

TOURISM'S KNOWLEDGE QUOTIENT: A BIBLIOMETRIC ANALYSIS OF KNOWLEDGE MANAGEMENT, ORGANIZATIONAL LEARNING, AND COMPETITIVENESS

Emese Eszter Horváth

Doctoral School of Economics and Regional Sciences Magyar Agrár- És Élettudományi Egyetem

Abstract

In the dynamic landscape of today's global economy, adaptability and innovation have become paramount for businesses to thrive. This paper delves into the pivotal role of knowledge management and organizational learning in enhancing an organization's competitiveness. Knowledge management involves the creation, sharing, utilization, and administration of knowledge and information within an organization. Effectively managed knowledge empowers organizations to capitalize on existing expertise, foster new knowledge and skills, and gain a competitive edge. On the other hand, organizational learning pertains to the process of acquiring, generating, and applying knowledge to enhance an organization's performance. A learning organization actively fosters knowledge sharing and continuous adaptation to changing circumstances.

Business enterprise competitiveness signifies an organization's ability to outperform its rivals by achieving superior outcomes in areas like profitability, market share, customer satisfaction, and essential performance metrics. Similarly, in the context of the tourism and hospitality sector, tourism business enterprise competitiveness encompasses the capability to outshine competitors by delivering superior results in profitability, market presence, customer contentment, and other key performance indicators. A competitive tourism enterprise leverages its resources, capabilities, and knowledge to create distinctive value propositions for its customers, thereby maintaining a sustainable competitive advantage over time.

Keywords: Knowledge Management, Organizational Learning, Competitiveness, Tourism Enterprise Sustainable Advantage

1. Introduction

In today's fast-paced, global economy, businesses must be able to adapt quickly to changing market conditions, technological advancements, and shifting consumer preferences. To achieve long-term success, organizations must be able to efficiently produce existing products and services while also developing new ones and adapting to changing circumstances. Knowledge management and organizational learning are two critical factors that can help organizations achieve these goals, and ultimately enhance their competitiveness. Knowledge management refers to the process of creating, sharing, using, and managing knowledge and information within an organization (Nonaka & Takeuchi, 1995). Effective knowledge management can help organizations leverage their existing knowledge and expertise, develop new knowledge and skills, and ultimately gain a competitive advantage. Organizational learning, on the other hand, refers to the process of creating, acquiring, and applying knowledge to improve an organization's performance (Garvin, 1993). A learning organization is one that actively promotes learning and knowledge sharing among its members and continuously adapts to changing circumstances. Whereas business enterprise competitiveness refers to an organization's ability to outperform its challengers by achieving superior results in terms of profitability, market share,

customer satisfaction, and other key performance indicators (Porter, 1990). Similarly, tourism business enterprise competitiveness would then refer to an establishment's ability to surpass its competitors in the tourism and hospitality sector by achieving superior results in terms of profitability, market share, customer satisfaction, and other key performance indicators. A competitive tourism enterprise, therefore is one that is able to leverage its resources, capabilities, and knowledge to create unique value propositions for its customers and maintain a sustainable competitive advantage over time (Porter, 1990; Barney, 1991; Buhalis & Costa, 2006).

The relationship between knowledge management, organizational learning, and business enterprise competitiveness has been the subject of extensive research. Past studies (Argote, 2013; Alavi & Leidner, 2001; Argote & Ingram, 2000; Garvin, 2000; Nonaka & Takeuchi, 1995; Grant, 1996; Hitt et al., 2001; Teece et al., 1997) have examined the various factors that contribute to successful knowledge management and organizational learning initiatives, as well as the impact of these initiatives on business performance and competitiveness. To this respect, researchers focused on understanding the factors that contribute to business enterprise competitiveness and identified one important factor as the organization's ability to effectively manage its knowledge and learning processes (Argote, 2013). Knowledge management and organizational learning can help organizations develop new products and services, respond to changing market conditions, and enhance their overall competitiveness (Alavi & Leidner, 2001). Moreover, recent studies have continued to explore the factors that contribute to successful knowledge management and organizational learning initiatives, as well as their impact on business performance and competitiveness. These studies have identified several important factors, including leadership support, organizational culture, knowledge sharing practices, and the use of appropriate technology (Alavi & Leidner, 2001; Chen & Huang, 2017; Fang et al., 2020; Wang & Noe, 2010).

Furthermore, the impact of knowledge management and organizational learning on business performance and competitiveness has been consistently demonstrated, with benefits such as improved innovation, enhanced customer satisfaction, and increased financial performance (Holsapple & Singh, 2001; Kim et al., 2018; Tsai & Chen, 2019). Nevertheless, there has been limited or close to no studies in recent years, in relation to business enterprises in the tourism and hospitality sector. As seen, Knowledge management (KM), organizational learning (OL), and business enterprise competitiveness are three interrelated concepts that have received minimal attention in the literature of hospitality, leisure, sports and tourism (HLST) over the past few decades. The purpose of this study is to provide a scientific productivity overview on the HLST literature on KM, OL, and business enterprise competitiveness based of the Web of Science (WoS) database, specifically by examining the scientific publications that have had the most significant outcome in terms of most relevant sources, annual scientific production, countries, and cited authors. The study also sought to explore the theoretical structure of the field of study by using co-word analysis of keyword co-occurrences in the bibliographic collection and visualizing bibliographic networks as well as examine the usefulness of bibliographic network matrices to map the intellectual structural context and assess scientific collaborations.

