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## THE ROLE OF INNOVATIVE MANAGEMENT METHODS IN THE DEVELOPMENT OF BUSINESS TOURISM

### Abstract

Business tourism is one of the most dynamically developing segments of the modern tourism industry and plays an important role in the socio-economic development of states. Hosting international conferences, forums, exhibitions, and corporate events contributes to the development of business ties, the exchange of knowledge and technologies, and also stimulates the development of urban infrastructure and the service sector. A distinctive feature of business tourism is a higher level of tourist expenditure and a significant multiplier effect that extends to related sectors of the economy. This article examines the influence of innovative management methods on the development of business tourism and its economic effect for host destinations. The purpose of the article is to investigate the impact of innovative management methods on the development of business tourism, assess their economic effectiveness for the host territories and substantiate the importance of digital technologies and modern management tools in increasing the competitiveness and sustainable development of the MICE industry. Special attention is paid to the analysis of the digitalization of event management, the introduction of CRM systems, event management platforms, demand analytics tools, and modern service quality management methods. Based on the analysis of international practice and statistical data, the economic results of implementing innovative management solutions in the MICE industry (Meetings, Incentives, Conferences, Exhibitions) are assessed. The results of the study show that the use of innovative management methods contributes to an increase in the number of business events, higher spending by business tourists, lower operating costs, and a stronger multiplier effect on the economy. The findings confirm that innovative management is an important factor in increasing the competitiveness of tourist destinations and ensuring the sustainable development of business tourism.

**Keywords:** business tourism, MICE industry, innovative management methods, economic effect, tourism multiplier.

### Introduction

Business tourism has formed as an independent branch of the tourism industry and is one of the most fast-evolving areas of modern tourism. It plays an important role in the development of the national economy of any country, actively contributing to its integration into the world market, serving as an essential condition for the successful functioning of modern business, and making a significant contribution to economic development. Being among the most effective and diversified types of tourism, it often plays a stimulating role for other sectors of the national economy as well.

This topic is relevant because the development of business tourism is closely linked to resolving socio-economic problems, employment creation, infrastructure development, and the strengthening of international business ties.

The international business tourism market is developing rapidly and has significant growth potential. At the same time, the influence of this industry on related sectors and its contribution to the national economy as a whole are of particular importance. According to international experts, the multiplier effect of business tourism can reach a ratio of 1:5 to 1:7, which means that every monetary unit invested in the development of this sphere can generate 5–7 units of income in related segments of the economy, including tourism, transport, hospitality, catering, culture, trade, and other industries.

In the post-pandemic period, the business travel market has demonstrated steady recovery rates. Specifically, according to the Global Business Travel Association (GBTA), global business travel spending was projected to reach approximately USD 1.57 trillion in 2025, setting a new historical record and indicating an almost complete recovery of the industry after the crisis caused by the COVID-19 pandemic. Compared with the previous year, spending increased by about 6.6%, despite ongoing macroeconomic risks and geopolitical instability [1].

For comparison, in 2017 global business travel spending amounted to USD 1.3 trillion, which was 5.8% higher than in 2016. According to forecasts, by 2022 this figure was expected to rise to USD 1.7 trillion; however, the COVID-19 pandemic significantly adjusted these expectations. In 2020, business travel spending decreased by 53.8% and amounted to USD 661 billion. Despite forecast growth in 2021, actual global spending on business travel totaled USD 697 billion. In 2022, it increased by 34%, reaching USD 933 billion, which corresponded to only 65% of the pre-pandemic level. Nevertheless, by 2025 the business tourism market had not only recovered but also exceeded its pre-crisis indicators, confirming its strategic importance for the global economy [2].

Demand for business tourism as an independent segment of the tourism services market increases as the general economic system and business environment develop. Business tourism plays an important role in the development of business, cultural, and scientific relations between regions and countries. The development of the national economy and its integration into the global market directly influence the formation and expansion of business tourism, strengthening its importance as an instrument of international economic interaction.

It is well known that business tourism combines business travel and the meetings industry (MICE – Meetings, Incentives, Conferences, Exhibitions/Events), forming a comprehensive segment of the tourism industry with high economic and social impact. The economic recognition of business tourism is confirmed by fundamental theoretical and applied studies conducted by such international organizations as the United Nations (UN), the World Tourism Organization (UNWTO), the International Congress and Convention Association (ICCA), Meeting Professionals International (MPI), as well as other authoritative international associations and institutions. The purpose of this article is to examine the role of business tourism in economic development and to assess how innovative management methods influence its development in Kazakhstan.

