

HOTEL PERFORMANCE: RIGOR AND RELEVANT RESEARCH TOPICS

Accepted by IJHM, 2019, 78, 13-26

Sainaghi, R. Phillips, P. Baggio, R. and Mauri, A.

Abstract

Academic research (rigor) in alignment with practitioners' challenges (relevancy) has been advocated as a way of overcoming the ivory tower syndrome. Performance measurement is at the heart of strategic management processes, as it provides a mechanism of demonstrating outcomes. Given the importance of this topic for both theory and practice, this article explores the contribution of academic outputs in terms of academic research outputs (rigor) and current practitioners' needs (relevancy).

Using network analysis and cross-citation bibliometric approaches, a sample of 1,155 articles is examined and fourteen clusters are identified. The emergent topics and subtopics from the academic literature are compared to ten insights proposed by Ernst Young to the hotel sector. The findings suggest a good fit between the two approaches together with some gaps. Based from empirical results, nine propositions are articulated.

Keywords

Rigor; relevancy; hotel performance; cross-citation; cluster analysis.

1. Introduction

Performance measurement is at the heart of strategic management and affects the firm's competitive position (Claver-Cortés, Molina-Azorín & Pereira-Moliner, 2006). Given the importance of this topic for both theory and practice, this article explores the alignment between academic research outputs (rigor) and, practitioners' needs (relevancy).

In fact, previous reviews focused on performance measurement systems (or simply on hotel performance) are relatively few and all regard the "rigor approach". Sainaghi (2010a) identifies the main research streams contributing to the development of performance measurement together with the different methodological approaches characterizing European, Asiatic and American papers (Sainaghi, 2010b). Sainaghi, Phillips and Corti (2013) use the balanced scorecard framework to analyze trends within the hotel performance literature, by focusing on leading tourism and hospitality journals. With an emphasis on the benefits of strategic planning in hospitality and tourism, Phillips and Moutinho (2014) detected a paucity of research. Pnevmatikoudi and Stavrinoudis (2016) performed a content analysis of 79 articles, distinguishing between studies based on financial and non-financial indicators. A comprehensive review introduces the distinction between three important dimensions of tourism and hospitality literature: unit of analysis (destination, cluster, and firm level), approaches (efficiency, tourism productivity, competitiveness, metrics in use, and performance measurement systems) and disciplines (accounting and financial management, economics and strategy) (Sainaghi, Phillips & Zavarrone, 2017).

More recently, Altin et al. (2018) provide a critical review based on three dimensions: progress on ontological and epistemological issues; purpose of performance measurement; emerging contexts. The authors suggest that the hospitality and tourism industry has not got any concrete structure. Sainaghi et al (2018a) adopt a bibliometric approach and identify the most cited papers, journals and authors. Furthermore, some trends were analyzed revealing spectacular growth of outputs especially in recent years. Finally, Sainaghi et al. (2018b), using a network analysis, examine salient streams and sub-topic in the hotel performance literature. These works collectively provide evidence of the existence of differing topics within the hotel performance literature, which can be "clustered", to identify different research streams.

On the other hand, some empirical studies mainly conducted by consulting firms suggest that the hospitality industry faces new challenges, such as the development of peer-to-peer platform (e.g. Airbnb phenomenon) that can create a "disruptive innovation" (Lane & Woodworth, 2016). Hotel brands need to cultivate customer loyalty, drive traffic to their websites and capture a greater share of the wallet. Unfortunately, hotels are structured in silos that make it hard to be flexible in this challenging ecosystem (Deloitte, 2016).

Academics are motivated in part by bibliometrics and rankings, but academic researchers flout their own rules to the effect that their research outputs should be impacting business and society in general as opposed to having academic outputs which include oceans of paper with scant practical relevance. The issue of rigor and relevance is of crucial important for a broader range of stakeholders (Phillips, Moutinho & Godinho, 2018). Given the paucity of academic endeavours assessing the comparisons between theoretical outputs with practitioner challenges, our particular interest, and focus of this research is to compare hotel performance in terms of rigor and relevance.

The rest of the article explores this gap by asking: How does research outputs align with practitioners' challenges? To address this original research question, we use a recent Ernst and Young (EY) report "Hospitality insights 2016" (EY, 2016) to illustrate a current view of practitioners' challenges. EY research focuses on three core issues which have been enduring and pertinent to the hotel sector for several decades, these being growth (Phillips, 1996), innovation (Phillips, 1999) and culture (Mwaura, Sutton & Roberts, 1998). We also performed

a short survey, among hotel managers, to check if they consider EY trustworthy in their business knowledge for hospitality, and how much do they agree with the importance of each of the ten insights of the EY report. The respondents positively confirmed both of these issues. Afterwards, we started the analysis of academic literature through a cluster analysis of outputs (as later presented and discussed), in order to gain fresh insights.

2. Hotel performance and practitioner challenges

2.1. Hotel performance (rigor)

This section outlines some basic results of the prior performance measurement literature. Two central themes emerge. Firstly, what are the topics analysed? Secondly, what are salient trends observed in these studies?

The basic premise, is that: Hotel performance literature is broad and stratified. As an illustration, the work developed by Sainaghi, Phillips and Zavarrone (2017) consider 978 articles published in the last 20 years, similarly Sainaghi et al. (2018a, 2018b) have used a gross sample of 1,155 papers and a net sample of 734 articles.

The performance measurement literature embraces many different topics. For example, some seminal studies in this field were linked with the four perspectives of the balanced scorecard – financial, customer, internal processes, and learning and growth perspectives (Sainaghi, 2010a; 2010b). Sainaghi, Phillips, & Corti (2013) revealed the multidimensional nature of performance measurement with increasing attention being placed on the customer perspective. Being market oriented in turbulent environments led to the initial growth in customer perspective research, with research on other perspectives in a growth mode. The work of Sainaghi, Phillips and Zavarrone (2017) has shown the stratified structure of performance studies, articulated in five approaches (efficiency, tourism productivity, competitiveness, metrics in use, and performance measurement systems). Competitiveness represents the most attractive approach, while efficiency being the most cited topic. Finally, metrics in use is the most marginal approach and it accounts for the lowest number of citations per paper. Another way to classify the content of performance measurement, is the division between financial and non-financial indicators (Pnevmatikoudi & Stavrinoudis, 2016). Altin et al. (2018) classified themes distinguishing between: ontological and epistemological issues; purpose; emerging context. The first dimension considers the shift from positivist towards interpretativist; the second from rational control to cultural control and learning; the third from a more static context to a more dynamic one. Finally, Sainaghi et al. (2018b) identified differing clusters within the hospitality and tourism performance measurement literature.

Concerning the second theme, many articles have depicted trends characterizing the nature of the performance measurement literature. A first observation is related to the number of published papers. There is a wide convergence that this research topic is attracting an increasing number of articles, showing a fast growth in the last five years (Sainaghi, Phillips & Zavarrone, 2017; Sainaghi et al., 2018b). Other trends are related to the specific segmentation proposed by each single review. For example, Pnevmatikoudi and Stavrinoudis (2016) reveal that the majority of analyzed studies measuring hotel performance adopt a narrow view, that is not multidimensional and they tend to focus on a relatively small number of indicators.

2.2. Practitioner challenges (relevancy)

We have previously observed the central performance topics, from the academic literature (rigor). Now we will present the emerging gaps for practitioners.

Table 1. EY insights

EY challenge	Short description
1. Commercial excellence	It focuses on the need to refine growth strategy. Three main questions are posed: i) What drives value for the stakeholders of your business? ii) How does your business react to changing market dynamics? iii) Does your current business plan position you for commercial success?
2. Capital flow from Asia	Cross-border capital flows from Asia into global lodging markets are predicted to continue their upward trajectory. The higher property yields and safe investment environments abroad attract investors, such as those in North America, Europe and Australia. This is in contrast to their domestic markets, which have declined due to challenging supply and demand issues.
3. Capital markets	The EY report compares these three different ways to finance the investing activity: equity, debt and emerging alternative financing. In 2016, prominent sources of <i>equity</i> capital and transaction activity will be generated by private equity and cross-border investor groups. Commercial mortgage-backed securities continued to be the largest source of <i>debt</i> for the US hotel sector. Finally, <i>emerging and alternative</i> sources of debt capital such as private equity, hedge funds and even peer-to-peer lending, or structures and higher loan-to-value ratio loans.
4. Creative development	It refers to the increasing percentage of world population based in urban areas. Unprecedented demand for both residential and commercial real estate developments have further raised the already high barriers to entry in urban environments. As a result, hotel developers are employing creative and sophisticated techniques to maximize return in both established and emerging development markets.
5. Merger integration	The focus here is on the relevance of cultural variables in managing this activity. In fact, the combination of two companies with different corporate strategies and infrastructures requires the integration not only of data and systems, but also a merger of cultures and purposes. The EY report suggests that 85% of failed acquisitions are attributable to the mismanagement of cultural issues.
6. Critical success factors	The relationships between hospitality firms and destinations play a pivotal role (Baggio & Sainaghi, 2011, 2016; Sainaghi & Baggio, 2017). “Critical success factors for tourism markets” centers on the increasing relevance of the destination area in order to define and emphasize a destination’s competitive attributes (d’Angella, De Carlo & Sainaghi, 2010; Sainaghi, 2006), to communicate the destination’s purpose to customers in key feeder markets and to ensure customer experiences align with the destination’s purpose across various tourism products.
7. Technology and innovation	It is operationalized in three promising areas: i) loyalty programs (moving from rigid to more personalized programs), ii) revenue management (re-thinking the forecasting approach, integrating new data dispersed around the firms, and delivering unexpected benefits to targeted customers) and iii) internet of things (exploring a network of everyday physical objects that contains electronics, sensors, and exchanges data).
8. Global gaming	“Gaming” refers mainly to casino hotels and the progressive changing customer demographics between older clients and Millennials, which show very different gaming and entertainment preferences. In fact, these young players are seeking an interactive, social gaming experience where they can use their skills to exert control over outcomes.
9. Sharing economy	This trend is indicative of the increasing importance played by lodging platforms (e.g. Expedia, TripAdvisor and Airbnb). In this new competitive area, three relevant questions emerge: i) How is peer-to-peer inventory affecting my hotel’s performance and value? ii) Is my hotel adequately protected against the growing supply of peer-to-peer inventory? iii) How do I consider peer-to-peer inventory to better understand its potential impact on the feasibility for new lodging developments?
10. Revenue recognition	The evolving environment requires continuing innovation in the criteria underlying the revenue recognition standard issued by both the Financial Accounting Standards Board (FASB) and the International Accounting Standards Board (IASB).

Source: Adapted from EY (2016).

The first key question is related to the information source capable of identifying the practitioner challenges in the hospitality industry. Our attention was, first, on the many specialized consulting firms, variously involved in this sector, such as Smith Travel Research, PFK, CBRE.

However, none of them has published an in-depth report describing the emerging challenges. In fact, we have not considered as report, simple interviews that trace some future trends (i.e. STR, 2018). For this reason the research team used the EY document (later described) consisting of ten trends relevant for the hospitality industry.

Despite not specializing in hospitality, EY is an authoritative actor in the field of strategic consulting. Furthermore, academic researchers make use of EY documents. In fact, researching in Scopus “EY” in published papers and reviews since 1996 to present, the research team has identified more than 124 thousand works citing this consulting company. More than 7 thousand refer to “social science”, “business, management and accounting” or “economics and finance”. With ten challenges identified, these will be sufficient to provide a comprehensive platform to help deliver a rich source of fresh knowledge. Table 1 succinctly presents each EY challenge.

