of the research articles reflect the importance of innovative business models in solving issues related to the strategic development of the company, even in conditions of economic instability and uncertainty (Lanzolla & Markides, 2021; Pimenowa et al., 2023; Zheng et al., 2022; Dressler, 2023), realizing their initiatives through the creation and successful operation of start-up companies (Milei, 2022; Lamendola & Genet, 2022); in addition, some works explain the role of consumers and their experiences influencing the process of selecting new business initiatives and adapting them to modern conditions (Keiningham et al., 2020; Nyvall et al., 2022).

Ode and Louche (2022), Weking et al. (2020), Sanderse et al. (2020), Fu et al. (2023), Han and Jeon (2023) show the importance of using platform solutions (frameworks) that reflect the specifics and structure of building business models of a new formation.

The experience of applying and adapting innovative business models under the conditions of the sharing economy and the circular economy is interesting. For example, in the work of Curtis (2021) «Business model patterns in the sharing economy», an empirical study was conducted to identify patterns of modern business models whose application would fully meet the requirements of the sharing economy. At the same time, Pieroni et al. (2021) in his publication «Circular economy business model innovation: sectorial patterns within manufacturing companies» has highlighted the problem of lack of opportunities for companies to implement innovative business models in a circular economy and also proposes framework templates to solve this problem.

It should also be noted that the research focus of scholars within the analyzed scientific topics is on increasing the productivity of the innovative business models used (Wannakrairoj & Velu, 2021) and also on studying the relationship between sustainable development goals, green technologies, and elements of business management (Zhou et al., 2023).

The second important area of work deals with the specifics of the application of innovative business models, their components, solutions and opportunities in the activities of participants in the market of tourist services (Breier et al., 2021; Dressler & Paunovic, 2021; Gao & Deng, 2018; Gatelier et al., 2022; Kraus et al., 2023; Myroshnychenko et al., 2021; Sahebalzamani et al., 2022; Saur-Amaral et al., 2018; Souto, 2015), demonstrates the role of social capital, employment

rate, social responsibility, and social innovation in the successful operation of small and medium tourism enterprises (Alegre & Berbegal-Mirabent, 2016; Hu et al., 2020; Khan et al., 2021; Presenza et al., 2021; Xue et al., 2019).

In addition, a number of research publications are dedicated to the issues of sustainable tourism development based on implemented and successfully functioning innovative business models (Battistella et al., 2018; Buijendijk & van der Donk, 2015), aspects of implementing smart components in the context of the comprehensive digitalization of the service sector (del Vecchio et al., 2022; Saseanu et al., 2020) and the study of the impact of the pandemic on cross-border cooperation and the assessment of potential risks in the development of tourism and the exploration of the tourism and leisure potential of destinations (Tanina et al., 2022).

The third scientific direction studied in the structure of published scientific works shows the possibilities of applying the matrix approach, its analogues and variations to solve the problems of effective selection of innovative business models and sustainable functioning of tourism enterprises (Geldres-Weiss et al., 2021; Im & Cho, 2013; Marioka et al., 2018), a formal description of optimization problems in business research (Johnson, 2017; Johnson & Foss, 2016), and the specifics of overcoming barriers that arise in the process of managing small and medium-sized enterprises through the use of a decision matrix (Pacheko et al., 2019).

In the work, a scientometric analysis of 4309 scientific documents in the database Web of Science was conducted using the software product VOSviewer on the search term «business model», which included publications related to aspects of innovative and sustainable business models.

The basic phase of the study showed that the majority of papers fell into the WoS platform categories: management (41%), business (40%), and green, sustainable science technology (11%). About 35% of all articles were published in 2020-2021, most of them in scientific journals. Authors are evenly distributed according to affiliation information and are represented by the following universities / research centres / laboratories, etc.: Polytechnic University of Milan, University of Cambridge, University of London, Udice French Research Universities, University of California System, University of Lund, University of St. Gallen, Delft University of Technology, Aalto University, University of Manchester. The country distribution is as follows: rank 1 - USA, rank 2 - England, on the last three places - Italy. The main language of publications is English (97% of articles), followed by Spanish (1.3%), Portuguese (0.7%), Russian (0.7%) and German (0.3%).

One of the most prolific and cited authors in this field of science is Ghezzi Antonio (Polytechnic University of Milan); he has published more than 20 papers on business models (among the best known are «Servitization and Industry 4.0 convergence in the digital transformation of product firms: a business model innovation perspective» (334 citations); «Agile Business Model Innovation in Digital Entrepreneurship: Lean Startup Approaches» (185 citations); «Innovative and sustainable business models in the fashion industry: entrepreneurial drivers, opportunities, and challenges» (173 citations); median citation frequency - 79; H-index - 21). Figure 3 shows the results of the scientometric analysis by creating a frame diagram for the entire depth of the spectrum of the WoS platform within the search query «business model».

