

# The role of knowledge management in the tourism sector: a synthesis and way forward

Amitabh Anand, Varsha Pratibha Shantakumar, Birgit Muskat, Sanjay Kumar Singh, Jean-Pierre Dumazert and Youssra Riahi

## Abstract

**Purpose** – This study aims to explore and synthesize the role of knowledge management (KM) in tourism organizations (including micro, small, medium and large enterprises and destination management organizations).

**Design/methodology/approach** – This study adopts systematic review methods to synthesize the role of KM in tourism from 90 journal articles.

**Findings** – This study identifies the prominent theories adopted to explore the relation and impact of KM in the tourism sector, the geographic distribution of the literature and thorough qualitative synthesis. This study identifies the critical research themes investigated and the outcome of KM applications. Finally, through reviews, this study identifies critical gaps in the literature and offer promising avenues to advance the KM in tourism research.

**Originality/value** – This is one of the few papers that comprehensively review the role of KM in the tourism industry and offer implications.

**Keywords** Tourism management, Tourism organization, Knowledge management, Knowledge management strategy, Knowledge transfer, Knowledge sharing, Knowledge management systems

**Paper type** Literature review

## Introduction

Knowledge management (KM) is a set of actions, processes and practices that facilitate knowledge acquisition, absorption, transfer, sharing, use and storage. These activities enable firms to manage innovation and customer relations processes while also achieving strategic goals (Gao *et al.*, 2018; Nonaka, 1994). The KM literature has been included in a wide range of fields, such as sociology, information management, organizational theory and management of human resources (Centobelli *et al.*, 2019) and contextualized for specific domains, such as tourism and hospitality (Hallin and Marnburg, 2008; Cooper, 2002; Hjalager, 2010).

Subsequently, understanding the role of KM in the discipline of tourism studies is critical, as it is one of the key sectors contributing significantly to the economic, social and cultural advancement of any nation's society (UNWTO, 2022). Tourism organizations function in an intensely dynamic and knowledge-based system of stakeholders and networks, and they are exposed to rapid and continuing environmental changes (Baggio, 2008; Pizam, 2007; Nieves *et al.*, 2014). At the same time, tourism organizations can also be considered knowledge brokers and boundary spanners (Blackman *et al.*, 2011) and enable the transfer of knowledge within and outside the tourism system. Tourism organizations are diverse, as they differ in size

Amitabh Anand is based at the Excecia Business School, CERIIM, La Rochelle, France and CERGAM, Aix-Marseille University, Aix-en-Provence, France. Varsha Pratibha Shantakumar is based at the School of Commerce and Economics, Presidency University, Bangalore, India. Birgit Muskat is based at Australian National University, Canberra, Australia. Sanjay Kumar Singh is based at the School of Business, Maynooth University, Maynooth, Ireland. Jean-Pierre Dumazert is based at the Excecia Business School, CERIIM, La Rochelle, France, and Corhis, University of Montpellier, Montpellier, France. Youssra Riahi is based at the Rabat Business School, International University of Rabat, Rabat, Morocco.

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(e.g. micro-business, SMEs, large global multi-national firms), their value proposition (e.g. commercial, social, educational) and consist of public and private [1]. Organizations could be grounded on place-based or digital business models and consist of informally organized resident and community groups. This diversity reflects the complex nature of the tourism system's knowledge base, and it is clear that they benefit from understanding KM processes to develop their competitive advantage (Hall and Williams, 2020).

Thus, tourism can be seen as a complex socio-economic system, with numerous actors creating, transferring and using knowledge. For instance, tourists create knowledge in high volumes, share via social media, share, hold high volumes of tacit knowledge, and similarly, stakeholders/knowledge creators/holders in the tourism (Sheehan *et al.*, 2016). Tourism organizations need to understand and implement KM to build innovation capability (Muskat *et al.*, 2021; Ruiz-Ortega *et al.*, 2021), to renew their processes, services and products (Brooker and Joppe, 2014; Dwyer and Edwards, 2009), to innovate with radical, incremental and more sustainable new business models (Souto, 2015; Mwesiimo *et al.*, 2022) – and above all to adapt their value propositions to existing and design experiences for existing and prospective tourists (Shulga and Busser, 2020; Tussyadiah, 2014).

The problem, however, is that the KM literature in the tourism field has rarely been systematically discussed (Tan and Wong, 2016; Ritsri and Meeprom, 2020). Only a few notable studies have attempted to analyze the field in more depth, yet this occurred more than a decade ago (Cooper, 2002; Shaw and Williams, 2009; Hallin and Marnburg, 2008). Hallin and Marnburg (2008) published an article in the *Tourist Management Journal* 2008 and emphasized the importance of KM in the tourism industry. They concluded that, while the concept of KM is one of the most contentious in management, it has not gained the same level of application and practical research in the tourism and hospitality industry as it has in other fields. The KM's crucial role in tourism has significance in various situations that are unique compared to other industry sectors.

*First*, tourism organizations create value in a service environment. They need to acquire, absorb and use high volumes of tacit customer knowledge (e.g. tourists' emotions, satisfaction, risk perceptions). Yet tacit knowledge is relatively immobile, and thus it is often challenging to acquire for tourism organizations (Hoarau, 2014; Nonaka and Von Krogh, 2009). *Second*, another uniqueness is the knowledge-adoption problem of tourism organizations. For instance, they manage high volumes of information of new tourist knowledge, such as Big Social media data created at an increasingly rapid pace (Li *et al.*, 2018). Researchers emphasize that tourism organizations are typically small and micro-sized and thus rather operations-oriented with limited capabilities to strategically engage in knowledge transfer (KT) processes (Muskat *et al.*, 2021). In this regard, Hjalager (2010, p. 9) even notes that "massive structural and behavioral factors hinder innovation in tourism, and there is already solid evidence that SMEs may demonstrate an inclination to free-ride and be late and safe adopters." Yet, not all externally created knowledge might be relevant to absorb (Thomas and Wood, 2014). Hence, filtering relevant external knowledge can be considered a problem too.

Research, however, confirms that KM fosters innovation and creativity in tourism organizations by requiring managers to exercise a variety of leadership styles to provide excellent services in the hospitality sector (Thomas and Wood, 2014). KM enables greater decision-making agility in times of crisis or disaster management. It addresses industry difficulties through the provision of technology-enabled continuous training programs capable of achieving customer satisfaction, cultural knowledge and service improvements to maintain long-term viability and have a favorable impact on individual and community engagement in the tourist sector by value creation in business and thereby reducing poverty (Orchiston and Higham, 2016; Ritsri and Meeprom, 2020; Nadkarni, 2008).

While the importance of KM in tourism is highly relevant, on the other hand, we also found the distribution of journal publications to be very limited. The studies on KM in tourism

started to surge only in 2008 and even more so since 2014 (see [Appendix 1](#)). Therefore, it has not prompted many scholars in recent years to obtain an overview of the literature, and still, it is in nascent development. Consequently, this article aims to chart the understudied relationship of the function of KM in the tourism sector. In doing so, we use systematic literature approaches to first study the stock of the literature by identifying prominent theories; geographic distribution; and essential research streams, and to know, the outcomes of KM application in tourism, and finally, offer promising avenues for future study.

## Methodology

We follow the established method for performing systematic review methods, according to the suggested application of [Tranfield et al. \(2003\)](#), [Paul and Criado \(2020\)](#) and [Anand et al. \(2021a, 2021b\)](#). Systematic reviews seek to analyze and synthesize all relevant empirical information to have a comprehensive evaluation of research findings ([Tranfield et al., 2003](#)).