3. Methodology

As previously stated, this study performs a cross-citation analysis within the broad stream of “hotel and performance”. To develop the study, some central themes are relevant: i) the sample selection, ii) the time horizon, iii) the cross-citation analysis and iv) the network and cluster analysis.

3.1. Sample selection

Articles were selected according to three criteria – as suggested in some previous reviews focused on hotel performance (e.g. Sainaghi, 2010a, 2010b; Sainaghi, Phillips & Corti, 2013) or more generally to other hospitality research streams (Chan & Hsu, 2016; Sourouklis & Tsagdis, 2013; Tsai, Pan & Lee, 2011; Tsang & Hsu, 2011) –: i) keywords, ii) journals, and iii) year of publication. Concerning the first point (*keywords*), given the focus on hotel performance, these two words were used as keywords, in accordance to previous studies.

Concerning the second point (*journals*), some previous reviews explicitly focus their attention only on tourism or hospitality sector (e.g. Jang & Park, 2011; Lucas & Deery, 2004; Li, 2008). However, some recent works, such as Sainaghi, Phillips and Zavarrone’s (2017) study, clearly demonstrate the relevance of non-tourism and non-hospitality journals. The empirical study was carried out at the beginning of August 2016 and two keywords (“hotels and performance”) were researched in abstract, title and keywords in the Scopus database. Only journals published in English were included in the sample. Concerning the *time horizon*, the analysis embraces 20 years, from 1996 to 2015. The timeframe was partly determined by the Scopus dataset, which was incomplete prior to 1996, as confirmed in previous studies (Benckendorff & Zehrer, 2013). These choices assure a wide coverage of the literature. Using these three criteria together, the sample includes 1,155 papers. The research team verified the match with hotel performance stream by analyzing all the papers. Only articles that explore determinants of results or, on the other hand, propose performance measurement systems are included in the final sample. 268 papers are excluded (23%), because, despite using the keywords, they did not really address hotel performance issues. It is interesting to note that 90% of these outliers (241) are “disconnected papers”, which means such papers have not received any cross-citations. Therefore, the proposed methodology (cross-citation) helps researchers to verify the relevance of used keywords.

Table 2 reports the sample size. Net sample counts 734 papers. Based on this basket of articles, a cluster analysis was realized, as depicted in the next paragraph (§3.2).

Table 2. Sample size

Papers	Gross sample		Outliers		Net sample	
	#	%	#	%	#	%
Gross sample	1,155	100%	268	23%	887	77%
Disconnected papers	394	34%	241	90%	153	17%
Connected papers	761	66%	27	10%	734	83%

3.2. The time horizon

This section introduces and discuss a methodological, problem related to the different time horizons of practice and rigor. In fact, while the EY report identifies ten insights for the hotel industry in 2016, the rigor literature embraces twenty years (1996-2015). A question to consider is whether there is a time mismatch? Figure 1 shows that in reality, alignment consists of two elements – cross sectional and longitudinal. In fact, for answering the ten emerging questions (cross sectionally) in a given *point* of time it is important to consider (longitudinal) the previous research *flow*. Clearly, as the academic publication process will frequently exceed a one year time period, detailed gap analysis year by year is problematic. Furthermore, given the wide array of academic research, as the sample size confirms, some papers can anticipate future trends that will impact practitioners (practice). An example can help to illuminate this point. One trend of the EY report is related to the so-called peer-to-peer platforms (as Airbnb) and their impact on tourism and hospitality industry. This problem is formalized by EY researchers in 2016 but in the academic literature there are many papers published before the emergence of this insight. For example, there is a seminal research stream in the consumer behavior area of inquiry (i.e. Belk, 2007; Felson & Spaeth, 1978) with some articles in the tourism and hospitality field previously published (Dredge & Gyimóthy, 2015; Guttentag, 2015; Molz, 2013; Pizam, 2014). The goal of this paper is not to verify the overlapping between rigor and relevancy in the same period of time, but showing how academic research outputs can contribute to the challenge highlighted by EY.

Figure 1. The time horizon of the analysis between rigor and relevancy



3.3. Cross-citation analysis

We propose a cluster analysis based on network analysis, where nodes are papers and links are cross-citations (as described later in the methodology section). Citations are objective measures, which illustrate the exchange of ideas in a field of enquiry. Collectively, citations are influential as they represent quality at journal and at individual level. Citation relationships among authors can be categorized in three key ways: co-citation, coupling and cross-citation

(Wang, Qiu & Yu, 2012). Co-citation analysis uses pairs of documents, which often appear together in reference lists and have something in common (Benckendorff & Zehrer, 2013; Xiao & Smith, 2008). Two articles are bibliographically coupled if their reference list share one or more of the same cited documents (Yuan, Gretzel & Tseng, 2015). Two papers must cite the same source to be coupled, whereas co-citation relies on any papers listed in another's reference list. The coupling strengthens as the number of citations they share increase.

Cross-citation analysis assesses the relationships among journals, articles and/or authors to identify patterns (Howey et al., 1999). Given the focus of the present study on communities (clusters) cross-citation appears the most useful approach. It helps researchers to identify groups of papers that share relationships, and groups of articles that are disconnected. As illustrated in previous papers, this relational approach is mainly based on network analysis (Benckendorff & Zehrer, 2013; Figueroa-Domecq et al., 2015; Gomezelj, 2016; Hu & Racherla, 2008; Köseoglu, Sehitoglu, & Craft, 2015; Racherla & Hu, 2010; van der Zee & Vanneste, 2015; Ye, Li & Law, 2013; Yuan, Tseng & Chang, 2014).

3.4. Network and cluster analysis

Citation network analysis has been used several times and proven to be an effective tool to analyze the structure of scientific research. This method enables the illustration of different domains that can uncover emerging research strands in many disciplines, with tourism included (Cardillo et al., 2006).

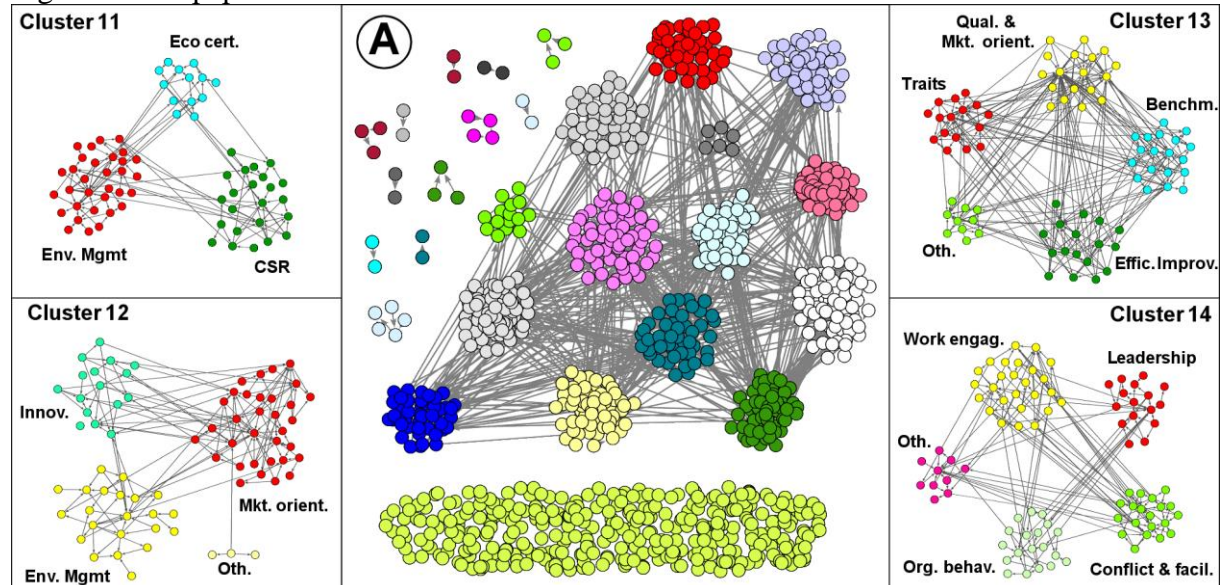
For the analysis we built a network with papers selected as nodes and the cross-citations that a paper makes to other papers as links. A traditional clustering technique would require the collection of a number of characteristics of the papers examined. Then the application of some methods to organize the papers into clusters based on the statistical similarity of the different variables (Baggio & Klobas, 2017; Baggio & Sainaghi, 2011; 2016; Sainaghi & Baggio, 2017). A network approach, instead, works on the possibility of recognizing the internal structure of the network by identifying groups of nodes (papers) that are more densely connected between themselves than to other nodes in the network (modules, clusters or communities). Several algorithms exist that differentiate themselves in terms of the network characteristics they consider (directionality, weights etc.) and resolution power (Fortunato, 2010).

Here we use the so-called Louvain method proposed by Blondel et al. (2008) which is a heuristic algorithm that optimizes a modularity metric Q , designed to measure the strength of the division of a network into different modules. Q is the fraction of the edges that fall within the given groups minus the expected fraction if edges were distributed at random. The higher the value of Q , the more defined and separated the modules are. By tuning a resolution parameter, the Louvain method enables the observation of communities at different scales. Here we use a value of 1 that gives a moderate resolution power thus allowing detecting reasonably sized and separated clusters.

Based on our net sample (734 papers), our calculations identified found 14 clusters with a modularity index $Q = 0.65$, that implies a well-clustered network. Successively, each community was further analyzed with the same algorithm, thus highlighting groups of similar papers within the different clusters. A closer (qualitative) inspection of these groups allowed new topics to emerge.

Figure 2 reports the whole network (left-side) and, as an example, the four broadest clusters (11, 12, 13 and 14) are represented, putting in evidence some sub-clusters (as later presented).

Figure 2. The papers' network and the main clusters.



Legend: The central panel A contains the whole network, with all the clusters uncovered. As an example a closer view of the four largest clusters (11, 12, 13 and 14) is shown with their different components (see text for details).

4. Rigor and relevance

This paragraph compares the trends emerging from the literature (rigor) with those proposed in the EY study (relevance). The analysis is structured at the following levels: first, a short qualitative description of each cluster is reported (§4.1); second, a holistic approach is developed, connecting the ten insights with the 14 clusters (§4.2); third, the two more relevant connections (weighted in term of papers) are analytically investigated, in order to understand what kind of suggestions emerge from rigor in order to deal with the EY insights. These two relevant connections are represented by commercial excellence (§4.3) and merger integration (§4.4).

4.1. A short qualitative presentation of the 14 clusters

This paragraph presents a brief summary of the fourteen identified clusters. A full description is reported in a separate paper (Sainaghi, et al 2018b). The first cluster includes six papers focused on Human Resource Management (HRM), not published in top journals and mainly based on qualitative methodology, such as case study. The topics explored are mainly related to job motivation and satisfaction. The topic of Cluster 2 is termed external determinants of hotel performance and the independent variables are mainly represented by macroeconomic antecedents. In terms of discipline, this cluster is related to finance. Three main topics are identified: i) monetary policy or other macro-economic variables, such as consumer confidence, ii) business cycle and corporate governance, and iii) crisis and external shocks. Cluster 3 consists of 40 papers. The basic topic of this cluster is internal operational and soft determinants of hotel performance. The dependent variable is mainly represented by business performance, which is a broad concept usually including both operational and financial measures. Independent variables belong to five different groups: i) performance measurement systems, ii) information technology, iii) relational capabilities, iv) intellectual capital and v) competitive strategy.