Based on the obtained results, it can be seen from the figure that in the scientific area, starting from the year 1975 and ending in the year 2023 (the maximum possible depth of the array), 6 important clusters of scientific works on the studied problem have been formed: **the first (yellow)** is associated with scientific articles dealing with theoretical and practical aspects of business models and ensuring their sustainability; **the second (blue)** reflects aspects of equipping companies with the necessary competitive advantages and taking risks into account; the third (red) highlights the specifics of using various digital solutions in the business processes of companies and also describes promising opportunities for using unified digital platforms; **the fourth (green)** is related to innovative solutions, entrepreneurship, as well as the knowledge economy; **the fifth (purple)** summarises work dealing with the mechanisms of adapting innovative business models to ensure effective cooperation with the end user, create a competitive offer and bring it to market, as well as the role of the Internet of Things in ensuring the efficiency of these processes; the sixth (blue) includes scientific work in the field of sustainable development and the functioning of enterprises.

Figure 4 shows the result of a bibliographic analysis according to the number of citations within the search formula «business model in tourism» (412 articles were analysed).

From Figure 4, we can conclude that the majority of papers on this scientific topic were published in the period from 2018 to 2020; from the frame diagram, we can see that 3 clear directions (cluster elements) have formed in the scientific literature: *the first (green)* reflects aspects of the application of innovative business models in the activities of travel companies; *the second (yellow)* allows us to evaluate the potential use of digital tools to improve business processes in terms of communication with the consumer, the development of tourism products with high added value, the implementation of entrepreneurial initiatives; *the third (purple)* is dedicated to e-commerce, marketing in social networks, aspects of pricing, taking into account the global transformation of the market for tourism services.

All this makes it possible to clearly imagine and evaluate the processes and mechanisms that influence the evolutionary development of business models and the acquisition by them of an innovative component, thanks to which it is possible for companies to achieve the necessary competitive advantages, adapt to the constantly changing conditions of the external and internal environment, create tourism products with high added value and offer them on the market. All this is especially true for youth tourism, where a special demand is formed, the satisfaction of which is not only the task of tour operators and travel agencies, but also of researchers who can identify it, study it and develop recommendations for the business sector in terms of restructuring their business processes.

3. Methodology

The study presented in this scientific article included 10 main phases embedded in a single methodology, each of which was fully consistent with the aim and objectives:

Stage 1: Work with search queries in the Google Trends service to review the main research areas characterizing the scientific topics analyzed in the article; review period - 5 years, coverage concerned all regions of the world; search masks included 3 phrases: «business model», «business model innovation», «business model in tourism».

Stage 2: Performed scientometric analysis using the following search formulas in the Web of Science database: first = «business model»; second = «business model in tourism». Published papers were identified across the depth of the spectrum, i.e., from 1975 to the present (April 2023); articles to be considered were excluded from the analysis of publications in the Early Access category. Furthermore, an array of two search groups in the form of a text file was unloaded from WoS, after which frame clusters were formed using the VOSviewer software product within the framework of the previously specified search formulas (constraints set during the analysis: 1. minimum number of occurrences of a keyword - 5; 2. number of keywords to be selected - 12).

Stage 3: Highlighting the distinguishing features between classic and innovative business models based on a content analysis of a pool of publications from the scientometric databases WoS, Scopus and RSCI (more than 300 articles).

Stage 4: Identification of scientific approaches (functional-innovative and holistic) to identify innovative business models in youth tourism.

Stage 5: Identification of innovative business models in youth tourism based on the scientific approaches considered (within the framework of functional-innovative - 3; holistic - 14).

Stage 6: Development of conceptual business models describing the characteristics and components of different types of youth tourism.

Stage 7: Develop a correspondence matrix between conceptual and specific youth tourism business models.

Stage 8: Creation of a matrix for the distribution of specific business models of youth tourism based on three proposed criteria: the level of formation of tourist interest and personalization, and the degree of involvement of the tourist in the process of providing tourist services.

Stage 9: Determination of the parameters that the selected business models must meet.

Stage 10: Development of a conceptual scheme for the correlation of organizational functions and the formation of structural units and organizational units within a tourism company in the selection of an innovative business model for youth tourism.

4. Results and Discussion

To develop a matrix of systemic characteristics of youth tourism business models, first of all, it is necessary to highlight the differences between the «classical» and «innovative» business models

generally accepted in science. The analysis showed that in the literature, as before, there is no single approach to the definition of these scientific categories due to their multidimensionality and interdisciplinarity, especially when considering them from the perspective of tourist and recreational activities. Classical business models are characterized by the use of traditional patterns, time-tested strategies and tools, focus on profit maximization - cost minimization, and also, as a rule, limited innovative potential due to the company's desire for optimization rather than radical change. As for innovative business models, they, in most cases, affect the transformation of all business processes of the company, contain components with a pronounced innovative and customized component that transforms traditional business models, and also provide for a deep study of issues related to the commercialization of the results of intellectual work and diffusion of innovations (Figure 5).

