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Dynamic Capabilities in Hospitality and Tourism: A Review and Research Agenda

Konaklama ve Turizmde Dinamik Yetenekler: Bir İnceleme ve Araştırma Gündemi

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Abstract: The purpose of this study is to illuminate the processes through which dynamic capabilities (DC) operate in the hospitality and tourism industry. Dynamic capability related studies in hospitality and tourism are on the increase, especially in the last decade. However, no systematic assessment has been conducted on the mechanisms through which they are manifested and produce organizational outcomes. To achieve this end, the paper analyzes 20 years of research on dynamic capabilities in the hospitality and tourism literature by utilizing the Context-Intervention-Mechanism-Outcome (CIMO) framework. Then it describes how dynamic capabilities function to generate outcomes such as performance, sustainability and innovation. The findings identified eight different contexts that dynamic capabilities operate in. As a result, ten different interventions generate six groups of outcomes through nine types of mechanisms. All the relationships among these categories are highlighted and their significance is discussed. Lastly, the study suggests novel research questions to advance knowledge accumulation in this research field.

Keywords: Dinamik yetenekler, konaklama, turizm, CIMO çerçevesi.

Öz: Bu çalışmanın amacı, konaklama ve turizm endüstrisinde dinamik yeteneklerin (DC) işlediği süreçleri aydınlatmaktır. Otelcilik ve turizmde dinamik yeteneklerle ilgili çalışmalar, özellikle son on yılda artış göstermiştir. Bununla birlikte, ortaya çıktıkları ve örgütsel sonuçlar ürettikleri mekanizmalar hakkında sistematik bir değerlendirme yapılmamıştır. Bu amaca ulaşmak için, makale, Bağlam-Müdahale-Mekanizma-Sonuç (CIMO) çerçevesini kullanarak konaklama ve turizm literatüründe dinamik yetenekler üzerine yapılmış 20 yıllık araştırmayı analiz etmektedir. Daha sonra dinamik yeteneklerin performans, sürdürülebilirlik ve yenilikçilik gibi sonuçlar üretmek için nasıl işlev gördüğünü açıklamaktadır. Bulgular, dinamik yeteneklerin faaliyet gösterdiği sekiz farklı bağlam tanımlamıştır. Sonuç olarak, on farklı müdahale, dokuz mekanizma türü aracılığıyla altı grup sonuç üretmektedir. Bu kategoriler arasındaki tüm ilişkiler incelenip önemleri tartışılmıştır. Son olarak, çalışma, bu araştırma alanındaki bilgi birikimini ilerletmek için yeni araştırma soruları önermektedir.

Anahtar Kelimeler: Dynamic capabilities, hospitality, tourism, CIMO framework.

INTRODUCTION

The business environment has become less stable and predictable in recent years due to unprecedented crises on global scale. The COVID-19 outbreak and its consequences on supply chains,

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customer preferences and business relationships have exposed weaknesses in business models in many industries, including hospitality and tourism. The current state of business affairs is characterized by increased risk and uncertainty, shifting customer preferences and unreliable supply chains. As one of the industries that was hit the hardest by COVID-19 and its aftermath, hospitality and tourism sector is under intense pressure to envision more resilient and sustainable ways of doing business in a highly dynamic business environment. Therefore, hospitality and tourism firms face the pressing challenge of configuring dynamic capabilities to thrive in today's turbulent business landscape.

Dynamic capabilities (DC) approach has been one of the most influential frameworks in recent years to understand how firms establish competitive advantage in fast changing environments (Laaksonen & Peltoniemi, 2016). In their seminal work, Teece, Pisano, and Shuen (1997) define dynamic capabilities as an organization's ability to integrate, build, and reconfigure internal and external resources to respond to a rapidly changing environment (p.516). As an extension of the Resource-Based View (RBV) to dynamic competitive environments (Eisenhardt & Martin, 2000), DC approach shares the main assumptions of RBV. However, DC extends the view of firm from a mere bundle of resources to an entity with more agency to shape its environment (Eisenhardt & Martin, 2000). Sensing and seizing opportunities in the environment, and transforming the business are the main activities that managers perform to develop dynamic capabilities at the organizational level (Teece, Pisano & Shuen, 1997).