The use of database and observational methods in business and management research has become increasingly widespread due to advancements in databases like Web of Science. These databases play a crucial role in establishing credible scientific guidelines and procedures (So et al., 2015). Bibliometric analysis can reveal valuable insights into the impact of research in business and management fields and guide future studies to contribute to the overall body of knowledge. Bibliometric analysis combines different elements and approaches to analyze citations of scholarly publications. This leads to the development of various measurements to understand the intellectual structure of an academic

discipline. It involves evaluating the output of scientific journals, studies, and researchers (Ponce & Lozano, 2010). Web of Science (WoS) is a structured database that indexes selected publications from various disciplines and includes a popular tool, the Science Citation Index, developed by the Institute for Scientific Information (ISI) in 1962 and later acquired by Thomson Reuters (Tsai et al., 2006). This tool has made it easier to conduct bibliometric studies and evaluate research groups, publications, and journals within a database (Garfield, 1972; Thelwall, 2008). The number of paper publications and the number of references received are two main indicators of the significance of a research area (Ida and Fukuzawa, 2013; Wildgaard, 2015). There is usually a positive correlation between the number of references a paper receives and the overall scrutiny of its quality (Marks, 2001). Although all these studies improve our understanding of KM research, namely Serenko (2013), a brief summary of this work reveals that most KM researchers are not familiar with prior literature from a Scientometric perspective. To this perspicacity, it was also established that no study attempted to explore KM, OL and competitiveness particularly in the tourism management field.

2. Literature Review

The field of Business, Economics, and Management has a research area known as Knowledge Management that is believed to promote an environment of knowledge creation, development, transfer, and sharing within an organization to enhance competitiveness. The study aimed to identify the main research topics and interests in the areas of knowledge management, organizational learning, and competitiveness of business enterprises in the tourism industry. This was done through a bibliometric analysis of the Web of Science (WoS) database's core collection category of hospitality, leisure, sports, and tourism. Bibliometric analysis is a quantitative evaluation of bibliographic materials that provides an overview of a research field through the analysis of papers, authors, and journals.

The study provides a bibliometric summary of research published on the science of knowledge management, organizational learning, and competitiveness of small and medium-sized tourism business enterprises in the WoS database. The goal of the study was to determine the most relevant research topics in these fields and the recent trends based on the statistics from the WoS database.

The literature reviewed includes studies on knowledge transfer, internalization, and isomorphism in franchise networks, as well as the importance of knowledge management initiatives for competitive advantage in service firms. One study focuses on the use of online meetings to inspire tourism experts. The studies draw on various theories and methods, including institutional and organizational learning theories, alliance literature, and case studies. The studies highlight factors such as partner-specific variables, relational management, and common distinctiveness as essential to knowledge transfer and knowledge creation in different contexts. The studies by Acevedo et al. (2021) and Alejandro et al. (2022) suggest that while most research on knowledge transfer has focused on the implementation of organizational knowledge as a positive outcome, internalization of knowledge by the recipient organization has been less explored. Aquino & de Castro (2017), Aurindo & Machado (2020), Bezova & Azara (2021), Bisani et al. (2022), and Bjork (2012) use institutional and organizational learning theories to assess in what way knowledge transfer procedures promotes the development of isomorphism in franchise networks, and by what means does the attributes of franchise collaborators impact this method. An investigation in Turkey finds that explicit knowledge transfer aids in realizing coercive isomorphism, while tacit knowledge transfer supports mimetic isomorphism. The study identifies and evaluates antecedents, contextual factors, and inter-organizational processes that influence knowledge transfer in international hotel master franchise agreements from the perspective of both franchisors and franchisees. The study underlines the relative value of partnerspecific variables and relational management in knowledge transfer evolution, also the significance of shared character

as an antecedent to knowledge transfer. Brookes (2014), Brookes & Altinay (2017), Buckley (2020), and Carrillo-Hidalgo & Pulido-Fernandez (2021) suggest that knowledge management ingenuities are critical for attaining competitive advantage in service firms and features' the position of social networking and knowledge creation capabilities and affordances of online environments to support tourism professionals. Finally, studies by Chalkiti & Sigala (2008), Cho & Johanson (2008), Cobo-De-Guzman et al. (2018), Cristofaro et al. (2020), Czernek (2017), and de Lima & Monteiro (2009) contribute to our understanding of knowledge transfer in various contexts.

Schenk et al. (2015) also conducted a study on "the knowledge management and transfer (KM/KT) process of domestic and international sports events", with a focus on developing a specific, extensive KM/KT process. Findings emphasized the importance of tailored knowledge and individuals' tacit knowledge. The KM/KT processes were found to evolve in sophistication from the domestic to international events, with a generic process developed for all events. The lifespan of the organizing committee may impact the effectiveness and benefits of the KM/KT process. The study demonstrates the potential transferability of KM/KT findings between event levels. Scott and Ding (2008) note that exploration is often regarded as a antecedent to economic realization and innovation, although from a knowledge management standpoint, it is just one point of a scheme that includes knowledge production, implementation, and improvement. When tourism involves intangible cultural heritage, knowledge transfer can impact the authenticity of the heritage. Knowledge transfer occurs through presenting the heritage to tourists, as well as through codifying it in museums and training tour guides. These situations can pose challenges to authenticity, ultimately affecting the competitiveness of the destination.