In order to identify innovative business models for youth tourism that could be adapted to the Kazakhstani tourism market (research task 1), it is also necessary to identify approaches that would best fit the nature of this research task.

In our case, these are functional-innovative and holistic approaches, whose respective characteristics are shown in Table 2.

The choice of these approaches to create a set of innovative business models in the field of youth tourism is due to the fact that the functional-innovative approach has a wide range of functions and

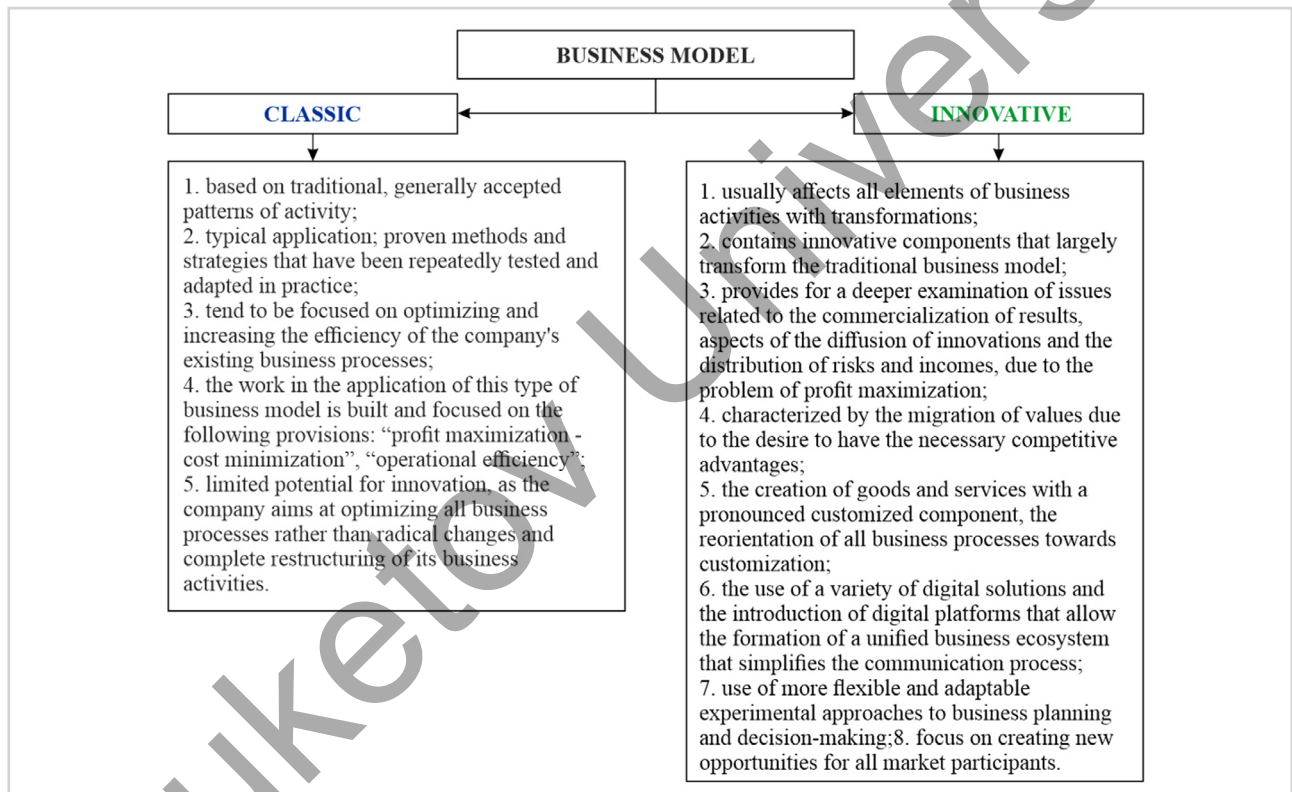


Figure 5:
Characteristics of «classic» and «innovative» business models
Source: Compiled by the authors

Table 2:
Characteristics of the functional-innovative and holistic approaches

Functional-innovative approach	Holistic approach
- development and implementation of new products and services;	- consideration of external and internal factors affecting the functioning of the system;
- optimization of production processes	- the possibility of studying the system as a single whole, a certain unified structure in which all elements are interconnected and influence each other;
- introduction of new solutions, including digital solutions (including unified digital platforms);	- is based on a comprehensive and systematic approach, which gives it characteristics such as adaptability, wide applicability, institutional adaptability (in relation to all participants in the tourism market) and universality (in relation to the existing wide variability of tourism products in the market)
- development of planning, organization, coordination, control and motivation systems;	
- staff training and development	
- creating an innovative corporate culture in the organization	

Source: Compiled by the authors

characteristics that affect the way activities are organized, both within the company itself and with other market players, including through the active implementation and use of a variety of innovative tools, including modern information and communication technologies, unified digital ecosystems that simplify the communication process and make it possible to take into account the variable demand of consumers in the tourism market, thus forming a new type of tourism products - with a distinct individual component; a holistic approach makes it possible to comprehensively study tourism products, their diversity, the peculiarities of their creation, geographical conditions and consumer preferences, and to restructure the business processes of tour operators and travel agencies so that they can offer the market the products that are most in demand among actual and potential customers, taking into account all the aspects that characterize and define them.