### Data search and screening

The Scopus database was chosen as our sampling, as it has more scientific publications than other resources such as the Web of Science (WOS; [Anand et al., 2021a, 2021b](#)). Second, keyword selection was done based on peer recommendation and following the three main articles published on KM in tourism ([Cooper, 2002](#); [Shaw and Williams, 2009](#); [Hallin and Marnburg, 2008](#)). Furthermore, KM is a unique concept that should be used as the core keyword when making a focused, grounded recommendation. Further, several combinations of keywords were used in [2] we used the Scopus database to extract publications in the context of Tourism. (see [Table 1](#) and [Figure 1](#) for more details). We extracted data in October 2021 from all the disciplines indexed in Scopus to make our sample broader, as most of the KM literature is multidisciplinary ([Ramy et al., 2018](#)). Furthermore, we omitted editorials, conference proceedings and book reviews in favor of journal articles, as they provide significance in the research group, represent an academic methodological standard and are at the forefront of the contributions, thoughts and opinions of researchers, investigators and experts in each field ([Anand et al., 2020](#)). Following the initial processes, the final search string was designed and used in Scopus, and it was used to search the keywords in the publication's title, abstract and keywords sections. It resulted in 167 papers spanning the years 2002 to 2021.

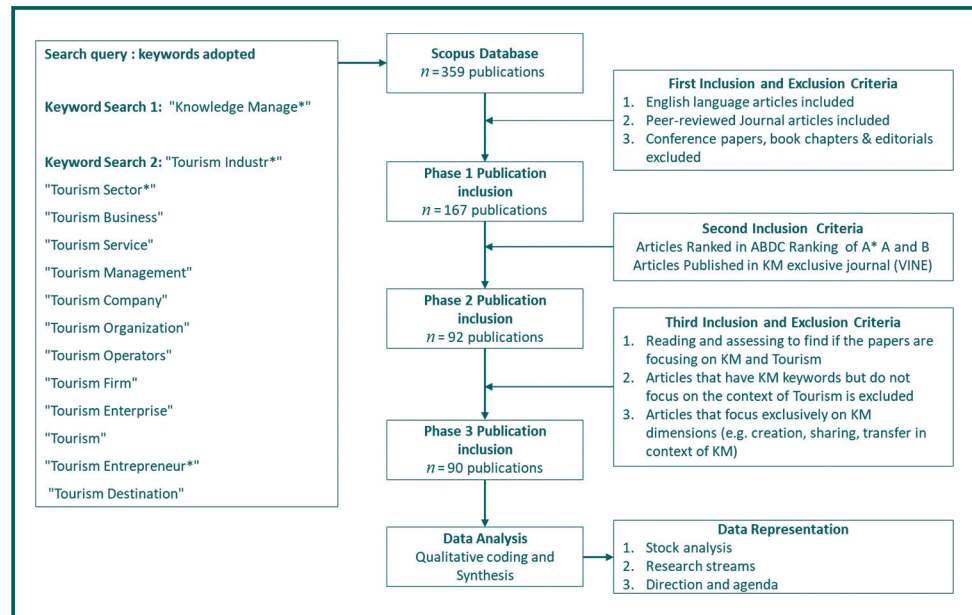
### Data inclusion and exclusion

We proceeded to define our second inclusion and exclusion criteria based on the following. First, from the obtained 167 publications, we applied to include papers following suggestions by [Budhwar et al. \(2019\)](#). Accordingly, we followed quality and relevance as the main scope of our research and review. Thus, for quality, we decided to focus on journals that were listed in the [3] Australian Business Deans Council (ABDC) ranking and we selected papers ranked A\*, A and B only and excluded C rank journals.

**Table 1** Keyword protocol used for extracting articles from Scopus

Keyword search protocol	Publication
[TITLE-ABS-KEY ("Knowledge Manage*")] AND [TITLE-ABS-KEY("Tourism Industr*" OR "Tourism Sector*" OR "Tourism Business" OR "Tourism Service" OR "Tourism Management" OR "Tourism Company" OR "Tourism Organization" OR "Tourism Operators" OR "Tourism Firm" OR "Tourism Enterprise" OR "Tourism" OR "Tourism Entrepreneur*" OR "Tourism Destination")] AND [LIMIT-TO (SRCTYPE, "j")] AND [LIMIT-TO (DOCTYPE, "ar")] AND [LIMIT-TO (LANGUAGE, "English")]	167

**Figure 1** Methodological process adopted in our systematic review



However, with one exception, we included the *VINE* journal, which focusses on the KM discipline, which we believe may have captured relevant literature in the tourism sector. After this preliminary screening based on the above exclusion criteria, we found 92 journal articles. Further, regarding relevance, we used the following inclusion criteria to select studies:

- if KM and tourism terms are mentioned in the publication title;
- publication present in either KM or tourism journal outlets; and
- the publication abstract includes keyword KM and tourism and also included hospitality.

This process finally gave us 90 articles that were used for further analysis.

### *Data mapping and analysis*

To investigate the existing literature on KM in the tourism sector to propose a research agenda, to extract the stock of literature, we used descriptive–analytical methods and the qualitative synthesis approach (Bosma *et al.*, 2019). A qualitative synthesis helps the scholars be above exploratory data by producing an original assessment or representation of a phenomenon that is more than just a description of the original data (Bosma *et al.*, 2019). To generate narratives, the authors screened the 90 articles to ascertain the following:

- study context (e.g. industry, country);
- variables/antecedents (individual, dyadic, group, organizational, etc.);
- methodology used (e.g. conceptual, qualitative, quantitative case study, etc.); and
- KM and tourism application (e.g. individual, organizational, societal, etc.).

Two co-authors coded 90 articles and shared them with other co-authors to ensure their reliability and eliminate inconsistencies. Following this, we first identified the stock of the

literature. With a continuous and iterative process, qualitative synthesis data assisted us in identifying essential research streams and gaps for future research.

## Findings

### *Paper distribution across geographies*

Country-based data used in the study of KM can promote scholars' temporal diffusion of concepts and contexts. Among the 90 publications, studies on KM have proliferated mainly in Asia, Oceania and Europe, with little scope remaining in other geographies (Figure 2 and Appendix 2). This entails a significant integration of different geographies further to investigate the application of KM in the tourism sector. While some papers have adopted a combination of country data, this also shows the distribution of cross-country studies to understand the role of KM in tourism.

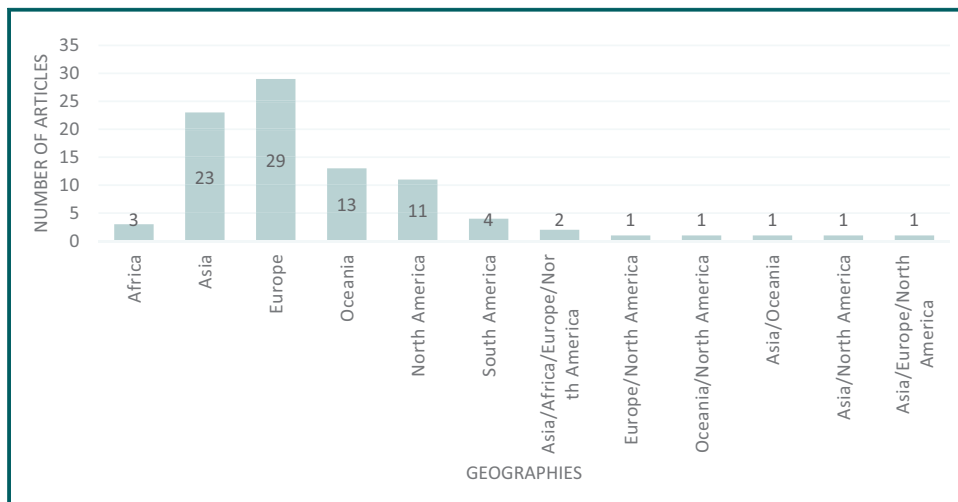
### *Paper distribution based on methodologies adopted*

Methodologies help scholars understand how KM in tourism studies has been investigated. A general pattern could be seen with the use of qualitative studies such as NVIVO content analysis (Tajeddini and Martin (2020), systematic literature review-inductive method (Hallin and Marnburg, 2008; Huang et al., 2015), case method (Adam and Urquhart, 2009); grounded theory (Beesley, 2005), followed by quantitative studies (Lim and Ok, 2021a, 2021b), LISRAEL (Martínez-Martínez et al., 2015), mix methodology regression using R (Dias et al., 2020a, (Liu and Lee, 2015) could be seen among the 90 samples (Figure 3 and Appendix 3). While a very few mixed-method approaches are emerging given the multidisciplinary nature of KM, the methodology information offers insights into that exploratory approach to understanding the patterns in literature have been used mainly from a qualitative perspective. At the same time, other measurement factors such as knowledge sharing (KS) and transfer seem to appear in the literature.

