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Social capital and innovativeness in firms in cultural tourism destinations: Divergent contingent factors

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ABSTRACT

The aim of this work is to fill the gap in the literature on how certain internal and external factors affect the relational antecedents of innovativeness in companies in tourism destinations. The article specifically analyzes the moderator effect of two contingent factors, absorptive capacity and technological dynamism, on the relationship between social capital and innovativeness in tourism firms. The empirical study was conducted on a sample of 238 companies located in the World Heritage Cities of Peru. The findings show that while absorptive capacity boosts the positive relationship between social capital and innovativeness, technological dynamism undermines it. The study has a variety of theoretical implications for research and practical implications for managers of companies located in cultural tourism destinations.

1. Introduction

Recent decades have witnessed extensive, worldwide growth in cultural tourism, in which a leading role has been played by World Heritage Cities (WHCs) (Su & Lin, 2014; Weng, Liang, & Bao, 2020), characterized as tourism destinations shaped around cultural heritage assets of outstanding value (Martínez-Pérez, Elche, & García-Villaverde, 2019). Drawing on Rodríguez-Díaz and Espino-Rodríguez (2008), a tourism destination can be considered as an open system with a competitive offer designed to attract tourists, built upon its resources, infrastructure, supply chain, accommodations, restaurants and complementary offer, such as cultural events or shopping centers. The establishment of cultural tourism destinations is especially important for developing countries, due to their impact on the economy, employment and infrastructures of particular geographic areas which, despite being rich in cultural heritage, are also economically and socially depressed (Zhang & Zhang, 2018). However, there is a demand for studies on cultural tourism destinations in developing countries since scant research has been conducted in the field (García-Villaverde, Elche, & Martínez-Pérez, 2020). This demand is especially acute with regard to countries in South America, where even fewer studies on tourism destinations have been carried out (Pikkemaat, Peters, & Bichler, 2019). The case of Peru is of particular interest given that tourism accounts for approximately 4% of the gross domestic product (National Institute of Statistics and Computers, 2019), and it has been recognized as the world's leading culinary, cultural and tourism destination in the World Travel Awards of 2019. In addition, several cities, holy sites and national parks have been named cultural and natural heritage sites by UNESCO.

In recent years, there has been a strong increase in competition between cultural tourism destinations aiming to attract tourists by offering a complete travel experience (Majewska, 2015). A number of authors have highlighted the need for companies in such environments to constantly develop innovations of value to gain sustainable competitive advantages (Kallmuenzer & Peters, 2018), while also helping to bolster the overall competitiveness of these tourism destinations (Souto, 2015). However, firms located in tourism destinations present different levels of innovation (Sørensen, 2007), which has sparked interest from various approaches as regards the main determinants of their innovativeness (Trunfio & Campana, 2019). Firms located in cultural tourism destinations operate against a background of social relations with competitors, primary and complementary suppliers, local and regional institutions and tour operators and travel intermediaries (Elche, García-Villaverde, & Martínez-Pérez, 2018; Hollebeek & Rather, 2019). In recent decades, the literature has underlined the role of a firm's social capital, linked to

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its inter-organizational relations, as a debated determinant of the development of sustained innovations in the setting of tourism destinations (Dai, Mao, Zhao, & Mattila, 2015). A broad discussion has emerged about the advantages and disadvantages of social capital for innovativeness in companies located in tourism destinations (Martínez-Pérez & Beauchesne, 2018), drawing on theories of network paradoxes (Håkansson & Ford, 2002). Following the proposals put forward by Marasco, Martino, Magnotti, and Morvillo (2018) and Pikkemaat et al. (2019), a research gap has been identified regarding the internal and external contingent factors that affect the relational antecedents of innovativeness in tourism destination firms. In response to authors' calls for this gap to be filled, the following research question is proposed: How do certain internal and external factors interact with social capital to generate innovativeness in firms located in cultural tourism destinations?

The hypercompetitive, turbulent and hostile environment in which tourism companies operate demands they develop sustained innovative behavior towards products, services, process, markets and organization (Echols & Tsai, 2005). The literature on entrepreneurial orientation includes innovativeness as one of its primary dimensions (Kyrgidou & Spyropoulou, 2013), together with proactiveness and risk taking (Covin & Wales, 2019). Lumpkin and Dess (1996) define innovativeness as a firm's tendency to engage in and support new ideas, novelty and creativity, and as the process that may generate new products, services or technological processes. Tourism destinations are favorable environments for the creation of companies' innovativeness (Baggio & Cooper, 2010), as they have been identified with tourism clusters since there exists interdependence of agents, flexible firm boundaries, co-operative competition and a community culture (Hjalager, 2000). However, the literature suggests that not all companies develop the same level of innovativeness since their capacities to leverage the potential advantages generated in tourism destinations are heterogeneous (García--Villaverde, Elche, Martínez-Pérez, & Ruiz-Ortega, 2017). The aim is to respond to the call made by Sørensen (2007), by exploring the combination of internal and external factors that determine a firm's innovativeness.

The literature reports that social capital plays a key role in the innovativeness of firms in tourism destinations (Martínez-Pérez et al., 2019), providing enterprises with a network of inter-organizational relationships that helps enhance their capacities for research, development and innovation. Following Nahapiet and Ghoshal (1998, p. 243), social capital is defined as "the sum of the actual and potential resources embedded within, available through, and derived from the network of relationships possessed by an individual or a social unit". This approach leads the authors to consider social capital as a construct integrating structural, relational and cognitive dimensions (Tsai & Ghoshal, 1998). Thus, firms located in cultural tourism destinations that are able to take advantage of the strong ties, relationships of trust and goals shared with agents in their networks will develop greater innovativeness (Martínez-Pérez et al., 2019), as they can access and transfer novel knowledge, exchange valuable resources, reduce transaction costs, and eliminate dishonest partners, among other benefits (Czernek-Marszałek, 2020). In settings of business agglomeration, such as cultural tourism destinations, the advantages of high levels of social capital, understood as a key factor linking a firm to its environment to generate continuous innovations are therefore clear. However, disadvantages can also emerge, such as information redundancy, internal blockage, myopia and inertia, which may disincentivize innovativeness (Pillai, Hodgkinson, Kalyanaram, & Nair, 2017). To delve deeper into this ambiguous relationship, this study proposes to analyze how internal factors, such as absorptive capacity, and external factors, such as technological dynamism, impact the relationship between a firm's social capital and its innovativeness.

The construct of absorptive capacity arose from the theory of dynamic capabilities, as an element with a significant impact on a firm's innovation processes (Zahra & George, 2002). According to Cohen and Levinthal (1990), absorptive capacity refers to a firm's ability to recognize, assimilate and apply the value of new information. Thus, absorptive capacity allows a company to capture and benefit from knowledge. Thomas and Wood (2014) underscore the importance of absorptive capacity in innovation in tourism, calling for studies to address its role in relational knowledge sources to explain business innovation in tourism destinations. The intention of this study is to move forward on this proposal.

The dynamism of the environment is the most widely studied external factor in the field entrepreneurial innovation (Simsek, Heavey, & Veiga, 2010). According to Lumpkin and Dess (2001), dynamism can be considered as the rate of unpredictable change in a firm's environment that affects managers' ability to predict related future events, their impact on the enterprise and their response to such events. Jaworski and Kohli (1993) distinguished two types of dynamism – market and technological, associating technological dynamism with perceived rapid changes in the technological development of an industry. Previous studies have addressed the effect of market dynamism on the innovativeness of firms in tourism destinations (García-Villaverde et al., 2017), while the focus here will be on the role of technological dynamism, given the continuous incorporation of new technologies in the tourism industry over recent years (Law, Leung, & Chan, 2019) and the call for research on its impact on innovativeness derived from inter-organizational relationships (Marasco et al., 2018). This approach suggests that technological dynamism may accentuate myopia, internal blockage and inertia that might result from social capital in tourism destinations, limiting its impact on companies' innovativeness.