Considering its prevalence, it is no surprise that many scholars have employed the dynamic capabilities approach as a theoretical framework in their research pertaining to hospitality and tourism. As a result, a significant body of research on DC in the hospitality and tourism context has accumulated. The DC studies in hospitality and tourism exhibit a fragmented structure in terms of their research questions, methodologies and findings. However, scant attempts have been made towards integrating this literature. While Kruesi & Bazelmans (2022) were the only researchers that systematically reviewed RBV related hospitality and tourism studies, they did not focus on dynamic capabilities. Lack of DC related reviews and the increasing attention to this approach call for new review studies in the area. With the current momentum of DC research in hospitality and tourism, it is timely for a review that integrates the literature and provides guidance for future research. To the best of the author's knowledge, this is the first literature review that focuses exclusively on dynamic capabilities in hospitality and tourism.

In this paper, I propose a state-of-the-art consolidation of the dynamic capabilities literature in hospitality and tourism, and seek answers to the following research questions in order to advance the debate on this topic:

- 1) What are the key characteristics of DC research in hospitality and tourism?
- 2) How do dynamic capabilities operate in hospitality and tourism context?
- 3) What are the implications for future research opportunities?

To achieve this aim, I systematically review the current literature using a variation of the systematic literature review method, namely Context-Intervention-Mechanism-Outcome (CIMO) framework outlined by Denyer et al. (2008).

The rest of the study is organized as follows. Methodological decisions are explained in the next section. Then, findings on how dynamic capabilities function in hospitality and tourism are shared and discussed. After this part, suggestions for future research are provided. Lastly, the conclusion part includes the last remarks and limitations of the study.

METHODOLOGY

This study employs the systematic literature review method described by Tranfield et al (2003). Systematic literature review offers transparency and comparability and is commonly used in management studies due to its many advantages (Petticrew & Roberts, 2008). Denyer et al. (2008) offers the Context-Intervention-Mechanism-Outcome framework, a new variation on the systematic literature review design. In the CIMO framework, context refers to the surrounding environment around a phenomenon, intervention refers to the effect of the phenomenon on individual or firm behavior,

mechanism refers to the series of processes through which intervention happens, and outcomes refer to the consequences obtained as a result of the phenomenon (Denyer et al., 2008) Through CIMO analysis, researchers can identify the mechanisms that lead to the emergence of a phenomenon—in this study how dynamic capabilities operate in hospitality and tourism—by examining the contexts in which they operate, the interventions they introduce in the form of new organizational capabilities, and their consequences in the form of improvement in performance, sustainability and innovation outcomes.

The first step was building a comprehensive database of DC articles in hospitality and tourism. To achieve this, I set certain criteria to include articles in the sample. Firstly, I excluded studies that were not published in academic journals because journal articles are subject to more meticulous evaluation procedures. Second, I used the search terms “dynamic capabilities” and “hospitality” and “hotel” and “tourism” in Scopus and Web of Science databases. These search terms returned 143 results in total. After this step, I carefully examined the articles and excluded the ones that are not directly related to dynamic capabilities in hospitality and tourism. Following this procedure, 99 articles that were published between 2002-2022 constituted the final sample.

After the sample selection phase, I read each article carefully in order to classify them based on the research topics. In addition, each article was dissected to its relevant concepts according to the CIMO framework.

FINDINGS

In this part, I draw a general picture of the dynamic capabilities literature in hospitality and tourism by presenting its characteristics.

First, the articles were examined according to their journals and publication years. As seen in Table 1, International Journal of Hospitality Management and Tourism Management are the leading journals in terms of number of articles (n=6). They are followed by International Journal of Contemporary Hospitality Management, Sustainability and International Journal of Tourism Research, which contain 5, 4 and 4 articles respectively.

