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The Role of Knowledge Management in the Tourism Sector: A Synthesis and Way Forward

Abstract

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

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

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

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

Keywords: Tourism Management; Tourism Organization; Knowledge Management; Knowledge Management Strategy; Knowledge Transfer; Knowledge Sharing

Paper type Literature review

Introduction

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

Subsequently, understanding the role of KM in the discipline of tourism studies is critical, as it is one of the key sectors contributing significantly to the economic, social and cultural advancement of any nation's society (UNWTO, 2022). Tourism organizations function in an intensely dynamic and knowledge-based system of stakeholders and networks, and they are exposed to rapid and continuing environmental changes (Baggio, 2008; Pizam, 2007; Nieves *et al.*, 2014). At the same time, tourism organizations can also be considered knowledge brokers and boundary spanners (Blackman *et al.*, 2011) and enable the transfer of knowledge within and outside the tourism system. Tourism organizations are diverse, as they differ in size (e.g. micro-business, SMEs, large global multi-national firms), their value proposition (e.g. commercial, social, educational) and consist of public and private¹. Organizations could be grounded on place-based or digital business models and consist of informally organized resident and community groups. This diversity reflects the complex nature of the tourism system's knowledge base, and it is clear that they benefit from understanding KM processes to develop their competitive advantage (Hall and Williams, 2020).

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

The problem, however, is that the KM literature in the tourism field has rarely been systematically discussed (Tan and Wong, 2016; Ritsri and Meeprom, 2020). Only a few notable studies have attempted to analyze the field in more depth, yet this occurred more than a decade ago (Cooper, 2002; Shaw and Williams, 2009; Hallin and Marnburg, 2008). Hallin and Marnburg (2008) published an article in the *Tourist Management Journal* 2008 and emphasized the importance of KM in the tourism industry. They concluded that, while the concept of KM is one of the most contentious

¹ Destinations serve as focus areas for tourism movement and, as a consequence, for tourism research. Nevertheless, because of their complicated stakeholder networks, they are extremely challenging to manage. Such diversity means that destinations are governed by a diverse set of micro and macro environment (Fyall and Garrod, 2020).

in management, it has not gained the same level of application and practical research in the tourism and hospitality industry as it has in other fields. The KM's crucial role in tourism has significance in various situations that are unique compared to other industry sectors.

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

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

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

Methodology

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

Data search and screening

The Scopus database was chosen as our sampling, as it has more scientific publications than other resources such as the Web of Science (WOS; Anand *et al.*, 2021a, 2021b). Second, keyword selection was done based on peer recommendation and following the three main articles published on KM in tourism (Cooper, 2002; Shaw and Williams, 2009; Hallin and Marnburg, 2008). Furthermore, KM is a unique concept that should be used as the core keyword when making a focused, grounded recommendation. Further, several combinations of keywords were used in [2] we used the Scopus database to extract publications in the context of Tourism. (see Table 1 and Figure 1 for more details).