The main aim of this work is to analyze the divergent moderating effect of absorptive capacity and technological dynamism on the relationship between social capital and innovativeness in companies located in cultural tourism destinations. This work primarily contributes to the literature by facilitating the understanding of the antecedents of innovativeness in companies in cultural tourism destinations, by looking at the interaction of social capital with an internal factor, absorptive capacity, and an external factor, technological dynamism. The divergent results for these factors highlight the ambiguity of the net effect of social capital on innovativeness in the context under study. A further contribution is the empirical study conducted in cultural tourism destinations, which are home to a high concentration of tourism companies, accentuating the advantages and disadvantages of social capital for innovativeness. The study also provides an interesting analysis of 238 firms located in the World Heritage Cities of a developing country like Peru, a context that has been the subject of scant analysis in the field of tourism research.

This introduction to this research is followed by the theoretical framework and hypotheses, where the theoretical underpinnings are analyzed and the proposed relationships are explained. Then the research design and the findings are presented. This is followed by a discussion of the results and a presentation of the conclusions, which include theoretical and practical implications. The study ends by addressing the limitations of the work and future lines of research.

2. Theoretical framework and hypotheses

2.1. Innovativeness of firms in cultural tourism destinations

Since its initial emergence within the entrepreneurial process, innovativeness has been the subject of great attention in the literature, having been established as a core dimension of entrepreneurial orientation (Wales, Gupta, Marino, & Shirokova, 2019). Following Anderson, Kreiser, Kuratko, Hornsby, and Eshima (2015), innovativeness can be understood as a firm's tendency to develop new processes, products, services and business models. Innovativeness is grounded in creativity, experimentation and technological leadership to then generate innovative solutions to respond to consumers' needs and difficulties. This approach conceives innovativeness as a firm's commitment to continuous innovation over time (Ruvio, Shoham, Vigoda-Gadot &

Schwabsky, 2014).

An extensive theoretical and empirical framework for innovativeness has been established as the result of extensive study in recent decades (Anderson et al., 2015). Innovativeness has been posited as one of the foremost strategic tools to enhance companies' competitiveness in various economic sectors, with studies highlighting the manufacturing industry (Martínez-Román, Gamero, de Loreto Delgado-González, & Tamayo, 2019). Most of these studies have analyzed the positive impacts of innovativeness on firm performance (Jun, Lee, & Park, 2020), although some have detected conflicting U-shaped curvilinear effects (Hatak, Kautonen, Fink, & Kansikas, 2016). Other authors have suggested that innovativeness mediates network capability and performance, and have called for further research on the relational antecedents of innovativeness (Parida, Pesämaa, Wincent, & Westerberg, 2017). This study aims to respond to this call.

Over the last ten years, various approaches have been adopted to study the construct of innovativeness in the field of tourism (Divisekera & Nguyen, 2018; Martínez-Román, Tamayo, Gamero, & Romero, 2015). Some studies have addressed innovativeness in tourism from the perspective of community (Joo, Choi, & Kim, 2019). Hollebeek and Rather (2019) recently highlighted the impact of innovativeness in the services offered by travel agencies on key aspects such as customer co-creation, satisfaction, promotion and loyalty. Other works have linked innovativeness to the performance of tourism family firms (Kallmuenzer & Peters, 2018). Although numerous studies have focused on the consequences of innovativeness in the tourism industry (Domi, Keco, Capelleras, & Mehmeti, 2019), the scarcity of works delving into its antecedents have led to a call for broader research (Elche et al., 2018).

A promising line of research in the field of tourism is the analysis of the implications of agglomerations of tourism firms, with various works focusing on tourism destinations (Laing & Lewis, 2017). A number of studies have associated tourism destinations with tourism clusters, reporting they have elements in common (Martínez-Pérez et al., 2019), since they are locations where tourism firms co-exist, have competitive and co-operative relationships, are interdependent, share a common culture and are affected by public policies regulating and fostering tourist activity (Hjalager, 2000; Pulido-Fernández & Merinero-Rodríguez, 2018). In addition, these tourism destinations foster interactions between tourism firms and companies from various sectors that shape a unique tourism experience for clients (Wang & Fesenmaier, 2007).

Recent decades have seen significant growth in cultural tourism across the world, based on the attractions of historic cities, of which the most outstanding are those recognized by UNESCO as World Heritage Cities and Sites (García-Villaverde et al., 2017). This title encourages international tourist trade, while simultaneously driving the social and economic development of territories and helping to preserve their cultural heritage (Lara & Guzmán, 2004). This phenomenon is especially significant in developing countries, such as Peru (Herrera, 2013), where the gastronomy has bolstered the attraction of its cultural heritage (Gálvez, López-Guzmán, Buiza, & Medina-Viruel, 2017), while there has also been a growing demand for greater economic and social sustainability of such tourism activity (Knight, 2018).

World Heritage Cities and Sites emerge as cultural tourism destinations in the form of a tourist product attracting international travelers (García-Villaverde et al., 2020; Weng et al., 2020). These tourism destinations develop against a cultural, social and economic background in which various institutions and enterprises collaborate to offer a set of products and services, primarily supplied by local agents, as part of an overall tourism experience (Moscardo, Konovalov, Murphy, McGehee & Schurmannet, 2017).

Globalization and the fierce international competition between tourism destinations has generated growing interest in firm innovation as a core element, both to compete against other firms from the same destination and to make the destination itself more attractive to tourists (Zach & Hill, 2017). Despite the pressure of competition and the advantages of innovating in tourism destinations, various authors have reported that firms present different levels of innovativeness (Sørensen, 2007). In addition, although much attention has been paid to targeted innovation, various authors have called for an analysis of the antecedents of innovativeness, considered as the continuous development of valuable innovations to gain sustainable competitive advantages (Kallmuenzer & Peters, 2018). The intention of this study is to respond to this call by exploring the combination of internal and external factors affecting firms in cultural tourism destinations. To this end, special emphasis is placed on social capital as a key determinant of innovativeness linking a firm to the environment in which it operates (Rodrigo-Alarcón, García-Villaverde, Parra-Requena, & Ruiz-Ortega, 2017).

2.2. Social capital and innovativeness in tourism companies

Social capital theory has been extensively studied and applied to business management (Adler & Kwon, 2002). The concept of social capital was first addressed by Hanifan (1916) and, since his seminal work, interest has been growing in its application in disciplines such as economics, sociology and political science. Despite the wide-ranging literature on the subject, a significant debate exists on its conceptualization. In business administration, the most commonly accepted definition is that proposed by Nahapiet and Ghoshal (1998), which views social capital as a set of resources derived from a company's network of relationships (Parra-Requena, Ruiz-Ortega, & Garcia-Villaverde, 2013).

Considering social capital from the perspective of firms' inter-organizational relationships (Rodrigo-Alarcón, García-Villaverde, Ruiz-Ortega, & Parra-Requena, 2018), it is possible to differentiate between three dimensions, the structural, relational and cognitive domains, which form a single construct (Parra-Requena et al., 2013). The structural dimension refers to the social interaction existing within the network of inter-organizational relationships. It is composed of two elements (Tsai & Ghoshal, 1998): network ties, referring to the strength, frequency and closeness of the relationships between companies in the network; and network configuration in the sense of the model of interaction between participants in the network. The relational dimension alludes to the characteristics and attributes of the company's relationships with suppliers, clients and allies, essentially explained by trust, understood as the belief that other agents in the network are unlikely to act opportunistically (Nahapiet & Ghoshal, 1998). Finally, the cognitive dimension entails the collective goals and culture of the members of the network (Tsai & Ghoshal, 1998). Common goals refer to the degree of understanding, task achievement and performance among firms in the network, while common culture refers to the way companies operate and their shared routines (Rodrigo-Alarcón et al., 2018). Tsai and Ghoshal (1998) point out that the three dimensions represent different aspects of social capital, which are, however, significantly interrelated. Thus, through interaction (structural social capital), individuals develop relationships of trust (relational social capital) and common values and goals (cognitive social capital). Similarly, trust relationships lead to the formation of a common culture. Therefore, several authors underline that the three dimensions are strongly and complexly interrelated (Hsu & Hung, 2013; Yli-Renko, Autio & Sapienza, 2001) and propose integrating them into a single social capital construct to analyze its overall impact on other factors (Lee & Sukoco, 2007; Parra-Requena et al., 2013; Wu, Chang, & Chen, 2008). Following this approach, social capital is considered as a general construct, incorporating ingredients from the structural, relational, and cognitive dimensions.

