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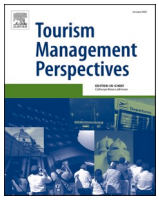

An integrative systematic review of innovation research in hospitality and tourism

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ABSTRACT

This study critically reviews the key perspectives and topics in innovation research in various disciplines and the hospitality and tourism (H&T) field. This study synthesizes and analyzes 85 innovation literature review studies from several fields and 261 empirical articles from the H&T literature to achieve this purpose. The key topics are organized into three different perspectives based on how the phenomenon is understood: innovation as an economic phenomenon, innovation as a market phenomenon, and innovation as an organizational phenomenon. Through in-depth analysis and discussion, this article identified an extensive array of potential future research avenues. Some of these include exploring innovation as systemic turbulence under the lens of complexity theory, the commercialization of idle innovations as part of the open innovation paradigm, and the effect of corporate governance on innovation, representing key industry implications of the study.

1. Introduction

Schumpeter (1934) defined innovation as an "activity through which inventions are carried out in the market for a commercial purpose" (Snyder, Witell, Gustafsson, Fombelle, & Kristensson, 2016, p. 2402). Innovation is often seen as "the basis of a competitive economy" (Adams, Bessant, & Phelps, 2006, p. 21) and as a source of value for both customers and investors (Rubera & Droge, 2013). It is also a determinant of firm performance and success, sustainable competitive advantage, and economic and social growth (Anderson, Potočnik, & Zhou, 2014; Damanpour, Walker, & Avellaneda, 2009). With such powerful effects, the interest in innovation spans a great variety of sectors, in both industry and academia; and, although it started with a significant lag, the hospitality and tourism (H&T) field is no exception (Gomezelj, 2016; Hjalager, 2010).

Nowadays, innovation literature is so prolific that researchers have synthesized findings in multiple ways producing literature reviews in economics (e.g., Beath, Katsoulacos, & Ulph, 1989), operations management (e.g., Carrillo, Druehl, & Hsuan, 2015), strategic management (e.g., Keupp, Palmié, & Gassmann, 2012), service management (e.g., Bryson & Monnoyer, 2004), marketing (e.g., Hauser, Tellis, & Griffin, 2006), etc. Furthermore, each field has produced focused reviews to address specialized topics such as business model innovation (e.g., Foss & Saebi, 2017), sustainable innovation (e.g., Adams, Jeanrenaud, Bessant, Denyer, & Overy, 2016), and collaborative innovation (e.g., Marasco, De Martino, Magnotti, & Morvillo, 2018), among many others. In H&T research, Gomezelj (2016) provided the first systematic literature review on H&T innovation studies up to 2014. Previous to this author's study, only Hjalager (2010) had embarked on a comprehensive but unsystematic effort to review such literature (Gomezelj, 2016). Nevertheless, there has been no systematic effort to find convergence among different fields, integrating findings to develop a more holistic understanding of innovation and novel ways to further the field.

Therefore, the purpose of this study is to integrate and investigate the convergence of the key perspectives and topics of interest of innovation literature in various disciplines and fields with those of H&T innovation literature. An integrative systematic review methodology was followed to achieve this purpose (Hauser et al., 2006; Tranfield, Denyer, & Smart, 2003). We analyzed 85 literature review articles published in peer-reviewed academic journals to gain an overall and profound understanding of the innovation phenomenon across multiple fields while overcoming resource limitations. Then, 261 H&T academic peer-reviewed journal articles were reviewed to achieve maximum comprehensiveness of empirical H&T innovation research.

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To the authors' knowledge, this is the first review of innovation literature that offers extensive analysis and synthesis between different fields to further H&T research. This integrative approach is important because innovation is considered a highly complex phenomenon (Stierand & Dörfler, 2012). By analyzing the convergence between different fields, academics and practitioners alike can get a better and more holistic understanding of it. Furthermore, this enables identifying theoretical and methodological research gaps that would not be possible if H&T literature is considered in isolation. Next, other existing literature reviews in the H&T field are summarized. This study then describes the methodology followed to collect, analyze, and synthesize literature reviews in various fields and empirical articles in H&T. A summary of the characteristics of the resulting H&T articles follows. The review then offers a thorough synthesis and analysis of the key topics and findings in three inductively derived perspectives. These are based on whether innovation is understood as an economic, market, or organizational phenomenon. Before concluding, a discussion of the main findings and recommendations for future research are offered.

2. Literature review

Innovation is a complex social phenomenon (Stierand & Dörfler, 2012) for which researchers and international organizations have offered multiple definitions. The Organization for Economic Co-operation and Development (OECD/Eurostat, 2018) defines innovation as "a new or improved product or process (or combination thereof) that differs significantly from the unit's previous products or processes and that has been made available to potential users (product) or brought into use by the unit (process)" (p. 20). This definition evolved from classic notions of innovation as an economic activity that brings change (Ruttan, 1959; Schmookler, 1954; Schumpeter, 1934). Specifically, in the H&T industry, innovation is a source of "performance improvements in the form of reducing manpower costs, improving service quality or improving organizational flexibility" (Mattsson & Orfila-Sintes, 2014, p. 389). It enables hospitality firms to maximize competitiveness and transform environmental changes into opportunities (Nicolau & Santa-María, 2013).

For many years, H&T innovation literature has been considered a prolific field (Hjalager, 2010). Nevertheless, efforts for synthesizing and understanding this research through literature reviews are rare. Hjalager (2010) was the first to provide a state-of-art review. The author states that two decades of research were identified and the latest reviewed articles were published in 2009. Few details were given about the methodology followed and the characteristics and number of articles reviewed. Regardless, Hjalager (2010) identifies and remarkably discusses different innovation categories, its determinants and drivers, processes and sources for knowledge and innovation, effects and implications of innovation activity, and innovation policies. Besides being the first literature review, this study contributed to the field by providing several avenues for future research.

Then, Hjalager and Nordin (2011) published a literature review focused on user-driven innovation. The authors reviewed 16 approaches to user-driven innovation and defined and classified the phenomenon. The authors' main contribution lies in the development of a user-innovation typology. Nevertheless, this study provides only a vague description of the methodology. Camisón and Monfort-Mir (2012) also offered a focused review. The authors conducted "a diagnosis of the 'state of the issue' regarding the measurement of innovation in the tourism industry at the company level" from both a Schumpeterian and a dynamic-capabilities perspective (p. 776). The authors incorporated findings from the service literature on innovation and used examples from Spain to illustrate the limitations of measuring the phenomenon with instruments developed for manufacturing. This study contributed with recommendations to overcome innovation measurement problems in H&T. This is a review with a narrow scope that conducts a commendable comparison between different fields and two different perspectives on the way innovation is understood.

It was until 2016 that the first systematic review of H&T innovation literature emerged. Gomezelj (2016) was also the first to provide a bibliometric analysis of such literature. The author reviewed 152 articles published between 1992 and 2014. These were analyzed based on "the international context, the methodology used, the points of view, the level of analysis (micro-level, macro-level and general level) and the type of innovation discussed in the paper" (p. 516). The author also presented an overview of the generalities of innovation research based on about a dozen literature reviews and other supporting references, but it was not clear how these topics and articles were chosen. Recently, Marasco et al. (2018) offered a focused systematic review on H&T collaborative innovation. The authors analyzed 79 articles published up to 2017 based on "location of the study, perspective of analysis, methodology, level of analysis and specific themes addressed" (p. 2364). Resulting from a thematic analysis, the articles were classified into five main categories. Beyond being the first review on the topic, this study's contribution lies in providing a guide for both industry and academia that supports the growth of the field.

Pikkemaat, Peters, and Bichler (2019) presented the latest systematic literature review in the field. The authors analyzed 191 tourism innovation articles published until January 2019, which were classified into eight refined context categories based on Hjalager (2010). Pikkemaat et al. (2019) found that tourism innovation research is primarily concerned with the organizational, network-cooperative, and socio-environmental contexts. One of the main contributions of this review is to provide up-to-date recommendations for future research on emerging topics such as innovation in micro and family-owned firms, and a comprehensive approach to sustainable innovation.