Under conditions of transformation of the global economy and increasing competition among tourist destinations, business tourism is becoming one of the key instruments of economic growth, investment attraction, and the integration of national economies into global value chains. In this regard, the use of innovative management methods aimed at improving the efficiency of the business tourism industry, increasing its competitiveness, and strengthening its multiplier effect on the economy acquires particular significance.

### **Research materials and methods**

The methodological basis of the study rests on a set of general scientific and economic-statistical methods of analysis, which make it possible to assess the impact of innovative management methods on the development of business tourism and its contribution to the economy. The study uses a systems approach that considers business tourism as an element of the tourism industry exerting a comprehensive influence on economic development and related sectors.

The theoretical basis of the study consists of the scientific works of domestic and foreign authors in the field of tourism economics, tourism industry management, and the development of the business events industry (MICE). The information base includes statistical data from international organizations, including the World Tourism Organization (UNWTO), the Global Business Travel Association (GBTA), the International Congress and Convention Association (ICCA), as well as analytical reports and data from national statistical agencies.

The following methods were employed during the study: economic and statistical analysis, which was applied to examine the dynamics of the global business tourism market, changes in business travel volumes, and the structure of business tourists' expenditures. The analysis of statistical data made it possible to identify the main trends in the development of the MICE industry. Comparative analysis was applied to examine international experience in business tourism management and to identify the most effective management practices used across various countries and destinations. The method of multiplier analysis was used to assess the economic effects of business tourism through an approach based on the tourism multiplier, allowing the determination of the direct, indirect, and induced impacts of tourist expenditures on the economy. In addition, the analysis of innovative management tools involved the examination of modern digital and organizational instruments for managing the business events industry, including CRM systems, event management platforms, demand analytics systems, and service quality management methods.

The comprehensive application of these methods made it possible to determine the impact of innovative management methods on the efficiency of the business tourism industry and to assess their role in enhancing the economic performance of tourist destinations.

### **Results and their discussion**

Innovative management methods in business tourism represent a set of managerial, organizational, digital, and analytical tools that optimize the processes of planning, organizing, promoting, and evaluating business events (business travel and MICE). Their implementation makes it possible to move from fragmented and reactive management to a systematic, predictable, and measurable model of industry development.

World practice shows that countries and cities that consistently implement innovative management approaches in business tourism demonstrate higher growth rates in the number of events and delegates, as well as stronger economic outcomes, compared with destinations using traditional administrative methods.

One of the key innovative management methods in business tourism is the digitalization of sales processes, registration, and event analytics. The use of CRM systems, event management systems, demand analytics tools, and dynamic pricing makes it possible to significantly increase the efficiency of attracting and servicing organizers of business events.

According to international CRM and sales analytics studies, the implementation of CRM systems and analytical tools can improve sales productivity, customer data management, forecasting accuracy, and overall return on investment [3]. In the MICE industry, these effects may be reflected in higher inquiry-to-event conversion, shorter decision-making cycles, and an increase in repeat events.

In practical terms, CRM and analytical tools in the MICE industry may contribute to:

- an increase in the conversion of inquiries into confirmed events by 12–25%;
- a reduction in the average decision-making cycle / lead time by 15–30%;
- an increase in the share of repeat events by 10–20%.

In business practice, after CRM implementation companies often observe improvements in lead conversion due to centralized contact management, automated inquiry processing, and sales funnel analytics. According to an industry case study, the implementation of an AI-enabled CRM inquiry workflow increased lead conversion from 12% to 31% within six months, representing a growth of approximately 19 percentage points, or more than 2.5 times [4].

Other industry sources indicate that automation of lead-capture workflows and CRM synchronization can improve lead-processing efficiency by up to 50% compared with manual processing [5].

Automation of inquiry processing and CRM analytics allows participants to receive faster responses, offers, and tailored solutions, which reduces the duration of the sales cycle.

According to industry case studies, CRM implementation may reduce the sales cycle. In one commercial case, the average sales cycle decreased from 45 to 28 days, which represents an approximately 38% reduction [6]. CRM analytics makes it possible to quickly identify bottlenecks in the funnel and accelerate inquiry processing, as reflected in reports on the digitalization of sales and marketing management [7].

Although sector-specific CRM studies in the MICE industry remain limited, data from commercial implementations show that CRM reduces lead time by 15–30% on average, especially in qualification and event approval processes.

Real practices show that the use of CRM in event management can increase the conversion of inquiries into confirmed events by 10–25% and more, depending on the level of automation and data integration.