An extensive body of literature has addressed the positive relationship between social capital and innovativeness, although few studies have been conducted in the tourism industry (Dai et al., 2015). However, to better understand such a relationship in the field of tourism destinations, several studies have underlined the need to address moderating (García-Villaverde et al., 2017) and mediating factors

(Martínez-Pérez et al., 2019).

The positive relationship between social capital and innovativeness is justified by, among other things, the benefits generated by the collaborative climate, lower transaction costs, the ease of access to knowledge and valuable resources and the joint capacity to identify opportunities and develop continuous innovations (Czernek-Marszałek, 2020).

This relationship can be examined in each of the three dimensions of social capital. First, more cohesive and dense networks foster collaboration between their members, which gives firms access to ideas, information, opportunities and technology that serve to develop greater innovativeness (Moran, 2005). However, a number of authors also suggest that excessive density and cohesion can generate problems of information redundancy, inertia and internal blockage, which may hinder companies' tendency to innovative (Koka & Prescott, 2002). Most studies posit a positive relationship between density and cohesion of networks and innovativeness (Rodrigo et al., 2017), although Levin and Cross (2004) find a negative effect. Meanwhile, Elche et al. (2018), in the context of tourism destinations, report an inverted U-shaped relationship in the case of companies that have strong, dense relationships with their contacts.

Second, trust in these relationships means firms incur lower monitoring costs of possible opportunistic behaviors by partners, which in turn allows them to devote more time and money to developing innovativeness (Kaasa, 2009). Furthermore, trust drives agents to cooperate and share resources, fostering a joint pool of the creativity and experimentation needed to introduce continuous changes to processes, products and services (Doh & Acs, 2010). Despite the trust benefitting the generation of greater innovativeness, several authors highlight that overinvestment in relationships of trust may divert firms from paying attention to changes and opportunities, thereby hindering access to novel ideas and upholding routines that hamper innovativeness (Molina-Morales, Martínez-Fernández, & Torló, 2011). In the context of tourism destinations, Zach and Hill (2017) suggest that trust between firms in the destination promotes joint innovative behavior, especially among the partners with the highest levels of centrality in the network.

Third, the goals shared by network members encourage firms to develop common aims and language that in turn allow them to pool ideas, experiences and opportunities in order to innovate (Dakhli & De Clercq, 2004). Moreover, shared culture and values act as integration mechanisms that lead companies to greater innovativeness (Inkpen & Tsang, 2005). According to García-Villaverde et al. (2017), agglomerated firms in tourism destinations with greater cognitive social capital develop more radical innovations, especially when faced by robust market dynamism.

As it has been exposed, the literature reports a positive effect of social capital on innovativeness, although opposing arguments have been suggested, especially as regards the structural and relational dimensions of social capital.

An interesting study conducted in the field of tourism destinations is that by Joo et al. (2019), which examines the relationship between the social capital of community-based tourism projects in South Korea and the innovativeness of residents, finding a significant positive relationship in the case of cognitive social capital and a non-significant one for bridging social capital. In their recent study, Rastrollo-Horrillo and Rivero-Díaz (2019) find that the social capital of small and medium-sized enterprises derived from relationships with agents such as companies, institutions and communities in the tourism destination of Isla Margarita (Venezuela) positively affect their innovative behavior, even in adverse socio-economic contexts. The study by Martínez-Pérez et al. (2019) finds that diversity of inter-organizational relationships fosters radical innovation in tourism firms located in Spanish World Heritage Cities, provided these relationships are oriented towards knowledge exploration. Finally, Kim and Shim (2018) find that social capital in small and medium-sized enterprises has a significant positive impact on innovation through knowledge sharing.

In short, drawing on the above arguments and considering certain opposing findings and the demand for the inclusion of various moderating factors, a positive relationship between social capital and innovativeness is proposed. Thus, the first hypothesis is as follows:

H1. Social capital has a positive relationship with the innovativeness of firms located in cultural tourism destinations.

2.3. The moderating role of absorptive capacity

The absorptive capacity construct, first proposed by Cohen and Levinthal (1990), has been widely accepted and discussed in the field of innovation (Yang & Tsai, 2019), and also in research on the tourism industry (Thomas & Wood, 2014). Following Lane, Koka, and Pathak (2006), absorptive capacity is crucial to achieve sustainable success as it strengthens, complements and focuses a company's key knowledge. Absorptive capacity, then, allows companies to recognize the value of information, assimilate such information and apply it to the development of new products, processes and services.

Drawing on Zahra and George (2002), the dynamic character of absorptive capacity affects the nature and maintenance of companies' competitive advantages. These authors propose that absorptive capacity comprises four key components, namely, knowledge acquisition, assimilation, transformation and exploitation. Knowledge acquisition refers to the capacity to identify and acquire knowledge that is external to the company. Knowledge assimilation alludes to the routines and processes that allow a firm to analyze, process, interpret and understand external knowledge. Knowledge transformation is the capacity to develop and refine the routines that facilitate combining extant knowledge with newly acquired and assimilated knowledge. Finally, knowledge exploitation refers to the routines that allow firms to refine and extend their competences, generating new ones through the incorporation of acquired and transformed knowledge. Several authors have pointed out that, in practice, all these dimensions are complementary and necessary, and work together to leverage new, external knowledge for the development of effective innovations (Yang & Tsai, 2019).

As mentioned, social capital typically enables firms in tourism destinations to access knowledge flows of greater significance and quality (Inkpen & Tsang, 2005). However, firms sometimes lack the incentive to access knowledge flows in tourism destinations as such knowledge is often tacit, redundant and stems from diverse contacts (Pillai et al., 2017). Consequently, firms need to be able to select the most useful knowledge sources, accessing them and capturing novel ideas to transform them into continuous innovations. Under this approach, absorptive capacity emerges as a key contingent to bolster the impact of social capital on tourism companies' innovativeness (Thomas & Wood, 2014). Absorptive capacity, then, allows agents in tourism destinations to acquire, assimilate, transform and exploit knowledge derived from their inter-organizational relationships to develop greater innovativeness. It helps them to take greater advantage of the potential of their social capital to leverage higher innovativeness.

Nieves (2014) proposes that absorptive capacities lead to detection of information and learning thus boosting the effect of social capital on innovations in hotel management. The presents study broadens this approach, positing that absorptive capacity, considered as an integrated construct (Thomas & Wood, 2014), con bolster the effect of the social capital of firms in tourism destinations, not only on a one-off innovation but also on their general innovativeness. In this sense, absorptive capacity, characterized as a set of organizational routines to help acquire, assimilate, transform and exploit knowledge, strengthens, over time, the benefits of social relationships among tourism destination companies, leading to the generation of continuous innovations.

In a recent work, Wilke, Costa, Freire, and Ferreira (2019) studied the competitive advantages derived from inter-organization cooperation among hotel companies in tourism destinations. They found that inter-organizational cooperation is a key channel of information

transmission in this setting, as it generates a robust structure for the communication and effective generation of important information. Firms' networks in tourism destinations emerge as key mechanisms for the exchange of knowledge and valuable resources between companies, helping generate novel products and services (Valentina & Passiante, 2009). Not all relationships between firms in tourism destinations however, are cooperative in nature, nor do all companies have the same absorptive capacities. The potential of companies to orient their relationships with other agents in the destination towards inter-organization cooperation and so generate innovativeness depends on their capacity to exchange, assimilate, transform and exploit knowledge that is external to the network.

In light of the above, a greater absorptive capacity will enhance the positive relationship between social capital and innovativeness in firms in tourism destinations. Accordingly, the following hypothesis is proposed:

H2. Absorptive capacity strengthens the positive relationship between social capital and innovativeness in firms in tourism destinations.