Each of these reviews provided significant contributions and further the understanding of innovation. However, no review has aimed to find convergence in different fields. Camisón and Monfort-Mir (2012) started this effort but focused exclusively on measurement issues. Moreover, there has been no systematic effort to integrate findings to get a more holistic understanding of innovation. While Gomezelj (2016) reviewed general innovation research, there is no indication that this was done systematically as the rest of the paper nor focused on integration with the reviewed literature. So, to the authors' knowledge, this would be the first review to find convergence among different fields in a systematic way. This would enable a strong synthesis and analysis of H&T innovation literature as it would lead to a more holistic understanding of the innovation phenomenon. Moreover, this would enable the identification of research gaps that might not be possible only considering H&T literature.

3. Methodology

This study follows an integrative systematic review methodology (Hauser et al., 2006; Tranfield et al., 2003). Systematic reviews are based on three main steps: "(1) establishing the inclusion criteria; (2) identifying and selecting the potential articles and (3) classifying the selected articles" (Doloreux & Porto Gomez, 2017, p. 372). This was complemented with an integrative review methodology following Hauser et al. (2006), whose literature review had the purpose of providing "a structure for thinking about innovation across fields", promoting the fertilization and integration among fields, highlighting main research streams, and suggesting interrelationships (p. 688). This methodology was deemed the most appropriate to fulfill the purpose of this study, which focuses on convergence and integration. Therefore, rather than mapping the current state of research to find patterns – like systematic quantitative reviews facilitate (Khoo-Lattimore, Mura, & Yung, 2019; Yang, Khoo-Lattimore, & Arcodia, 2017) – this study required a flexible yet systematic approach to develop a comprehensive critical narrative by integrating given field outcomes with outcomes from out of the given field. Consequently, two distinct, but converging, research processes were followed. Fig. 1 illustrates the steps.

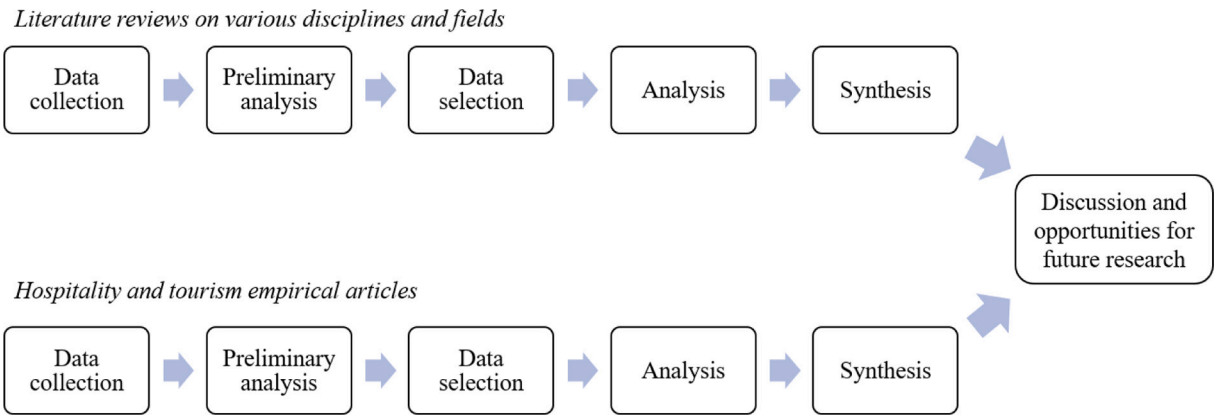

Fig. 1. Research process.
Notes: Figure developed by authors based on Hauser et al. (2006) and Doloreux and Porto Gomez (2017).

Both processes adapted parameters used by Gomezelj (2016); her methodology has already been successfully replicated by other hospitality and tourism researchers (e.g., Marasco et al., 2018). EBSCOhost was selected because its databases are "among the largest and most comprehensive" (Downs & Velamuri, 2016, p. 22). Both searches were limited to academic peer-reviewed journal articles consistent with the systematic review methodology. Articles were collected based on the following criteria: academic peer-reviewed journal articles published in English between 1900 and 2018 with full text available. The first research process aimed to gain an overall and profound understanding of the innovation phenomenon. This study recurred to literature reviews in various disciplines and fields of study. This strategy was chosen to overcome time and resource limitations since a simple Google Scholar search of the term "innovation" will result in approximately 3.5 million results. Moreover, mainstream literature reviews are appropriate for the scope of this study, which is primarily on the H&T field, and allow the researchers to capture the main perspectives and themes effectively. Two EBSCOhost databases were used: Business Source Premier and Hospitality and Tourism Complete. The search terms were *innovation* AND (*review* OR *survey* OR *meta-analysis*). The search was limited to the inclusion of both terms in the title only to ensure search effectiveness. This search resulted in 145 articles. Following the procedures for systematic reviews, 60 results were eliminated after an initial review of the titles and abstracts because they were not actual literature reviews on innovation or were not published in academic journals. A final sample of 85 literature reviews was kept for further analysis, which included six reviews in hospitality and tourism and the rest in various fields such as economics, technology, engineering, operations management, management, services, marketing, human resources, pharmaceutical, public organizations, and agriculture.

For the analysis, these literature reviews were read in detail. Main topics, constructs, relationships, theories, authors, and research gaps were identified. Throughout the analysis, the researchers inductively identified three major perspectives regarding how the innovation phenomenon is understood and addressed in the literature, which was significantly guided by the different definitions of innovation offered throughout the reviews. Details on each of these perspectives are offered in Section 5. These perspectives were created to give structure to the discussion of results and are not meant to represent a formal classification system.

The second research process had the objective of achieving maximum comprehensiveness of empirical H&T articles on innovation. Hospitality and Tourism Complete, an EBSCOhost database, was consulted. The search terms were *innovation* AND (*hospitality* OR *tourism*); these could be included in either the title, the abstract, or the author-supplied keywords. This search resulted in 1299 articles. However, an additional filter was used to guarantee source quality. Articles published in journals outside of those belonging to the Social Sciences Citation Index were eliminated, leaving 699 articles. These were further refined by reviewing each of the abstracts to guarantee topic appropriateness, which resulted in 319 articles. However, 58 of these articles only addressed innovation indirectly; for example, when innovation or a related construct was part of a bigger set of independent variables in a model exploring another phenomenon. Therefore, only studies with a primary focus on innovation were kept for the in-depth analysis, leading to a final sample of 261 articles. These articles were read in detail and the analysis followed what was previously done for the literature reviews.

4. Characteristics of innovation research in H&T

Based on the results of this systematic review, the first article in H&T research was published in 1970 in *Cornell Hotel and Restaurant Administration Quarterly* (Strand, 1970). The number of published articles per year surpassed the double digits until 2009 and, since then, H&T innovation research has been in an upward trend. Between 2015 and 2017, there has been an average of 33 publications per year, compared to 19 publications per year on average between 2009 and 2014. The most prolific year has been 2018, with 63 publications. Fig. 2 illustrates the evolution of H&T publications.

Of the 22 journals that published H&T innovation articles in our sample, the pioneer title belongs to *Cornell Hotel and Restaurant Administration Quarterly*. Between 1970 and 1991, this journal published six related articles when no other journals seemed to have an interest in the field. It was only after 1995 that other journals began to publish industry-specific innovation articles. Up to now, the *International Journal of Contemporary Hospitality Management* is the most innovation-oriented journal with 60 publications total. *International Journal of Hospitality Management* follows with 45 publications and *Tourism Management* with 40. Table 1 shows the academic journals and their respective number of publications resulting from this study.