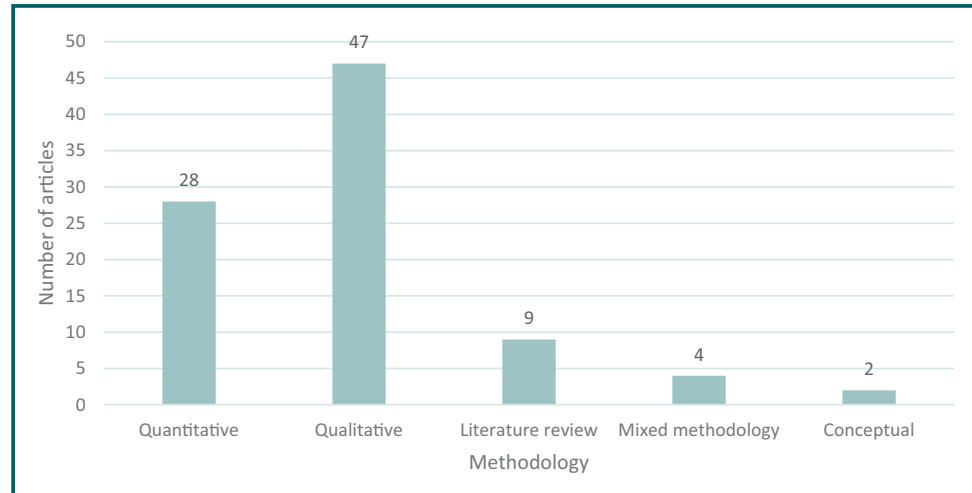
### *Paper distribution based on theories adopted*

Theories provide an understanding of the conceptual breakthroughs in the field that are vital to researchers and marketers to exploit specific contexts (Dennis and Kintsch, 2007). Scholars have used several theories to investigate the causes and consequences of KM

**Figure 2** Paper distribution across geographies



**Figure 3** Paper distribution based on adopted methodologies



in the tourism sector from the individual, dyadic, group and organizational levels. Most theories include socio-psychological and relational theories such as social exchange theory, social cognitive theory and social network theory (Table 2). Besides the most used theories, our review discovered some studies that use relatively uncommon theories in KM, such as systems theory, cluster theory, rough set theory.

### A research synthesis of knowledge management in tourism

We identified five essential research themes and several outcomes (Table 3) linked to KM in the tourism sector based on a qualitative synthesis of 90 studies. Following suggestions by Coretéz *et al.* (2021), articles were coded using an Excel spreadsheet. The coding was performed, keeping the research questions as our central focus. Accordingly, we identified the focus of the article (geography, industry, level of analysis, etc.), the constructs that have been used to study cause and effects (e.g. antecedents, multilevel factors, etc.), the role of KM in tourism sector (the advantage or benefits), its outcomes (for individuals, organizations and overall industry) and to identify any important links that may give us the information on the topics that may be worthy of investigating in future.

Additionally, we also coded for information such as KM dimension (sharing, creation, storage, transfer, etc.), KM context and link to tourism (e.g. customer, process, innovation, knowledge creation, etc.) by following an inductive research approach (Anand *et al.*, 2021a, 2021b), we classified our coded variables into first-order concepts – a multitude of terms, codes and categories, in attempting to make sense of the data. Subsequently, the authors decided to group the contents into categories that matched the most, and, in this process, we developed five themes, which we believe have been widely applied. Next, we progressed to a more abstract level, where we recommend themes to assist us in synthesizing based on the most frequently occurring codes from our data. Our final data structure enables us to cluster data from our sample of 90 papers into five major [4]. Streams that are uniquely diverse but logical, simplifying the current understanding of knowledge management in tourism.

### Research streams 1: knowledge sharing and knowledge transfer

KS and KT include essential behaviors and activities to enable KM processes. For example, Lim and Ok (2021b) confirmed that KS in hospitality contributes to the firm's success. KS has a

**Table 2** Paper distribution based on theories investigated

Theories	Citations	Level of investigation	Details
Cluster theory	<a href="#">Bagiran Ozseker (2019)</a>	Organization	This theory supports the literature review of the local destination innovation process. This theory describes the clusters in the geography segment of interconnected firms, which are specialized with suppliers, and service providers that can compete and cooperate for innovation in the tourism business
Cognitive theories	<a href="#">Pyo (2005a)</a>	Organization	This theory supports the literature review of tourist destination knowledge classification. This theory helps to know and explore the analytical knowledge of tourist destination types
Connectivism learning theory	<a href="#">Sigala and Chalkiti (2015)</a>	Individual and group	This theory emphasized the importance of knowledge co-creation. This theory highlights the impact of social networks through learning to empower people
Davis's Technology acceptance theory (TAM)	<a href="#">Srivastava and Joshi (2018)</a> , <a href="#">Usoro and Abiagam (2018)</a>	Individual and organization	This theory justifies the literature review to examine technology. This emphasis on the individual response while implementing technology, either adoption/ rejection, depends upon individual perceptions of using technology
Dervin's sense-making theory	<a href="#">Akoumianakis (2009)</a>	Group and organization	This theory supports the literature review of virtual communities to address the financial negotiation in communities in the tourism sector to achieve a competitive advantage
General systems theory	<a href="#">Patterson et al. (2006)</a>	Organization	This theory helps understand the KM application to bring the changes in the governance, management and collaborative evaluation
High-reliability theory (HRT)	<a href="#">Paraskevas et al. (2013)</a>	Organization	This theory helps understand the KM process, which describes the excellent fit organization design and development. It also reduces the errors and provides employees safety also understanding of complex situations through the crisis knowledge management process
Investment and reciprocity theory	<a href="#">Vogt (2011)</a>	Organization	This theory is applied in the tourism industry to track customer behavior in traveling to tourist places. Further, this theory provides insights into customer loyalty achieved through repeat traveling's and visiting tourist destinations by improving the intense bondage of human connectivity
Knowledge-based view (KBV) theory	<a href="#">Duarte Alonso et al. (2020)</a> , <a href="#">Shamim et al. (2019)</a> , <a href="#">Nieves and Diaz-Meneses (2018)</a> , <a href="#">Chen and Lee (2017)</a> , <a href="#">Ritsri and Meeprom (2020)</a>	Organization	This KBV theory supports the literature review of knowledge-based hospitality firms. This theory illuminates the role of internal and external factors in tourism firms achieving competitive advantage
Motivation, opportunity, ability (MOA)	<a href="#">Lim and Ok (2021b)</a>	Individual and organization	MOA framework is used to examine the knowledge management literature to empower employees' leadership in hospitality organizations to foster the absorptive capacity of firms. This theory can help hospitality employees measure their knowledgeability and self-confidence to make the right decisions, and employees are more actively involved in improving the firm's performance
Network theory	<a href="#">Shaw and Williams (2009)</a>	Organization	This theory is used to identify the organization's networks that bring value creation to the tourism sector as a knowledge movement. Further, it highlights the potentialities of business networks and encourages innovations in the firms through KM to achieve success in the tourism industry
Normal accident theory (NAT)	<a href="#">Paraskevas et al. (2013)</a>	Organization	This theory is used to study the development of the KM process concerning crisis and disasters – which are not intentional or general accidents that occur due to the complexity of systems which is not under our control in the organization