Cluster 4 includes 41 papers. The cluster deals with market and product diversification, on one side, together with some processes linked to diversification: i) performance measurement systems, using some typical hospitality indices (sales measures) and financial indices (risk and

stock return), ii) diversification strategy, iii) HRM, iv) organizational competencies, and v) technology. Despite the fact Cluster 5 includes 44 papers, it appears homogeneous both in terms of dependent and independent variables. Dependent variables are mainly represented by business performance, operational performance and process performance, using indicators relating to HRM, such as job performance. The independent variables are principally related to: i) HRM practices (the largest group, that accounts for more than 50%), ii) agglomeration and geographical competition, plus some and iii) other marginal themes, such as service quality and corporate governance.

The Cluster 6 accounts for 45 papers. The predominant topic is strongly related to competitive strategy with four sub-groups: i) competitive strategy (the largest group), ii) sales performance determinants, iii) outsourcing strategy, and iv) strategic practices and benchmarking. The underlying discipline is management and in particular strategic management. The Cluster 7 consists of 55 papers; the general topic being performance indicators or performance measurement systems. Three main sub-groups were identified: i) non-accounting measures, ii) BSC approach, and iii) accounting indices. The main discipline of this cluster is accounting.

Cluster 8 includes 56 papers; the topic of this cluster is social media and comprises four sub-groups: i) social media and online reviews, ii) websites, iii) market orientation, and iv) environmental management. The dependent variable is usually represented by operational performance. The discipline of this cluster is marketing.

With 59 papers, the central theme of Cluster 9 is brand management and three sub-groups were identified: i) brand management, ii) pricing, and iii) marketing strategies and crisis management. Given the focus on selling processes, unsurprisingly the dependent variables are mainly related to “operational performance”, usually represented by ADR, occupancy and RevPAR, or customer satisfaction. The prominent discipline is marketing.

Cluster 10 includes 62 papers and develops two interrelated topics: i) customer satisfaction and ii) service quality. These two sub-groups are interrelated, since the ability of service quality of improving customer satisfaction. Marketing is the main discipline. This basket of papers usually use customer satisfaction as a dependent variable; financial and competitive measures are more rarely used.

Cluster 11 includes 68 papers with focus on i) environmental management (EM), ii) corporate social responsibility and iii) eco-certification. Unsurprisingly, the Journal of Sustainable Tourism is the second most popular journal in terms of the number of published papers. The underlying topic is represented by “sustainability”, which can be broken down into environmental or eco-sustainability, on one side, and social or stakeholder sustainability, on the other.

Cluster 12 accounts for 74 papers primarily related to: i) market orientation, ii) environmental management, and iii) innovation, plus some other marginal themes. The underlying discipline is marketing.

Cluster 13 is the second largest group with 80 papers and reveals a strong focus on efficiency, measured mainly using DEA models. Four sub-groups were identified: i) efficiency improvement, ii) benchmarking, iii) quality and market orientation, and iv) hotel traits. The underlying feature is efficiency, sometimes integrated with marketing and management.

Cluster 14 is the largest group with 91 papers. The topic of this cluster is job satisfaction, usually operationalized as a dependent variable, while antecedents are related to four sub-groups: i) work engagement, ii) organizational citizenship behaviour (OCB), iii) conflict and facilitation, and iv) leadership, empowerment and knowledge sharing. The discipline of this cluster is HRM.

4.2. Holistic approach

Based on cluster analysis, as reported in the methodology section, 14 clusters and some sub-topics were identified. Table 3 reports the overlapping between insights and clusters.

Table 3. Rigor and relevance.

		EY insights											
		1. Commercial excellence	2. Capital flow from Asia	3. Capital markets	4. Creative development	5. Merger integration	6. Critical success factors	7. Technology and innovation	8. Global gaming	9. Sharing economy	10. Revenue recognition	# of papers	
C I U S T E R S	1. HRM (qualitative)					HRM (6)						6	
	2. External determinants			Crisis & external shocks; monetary policy; business cycle (12)								12	
	3. Soft internal determinants	Competitive strategy (6)				Intellectual capital; relational capabilities (16)		IT (9)			PMS (10)	40	
	4. Diversification					HRM; organisational competences (11)		Technology (4)	Diversification strategies (10)		PMS (16)	41	
	5. HRM (antecedents)					HRM practices (33)				Agglomeration (11)		44	
	6. Competitive strategy	Competitive strategy (26)								Outsourcing; sales determinants (19)		45	
	7. Social media						Social media & online reviews; website; market orientation; environmental management (55)					55	
	8. Performance measurement systems (PMS)										Accounting indices; BSC approach; non-accounting measures (56)	56	
	9. Marketing & brand management	Brand management; marketing strategies (40)								Pricing (19)		59	
	10. Service quality & customer satisfaction	Customer satisfaction; service quality (62)										62	
	11. Environmental management, CSR, eco-certification				Environmental management; CSR; eco-certification (68)							68	
	12. Market orientation & innovation	Market orientation (33)			Environmental management (22)			Innovation (19)				74	
	13. Efficiency	Quality & market orientation (25)			Hotel traits (19)					Efficiency improvement; benchmarking (37)		81	
	14. HRM (Job satisfaction)					HRM (work engagement; leadership, empowerment & knowledge sharing; conflict & facilitation; organisational citizenship behaviour) (91)						91	
# of papers		191	0	12	109	157	55	32	10	86	82	734	
%		26%	0%	2%	15%	21%	7%	4%	1%	12%	11%	100%	
# of connections		6	0	1	3	5	1	3	1	4	3	27	

1 Before considering the results, some premises are given. There is some common overlap
2 between rigor and practice: the 14 clusters cover 9 (of ten) insights. The only one relevant
3 insight omitted is “capital flow from Asia”. A second consideration suggests the presence of
4 some clusters that have a clear link with one and only one EY insight, while others show
5 relationships with more a single insights. The broad scope of some issues has made it difficult
6 to find a precise location. An example will help to clarify this point. The third cluster (soft
7 internal determinants) shows four sub-topics: competitive strategy; intellectual capital and
8 relational capabilities; information technology (IT); performance measurement systems. For
9 some sub-topics there are potentially more connections with EY insights: for instance, the
10 competitive strategy can create commercial excellence, but also creative development, or can
11 be a source of critical success factors or innovation. The relationships depicted in Table 3
12 propose only one link, focusing on the most relevant connection between a specific sub-topic
13 and a precise EY insight, as it emerges after reading the articles.
14 Finally, the penultimate line shows three different intensities between rigor and practice. Two
15 insights (commercial excellence, 26%; merger integration, 21%) account 47% of the sample;
16 three insights show values higher than 10%, representing 37% (creative development, 14%;
17 sharing economy 11%; revenue recognition, 11%), while the four remaining EY topics (capital
18 markets, 2%; critical success factors, 7%; technology and innovation, 4%; global gaming, 2%)
19 attract only 15%. For this reason, in the next sub-paragraphs only the first two very “strong”
20 relationships (squared in Table 3) are analyzed and discussed.

21
22

23 **4.3. Commercial excellence**

24 At the heart of strategic management is the concept of competitive advantage, which translates
25 to higher levels of firm performance (Phillips & Mouthinho, 2014; Sainaghi, Phillips &
26 d’Angella, 2018). For hospitality firms, the competitive advantage is variously related to the
27 destination context (d’Angella, De Carlo, Sainaghi, 2010; Sainaghi, 2006) and it is influence
28 by special events (Sainaghi & Mauri, 2018; Sainaghi et al. 2018c; Sainaghi, Mauri & d’Angella,
29 2018). So, the first column of Table 3 being commercial excellence aligns rigor with
30 practitioner relevance, and in particular point to a clear path to accelerate growth. This insight
31 is structured around three aspects: understanding what drives value; taking an agile approach
32 to the market; developing a strategic business model, as suggested by the EY report. Six
33 connections are identified and this column accounts for the highest percentage (26%, Table 3).
34 Just the two strongest relationships are analyzed: marketing and brand management (cluster 9);
35 service quality and customer satisfaction (cluster 10). The emerging topics from rigor are
36 particular insightful to identify what drives value (brand equity and internal business), how to
37 take an agile approach to the market (managing customer satisfaction) and how developing a
38 strategic business model (centered on both brand and service quality management).

39

40 *Marketing and brand management*

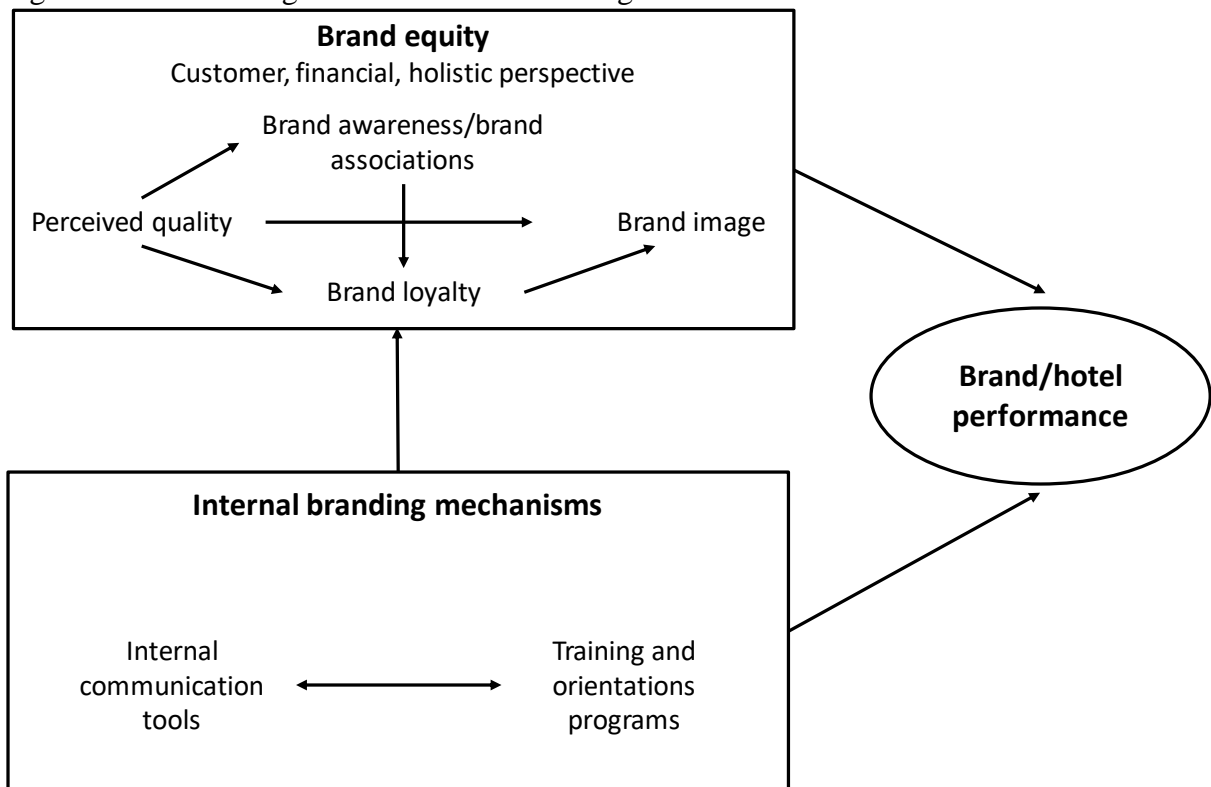
41 Focusing on the first topic, Figure 3 summarizes the main evidence emerging from rigor. *Brand*
42 *management* appears as a central topic and is operationalized by considering brand equity and
43 internal branding. This first issue is particular important to identify both what drives value and
44 how to develop a strategic business model.