2.4. The moderating role of technological dynamism

Dynamism is one of the environmental factors with the greatest impact on firms' innovativeness (Alexiev, Volberda, & Van den Bosch, 2016). Broadly speaking, the dynamism of the environment can be defined as the intensity and speed of changes in the behavior of demand, strategies of competitors and the technological development of a particular industry (Boyd, Dress, & Rasheed, 1993). Studies have approached dynamism as a single construct affecting strategic orientation (Ruiz-Ortega, Parra-Requena, Rodrigo-Alarcón, & García-Villaverde, 2013) and business performance (Wiklund, Patzelt, & Shepherd, 2009). Other works have differentiated between technological and market dynamism (Jaworski & Kohli, 1993), positing that both encourage innovativeness, as they drive firms to discover and exploit emerging opportunities (Simsek et al., 2010). However, a number of authors find that technological dynamism and market dynamism can generate different threats and opportunities for the development of innovativeness (Atuahene-Gima Li and De Luca, 2006).

The limited studies on the effects of the dynamism of the environment on the innovativeness of tourism companies primarily focus on market dynamism. García-Villaverde et al. (2017) found that the relationship between the perceived dynamism of the market and the social capital of firms in tourism clusters affects their radical innovation. In addition, García-Villaverde et al. (2020) identified a U-shaped relationship between market dynamism and pioneering orientation, which is affected by the types of inter-organizational relationships between companies located in tourism clusters. Recent years have seen extensive growth in new technologies applicable to the tourism industry (Buhalis, 2019; Law et al., 2019), leading various authors to call for an analysis of how technological dynamism impacts innovativeness in tourism companies (Marasco et al., 2018). Manero, García-González, García-Uceda, and Grijalba (2012), for example, analyzed the importance of changes in tourism firms' use of ICT, finding that in a climate of technological dynamism such firms implement novelties in the distribution and marketing of products and services. Therefore, it can be considered that technological dynamism encourages innovativeness in firms located in cultural tourism destinations.

According to Jaworski and Kohli (1993), technological dynamism involves the perception of rapid and unpredictable changes in the technological development of a company's sector. In an environment of strong technological dynamism, competitors tend to introduce their products early to the market, with the life cycle of such products being reduced. In the face of this technology-driven competitive pressure, information quickly becomes obsolete, increasing firms' search and coordination costs (Atuahene-Gima, Li, & De Luca, 2006). To tackle this situation, firms typically draw on their networks of relationships to access external information. However, when companies are confronted by rapid, diverse and unpredictable changes in technology in their sector, frequent, strong and trusting ties with agents with whom they have shared values and culture may lead them to access obsolete and redundant information, generating a certain level of myopia as regards identifying opportunities for innovation and ideas for developing new processes, products and services (Gilsing, Nooteboom, Vanhaverbeke, Duyster & Van Den Oord, 2008). In this sense, Rodrigo-Alarcón et al. (2017) found a negative effect of the interaction between network density and technological dynamism on firms' innovativeness. These authors underlined the perverse effects on innovativeness of excessively dense and closed networks when companies are faced by rapid, unpredictable technological changes in their environment.

In recent decades, firms in tourism destinations have had to deal with sweeping technological changes resulting from the introduction of new information and communication technologies (Law et al., 2019; Trunfio & Campana, 2019), such as mobile applications (Tan, Lee, Lin, & Ooi, 2017) online platforms (Hsu, King, Wang, & Buhalis, 2016), and a range of novel technological equipment that can be applied to different points of the tourism value chain - tour operators, hotels, restaurants, tourist service agencies, etc (Buhalis, 2019). The perception of these rapid technological changes can affect the impact of social capital on the innovativeness of firms located in tourism destinations. There thus tends to be a predominance of strong relationships of trust between companies in tourism destinations that facilitate their sharing knowledge to innovate in their products and services (Martínez-Pérez & Beauchesne, 2018). However, when these companies have to tackle strong technological changes, they find it difficult to access novel, relevant knowledge from their contacts that helps them to detect technological opportunities. When companies located in tourism destinations are confronted by strong technological dynamism, their dense networks of trust with agents with shared values can bring out the 'dark side' of the networks (Koka & Prescott, 2002; Molina-Morales et al., 2011), as detected in various studies on cultural tourism destinations (Elche et al., 2018; Martínez-Pérez & Beauchesne, 2018; Martínez-Pérez et al., 2019). In this context of uncertainty and technological change, the strength and confidence of the relationships of cultural tourism destination companies with a core group of agents sharing values, language and culture can make it difficult to access valuable information needed for innovation. This in turn generates inertia and commitment to familiar products, services, processes, clients and strategies, limiting the impulse to generate innovativeness.

In short, when firms in tourism destinations are confronted by rapid, unpredictable technological changes, the positive effect of social capital on their innovativeness is diminished. This is because technological dynamism generates certain disadvantages derived from the high levels of density, cohesion, trust and shared values of a firm's network of relationships, such as information redundancy, lock-in, myopia and inertia, which hinder the recognition and exploitation of opportunities for innovation. Thus, the following hypothesis is proposed:

H3. Technological dynamism negatively affects the positive relationship between social capital and innovativeness in firms located in cultural tourism destinations.

Fig. 1 shows the model proposed, the control variables of which are firm size and age, the tourism destination in which the firm is located and the culture with which the management identifies.

3. Methodology

3.1. Population and sample

This study was conducted in a population of cultural tourism companies in the World Heritage Cities of Peru (Arequipa, Cusco and Lima-center). According to data from Peru's Ministry of Foreign Trade and Tourism and the National Tax Administration (SUNAT, in its Spanish

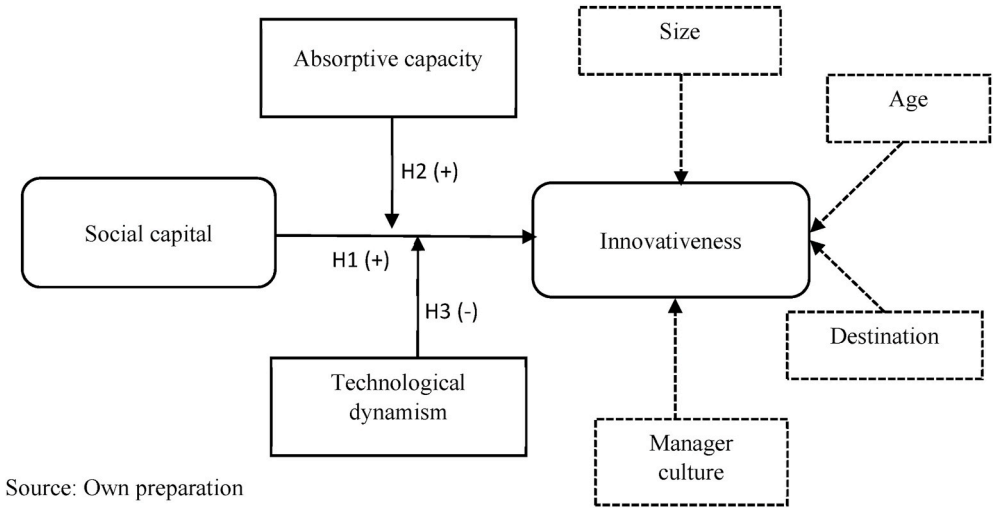

Fig. 1. Proposed theoretical model, direct effects, moderators and hypotheses.

acronym), a total of 4.4 million international tourists visited the country in 2018, marking a 9.6% increase on 2017. Also in 2018, foreign exchange earnings reached 4895 million dollars, with the sector accounting for approximately 4% of the country's GDP. By the end of the same year, there was a 6.8% growth in accommodation establishments and a 4.7% increase in overnight stays, with more than half of these being in the cities under study.

To establish the study population, firms operating in the following economic activities were selected: 1) museum activities and conservation of sites and buildings; 2) restaurants and bars; 3) hotels, campsites and other accommodations; and 4) travel agents and tourist guides. As a result of this classification, once companies with fewer than three employees, duplicate entries and firms that had ceased operations were eliminated, the population comprised 868 firms (243 in Arequipa, 339 in Cusco and 286 in Lima-Center) (SUNAT).