Of the 261 articles analyzed, 28% are qualitative studies. While this percentage is lower than those reported in other H&T innovation literature reviews (cf. Gomezelj, 2016; Marasco et al., 2018), it seems to be higher than in other fields. For example, Keupp et al. (2012) only found 13.5% qualitative articles in their review of strategic innovation management. Of these H&T qualitative studies, over half of them are case studies, while the rest follow other qualitative methodologies collecting data mostly from semi-structured interviews. Most of the articles are quantitative studies (52%), which seems to concur with other fields. Hong, Oxley, and McCann (2012) stated that, since the 1980s, researchers began to move away from qualitative and conceptual articles and developed a main interest in the measurement and modeling of innovation and its determinants. Within these H&T quantitative articles,

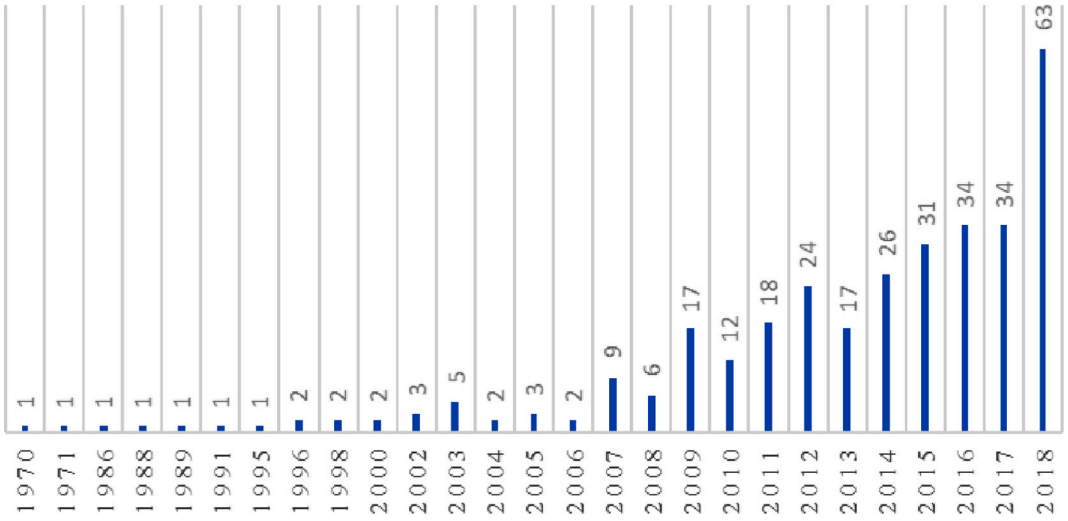

Fig. 2. Evolution of hospitality and tourism (H&T) innovation publications.

Table 1
Number of total publications per journal.

Journal	No. of publications
Annals of Tourism Research	11
Asia Pacific Journal of Tourism Research	8
Cornell Hospitality Quarterly (previously *Cornell Hotel and Restaurant Administration Quarterly*)	19
Current Issues in Tourism	16
International Journal of Contemporary Hospitality Management	60
Information Technology and Tourism	1
International Journal of Hospitality Management	45
International Journal of Tourism Research	12
Journal of Hospitality and Tourism Research	6
Journal of Hospitality Marketing and Management	10
Journal of Hospitality, Leisure, Sport and Tourism Education	1
Journal of Sustainable Tourism	15
Journal of Travel and Tourism Marketing	8
Journal of Travel Research	6
Journal of Vacation Marketing	5
Scandinavian Journal of Hospitality and Tourism	19
Service Industries Journal	12
Tourism Economics	14
Tourism Geographies	6
Tourism Management	40
Tourism Review	5

there is a strong dominance of surveys as the data collection method (114 of the 135 quantitative articles). Interestingly, only one article employed an experimental design (Xu, Liu, & Lyu, 2018); this represents an important opportunity for future research. Out of the 261 articles, 7% used mixed methods. Researchers have acknowledged that the application of mixed methods is slowly growing (Torugsa & O'Donohue, 2016), which seems to coincide with H&T literature since the only year with more than three publications was 2018. Conceptual articles and literature reviews represent 13% of the sample, with 28 and 7 publications respectively. These results indicate a possible resurgence of conceptual articles with five publications in 2018, a number that has not been seen since 2009.

Regarding the participants, most articles focus on the firm as an entity, managers, or employees. Only one article focuses on the board of directors (Mathisen & Garnes, 2015), reflecting the gap found in mainstream research (Belloc, 2012). Customers or a combination of customers and firm employees are the participants in only 11% of the studies. Although this represents an improvement from 4.61% reported by Gomezelj (2016), it is still an important gap in the literature. While the latter seems to agree mostly with other disciplines, in marketing, there is a prolific stream of research focused on customers (Hauser et al., 2006). Three countries dominate the origins of the samples: China, Spain, and the United States, with 41, 40, and 30 articles respectively.

5. Synthesis and analysis of innovation research under three perspectives

Based on critically reviewing 85 literature reviews, three major innovation perspectives were inductively identified. The perspectives are differentiated based on how the phenomenon of innovation is understood and addressed in the literature, which was significantly guided by the different definitions of innovation offered throughout the reviews. First, as an economic phenomenon, innovation is the basis for advancing economies in terms of technology, wealth, and competitiveness at either a national or regional level (e.g., Porter, 1990; Schumpeter, 1934). Second, as a market phenomenon, innovation is based on the competitive dynamics between innovators and imitators and their effect on users' adoption patterns, stressing the commercialization requirement of innovation (e.g., Kamien & Schwartz, 1975; Rogers, 1962). Third, innovation as an organizational phenomenon deals with internal and external resources and capabilities that firms in different industries use to develop innovations to improve organizational performance and achieve competitive advantages (e.g., Chesbrough, 2003; Gallouj & Savona, 2009; Teece, Pisano, & Shuen, 1997). These perspectives were used as a basis for organizing and synthesizing key themes in both literature reviews and H&T empirical articles. Table 2 offers a summary of the three perspectives.

5.1. Innovation as an economic phenomenon

5.1.1. Schumpeter's legacy

Innovation research started with the seminal work of economist Joseph Schumpeter in 1934 (Baptista, 1999; Beath et al., 1989; Belloc, 2012; Hidalgo & Albors, 2008; Hjalager, 2010; Hong et al., 2012; McDaniel, 2000; Sena, 2004). Schumpeter (1934) authored the theory of creative destruction in which innovation is an "economic tool" (McDaniel, 2000, p. 278) that entrepreneurs use to bring economic change and development (Schumpeter, 1934). This implies that entrepreneurs are innovators and economic leaders (Lordkipanidze, Brezet, & Backman, 2005). That is, entrepreneurs undertake creative and innovative ventures that add economic value and fuel societal growth and welfare (Triantafillidou & Tsiaras, 2018), which is especially impactful to peripheral economies (Mayer & Baumgartner, 2014; Pato, 2020).

For Schumpeter, innovation is a dynamic concept (Sena, 2004) that

Table 2
Summary of innovation perspectives.

	Economic perspective	Market perspective	Organizational perspective
Innovation as…	The propelling force of economic growth.	The result of market dynamics.	A strategic capability derived from knowledge, creativity, and other resources.
Central actors	Regions, network members, government, and DMOs.	Competitors, and innovation users.	Firms, suppliers, managers, teams, and employees.
Main measurements	Community Innovation Surveys, R&D expenditures.	Patent-driven modeling, adoption surveys and modeling, consumer innovativeness scale.	Firm scales (e.g., firm innovativeness, absorptive capacity) or performance measures.
Key themes	**Schumpeter's legacy:** Schumpeterian taxonomy, technological turbulence, innovation scoreboards and national surveys.	**Innovation adoption:** users' adoption decision, process, and patterns.	**Inter-organizational:** outsourcing, collaborative innovation (e.g., open innovation, user innovation, supply chain innovation).
	Innovation systems: clusters of innovation, network dynamics, spillovers, diffusion patterns.	**Innovation dynamics in competitive markets:** market entry and patents, innovator-imitator dynamics, market disruption.	**Intra-organizational:** role of employees and teams (e.g., creativity, knowledge, rewards, coordination), influential firm characteristics, firm innovation strategy.
Supporting theories	Creative Destruction, Innovation Diffusion Theory.	Innovation Diffusion Theory, Game Theory, Disruptive Innovation Theory.	Resource-based view, Agency Theory, Knowledge-based view, Dynamic Capabilities, Organizational Learning Theory, Co-Creation.
Major contributions to knowledge	Economies grow through technological change. Innovations diffuse overtime to surrounding areas. In innovation clusters, diffusion patterns are quicker.	Firms in a market compete for winning new patents to secure their innovation position. Some innovations have the power to disrupt a market. Once innovations are diffused in the markets, it is up to the users to adopt them. Firms may get innovation inputs from users.	Firms may collaborate with a variety of stakeholders to develop innovations or they may outsource innovation activities. A major concern for innovation is how to encourage and manage employees' knowledge and creativity. Organizational characteristics and strategy affect innovation outcomes. Innovation differs between industries. Special attention must be placed on services.
Seminal authors	Arrow (1962), Baumol (2002), Porter (1990), Rogers (1962), Schumpeter (1934).	Christensen (1997), Rogers (1962), Schmookler (1954), von Hippel (1978).	Chesbrough (2003), Djellal and Gallouj (2007), Eisenberg (1999), Teece et al. (1997).