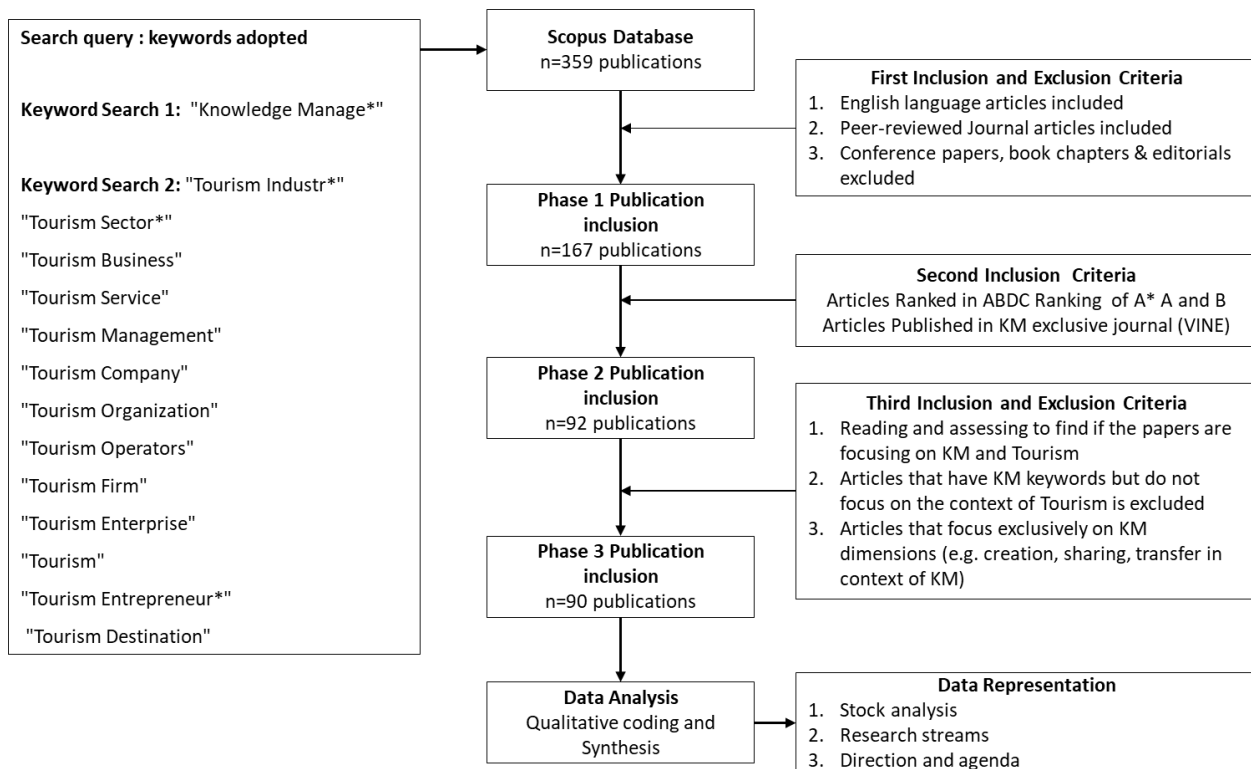
We extracted data in October 2021 from all the disciplines indexed in Scopus² to make our sample broader, as most of the KM literature is multidisciplinary (Ramy *et al.*, 2018). Furthermore, we omitted editorials, conference proceedings and book reviews in favor of journal articles, as they provide significance in the research group, represent an academic methodological standard and are at the forefront of the contributions, thoughts and opinions of researchers, investigators and experts in each field (Anand *et al.*, 2020). Following the initial processes, the final search string was designed and used in Scopus, and it was used to search the keywords in the publication's title, abstract and keywords sections. It resulted in 167 papers spanning the years 2002 to 2021.

Table 1: Keyword Protocol used for extracting articles from Scopus

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

² To extract papers from a various peer-reviewed indexed journals, we used Elsevier's 'Scopus' database. Scopus is a convenient, extensively used, and resilient database when compared to other databases such as Web of Science (WoS) and Google Scholar (e.g., Anand *et al.*, 2021). Additionally, an examination of Scopus and WoS (Web of Science) article coverage revealed that the number of journals indexed exclusively in WoS is extremely small, with around 97 percent of WoS journals being included in Scopus. Thus, Scopus has acquired a strong reputation for conducting literature assessments (e.g., Anand *et al.*, 2021).

Figure 1: Methodological process adopted in our systematic review



Data inclusion and exclusion

We proceeded to define our second inclusion and exclusion criteria based on the following. First, from the obtained 167 publications, we applied to include papers following suggestions by Budhwar *et al.* (2019). Accordingly, we followed quality and relevance as the main scope of our research and review. Thus, for quality, we decided to focus on journals that were listed in the Australian Business Deans Council³ (ABDC) ranking and we selected papers ranked A*, A and B only and excluded C rank journals.

However, with one exception, we included the VINE journal, which focusses on the KM discipline, which we believe may have captured relevant literature in the tourism sector. After this preliminary screening based on the above exclusion criteria, we found 92 journal articles. Further, regarding relevance, we used the following inclusion criteria to select studies: if KM and tourism terms are mentioned in the publication title; publication present in either KM or tourism journal outlets; and the publication abstract includes keyword KM and tourism and also included hospitality. This process finally gave us 90 articles that were used for further analysis.

³ Based on the quality criteria of selecting papers for review, several researchers have recommended that the selection of journals may be done using well-established rankings such as the ABS UK journal rankings, the CNRS ranking in France, or the ABDC ranking in Australia. Therefore, we chose to use the ABDC ranking as a quality guidance when selecting a sample of articles to review. (See Soral *et al.*, 2021, Kozachenko *et al.*, 2021).