(continued)



**Table 2**

<i>Theories</i>	<i>Citations</i>	<i>Level of investigation</i>	<i>Details</i>
Orlikowski's sociological theory	<a href="#">Barile et al. (2017)</a>	Organization	This theory highlights the relationship between institutions and the technology of service ecosystems in the tourism literature review
Path goal theory of leadership	<a href="#">Shamim et al. (2019)</a>	Individual, Group and Organization	This theory substantiates the literature review of KOL and KM behavior. Further, this theory explains that leaders can achieve specific employee behaviors and attitudes by implementing appropriate leadership behavior in various situations. This theory identifies the four forms of behaviors, namely, supportive, directive, participative and achievement-oriented leadership
Planned-behavior theory	<a href="#">Espasandin-Bustelo et al. (2020)</a>	Organization	This theory supports the relational analysis of individuals within the organization. This relational analysis helps to know the benefits for tourism environmental performance, human resource management, tourist activity and CSR performance
Social cognitive theory	<a href="#">Shamim et al. (2019)</a>	Individual	This theory examined KOL literature review. This theory assists in determining an individual's self-efficacy of views about their ability to mobilize the desire, aspects of cognition and an action plan required to satisfy changing demands
Social exchange theory	<a href="#">Lim and Ok (2021a)</a>	Organization	This theory is used to analyze the literature on employees' fairness in hospitality management. Further, this theory supports the KM is one of the impacts of the antecedents on positive attitudes, motivations and commitment in their work in hospitality firms to improve the organization's performance and achieve the goals through KS between them
Social network theory	<a href="#">Sigala and Chalkiti (2015)</a> , <a href="#">Espasandin-Bustelo et al. (2020)</a> , <a href="#">Camprubi et al. (2008)</a>	Individual and organization	This theory is used to validate the hypothesis on social media usage and found KM positively impacts employees' creativity in the tourism sector. Furthermore, social media engages the employees to search for information, collecting, storing and retrieving for value creation. Thus, social media enhances the employee's creativity through KM for individual and organizational level growth
Stakeholder theory	<a href="#">Granquist and Nilsson (2016)</a>	Organization	This theory supports the discussion/outcome of seal-watching tourism in Iceland. This theory emphasizes the regional development of ecotourism with specific stakeholders: entrepreneurs, academicians and authorities, bringing the specific communication to attain a competitive advantage
Systems theory	<a href="#">Xiao and Smith (2007)</a>	Organization	This theory defines tourism knowledge into two social systems: the transferring of knowledge and the generation of new knowledge. Further, this tourism knowledge signifies the importance of quality and quantity in tourism organizations where business mainly depends on tacit knowledge used for policy, planning and management decisions
The resource-based view (RBV)	<a href="#">Dias et al. (2020a)</a> , <a href="#">Ritsri and Meeprom (2020)</a> , <a href="#">Palacios-Marqués et al. (2015)</a> , <a href="#">Salem (2014)</a>	Organization	RBV theory is adopted to explore the theoretical background of the tourism sector to bring the best outcomes. This theory describes the competitiveness of firms capable of acquiring resources and capabilities that help improve the firm's performance in the tourism sector
Theory of organizational learning	<a href="#">Werner et al. (2015)</a>	Group and organization	The theory of organizational learning is used in literature to relate the information and knowledge management of individuals/employees of tourist firms to gain a competitive advantage and how it aids in the successful planning of

*(continued)*



**Table 2**

Theories	Citations	Level of investigation	Details
Transformational leadership theory	<a href="#">Shamim et al. (2019)</a>	Individual and organization	mega-events by assimilating knowledge. This approach promotes individual employee learning in the tourist sector to achieve organizational learning through the creation, acquisition, modification and transfer of knowledge to new significant insights for the firm's growth. Furthermore, this new information and knowledge will be critical for the success of a business or group, particularly in the tourism and event management industries This theory substantiates the literature review of KOL and knowledge management behavior. This theory discusses several dimensions of the behavior of leaders who are considered role models inspired to communicate a strategic vision to individuals
Two communities theory	<a href="#">Xiao and Smith (2007)</a>	Organization	This theory covers the application of knowledge management (KM) in various tourism-related disciplines, including manufacturing, administration, product creation and usage. Every stage of the product usage process delegated specific responsibilities and offered tourism organizations unique knowledge

positive effect on the organizational environment, trust, shared goals, interpersonal relationships and justice and a favorable effect on employee creativity and satisfaction, which improves the firm's long-term effect. Similarly, [Yiu and Law \(2014\)](#) discovered that KS might enable the tourism organizations to achieve a competitive advantage, foster organizations to implement best practices and knowledge development, increase organizational efficiency and create value. The tourism sector is a dynamic and knowledge-based industry that offers a large amount of information and technology, allowing for KT, sharing, reuse, storage and generating new knowledge ([Pyo et al., 2002](#)). KS helps bring better customer service to managers and employees ([Yang, 2004](#)). Also, KS in the tourism sector encourages more rewards, innovation and organizational learning by creating a diversified culture with values.

Additionally, [Chalkiti \(2012\)](#) asserts that KS helps develop individual attitudes and social interactions, whereas the social network assists employees in becoming acquainted with one another on a professional and personal level. This also enables firms to enhance employee stability at various levels in the hospitality industry by implementing a multi-adoption strategy. Further, this strategy can help the firms measure the frequent changes in the operational process like KS in front office teams and collaborative work brings the knowledge retention strategies.

### *Research stream 2: role of absorptive capacity in the tourism sector*

Absorptive capacity is a multifaceted component of a firm's ability to innovate in various areas, including product, process and managerial operations ([Thomas and Wood, 2014](#)). For example, [Lim and Ok \(2021a, 2021b\)](#) showed that empowering leadership enables employees in hospitality organizations to acquire high-quality knowledge and a thorough understanding of the corporation. Thus, absorptive capacity enables leadership in the hospitality and tourism business to encourage innovation and may increase both firm's growth and sustainability. [Thomas and Wood \(2014\)](#) studied whether business innovation, specifically in the tourism sector, is capable of long-term success. Additionally, tourism organizations rely heavily on internal and external sources (absorptive capacity) that help them to obtain, evaluate and use knowledge to reinforce the firm's operations ([Lane et al., 2006](#)) and improve the organizational performance ([Zahra and George, 2002](#)). [Ponce-Espinosa et al. \(2020\)](#) confirmed in their research that tourism organizations' new