Notes: Table developed by authors based on Adams et al. (2006), Baptista (1999), Beath et al. (1989), Bogers, Afuah, and Bastian (2010), Doloreux and Porto Gomez (2017), Fallon-Byrne and Harney (2017), Hong et al. (2012), Marasco et al. (2018), McDaniel (2000), and Yu and Hang (2010).

enables temporary monopolies (Kamien & Schwartz, 1975) through new combinations of "production resources" (Hidalgo & Albors, 2008, p. 114) resulting in changes in one or more of the following dimensions: "organizational, product, process, market and input" (Gallouj & Savona, 2009, p. 166). The latter originated one of the most followed innovation classifications to date known as the Schumpeterian taxonomy, which classifies the phenomenon into products, processes, organizational, and marketing innovations (Camisón & Monfort-Mir, 2012; Gallouj & Savona, 2009; Hjalager, 2010; Snyder et al., 2016).

Most empirical H&T studies refer to classic Schumpeterian definitions and concepts (Montresor, 2018). Moreover, the Schumpeterian taxonomy is still one of the most popular for conducting innovation research (Nicolau & Santa-María, 2013). However, its appropriateness has been questioned by some researchers that have either make modifications, create new classification systems or argued in favor of other typologies. For example, Hjalager (2005, 2010) separated the study of organizational innovations (Mortensen & Bloch, 2005) into managerial and institutional innovations recognizing the high degree of external collaborations in the H&T industry. Mattsson and Orfila-Sintes (2014) classified innovation into "management, external communications, service scope and back-office" (p. 388), which closely reflect the Schumpeterian taxonomy. Others claim that the typology by Abernathy and Clark (1985) – classifying innovations into regular, niche, revolutionary, and architectural – fits industry characteristics in a better way (Hjalager, 2002).

Originating from Schumpeter's work, the notion of technological turbulence has become a key theme for innovation research under the economic perspective. Technological turbulence refers to "rapid technological advancements" (Calantone, Harmancioglu, & Droge, 2010, p. 1076) derived from scientific progress (Kamien & Schwartz, 1975). This technologically-driven innovation boosts the productivity and the technological and economic power of a country, leading to its material wellbeing (Crawford & Tellis, 1981), i.e., innovation as a medium for economic growth. To measure the impact of innovation in the economy, national and regional survey instruments have been developed. In Europe, these Community Innovation Surveys collect standardized data across nations – e.g., the United Kingdom, Italy, and Spain – allowing comparisons and Innovation Scoreboards (Camisón & Monfort-Mir, 2012; Hong et al., 2012). The surveys are based on the guidelines developed by the OECD and Eurostat and published in the Oslo Manual (Vergori, 2014). Other regions of the world have followed by creating similar manuals; e.g., the Bogota Manual for Latin America and the Business R&D and Innovation Survey for the United States (Hong et al., 2012). Despite the contribution of these surveys to the measurement and understanding of innovation activity and the explosion of empirical research, theory-building has suffered (Hong et al., 2012) and the service sector and non-technological innovations remain underserved (Djellal & Gallouj, 2007; Vergori, 2014). The first publication of the Oslo Manual and the subsequent first Community Innovation Survey were in 1992 and it was until the third edition in 2000 that non-technical innovations were considered; however, related items still represent only a quarter of the survey (Vergori, 2014).

With H&T researchers constantly referring to the Schumpeterian taxonomy, one would expect extensive use of national and regional Community Innovation Survey data. Nevertheless, the results of this study suggest that innovation in the H&T industry is rarely studied at the national level and very few studies use this instrument, which is very different from other fields, including service literature (Tajeddini & Trueman, 2012). This is due to a lack of a representative number of H&T businesses in such surveys because of their generally small size (Camisón & Monfort-Mir, 2012). Moreover, Nordli (2017) found that, from those H&T businesses that do participate, results are weak due to a lack of clear differentiation between innovation types in the industry, a lack of participants' understanding of technical language, and a lack of appropriate questions to capture "hidden" innovations that happen at a departmental level. Finally, because many of the H&T innovations are hybrids and/or happen throughout the entire value chain, capturing innovation activity in this sector is difficult (Camisón & Monfort-Mir, 2012).

5.1.2. *Innovation systems*

At the regional level, clusters of innovation (Porter, 1990) – also known as regional innovation systems (Yu & Jackson, 2011) – have been a central theme. This research stream "attempts to explain the uneven

geography of innovation and the factors that shape the innovation capacities of regions" (Doloreux & Porto Gomez, 2017, p. 384), like institutional dynamics (Moulaert & Sekia, 2003). The origins of innovation clusters can be traced back to Marshall (1920) and his industrial districts (Hjalager, 2010). However, Porter is considered one of the seminal scholars linking the impact of geography, institutions, and other stakeholders to innovation, following a systems-thinking approach (Hong et al., 2012; Yu & Jackson, 2011). This implies that innovation is also a social phenomenon (Hong et al., 2012) and, thus, key concerns in this stream of research include public policies conducive to innovation, triple-helix (firms, knowledge institutions, and public institutions) stakeholder relationships and ties, and network interdependencies (Doloreux & Porto Gomez, 2017).

Within innovation systems, spatial proximity, social networks, and co-opetition facilitate the diffusion of innovative ideas through spillovers of knowledge (Hjalager, 2010; Pittaway, Robertson, Munir, Denyer, & Neely, 2004). Classic innovation research, following the seminal work of Arrow (1962), suggests that spillovers may be a barrier to innovation at the firm level because they imply that the innovation system will be exploiting the R&D efforts of the developing firm without sharing the costs (Sena, 2004). However, Baumol (2002) states that spillovers enable productivity gains that are disseminated throughout the entire system, making them a continuous source of economic growth in capitalistic nations (Sena, 2004). Beyond the spillover controversy, innovation networks are essential for the diffusion of innovations at a societal level (Pittaway et al., 2004). Social scientist Everett Rogers proposed the innovation diffusion theory (Rogers, 1962), which "seeks to understand how new ideas, products and practices spread throughout a society over time" (Kiesling, Günther, Stummer, & Wakolbinger, 2012, p. 185). It follows from this theory that the impact of innovation on economic wellbeing depends on its degree of diffusion (Baptista, 1999). In H&T studies, researchers study the network dynamics that occur at the destination level, which is in itself a cluster of actors and resources. Moreover, the study of innovation clusters extends to the regional level to understand the dynamics between two or more nearby destinations (e.g., Carson, Carson, & Hodge, 2014).

The popularity of this stream is due to the positive effect of clusters on innovation activity, a favorable business climate, and competitiveness (Rodríguez-Victoria, Puig, & González-Loureiro, 2017; Sigurðardóttir & Steinthorsson, 2018). Researchers focus on exploring the effect of different cluster characteristics on knowledge transfer and, thus, innovation; for example, trust and engagement between actors (Braun, 2003), network density (Sørensen, 2007), and network diversity (Martínez-Pérez & Beauchesne, 2018). Network diversity is key for a sustained successful network since knowledge in dense networks becomes redundant after a threshold, diminishing the positive effects of knowledge transfer on innovation (Martínez-Pérez & Beauchesne, 2018). Other researchers have found that local networks are dense but loose, and regional networks are sparse but strong (Sørensen, 2007). This is also true for networks with highly similar products. Distant but similar network members will share more knowledge than close similar members due to the low imitation barriers in the industry (Weidenfeld, Williams, & Butler, 2010). However, industrywide generalizations might not be possible. For example, Taylor, McRae-Williams, and Lowe (2007) found that members of wine tourism networks have higher levels of engagement than the rest of the industry.