Data mapping and analysis

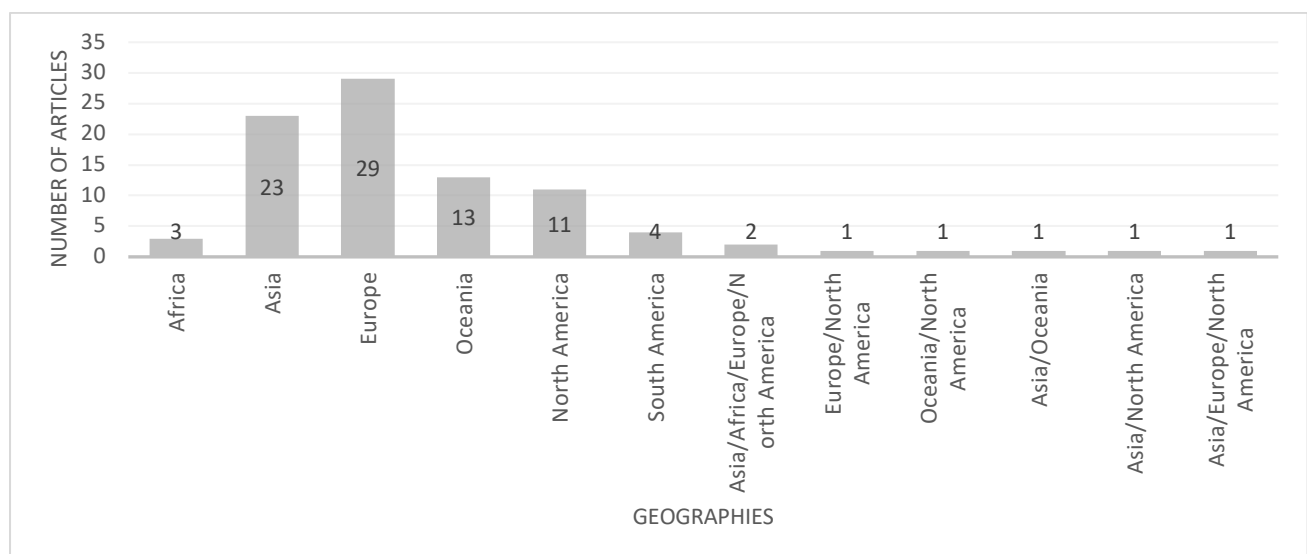
To investigate the existing literature on KM in the tourism sector to propose a research agenda, to extract the stock of literature, we used descriptive–analytical methods and the qualitative synthesis approach (Bosma *et al.*, 2019). A qualitative synthesis helps the scholars be above exploratory data by producing an original assessment or representation of a phenomenon that is more than just a description of the original data (Bosma *et al.*, 2019). To generate narratives, the authors screened the 90 articles to ascertain the following: study context (e.g., industry, country); variables/antecedents (individual, dyadic, group, organizational, etc.); methodology used (e.g., conceptual, qualitative, quantitative case study, etc.); and KM and tourism application (e.g. individual, organizational, societal, etc.). Two co-authors coded 90 articles and shared them with other co-authors to ensure their reliability and eliminate inconsistencies. Following this, we first identified the stock of the literature. With a continuous and iterative process, qualitative synthesis data assisted us in identifying essential research streams and gaps for future research.

Findings

Paper distribution across geographies

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

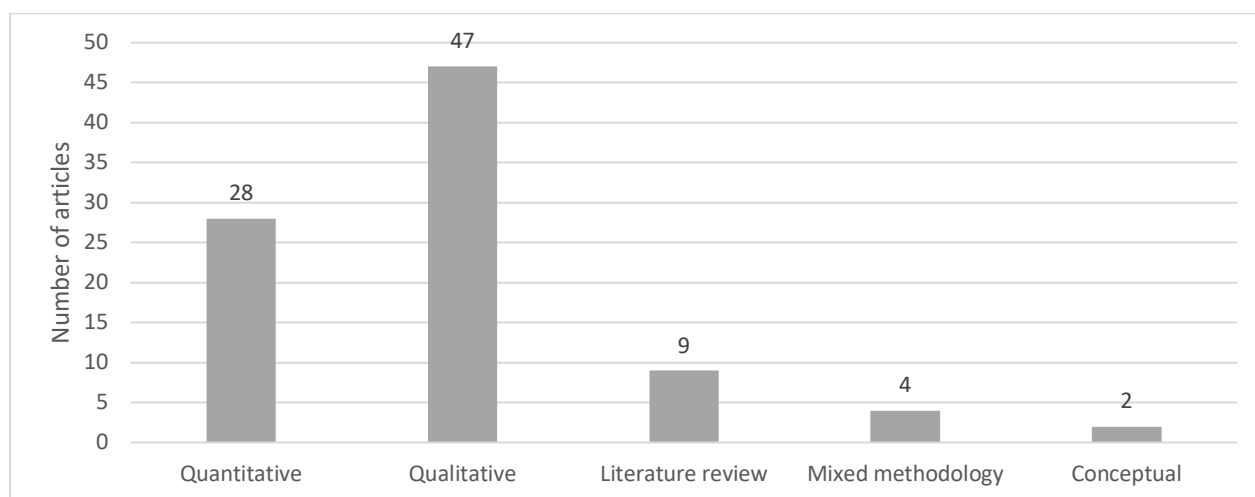
Figure 2: Paper distribution across geographies