Epistemological studies have been deemed disconnected from the reality of tourism, leading to a call for the use of the systemic approach as a theoretical basis for scientific studies in tourism. Planning has been a prominent theme in academic publications, with a need for further analysis of methodological proposals and the use of the systemic approach in tourism planning. (Garcia-Almeida, 2019; Gonzalez et al., 2021; Guimaraes et al., 2021; Hameed et al., 2021; Happ et al., 2021; Hernandez et al., 2019). Guimaraes et al. (2021) note that the systemic approach is a commonly used theory as an epistemological basis for scientific studies in the area of tourism, particularly in relation to tourism planning. Meanwhile, the applications and opportunities for ecommerce are increasing and Huang et al. (2009) suggest that the key to survival in this competitive environment is knowing how to make use of unique features of the Internet to maximize advantages and profits. Clustering is believed to positively influence workgroup identity and knowledge sharing behaviors and outcomes for an organization (Larkin, 2020; Lee & Cranage, 2017). Knowledge sharing is critical to the success of international hotel joint venture partners (Magnini, 2008; Mauri & Barbera, 2007).

Traditionally the issue of Accessible Tourism attempted to consider people with disabilities' demands regarding the practice of tourism. However, little has been disclosed concerning manager's perception or knowledge about the phenomenon Soler et al., (2019); the opinions held by Chinese international students at one Australian university regarding the importance of teamwork skills for entry-level positions in the Chinese hotel industry and the development of these skills, Sonnenschein, (2021); Suntikul et al., (2009); Vij, (2019).

The distribution and sharing of knowledge between universities and industry has long been established as problematic; this has also been identified as an issue for tourism, Walters & Ruhanen, (2019); Wiltshier, (2020); Wong & Lai, (2018); influence of marketing learning intention, personal motivation and absorptive capacity of marketing knowledge on the acquisition of tacit marketing knowledge and this in turn on the transfer of tacit knowledge of marketing between the employees of small and medium

size hotels Zapata & Arroyo, (2017); Zhang et al., (2022). Buhalis and Law (2008) discuss the state of eTourism research, and the progress made in the field over the past 20 years. Choi, Lee, and Yoon (2010) investigate the antecedents and consequences of relationship quality in the hotel industry. Kim and Bowen (2002) study the effects of quality, value, and customer satisfaction on behavioral intentions in service environments. Xiang, Du, Ma, and Fan (2017) conduct a comparative analysis of major online review platforms and their implications for social media analytics in hospitality and tourism.

A number of bibliometric studies have been conducted in various disciplines, including medicine, education, and business management, as well as in certain areas such as entrepreneurship and global studies (Baier-Fuentes et al., (2018); Rey-Martí et al., 2016). Some journals that have applied this methodology include Information Sciences (Merigo et al., 2018), the European Journal of Marketing (Martínez-Lopez et al., 2018), the International Journal of Uncertainty, Fuzziness and Knowledge-Based Systems (Wang et al., 2018), the Journal of Business Research (Merigo et al., 2015), and the International Journal of Physical Distribution and Logistics Management (Ellinger and Chapman, 2016). The study reviewed previous research in the science of Business

Management, including Qiu & Lv (2014), Schultze and Stabell (2004), Guo & Sheffield (2008), Kane (2006), Rezazadeh Mehrizi & Bontis (2009), Karami, Rowley & Analoui (2006), Bjørnson & Dingsøyr (2008), Schultze and Leidner (2002), and Gu (2004). Additionally, a comprehensive study by Scandura and Williams (2000) conducted a systematic review of management research by examining published articles to explore the development and evolution of knowledge management processes.

Recently, research on bibliometrics in knowledge management (KM) has focused on topics such as essay topics, repetition, key words, and international cooperation (Serenko and Bontis, 2013a, 2013b; Serenko and Dumay, 2015; Qiu and Lv, 2014). However, a significant drawback of these studies is their reliance on a single subject matter, "knowledge management", when searching for articles in the WoS database. This limits the sample size and ability to capture more relevant KM studies. Other studies have attempted to identify and evaluate effective KM practices, but these papers tend to be limited in scope and do not cover a broad range of KM topics (Nonaka and Peltokorpi, 2006; Serenko, Bontis, Booker, Sadeddin, and Hardie, 2010; Ponzi, 2002;). Another cluster of research is literature review, where previous studies have attempted to synthesize knowledge management research. For instance, Crilly, Jashapara, and Ferlie (2009) performed a literature review of selected KM studies, Wang, Li, and Liang (2020) explore the relationship between knowledge sharing, social support, and innovation performance in the hotel industry. while Nicolini et al. (2008) examined KM studies in the healthcare sector.

Despite the contributions of these studies to our understanding of KM research, this study highlights that many KM researchers are not familiar with prior literature from a scientometric perspective. Furthermore, there is a lack of studies exploring the scientific production of the relationship between KM, organizational learning (OL), and business enterprise competitiveness in the tourism management field. To address this gap, this study aims to identify the key players and trends in KM, OL, and competitiveness studies in the tourism management field. To achieve this, the study examines scientific publications based on factors such as annual scientific production, most cited sources, authors, and countries. Additionally, the study employs co-word analysis to map the abstract structural context and visualize bibliographic networks, network matrices, and scientific collaborations. The study also looks at various themes such as the country of origin, year of publication, number of authors, number of references, keywords, research areas, and publication journals. The methodology, results, inferences, and suggestions for future research will be discussed in the following sections.