Table 1. *Number of Articles by Journals*

#	Journal Title	Article Count
1	International Journal of Contemporary Hospitality Management	5
2	International Journal of Hospitality Management	6
3	International Journal of Tourism Research	4
4	Journal of Sustainable Tourism	3
5	Journal of Travel Research	3
6	Sustainability (Switzerland)	4
7	Tourism and Hospitality Management	3
8	Tourism and Hospitality Research	3
9	Tourism Management	6
10	OTHERS	62
11	TOTAL	99

In Figure 1, a sharp increase in the number of articles after 2017 stands out. Although dynamic capabilities constitute a mature research field that generated a vast amount of knowledge, hospitality and tourism scholars have only shown interest in the topic in the last five years.

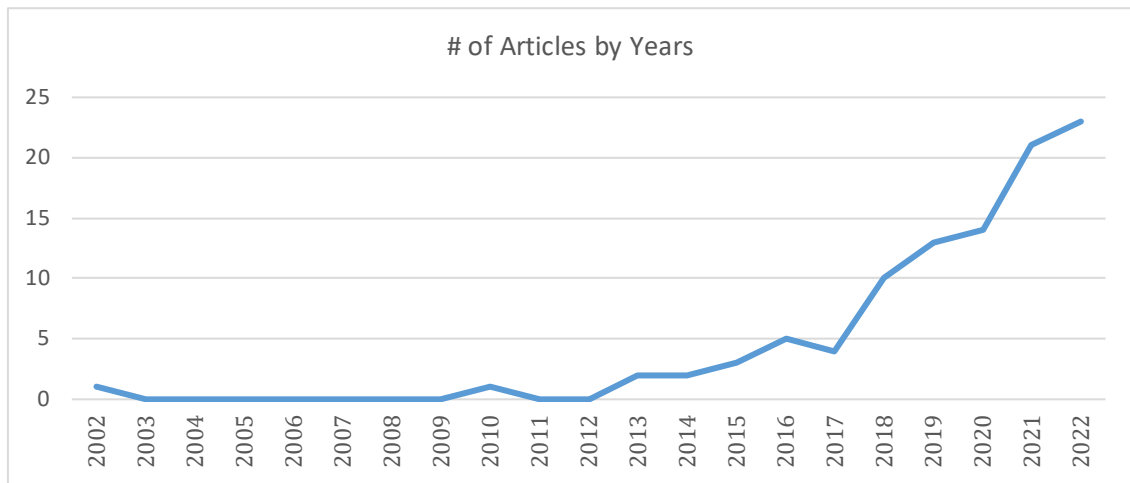


Figure 1. Number of Articles by Years

After providing descriptive trends in the literature, I thematically analyzed the articles and classified them based on their research topics. The research topics, contexts and main findings of the articles are summarized in Table 2. We observe that studies on dynamic capabilities and firm performance make up the most crowded group (n=15). This group is followed by dynamic capability building (n=13), dynamic capabilities and innovation (n=12), dynamic capabilities and sustainability (n=10), dynamic capabilities and resilience (n=10).

Table 2. Article Topics, Research Contexts and Main Findings

Research Topic	Context	Main Findings	Representative Studies
Dynamic capability building (n=13)	Hotels	Cooperation among hotels improve their absorptive, innovative and adaptive capabilities.	Wilke et al. (2019); Nieves, Quintana & Osorio (2016); Nieves & Haller (2014); Gjelsvik (2002);
		Knowledge-building activities greatly improve dynamic capabilities that lead to better innovation in hotels.	
		Hotels can build a foundation for developing dynamic capabilities through upgrading their knowledge and skill bases.	
		Having full-time employment contracts instead of employing part-time workers improves hotels' organizational learning capabilities.	
	Restaurants	Restaurants should have a proactive approach to strategy development in order to build new dynamic capabilities	Alonso-Almeida, Bremser & Llach (2015)
Tourism firms	Tourism firms	Organizational culture mediates the relationship between between managerial characteristics and dynamic capability building.	Krupskyi & Grinko (2018); Mandal, Korasiga & Das (2017); Bogodistov et al. (2017)
		Managers' learning, relationship building and leadership skills are fundamental capabilities required for dynamic capability construction.	
		Tourism firms' seizing and reconfiguration capabilities increase through higher gender diversity.	