Figure 6 shows innovative business models in the field of youth tourism, divided into two groups according to the scientific approach applied for their categorization.

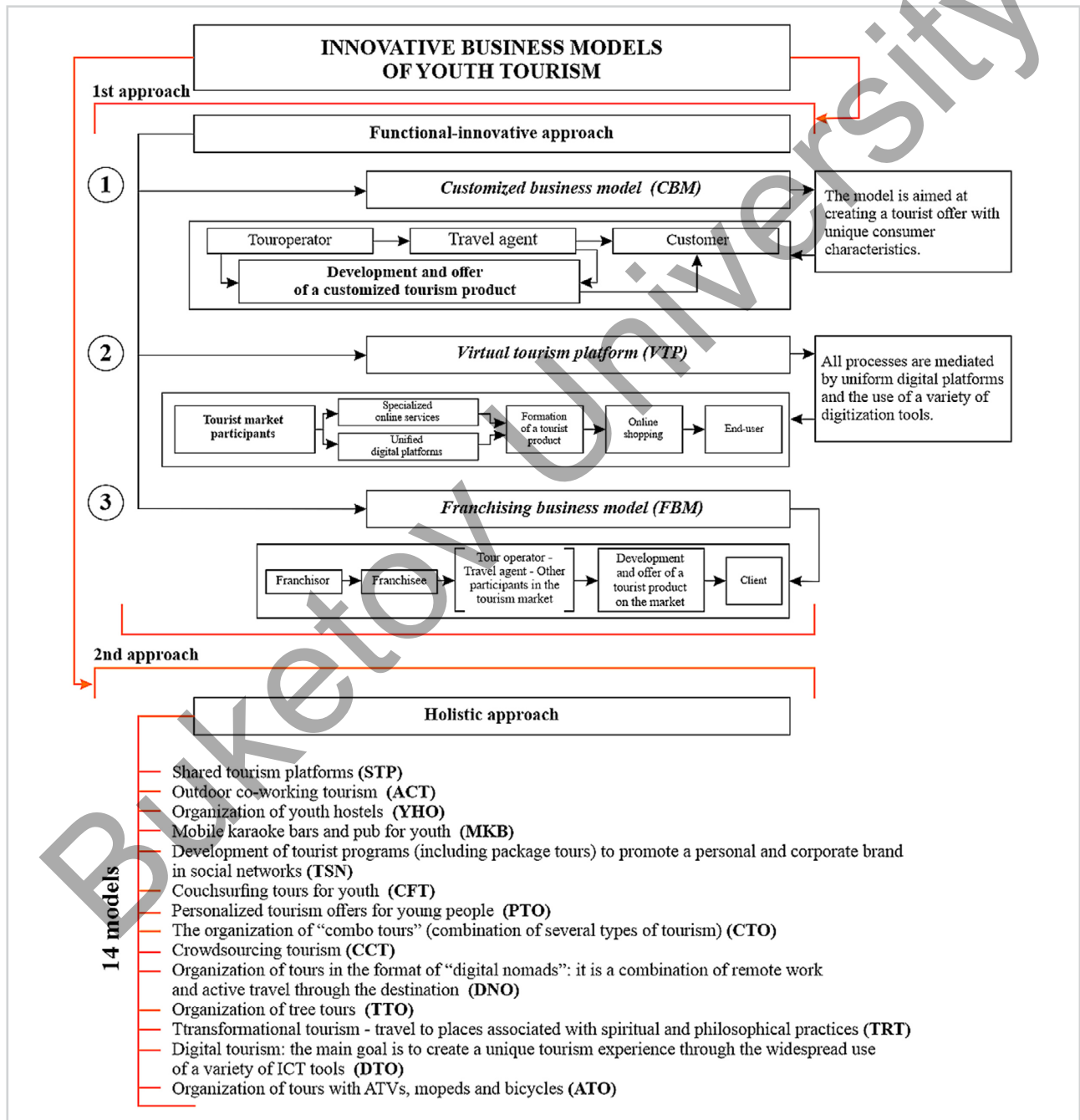


Figure 6:
Innovative business models in the field of youth tourism, identified on the basis of functional-innovative and holistic approaches

Source: Compiled by the authors

Thus, the *functional-innovative approach* allows us to distinguish 3 main types of business models in the field of youth tourism:

- 1) **a customized business model** focused on creating a tourism offer with unique consumer characteristics (CBM);
- 2) **a virtual tourism platform**, where all processes are mediated by the functional characteristics and capabilities of unified digital platforms and by the use of a variety of information and communication tools (VTP)
- 3) **a franchising business model**, which is somewhat more traditional, but at the same time has distinctive innovative features in terms of its applicability to the tourism market, especially from the point of view of the youth component (FBM).