**Table 3** Outcomes of KM in tourism

Categories	Outcome themes	Outcome details	Outcome level
<i>Perceived organizational Improvements</i>	Capabilities improvement	KM, empowering leadership and organizational innovation bring new research frontiers in organizational capabilities in hospitality management (Lim and Ok, 2021a). Top hotel managers change their minds about Organizational capabilities through environmental learning (Martínez-Martínez et al., 2018). Further, KM creates environmental knowledge is a critically important component for tourism and hospitality sectors by providing extensive programs to individual employees to revive their thought processes able to tackle the problems in the firms and customer queries	Organizational, managerial, individual
	Service improvement	KM can increase tourism and hospitality industry efficiency through local knowledge access and community wisdom. This local knowledge emphasizes the cultural identity by implementing modern media like social media marketing, or online tourism may help increase sales and quickly address customer issues by providing better customer services. Hence KM influences service improvement by strengthening the CRM (Pholphirul et al., 2021; Liu and Dong, 2021)	Organizational
	Organizational learning	KM impacts collectivism, uncertainty avoidance and gender equality at the workplace in the hospitality sector and fosters individual learning and Organizational learning. Furthermore, hospitality service managers must be aware of cultural diversity, which is reflected in staff personality factors. Further, KM helps to bring a rewarding system for employees which increases the group knowledge capital and brings gender equality to achieve long and short-term goals in the hospitality sector by providing constant training. (Usoro and Abiagam, 2018)	Organizational, individual, group, managerial, institutional
	Effective KS/KT	The KS, the component of KM, has helped increase employee performance in the Asian context and helped the tourism business achieve a competitive advantage. Further, KS helps an individual by acquiring knowledge, and for organizations, its KS brings a cross-culture environment to tourism (Lim SangGon, 2021; Yang and Wan, 2004; Yiu and Law, 2014; Ritsri and Meeprom, 2020) and encourages regional tourism during mega-events (Werner et al., 2015)	Individual, group, organizational
<i>Perceived institutional benefits</i>	Entrepreneurship promotion	KM is known to provide the social capital for entrepreneurs and independent learning for students to become tourism entrepreneurs by applying Knowledge application. Further, social capital highlights the growth of small firms in the tourism and hospitality sector by reinforcing the value creation of small hospitality entrepreneurs. Subsequently, entrepreneurship education is gaining momentum in the tourism and hospitality sector to promote tourism entrepreneurs (Liu and Lee, 2015; Horng et al., 2020)	Organizational, institutional, stakeholder
	Regional development	KM helps in recruiting local rooting in the tourism industry through destination development. Further tourism formal education impacts recruitment by connecting with the local community by increasing the social capital for the rural or regional development. (Åberg, 2014)	Organizational, inter-organizational, institutional
	Individuals and community empowerment	KM is known to have a positive impact on individuals and communities. Further, Asian hospitality managers support HIV education to their peers and subordinates to empower the community and individuals by providing health education training at the workplace to eradicate the misconceptions about the acquisition, transmission and development of HIV (Yap and Ineson, 2010)	Institutional, individual, community
	Sustainability	KM is known to progress sustainable tourism and to achieve eco-tourist satisfaction. Further sustainable tourism relied on Organizational justice to examine the local KS in sustainable tourism development. Hence local knowledge is an essential factor in creating sustainable value through tourist destinations by developing a sustainable business model. This SBM encourages the employees to acquire new knowledge skills like interpersonal communication, new product development and marketing approaches to bring maximum diversity. At the organizational level, the local capacity building achieves sustainable tourism and acknowledges the significance of local people and diversity brings the tourism development through KS. Thus, tourism is a procedural justice where individuals perceive the outcome as transparent and	Stakeholder and Institutional

(continued)

**Table 3**

Categories	Outcome themes	Outcome details	Outcome level
Perceived organizational benefits		regulate the process. KM is entirely different at the institution level, where local knowledge and culture to manage tourism at the domestic level contradicts and encourages local tourism. Further, SBM at the institutions level recommends more investors and stakeholders, communities and visitors to promote small-scale business (Rastegar and Ruhanen, 2021; Dias <i>et al.</i> , 2020a; Huang <i>et al.</i> , 2015; Liu and Dong, 2021; Darcy, 2011; Ruhanen, 2008; Higuchi and Yamanaka, 2019; Moscardo, 2008; Patterson <i>et al.</i> , 2006; Moscardo, 2008)	
	Value creation	KM helps tourism for value creation in business. Subsequently, KM helps to support entrepreneurship at the grass-roots level, even in remote tourist areas, to bring value creation through social and economic factors and encourages a pro-poor tourism value chain by eradicating poverty through a glocal knowledge base in tourism firms. (Nadkarni, 2008)	Institutional and organizational
	Customer satisfaction	KM is known to promote service improvement and, consequently customer satisfaction. Further service improvement aggregates/ strengthen the relationships between the consumers through sustainability marketing in the tourism and hospitality sectors by leveraging the blockchain technology enhances customer satisfaction. (Liu and Dong, 2021; Gamble <i>et al.</i> , 2001; Baglieri and Consoli, 2009; Granquist and Nilsson, 2016; Camprubí <i>et al.</i> , 2008)	Organizational and customer
	Resilience	KM is known to help firms become more agile and resilient during a crisis. In tourism firms, HRT and NAT both theories arise the crisis in the Organization where KM can tackle the situations by identifying the context of issues and solving through knowledge creation. (Paraskevas <i>et al.</i> , 2013; Bhati <i>et al.</i> , 2016). Subsequently, KM brings the resilience to disaster management in the tourism sector to revive the economic performance of ASEAN – five countries in the view of countries’ tourism arrivals, unemployment problems and GDP. Furthermore, KM helps develop and deploys the resilience planning in ASEAN – 5 countries’ impact on the national economy	Organizational
	Risk management	KM studies revealed its potential to minimize risks in the hospitality industry and achieve a competitive advantage by providing continuous training and education to the employees. Further, technology is used extensively, and the nature of service products helps create a knowledge-intensive platform between employees and customers in tourism hotels to minimize conflicts/risks. (Heide <i>et al.</i> , 2009; Hallin and Marnburg, 2008)	Organizational
	Crisis management	KM is known for handling the crisis in the tourism industry. For instance, integrated and creative approaches to marketing in regional and national tourism Organizations address the tourism losses due to natural disasters as a crisis event. Additionally, KM improves tourism management capacity by facilitating the emergent knowledge flows into systematic and behavioral repositories in tourism hotels by tackling the crisis (Blackman <i>et al.</i> , 2011; Racherla and Hu, 2009; Orchiston and Higham, 2016)	Managerial and Organizational
	Absorptive capacity	KM helps to redesign the absorptive capacity in tourism enterprises. The absorptive capacity helps to know the significance of the tourism business by promoting to a more significant extent through innovation campaigns with the help of KM (Thomas and Wood, 2014)	Organizational, individual, group
	Innovation	KM can enable innovation in the tourism industry. KM supports the creativity and innovation in tourism firms through employee leadership to bring a diversified culture to the Organizations. Further, influential leaders influence the employees to adopt the vision of the firm towards the focus on the accomplishment of goals to enhance the continuous and effective services innovation, which achieves the smart tourism and maintains customer relationship management (Tajeddini and Martin, 2020; Muniz <i>et al.</i> , 2020; Nieves and Diaz-Meneses, 2018, 2016; Bagiran Ozseker, 2019; Salem, 2014; Shaw and Williams, 2009)	Organizational

prospective capability is absorptive capacity. Additionally, organizational capacity for knowledge formulation and centralization (firm routines), connectedness and knowledge consolidation (articulation of knowledge) and formalization (knowledge coding) all contribute to the development of the tourism sector’s absorptive capacity.

### *Research stream 3: knowledge management and tourism lifestyle entrepreneurship*

Our analysis shows that tourism lifestyle entrepreneurship (TLE) is an emerging area of the research stream which is unique for entrepreneurs engaged in the tourism sector, emphasizing quality of life and attraction to places higher than the growth orientation of the business (Dias *et al.*, 2020a). Dias *et al.* (2020b) demonstrated that TLE affects tourism innovation and competition. This study detailed how a community-centered approach has a significant linear association with lifestyle entrepreneur innovative behavior and knowledge assimilation, resulting in a U-shaped connection. Based on the U-shaped relationship, TLE will be classified into three categories: opportunity seekers, professionals and laggards. Further, TLE represents professionals able to improve small-scale tourism businesses. These entrepreneurs are passionate freelancers capable of doing business with structured approaches by acquiring the local knowledge that leads to entrepreneurial innovation (Hoarau, 2014).