Research Topic	Context	Main Findings	Representative Studies
Foundations of dynamic capabilities (n=4)	Hotel chains	Customer orientation and engagement, R&D management, decentralized organizational structure and ambidexterity are micro foundations of dynamic capabilities in hotel chains.	Costa & Pereira (2019)
	Tourism organizations	Dynamic capabilities are positively associated with human capital, organizational learning, environmental dynamism, and digital marketing.	Nguyen, Pham & Freeman (2022)
	Family firms	Family boards and family management tools are critical enablers of innovation capabilities development	Camison-Zornoza et al. (2020)
Dynamic capabilities and crisis management (n=7)	Hospitality firms	Cluster of reconfiguring capabilities increase organizational resilience in times of crisis.	Alonso et al. (2022)
	Tourism organizations	During disasters, tourism organizations need knowledge-based, human-related, relational and slack resources to build dynamic capabilities.	Jiang, Ritchie & Verreyne (2021)
Dynamic capabilities and competitiveness (n=7)	Travel agencies	Travel agencies acquire new dynamic capabilities and become more competitive when they shift their focus to offer tourism packages to the incoming customer segment.	Abrate et al. (2020); Liu et al. (2018)
		Establishing shared goals can facilitate the development of collective dynamic capabilities and social capital in a travel agency ecosystem.	
	Tourism firms	Coordination and marketing capabilities are key performance boosters for firms embedded in a tourism district.	Camison et al. (2016)
Dynamic capabilities and innovation (n=12)	Hotels	Dynamic capabilities have a larger positive impact on customer relationships when market dynamism is high.	Cheraghalizadeh, Olya & Tumer (2021)
	Hotels	Learning capabilities are important in transforming knowledge resources into innovation in the medical tourism sector. Coordination and sensing capabilities mediate the relationship between knowledge acquisition and innovation.	Edgar et al. (2022); Ziyae, Sadeghi & Golmohammadi (2022)
		Technology adoption, workforce training and infrastructure updates are the most important dynamic capabilities for hotel service innovation.	
	Tourism SMEs	Through learning, entrepreneurs transform to be active elements that contribute to the dynamic capabilities of the firm across the innovation process.	Williams, Rodríguez Sánchez & Skokic (2021)
	Tourism ecosystem	Local tourism associations develop sustainable tourism products by innovatively integrating dynamic capabilities and resources.	Shrestha & L'Espoir Decosta (2021)
	Hotel chains	Expertise in knowledge management enables hotel chains to achieve a higher degree of internationalization and organizational ambidexterity	Ubeda-Garcia et al. (2021)
Dynamic capabilities and performance (n=15)	Hotels	Big data strategies combined with big data strategies create analytics capabilities that enhance competitive advantage and performance.	Horng et al. (2022); Marco-Lajara et al. (2021); Pattanasing,