3. Methodology

The tourism and hospitality sector is one of the fastest growing industries globally. In recent years, the application of knowledge management (KM), organisational learning (OL) and business enterprise competitiveness has gained significant attention in this sector. The aim of this study is to deliver an overview of KM, OL and business enterprise competitiveness in the tourism and hospitality sector, based on literature from 1975 to 2022 in the web of science database. Initial run of the search string TS=(((("knowledge management*" or ("knowledge capture*" or ("knowledge storage*" or ("knowledge sharing*" or ("knowledge creation*" or "knowledge use*" or "knowledge usage*" or "tacit knowledge*" or "explicit knowledge*" or "factual knowledge*" or "conceptual knowledge*" or "procedural knowledge*" or "metacognitive knowledge*" or "knowledge exchange*" or "knowledge generation*" or "conceptual knowledge*" or "factual knowledge*" or "procedural knowledge*" or "metacognitive knowledge*" or "knowledge integration*" or "knowledge retention*" or "know-how*" or "knowwhat*" or "know-who*" or ("knowledge creation*" or ("knowledge transfer*" or ("knowledge utilization*") and ("organizational learning*" or "learning organization*" or "workplace learning*" or "collective learning*") and ("firm competitiveness *" or "business competitive advantage*" or "enterprise absolute advantage*" or "business competitiveness*" or "enterprise competitiveness*") and ("tourism business enterprises*" or "tourism enterprise*"))))))) provided 86, 742 results from Web of Science Core Collection. However these was refined as follows: Citation Topics Meso results 6.3 Management or 6.11 Education & Educational Research or 4.48 Knowledge Engineering & Representation or 6.86 Human Geography or 6.223 Hospitality, Leisure, Sport & Tourism or 6.10 Economics and the year 2023 is Excluded for publication years. Document Types included article or review Article and Proceeding Paper or Early Access or Book Chapters, or Retracted Publication or Data Paper were excluded giving 267 articles as the final sample result.

From a sample of 267 articles the study focuses to derive outcomes on the annual scientific production, the most relevant sources, cited authors, countries and the theoretical structure of the field of study. The current study employs bibliometric and scientometric methods to analyze and explore a large volume of data in scientific databases, with the aim of understanding the flow of investigations in the field of knowledge management (KM), organizational learning (OL), and business enterprise competitiveness in tourism management. The methodology has improved over the years, thanks to technological advancements in communication and information (Merigo et al., 2015a). Bibliometric analysis offers the ability to assess the productivity and scientific impact of different collections of scientific actors, such as authors, countries, and universities (Durieux and Gevenois, 2010). The study adopts both performance analysis and science mapping analysis to provide a complete profiling of the field of KM, OL, and business enterprise competitiveness. Performance analysis involves the measurement of impact using quality indicators, structural indicators to measure scientific actor connectivity, and productivity measurement, which is used to envision qualitative and quantitative differences in a given discipline or research area (Durieux and Gevenois, 2010). Science mapping analysis focuses on showing the structural and dynamic patterns of scientific research and aims to assess different collections of scientific actors (Cobo et al., 2011). The structural indicators allow for the observation and formation of relationships among the diverse actors within a particular scientific discipline or body (Barabasi et al., 2002).

3.0 Data Analysis and Results

3.1 Descriptive Analysis

Descriptive analysis is a statistical method used to summarize and describe the main features of a dataset. It provides clear and concise understanding of the data by summarizing and presenting the

data in a meaningful and understandable manner as shown in Table 1. This helps in understanding the basic information and characteristics of the data and is a necessary step before conducting any further analysis. The dataset provides valuable insights into the research trends and collaborations in the covered timespan. The static annual growth rate suggests a consistent research focus. The high average citation rate of 17.64 indicates that the research is impactful and has received recognition in the academic community. The large number of references (15267) highlights the extensive research undertaken to produce these documents. The use of 669 Keywords Plus and 1,002 Author's Keywords suggests that there is a diverse range of topics covered in the dataset. The presence of single-authored documents by 44 authors and an average of 2.67 co-authors per document shows that the research was undertaken by a mix of independent and collaborative researchers. The high percentage (28.84%) of international co-authorships suggests that there is significant global collaboration in this field. The majority of the documents (250) being articles and only 17 being reviews suggest that the research is more focused on primary research rather than reviewing existing literature. This indicates that the research is active, and new ideas are being generated in the field. The dataset provides a comprehensive overview of research trends and collaborations of KM OL and TBE in the business and management field. It highlights the importance of research collaboration and the impact of research in the academic community. The presence of diverse keywords and the focus on primary desk research indicates that the field is continuously evolving and producing new ideas, as expounded on in the following sections.

Table 1. MAIN INFORMATION

Description	Results
Timespan	2001:2023
Sources (Journals, Books, etc)	66
Documents	267
Annual Growth Rate %	0
Document Average Age	5.4
Average citations per doc	17.64
References	15267
DOCUMENT CONTENTS	
Keywords Plus (ID)	669
Author's Keywords (DE)	1002
AUTHORS	
Authors	640
Authors of single-authored docs	44
AUTHORS COLLABORATION	
Single-authored docs	45
Co-Authors per Doc	2.67
International co-authorships %	28.84

DOCUMENT TYPES

Article

250

Review

17

3.2 Performance Analysis

This analysis was used to measure the impact, connectivity and productivity of scientific actors such as authors, countries, and universities. It uses quality indicators, structural indicators, and productivity measurement to assess the field of study or journal.

3.2.1 Annual Scientific Production

Figure 1. Illustrates the annual scientific production of KM, OL, and TBE from 2001 to 2022. The figure reveals that the production of articles in these fields appeared to have a sluggish pace from 2001 to 2006 with a slight increment up to 2009, followed by a slight drop, then a rise and fall again in subsequent years. Notably, a sharp increase was observed in 2016, which remained consistent for some time before slightly dropping in 2019

and gradually increasing up to 2022.