In turn, the *holistic approach* made it possible to identify the following specific youth tourism business models that can be successfully adapted by tour operators and travel agencies in the domestic market:

- 1) **shared tourism platforms (STP)**, which focus on the ability to share a variety of tourism and leisure products and services;
- 2) **outdoor co-working tourism (ACT)**, which makes it possible to combine work and recreation outdoors, usually in specially equipped places; in addition, this type of tourism makes it possible to find a circle of people interested in the client's professional research, the formation of a team of professionals in the implementation of start-up projects, etc.;
- 3) **organization of youth hostels (YHO)**, whose main task is to provide the youth consumer segment with cheap (affordable) but safe accommodation, as well as the creation of a unique tourist experience associated with communication with new people, exploring new places, getting to know culture, life, etc.;
- 4) **mobile karaoke bars and pub for youth (MKB)** - this direction of youth tourism and the resulting business model have recently become particularly popular and relevant, as they differ from similar stationary establishments mainly in their mobility, i.e. the possibility to change their location and thus be close to eventful and diverse cultural events;
- 5) **developing tourism programs (including package tours) for social networks (TSN)**: a new but already proven direction in the field of youth tourism, whose main segment is an active user of social networks and often shows a constant desire to build and develop a personal brand; moreover, this type of tourism can be useful and relevant for companies / youth start-ups, for which the aspects of positioning their products and services through the widespread use of SMM features are an integral part of product management, promotion and adaptation policies;
- 6) **couchsurfing tours for youth (CFT)**, which are associated with intercultural communication and the exchange of experiences in different spheres of life with representatives of other countries and cultures based on the provision of free accommodation during individual and joint trips;
- 7) **personalized tourism offers for young people (PTO)** is the work of tour operators and travel agents in the creation of a tailor-made offer aimed at taking into account all types of consumer requirements for a tourist product;
- 8) **the organization of «combo tours» (combination of several types of tourism) (CTO)** is one of the most difficult, but at the same time most interesting in terms of tourism, types of youth tourism, as it can combine different types of activities; at the same time, the process of forming and adapting the business model of an organization for this type of tourism involves a number of risks, as it depends on a large number of intermediaries, whose control can be difficult in some cases;
- 9) **crowdsourcing tourism (CCT)** is an innovative business model, as it allows, on the one hand, to mobilize people's resources to realize any business idea, and, on the other hand, acts as a universal means of promotion and successful positioning of a destination, especially when implemented on the basis of modern digital solutions/platforms;
- 10) **organization of tours in the format of «digital nomads»**: it is a combination of remote work and active travel through the destination (DNO);
- 11) **organization of tree tours (TTO)** is a relatively new direction in the tourism industry; the business model in this case usually involves significant investments, as the implementation of the idea of this type of youth tourism is a complex technical and organizational process;
- 12) **transformational tourism** - travel to places associated with spiritual and philosophical practices (TRT);

13) **digital tourism**: the main goal is to create a unique tourism experience through the widespread use of a variety of ICT tools (DTO);

14) **organization of tours with ATVs, mopeds and bicycles (ATO)** - this type of tourism and the corresponding business model can be implemented both from the point of view of combining a set of basic services and an entertainment component, and from the point of view of integrating the company's business processes with the countries of the sharing economy.

Taking into account the types considered in Figure 6, the **following conceptual business models can be distinguished**, which can generally describe the specific characteristics and composition of certain types of youth tourism (identified in the framework of the two approaches considered), each of which can be adapted to practice:

- 1) close interaction between tour operator, travel agency and end consumer based on the use of digital solutions (**Communication Activity Business Model - CABM**);
- 2) partial involvement of tour operators and travel agencies in the design of the tourist offer or without them (**Independent Involvement Business Model - IIBM**);
- 3) involvement of third parties not directly connected with the tourism market (**Variable Involvement Business Model - VIBM**);
- 4) the presence of a large number of intermediaries (**The Third Party Business Model - TPBM**);
- 5) pronounced customization of services (**Preferred Accounting Business Model - PABM**);
- 6) participation of the main players in the tourist market of service organizations through intermediaries (**Intermediary Participation Business Model - IPBM**);
- 7) organization of trips without physical departure using digital tools (**Digital Involvement Business Model - DIBM**);
- 8) close interaction of individuals in the process of organizing trips based on digital platforms (**Digital Ecosystems with Persons Involvement Business Model - DEPIBM**).

Figure 7 shows a matrix reflecting the relationship between conceptual and specific business models of youth tourism identified in the context of functional-innovative and holistic approaches.