Following the recommendations proposed by Dillman (2000), the design process of the questionnaire was organized in a number of stages, with the aim of guaranteeing the quality of responses. First, the previous literature was examined in order to select the validated scales that best fit this work. Once the scales were selected, they were adapted to suit small firms in cultural tourism destinations. The final version was agreed after various meetings with academics and entrepreneurs with previous experience in this sector. Furthermore, a pre-test survey was conducted in a group of different-sized companies to ensure that all questions were fully understood by the respondents. The questionnaires were administered by personal interview. A group of local interviewers (members of the research team in the National University of San Agustin de Arequipa, Perú) visited all the companies to complete the questionnaire. They met with the managers and assured that each question was correctly understood by the respondents. The information was collected between March and May 2019.

Once the definitive questionnaire had been administered, a total of 238 valid questionnaires were obtained, representing a response rate of 27.42%. For a confidence level of 95% and the most unfavorable situation of $p = q = 0.5$, the sampling error was 5.41%. In order to calculate the adequacy of the sample size for the analysis it was planned to conduct and to prove it had the required power, the F-test was used in the G*Power tool. The results showed the required sample size was lower than 238, the sample size in this study.

To establish whether the sample was representative of the study population, a difference in means test was conducted for age and size of firm between the population and the sample, which yielded no significant differences. Finally, two tests were conducted to control for the validity of subjective assessment in respondents' replies. First, Harman's test was performed (Podsakoff, MacKenzie, Lee, & Podsakofft, 2003) and then a random subsample of the total sample of firms was evaluated. Subsequently, a further copy of the questionnaire was sent to the firms that had initially responded, for it to be completed by another manager. A second questionnaires was obtained from a subsample of 31 firms. Considering the limitations of this test, a marker variable was also identified – the identification number of the firm-which theoretically is unrelated to other variables in the model (Lindell & Whitney, 2001). The linear regression confirmed that the marker variable is not statistically associated with the other variables. An ANOVA was conducted to determine whether there were any significant differences between the constructs used in the study. No such differences were found for the dependent, independent and control variables between the companies in the second subsample and those in the total sample. Thus, the validity of the measures used in the study was confirmed.

3.2. Measures

Innovativeness. Innovativeness refers to a firm's propensity to develop new products, processes or business models (Anderson et al., 2015). Following a review of various studies (Covin & Slevin, 1989; Rhee, Park, & Lee, 2010; among others), the scale proposed by Covin and Slevin (1989) was chosen by considering it as the most appropriate for this study. The scale measures a company's willingness to develop new ideas, creativity and experimentation. It comprises three elements formed by pairs of opposing statements (Cronbach's alpha = 0.798). All the measures included in the questionnaire are showed in the appendix.

Social capital. Social capital alludes to the resources derived from a company's network of relationships (Nahapiet & Ghoshal, 1998). This variable comprises three dimensions -structural, relational and cognitive social capital, which, following Tsai and Ghoshal (1998) are highly correlated. For the structural dimension, that is, to measure the network ties, an adaptation of the three-item scale proposed by Maula, Autio, and Murray (2003) was used. To examine network configuration, network density was used, using a three-item scale adapted from Molina and Ares (2007), and relational trust, using a five-item scale adapted from that proposed by Kale, Singh, and Perlmutter (2000). For the cognitive dimension, to measure shared goals, a six-item scale combining the scales designed by Tsai and Ghoshal (1998) and Yli-Renko et al. (2001) was used. To measure shared culture, the scale validated in the study by Simonin (1999) was chosen. In order to facilitate answers regarding social capital, the questionnaire asked respondents about company members' relationships with their contacts, considering as contacts the people, companies or institutions of their sector with which they relate.

No specific territorial demarcation of contacts was established. In line with previous studies (e.g. Tsai & Ghoshal, 1998; Yli-Renko et al., 2001), the results showed a high correlation between the three dimensions. To simplify the model, a second-order construct was used to measure social capital, formed by the three previously discussed first-order constructs. In order to form the second order construct of social capital, the averages of the three first order constructs were taken (Cronbach's alpha = 0.904).

Absorptive capacity. This capacity refers to a company's ability to recognize, assimilate, transform and apply external knowledge and information for commercial gain (Cohen & Levinthal, 1990). Different methods have been used to measure and conceptualize this dimension and thus it is difficult to compare results and draw substantive conclusions (Flatten, Engelen, Zahra, & Brettel, 2011). To obtain a valid measure of this capacity, prior empirical research was reviewed and the 14-item scale designed by Flatten et al. (2011) was selected, which drew on the analysis of various articles published in leading journals (Cronbach's alpha = 0.768).

Technological dynamism. The technological dynamism of the environment refers to rapid technological advances in products or processes, changes in technological standards and the need for high-tech employees to gain competitive advantages (Covin, Slevin, & Heeley, 2001). To measure this variable, a review of various previously used (Li, Guo, Liu, & Li, 2008; among others) led the authors to select a version of the three-item scale originally proposed by Jaworski and Kohli (1993). These authors suggested that the conditions of an industry give rise to both opportunities and threats to the development of innovative behaviors and is thus appropriate to the analysis of the impact on innovativeness. This scale has been widely used in the previous literature (Atuahene-Lima et al., 2006; Rodrigo et al., 2017; among others) (Cronbach's alpha = 0.674).

Control variables. As control variables, firm size and age, the tourism destination where the firm is located and the culture with which the manager identifies were included. *Size* was measured using the logarithm of the number of employees, a variable for which the previous literature shows contradictory findings. Some works propose that larger companies tend to be more rigid in their structures, which could negatively impact the development of innovativeness, while other studies report a positive relationship between size and innovativeness (Simsek et al., 2010). *Age* was measured as the difference between the year of data collection and the year the firm was created. Older firms have greater experience in the innovative practices that promote the development of innovativeness (Kyrgidou & Spyropoulou, 2013). Firm age, however, can also be a negative factor in that it may generate more rigid structures and behaviors. The tourism destination variable considers the location of the companies analyzed in any one of the three World Heritage Cities in Peru, namely, Arequipa, Cusco and Lima-Center, whose dynamism as a tourism destination might affect its companies' innovativeness. Finally, the *culture* with which the managers identify covers those most common in Peru, that is, Aymara, Quechua, others or no specific culture, an element that the literature has underlined as a possible determinant of innovativeness (Rauch et al., 2013).

4. Results

To test the hypotheses, different statistical techniques were used. First, a descriptive analysis and a correlation analysis of the main study variables were conducted. A hierarchical regression analysis was then performed to evaluate the hypotheses (Mertler & Reinhart, 2016). In order to assess the convergent and discriminant validity, the average variance extracted (AVE) was calculated. In this case, all the constructs show AVE above the recommended value of 0.5 (Fornell & Larcker, 1981). In order to achieve discriminant validity, the square root of the AVE was compared with the correlations among constructs. The results show that the square root of AVE for all constructs is greater than the correlation between constructs, which suggests that, on average, each construct relates more strongly to its own measures than to others.

Table 1 shows the means, standard deviations and the bivariate correlation matrix. Tables 2 and 3 show descriptive information differentiating among tourist destinations.

With regard to the location of the companies in the different tourist destinations, 65 companies (27.3%) are located in Arequipa, 94 (39.5%) in Cusco and 79 (33.2%) in Lima.

The companies located in Arequipa identify with the different cultures analyzed in the percentages shown in Table 2. As regards the results characterizing the firms in the sample, 34.1% of the respondents identified as Quechua, 2.5% identified as Aymara, 44.1% identified with another culture (Spanish, English-speaking and others) and 19.3% identified with no specific culture.

As it is possible to observe, the highest percentage of identification with the Aymara culture is in Arequipa, the highest percentage of identification with the Quechua culture in Cusco and the highest percentage of identification with other cultures in Lima Center. With regard to the rest of the variables included in the study, Table 3 shows that the average size of the companies is larger in Central Lima than in the rest of the destinations. According to the results, in Cusco the companies are younger and show the highest levels of innovativeness, social capital, absorption capacity and perception of technological dynamism, while in Arequipa there are smaller and older companies. It seems that in Cuzco the greater weight of the Quechua culture and the greater youth of the companies might make them stand out in social capital and in innovativeness.