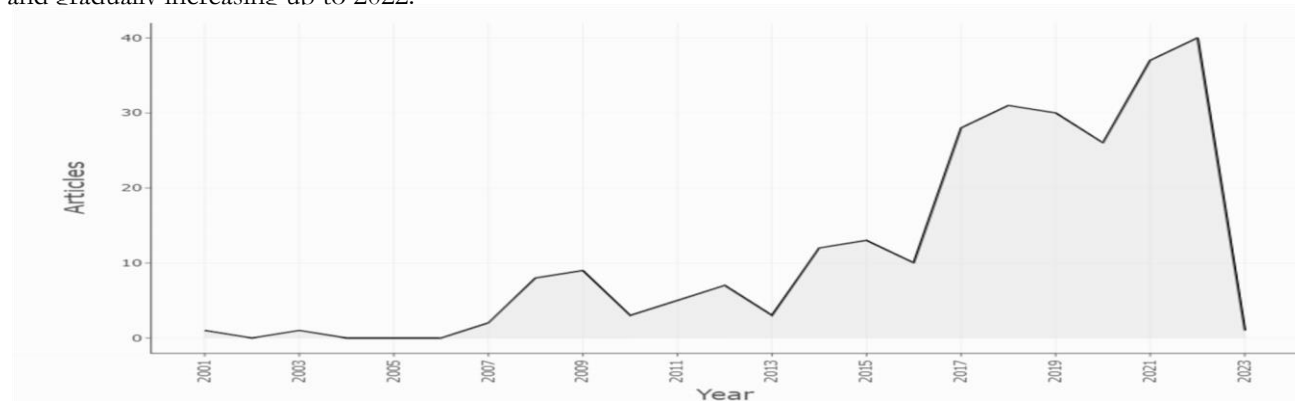


Figure 1: Annual Scientific Production KM OL TBE, Source, Researcher 2023

3.2.2 Average Citation per Year KM OL TBE 2001_22. Source: Researcher, 2023.

Like the annual scientific production, the Average Citation Per Year in Figure 2 displays a slow pace between 2001 and 2007, followed by a sharp increase and a period of consistency from 2007 to 2010. The rate then experiences a slight decline and another steep ascent, which is followed by a decrease until 2015. The rate then rises again until 2016 but drops significantly until 2018, with a slight rise observed in 2019. It then shows a consistent increase until 2022. Average Citation Per Year KM OL TBE 2001_22. However, it should be noted that citation trends can be influenced by various factors, such as the quality and impact of the publications, the research topics and methodologies, the authors and affiliations, and the publication locations.

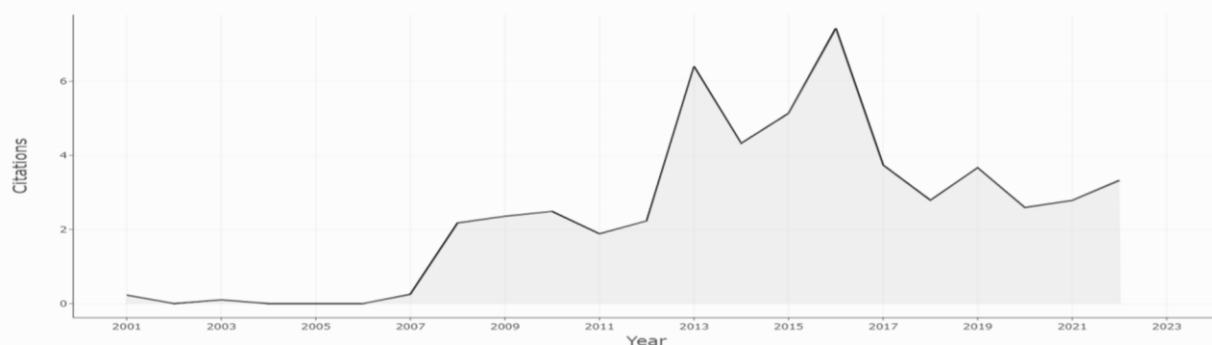


Figure 2: Average Citation Per Year KM OL TBE 2001_22

3.2.3 Three-Field Plot KM OL TBE 2001_22

As a bibliometric analysis tool, the Three-Field Plot is utilized to visualize the distribution of scientific articles among three categories, which in most cases are disciplines, journals, and authors/countries. It serves as a useful tool in examining the relationships among sources, journals, keywords (plus) and disciplines as show in Figure 3 and allows for a quick identification of the most productive authors/countries and journals in a specific field. The plot is capable of displaying the distribution of scientific articles across a given discipline, classifying areas of interest and interdisciplinary research, as well as pinpointing the most prolific countries and journals in a given field as shown in Figure 3. The figure demonstrates that the Asia Pacific Journal of Tourism Research is the most used journal source, with the top three countries being China, Spain, and Australia, respectively. The most frequently occurring keywords are management, performance, and knowledge management.