Besides network characteristics, the importance of public organizations on innovation clusters has been recognized by H&T researchers. First, the government acts as a facilitator of the innovation activity within the cluster by providing consulting services, support for R&D, funding, and training programs (Mei, Arcodia, & Ruhanen, 2015). Although the cooperation between the government and firms within an innovation cluster is clearly beneficial, it needs the exploitation of synergies and a clear definition of each of the actor's responsibilities for it to be truly successful (Pechlaner, Herntrei, Pichler, & Volgger, 2012). Moreover, the government's culture and policies need to be conducive to innovation and change; otherwise, it may become a blocker of cluster development and conflicts of interest may arise (Albaladejo & Martínez-García, 2017; Mei et al., 2015). Second, destination management organizations (DMOs) act as an integrator of all the different innovation activities and collaborations by promoting a unified cluster brand (Pechlaner et al., 2012). Besides, DMOs are key transformers of organization-specific knowledge into publicly available knowledge (Morgan, Hastings, & Pritchard, 2012).

5.2. Innovation as a market phenomenon

5.2.1. Innovation adoption

Referring back to Rogers (1962), his theoretical contributions also span to the adoption of innovations at the market level. A second component of the innovation diffusion theory seeks to explain the mental processes of the potential users of innovations once these are diffused in the market (Feder, Just, & Zilberman, 1985). The adoption process has five stages – "awareness, persuasion, decision, implementation, and confirmation" (Greenhalgh, Robert, Macfarlane, Bate, & Kyriakidou, 2004, p. 600) – and involves making decisions about adopting, rejecting, or waiting for more information to decide whether to use an innovation. This implies that the population is heterogeneous and, thus, adoption time varies (Kiesling et al., 2012). Besides the information necessary to decide on innovation adoption, a prolific stream of research has explored the determinants of time and rate of adoption. For example, external factors such as institutions, access to capital or supply constraints (Feder et al., 1985); network structures and the integration to the adopter's social network (Abrahamson, 1991; Greenhalgh et al., 2004; Kiesling et al., 2012; Midgley, 1987; Pittaway et al., 2004); adopters' risk perceptions (Feder et al., 1985; Storey, Cankurtaran, Papastathopoulou, & Hultink, 2016); and the socioeconomic and individual characteristics of adopters (Baptista, 1999; Damanpour, 1991; Midgley, 1987).

In H&T literature, adoption studies integrate factors of the innovation diffusion theory – such as relative advantage, compatibility, complexity, trialability, and observability (Rogers, 1962) – to other theoretical frameworks, especially Davis (1989) technology acceptance model (TAM) (e.g., Cheng & Cho, 2011; El-Gohary, 2012; Lim, 2009; Lu, Mao, Wang, & Hu, 2015). Cheng and Cho (2011) claim that, by combining theoretical frameworks, different aspects of adoption may be captured: attitudinal (with the TAM), motivational (with the innovation diffusion theory), and social (with the theory of planned behavior).

5.2.2. Innovation dynamics in competitive markets

Adoption decision processes imply the existence of competitive markets affecting the innovation phenomenon since producers of innovations compete for favorable adoption decisions. Game theory has been popular to explain competition to capitalize on technological opportunities and "to develop dynamic models accounting for the two-way relationship between market structure and firms' innovation activity… explicitly the strategic interaction between incumbents and potential entrants" (Belloc, 2012, p. 836). For example, the patent race model explains how the interactions of market leaders and challengers shape their decisions to invest in R&D based on their ability to be granted a patent; i.e., win the race. Consequently, the winner has a temporary monopoly that enables a protected position in the market. This temporary monopoly has two benefits: (1) a competitive advantage that will ripple to future races, and (2) immediate and prolonged profits from the winners' innovation efforts (Beath et al., 1989; Hauser et al., 2006; Kamien & Schwartz, 1975; Sena, 2004). Beyond their theoretical implications, patents have been a common proxy of innovation activity. Their popularity began in the 1950s with Schmookler and continues to date due to data availability and international comparison (Hong et al., 2012; Keupp et al., 2012). However, this measurement has been criticized by social science and service innovation researchers since it creates a bias towards the manufacturing sector, technology, and large firms

(Hong et al., 2012; Storey et al., 2016).

In addition to innovator-imitator dynamics, market disruptors are paramount in the understanding of innovation from a market perspective. The disruptive innovation theory (Christensen, 1997) proposes that market disruption happens when a new, initially inferior technology displaces mainstream technology by focusing on alternative value attributes that serve a niche market. The process of market disruption is complete when this new technology serves the mainstream market and becomes the industry standard (Carrillo et al., 2015; Yu & Hang, 2010). Disruptive innovation in the H&T industry is usually exemplified by the sharing economy. While shared accommodation, led by AirB&B, has the potential to disrupt the lodging industry (Guttentag, 2015), recent findings suggest that the shared accommodation sector has not shown so far all the characteristics proposed by Christensen (1997) to be a market disruptor. Guttentag and Smith (2017) found that shared accommodations sometimes outperform some of the essential attributes (e.g., cleanliness) of mid-range hotels, which are the main product they are substituting. In addition, the sharing economy has facilitated a new business model in which free tours operate on tips and network trust, challenging the traditional industry structures of tour operators (Widtfeldt Meged & Zillinger, 2018). Besides these few examples, there were no other articles on disruptive innovation.

5.3. Innovation as an organizational phenomenon

5.3.1. Inter-organizational innovation

Inter-organizational research is primarily based on the concepts of collaborative innovation and innovation outsourcing. Due to the industry's characteristics and the nature of its products, inter-organizational H&T research is extensive, especially in the collaborative innovation stream. In a recent literature review, Marasco et al. (2018) state that collaboration forms are necessary to develop an innovative integrated tourism experience, which is made of many components supplied by a collection of firms. Research on collaborative innovation discusses how shared intellectual capital and shared technologies enable innovation wins for all partners involved (Divisekera & Nguyen, 2018). The benefits of collaborations might be even greater for SMEs as these boost their innovation capability and competitiveness via increased resources, such as social capital (Kim & Shim, 2018).

First, collaborations may happen between the firm and its customers. User innovation refers to the customers' direct collaboration with the firm in innovation processes (Marasco et al., 2018). The origins of this stream are derived from von Hippel (1978) and his customer-active paradigm, which states that customers actively collaborate in innovation processes and that firms proactively create involvement opportunities for users (Bogers et al., 2010). User innovation furthers the concepts of customer orientation, which procures the "understanding of current and latent needs of target customers" (Calantone et al., 2010, p. 1072), and user-driven innovation, which is "the phenomenon where new products, services, concepts, processes, distribution systems, marketing methods, etc. are inspired by or are the results of needs, ideas and opinions derived from external purchasers or users" (Hjalager & Nordin, 2011, p. 290). Nevertheless, despite the valuable insights that the firm can gather from users' feedback, their actual incorporation to innovation processes may lead to challenges because (1) users' contributions to innovation performance are hard to measure, and (2) their suggestions might come in extremes; just small improvements or suggestions so radical that cannot be implemented (Hjalager & Nordin, 2011).

A related research stream is focused on value co-creation, which supports innovation as an interactive process between customers and producers (Bogers et al., 2010). Moreover, value co-creation proposes that the value derived from the firm's offerings can only be determined by customers, individually and through use (Snyder et al., 2016). Research has found a positive impact of value co-creation on the development speed, quality, and outcomes of innovation (Marasco et al., 2018). H&T researchers have contributed to its study by exploring additional elements of co-creation dynamics; for example, flexibility and compatibility (Chen, Kerr, Chou, & Ang, 2017). Furthermore, the study of variables affecting intentions to co-create and their relationship to service innovation has been of significant interest. Some of these variables are perceived internal benefits, subjective norms, guest innovativeness, and need for interaction with service staff (Lee, Lee, & Tussyadiah, 2017; Sarmah, Kamboj, & Rahman, 2017). However, the variables affecting the relationship may be different depending on the cultural context of the study. For example, Xu et al. (2018) found that the possibility of loss of face stops Chinese tourists from participating in co-creation activities in public settings. In short, co-creation has a positive effect on the market success of H&T innovations, but this comes with significant challenges for the innovating firm as it is difficult to find customers with the right degree of interest, available time, knowledge, and expertise (Santos-Vijande, Lopez-Sanchez, & Pascual-Fernandez, 2018).