### *Research stream 4: knowledge management-driven leadership in tourism*

KM-driven leadership is discussed for both tourism and hospitality businesses. For example, Shamim *et al.* (2019) found that knowledge-oriented leadership (KOL) among the employees in the hospitality sector can increase employees' work attitude in affective, development of self-efficacy and employee engagement. Similarly, Tajeddini and Martin (2020) contribute to their work that leadership and employee commitment are the critical factors bringing creativity through KM in tourism organizations. Further, the dynamic leaders able to motivate and inspire their teams to enhance service innovations enable the tourism firms to increase their performance and enjoy financial rewards. They are capable of launching new services in the marketplace. Furthermore, Srivastava and Joshi (2018) examined that the role of technology leadership through KS phenomena supports internet self-efficacy.

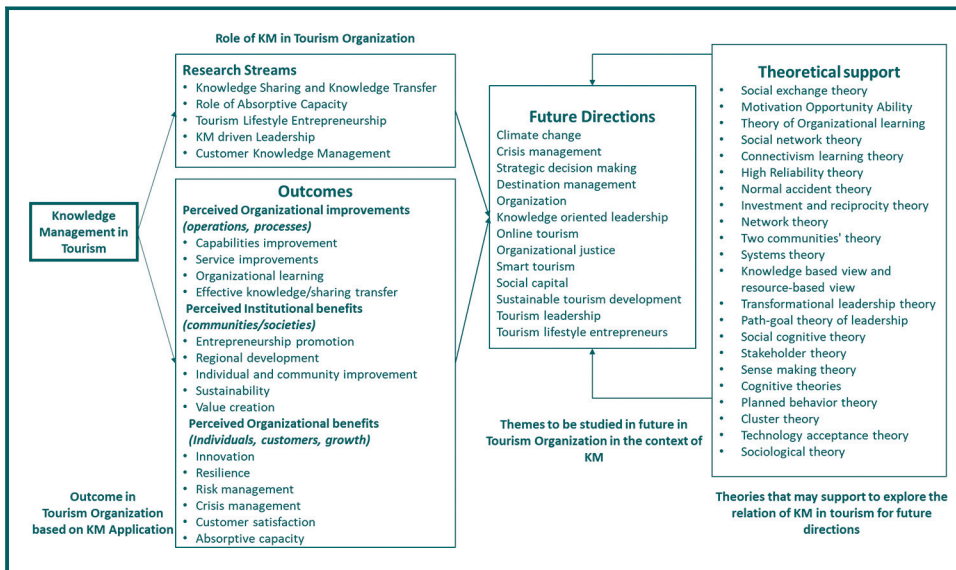
### *Research stream 5: customer knowledge management*

Customer knowledge is an essential knowledge that tourism organizations have to acquire, transform and use. For instance, Muniz *et al.* (2020) affirmed that customer knowledge management (CKM) helps tourism and destination management organizations provide intelligent solutions and marketing promotions to create intelligent tourism destinations. Furthermore, capturing customer knowledge experiences helps improve the innovation of products/services and encourages smart tourism by leveraging technology and social media platforms. Additionally, Centobelli and Ndou (2019) asserted that understanding the customer data captured from online reviews, blogs and tagged photos helps understand customer patterns and behaviors through big data to bring diversified CKM in the tourism sector. Further, CKM influences the managers to enhance customer satisfaction and improve service quality. CKM explores the customer behavior patterns in tourism through the consumer content generated in the tourism industry. In their study, Gamble *et al.* (2001) signify that CKM in the travel sector examines customer relationships and changes in the market environment. Further, CKM strengthens the strategic vision, understanding the customer needs and leveraging the technology for operational processes in the travel industry brings excellent service delivery.

### **Discussion and directions for future research**

This study analyzed the current status of the KM literature in the context of tourism. It revealed how this body of literature is divided across different geographies, the fundamental theories that have been adopted, the methodology used and the research streams on which KM is focused (Figure 4). Overall, we discovered an abundance of

**Figure 4** Framework of established themes, outcomes and future directions of KM in tourism organizations



research on KM in tourism, and the field is now well-established. We observed that the predominant KM foci in the tourist industry include three critical outcomes. They focus on improved benefits for organizations and institutions and building organizational improvements (e.g. innovation, managing customer relations and assisting tourism organizations in achieving sustainability; Centobelli and Ndou, 2019; Muniz *et al.*, 2020). Further, we show that TLE as an emerging stream discussed to explore and identify how KM application helps tourism entrepreneurs (Dias *et al.*, 2020a, 2020b).

In addition, tourism studies have incorporated socio-psychological theories such as the social network theory, social cognition theory and social exchange theory, among others, as shown in Table 3. Other theories, such as general systems theory and normal accident theory, may be complemented using event systems theory to study employee behavior in tourism organizations during a crisis. They can help mitigate any effects tourism industries may face and what role KM can play in this regard are a few emerging theories. There is considerable scope for additional theories to investigate when knowledge is not shared or transferred, such as adopting the conservation of resource theory and supplementing it with the social exchange theory. They may provide new insights into how employees in tourism organizations are motivated to share knowledge and if those who hide knowledge.

Additionally, several theories that may help scholars to study the [5] Multidisciplinary nature of KM in the context of tourism. For instance, theories such as social exchange, social cognitive and social network theories may help investigate the interpersonal relations between employees working in the tourism sector and the mechanisms in which they share knowledge. Similarly, theories such as transformational leadership theory and path-goal leadership may also assist scholars in studying the role of leadership in designing and developing effective KM systems for organizing sustainable tourism and repositioning in the recovery of COVID.

Our examination of the literature also provides insight into several under-researched and emergent areas that would benefit from a more profound knowledge of the context-specific nature of KM. Implementation and practices of KM in tourism for addressing climate change, such as how KM may assist in addressing complex, global, social and

environmental challenges to assure the creation of a robust and sustainable administration inside the firms. In addition, the use of KM may contribute to the diffusion of knowledge, the management of tensions (e.g. a crisis), the understanding of societal norms and the preparation of organizations for change so that they may concentrate more on confronting climate crises (Patterson *et al.*, 2006). Consequently, KM would play a role in the development of sustainable tourism – for instance, KM is an efficient means of integrating tacit (intangible) knowledge into business operations, organizational learning and greater efficiency. KM also serves as an integrated system for gathering intellectual assets and assisting with the sustained enhancement of customer service (Liu and Dong, 2021).

Furthermore, one area that has been overlooked in the extant literature is the role of tourism leaders in implementing practices of KM. This is somewhat surprising as tourism is considered a complex system with various organizational types and networks, e.g. SMEs, micro-enterprises, large enterprises, destination management organizations, governments and volunteering communities and resident groups that need to engage with tourists (Baggio, 2008). Here, KOL and how it shapes organizational KM processes still needs to be explored (Shamim *et al.*, 2019). For example, future research could further adopt a practice theory lens to explore how business owners adopt routines and micro-practices to implement KM.

In terms of methodology, this review revealed that most of the studies on KM and tourism are qualitative and followed by quantitative (Bordoni, 2011; Muniz *et al.*, 2020), and the source of samples is often focused on KM from the organizational level or role of employees in KM application. Furthermore, recent studies focused more on the organizational level implications, such as the manager's role in facilitating KM (creation, sharing and transfer; Nadkarni, 2008) or offering marketing strategies (Orchiston and Higham, 2016). We believe that more studies are required to understand using the mixed method to test theory to understand the nature of KM from different perspectives such as strategy and crisis (Bhati *et al.*, 2016) or decision-making (Higuchi and Yamanaka, 2019).