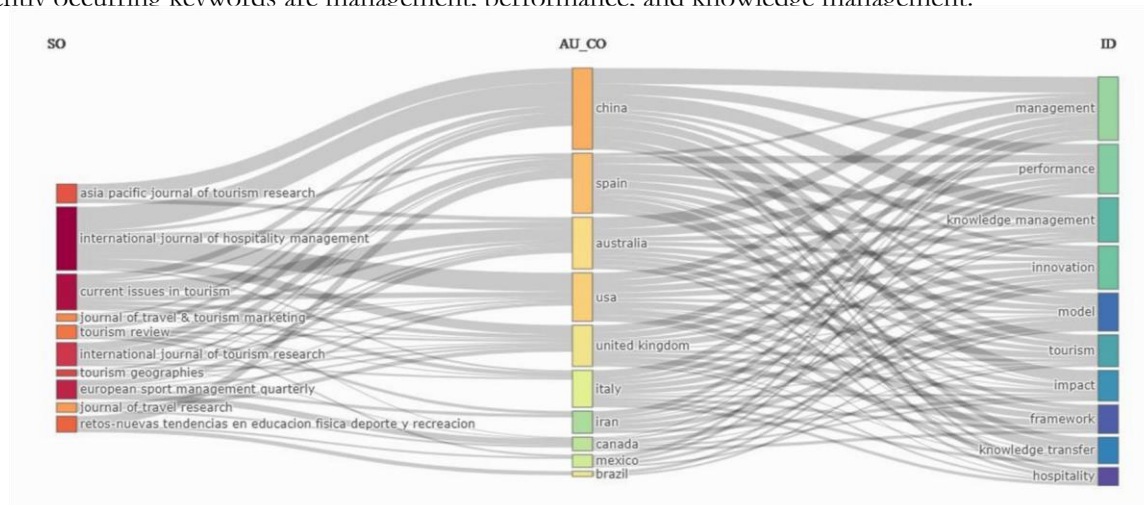


Figure 3: The Three-Field Plot KM OL TBE 2001_23, Sources Researcher, 2023

3.2.4 Source clustering through Bradford's Law

However, as indicated in Figure, 4 the core journals in KM OL TBE from 2001 to 2022 based on source clustering through Bradford's Law highlights, International Journal of Hospitality as a core source in the area of study, followed by Current Issues in Tourism, European Sports Management Quarterly and International Journal of Tourism Research respectively. Bradford's Law is a principle that describes the distribution of information in a collection or dataset, was first introduced by Samuel C. Bradford, who observed the pattern in the distribution of scientific journals in the early 20th century (Bradford, 1934). The law states that for any subject area in this case KM OL TBE, there will be a core set of journals or

information sources that are highly relevant and frequently cited as shown in Figure, 4; followed by a secondary set of sources that are less relevant but still useful, and finally a large set of sources that are rarely cited (Burrell, 2017).

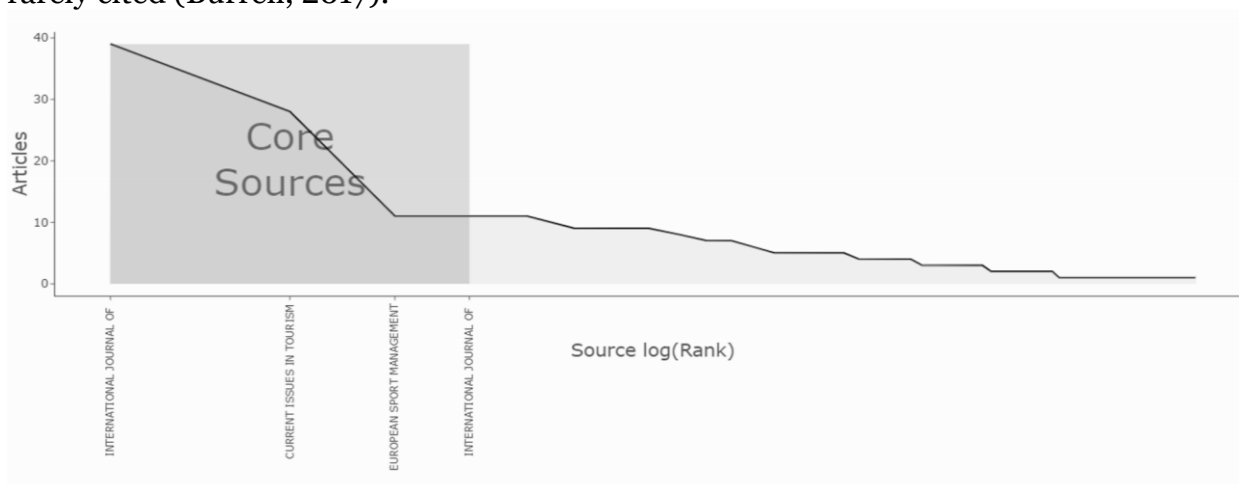


Figure 4: Bradford's Law KM OL TBE Source clustering

3.2.5. The Most Local Cited Sources and the Most Global Cited Documents

The Most Local Cited Sources (from Reference Lists) as show on Figure 5, refers to a bibliometric analysis approach that identifies the sources most frequently cited within a particular research area, or field of study. It is usually performed by analyzing the reference lists of scientific publications and determining the sources that are most frequently cited by authors within a given field in this case KM OL TBE. This approach provides an overview of the most influential and relevant sources in KM OL TBE area of research according to the study is tourism management with 903 local citations. In addition. This can be used to identify the main theories, methods, and findings in KM OL TBE. It can also be useful in tracking the development of a field over time and identifying emerging trends and areas for future research.