It is important to point out that the specific business models of youth tourism can be evaluated according to the criteria identified and designated on the basis of functional-innovative and holistic approaches, using three criteria and a 10-point scale (where 1 is the minimum and 10 is the maximum score): the level of formation of tourist interest and customization, as well as the degree of involvement of the tourist in the process of providing tourist services (research task 2; Table 3).

Figure 8 shows a Y-shaped matrix diagram that reflects the average values of the analyzed innovative business models for youth tourism in relation to the three previously identified analysis criteria.

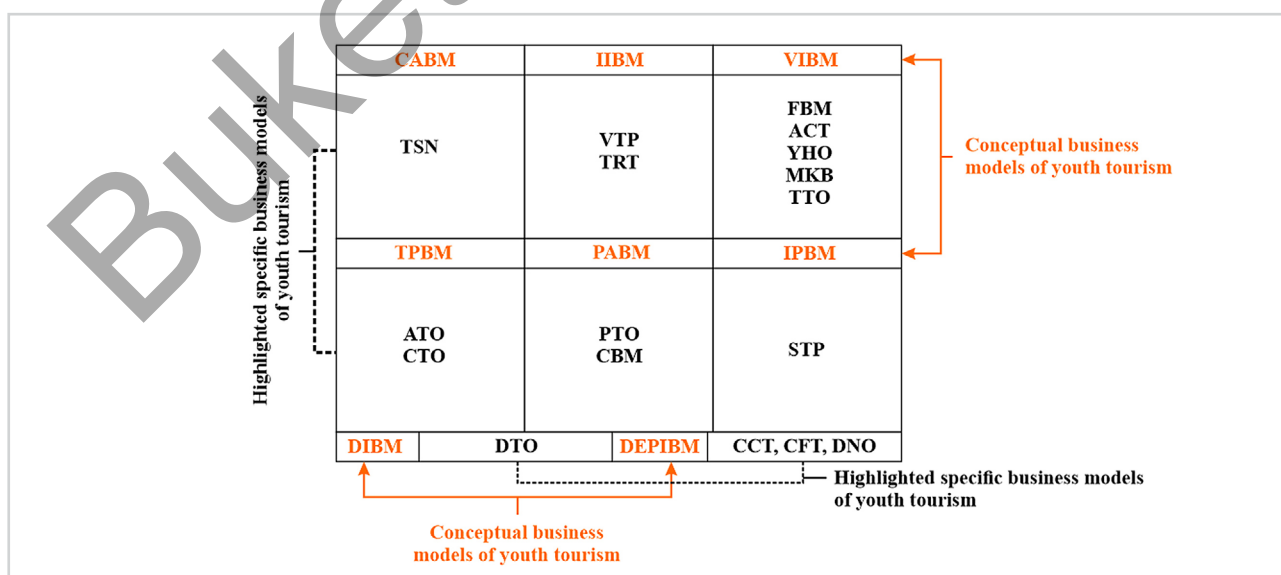


Figure 7:

Correspondence matrix between conceptual and specific business models of youth tourism

Source: Compiled by the authors

Table 3:

Distribution matrix of specific business models of youth tourism from the point of view of the analysis of three evaluation criteria: the level of formation of tourist interest and customization, as well as the degree of involvement of the tourist in the process of providing tourist services

No.	Types of youth tourism (typical business models for them)	The level of formation of tourist interest	The level of customization	The degree of involvement of the tourist	Total
Business models identified on the basis of a functional-innovative approach					
1	CBM	10	10	9	29
2	VTP	8	10	10	28
3	FBM	5	5	4	14
Business models identified on the basis of a holistic approach					
4	STP	6	7	9	22
5	ACT	9	6	10	25
6	YHO	7	5	8	20
7	MKB	9	7	9	25
8	TSN	8	7	8	23
9	CFT	6	6	7	19
10	PTO	9	9	7	25
11	CTO	10	7	9	26
12	CCT	6	6	9	21
13	DNO	5	5	9	19
14	TTO	9	7	9	25
15	TRT	7	7	10	24
16	DTO	10	7	10	27
17	ATO	9	7	10	26
Average score for the indicator		7.8	6.9	8.6	23.4