45 External brands are often described as a name, term, design, logo, symbol, identity, or
46 trademark that are developed and designed to identify the goods or services offered by one
47 entity and further differentiate the entity from its competitors (Kim & Kim, 2005). Many studies
48 note the tremendous investment necessary to position a new brand, the long time required and
49 the low probability of success (Jackson & Qu, 2008). By contrast, brand equity generates value
50 to both clients, shareholders and other stakeholders. From the consumer point of view, key

51 benefits include the reduction of perceived risks and search costs, while owners can charge a
 52 price premium, increase market share, or reduce marketing costs (Kayaman & Arasli, 2007).
 53 Having clarified the concept of brand, branding is usually described as organizational processes
 54 geared towards creating perceived value beyond the tangible goods or services offered by the
 55 enterprise (Xu & Chan, 2010).

56 *Brand equity* is mainly operationalized along four variables: brand awareness (or brand
 57 associations); brand image; perceived quality; brand loyalty. These determinants are employed
 58 in many studies usually with positive relationships with hotel performance. Prior studies
 59 propose some hierarchal relationships among these components. For example, Xu and Chan
 60 (2010) suggest that brand awareness, brand associations, and quality of experience are
 61 determinants of brand loyalty. Kayaman and Arasli (2007) found that perceived quality
 62 influence brand loyalty and brand image on one side, and brand loyalty influences brand image,
 63 on the other. While Kim and Kim (2005) revealed a stronger effect generated by brand
 64 awareness and perceived quality on firm performance, compared to brand image and loyalty.
 65 These relationships are reported inside the block of brand equity in Figure 3 and demonstrate
 66 that research has not reached a state of maturity. Fresh enquiries are necessary to fully
 67 understand and appreciate the precise relationships depicted in Figure 3.
 68

69 Figure 3. Brand management: evidences from rigor



Legend: rectangles = independent variables; circle = dependent variable; arrows = relationships

70
 71
 72 Control variables and moderators play a crucial role in measuring the effects of brand equity
 73 on performance. For example, O’Neill, Mattila and Xiao (2006) point out that brands affect the
 74 market value of mid-price and upscale hotels beyond the usual contribution attributed to net
 75 operating income and revenue per available room (RevPAR). Alternatively, Hanson et al.
 76 (2009) found performance improvements for hotels that rebranded within a higher market
 77 segment. O’Neill and Carlbäck (2011) found that branded hotels have higher levels of
 78 occupancy than unaffiliated. However, unbranded hotels outperform in term of rates and

79 RevPAR. Hotels that merely changed brands without also changing their scale reported no
80 significant variation in financial results (Hanson et al., 2009). These observations illustrate the
81 fickle nature of the hotel management business in terms of performance metric. Also, the type
82 of hotel matters too. In terms of the bottomline drivers, high levels of occupancy may be
83 beneficial, but RevPar is ultimately more important. So, some of the findings of prior studies
84 suggests a need for further investigation.

85 The second driver of Figure 3 is represented by *internal branding*, which considers promoting
86 the brand within an organization with its employees as the key audience (Punjaisri, Wilson &
87 Evanschitzky, 2009). Internal branding is therefore defined as a nurturing process whereby
88 employees are provided with brand knowledge. Such a process enables employees to
89 understand the meaning of a corporate brand and pass on a consistent brand experience to
90 customers (Tsai, Cheung & Lo, 2010). This is vital when the experience provided by employees
91 is a key differentiator. In the hospitality industry, employees are both internal resources and
92 part of the product. Hence, employee quality is an important factor, and employees should be
93 the primary marketing targets of managers (King, 2010).

94 In Figure 3, two main drivers of internal branding are identified: on one-side internal
95 communication tools (group meeting, briefing, notice boards, newsletters, and logbooks) and,
96 on the other, training and orientation tools (orientation, development course, and training).
97 Internal branding can have a direct and indirect effect on performance. Phillips and Moutinho
98 (2014) observation are pertinent, as they note the critical nature of strategic planning praxis
99 which considers and asks what are the key activities of formulating and implementing strategic
100 plans. These can include workshops, use of analytic and creative tools.

101

102 *Service quality and customer satisfaction*

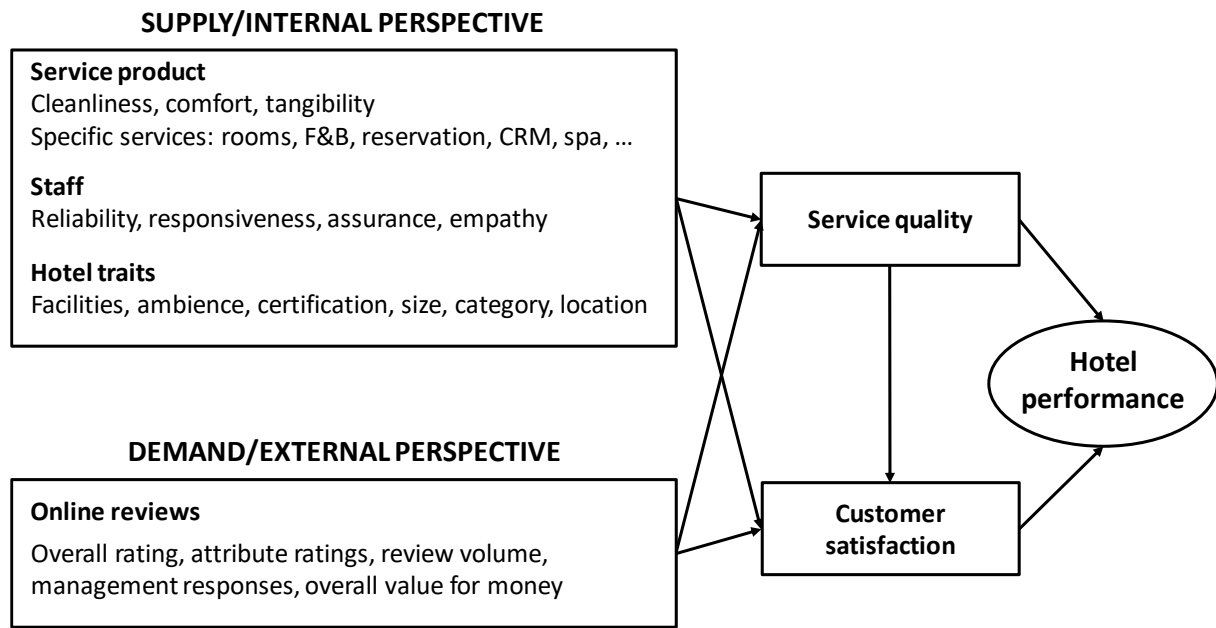
103 This second theme is particularly relevant to answer EY questions about taking an agile
104 approach to the market and developing a strategic business model. Concerning the first point,
105 customer satisfaction is a focal issue, while service quality is a key ingredient for developing a
106 strategic business model.

107 As depicted in Figure 4, the relationship with hotel performance is articulated in two steps:
108 some analytical determinants (left side) are able to impact on service quality or customer
109 satisfaction and these latter are related to hotel performance (variously operationalized).
110 Furthermore, service quality influences customer satisfaction (down arrow). The determinants
111 are mainly related to internal (or supply) items, with some interests in external antecedents.
112 This latter area includes overall value for money and online reviews (Mauri & Minazzi, 2013;
113 Phillips et al., 2015). But matters are now more complicated as a customer even if satisfied,
114 may not engage in repeat business.

115

116

117 Figure 4. Service quality and customer satisfaction



Legend: rectangles = independent variables; circle = dependent variable; arrows = relationships

118
119

120 Focusing on supply determinants, three main blocks are used by researchers: service product,
121 staff and hotel traits (Albayrak, 2015). The supply perspective is the most developed in the
122 literature and within them, the service product is analyzed in many contributes. Some studies
123 measure the quality of single services, as cleanliness, comfort or tangibility, while others focus
124 on specific services, such as rooms (Chaves, Gomes & Pedron, 2012), F&B (Giritlioglu, Jones
125 & Avcikurt, 2014), reservation systems (Ali, 2015), CRM (Garrido-Moreno, Lockett & García-
126 Morales, 2014). The items reported in Figure 4 represent some examples, in fact some papers
127 propose many other antecedents or categories (as ancillary and core services).

128 Staff is used in some studies as a determinant of both service quality and customer satisfaction.
129 This variable is primarily operationalized by considering reliability (the ability to deliver a
130 service coherently with the hotel standards), responsiveness (the ability to provide prompt and
131 quick service or to provide the extra level of service to handle customer special requests),
132 assurance (experience in the field, courtesy and respect for clients), and empathy (personal
133 initiative, ability to understand specific customer needs, and individual attention to clients).
134 These four determinants are related to the work of Parasuraman and the SERVQUAL system
135 to measure service quality. Parasuraman, Zeithaml and Berry (1985) identified ten dimensions
136 in assessing service quality reduced to five in some papers (Mauri, Minazzi & Muccio, 2013).
137 The fifth variable is represented by tangibility, positioned in service product block in Figure 4.
138 In fact, this dimension considers the physical part of the hospitality product (parking areas,
139 building exteriors, dining area, food) (Tsai & Lin, 2014). The SERVQUAL approach (reduced
140 to five dimensions) is used in some papers (as Serrat, 2011).

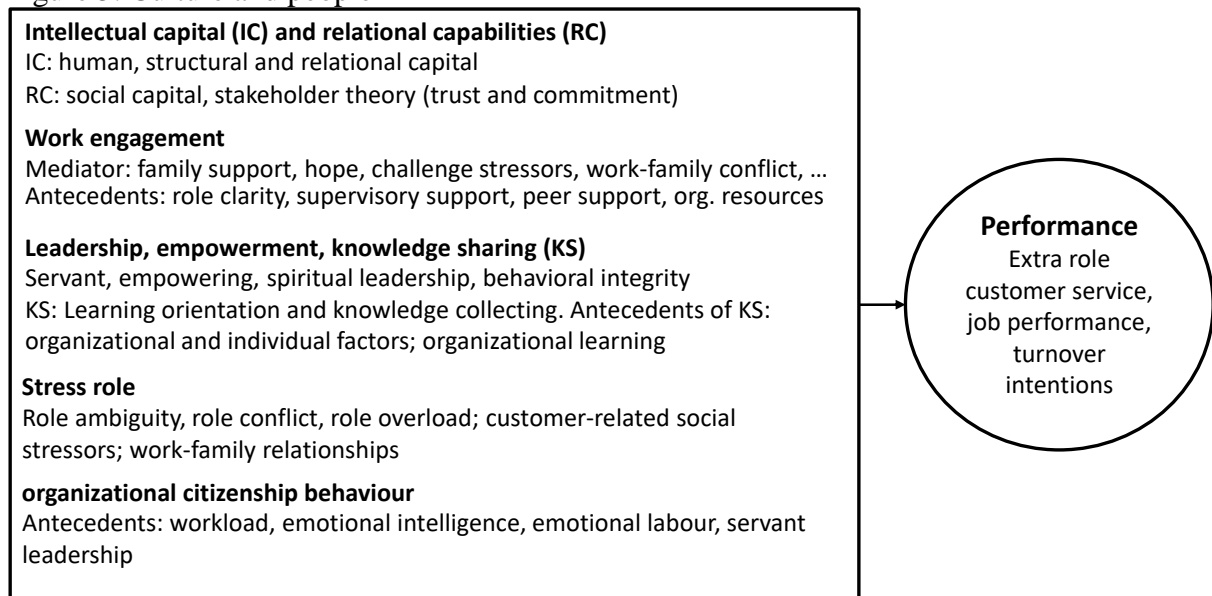
141 The last block is represented by hotel traits and includes an array of variables mainly related to
142 the building, as the category, location, size (number of rooms), and number of facilities. Some
143 papers explore the presence of certification and in particular eco-certification. Findings suggest
144 that certified hotels usually account for lower levels of performance, giving the extra cost
145 generated by the additional controls (Heras-Saizarbitoria, Arana & Boiral, 2015).