Furthermore, the number of experimental studies should be increased regarding frequently used causality assumptions. There are no meta-analyses in the research area of KM in tourism. Given the recent pandemic that created a significant impact on tourism industries, the role of KM may be explored in the context of online and virtual tourism and how KM application may help in creating an experience as well as sharing knowledge (Xiang *et al.*, 2020; Barile *et al.*, 2017; Palacios-Marqués *et al.*, 2015). Additionally, how KM may help create smart tourism destinations could also be investigated (Muniz *et al.*, 2020). Additionally, research can find links between intelligent tourism, leading to sustainability and climate change may also be investigated (Patterson *et al.*, 2006; Rastegar and Ruhanen, 2021; Liu and Dong, 2021). With the steadily growing number of studies, research on KM would benefit significantly from a meta-analysis or a bibliometric analysis in the future.

### Contribution and limitations

The literature review has offered us the synthesis of various literature stocks. Also, it helps in moving forward or advancing the KM application in tourism with essential themes. KM is a multidimensional construct that draws on multiple underlying theories such as (e.g. social exchange theory, stakeholder theory and network theory) to explain processes of KS, creation, transfer, storage, etc. Thus, based on our systematic review, we find that KM has been addressed in the tourism field from an interdisciplinary perspective, such as its benefits in tourism innovation, dealing with uncertainty and building resilience and tackling climate change. Given KM's presence in tourism, this paper has attempted to review the extant literature on it and discussed the critical theories adopted, the geographical distribution, the context in which it is addressed, the research themes that exist and the outcomes of KM in the tourism sector. Furthermore, while we reviewed the extant literature, we identified some promising avenues for future scholars to engage (e.g. decision making, managing crisis and knowledge leadership). Additionally, the questions offered in Table 4



**Table 4** Questions and themes for future research

Research theme	Research questions
<i>Climate change</i>	The role of KM in tackling climate change (Patterson <i>et al.</i> , 2006)
<i>Crisis management</i>	Role of KM in dealing with crises in tourism sectors (Paraskevas <i>et al.</i> , 2013; Blackman <i>et al.</i> , 2011; Bhati <i>et al.</i> , 2016)
<i>Destination management organizations</i>	How KM is evolving in destination management organizations (Beesley, 2005; Muniz <i>et al.</i> , 2020; Sheehan <i>et al.</i> , 2016; Blackman <i>et al.</i> , 2011)
<i>Knowledge-oriented leadership</i>	The emergence of leadership is driven by knowledge and its impact on tourism and business (Shamim <i>et al.</i> , 2019)
<i>Online tourism</i>	The role of KM in developing online/virtual tourism (Xiang <i>et al.</i> , 2020; Barile <i>et al.</i> , 2017; Palacios-Marqués <i>et al.</i> , 2015)
<i>Organization justice</i>	The role of organizational justice as a critical variable in facilitating KM activities in the tourism sector (Rastegar and Ruhanen, 2021)
<i>Smart tourism</i>	Role of KM in promoting smart tourism (Muniz <i>et al.</i> , 2020)
<i>Social capital</i>	The different KM activities that may help build external and internal social capital in tourism industries? (Liu and Lee, 2015; Adam and Urquhart, 2009; Espasandin-Bustelo <i>et al.</i> , 2020)
<i>Strategic decision-making</i>	The role of KM in the tourism sector's decision-making process (Huang <i>et al.</i> , 2015) Can KM be part of strategic tourism operations? (Higuchi and Yamanaka, 2019)
<i>Tourism sustainable development</i>	The role of KM in promoting sustainable development tourism (Rastegar and Ruhanen, 2021; Liu and Dong, 2021)
<i>Tourism leadership</i>	The role of KM in empowering tourism leadership (Lim and OK, 2021a)
<i>Tourism's lifestyle entrepreneurs (TLE)</i>	The role of KM in promoting tourism entrepreneurs (Dias <i>et al.</i> , 2020b) and the entrepreneur's role in promoting sustainable tourism

and the Figure 4 framework may also provide both leaders and firms of the tourism and hospitality sector to understand the relevance of tackling uncertainty managers and making the organization more resilient.

Considering the merits, this study acknowledges a few shortcomings. Although Scopus as a database is warranted, future work may broaden the research by using additional databases (e.g. WoS, Google Scholar). Additional research is needed by extracting articles from other ranked journals such as ABDC and CABS-UK Ranking list (e.g. *Tourism Analysis Journal*, *Tourism Policy Journal*, etc.). This could also be a limitation of this study. We purposefully used qualitative synthesis to understand the extant literature in-depth. We recognize that this may have limited our ability to assess the literature critically; hence, future research may use critical evaluations to generate discussions about the relevance of KM in tourism. The use of peer-reviewed journals is justified. Future research may use the book, book chapters and opinion-based news articles or anecdotal evidence in addition to the sample used in this study.

## Notes

1. Destinations serve as focus areas for tourism movement and, consequently, for tourism research. Nevertheless, they are extremely challenging to manage because of their complicated stakeholder networks. Such diversity means that destinations are governed by a diverse set of micro and macro environment (Fyall and Garrod, 2020).
2. We used Elsevier's Scopus database to extract papers from various peer-reviewed indexed journals. Scopus is a convenient, extensively used and resilient database compared to other databases such as WoS and Google Scholar (Anand *et al.*, 2021a, 2021b). Additionally, an examination of Scopus and WoS article coverage revealed that the number of journals indexed exclusively in WoS is minimal, with around 97% of WoS journals being included in Scopus. Thus, Scopus has acquired a strong reputation for conducting literature assessments (Anand *et al.*, 2021a, 2021b).
3. Based on the quality criteria of selecting papers for review, several researchers have recommended the selection of journals using well-established rankings such as the ABS UK journal



rankings, the CNRS ranking in France or the ABDC ranking in Australia. Therefore, we chose to use the ABDC ranking as quality guidance when selecting a sample of articles to review (Soral *et al.*, 2021;Kozachenko *et al.*, 2021).

4. Stream identification from the literature was performed using the method of Anand *et al.* (2021a, 2021b). After coding the literature in the excel spreadsheet, the authors checked for commonalities in each topic from the spreadsheet. They then grouped them into a theme that best matched or connected different literature. This helped us to identify patterns in the literature on KM in tourism. For instance, articles about KM from a technology perspective were grouped. Similarly, articles highlighting the importance of knowledge sharing and transfer as part of KM were grouped, and we offered discussions on these streams.
5. KM is multidisciplinary, as it draws from and connects with cognitive science ( to study individual tacit knowledge), information science ( to convert information to knowledge and then share/ transfer), organizational science ( to understand various mechanisms adopted by management to ensure the flow of knowledge within the organization for achieving a specific task), and computer science (use of network, systems and other technological tools to manage, store and transfer knowledge).