Paper distribution based on methodologies adopted

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

Figure 3: Paper distribution based on adopted methodologies



Paper distribution based on theories adopted

Theories provide an understanding of the conceptual breakthroughs in the field that are vital to researchers and marketers to exploit specific contexts (Dennis and Kintsch, 2007). Scholars have used several theories to investigate the causes and consequences of KM in the tourism sector from the individual, dyadic, group and organizational levels. Most theories include socio-psychological and relational theories such as social exchange theory, social cognitive theory and social network theory (Table 2). Besides the most used theories, our review discovered some studies that use relatively uncommon theories in KM, such as systems theory, cluster theory, rough set theory.

Table 2: Paper distribution based on theories investigated

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

Path goal theory of leadership	Shamim <i>et al.</i> , 2019	Individual, Group, and organization	This theory substantiates the literature review of knowledge-oriented leadership and KM behavior. Further, this theory explained about leaders can be able to achieve specific employee behaviors and attitudes by implementing appropriate leadership behavior in various situations. this theory identifies the four forms of behaviors i.e Supportive Directive, Participative, and Achievement-oriented leadership
Planned-behavior theory	Espasandin-Bustelo <i>et al.</i> , 2020	Organization	This theory supports the bibliometric relational analysis of tourism journals. This relational analysis helps to know the tourism environmental performance, human resource management, tourist activity, and CSR performance
Social cognitive theory	Shamim <i>et al.</i> , 2019	Individual	This theory examined knowledge-oriented leadership literature review. This theory assists in determining an individual's self-efficacy of views about their ability to mobilize the desire, aspects of cognition, and an action plan required to satisfy changing demands.
Social exchange theory	Lim and Ok, 2021a	Organization	This theory is used to analyze the literature on the fairness of employees in hospitality management. The theory explained the transactional contract specifically employees' pay in the hotel industry impacts the knowledge sharing between the employees. Further, this theory supports the KM is one of the impacts of the antecedents on positive attitudes, motivations, and commitment in their work in hospitality firms to improve the organization's performance and achieve the goals through knowledge sharing between them
Social network theory	Sigala and Chalkiti, 2015; Espasandin-Bustelo <i>et al.</i> , 2020; Camprubí <i>et al.</i> , 2008	Individual and organization	This theory is used to validate the hypothesis on the usage of social media and found KM positively impacts employees' creativity in the tourism sector. Further social media engages the employees to search for information, collecting, storing, and retrieving for value creation. Thus, social media enhances the employee's creativity through KM for individual and organizational level growth
Stakeholder theory	Granquist and Nilsson, 2016	Organization	This theory supports the discussion/outcome of seal-watching tourism in Iceland. This theory emphasizes on regional development of ecotourism with specific stakeholders are entrepreneurs, academicians, and authorities bringing the specific communication to attain a competitive advantage
Systems theory	Xiao and Smith, 2007	Organization	This theory defines tourism knowledge into two social systems such as the transferring of knowledge and the generation of new knowledge. Further, this tourism knowledge signifies the importance of quality and quantity in tourism organizations where business mainly depends on tacit knowledge used for policy, planning, and management decisions
The resource-based view (RBV)	Dias <i>et al.</i> , 2020a; Ritsri and Meeprom, 2020; Palacios-Marqués <i>et al.</i> , 2015; Salem, 2014	Organization	RBV theory is adopted to explore the theoretical background of the tourism sector to bring the best outcomes. This theory describes the competitiveness of firms which is capable to acquire resources and capabilities that help to improve the firm's performance in the tourism sector.
Theory of Organizational Learning	Werner <i>et al.</i> , 2015	Group and organization	The theory of organizational learning is used in literature to relate the information and knowledge management of individuals/ employees of tourism firms to attain a competitive advantage and also how it helps in organizing mega-events successfully by assimilating knowledge. This theory encourages the individual employee learning in the tourism industry to attain organizational learning through creating, acquiring, modifying, and transferring knowledge to the new meaningful insights for the firm's growth. Further, this new information and knowledge will be important for organization or group growth, especially in tourism sectors and event management
Transformational leadership theory	Shamim <i>et al.</i> , 2019	Individual and organization	This theory substantiates the literature review of knowledge-oriented leadership and knowledge management behavior. This theory discussed several dimensions of the behavior of leaders who are considered to be a role model inspires to communicate a strategic vision of individual
Two Communities theory	Xiao and Smith, 2007	Organization	This theory explains the use of knowledge management (KM) in many domains in the tourism industry, such as manufacturing, administration, product design, and utilization. Every phase of the product utilization process assigns specialized responsibilities and gives personnel in tourism organizations unique knowledge.