Research Topic	Context	Main Findings	Representative Studies
		Dynamic capabilities positively and significantly affect hotel performance and this relationship is mediated by innovation capability	Aujirapongpan & Srimai (2019)
		High-performance organization meditates the relationship between dynamic capabilities and performance	
	Tourism SMEs	Resource flexibility and organizational learning are significant dynamic capabilities that affect performance	Santra (2017); Ngo, Phan & Vu (2021)
		Dynamic capabilities connect social CRM capabilities to firm performance. Social media use in combination with other capabilities generates better firm performance.	
	Tourism destinations	Information technologies indirectly improve performance by enhancing dynamic capabilities.	Jiang & McCabe (2021)
Dynamic capabilities and resilience (n=10)	Hotel supply chains	Supply chain agility mediates the relationship between seizing, transformation, and resilience in hotels	Hussain & Malik (2022)
	Hotels	Dynamic capabilities significantly affect organizational resilience and moderate the relationship between organizational resilience and sustainable tourism	Wided (2022)
	Tourism supply chains	Organizational resources should be evaluated as a capability that enable tourism supply chain resilience	Roy, Amar & Mandal (2016)
	Tourism firms	IT capability is an essential enabler for tourism agility and resilience	Mandal (2019)
Dynamic capabilities and social capital (n=3)	Hotels	External relationships and the capability to detect changes in the environment determine the introduction of innovations in this sector	Nieves (2014)
	Tourism firms	Network capabilities important enablers in developing core competencies	Denicolai, Cioccarelli & Zucchella (2010)
Dynamic capabilities and human resources management (n=4)	Hotels	Job satisfaction and leader-member exchange positively impact dynamic capabilities in hotels	Eşitti & Kasap (2020)
Dynamic capabilities and sustainability (n=10)	Tourism ecosystem	Wine tourism destinations should prepare for the future through reconfiguration and continuous renewal to achieve sustainability and adapt to socioeconomic and demographic changes in the macro environment	Alonso & Kok (2021)
	Hotels	Environmental dynamic capabilities positively influence both eco-innovation and performance	Del Rosario Reyes-Santiago, Sánchez-Medina & Díaz-Pichardo (2019)
	Hotel chains	Organizational learning capabilities enable green competitive advantage while technology sensing/response does not have the same effect	Leonidou et al. (2015)
	Tourism organizations	Capability building of tourism organizations are positively affected by sustainability standards	Surmeier (2020)

Research Topic	Context	Main Findings	Representative Studies
Dynamic capabilities and strategy (n=7)	Hotels	Sensing, learning, integrating and coordinating capabilities enabled hotels to adjust their technology strategies	Liu & Yang (2021)
	Tourism destinations	Network capabilities shape operating routines by integrating, building, and reconfiguring the resources and capabilities of various actors in a tourism destination.	Murray, Lynch & Foley (2022)
	Tourism SMEs	Managerial and organizational capabilities complementarily facilitate the internationalization of tourism SMEs	Bianchi & Stoian (2022)
Dynamic capabilities and tourism ecosystems (n=7)	Tourism destinations	Interaction of absorption, adaptation and innovation capabilities maintain sustainable ecotourism in tourism clusters	Rodríguez, Baron & Martínez (2020)

The classification of articles according to their topics and findings provides an overall summary of the literature. However, in order to understand how dynamic capabilities operate in hospitality and tourism requires a closer look at different processes. To achieve this, context-intervention-mechanism-outcome (CIMO) analysis was conducted as stated above. CIMO logic provides prescriptive knowledge about cause and effect. In other words, CIMO logic proposes this: if you want to obtain a certain outcome (O) in a certain context (C), use certain interventions (I).

Context refers to the environmental factors that induce the observation of certain behaviors (Denyer et al. 2008). In this study, the context is the organizational environment in which dynamic capabilities operate. Context analysis revealed eight organizational contexts in which dynamic capabilities operate: individual hotels (n=36), hotel chains (n=4), tourism ecosystems (n=18), hospitality firms other than hotels (n=11), tourism firms (n=10), tourism SMEs (n=5), tourism organizations (n=5) and travel agencies (n=2).

Figure 2 shows how contexts, interventions, mechanisms and outcomes interact in dynamic capabilities literature in hospitality and tourism. Considering the range of organizational and interorganizational processes where dynamic capabilities operate, there is not a clear distinction among the roles of dynamic capabilities in this framework. In many studies in the sample, dynamic capabilities operate as interventions. This is especially the case in studies which focus on the relationship between dynamic capabilities and performance, sustainability, competitiveness and innovation. Many other studies employ dynamic capabilities as mechanisms through which other interventions are linked to performance outcomes. And lastly, dynamic capabilities may also be desired outcomes. This is the case in most studies under the dynamic capability building topic group.

The figure shows that dynamic capabilities are located at the center of many relationships as a mechanism and intervention. But outcomes are mostly focused on performance related variables.