Beyond users of innovations, such as customers, innovation interactive processes may also result from the collaboration between the firm and suppliers, universities, or competitors (West & Bogers, 2014); that is, vertical, cross, or horizontal agreements (Corso, Martini, Paolucci, & Pellegrini, 2001). These R&D collaborations enable the firm "to obtain the benefits of an alliance without the large costs of formal interorganizational alliances" (Carrillo et al., 2015, p. 249). Specifically, supply chain innovation boosts the firm's competitive advantage and innovation outcomes, while establishing a win-win relationship with suppliers by sharing innovation efforts, costs, and revenues (Carrillo et al., 2015). Supply chain innovation is particularly beneficial for industries like tourism, where experiences are created from intricate supply chains (Hjalager, 2010). Researchers recognize that suppliers are not only important sources of information but are also critical elements to guarantee the successful implementation of new product and service development projects (Jones, 1995). Also, suppliers represent an opportunity for co-branding, which might increase perceived value (Hjalager & Konu, 2011). Therefore, H&T businesses should develop both strong and diverse relationships with suppliers (Cho, Bonn, Han, & Kang, 2018).

Nevertheless, rather than collaborating with suppliers for innovation, firms may prefer to acquire innovations developed in other industries. This is known as innovation outsourcing. Some researchers argue that innovation outsourcing is in an upward trend since firms are still in favor of decentralized business models (Downs & Velamuri, 2016). Based on transaction cost economics, outsourced innovation activities help firms to develop products faster and at a lower cost; however, quality and potential delays to enter the market might be a trade-off (Stanko & Calantone, 2011). Previous research has found that, on the one hand, outsourcing is preferred when the purpose of innovation is to imitate competitors or to develop complementary technologies. On the other, the internalization of innovation is preferred when the innovation's purpose is to develop a sustainable competitive advantage through product differentiation or to develop core technologies (Stanko & Calantone, 2011). Services are heavy users of innovations developed in other industries and, thus, innovation outsourcing is common, except for knowledge, technology, or science-based services (Djellal & Gallouj, 2007). In H&T, innovation outsourcing usually encompasses the acquisition of ICTs and other technologies since businesses most likely lack the R&D resources needed for these developments (Djellal & Gallouj, 2007; Guisado-González, Guisado-Tato, & Sandoval-Pérez, 2013; Hjalager, 2015; Orfila-Sintes, Crespí-Cladera, & Martínez-Ros, 2005).

Finally, the study of collaborative innovation has been enriched by Chesbrough (2003) and his encompassing open innovation paradigm. This paradigm recognizes the heterogeneity of knowledge sources and argues that firms "cannot afford to depend on their own research alone" (Bogers et al., 2010, p. 870). That is, innovation is open to employees, customers, suppliers, and other stakeholders in two ways: outside-in and inside-out. In the open innovation funnel, the firm incorporates external inputs to its own innovation processes (outside-in) but also

commercializes unused innovations developed in-house (inside-out), for example, through licensing agreements (Chesbrough, 2012; West & Bogers, 2014). So, it follows that open innovation involves three phases: obtaining externally developed innovations, integrating them into the firms' R&D functions, and commercializing innovations traditionally or in an inside-out fashion (Chesbrough, 2003).

5.3.2. Intra-organizational innovation

Human capital and its surrounding themes play a central role in intra-organizational innovation research. Researchers and practitioners alike have recognized the key role of employees on innovation outcomes (e.g., Chang, Gong, & Shum, 2011; Martínez-Ros & Orfila-Sintes, 2012; Orfila-Sintes et al., 2005; Ottenbacher & Gnoth, 2005; Pascual-Fernández, Santos-Vijande, & López-Sánchez, 2020; Vila, Enz, & Costa, 2012). In fact, this is one of the largest areas of exploration in H&T research, which is expected because the industry is labor-intensive and highly dependent on employee-customer interactions for service delivery (Li & Hsu, 2016; Olsen, Tse, & West, 2008).

Specifically, the personal characteristics of employees exert a great influence on the success of the firm's innovation efforts (Sands & Warwick, 1977). One of these characteristics is the employee's individual creativity (Eisenberg, 1999). Therefore, a stream of innovation research has focused on the relationship between creativity and innovation, and how firms create incentives to spark employees' creativity and capitalize the latter on the firm's innovation activities (Eisenberg, 1999; Hong et al., 2012). So, it follows that this literature stream defines innovation "as the implementation of individual creativity to organizational-level products or processes" (Eisenberg, 1999, p. 257). In H&T research, many studies investigate how to increase employees' innovative behaviors and how to translate employee innovativeness into organizational innovation outcomes. Researchers have found variables that influence employees' innovative behaviors and innovativeness, for example, harmony of customer-employee exchanges (Li & Hsu, 2016), training and job position characteristics (Chen, 2017), and leadership support and characteristics (Gu, Duverger, & Yu, 2017).

Additionally, rewarding innovative and change-supportive behaviors is necessary for the successful implementation of innovation initiatives (Enz, 2012; Ottenbacher, 2007; Vila et al., 2012). In management literature, Eisenberg (1999) acknowledges that the relationship between creativity and rewards is moderated by the employees' national culture. For example, individualistic cultures prefer individually-based rewards or rewards achieved through internal competition, while collectivist cultures react better to rewards achieved by a group effort and external competition.

Besides rewards, firms may spark employee creativity by supporting inter-functional coordination (Belloc, 2012). Inter-functional coordination refers to social interactions, communication, and collaboration between teams (Grinstein, 2008; Walker, 2014). Team climate and cross-integration significantly impact the achievement of a sustainable competitive advantage through innovation (Storey et al., 2016). This positive effect is because dynamic capabilities conducive to innovation, such as information dissemination and learning and problem-solving strategies, are facilitated through inter-functional coordination (Fallon-Byrne & Harney, 2017; Grinstein, 2008). This is supported by organizational learning theory and implies that the firm is proactively creating, transferring, and using environmental knowledge (Chang, Franke, Butler, Musgrove, & Ellinger, 2014; Corso et al., 2001). It is through this dynamic learning that the organization can adapt and respond to change (Walker, 2014).

It then follows that knowledge is required to innovate. Accordingly, one of the most researched themes in the analyzed articles is knowledge management. As in other industries, knowledge management in H&T organizations is important as individual and collective knowledge – mediated by the learning capability of the firm – significantly affect the firm's innovation activities (Nieves & Diaz-Meneses, 2016). A theoretical framework for understanding the relationship between knowledge and innovation is the knowledge-based view of the firm (Keupp et al., 2012). Grant (1996) developed this framework proposing that knowledge lies within individuals; thus, innovation performance depends on the firm's ability to integrate employees' knowledge in new ways (Torugsa & O'Donohue, 2016). Moreover, knowledge integration mechanisms are a key issue in innovation management because they allow organizations to reap the benefits of hiring a specialized and heterogenous workforce (Hacklin & Wallin, 2013; Storey et al., 2016).

In addition to employees, the ability to integrate knowledge from other sources has been an important concern for innovation researchers. Hacklin and Wallin (2013) state that distant knowledge coming from disciplines unrelated to the firm's core businesses is conducive to radical innovations; however, it is even more challenging to manage. Other examples of external sources of knowledge include users, universities, and government organizations (Bogers et al., 2010). "The firm's ability to recognize value, assimilate and apply new external knowledge for innovation" is known as absorptive capacity (Torugsa & O'Donohue, 2016, p. 1611), popularized by Cohen and Levinthal (1990). Absorptive capacity is a dynamic, complex, and multidimensional capability that facilitates change (Torugsa & O'Donohue, 2016); as such, it is an antecedent of innovation (Storey et al., 2016). The latter is especially relevant for services, which have to incorporate a wide mix of tacit knowledge to develop innovations that truly satisfy customers (Storey et al., 2016).