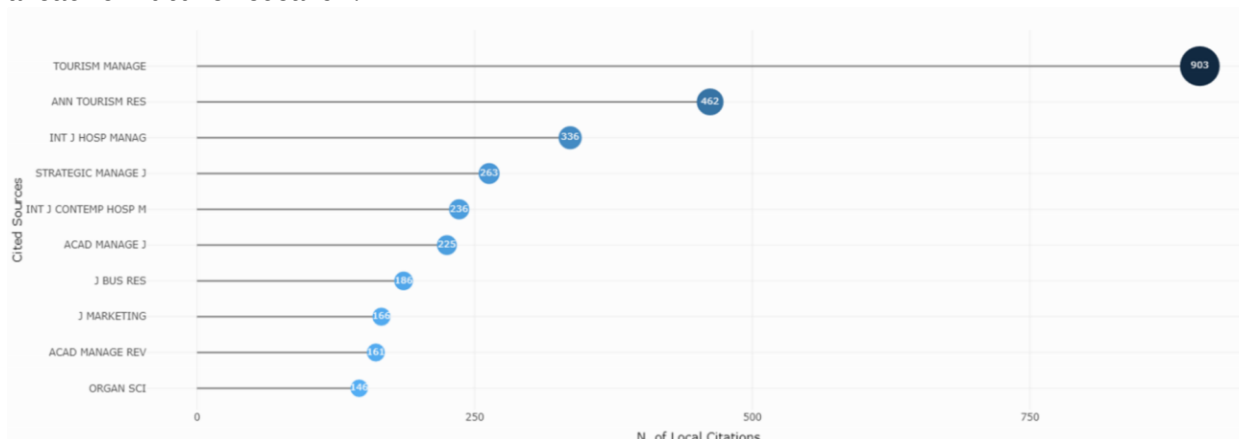


Figure 5: The Most Local Cited Sources

On the other hand The top three Most Global Cited Documents as illustrated in figure 6. are Zhao HD (2016), international journal in hospitality management with 191 global citations, Kim TT (2013), also from international

journal in hospitality management with 179 global citations. Followed by Law R (2013), travel and tour marketing.

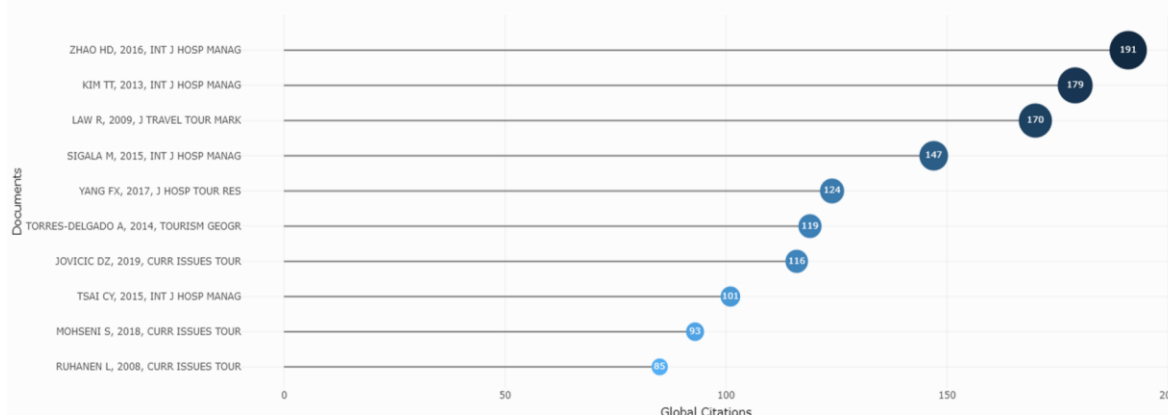


Figure 6: The Most Global Cited Documents KM OL TBE 2001-2023; Source, Researcher, 2023.

3.2.6 M-Index Impact Measure

The m-index is a variation of the h-index that is designed to address one of the limitations of the h-index, which is that it tends to increase with career length. The m-index shows the h-index per year since a researcher's first publication, making it useful for comparing researchers with very different career lengths within a field. In this study according to (Figure. 7) the top three journal impact measure based on the m-index is as follows international journal of hospitality management (1.19), tourism review (1) and current issues in tourism (0.94).

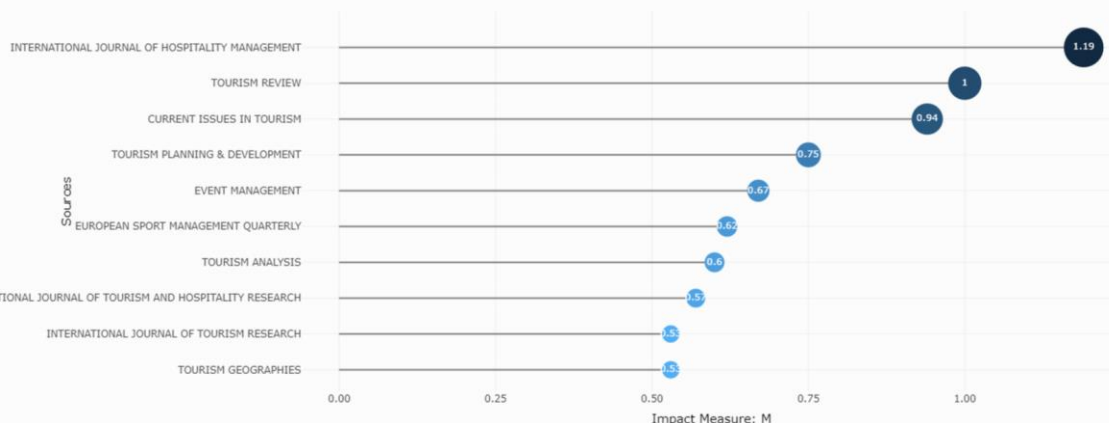


Figure 7: M-Index Impact Measure. KM OL TBE 2001-2022; Source, Researcher, 2023

The h-index is a metric used to evaluate the scientific productivity and impact of a researcher or scholar. It was first proposed by Jorge Hirsch in 2005. The h-index is calculated by considering the number of articles a researcher has published and the number of citations these articles have received. The h-index is defined as the highest number 'h' such that a researcher has published 'h' articles that have received at least 'h' citations each. The h-index provides a rough estimate of the impact and influence of a researcher's work. It can be used to compare the productivity and impact of researchers in the same field or across different fields.