A research synthesis of knowledge management in tourism

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

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

Research streams 1: knowledge sharing and knowledge transfer

KS and KT include essential behaviors and activities to enable KM processes. For example, Lim and Ok (2021b) confirmed that KS in hospitality contributes to the firm's success. KS has a positive effect on the organizational environment, trust, shared goals, interpersonal relationships and justice and a favorable effect on employee creativity and satisfaction, which improves the firm's long-term effect. Similarly, Yiu and Law (2014) discovered that KS might enable the tourism organizations to achieve a competitive advantage, foster organizations to implement best practices and knowledge development, increase organizational efficiency and create value. The tourism sector is a dynamic and knowledge-based industry that offers a large amount of information and technology, allowing for KT, sharing, reuse, storage and generating new knowledge (Pyo *et al.*, 2002). KS helps bring better customer service to managers and employees (Yang, 2004). Also, KS in the tourism sector

⁴ Stream identification from the literature was performed using the method of Anand *et al.* (2021). Authors after coding the literature in the excel spreadsheet, checked for commonalities of each topic from the spreadsheet and then grouped them into a particular theme, that best matched or connected different literature. This helped us to identify patterns in the literature of KM in tourism. For instance, articles that talk KM from a technology perspective were grouped and similarly, articles that highlight the importance of knowledge sharing and transfer as part of KM were grouped and we offered discussions on these streams.

encourages more rewards, innovation and organizational learning by creating a diversified culture with values.

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

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

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

Research stream 3: knowledge management and tourism lifestyle entrepreneurship

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

Research stream 4: knowledge management-driven leadership in tourism

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

Research stream 5: customer knowledge management

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

Table 3: The outcomes of KM in tourism

Categories	Outcome themes	Outcome Details	Outcome level
Perceived organizational Improvements	Capabilities improvement	KM, empowering leadership and organizational innovation brings the new research frontiers in organizational capabilities in hospitality management (Lim and Ok, 2021a), and top managers in hotels change their minds about Organizational capabilities through environmental learning (Martínez-Martínez <i>et al.</i> , 2018). Further KM creates environmental knowledge is a critically important component for tourism and hospitality sectors by providing extensive programs to individual employees to revive their thought processes able to tackle the problems in the firms and customer queries.	Organizational, Managerial, Individual
	Service improvement	KM can increase efficiency in the tourism and hospitality industry through local knowledge access and community wisdom. This local knowledge emphasizes the cultural identity by implementing modern media like social media marketing or online tourism may help to increase the sales and easy to address the customer issues by providing better customer services. Hence KM influences service improvement by strengthening the CRM. (Pholphirul <i>et al.</i> , 2021; Liu and Dong, 2021)	Organizational