Source: Compiled by the authors

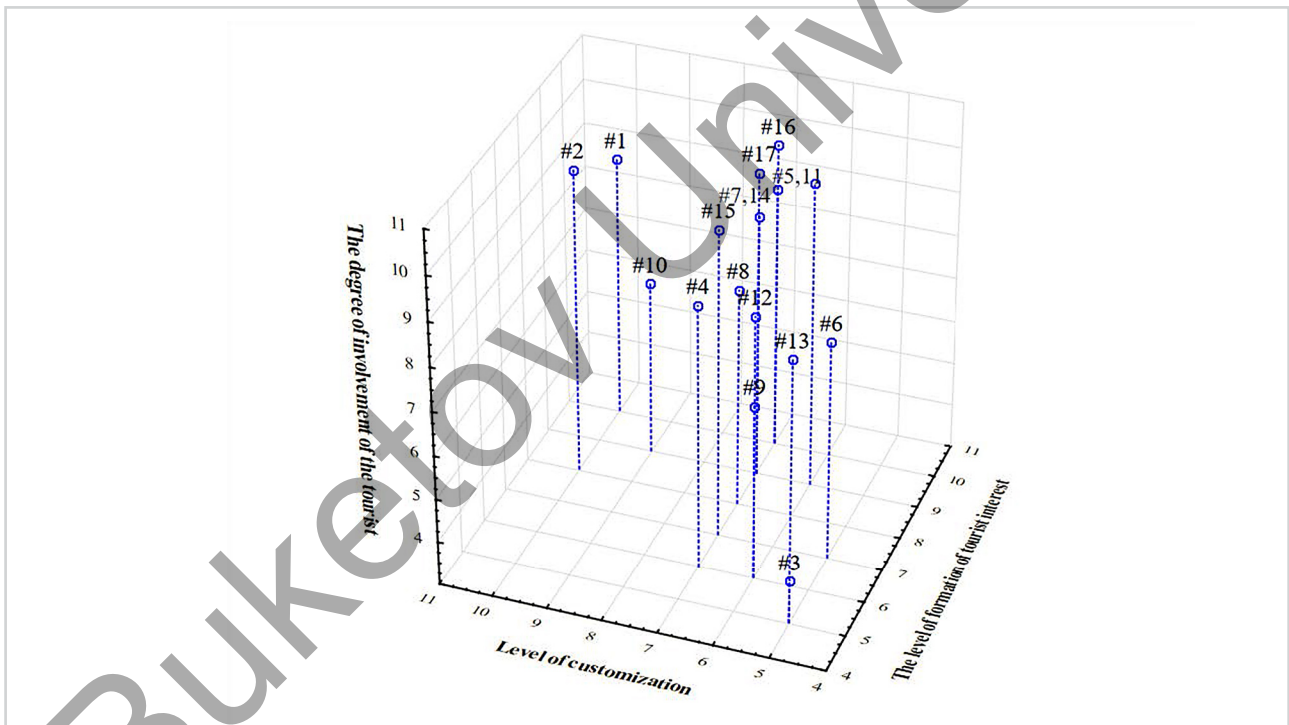


Figure 8:

Y-shaped matrix diagram reflecting the average values of the analyzed business models of youth tourism related to three criteria: the level of formation of tourist interest and customization, as well as the degree of involvement (the labels (#) from 1 to 17 correspond to the consecutive number of the business model from Table 3)

Source: Prepared by the authors on the basis of the Statistica 10 software product

It is important to point out that tour operators and travel agents can make the best choice for this innovative business model based on the selected evaluation criteria, if it also meets the following requirements:

- 1) the main trends in the development of the tourism market;
- 2) relate to the tactical, operational and strategic objectives of the organization
- 3) respond to the tasks of the market itself, especially to the existing demand (including latent figures);

- 4) enable the company the process of creating competitive advantages and provide opportunities for effective positioning in the market of the tourism products and services offered;
- 5) must be adaptable and change according to the conditions of the external and internal environment of the company; it is important to point out that the business models presented in this article (initialized within the framework of functional-innovative and holistic approaches) fully meet this criterion, being able to «adapt» to the requirements of the market by optimally adjusting the component composition and the structural relationships between all parts;
- 6) must meet the requirements for coherence by presenting a cohesive, coherent structure (in terms of component content) designed to achieve the tourism company's objectives in designing tourism products for the youth tourism market;
- 7) must meet the criteria for innovation (see Figure 5) to ensure a competitive advantage.

The data in Figure 8 suggest that the innovative business models CBM (customized business model), VTP (virtual tourism platform) and DTO (digital tourism) are the most suitable for full-scale tourism enterprises whose activities are associated with the widespread use of digital tools, unified digital platforms and ecosystems. The other selected business models also meet the previously mentioned characteristics and can be used for both travel agencies and tour operators with narrow or broad specialization.

Figure 9 shows a conceptual diagram of the correlation of organizational functions and the formation of structural units and organizational units within a tourism company, depending on the choice of one or another innovative youth tourism business model.