Absorptive capacity and employee behaviors that involve sharing the absorbed knowledge with the firm are two topics of special interest in H&T research, which is conducted predominantly in the lodging sector, agreeing with Shaw and Williams (2009). First, a key concern in the H&T industry has been how to incorporate accumulated knowledge from customer-employee interactions and other sources into innovation processes (Hoarau, 2014; Stamboulis & Skayannis, 2003). Researchers have found that to translate knowledge into innovation activities, intra-organizational collaboration is needed (Nieves & Diaz-Meneses, 2018). Second, H&T researchers have found significant antecedents of employee's knowledge-sharing behaviors; e.g., internal marketing, organizational culture (Chen & Cheng, 2012), enjoyment in helping others, knowledge self-efficacy, anticipated usefulness, facilitating conditions, reciprocal relationships, and social factors (Kim & Lee, 2012). It is then expected that the scope and amount of knowledge needed to innovate impact the firm's innovation costs (Bogers et al., 2010). Consequently, knowledge management and, in general, employees and teams influence the firm's innovation strategy.

An innovation strategy encompasses how and when resources will be allocated towards the firm's innovation objectives, and the accompanying tactics to support creativity, flexibility, internal discussion, and quality outcomes (Adams et al., 2006). As part of the innovation strategy, organizations also define their role in the market – pioneers, imitators, or reactors – and the type of innovation pursued at the project-level – e.g., radical versus incremental innovation (Hauser et al., 2006). Researchers have found that the success of innovation strategies and efforts depends on their alignment to the organizational strategy and the firm's operational capacity and business areas (Tadeu & Silva, 2014). Moreover, having an innovation strategy drives innovation performance and enables the achievement of sustainable competitive advantage in turbulent markets (Storey et al., 2016). In the service industry, effective innovation strategies differ based on the type of service and the use of explicit or tacit knowledge (Storey et al., 2016). On the one hand, explicit services are those "delivered with the aid of technology" (Storey et al., 2016, p. 529). These require efficient operations and delivery systems supported by service standardization, scalability, and mechanisms to administrate a large quantity of information. On the other hand, experiential services, like those in H&T, are based on interpersonal interactions and require an innovation strategy focused on service quality, responsiveness, team empowerment, internal communication, and technological sophistication to delight customers (Storey et al., 2016).

Specifically, in H&T innovation research, two topics related to the innovation strategy of the firm are prominent: formalization degree and ambidexterity. First, there is a debate about the formalization degree of innovation strategy in H&T. Although innovation typically originates from an emergent process, a few innovation activities may become institutionalized. The latter happens, for example, in festivals where organizers meet and discuss innovation opportunities event after event (Larson, 2009). But for the most part, the innovation strategy will be emergent, which could translate into implementation in two ways: as an incremental process of renewal or as an improvised one (Larson, 2011). However, an exception might be large corporations that count with formal R&D departments and follow on-going formal innovation strategies (Vila et al., 2012). Second, ambidexterity refers to simultaneous explorative (i.e., new services) and exploitative (i.e., continuous improvement of existing services) innovation, which seems to be an effective holistic innovation strategy for H&T firms to increase customer value and firm performance (Cheng, Tang, Shih, & Wang, 2016; Fernández-Pérez de la Lastra, Martín-Alcázar, & Sánchez-Gardey, 2020; Tang, 2014; Tsai, 2017; Wang, Tang, & Cheng, 2018). However, for an ambidextrous innovation strategy to work, it needs managers' proactiveness, along with social capital and environmental scanning (Tang, 2016). Also, high-performance work systems, a pro-diversity organizational culture, and a shared vision facilitate ambidexterity and its positive effect on performance (Úbeda-García, Claver-Cortés, Marco-Lajara, García-Lillo, & Zaragoza-Sáez, 2018).

Regardless of the innovation strategy selected, organizations need an environment supportive of creative practices to succeed in innovation (Tadeu & Silva, 2014). As part of this environment, structure and culture are organizational characteristics widely explored in the literature as enablers of innovation strategy (Tadeu & Silva, 2014) and successful innovation performance (Greenhalgh et al., 2004; Storey et al., 2016). An organizational culture conducive to innovation is "one that supports innovation, creativity, and learning" (Storey et al., 2016, p. 541). An organizational structure conducive to innovation is flexible between stages of the innovation process and allows a balance between the order of current practices and the disorder and uncertainty of change (Adams et al., 2006). Overall, mechanistic organizational structures are favorable for product innovation (Calantone et al., 2010), and decentralized organizational structures for service innovation (Greenhalgh et al., 2004).

In addition to structure, culture, and other commonly explored organizational characteristics (e.g., age and size), H&T researchers have studied the influence of characteristics exclusive to the industry, like hotel category and chain association (Grissemann, Plank, & Brunner-Sperdin, 2013; Mattsson & Orfila-Sintes, 2014; Orfila-Sintes & Mattsson, 2009). Moreover, contemporary research has developed an interest in innovation in SME's and family businesses (Hong et al., 2012), and H&T researchers have stated that the study of innovation in micro firms is a nascent stream (Kelliher, Kearney, & Harrington, 2018), which has a lot of potential due to the industry's composition, as identified by Pikkemaat et al. (2019).

Another significant organizational characteristic that influences innovation is corporate governance. The incorporation of corporate governance literature into the study of innovation helps explain why similar corporations, competing in the same environments, have different innovation results (Belloc, 2012). The firm's corporate governance affects innovation activity because it determines how physical and human resources are allocated and integrated to achieve positive innovation outcomes depending on the dynamics between owners, managers, and other stakeholders. Consequently, innovation is seen as the presence or absence of investment decisions regarding innovation initiatives (Belloc, 2012). Unfortunately, the lack of research concerning corporate governance is shared between H&T and other disciplines. Belloc (2012) noted that this stream is extremely limited and, from the analyzed articles, only one studies the influence of the board of directors on the innovation activity of DMOs (Mathisen & Garnes, 2015).

6. Discussion and future research suggestions

6.1. The future of innovation research under an economic perspective

When addressing innovation from an economic perspective, a persisting limitation is that most studies are conducted under the assumption that innovation is, by default, a positive economic phenomenon (Abrahamson, 1991). This is known as pro-innovation biases, initially recognized in the late 70s, (Rogers, 1976). Therefore, future H&T research should explore those situations in which innovation results in negative effects; something that management researchers have termed the "dark side" of innovation (e.g., Anderson et al., 2014). Moreover, economics researchers have started to incorporate the notion of the circular economy into innovation studies. Consequently, they stress the importance of extending the classic views of innovation as technological turbulence to innovation as systemic turbulence, incorporating, e.g., innovation in public policies, institutions, and societal practices (De Jesus & Mendonça, 2018). Plausibly, a better understanding of innovation and circular economies could be advanced from the regional level with the study of interdependencies among all actors within innovation systems. This is a gap recognized by Narduzzo and Volo (2018), who argue that despite interdependencies between actors being a norm in the tourism system, interdependencies among all cluster actors for the successful development and management of innovations are hardly explored. Thus, future research should avoid an exclusive focus on dual or triad relationships and the lack of consideration of local communities (Brandão, Costa, & Buhalis, 2018; Pikkemaat et al., 2019). Potentially, this could be achieved by considering complexity theory, which has been suggested as an avenue to better understand the innovation phenomenon (Foss & Saebi, 2017).

6.2. The future of innovation research under a market perspective

From a market perspective, the results of this study showed convergence regarding the popularity of adoption studies across different fields. Nevertheless, a deeper understanding of adoption behaviors may also be achieved by employing different methodologies, such as mathematical modeling, which has been explored in operations research since the 1960s (Kiesling et al., 2012). Since these methods were not present in the results of this study, H&T researchers may explore agent-based modeling and other mathematical decision-making simulation models in the study of innovation adoption. Other ways to forward H&T adoption studies include the exploration of responsible innovation. Responsible innovation refers to the shared responsibility regarding innovation processes and outcomes among all the different market actors. While this research stream relates to corporate social responsibility, business ethics researchers identified the need of incorporating consumer social responsibility into innovation adoption studies since consumers ultimately shape innovation adoption patterns (Schlaile, Mueller, Schramm, & Pyka, 2018). Additionally, marketing researchers have recognized that innovation characteristics, which are the focus of most adoption studies (Snyder et al., 2016), are no longer the exclusive determinants of adoption decisions. Instead, adoption decisions are largely based on the value they give to consumers' lifestyle and image (Thrassou, Vrontis, & Bresciani, 2018). Therefore, considering the hedonic nature of H&T (Bigné, Mattila, & Andreu, 2008), future adoption studies should include highly abstract value propositions in research models. Finally, an emerging research niche is the study of consumer resistance behaviors. Researchers suggest that understanding innovation resistance is as important as understanding adoption (Cornescu & Adam, 2013). This niche was not represented in the analyzed H&T articles and interest in related topics has just started to emerge (e.g., Ashcroft, Tuomi, Wang, & Solnet, 2019). Considering the saturation within some areas of the H&T industry and its highly competitive nature, the study of resistance behaviors might provide significant insights as to why some innovations succeed, others find

acceptance until imitated, and others fail completely. This would extend the understanding of innovation adoption patterns.