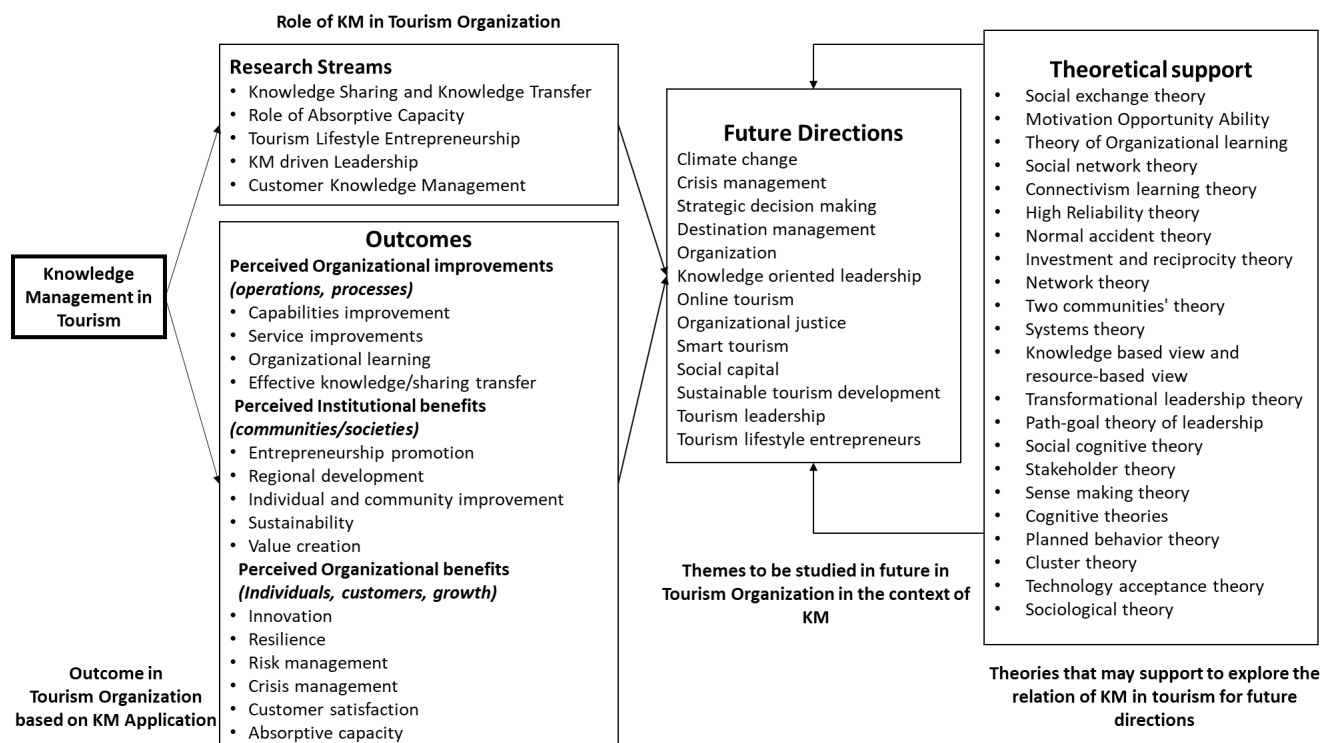
	Organizational learning	KM impacts collectivism, uncertainty avoidance, and gender equality at the workplace in the hospitality sector and fosters individual learning and Organizational learning. Furthermore, hospitality service managers must be aware of cultural diversity, which is reflected in staff personality factors. Further KM helps to bring a rewarding system for employees which increases the group knowledge capital and brings gender equality to achieve long and short-term goals in the hospitality sector by providing constant training. (Usono and Abiagam, 2018; Švagždienė <i>et al.</i> , 2013).	Organizational, Individual, Group, Managerial, Institutional
	Effective Knowledge sharing/transfer	The KS which is the component of KM has helped in increasing employee performance in the Asian context and helps the tourism business to achieve a competitive advantage. Further KS helps an individual by acquiring knowledge and for Organizations, its knowledge sharing brings a cross-culture environment to tourism (Lim SangGon, 2021; Yang and Wan, 2004; Yiu and Law, 2014; Ritsri and Meeprom, 2020) and encourages regional tourism during mega-events (Werner <i>et al.</i> , 2015).	Individual, Group, Organizational
Perceived Institutional benefits	Entrepreneurship promotion	KM is known to provide the social capital for entrepreneurs and independent learning for students to become tourism entrepreneurs by applying Knowledge application. Further social capital highlights the growth of small firms in the tourism and hospitality sector by reinforcing the value creation of hospitality small entrepreneurs. Subsequently, entrepreneurship education is gaining momentum in the tourism and hospitality sector to promote tourism entrepreneurs (Liu and Lee, 2015; Horng <i>et al.</i> , 2020).	Organizational, Institutional, Stakeholder
	Regional development	KM helps in the recruitment of local rooting in the tourism industry through destination development. Further tourism formal education impacts recruitment by connecting with the local community by increasing the social capital for the rural or regional development. (Åberg, 2014).	Organizational, Inter-organizational, Institutional
	Individuals and community empowerment	KM is known to have a positive impact on individuals and communities. Further Asian hospitality managers support HIV education to their peers and subordinates to empower the community and individuals by providing health education training at the workplace to eradicate the misconceptions about the acquisition, transmission, and development of HIV (Yap and Ineson, 2010).	Institutional, Individual, Community
	Sustainability	KM is known to progress sustainable tourism and to achieve eco-tourist satisfaction. Further sustainable tourism relied on Organizational justice to examine the local knowledge sharing in sustainable tourism development. Hence local knowledge is an important factor to bring sustainable value creation through tourist destinations by developing a sustainable business model. This SBM encourages the employees to acquire new knowledge skills like interpersonal communication, new product development, and marketing approaches able to bring maximum diversity. At the organizational level, the local capacity building achieves sustainable tourism and acknowledges the significance of local people and diversity brings the tourism development through KS. Thus, tourism is a procedural justice where individuals perceive the outcome as transparent and also regulate the process. At the institution level, KM is completely different where local knowledge and culture to manage tourism at the domestic level is completely contradicting and encourage local tourism. Further SBM at the institutions level recommends more investors and stakeholders, communities, and visitors to promote small-scale business. (Rastegar and Ruhanen, 2021; Dias <i>et al.</i> 2020a; Huang <i>et al.</i> , 2015; Liu and Dong, 2021; Darcy, 2011; Ruhanen, 2008; Higuchi and Yamanaka, 2019; Moscardo, 2008; Patterson <i>et al.</i> , 2006; Moscardo, 2008)	Stakeholder, and Institutional
	Value Creation	KM helps tourism for value creation in business. Subsequently, KM helps to support entrepreneurship at the grass-roots level even in remote tourist areas to bring value creation through social and economic factors and encourages a pro-poor tourism value chain by eradicating poverty through a global knowledge base in tourism firms. (Nadkarni, 2008).	Institutional and organizational