In economic terms, this leads to an increase in the number of events held and delegates served without a proportional increase in costs. For example, if the host destination holds 100 international business events annually, an increase in the number of international business events by just 10% would mean 10 additional events. With an average of 300–500 delegates per event and average spending by one business tourist of USD 1,200–1,500, this may provide additional direct annual income of USD 3.6–7.5 million for the host destination, based on the author's calculation and general

international business travel spending trends [8]. CRM outcomes vary with the degree of implementation, data quality, the level of integration with other business systems, staff training, and the maturity of digital processes [9]. Most empirical CRM data relate to sales and services in B2B/B2C sectors rather than MICE as a separate industry. However, the logic and mechanisms of CRM, including lead management, behavioral analytics, and communication personalization, remain applicable to MICE-related business processes [10].

In the context of MICE, it is important to consider the complexity of the process, the involvement of multiple stakeholders, and the length of approvals; therefore, enhanced analytics and automation indeed produce a noticeable effect. According to practical cases and empirical studies on CRM implementation, automation of lead management and analytics can increase the conversion of incoming inquiries into confirmed events by approximately 12–25%, reduce the average decision-making cycle (lead time) by 15–30%, and, through improved customer interaction, increase the share of repeat events by 10–20%. Such effects are recorded in corporate automation cases where CRM platforms contribute to data centralization, communication optimization, and faster inquiry processing, which is especially important in the segment of complex B2B events and MICE. These figures reflect average efficiency values of CRM implementation in commercial industries and can be reasonably applied to assess the impact of CRM in the business tourism and MICE industry.

Innovative quality management methods based on the principles of service design, TQM, ISO 9001, and customer experience management (CEM) have a direct impact on the sustainability of demand and the reputation of a destination in the international business tourism market [11].

Based on the relationship between conference service quality, delegate satisfaction and future behavioural intentions, the following author's applied estimates may be used:

- an increase in the delegate satisfaction index (CSI) by 10 points may raise the probability of repeat destination choice by 8–12%;
- a 10-point increase in NPS may be associated with an average 15% increase in recommendations and repeat bookings;
- a reduction in operational failures, including queues, registration delays and logistics problems, by 20–30% may decrease organizers' hidden costs and strengthen their loyalty [12].

From the perspective of business tourism economics, improving service quality increases not only the number of events but also the average spending of a business tourist through the consumption of additional services, including excursions, cultural programs and premium accommodation. In the author's applied estimate, well-organized events may ensure a 7–15% increase in average delegate spending, based on the relationship between service quality, delegate satisfaction and future behavioural intentions [13].

The implementation of a process approach (BPM), Lean methods, and standardized operating procedures makes it possible to significantly improve the manageability of the business tourism industry. This aspect is especially important for large-scale events and congresses involving dozens of contractors and hundreds of employees.

Based on industry benchmarks and author's applied estimates, supported by event management and quality management literature [14]:

- optimization of event organization processes may reduce operating costs by 10–18%;
- automation of procurement and logistics may reduce event preparation time by 20–25%;
- standardization of processes may increase staff productivity by 15–20%.

At the destination level, this means the ability to host more events using the existing infrastructure, without the need for significant capital investment. Thus, innovative management methods increase the "capacity" of business tourism and accelerate the return on infrastructure investment.

The use of innovative management solutions affects the tourism multiplier through an increase in delegates' length of stay, growth in the share of additional services, and broader participation of local businesses in the value chain [15]. Thus, assuming an increase in the average spending of a business tourist from USD 1,200 to USD 1,350 (+12.5%) and applying a tourism multiplier of 1.8, the total contribution of one delegate to the economy rises from USD 2,160 to USD 2,430. For an

event with 1,000 delegates, this represents an additional economic impact of USD 270,000 (author's calculation).

The multiplier effect of business tourism (MICE) in Kazakhstan is significant: every tenge spent by a business tourist generates additional income in related industries (transport, catering, services) with a coefficient that can exceed 1.5–2.0. The growth in visitor numbers (11.5 million foreign visitors in the first 9 months of 2024) ensures a large-scale contribution to GDP through the chain “accommodation – food – logistics – leisure” [16].

The main components of the multiplier effect in MICE are as follows. The direct effect refers to spending on accommodation, conference hall rental, and flights. The indirect effect encompasses purchases made by hotels and restaurants from local producers of food, renovation materials, and cleaning services. The induced effect reflects growth in the income of tourism sector employees, who then spend their wages in other sectors of the economy.