146

147 **4.4. Merger integration**

148 In the case of merger of two companies what is most critical is not embodied by data and
 149 systems integration, but culture and people. As reported in the EY study, 85% of failed
 150 acquisitions are attributable to the mismanagement of cultural issues. For this reason, we
 151 suggest an important link between this insight and HRM, with a particular focus on cultural
 152 aspects, as later clarified. Table 3 depicts five connections between clusters (1, 3, 4, 5, 14) and
 153 merger integration. It is clear that the focus is not solely represented by merger integration, but
 154 more generally the relevance of HRM and cultural variables in hospitality organizations. The
 155 issues emerging from rigor are reported in Figure 5 and are centered on the following topics:
 156 intellectual capital and relational capabilities; work engagement; leadership, empowerment and
 157 knowledge sharing; role stress; organizational citizenship behavior. Each of these points will
 158 be discussed, by explaining the link with “culture and people”, according to EY insight. Given
 159 the high number of clusters (and therefore papers) involved in this insight, we place emphasis
 160 only on some relevant themes and focus more on recent contributes.

161
 162 **Figure 5. Culture and people**



Legend: rectangle = independent variables; circle = dependent variable; arrows = relationships

163
 164
 165 *Intellectual capital and relational capabilities* are rooted in the resource-based view and
 166 knowledge-based view of the firm (Barney, 1986). Basically, this theoretical stream assumes
 167 that firms own different types of resources which enable them to develop different strategies
 168 (Wernerfelt, 1984). Resources that are valuable, rare, inimitable and non-substitutable are able
 169 to create sustainable competitive advantage (Amit & Schoemaker, 1993). In this perspective,
 170 *intellectual capital* is a set of contemporary value drivers that productively transform resources
 171 into material assets with added value (Bontis, Janošević & Dženopoljac, 2015). Zeglat and
 172 Zigan (2013) explore three components of intellectual capital, represented – in analogy to social
 173 capital (Sainaghi & Baggio, 2014) – by human, structural and relational capital (also defined in
 174 some papers as customer capital). Human capital is the knowledge that employees take with
 175 them when they go home after work. Examples of human capital are innovation capacity, know-
 176 how, experience, team effort, and employee flexibility. Structural capital is the knowledge that
 177 remains in the company after employees go home after work. It consists of organizational
 178 routines, procedures, systems, corporate culture, databases and so forth. Relational capital
 179 entails relationships with external stakeholders (clients, suppliers and partners). Empirical

180 papers find a positive relationship between intellectual capital and business performance,
181 operationalized both considering financial (ROA, gross operating profit) and operating
182 (RevPAR) performance (Sainaghi, 2011).

183 Relational capabilities (Sainaghi & De Carlo, 2016) present some analogies with relational
184 capital (Campopiano, Minola, & Sainaghi, 2016) and they are rooted in two different research
185 streams: social capital and stakeholder theory. Nahapiet and Ghoshal (1998) define social
186 capital as the sum of the actual and potential resources embedded within, available through,
187 and derived from the network of relationships possessed by an individual or social unit.
188 Similarly, stakeholder theory states that the long-term survival and success of a firm is
189 determined by its ability to establish and maintain relationships with its critical stakeholders.
190 In these perspectives, relational capabilities are able to create trust and commitment with
191 stakeholders (Lo, 2013) and, more generally, to develop a customer relationship management
192 (CRM) approach (Mohammed, Rashid & Tahir, 2014).

193 With reference to EY insights, the firm's ability to develop intellectual capital and relational
194 capabilities help hotels enhance their success in managing their culture. In the case of mergers,
195 these abilities help in developing integrating processes. But the challenge of the 1980s and
196 1990s are different from today. The digitization of businesses necessitates the identification of
197 new ways to develop and manage intellectual and relational capabilities. The main driver is the
198 reality that hotels need to elucidate how the relationships between intellectual capital and
199 innovation can be successfully deployed within a dynamic environment.

200
201 *Work engagement* is usually defined by citing Schaufeli et al. (2002): “positive, fulfilling, work-
202 related state of mind that is characterized by vigor, dedication, and absorption” (p. 72).
203 Employees who feel energetic, are enthusiastic and are immersed in their work. They have
204 desirable job outcomes such as reduced turnover intentions, quality performance in the
205 workplace, and higher levels of job and career satisfaction (Karatepe, 2014). It has been shown
206 that employees who are actively disengaged in their work seem to result in \$450 to \$550 billions
207 of lost productivity per year in the United States (Karatepe, 2015).

208 Studies focusing on work engagement are mainly centered on the work of Karatepe. Generally
209 speaking, many contributes use work engagement as a mediator role in measuring job
210 performance, in combination with other HRM variables, such as organizational resources,
211 family support, “hope” (defined as positively oriented human resource strengths and
212 psychological capacities), challenge stressors (composed by work overload and job
213 responsibility), and work-family conflict (Karatepe et al., 2014). The dependent variable is
214 usually operationalized in term of job performance, customer service, and turnover intentions.
215 The link between work engagement and the firm culture is evident. In fact, without work
216 engagement it is difficult to create a clear firm identity. Furthermore, work engagement has
217 some positive spin-offs on service quality and customer satisfaction (as analyzed in the previous
218 paragraph).

219
220 *Leadership, empowerment and knowledge sharing* is a relevant sub-topic. Leadership and
221 empowerment are able to improve customer service quality and employee's membership as
222 well as to implement knowledge sharing approaches. The relevance of empowerment is related
223 to the increasing number of employees with a high degree of autonomy. In this context, hotel
224 supervisors with empowering behavior may encourage employees to improve their service
225 attitude and passion for customers. Wu and Chen (2015) find that empowering leadership is an
226 antecedent of the psychological contract, where the latter is defined as individual beliefs, shaped
227 by the organization, regarding terms of an exchange agreement between individuals and their
228 organization (Rousseau, 2004). Empowering leadership affects team creativity (Hon & Chan,
229 2012), while organizational empowerment influences job satisfaction, affective commitment

230 and psychological empowerment (Kazlauskaitė, Buciniene & Turauskas, 2011). Similarly,
231 Salehzadeh et al. (2015) introduce the concept of “spiritual leadership”; Asree, Zain and Razalli
232 (2010) propose the “leadership competency”, while Kwak and Kim (2015) suggest the ability
233 of servant leadership to influence organizational citizenship behavior. In their study, servant
234 leaders refer to a leadership style by the use of which the leader facilitates the development of
235 followers to achieve their potential by building self-confidence, performing as a role model,
236 developing trust, and providing valuable support and resources. Guchait, Simons and
237 Pasamehmetoglu (2016) proposed the ability of behavioral integrity to influence service
238 recovery performance, which refers to frontline employees’ abilities and actions to resolve a
239 service failure. Concerning the EY insight, the message emerging from these contributes is
240 clear, in the field of hospitality organizations a new leadership paradigm needs to replace
241 traditional forms of leadership.

242 Knowledge-sharing behavior is important in the hospitality industry due to the immense costs
243 of knowledge loss caused by high rates of employee turnover (Kim & Lee, 2013). However,
244 employees often refuse to share knowledge because they worry that doing so may reduce their
245 opportunities for promotion or because doing so requires uncompensated time and energy
246 (Bock et al., 2005). Kim and Lee (2012) explore antecedents of knowledge sharing and find
247 positive relationships with organizational factors (facilitating conditions and social factors) and
248 some individual variables (enjoyment in helping others, knowledge self-efficacy, extrinsic
249 motivators, anticipated usefulness, and reciprocal relationships). Aizpurúa, Saldaña, and
250 Saldaña (2011) identify another determinant of knowledge sharing: organizational learning.
251 This last concept is defined as the process of improving actions through better knowledge and
252 understanding. With reference to the EY insight, the ability to design a learning organization is
253 a central point to improve knowledge sharing mechanisms.

254
255 Job stress can be defined as stress that employees experience in the workplace environment
256 (Karatepe & Karatepe, 2009). Job stress influences employees’ performance at work, which
257 also affects the customers’ perceptions of service quality and customer satisfaction (Karatepe
258 & Tizabi, 2011). Job stress is influenced by several factors, called *role stress* that is both a
259 source and an important premise of job stress. The work of Akgunduz (2015) examines three
260 role stressors: role conflict, role ambiguity and role overload. The first two variables are
261 negatively related to job satisfaction, while role overload shows a positive link. Akgunduz
262 focuses on internal processes, and Karatepe and Nkendon (2014) explore the mediating role
263 of emotional exhaustion in the relationships between customer-related social stressors and job
264 performance. Another relevant role stressor is represented by work-family relationships. Given
265 the hotel industry’s long and irregular working hours, high levels of job insecurity, and high
266 work stress, some studies posit that hotel frontline employees are prime candidates for role
267 conflict between work and family (Zhao, Mattila & Ngan, 2014). This work-family conflict
268 refers to the incompatible and competing time and emotional demands from work and family
269 (Karatepe & Kilic, 2007). This sub-topic provides a clear insight concerning “culture and
270 people”: hotels should control role stress in order to avoid an excessive level of stress that
271 generates turnover intentions, on one side, and culture disruption, on the other.

272
273 Finally, *organizational citizenship behavior* is usually self-initiated by employees. Although
274 this kind of behavior can enhance the overall effectiveness of organizational functions, the
275 formal organizational reward system does not recognize behavior. Similarly, Kwak and Kim
276 (2015) define organizational citizenship behavior as extra role behaviors that are not formally
277 required and rewarded by the organization’s systems, but enhance organizational functioning
278 and effectiveness. Organizational citizenship behavior is a relevant topic for hospitality firms,
279 given the relevance of employee-customer relationship. Papers have identified some

280 antecedents of organizational citizenship behavior, including workload (Wei, Qu & Ma, 2012),
281 emotional intelligence and emotional labor (Ramachandran et al., 2011), servant leadership, in
282 which priority is placed on fulfilling the followers' needs (Kwak & Kim, 2015), perceived
283 organizational support and psychological empowerment (Chiang & Hsieh, 2012). Hospitality
284 firms able to generate, manage and increase organizational citizenship behavior can easily
285 improve "culture and people", creating some important positive feedback in term of service
286 quality and customer satisfaction.

287
288

289 **5. Discussion and conclusions**

290 Conclusions are articulated at two levels (as findings): firstly, some propositions are drawn
291 based on the connections between the ten EY insights and the 14 clusters (§5.1); secondly, some
292 remarks are made based on the analytical inspection of commercial excellence and merger
293 integration (§5.2). Finally, some limitations and future research agenda are reported (§5.3).

294
295

296 **5.1. Holistic approach**

297 From an academic perspective, there is a need to take stock of outputs and ascertain its
298 relevance with practice. We are not asserting that we have performed a gap analysis by
299 matching outputs with current industry themes. This would have been rather difficult for several
300 reasons. First, the time it takes to get from a kernel of an idea to the idea appearing in a top-
301 ranked academic journal paper can two years. Six months to perform the research and write the
302 paper and another twelve to eighteen months for the review process and revise and resubmit
303 resubmissions. Then it can take several years for the ideas of the research to permeate to
304 practice. The business world places a premium on knowledge, as a source of competitive
305 advantage (Starkey & Madan, 2001). If we as academics ignore this issue, our research may
306 lead to irrelevant theory and flawed practice. Our findings identify several areas associated with
307 practice associated with impact and the preparedness of researchers in helping to achieve
308 national development objectives around future growth strategies, such as the UK government's
309 Industrial Strategy (Great Britain. Department for Business, 2017).