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## Further reading

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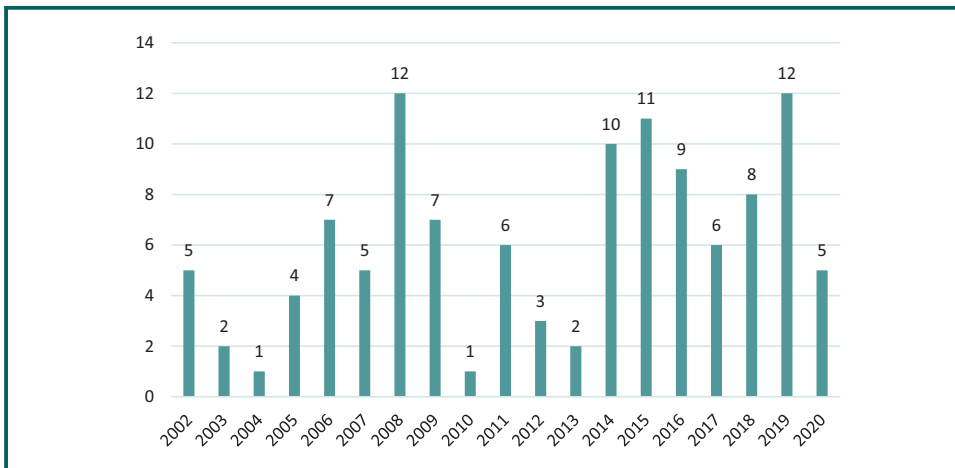
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## Appendix 1

**Figure A1** Journal article distribution published on KM in tourism obtained from Scopus



## Appendix 2

**Table A1** Paper distribution across geographies

Geographies	Citations
Africa	Mearns and Du Toit (2008), Usoro and Abiagam (2018), Salem (2014)
Asia	Tajeddini and Martin (2020), Liu and Lee (2015), Huang <i>et al.</i> (2015), Adam and Urquhart (2009), Pyo (2005a, 2005b), Yang and Wan (2004), Pholphirul <i>et al.</i> (2021), Liu and Dong (2021), Horng <i>et al.</i> (2020), Chen and Lee (2017), Yiu and Law (2014), Yap and Ineson (2010), Pyo (2005a, 2005b), Ghosh and Chatterjee (2021), Ritsri and Meeprom (2020), Jalilvand <i>et al.</i> (2019), Higuchi and Yamanaka (2019), Bagiran Ozseker (2019), Srivastava and Joshi (2018), Bhati <i>et al.</i> (2016), Beesley and Chalip (2011), Pyo <i>et al.</i> (2002)
Europe	Dias <i>et al.</i> (2020a, 2020b), Martínez-Martínez <i>et al.</i> (2015), Sigala and Chalkiti (2015), Thomas and Wood (2014), Paraskevas <i>et al.</i> (2013), Heide <i>et al.</i> (2009), Dias <i>et al.</i> (2020a, 2020b), Centobelli and Ndou (2019), Shamim <i>et al.</i> (2019), Cortese <i>et al.</i> (2019), Nieves and Diaz-Meneses (2018), Sheehan <i>et al.</i> (2016), Nieves and Diaz-Meneses (2016), Granquist and Nilsson (2016), Cooper (2015), Akoumianakis (2009), Chalkiti and Sigala (2008a, 2008b), Gamble <i>et al.</i> (2001), Espasandin-Bustelo <i>et al.</i> (2020), Martínez-Martínez <i>et al.</i> (2018), Barile <i>et al.</i> (2017), Palacios-Marqués <i>et al.</i> (2015), Åberg (2014), Zehrer (2011), Bordoni (2011), Camprubi <i>et al.</i> (2008), Jensen (2008), Hjalager (2010), Chalkiti and Sigala (2008a, 2008b)
Oceania	Rastegar and Ruhanen (2021), Werner <i>et al.</i> (2015), Beesley (2005), Orchiston and Higham (2016), King <i>et al.</i> (2014), Chalkiti (2012), Blackman <i>et al.</i> (2011), Butcher and Sparks (2011), Darcy (2011), Benckendorff (2009), Ruhanen (2008), Cooper (2002), Nacipucha <i>et al.</i> (2017)
North America	Vogt (2011), Shaw and Williams (2009), Hallin and Marnburg (2008), Xiao and Smith (2007), Patterson <i>et al.</i> (2006), Frechtling (2004), Xiang (2018), Racherla and Hu (2009), Racherla <i>et al.</i> (2008), Nadkarni (2008), Cox (2003)
South America	Muniz <i>et al.</i> (2020), Duarte Alonso <i>et al.</i> (2020), Ponce-Espinosa <i>et al.</i> (2020), Pizam (2007)
Asia/Africa/Europe/North America	Lim SangGon (2021), Paraskevas <i>et al.</i> (2013)
Europe/North America	Lim SangGon (2021)
Oceania/North America	McKercher (2018)
Asia/Oceania	Scott and Ding (2008)
Asia/North America	Xiang <i>et al.</i> (2020), Okumus (2013)
Asia/Europe/North America	Baglieri and Consoli (2009)

## Appendix 3

**Table A2** Paper distribution based on adopted methodologies

Methodology	Citations
Quantitative	Lim SangGon (2021), Martínez-Martínez <i>et al.</i> (2015), Liu and Lee (2015), Sigala and Chalkiti (2015), Thomas and Wood (2014), Pyo (2005a, 2005b), Frechtling (2004), Pholphirul <i>et al.</i> (2021), Liu and Dong (2021), Horg <i>et al.</i> (2020), Ponce-Espinosa <i>et al.</i> (2020), Shamim <i>et al.</i> (2019), Nieves and Diaz-Meneses (2018, 2016), King <i>et al.</i> (2014), Butcher and Sparks (2011), Akoumianakis (2009), Ritsri and Meeprom (2020), Jalilvand <i>et al.</i> (2019), Srivastava and Joshi (2018), Usoro and Abiagam (2018), Nacipucha <i>et al.</i> (2017), Bhati <i>et al.</i> (2016), Palacios-Marqués <i>et al.</i> (2015), Salem (2014), Bordoni (2011), Zehrer (2011)
Qualitative	Rastegar and Ruhanen (2021), Tajeddini and Martin (2020), Werner <i>et al.</i> (2015), Huang <i>et al.</i> (2015), Paraskevas <i>et al.</i> (2013), Heide <i>et al.</i> (2009), Adam and Urquhart (2009), Mearns and Du Toit (2008), Beesley (2005), Yang and Wan (2004), Pyo <i>et al.</i> (2002), Duarte Alonso <i>et al.</i> (2020), Centobelli and Ndou (2019), Cortese <i>et al.</i> (2019), McKercher (2018), Xiang (2018), Sheehan <i>et al.</i> (2016), Granquist and Nilsson (2016), Orchiston and Higham (2016), Cooper (2015), Yiu and Law (2014), Chalkiti (2012), Blackman <i>et al.</i> (2011), Darcy (2011), Racherla <i>et al.</i> (2008), Benckendorff (2009), Scott and Ding (2008), Racherla <i>et al.</i> (2008), Nadkarni (2008), Chalkiti and Sigala (2008a, 2008b), Ruhanen (2008), Chalkiti and Sigala (2008a, 2008b), Cox (2003), Cooper (2002), Gamble <i>et al.</i> (2001), Ghosh and Chatterjee (2021), Higuchi and Yamanaka (2019), Barile <i>et al.</i> (2017), Åberg (2014), Beesley and Chalip (2011), Bordoni (2011), Baglieri and Consoli (2009), Camprubi <i>et al.</i> (2008), Moscardo (2008), Muniz <i>et al.</i> (2020), Pizam (2007), Martínez-Martínez <i>et al.</i> (2018)
Literature review	Bagiran Ozseker (2019), Chen and Lee (2017), Hjalager (2010), Okumus (2013), Shaw and Williams (2009), Hallin and Marnburg (2008), Xiao and Smith (2007), Espasandin-Bustelo <i>et al.</i> (2020), Xiang <i>et al.</i> (2020)
Mixed methodology	Dias <i>et al.</i> (2020a, 2020b), Yap and Ineson (2010), Pyo (2005a, 2005b), Jensen (2008)
Conceptual	Patterson <i>et al.</i> (2006), Vogt (2011)

### Corresponding author

Sanjay Kumar Singh can be contacted at: [profsanjaysingh16@gmail.com](mailto:profsanjaysingh16@gmail.com)

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