The multiplier shows how much additional income is created by each unit of tourist spending. As a rule, the Keynesian income multiplier is used in calculating the multiplier effect:

$$k = 1 / (1 - MPC) \quad (1)$$

where:

- k is the tourism multiplier;
- MPC (marginal propensity to consume) is the marginal propensity to consume within the economy;
- the more money remains in the country, the higher the multiplier.

It shows how many times total economic income increases when expenditures rise (for example, investments or tourist expenditures).

However, in tourism a broader formula is often used, since in the real economy there are leakages from the system: imports, taxes and savings. Therefore, a more precise model is applied.

$$k = \frac{1}{MPS + MPI + MPT} \quad (2)$$

where:

- **MPS** is the propensity to save;
- **MPI** is the propensity to import;
- **MPT** is tax leakage.

This formula is more often used in tourism and MICE studies.

For tourism and the regional economy, extended models with leakages are usually used (0.3–0.5 of income leakages), therefore the real values of the multiplier are often 1.5–2.0 rather than 3–4.

For example, in the first 9 months of 2024, Kazakhstan was visited by 11.5 million foreign visitors. Studies of MICE show that business tourists spend more than ordinary tourists. Let us assume:

Table 1 – Total Expenditures of MICE Tourists

Expenditure item	Average expenditure (tenge)
Accommodation	120,000
Food	80,000
Transport	70,000
Conferences and services	130,000
Leisure	50,000
<b>Total</b>	<b>450,000</b>
Note: Compiled by the authors	

If 11.5 million visitors × 450,000 tenge = 5.17 trillion tenge.  
If we assume:

$$5.17 \text{ trillion tenge} \times 1.7 = 8.79 \text{ trillion tenge.}$$

The direct effect of visitors and their expenditures is 5.17 trillion tenge. To calculate the coefficient of the indirect effect of business tourism, the following is usually assumed:

Table 2 – Types of Tourist Effects

Type of effect	Share
Direct	55–65%
Indirect	20–30%
Induced	15–25%
Indirect coefficient for MICE tourism	0.4
Note: Calculated by the authors (each 1 tenge of direct expenditure creates 0.4 tenge of additional purchases from suppliers)	

The formula for calculating the indirect effect is:

$$\text{Indirect} = \text{Direct} \times \alpha \quad (3)$$

where Indirect is the indirect effect, Direct is direct expenditure, and  $\alpha$  is the coefficient of inter-industry purchases.

$$\text{Indirect} = 5.17 \times 0.4$$

$$\text{Indirect} = 2.068 \text{ trillion } \text{₸}$$

Thus, the result is 2.1 trillion tenge.

These 2.1 trillion tenge arise because hotels and restaurants purchase goods and services from other sectors.

Table 3 – Example Distribution

Industry	Volume (tenge)
Agriculture (food products)	0.52 trillion
Furniture and textile manufacturing	0.31 trillion
Cleaning and building maintenance	0.21 trillion
IT and digital services	0.17 trillion
Transport and logistics	0.41 trillion
Other services	0.48 trillion
Total	2.1 trillion
Note: Compiled by the authors	

The indirect effect is calculated through the coefficient of inter-industry purchases. With direct tourist expenditures of 5.17 trillion tenge and an indirect multiplier coefficient of 0.4, the volume of the indirect effect amounts to:

$$\text{Indirect} = 5.17 \times 0.4 = 2.07 \text{ trillion tenge (2.1 trillion tenge)}.$$

This effect is generated through purchases by hotels and restaurants from related sectors of the economy (agriculture, furniture production, cleaning, IT services, transport).

The induced effect is calculated through workers' incomes, which arise due to the direct and indirect expenditures of tourists and are then spent in the economy. The standard calculation scheme is presented below. The induced effect arises when:

1. tourists pay hotels, restaurants, and transport companies;
2. these enterprises pay wages to employees;
3. employees spend their wages on goods and services (shops, transport, housing, entertainment);
4. these expenditures create additional economic turnover.

$$\text{Induced} = (\text{Direct} + \text{Indirect}) \times w \times \text{MPC} \quad (4)$$

where Direct is the direct effect, Indirect is the indirect effect,  $w$  is the share of wages in the income of the industry, and MPC is the marginal propensity to consume.

$5.17 + 2.1 = 7.27$  trillion tenge. In tourism, the wage share is usually 30–40%.