310

311 At the first level, the analysis reported in the Table 3 allows us to identify some topics developed
312 in literature (rigor) and able to operationalize the ten EY insights (relevancy), which can help
313 growth, innovation and dealing with culture. A first important remark concerns the multi-
314 disciplinary approach that emerges from Table 3. Researchers have analyzed the EY insights
315 using different theoretical approach: strategy, accounting, finance, efficiency, marketing,
316 stakeholder theory, HRM, environmental management, technology, and agglomeration theory.
317 This breadth of approaches indicates the complexity characterizing the lodging industry and the
318 need of a unitary and holistic approach.

319 **Proposition 1.** To address EY insights, hotel management should work collaboratively with
320 academics, so that bespoke holistic and interdisciplinary approaches can evolve. Academics
321 should strive to create a synthesis between different research streams and share knowledge.

322

323 Table 3 proposes answers for each insight, ranging from 1 to 6 (see last line). In total, 27 sub-
324 topics are proposed to operationalize nine connected insights, with an average of 3 sub-issues.
325 Based on these findings, the following proposition is stated.

326 **Proposition 2.** To operationalize each connected insight, many sub-topics are relevant,
327 showing the multi-dimensionality of each challenge.

328

329 Focusing the attention on a single insight, HRM is the discipline that accounts for the highest
330 number of sub-topics, showing the importance of people and the complexity of organizational
331 variables. This basket of items (insight 5, merger integration) includes HRM practices; personal
332 skills (intellectual capital, relational capabilities); organizational variables (organizational
333 commitment, organizational competences, organizational citizenship behavior, leadership,
334 empowerment and knowledge sharing); as well as the ability to manage conflicts.

335 **Proposition 3.** HRM is the discipline that accounts for the highest number of sub-topics.
336

337 Taken together the nine connected insights, marketing (inclusive of social media and online
338 reviews) is the discipline linked with the highest number of EY challenges. In fact, marketing
339 is related to commercial excellence (brand management, marketing strategies, customer
340 satisfaction, service quality, market orientation, and quality & market orientation), critical
341 success factors (social media & online reviews, website, and market orientation), and sharing
342 economies (sales determinants, and pricing). Based on this evidence, the following proposition
343 is formulated.

344 **Proposition 4.** Marketing sub-topics play a pivotal role in the EY insights.
345

346 Finally, six trends are related to more than two clusters – commercial excellence is linked to
347 six clusters, merger integration with five, sharing economy with four, creative development;
348 technology and innovation; revenue recognition with three – while the three remaining insights
349 focused only on one cluster (capital markets; critical success factors; global gaming). This
350 evidence supports the following proposition.

351 **Proposition 5.** EY insights are mainly complex trends, connected with more than two clusters,
352 which demonstrates the need for more impactful research together with an interdisciplinary
353 approach.
354

355

356 5.2. *Analytical inspection*

357 The second level of conclusions focuses on the two analytical inspections developed in §4.2
358 (business excellence) and §4.3 (merger integration).

359 Concerning *business excellence*, four different sub-topics were analyzed: brand equity, internal
360 branding, and service quality and customer satisfaction. As previously discussed, brand equity
361 refers primarily to customer-based perspective and branding is centered on four determinants:
362 brand awareness (or brand associations); brand image; perceived quality; brand loyalty. Despite
363 the fact that branding is widely considered a key issue for hospitality firms, there is still a
364 discussion regarding the juxtaposition between hotels affiliated with branded hotel chains, on
365 one side, and independent hotels, on the other. Furthermore, the subject becomes more complex
366 too because it involves strategies of either hotel properties, franchisors and management
367 companies (Xiao, O'Neill, & Mattila, 2012). Some studies, as the work of Carvell, Canina and
368 Sturman (2016), have found no advantages in all segments for either the affiliated hotels or the
369 comparable unaffiliated properties. By contrast, the paper of O'Neill and Carlback (2011)
370 affirms that branded hotels achieve higher occupancy but lower rates. Based on these opposing
371 evidences, the following proposition is stated:

372 **Proposition 6.** Concerning business excellence, there is a contradicting relationship between
373 affiliated and unaffiliated hotels and their operating performance (occupancy, ADR and
374 RevPAR).
375

376 Employees in the hospitality industry are both an internal resource and part of the product. For
377 this reason, internal branding plays a crucial role. In particular, this nurturing process whereby
378 employees are dialoged and trained with brand knowledge, influences brand equity.

379 **Proposition 7.** Internal branding plays a crucial role in creating and communicating the hotel
380 brand. Internal branding positively affects brand equity.

381
382 Finally, considering the binomial service quality and customer satisfaction, the first variable
383 influences the second one and both are positively related to hotel performance (as depicted
384 previously in Figure 4). Service quality can be analyzed and operationalized in many views.
385 The current literature shows a prevalent supply approach mainly focused on service product.

386 **Proposition 8.** Service quality influences customer satisfaction; both are positively related to
387 hotel performance.

388
389 Focusing on *merger integration*, prior work has identified five determinants: intellectual capital
390 and relational capabilities; work engagement; leadership, empowerment, knowledge sharing;
391 stress role; organizational citizenship behavior. This broad list suggests the complexity in order
392 to work on “culture and people” in the hospitality industry.

393 **Proposition 9.** In order to create and maintain a positive integrative culture, the rigor analysis
394 suggests the relevance of many internal organizational processes.

395
396 We now summarize the propositions formulated in Section 5.1 and 5.2 in Table 4.

397
398 Table 4. The formulated propositions

1. Holistic approach

Proposition 1. To address EY insights, hotel management should work collaboratively with academics, so that bespoke holistic and interdisciplinary approaches can evolve. Academics should strive to create a synthesis between different research streams and share knowledge.

Proposition 2. To operationalize each connected insight, many sub-topics are relevant, showing the multi-dimensionality of each challenge.

Proposition 3. Focusing on one single insight, HRM is the discipline that accounts for the highest number of sub-topics.

2. Analytical inspection

Proposition 4. Marketing sub-topics play a pivotal role in the EY insights.

Proposition 5. EY insights are mainly complex trends, connected with more than two clusters, which demonstrates the need for more impactful research together with an interdisciplinary approach.

Proposition 6. Concerning business excellence, there is a contradicting relationship between affiliated and unaffiliated hotels and their operating performance (occupancy, ADR and RevPAR).

Proposition 7. Internal branding plays a crucial role in creating and communicating the hotel brand. Internal branding positively affects brand equity.

Proposition 8. Service quality influences customer satisfaction; both are positively related to hotel performance.

Proposition 9. In order to create and maintain a positive integrative culture, the rigor analysis suggests the relevance of many internal organizational processes.

399

400

401

402 **5.3. Limitations and further research**

403 This paper uses the SCOPUS database, which despite being authoritative will result in some
404 research outputs not being accessible because of their unavailability at the time of the research.
405 The SCOPUS database is not exhaustive of all the possible publications relating to tourism
406 performance measurement, and we do not include books in our sample.

407 Groups of papers (cluster and main sub-groups) were identified using cluster analysis, while
408 the corresponding topics (and sub-topics) were defined by reading each article. This method,
409 assures reliability (cluster analysis) but, on the other hand, reduces generalizability, given the
410 subjectively of content analysis. Some recent reviews (Sainaghi, Phillips & Zavarrone, 2017)

411 propose an objective method, based on keywords and computer-aided text analysis (CATA).
412 Future researchers can deploy this technique to compare results achieved using the two
413 approaches.

414 The clusters were identified using a software approach. This method, on one side, assures
415 reliability but, on the other, some papers can fit within more than one cluster. This limitation is
416 well known in the literature, however cluster analysis is considered a good tool to reduce the
417 complexity of large sample. This is illustrated in the case of the present study, which is based
418 on 734 papers. Furthermore, network analysis has proved to provide outcomes that often are
419 not simply (or at all) visible using other methods.

420 Some limitations are applicable to the method used to operationalize practitioner challenges
421 (relevancy). The use of EY report on its own, cannot fully represent the needs of the entire hotel
422 sector. In fact, it is difficult to rely on a single consulting firm, which is not focused on the
423 lodging sector. Future studies can pursue new ways to operationalize relevancy, by including
424 interviews with key players or by considering more consulting reports. The EY insights may
425 reflect relevant topic for practitioners but not for researchers. Said differently, academic
426 research does not have to concern itself with all of industry challenges. But the UK government
427 expects academics to make impacts beyond their traditional networks.

428 In this study the research team has compared the EY insights of 2016 with academic papers
429 published in the previous 20 years. We could have created a match between the EY report of
430 2016 and academic research published for the previous two decades.

431

432 **REFERENCES**

- 433 Aizpurúa, L. I., Saldaña, P. E., & Saldaña, A. Z. (2011). Learning for sharing: an empirical
434 analysis of organizational learning and knowledge sharing. *International*
435 *Entrepreneurship and Management Journal*, 7(4), 509-518.
- 436 Akgunduz, Y. (2015). The influence of self-esteem and role stress on job performance in hotel
437 businesses. *International Journal of Contemporary Hospitality Management*, 27(6),
438 1082-1099.
- 439 Albayrak, T. (2015). Importance Performance Competitor Analysis (IPCA): A study of
440 hospitality companies. *International Journal of Hospitality Management*, 48, 135-142.
- 441 Ali, F. (2015). Service quality as a determinant of customer satisfaction and resulting
442 behavioural intentions: A SEM approach towards Malaysian resort hotels. *Turizam:*
443 *znanstveno-stručni časopis*, 63(1), 37-51.
- 444 Altin, M., Koseoglu, M. A., Yu, X., & Riasi, A. (2018). Performance measurement and
445 management research in the hospitality and tourism industry. *International Journal of*
446 *Contemporary Hospitality Management*, 30(2), 1172-1189.
- 447 Amit, R., & Schoemaker, P. J. (1993). Strategic assets and organizational rent. *Strategic*
448 *Management Journal*, 14(1), 33-46.
- 449 Asree, S., Zain, M., & Razalli, M. R. (2010). Influence of leadership competency and
450 organizational culture on responsiveness and performance of firms. *International*
451 *Journal of Contemporary Hospitality Management*, 22(4), 500-516.
- 452 Baggio, R., & Klobas, J. (2017). *Quantitative Methods in Tourism: A Handbook* (II ed.). Bristol,
453 UK: Channel View.
- 454 Baggio, R., & Sainaghi, R. (2011). Complex and chaotic tourism systems: towards a
455 quantitative approach. *International Journal of Contemporary Hospitality*
456 *Management*, 23(6), 840-861.
- 457 Baggio, R., & Sainaghi, R. (2016). Mapping time series into networks as a tool to assess the
458 complex dynamics of tourism systems. *Tourism Management*, 54, 23-33.
- 459 Barney, J. B. (1986). Strategic factor markets: Expectations, luck, and business strategy.
460 *Management Science*, 32(10), 1231-1241.
- 461 Belk, R. (2007). Why not share rather than own? *The Annals of the American Academy of*
462 *Political and Social Science*, 611(1), 126-140.
- 463 Benckendorff, P., & Zehrer, A. (2013). A network analysis of tourism research. *Annals of*
464 *Tourism Research*, 43, 121-149.
- 465 Blondel, V. D., Guillaume, J. L., Lambiotte, R., & Lefebvre, E. (2008). Fast unfolding of
466 communities in large networks. *Journal of Statistical Mechanics*, P10008.
- 467 Bock, G. W., Zmud, R. W., Kim, Y. G., & Lee, J. N. (2005). Behavioral intention formation in
468 knowledge sharing: Examining the roles of extrinsic motivators, social-psychological
469 forces, and organizational climate. *MIS quarterly*, 29(1), 87-111.
- 470 Bontis, N., Janošević, S., & Dženopoljac, V. (2015). Intellectual capital in Serbia's hotel
471 industry. *International Journal of Contemporary Hospitality Management*, 27(6), 1365-
472 1384.
- 473 Campopiano, G., Minola, T., & Sainaghi, R. (2016). Students Climbing the Entrepreneurial
474 Ladder: Family Social Capital and Environment-related Motives in Hospitality and
475 Tourism. *International Journal of Contemporary Hospitality Management*, 28(6),
476 1115-1136.
- 477 Cardillo, A., Scellato, S., & Latora, V. (2006). A topological analysis of scientific coauthorship
478 networks. *Physica A*, 372, 333-339.
- 479 Carvell, S. A., Canina, L., & Sturman, M. C. (2016). A comparison of the performance of brand-
480 affiliated and unaffiliated hotel properties. *Cornell Hospitality Quarterly*, 57(2), 193-
481 201.