Perceived Organizational benefits	Customer satisfaction	KM is known to promote service improvement and consequently customer satisfaction. Further service improvement aggregates/ strengthen the relationships between the consumers through sustainability marketing in the tourism and hospitality sectors by leveraging the blockchain technology enhances customer satisfaction. (Liu and Dong, 2021; Gamble <i>et al.</i> , 2001; Baglieri and Consoli, 2009; Granquist and Nilsson, 2016; Camprubí <i>et al.</i> , 2008).	Organizational and Customer
	Resilience	KM is known to help firms to become more agile and resilient during a time of crisis. In tourism firms, High-Reliability Theory (HRT) and Normal Accident Theory (NAT) both theories arise the crisis in the Organization where KM can tackle the situations by identifying the context of issues and solving through knowledge creation. (Paraskevas <i>et al.</i> , 2013; Bhati <i>et al.</i> , 2016). Subsequently, KM brings the resilience to disaster management in the tourism sector to revive the economic performance of ASEAN – five countries in the view of countries' tourism arrivals, unemployment problems, and GDP. Furthermore, KM helps to develop and deploys the resilience planning in ASEAN – 5 countries' impact on the national economy.	Organizational
	Risk management	KM studies revealed its potential to minimize risks in the hospitality industry and achieve a competitive advantage by providing continuous training and education to the employees. Further, technology is used extensively and the nature of service products helps to create a knowledge-intensive platform between employees and customers in tourism hotels to minimize conflicts /risks. (Heide <i>et al.</i> , 2009; Hallin and Marnburg, 2008).	Organizational
	Crisis management	KM is known to handle the crisis in the tourism industry. For instance, integrated and creative approaches to marketing in regional and national tourism Organizations address the tourism losses due to natural disasters as a crisis event. Additionally, KM improves tourism management capacity by facilitating the emergent knowledge flows into systematic and behavioral repositories in tourism hotels by tackling the crisis (Blackman <i>et al.</i> , 2011; Racherla and Hu, 2009; Orchiston and Higham, 2016).	Managerial and Organizational
	Absorptive capacity	KM helps to redesign the absorptive capacity in tourism enterprises. The absorptive capacity helps to know the significance of the tourism business by promoting to a larger extent through innovation campaigns with help of KM (Thomas and Wood, 2014).	Organizational, Individual, Group
	Innovation	KM can enable innovation in the tourism industry. KM supports the creativity and innovation in tourism firms through employee leadership to bring a diversified culture to the Organizations. Further effective leaders influence the employees to adopt the vision of the firm towards the focus on the accomplishment of goals to enhance the continuous and effective services innovation which achieves the smart tourism and maintains customer relationship management (Tajeddini <i>et al.</i> , 2020; Muniz <i>et al.</i> , 2020; Nieves and Diaz-Meneses, 2018, 2016; Bagiran, 2019; Salem, 2014; Shaw and Williams, 2009).	Organizational