The results of the correlation analysis and the values for Tolerance and VIF shown in Table 4 determine the study presents no problems of multicollinearity. Table 4 also shows the results of the hierarchical regression analysis. The control of size, age, municipality and culture were included in the initial model (base model). The results of this analysis show a significant positive influence of municipality (β:0.220, $p < 0.05$) and a significant negative impact of effect of culture (β: -0.206, $p < 0.05$).

To test Hypothesis 1, the next step (intermediate model) include the social capital variable. As can be seen, including the independent variable contributes to explain the base model ($\Delta R^2_{adjusted} = 0.171$; $p < 0.01$). The results show a significant positive effect of social capital on innovativeness in companies in tourism destinations ($\beta = 0.424$, $p < 0.001$), thus confirming the first hypothesis.

In the next step, the influence of the moderator variables - absorptive capacity and technological dynamism – and the interactive effect of these variables on social capital were included in the regression analysis. Including these variables in the analysis yielded a contribution over and above that of the intermediate model ($\Delta R^2_{adjusted} = 0.049$; $p < 0.01$). This suggests the existence of interactive effects between social capital and technological dynamism, which affect the innovativeness of firms in tourism destinations. Specifically, the results show that absorptive capacity has a significant positive moderating effect on the relationship between social capital and innovativeness ($\beta = 0.176$, $p < 0.05$), which means the second hypothesis is confirmed. The results for the interactive effect between social capital and technological dynamism show that the latter has a significant negative moderating effect ($\beta = -0.144$, $p < 0.05$) on the relationship between social capital and innovativeness, thus corroborating Hypothesis 3. In order to check that the different dimensions of social capital do not have a differentiated influence on innovativeness, the regressions were repeated for each one of the three dimensions. The results obtained for each one are in line with those obtained for the global construct, which shows that the different dimensions of SC do not have differentiated impacts in this approach and that it is appropriate to consider them jointly.

To determine the nature of these interactions and to complement the results of the hierarchical regression analysis, the plots of each relationship are showed, on a y-axis of innovativeness and an x-axis for the social capital for high and low levels of absorptive capacities and for high and low levels of technological dynamism. The first plot (Fig. 2)

Table 1
Descriptive statistics and correlations.

	Size	Age	Destinat.	M culture	Social C	Abs. Cap.	Tec Dyn.	SCxAC	SCxTD
Mean	12.89	12.69	–	–	0.115	0.00	0.00	0.46	0.35
SD	11.86	11.96	–	–	0.85	0.87	0.98	1.31	1.19
Size	1								
Age	0.25**	1							
Destination	0.24**	0.002	1						
Manager culture	0.13*	0.091	0.132*	1					
Capital Social	0.039	−0.059	0.166*	−0.113	1				
Absorptive Capacity	0.088	0.031	0.059	−0.059	0.410**	1			
Technological Dynamism	0.031	−0.014	−0.011	−0.070	0.423**	0.418**	1		
SCxAC	0.046	−0.014	−0.118	−0.020	−0.327**	−0.280**	−0.190**	1	
SCxTD	0.049	−0.042	−0.051	0.030	−0.301**	−0.260**	−0.250**	0.440**	1

*p < 0.1; **p < 0.05; ***p < 0.01.

Table 2
Manager's culture in tourist destinations.

	Arequipa	Cusco	Lima
Aymara	4.6	2.1	1.3
Quechua	38.5	59.6	–
Other culture	18.5	28.7	83.5
None	38.5	9.6	15.2

Table 3
Descriptive statistics in tourist destinations.

	Arequipa	Cusco	Lima
Number of workers	10.17	11.23	17.16
Age	14.73	9.82	14.43
Innovativeness	3.99	5.44	4.84
Social capital	5.06	5.56	5.52
Absorptive capacity	5.54	5.77	5.62
Technological dynamism	5.15	5.56	5.15

shows that innovativeness increases with social capital but the slope is steeper for higher levels of absorptive capacity. These results add strength to the results obtained in the regression analysis, providing further support for Hypothesis 2.

The second plot (Fig. 3) shows that innovativeness increases with social capital, but the slope is less pronounced for higher levels of technological dynamism, thus further corroborating Hypothesis 3.

5. Discussion and conclusions

5.1. Discussion

This paper addresses a topic widely demanded and discussed in tourism literature, namely innovation in tourism firms, and, more specifically, the determinants of innovativeness of companies located in cultural tourism destinations. Innovation has become a key factor in maintaining and improving competitiveness in cultural tourism destinations faced by a process of growing rivalry and globalization of cultural tourism (Baggio & Cooper, 2010). The image of a cultural tourism destination is created jointly by firms and other tourism agents belonging to or involved with it, so continuous innovation is essential not only for firms competing within a cultural tourism destination, but also to compete with other destinations to attract more visitors (Hjalager, 2010). In contrast to studies that understand cultural tourism destinations as local innovation systems that similarly benefit all the firms located within them, this study considers that firms in a cultural tourism destination develop a heterogeneous level of innovation (Martínez-Pérez et al., 2016). Following this approach, this study delved deeper into key factors that explain the innovation of firms in cultural tourism destinations. A broad approach to innovation was adopted, as defined in the Oslo Manual, linked to the adoption of new or improved products or services, processes, managerial techniques and market search. This concept of innovation, which integrates radical and incremental aspects, is appropriate for the context of cultural tourism destinations, since firms tend to develop radically new products and services and to adopt disruptive technologies, complemented and followed by incremental improvements (Law et al., 2019). Therefore, radical innovations trigger incremental innovations which, in turn, can drive other radical innovations (Sørensen, 2007). Moreover, hotels and restaurants located in World Heritages Cities that plan significant

Table 4
Regression analysis.

	Base Model		Intermediate Model		Contingent Model		Tolerance	VIF
	β	t-statistics	*β*	t-statistics	*β*	t-statistics		
Size	0.067	1.009	0.047	0.794	0.041	0.693	0.855	1.170
Age	−0.115	−1.77*	−0.093	−1.621	−0.093	−1.633	0.917	1.091
Destination	0.220	3.408**	0.162	2.761**	0.171	2.945**	0.885	1.103
Manager culture	−0.206	−3.264**	−0.146	−2.581**	−0.137	−2.445**	0.945	1.059
Social Capital			0.424	7.379****	0.344	4.646***	0.544	1.839
Absorptive Capacity					0.047	0.649	0.563	1.776
Technological Dynamism					0.165	2.640**	0.761	1.314
SC x AC					0.176	2.536**	0.617	1.620
SC x TD					−0.144	−2.160**	0.669	1.496
Model								
R^2		0.100		0.271		0.320		
Adjusted R^2		0.085		0.255		0.294		
Change in R^2				0.171***		0.049***		

*p < 0.1; **p < 0.05; ***p < 0.01; ****p < 0.001.

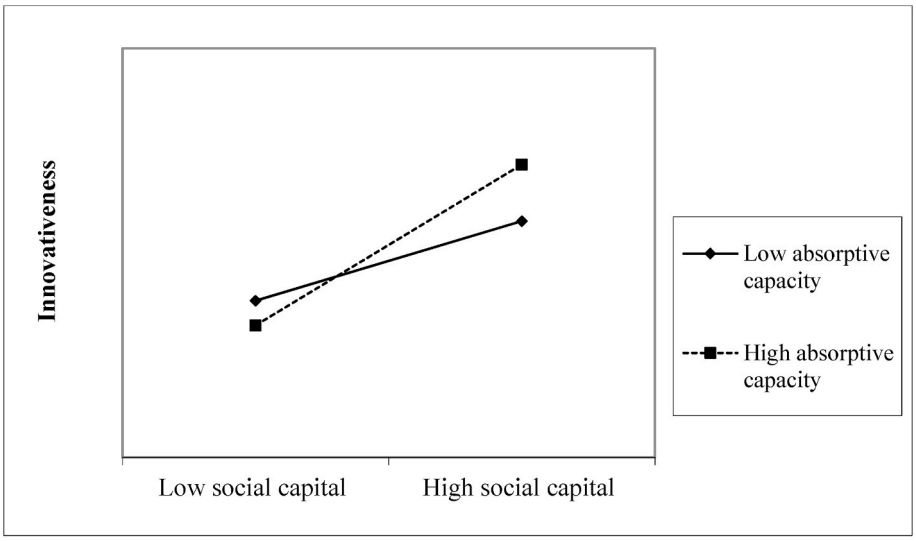

Fig. 2. Moderating effect of absorptive capacity.