- 482 Chan, E. S., & Hsu, C. H. (2016). Environmental management research in hospitality.
483 *International Journal of Contemporary Hospitality Management*, 28(5), 886-923.
- 484 Chaves, M. S., Gomes, R., & Pedron, C. (2012). Analysing reviews in the Web 2.0: Small and
485 medium hotels in Portugal. *Tourism Management*, 33(5), 1286-1287.
- 486 Chiang, C. F., & Hsieh, T. S. (2012). The impacts of perceived organizational support and
487 psychological empowerment on job performance: The mediating effects of
488 organizational citizenship behavior. *International Journal of Hospitality Management*,
489 31(1), 180-190.
- 490 Claver-Cortés, E., Molina-Azorín, J. F., & Pereira-Moliner, J. (2006). Strategic groups in the
491 hospitality industry: intergroup and intragroup performance differences in Alicante,
492 Spain. *Tourism Management*, 27(6), 1101-1116.
- 493 d'Angella, F., De Carlo, M., & Sainaghi, R. (2010). Archetypes of destination governance: a
494 comparison of international destinations. *Tourism Review*, 65(4), 61-73.
- 495 Deloitte. (2016). *The hotel of the future*.
496 [https://www2.deloitte.com/content/dam/Deloitte/us/Documents/consumer-](https://www2.deloitte.com/content/dam/Deloitte/us/Documents/consumer-business/us-cb-the-hotel-of-the-future.pdf)
497 [business/us-cb-the-hotel-of-the-future.pdf](https://www2.deloitte.com/content/dam/Deloitte/us/Documents/consumer-business/us-cb-the-hotel-of-the-future.pdf).
- 498 Dredge, D., & Gyimóthy, S. (2015). The collaborative economy and tourism: Critical
499 perspectives, questionable claims and silenced voices. *Tourism Recreation Research*,
500 40(3), 286-302.
- 501 EY. (2016). *Global hospitality insights: top 10 thoughts for 2016*.
502 <http://www.ey.com/gl/en/industries/real-estate/ey-global-hospitality-insights-2016>.
- 503 Felson, M., & Spaeth, J. L. (1978). Community structure and collaborative consumption: A
504 routine activity approach. *American Behavioral Scientist*, 21(4), 614-624.
- 505 Figueroa-Domecq, C., Pritchard, A., Segovia-Pérez, M., Morgan, N., & Villacé-Molinero, T.
506 (2015). Tourism gender research: A critical accounting. *Annals of Tourism Research*,
507 52, 87-103.
- 508 Fortunato, S. (2010). Community detection in graphs. *Physics Reports*, 486(3-5), 75-174.
- 509 Garrido-Moreno, A., Lockett, N., & García-Morales, V. (2014). Paving the way for CRM
510 success: The mediating role of knowledge management and organizational
511 commitment. *Information & Management*, 51(8), 1031-1042.
- 512 Giritlioglu, I., Jones, E., & Avcikurt, C. (2014). Measuring food and beverage service quality
513 in spa hotels: A case study in Balıkesir, Turkey. *International Journal of Contemporary*
514 *Hospitality Management*, 26(2), 183-204.
- 515 Gomezelj, D. O. (2016). A systematic review of research on innovation in hospitality and
516 tourism. *International Journal of Contemporary Hospitality Management*, 28(3), 516-
517 558.
- 518 Great Britain. Department for Business, E. a. (2017). *Building our industrial strategy: green*
519 *paper*.
- 520 Guchait, P., Simons, T., & Pasamehmetoglu, A. (2016). Error recovery performance: the impact
521 of leader behavioral integrity and job satisfaction. *Cornell Hospitality Quarterly*, 57(2),
522 150-161.
- 523 Guttentag, D. (2015). Airbnb: disruptive innovation and the rise of an informal tourism
524 accommodation sector. *Current issues in Tourism*, 18(12), 1192-1217.
- 525 Hanson, B., Mattila, A. S., O'Neill, J. W., & Kim, Y. (2009). Hotel rebranding and rescaling
526 effects on financial performance. *Cornell Hospitality Quarterly*, 50(3), 360-370.
- 527 Heras-Saizarbitoria, I., Arana, G., & Boiral, O. (2015). Do ISO 9001-certified hotels get a
528 higher customer rating than non-certified ones? *International Journal of Hospitality*
529 *Management*, 51, 138-146.

- 530 Hon, A. H., & Chan, W. W. (2012). Team creative performance: The roles of empowering
531 leadership, creative-related motivation, and task interdependence. *Cornell Hospitality*
532 *Quarterly*, 54(2), 199-210.
- 533 Howey, R. M., Savage, K. S., Verbeeten, M. J., & Van Hoof, H. B. (1999). Tourism and
534 hospitality research journals: Cross-citations among research communities. *Tourism*
535 *Management*, 20(1), 133-139.
- 536 Hu, C., & Racherla, P. (2008). Visual representation of knowledge networks: A social network
537 analysis of hospitality research domain. *International Journal of Hospitality*
538 *Management*, 27(2), 302-312.
- 539 Jackson, L. A., & Qu, H. (2008). A Conceptual Framework for Managing Lodging Brands: A
540 Balanced-Scorecard Approach. *Journal of Quality Assurance in Hospitality & Tourism*,
541 9(2), 108-134.
- 542 Jang, S., & Park, K. (2011). Hospitality finance research during recent two decades: subjects,
543 methodologies, and citations. *International Journal of Contemporary Hospitality*
544 *Management*, 23(4), 479-497.
- 545 Karatepe, O. M. (2014). Hope, work engagement, and organizationally valued performance
546 outcomes: an empirical study in the hotel industry. *Journal of Hospitality Marketing &*
547 *Management*, 23(6), 678-698.
- 548 Karatepe, O. M. (2015). The effects of family support and work engagement on
549 organizationally valued job outcomes. *Turizam: znanstveno-stručni časopis*, 63(4), 447-
550 464.
- 551 Karatepe, O. M., & Karatepe, T. (2009). Role stress, emotional exhaustion, and turnover
552 intentions: does organizational tenure in hotels matter? *Journal of Human Resources in*
553 *Hospitality & Tourism*, 9(1), 1-16.
- 554 Karatepe, O. M., & Kilic, H. (2007). Relationships of supervisor support and conflicts in the
555 work-family interface with the selected job outcomes of frontline employees. *Tourism*
556 *management*, 28(1), 238-252.
- 557 Karatepe, O. M., & Nkendong, R. A. (2014). The relationship between customer-related social
558 stressors and job outcomes: the mediating role of emotional exhaustion. *Ekonomska*
559 *istraživanja*, 27(1), 414-426.
- 560 Karatepe, O. M., & Tizabi, L. Z. (2011). Work-related depression in the hotel industry: a study
561 in the United Arab Emirates. *International Journal of Contemporary Hospitality*
562 *Management*, 23(5), 608-623.
- 563 Karatepe, O. M., Beirami, E., Bouzari, M., & Safavi, H. P. (2014). Does work engagement
564 mediate the effects of challenge stressors on job outcomes? Evidence from the hotel
565 industry. *International Journal of Hospitality Management*, 36, 14-22.
- 566 Kayaman, R., & Arasli, H. (2007). Customer based brand equity: evidence from the hotel
567 industry. *Managing Service Quality: An International Journal*, 17(1), 92-109.
- 568 Kazlauskaitė, R., Buciuniene, I., & Turauskas, L. (2011). Organisational and psychological
569 empowerment in the HRM-performance linkage. *Employee Relations*, 34(2), 138-158.
- 570 Kim, H. B., & Kim, W. G. (2005). The relationship between brand equity and firms'
571 performance in luxury hotels and chain restaurants. *Tourism management*, 26(4), 549-
572 560.
- 573 Kim, T. T., & Lee, G. (2013). Hospitality employee knowledge-sharing behaviors in the
574 relationship between goal orientations and service innovative behavior. *International*
575 *Journal of Hospitality Management*, 34, 324-337.
- 576 Kim, T., & Lee, G. (2012). A modified and extended Triandis model for the enablers-process-
577 outcomes relationship in hotel employees' knowledge sharing. *The service industries*
578 *journal*, 32(13), 2059-2090.

- 579 King, C. (2010). "One size doesn't fit all" Tourism and hospitality employees' response to
580 internal brand management. *International Journal of Contemporary Hospitality*
581 *Management*, 22(4), 517-534.
- 582 Köseoglu, M. A., Sehitoglu, Y., & Craft, J. (2015). Academic foundations of hospitality
583 management research with an emerging country focus: A citation and co-citation
584 analysis. *International Journal of Hospitality Management*, 45, 130-144.
- 585 Kwak, W. J., & Kim, H. K. (2015). Servant leadership and customer service quality at Korean
586 hotels: Multilevel organizational citizenship behavior as a mediator. *Social Behavior*
587 *and Personality: an international journal*, 43(8), 1287-1298.
- 588 Lane, J., & Woodworth, R. M. (2016). *The sharing economy checks in: An analysis of Airbnb*
589 *in the US*. CBRE Hotels' Americas Research.
- 590 Li, L. (2008). A review of entrepreneurship research published in the hospitality and tourism
591 management journals. *Tourism Management*, 29(5), 1013–1022.
- 592 Lo, Y. H. (2013). Stakeholder management in the Chinese hotel industry: the antecedents and
593 impacts. *International Journal of Contemporary Hospitality Management*, 25(4), 470-
594 490.
- 595 Lucas, R., & Deery, M. (2004). Significant developments and emerging issues in human
596 resource management. *International Journal of Hospitality Management*, 23(5), 459-
597 472.
- 598 Mauri, A. G., & Minazzi, R. (2013). Web reviews influence on expectations and purchasing
599 intentions of hotel potential customers. *International Journal of Hospitality*
600 *Management*, 34, 99-107.
- 601 Mauri, A. G., Minazzi, R., & Muccio, S. (2013). A review of literature on the gaps model on
602 service quality: a 3-decades period: 1985–2013. *International Business Research*, 6(12),
603 134-144.
- 604 Mohammed, A. A., Rashid, B. B., & Tahir, S. B. (2014). Customer relationship management
605 (CRM) Technology and organization performance: is marketing capability a missing
606 link? an empirical study in the Malaysian hotel industry. *Asian Social Science*, 10(9),
607 197-212.
- 608 Molz, J. G. (2013). Social networking technologies and the moral economy of alternative
609 tourism: The case of couchsurfing.org. *Annals of tourism research*, 43, 210-230.
- 610 Mwaura, G., Sutton, J., & Roberts, D. (1998). Corporate and national culture-an irreconcilable
611 dilemma for the hospitality manager? *International Journal of Contemporary*
612 *Hospitality Management*, 10(6), 212-220.
- 613 Nahapiet, J., & Ghoshal, S. (1998). Social capital, intellectual capital, and the organizational
614 advantage. *Academy of Management Review*, 23(2), 242-266.
- 615 O'Neill, J. W., & Carlback, M. (2011). Do brands matter? A comparison of branded and
616 independent hotels' performance during a full economic cycle. *International Journal of*
617 *Hospitality Management*, 30(3), 515-521.
- 618 O'Neill, J. W., Mattila, A. S., & Xiao, Q. (2006). Hotel guest satisfaction and brand
619 performance: The effect of franchising strategy. *Journal of Quality Assurance in*
620 *Hospitality & Tourism*, 7(3), 25-39.
- 621 Parasuraman, A., Zeithaml, V. A., & Berry, L. L. (1985). A conceptual model of service quality
622 and its implications for future research. *Journal of Marketing*, 49, 41-50.
- 623 Phillips, P. A. (1996). Strategic planning and business performance in the quoted UK hotel
624 sector: results of an exploratory study. *International Journal of Hospitality*
625 *Management*, 15(4), 347-362.
- 626 Phillips, P. A. (1999). Performance measurement systems and hotels: a new conceptual
627 framework. *International Journal of Hospitality Management*, 18(2), 171-182.