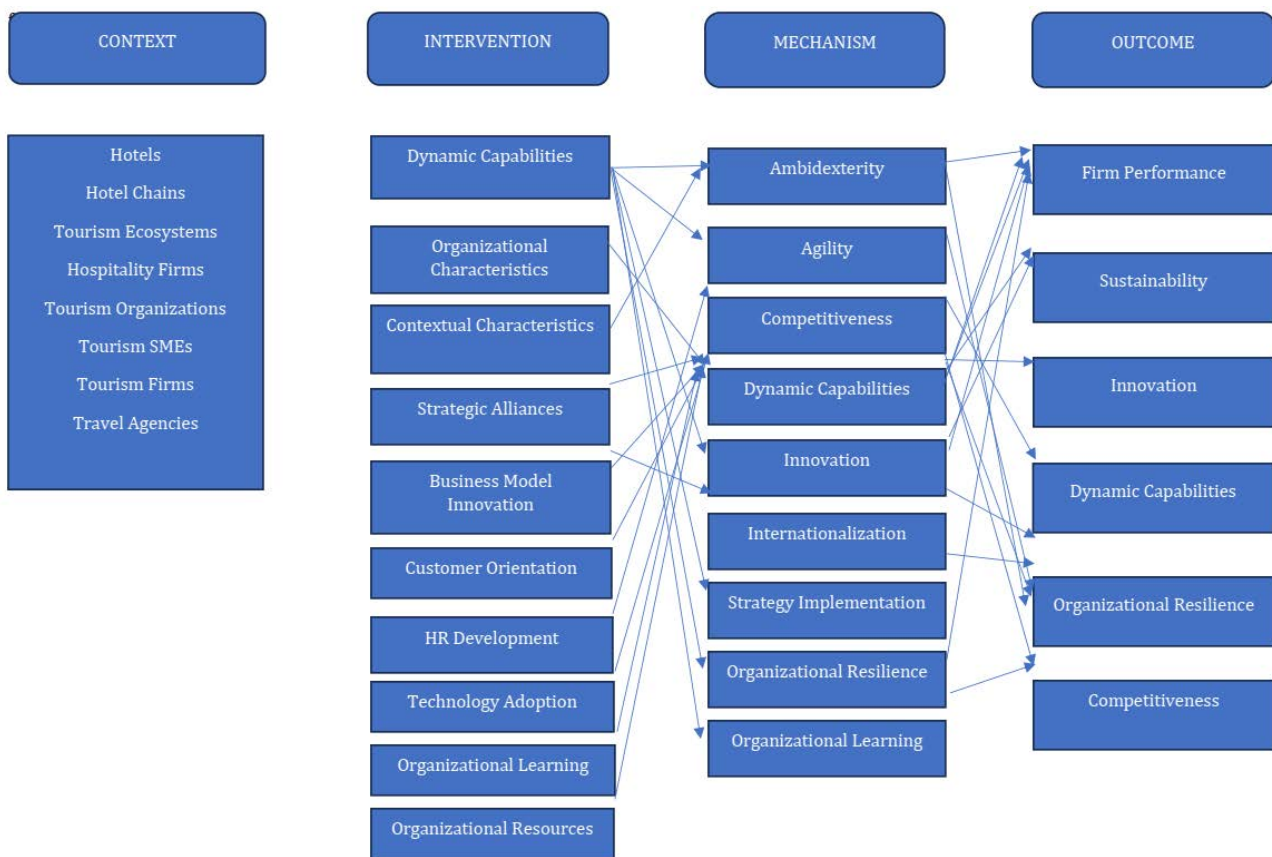


Figure 2. *CIMO Analysis Results*

DISCUSSION

Dynamic capabilities research in hospitality and tourism was classified based on different characteristics and the functioning of dynamic capabilities was illuminated through unearthing various mechanisms. In this section, the findings of the study will be discussed and new avenues for future research will be suggested. In addition, sample research questions for future researchers are provided in Table 3.