Let us take 35%.

$$\text{Salary} = 7.27 \times 0.35$$

$$\text{Salary} = 2.54 \text{ trillion tenge.}$$

Let us assume:

$$\text{MPC} = 0.6$$

This means that 60% of wages is spent within the economy. Thus:

$$\text{Induced} = 2.54 \times 0.6 = 1.52 \text{ trillion tenge.}$$

The induced effect is formed through the consumer spending of employees in the tourism industry. With total industry income of 7.27 trillion tenge, a wage share of 35%, and a marginal propensity to consume of 0.6, the induced effect amounts to:

$$\text{Induced} = (5.17 + 2.1) \times 0.35 \times 0.6 \approx 1.5 \text{ trillion tenge.}$$

Table 4 – Types of Effects from MICE Tourist Expenditures

Type of effect	Volume (trillion tenge)
Direct	5.17
Indirect	2.1
Induced	1.5
Total effect	8.7–9.0
Note: Compiled by the authors	

Every 1 tenge of expenditure by a MICE tourist generates approximately 1.7 tenge of economic activity, which confirms a multiplier of 1.5–2.0. If 1,000 foreign business tourists spend an average of USD 1,000 each (USD 1 million direct effect), then taking into account a multiplier of 1.8, the total contribution to the economy will amount to USD 1.8 million. The development of infrastructure (hubs, hotels) in Almaty and Astana strengthens this effect despite current infrastructure constraints.

Innovative destination management is of particular importance for the development of business tourism. The establishment and strengthening of Convention Bureaus, the implementation of the “one-stop shop” model, portfolio management of the event calendar, and stakeholder coordination make it possible to ensure systematic growth of the industry.

Quantitative estimates show that destinations with active Convention Bureaus:

- attract 30–50% more international association events;
- demonstrate greater stability in hotel occupancy on weekdays;
- recover more quickly after crises.

For the national economy, this means growth in the export potential of services, increased investment attractiveness, and the establishment of the country's brand as a sustainable business destination.

Despite the obvious advantages, innovative management methods do not always produce the expected effect. The main risks are associated with:

- formal digitalization without process reengineering;
- a shortage of qualified personnel;
- the absence of a unified system of performance indicators;
- fragmentation of management between the state and business.

In the absence of institutional coordination, innovations remain local in nature and do not lead to systemic growth in business tourism.

### **Conclusion**

The conducted analysis confirms that innovative management methods have a systemic impact on the development of business tourism and on the economic performance of host destinations. Digital CRM tools, event management platforms, data analytics, quality management systems and process-based approaches make it possible to improve the efficiency of attracting, organizing and servicing business events. Their combined use contributes not only to operational improvements, but also to the strengthening of the destination's competitiveness in the international MICE market.

First, digitalization and CRM-based management improve the quality of interaction with organizers and delegates. Centralized data, faster inquiry processing, sales funnel analytics and

personalized communication help increase the conversion of inquiries into confirmed events, reduce the average decision-making cycle and support repeat demand. These effects are particularly relevant for MICE, where the decision-making process involves several stakeholders and usually requires a longer negotiation and approval period.

Second, innovative quality management methods, including service design, TQM, ISO 9001 principles and customer experience management, increase delegate satisfaction and strengthen behavioral intentions such as repeat destination choice and recommendations. In practical terms, this means that better organized events can increase average delegate spending, reduce hidden costs for organizers and improve the reputation of the destination as a reliable platform for international business events.

Third, process optimization, automation of procurement and logistics, and standardized operating procedures increase the capacity of the destination to host more events using the existing infrastructure. This reduces operating costs, shortens event preparation time and increases staff productivity. As a result, innovative management accelerates the return on investments in tourism and event infrastructure.

The multiplier analysis shows that the economic impact of business tourism is formed not only through direct delegate spending, but also through indirect and induced effects in related sectors, including accommodation, catering, transport, logistics, cultural services, retail and local suppliers. Therefore, even a moderate increase in the number of business events, average delegate spending or length of stay can generate a substantial additional effect for the host economy.

Overall, innovative management methods should be considered not as auxiliary instruments, but as a foundational factor in the sustainable development of business tourism. For Kazakhstan, their consistent implementation may strengthen the country's position in the international MICE market, increase the export potential of services, support local businesses and contribute to the transformation of business tourism into one of the drivers of socio-economic development.