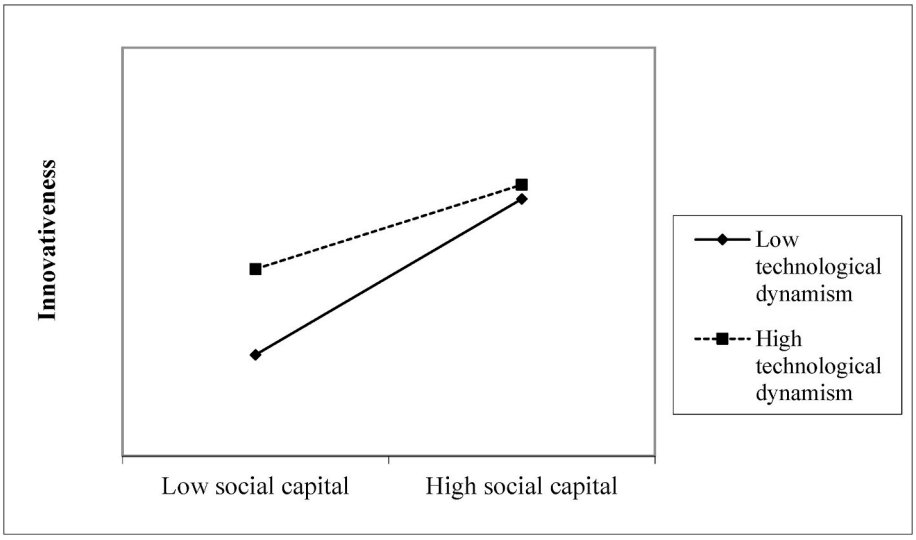

Fig. 3. Moderating effect of technological dynamism.

architectural renovations or radical changes in their orientation must take into account legal restrictions and standards for the protection of listed buildings, historical and cultural identity, and traditional customs. Finally, as opposed to studies focused on specific innovations, innovation is interpreted as a tendency, referred to as innovativeness, which has recently been applied by Martínez-Román et al. (2015) in the field of tourism, specifically in tourism SMEs. Thus, following the approach of Anderson et al. (2015), innovativeness is considered as the tendency of a firm to develop radical or incremental innovations in processes, products, services and business models.

Innovation of tourism firms in a cultural tourism destination, viewed as a cluster, often involves the creation of networks of collaborative and competitive relationships with other agents inside and outside the destination, such as travel agencies, tour operators and institutions (Sainaghi & Baggio, 2014). Following this perspective, initial findings suggest that firms' social capital has a positive impact on their innovativeness. In this sense, in both the base model and the intermediate model, social capital is the variable that best explains firms' innovativeness. These findings coincide with the classic model proposed by Kaasa (2009), and essentially applied to manufacturing sectors. This strong positive effect is maintained for each of the three social capital dimensions - structural, relational and cognitive - as it is verified in an additional analysis. These results contrast with the divergent effects of the three dimensions of social capital on radical innovation described by García-Villaverde et al. (2017). In this study, only cognitive social capital has a positive and significant effect on radical innovation, while relational social capital has a positive but non-significant effect and structural social capital has a negative and significant effect. The perverse effect of structural social capital, linked to an excess of strength, frequency and closeness of relationships in cultural tourism destinations, is accentuated in the development of radical innovations when faced by difficulties in obtaining novel, complex, valuable knowledge from contacts in order to generate disruptive novelties. Similarly, over-investing in trusting relationships - relational social capital - could inhibit the monitoring of the environment, limiting the company's access to novel ideas and maintaining familiar routines, which could hinder radical innovations (Molina-Morales et al., 2011). A broad perspective of innovation, which integrates incremental and radical innovations, as well as product, service, process and organizational innovations, while also understanding it as a tendency to innovate (innovativeness), strengthens the determining role of social capital, considered both as a global construct and in terms of each of the separate

dimensions. These results are close to those obtained by Martínez-Pérez et al. (2016), which show that social capital, understood as a combination of bonding and bridging capital, has a positive influence on innovation, which integrates radical and incremental aspects. In this paper, conducted on World Heritage Cities of Spain, ambidextrous knowledge strategy drives the relationship between social capital and innovation. This study implicitly includes the complementarity of different aspects of a company's relations with agents from different geographical areas in order to define the social capital needed to promote innovativeness. Therefore, this paper helps to broaden the debate on the impact of a company's network of contacts on its innovativeness in the context of cultural tourism destinations.

Based on these findings, the main aim of the paper has been addressed by analyzing how internal and external factors affect the relational antecedents of innovativeness in firms in cultural tourism destinations. The results reveal that an internal factor, absorptive capacity, and an external factor, technological dynamism, condition the relational antecedents of innovativeness. First, these findings reveal that absorptive capacity has a positive moderating effect on the impact of social capital on the innovativeness of firms in cultural tourism destinations. However, in contrast to the results of Yang and Tsai (2019), absorptive capacity alone does not have a direct effect on innovativeness. Absorptive capacity emerges as a key tool for boosting innovativeness in cultural tourism destination companies when it is accompanied by frequent and intense relationships with agents with whom the company shares values, culture and objectives. Thus, according to Thomas and Wood (2014), absorptive capacity allows tourism firms to recognize, acquire, assimilate and apply new and valuable information from their relationships with other agents to drive the development of new and improved products, services, processes and business models. Following these authors, the key moderating role of absorptive capacity in the relationship between social capital and innovativeness could stem from tourism firms being more dependent on external sources of knowledge than those of other sectors. Furthermore, following Wilke et al. (2019), companies in cultural tourism destinations should combine interorganizational relations oriented towards cooperation with a strong absorptive capacity of external knowledge in order to maintain a high level of innovation over time. The results also add further support to the importance attributed to certain resources, and especially dynamic capacities, as factors that boost the effect of social capital on innovativeness (Thomas & Wood, 2014). Thus, the postulates of the theory of dynamic capabilities are reinforced in the context of cultural tourism destinations.

Second, these findings confirm a conflicting effect of technological dynamism on innovativeness. On the one hand, technological dynamism fosters the innovativeness of firms in cultural tourism destinations, as shown by the direct effect encountered, while, on the other, it reduces the positive effect of social capital on innovativeness. Thus, this study adds further support to the view that market dynamism and technological dynamism should be analyzed separately, given that they can have divergent influences on firms' innovativeness (Atuahene-Gima et al., 2006). Thus, the growing technological dynamism prevalent in the tourism industry (Law et al., 2019) can have a dual impact on the innovativeness of firms in cultural tourism destinations. While acting as a direct driver of innovativeness, it may also weaken the impact of social capital social capital on innovativeness. On the one hand, according to Buhalis (2019), the strong and continuous technological changes in the environment encourage companies to respond with innovativeness, linked to the introduction of various external technologies and the development of new products, services and processes. On the other hand, as suggested by Rodrigo-Alarcón et al. (2017), the predominance of strong relationships between cultural tourism firms and the agents with which they share values and culture may hinder access to novel knowledge to identify and take advantage of opportunities for innovation when companies are confronted by powerful technological changes. Again in this case, problems could arise for firms to detect and develop continuous innovations in a context of intense and uncertain technological changes derived from internal blockage, information redundancy, myopia and inertia generated by the maintenance of excessively strong and closed relationships with agents who share a common vision. These findings point to new consequences of the 'dark side' of the networks, identified by Martínez-Pérez et al. (2019) in a study focused on cultural tourism destinations. The results reinforce the role of several variables of the environment, such as dynamism -of market and technology, as key contextual factors to explain how social capital and innovativeness are related.