Discussion and directions for future research

This study analyzed the current status of the KM literature in the context of tourism. It revealed how this body of literature is divided across different geographies, the fundamental theories that have been adopted, the methodology used and the research streams on which KM is focused (Figure 4). Overall, we discovered an abundance of research on KM in tourism, and the field is now well-established. We observed that the predominant KM foci in the tourist industry include three critical outcomes. They focus on improved benefits for organizations and institutions and building organizational improvements (e.g. innovation, managing customer relations and assisting tourism organizations in achieving sustainability; Centobelli and Ndou, 2019; Muniz *et al.*, 2020). Further, we show that TLE as an emerging stream discussed to explore and identify how KM application helps tourism entrepreneurs (Dias *et al.*, 2020a, 2020b).

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



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

Additionally, several theories that may help scholars to study the multidisciplinary nature⁵ of KM in the context of tourism. For instance, theories such as social exchange, social cognitive and social network theories may help investigate the interpersonal relations between employees working in the tourism sector and the mechanisms in which they share knowledge. Similarly, theories such as transformational leadership theory and path-goal leadership may also assist scholars in studying the role of leadership in designing and developing effective KM systems for organizing sustainable tourism and repositioning in the recovery of COVID.

Our examination of the literature also provides insight into several under-researched and emergent areas that would benefit from a more profound knowledge of the context-specific nature of KM. Implementation and practices of KM in tourism for addressing climate change, such as how KM may assist in addressing complex, global, social and environmental challenges to assure the creation of a robust and sustainable administration inside the firms. In addition, the use of KM may contribute to the diffusion of knowledge, the management of tensions (e.g. a crisis), the understanding of societal norms and the preparation of organizations for change so that they may concentrate more on confronting climate crises (Patterson *et al.*, 2006). Consequently, KM would play a role in the development of sustainable tourism – for instance, KM is an efficient means of integrating tacit (intangible) knowledge into business operations, organizational learning and greater efficiency. KM also serves as an integrated system for gathering intellectual assets and assisting with the sustained enhancement of customer service (Liu and Dong, 2021).

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

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

⁵ KM is multidisciplinary as it draws and connects various field of research such as cognitive science (to study individual tacit knowledge), Information science (to convert information to knowledge and then share/transfer), organizational science (to understand various mechanism adopted by management to ensure the flow of knowledge within organization for achieving a specific task), computer science (use of network, systems and other technological tools to manage, store and transfer knowledge).

perspectives such as strategy and crisis (Bhati *et al.*, 2016) or decision-making (Higuchi and Yamanaka, 2019).

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

Table 4: Questions and themes for future research

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

Contribution and limitations

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

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

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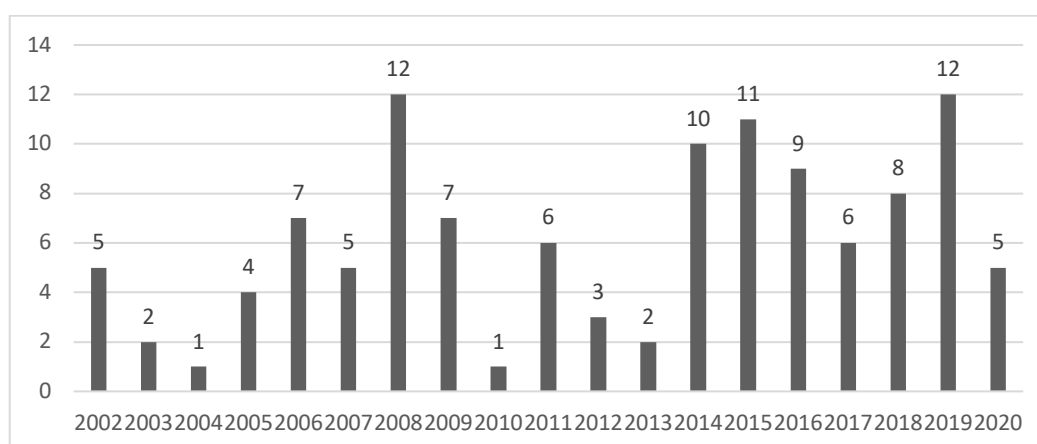
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Further reading

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Appendix 1: Journal article distribution published on KM in tourism obtained from Scopus



Appendix 2: Paper distribution across geographies

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

APPENDIX 3: Paper distribution based on adopted methodologies

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