When it comes to the study of innovation dynamics in competitive markets, research by Succurro and Boffa (2018) offers a way to measure innovation activity that, until their study, has only been common in other fields. While there has been little interest from H&T businesses to apply for patents and little interest from H&T academics to use patents as an innovation proxy, Succurro and Boffa (2018) studied successful patent applications by Italian hotel companies in relation to firm performance and found significant positive results. Moreover, the authors suggest that the nature of the industry's innovation activity is no longer an impediment and that the number of patents awarded per year has spiked since 2014. This opens the way for future H&T researchers to explore patents as a proxy of innovation activity in other countries and other businesses (e.g., restaurants). Additionally, as shown in the previous section, there are only a few examples of disruptive innovation in H&T literature. While this may be due to the lack of disruptive innovation in the industry, future research may explore the reasons behind this and address the following research question: what is the H&T industry missing to disrupt its own markets?

6.3. *The future of innovation research under an organizational perspective*

Under the inter-organizational perspective, this literature review identified a limited application of the open innovation paradigm (Chesbrough, 2003) in H&T studies. Although the term "open innovation" might sometimes be used in H&T research (Marasco et al., 2018), its application is only partially related to Chesbrough's (2003) definition as the inside-out part of the funnel remains unexplored. Plausibly, this reflects the nature of the industry product, which does not naturally lend itself to the development of licenses and other related outputs. However, this could be achieved by materializing outputs for unused intellectual properties (e.g., processes and training programs). Furthermore, the complete exploration of the open innovation paradigm might be possible now that patenting behaviors proved to be significant in the industry (Succurro & Boffa, 2018). Therefore, researchers should strive to help H&T businesses finding ways to commercialize idle intellectual outputs, which could become a new source of revenue and create win-win relationships with stakeholders beyond the industry's traditional networks.

Considering innovation as an intra-organizational phenomenon, first, convergence between H&T and other fields was found in the lack of studies addressing corporate governance (Belloc, 2012). As the acquisition and consolidation of big industry players continue to be common in H&T (Dogru, Kizildag, Ozdemir, & Erdogan, 2020; O'Connor, 2020), the effect of corporate governance on innovation will keep increasing and, thus, it should be understood in various sectors of the industry. For example, it could be interesting for future research to explore the extent of the influence of the board of directors of lodging corporations at the property level and the nature and quality of the dynamics between the board of directors, corporate employees, and managers under the lens of agency theory. Second, the effect of employees on innovation cannot be understated in any field and employees are certainly the backbone of H&T businesses (Li & Hsu, 2016; Olsen et al., 2008). While there are many studies related to employee innovative behaviors and knowledge, managers may benefit from recommendations in which they exert more control such as rewards and employee structures. Nevertheless, the study of rewards in H&T research has remained broad. Considering contingency theory, future research may explore what specific types of rewards are better to motivate employee's innovative behaviors depending on specific employee characteristics such as level of education, front or back-of-the-house roles, and national origin since the industry's workforce is highly diverse in those aspects. Also, while employee characteristics and behaviors have been extensively studied in the H&T literature, little is known about how different employee structures within the industry affect innovation results and, thus, comparative studies might be helpful (e.g., part-time vs temporal/seasonal vs full-time employees) (Wikhamn, 2019). These future studies may also consider organizational structures simultaneously as a way to develop efficient structures for inter-functional coordination, which significantly impacts the achievement of a sustainable competitive advantage through innovation (Storey et al., 2016). Table 3 offers a summary of the avenues for future research highlighted throughout this study.

7. Conclusions

This study aimed to enrich our understanding of the innovation phenomenon by integrating and investigating the convergence of the key perspectives and topics of interest of innovation literature in various disciplines and fields with those of H&T innovation literature. To achieve this purpose, 85 articles on innovation from various fields were synthesized and analyzed. Three different perspectives were inductively identified as a means to organize themes. Then, 261 H&T empirical articles on innovation were reviewed. First, this study identified methodological research gaps such as increasing experimental designs, mathematical modeling simulations, mixed-methods studies, customers and board of directors as study participants, and diverse sample origins. Second, as key topics and findings were synthesized and analyzed, this review highlighted avenues for future research.

While H&T innovation research has become a prolific field at a level similar to that of other disciplines and fields (Hjalager, 2010), H&T researchers still have ample opportunities and hard work ahead to fully understand the innovation phenomenon. The integration achieved by this systematic literature review contributes to academia by providing multiple clear future research paths for this endeavor. Moreover, it contributes by identifying theoretical and methodological research gaps that would not have been possible if H&T literature was considered in isolation. Regarding industry contributions, this literature review offers a synthesis of innovation research organized into three different perspectives. Providing synthesized knowledge and critical insights enables a better and more holistic understanding of innovation, serving as a managerial guide to navigating its high complexity. Specifically, this review guides managers' attention towards beyond-obvious forces,

Table 3
Summary of potential future research avenues.

Future research suggestions under…		
The economic perspective	*The market perspective*	*The organizational perspective*
• The development and application of industry-specific classification systems. • The study of innovation at a national level. • The "dark-side" of innovation. • Systemic turbulence and the circular economy. • Interdependencies among all cluster actors. • Perspective of local communities regarding innovation clusters.	• Agent-based modeling and other mathematical decision-making simulation models. • Responsible innovation. • Highly-abstract value propositions affecting innovation adoption. • Innovation resistance. • Patents as a proxy of innovation activity in H&T businesses. • What is the H&T industry missing to disrupt its own markets?	• Supply chain innovation. • Inside-out part of the open innovation funnel. • Specific types of rewards depending on specific employee characteristics. • The effect of different employee structures on innovation results. • Absorptive capacity of different H&T businesses beyond lodging. • Innovation in micro firms. • Effect and extent of influence of corporate governance on innovation activity and results.

including corporate governance dynamics, which must be considered when embarking on innovation projects from the start since this affects funding and the allocation of resources. This review also points them out to controllable actionable paths to improve innovation results, such as implementing contingent rewards and inter-functional coordination. Furthermore, this review contributes to the industry by suggesting the commercialization of idle innovations, acting on the inside-out component of the open innovation paradigm and resulting in new revenue streams. Finally, industry practitioners may be encouraged to pursue patents to achieve a temporarily protected market position and a competitive advantage.

The authors believe to have portraited the phenomenon of innovation comprehensively. However, this integrative systematic review is not free of limitations. While this study offers a detailed and systematic methodology, its critical narrative nature is open to a different interpretation should other researchers replicate it. Because literature reviews are retrospective (Yang et al., 2017), it could be that some suggestions for future research have already been or are currently being explored. Additionally, by exploring research in other disciplines and fields exclusively from literature reviews, some additional topics and niche research areas could have been ignored or discussed only briefly. Future integrative literature reviews could embark on finding convergence across fields in niche areas of innovation research such as the innovation-entrepreneurship link. Findings are also limited by the literature selected for review. By limiting the searches to EBSCO host databases, this study could have missed literature reviews and H&T articles available exclusively in other databases. Also, different publications like conference proceedings, books, and industry literature could have offered additional insights. Moreover, the electronic article collection limits the results to the search terms. While these followed previous research, some topics that align with innovation – for example, innovative technologies like virtual and augmented reality (e.g., Yung & Khoo-Lattimore, 2019) – but that did not include the search terms in the article's title, abstract, or author-supplied keywords were not discussed.

Declarations of interest

None.

CRediT authorship contribution statement

Gabriela Lelo de Larrea: Conceptualization, Data curation, Formal analysis, Writing - original draft. Mehmet Altin: Conceptualization, Supervision, Writing - review & editing. Mehmet Ali Koseoglu: Conceptualization, Writing - review & editing. Fevzi Okumus: Conceptualization, Supervision, Writing - review & editing.

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