5.2. Conclusions

Innovativeness is a key factor to help firms in cultural tourism destinations adapt to the new trends in the highly competitive tourism market, bolstering the attractiveness of the destination and enhancing its impact on the economic and social development of the local area (Kallmuenzer & Peters, 2018). In the current climate of increased competition and considerable concern for the sector's sustainability, innovativeness can be key to successfully tackling present and future challenges. Innovativeness thus emerges as a significant factor that may substantially determine the success and survival of firms in tourism destinations (Divisekera & Nguyen, 2018).

This work responds to the recent call in the tourism literature for studies on the relational antecedents of innovativeness (Marasco et al., 2018), as a key factor for competitiveness in tourism destinations (Trunfio & Campana, 2019). In this sense, this study helps provide a wider-ranging and continuous vision of innovation, characterizing innovativeness as a strategic orientation (Ruvio, Shoham, Vigoda-Gadot, & Schwabsky, 2014), while also enhancing understanding of the complex role of social capital as a key determinant of innovativeness that links a firm to its environment (Rodrigo-Alarcón et al., 2017). In this sense, this study takes further the proposal made by Sørensen (2007), and attempt to explain how the social relationships of firms that interact across cultural tourism destinations combine with certain internal and external factors to generate innovativeness. Specifically, two key factors are identified, namely, absorptive capacity and technological dynamism, which have contrasting effects on the relationship between a firm's social capital and its innovativeness.

From a theoretical standpoint, this study complements the social capital theory with elements from the theory of dynamic capabilities and the contingent perspective to enhance the literature on the innovativeness of tourism destinations. Finally, another significant contribution of the present study is that it responds to the call in the tourism literature for new studies on tourism destinations in developing countries (García-Villaverde et al., 2020), especially those in South America, where innovation in tourism has been the subject of scant analysis (Pikkemaat et al., 2019).

As regards the practical implications of this work, the results allow the authors to lay out a series of recommendations for managers of firms located in tourism destinations. First, managers should develop extensive networks of diverse contacts in order to generate robust innovativeness. On the one hand, they should build up relationships with key local agents, such as suppliers of traditional agri-food products and high-quality complementary services, so as to have a range of novel products and services with added value for clients. They should also form relationships with other tourism companies and institutions to develop joint projects that enhance the role of the company in the attractiveness of the tourism destination, as well as ties with ethnic communities to set up original complementary cultural activities, etc. On the other hand, companies should relate with agents outside the destination. These include international tour operators, to identify opportunities based on trends in international cultural tourism, external competitors, to detect new ideas for products and services in other destinations and evaluate their possible application to their own context, and suppliers of information and communication technologies and systems that are

applicable to their operational processes so as to update the company's products, services and processes. Firms should not only focus on establishing relationships with agents from within their own tourism destinations, as these can generate certain myopia and information redundancy, which hamper the detection and exploitation of innovation opportunities (Pillai et al., 2017).

Firms in tourism destinations should also seek to develop strong absorptive capacity to better leverage their inter-organizational relationships, identifying information on tourism market trends and new technologies, acquiring and assimilating new knowledge and key resources from their contacts, combining this effectively with their internal knowledge and, finally exploiting it to generate continuous innovations in their processes, products and services (Thomas & Wood, 2014). Finally, when firms in tourism destinations perceive rapid and unpredictable technological changes in their environment, they are advised to strengthen and expand their relationships, especially with external agents, to see changes as opportunities rather than threats and so act proactively to buttress their innovativeness.

To illustrate the proposed model, it can be considered the case of the chain of restaurants created by the Peruvian chef and entrepreneur Gastón Acurio, who has gained worldwide recognition as an example of innovation and creativity. Among many other locations, Gastón Acurio has opened restaurants in Arequipa (Tanta and Chicha), Cusco (Chicha and Papachos) and Lima (Astrid & Gastón, Tanta, La Mar, Panchita El Bodegón, Papachos, Barra Chalaca), the three tourism destinations analyzed in this study. This chef's restaurants have taken the culinary world by storm, enacting a gastronomic and cultural revolution to make the Peru brand a leader in the sector. This success was facilitated by a process of continuous innovation, implemented in his many restaurants by diversifying the types of cuisine according to the different markets. These innovations have largely been developed as a result of what he has learned through his external relationships, continuous travel and by attending competitions and fairs across the world. Other examples of his innovativeness can be found on the website (https://acuriorestaurantes.net/), which, in the 'New Providers' section highlights the wish to use new suppliers that offer novel products and proposals: "We're always looking out for new products, proposals and undertakings to grow together with. Contact us and tell us what you do, so you can become part of our team." This idea is also reflected in the message transmitted in the 'Work with Us' section "We are constantly looking for new talents to join our team. If you are interested in working or having an internship, please, fill out the form and send us your résumé, so you can be included in our selection process". These innovations are manifest in the combination of traditional culinary knowledge and local, quality products (sourced through internal relationships with agents at the tourism destinations) with novel ingredients, recipes, cooking methods, ways of receiving customers, restaurant decor, etc.

In addition, his company exhibits great absorptive capacity, with a team skilled in identifying trends, acquiring knowledge and resources, assimilating and exploiting such knowledge to develop continuous innovations, as evidenced by the constant opening in varied tourism destinations of new restaurants with different styles and cuisines shown, where the menus and processes are regularly renewed.

Finally, the breadth and diversity of relationships allows the group to tackle the threats generated by major technological changes, which they perceive as opportunities to be incorporated as novelties in their restaurants.

This study has a series of limitations that may partially affect the generalization of its findings. The first is the static rather than longitudinal nature of the study. However, given the type of detailed information needed to meet the research aims, conducting a longitudinal study would have been excessively complex, and, in any event, the static approach of the study has not prevented this study from achieving the proposed objectives. A second factor that might limit the extrapolation of the findings is the specific character of the context analyzed, namely, Peru's cultural tourism destinations, which complicates generalization of the results and conclusions to other types of tourism and geographic locations. Nonetheless, it should be underlined the research value of the analysis of a geographic context such as South America, where few studies have been conducted and a call has been made for work on innovativeness in its tourism companies (Pikkemaat et al., 2019).

Furthermore, using subjective assessments based on managers' perceptions on key aspects of this study could also represent a limitation, as they may not necessarily correspond to the objective reality. However, in line with previous research (Martínez-Pérez et al., 2019), executives' perceptions are arguably more representative of a company's behavior and resources than objective indicators. Thus, the managers' perceptions accurately reflect the companies' strategic performance. Finally, it is necessary to acknowledge that measuring social capital from a broad approach prevents the possibility of differentiating how each of its dimensions -structural, relational and cognitive- and the relationships with each type of agent -competitors, suppliers, customers, institutions, etc-affect innovativeness. However, the construct of social capital is considered as key in analyzing the moderating effect of absorption capacity and technological dynamism in the context of cultural tourism destinations.

This work suggests various future lines of research. As proposed by various authors (García et al., 2017), as well as the traditional global analysis of social capital, it would be useful to separately analyze the effect of each of its dimensions. It is also suggested carrying out specific studies to analyze a company's relations with a certain type of agent - competitors, suppliers, customers, institutions, etc - and/or differentiating those located inside and outside the tourist destination, which would allow for more focused implications and recommendations. In addition, future studies could also include dynamic capacity variables, such as adaptive capacity, or other variables of the environment, such as competitive rivalry, to determine the impact of the innovativeness of firms in cultural tourism destinations. It would also be advisable to develop new studies with covariance-based structural equation modeling or variance-based structural equation modeling, which would enhance the richness of multi-item scales. Another proposal would be extending the analysis of the relationships in tourism destinations to other types of tourism, such as nature tourism, and to other cultural settings, such as South-East Asia or the Maghreb.

Author statement

Pedro M. García Villaverde: Conceptualization, Writing-Original Draft, Project administration; María J. Ruiz Ortega: Conceptualization, Methodology, Formal analysis; Américo Hurtado-Palomino: Conceptualization, Writing-Original Draft, Visualization; Bernardo De La Gala-Velásquez: Methodology, Writing-Original Draft; Patricia Pilar Zirena-Bejarano: Writing-Original Draft, Visualization.

Declaration of competing interest

None.

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Appendix A. Supplementary data

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