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## **ІСКЕРЛІК ТУРИЗМДІ ДАМУДАҒЫ БАСҚАРУ ӘДІСТЕРІНІҢ РӨЛІ**

### **Аңдатпа**

Іскерлік туризм қазіргі заманғы туристік индустрияның қарқынды дамып келе жатқан сегменттерінің бірі болып табылады және мемлекеттердің әлеуметтік-экономикалық дамуында маңызды рөл атқарады. Халықаралық конференцияларды, форумдарды, көрмелер мен корпоративтік іс-шараларды өткізу іскерлік байланыстарды дамытуға, білім және технологиялармен алмасуға ықпал етеді, сондай-ақ қалалық инфрақұрылым мен қызмет көрсету саласын дамытуды ынталандырады. Іскерлік туризмнің ерекшелігі ол туристердің экономиканың аралас салаларына таралатын шығындарының жоғары болуы және айтарлықтай мультипликативті әсер етуі болып табылады. Мақалада басқарудың инновациялық әдістерінің іскерлік туризмді дамытудағы алатын орны және туристерді қабылдаушы аумақтар үшін экономикалық тиімділігі қарастырылады. Мақаланың мақсаты-басқарудың инновациялық әдістерінің іскерлік туризмді дамытуға әсерін зерттеу, олардың қабылдаушы аумақтар үшін экономикалық тиімділігін бағалау және MICE индустриясының бәсекеге қабілеттілігі мен тұрақты дамуын арттырудағы цифрлық технологиялар мен заманауи басқару құралдарының маңыздылығын негіздеу. Үдеріс барысында Іс-шараларды басқаруды цифрландыруды талдауға, CRM жүйелерін, оқиғаларды басқару платформаларын, сұранысты талдау құралдарын және қызмет сапасын басқарудың заманауи әдістерін енгізуге ерекше назар аударылады. Халықаралық тәжірибе мен статистикалық деректерді талдау негізінде MICE (Meetings, Incentives, Conferences, Exhibitions) индустриясында инновациялық басқару шешімдерін енгізудің экономикалық нәтижелері бағаланады. Зерттеу нәтижелері басқарудың инновациялық әдістерін қолдану іскерлік іс-шаралар санының артуына, іскер туристердің шығындарының артуына, операциялық шығындардың төмендеуіне және экономика үшін мультипликативті әсердің күшеюіне ықпал ететінін көрсетеді. Алынған қорытындылар инновациялық басқару туристік дестинациялардың бәсекеге қабілеттілігін арттырудың және іскерлік туризмнің орнықты дамуының маңызды факторы болып табылатынын растайды.

**Негізгі сөздер.** Іскерлік туризм, MICE-индустрия, басқарудың инновациялық әдістері, экономикалық әсер, туристік мультипликатор.

## **РОЛЬ ИННОВАЦИОННЫХ МЕТОДОВ УПРАВЛЕНИЯ В РАЗВИТИИ ДЕЛОВОГО ТУРИЗМА**

### **Аннотация**

Деловой туризм является одним из наиболее динамично развивающихся сегментов современной туристской индустрии и играет важную роль в социально-экономическом развитии государств. Проведение международных конференций, форумов, выставок и корпоративных мероприятий способствует развитию деловых связей, обмену знаниями и технологиями, а также стимулирует рост городской инфраструктуры и сферы услуг. Особенность делового туризма заключается в более высоком уровне расходов туристов и значительном мультипликативном эффекте, распространяющемся на смежные отрасли экономики. В статье рассматривается влияние инновационных методов управления на развитие делового туризма и его экономический эффект для принимающих территорий. Цель статьи — исследовать влияние инновационных методов управления на развитие делового туризма, оценить их экономическую эффективность для принимающих территорий и обосновать значимость цифровых технологий и современных управленческих инструментов в повышении конкурентоспособности и устойчивого развития индустрии MICE. Особое внимание уделяется анализу цифровизации управления мероприятиями, внедрению CRM-систем, платформ управления событиями, инструментов аналитики спроса и современных методов управления качеством услуг. На основе анализа международной практики и статистических данных оцениваются экономические результаты внедрения инновационных управленческих решений в индустрии MICE (Meetings, Incentives, Conferences, Exhibitions). Результаты исследования показывают, что применение инновационных методов управления способствует росту числа деловых мероприятий, увеличению расходов деловых туристов, снижению операционных издержек и усилению мультипликативного эффекта для экономики. Полученные выводы подтверждают, что инновационное управление является важным фактором повышения конкурентоспособности туристских дестинаций и устойчивого развития делового туризма.

**Ключевые слова:** деловой туризм, MICE-индустрия, инновационные методы управления, экономический эффект, туристский мультипликатор.

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