Table 3. *Suggestions For Future Research*

Type Of Future Contributions	Sample Research Questions
Dynamic Capability Topics	How do human resource practices relate to dynamic capability building?
	What are human resource related dynamic capabilities and how do they contribute to sustainability and resilience?
	Where do micro-foundations of dynamic capabilities lie in an organization?
	How do micro-foundations interact to build dynamic capabilities in an organization?
	How do dynamic capabilities affect and be affected from interorganizational relationships?
	Do boundary spanning activities contribute to dynamic capabilities?
Dynamic Capability Contexts	What kind of dynamic capabilities does social capital support the most?
	How do family firms build and maintain dynamic capabilities in hospitality and tourism?
	What type of dynamic capabilities help SME internationalization in hospitality and tourism?
	How does national institutional contexts affect dynamic capabilities of hospitality and tourism firms?
	What kind of impediments do SMEs face in dynamic capability building and implementation?

Dynamic Capability Outcomes	What kind of organizational characteristics are related with successful dynamic capability building?
	What kind of dynamic capabilities are more conducive to innovation in turbulent environments?
	What kind of dynamic capabilities enable hospitality and tourism firms to navigate institutional pressures that stem from sustainability challenges?
	How do hospitality and tourism firms utilize their dynamic capabilities in their sustainability initiatives?

Future research suggestions are evaluated in three groups: DC topics, DC contexts and DC outcomes. First of all, when the research topic classification is considered, we see that some categories did not receive much attention. For example, there are only a few studies on micro-foundations of dynamic capabilities and how dynamic capabilities are associated with social capital and human resource management. These topics present fresh areas for the advancement of knowledge accumulation.

Second, some contexts in hospitality and tourism have been overlooked in DC studies. Most studies have been conducted in hotels, tourism organizations, tourism ecosystems and hospitality firms. However, studies on SMEs and family firms are rare. Future research should address the idiosyncratic characteristics of these types of firms in shaping their dynamic capability processes. Another important point is, there are no studies on how institutional contexts affect dynamic capabilities. Especially cross-country case studies are needed in this field.

Third, CIMO analysis shows that dynamic capabilities have been employed as an intervention or mechanism in most studies. But only a few studies focus on dynamic capabilities as outcomes. This is also consistent with the low number of studies on DC micro-foundations. This situation calls for additional studies on the foundations of DC in hospitality and tourism. In addition, the most widely studied outcome is performance and it is followed by organizational resilience. However, today's challenges and stakeholder expectations necessitate more focus on sustainability and innovation. Therefore, future research should address how dynamic capabilities influence sustainability and innovation in hospitality and tourism.

CONCLUSION

Dynamic capabilities research in hospitality and tourism has generated a considerable body of knowledge. This study aimed to provide a systematic review of this literature and suggest future research avenues. The study is different from its peers with its novel approach that applies the CIMO framework to the literature in order to provide a closer focus on dynamic capability processes.

The study set out to answer three research questions. The answer to the first research question is provided by the findings on research topics, main findings and longitudinal development of DC research in hospitality and tourism. The second research question is addressed by the CIMO analysis which shed light on the particular processes through which dynamic capabilities operate. The third research question is answered by pinpointing the gaps in the literature and suggesting research questions that will potentially lead to fruitful debates.

By addressing these research questions, this study provides three types of contributions to the literature. Firstly, to the best of the author's knowledge, this is the first systematic review that exclusively focuses on dynamic capabilities in the hospitality and tourism industry. Second, the study is the first to employ the CIMO framework in examining detailed processes through which dynamic capabilities operate. And lastly, the study pinpoints important gaps in the literature and suggests novel research questions that will contribute to the advancement of knowledge in this area.

Dynamic capabilities constitute an important subfield of research in strategic management. It has important implications for firm survival and competitiveness, as well as environmental sustainability challenges. Understanding how dynamic capabilities operate in the hospitality and tourism industry will contribute greatly to both theory and practice. Managing dynamic capabilities in hospitality and tourism remains a significant challenge due to the knowledge gaps. My study sought to illuminate this gap

through a novel methodology and provided important contributions. Future research should improve the understanding on this phenomenon by utilizing original research questions provided by this study.

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