It is evident from Figure 9 that this conceptual scheme succinctly and unambiguously satisfies the criterion of adaptability of the business model to the activities of a tourism enterprise: thus, it is obvious that the selection of organizational functions and, accordingly, the formation of the necessary structural/organizational units responsible for them will be made through the evaluation of the characteristics and features of the business model itself, as well as on the basis of the determination of the company's capabilities; since a number of business models identified and proposed in this scientific work are characterized by the presence of a digital component, the

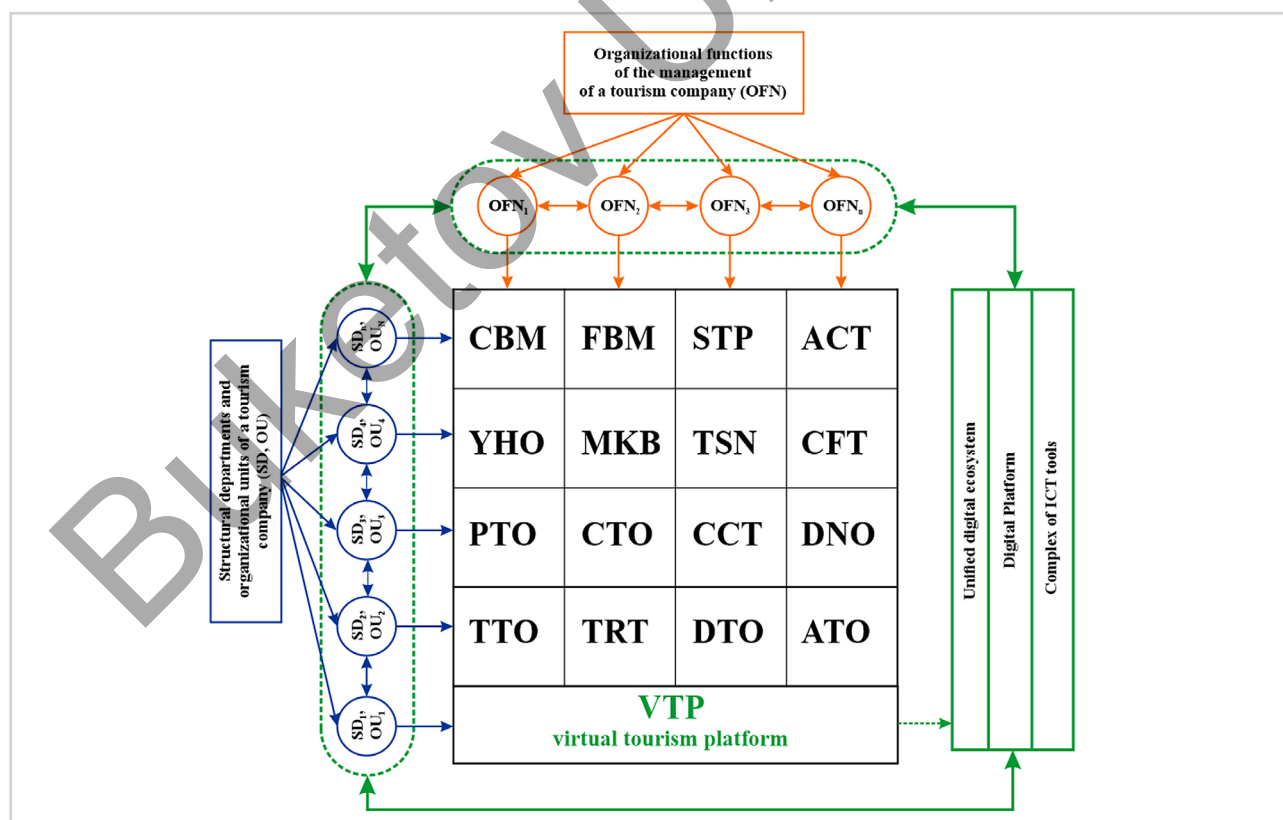


Figure 9:

Conceptual scheme of the correlation of organizational functions and the formation of structural units and organizational links within a tourism company when choosing an innovative business model for youth tourism

Source: Compiled by the authors

existence of unified digital ecosystems and platforms, as well as a set of ICT tools that mediate all communication between participants and the market, as well as directly between the structural units within the company itself, is of course a prerequisite.

5. Conclusion

Innovative business models in the context of modern economic development are becoming an integral form of business adaptation in the post-pandemic period. This trend is particularly characteristic of the tourism industry, which was most affected by the existing restrictions. Within the framework of two scientific approaches (functional-innovative and holistic), innovative forms of doing business were identified, which are reflected in business models such as: customized business model, virtual tourism platform, franchising business model, shared tourism platforms, outdoor co-working tourism, organization of youth hostels, mobile karaoke bars and pub for youth, developing tourism programs (including package tours) for social networks, couchsurfing tours for youth, personalized tourism offers for young people, the organization of «combo tours» (combination of several types of tourism), crowdsourcing tourism, organization of tours in the format of «digital nomads», organization of tree tours, transformational tourism, digital tourism, organization of tours with ATVs, mopeds and bicycles can become an effective tool for the development of the tourism business in the coming years, as they are aimed not only at the activities of large market players - tour operators, but also at individual travel agencies that are able to adapt their organizational structure to the offer of such types of youth tourism, for which there is a higher demand from consumers. This, in turn, will allow travel companies to gain undeniable competitive advantages and meet the needs of customers as efficiently as possible.

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Received 10.07.2022

Received in revised form 22.08.2022

Accepted 26.08.2022

Available online 28.02.2023