- 628 Phillips, P. A., & Moutinho, L. (2014). Critical review of strategic planning research in
629 hospitality and tourism. *Annals of Tourism Research*, 48, 96-120.
- 630 Phillips, P., Moutinho, L., & Godinho, P. (2018). Developing and testing a method to measure
631 academic societal impact. *Higher Education Quarterly*, 72(2), 121-140.
- 632 Phillips, P., Zigan, K., Silva, M. M., & Schegg, R. (2015). The interactive effects of online
633 reviews on the determinants of Swiss hotel performance: A neural network analysis.
634 *Tourism Management*, 50, 130-141.
- 635 Pizam, A. (2014). Peer-to-peer travel: Blessing or blight? *International Journal of Hospitality
636 Management*, 38, 118-119.
- 637 Pnevmatikoudi, K., & Stavrinoudis, T. (2016). Classification of hotel performance
638 measurement indicators presented in international scientific research. *European Journal
639 of Tourism Research*, 12, 82-98.
- 640 Punjaisri, K., Wilson, A., & Evanschitzky, H. (2009). Internal branding to influence employees'
641 brand promise delivery: a case study in Thailand. *Journal of Service Management*,
642 20(5), 561-579.
- 643 Racherla, P., & Hu, C. (2010). A social network perspective of tourism research collaborations.
644 *Annals of Tourism Research*, 37(4), 1012-1034.
- 645 Ramachandran, Y., Jordan, P. J., Troth, A. C., & Lawrence, S. A. (2011). Emotional
646 intelligence, emotional labour and organisational citizenship behaviour in service
647 environments. *International Journal of Work Organisation and Emotion*, 4(2), 136-157.
- 648 Rousseau, D. M. (2004). Psychological contracts in the workplace: Understanding the ties that
649 motivate. *The Academy of Management Executive*, 18(1), 120-127.
- 650 Sainaghi, R. (2006). From Contents to Processes: Versus a Dynamic Destination Management
651 Model (DDMM). *Tourism Management*, 27(5), 1053-1063.
- 652 Sainaghi, R. (2010a). Hotel performance: state of the art. *International Journal of
653 Contemporary Hospitality Management*, 22(7), 920-952.
- 654 Sainaghi, R. (2010b). A meta-analysis of hotel performance, Continental or worldwide style?
655 *Tourism Review*, 65(3), 46-69.
- 656 Sainaghi, R. (2011). RevPAR determinants of individual hotels: evidences from Milan.
657 *International Journal of Contemporary Hospitality Management*, 23(3), 297-311.
- 658 Sainaghi, R., & Baggio, R. (2014). Structural social capital and hotel performance: Is there a
659 link? *International Journal of Hospitality Management*, 37(2), 99-110.
- 660 Sainaghi, R., & Baggio, R. (2017). Complexity traits and dynamics of tourism destinations.
661 *Tourism Management*, 63, 368-382.
- 662 Sainaghi, R., & De Carlo, M. (2016). How to Create Destination Capabilities in the Field of
663 New Product Development. In H. Pechlaner, & E. Innerhofer, *Competence-Based
664 Innovation in Hospitality and Tourism* (p. 185-196). Routledge.
- 665 Sainaghi, R., & Mauri, A. (2018). The Milan World Expo 2015: hospitality operating
666 performance and seasonality effects. *International Journal of Hospitality Management*,
667 72, 32-46.
- 668 Sainaghi, R., Baggio, R., Phillips, P., & Mauri, A. (2018b). Hotel Performance and Research
669 Streams: A Network Cluster Analysis. *International Journal of Contemporary
670 Hospitality Management*, 30(8), In press.
- 671 Sainaghi, R., Mauri, A., & d'Angella, F. (2018). Decomposing seasonality in an urban
672 destination: the case of Milan. *Current Issues in Tourism*, In press, 1-6.
- 673 Sainaghi, R., Mauri, A., Ivanov, S., & D'Angella, F. (2018). Mega events and seasonality: The
674 case of the Milan World Expo 2015. *International Journal of Contemporary Hospitality
675 Management*, In press.

- 676 Sainaghi, R., Phillips, P., & Corti, V. (2013). Measuring hotel performance: Using a balanced
677 scorecard perspectives' approach. *International Journal of Hospitality Management*,
678 34(1), 150–159.
- 679 Sainaghi, R., Phillips, P., & d'Angella, F. (2018). The balanced scorecard of a new destination
680 product: Implications for lodging and skiing firms. *International Journal of Hospitality*
681 *Management*, In press.
- 682 Sainaghi, R., Phillips, P., & Zavarrone, E. (2017). Performance measurement in tourism firms:
683 A content analytical meta-approach. *Tourism Management*, 59, 36-56.
- 684 Sainaghi, R., Phillips, P., Baggio, R., & Mauri, A. (2018a). Cross-citation and authorship
685 analysis of hotel performance studies. *International Journal of Hospitality*
686 *Management*, 73, 75-84.
- 687 Salehzadeh, R., Pool, J. K., Lashaki, J. K., Dolati, H., & Jamkhaneh, H. B. (2015). Studying
688 the effect of spiritual leadership on organizational performance: an empirical study in
689 hotel industry. *International Journal of Culture, Tourism and Hospitality Research*,
690 9(3), 346-359.
- 691 Schaufeli, W. B., Salanova, M., González-Romá, V., & Bakker, A. B. (2002). The measurement
692 of engagement and burnout: A two sample confirmatory factor analytic approach.
693 *Journal of Happiness studies*, 3(1), 71-92.
- 694 Serrat, J. M. (2011). Quality of hotel service and consumer protection: A European contract
695 law approach. *Tourism Management*, 32(2), 277-287.
- 696 Sourouklis, C., & Tsagdis, D. (2013). Workforce diversity and hotel performance: A systematic
697 review and synthesis of the international empirical evidence. *International Journal of*
698 *Hospitality Management*, 34, 394-403.
- 699 Starkey, K., & Madan, P. (2001). Bridging the relevance gap: Aligning stakeholders in the
700 future of management research. *British Journal of management*, 12(SI), S1-S26.
- 701 STR. (2018, April 12). [http://www.hotelnewsnow.com/Articles/283839/Hoteliers-share-](http://www.hotelnewsnow.com/Articles/283839/Hoteliers-share-insights-on-the-industrys-future)
702 [insights-on-the-industrys-future](http://www.hotelnewsnow.com/Articles/283839/Hoteliers-share-insights-on-the-industrys-future).
- 703 Tsai, H., Cheung, C., & Lo, A. (2010). An exploratory study of the relationship between
704 customer-based casino brand equity and firm performance. *International journal of*
705 *hospitality management*, 29(4), 754-757.
- 706 Tsai, H., Pan, S., & Lee, J. (2011). Recent research in hospitality financial management.
707 *International Journal of Contemporary Hospitality Management*, 23(7), 941-971.
- 708 Tsai, M. C., & Lin, C. L. (2014). Bridge the Gaps: From Deficiency to Superior Service. *Asia*
709 *Pacific Journal of Tourism Research*, 19(4), 389-415.
- 710 Tsang, N., & Hsu, C. (2011). Thirty years of research on tourism and hospitality management
711 in China: a review and analysis of journal publications. *International Journal of*
712 *Hospitality Management*, 30(4), 886–896.
- 713 van der Zee, E., & Vanneste, D. (2015). Tourism networks unravelled; a review of the literature
714 on networks in tourism management studies. *Tourism Management Perspectives*, 15,
715 46-56.
- 716 Wang, F., Qiu, J., & Yu, H. (2012). Research on the cross-citation relationship of core authors
717 in scientometrics. *Scientometrics*, 91(3), 1011-1033.
- 718 Wei, X., Qu, H., & Ma, E. (2012). Decisive mechanism of organizational citizenship behavior
719 in the hotel industry—an application of economic game theory. *International Journal of*
720 *Hospitality Management*, 31(4), 1244-1253.
- 721 Wernerfelt, B. (1984). A resource-based view of the firm. *Strategic Management Journal*, 5(2),
722 171–180.
- 723 Wu, C. M., & Chen, T. J. (2015). Psychological contract fulfillment in the hotel workplace:
724 Empowering leadership, knowledge exchange, and service performance. *International*
725 *Journal of Hospitality Management*, 48, 27-38.

- 726 Xiao, H., & Smith, S. L. (2008). Knowledge impact an appraisal of tourism scholarship. *Annals*
727 *of Tourism Research*, 35(1), 62-83.
- 728 Xiao, Q., O'Neill, J. W., & Mattila, A. S. (2012). The role of hotel owners: the influence of
729 corporate strategies on hotel performance. *International Journal of Contemporary*
730 *Hospitality Management*, 24(1), 122-139.
- 731 Xu, B. J., & Chan, A. (2010). A conceptual framework of hotel experience and customer-based
732 brand equity: Some research questions and implications. *International Journal of*
733 *Contemporary Hospitality Management*, 22(2), 174-193.
- 734 Ye, Q., Li, T., & Law, R. (2013). A coauthorship network analysis of tourism and hospitality
735 research collaboration. *Journal of Hospitality & Tourism Research*, 37(1), 51-76.
- 736 Yuan, Y. Y., Tseng, Y. H., & Chang, C. Y. (2014). Tourism subfield identification via journal
737 clustering. *Annals of Tourism Research*, 47, 77-80.
- 738 Yuan, Y., Gretzel, U., & Tseng, Y. H. (2015). Revealing the nature of contemporary tourism
739 research: Extracting common subject areas through bibliographic coupling.
740 *International Journal of Tourism Research*, 17(5), 417-431.
- 741 Zeglal, D., & Zigan, K. (2013). Intellectual capital and its impact on business performance:
742 Evidences from the Jordanian hotel industry. *Tourism and Hospitality Research*, 13(2),
743 83-100.
- 744 Zhao, X., Mattila, A. S., & Ngan, N. N. (2014). The impact of frontline employees' work-
745 family conflict on customer satisfaction: The mediating role of exhaustion and
746 emotional displays. *Cornell Hospitality Quarterly*, 55(4), 422-432.
- 747