3.3 Science Mapping Analysis

On the other hand, science mapping analysis offers a comprehensive and dynamic perspective on scientific research by examining collections of scientific actors through an intellectual, conceptual and social structure network and factorial approach. This approach focuses on co-occurrence network

thematic maps, thematic evolution, co-citation networks, and conceptual structure maps to provide insights into the structural and dynamic aspects of the findings (Durieux and Gevenois, 2010; Cobo et al., 2011) as follows.

3.3.1 Intellectual Conceptual Structure

a. Co-occurrence Network based on Keyword Plus

Based on the co-occurrence network of keywords in (Figure. 10), it seems that the most predominant areas of research interest in the study area of KM OL and TBE include management, performance, tourism, knowledge management, innovation, and knowledge transfer. The inclusion of tourism as a keyword suggests that there is a focus on understanding how knowledge management and organizational learning can be applied in the tourism industry to enhance performance and innovation. Moreover, the presence of keywords such as knowledge management, innovation, and knowledge transfer suggest that researchers are interested in understanding how these concepts can be used to improve performance and promote innovation within the context of KM OL and TBE. Generally, it appears that there is a strong interest in understanding how knowledge management and organizational learning can be applied in the context of tourism and hospitality to drive performance and innovation.



Figure 8: Co-occurrence Network based on Keyword Plus KM OL TBE 2001_22. Source: Researcher, 2023.

b. Thematic Map

This section provides an overview of the four quadrants in the thematic map diagram used to analyze research themes in KM OL and TBE as illustrated in (Figure, 9). In the upper-right quadrant, the themes represent the primary foundations of the research field, with high internal development and external linkage. These themes include management, performance, moderating and mediating roles, knowledge, and grounded theory. The upper-left quadrant contains themes that are highly developed but isolated, including people sharing economy, tourism development, image, segmentation, companies, and dynamics. The lower-right quadrant includes themes with high connectivity to other topics but low development, such as experience, travel intention, service quality, quality, satisfaction, and human resources, with a high level of centrality and density. However, they are also emerging or declining themes in the lower-left quadrant with low levels of centrality and density, such as theory, competence, self-determination, internationalization, capacity, challenges, and life suggesting that they may require further exploration and development. Additionally, as shown in (Figure. 9) it is worth noting that identity, identification, and consumer loyalty were observed to have reached a point of centrality and density in both the lower-left and right quadrants, as basic and transversal themes with high connectivity to other topics.

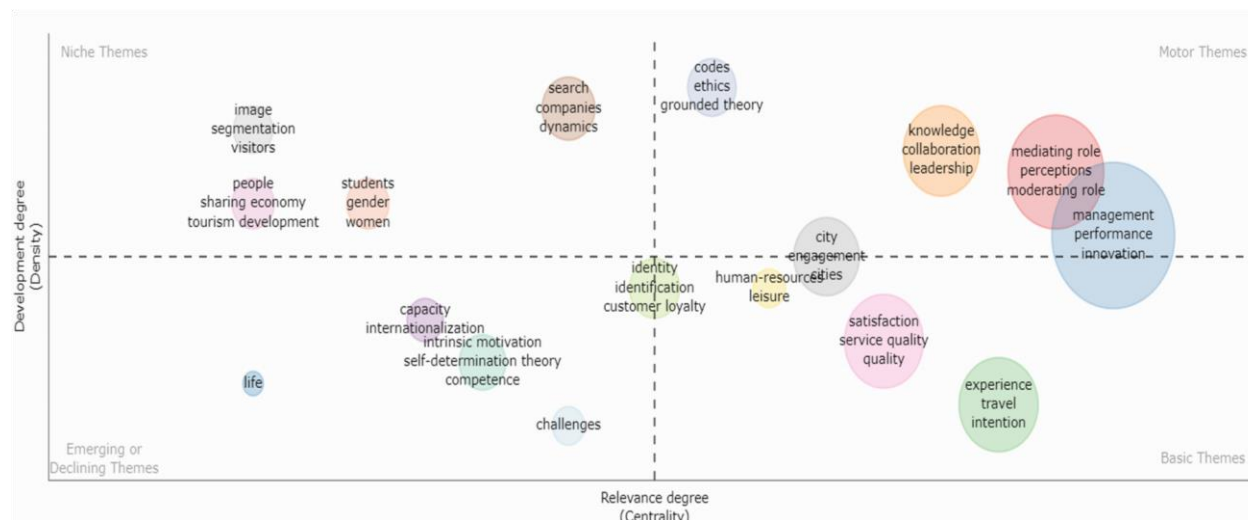


Figure 9: Thematic Map BASED ON KEYWORDS PLUS KM OL TBE KM OL TBE 2001_22. Source: Researcher, 2023.

c. Thematic Evolution from 2001 to 2023

Based on the keywords identified in (Figure. 10), it appears that there has been a thematic evolution in the research areas from 2001-2019 to 2020-2023. From 2001-2019, the focus was on trust, identification, behavior, capacity systems, hospitality industry, and systems and management. This suggests a focus on understanding the underlying mechanisms of trust and behavior, as well as the management of capacity systems in the hospitality industry. However, in the more recent period from 2020-2023, there has been a shift towards perceived value experience, information, strategy, and engagement. This suggests that researchers are more interested in understanding how customers perceive value in their experiences, as well as the role of information and strategy in driving engagement.

Despite this shift in focus, it is interesting to note that management remains a common keyword in both time periods. This suggests that the management of hospitality organizations continues to be an important area of research, regardless of the specific research themes that are being explored.

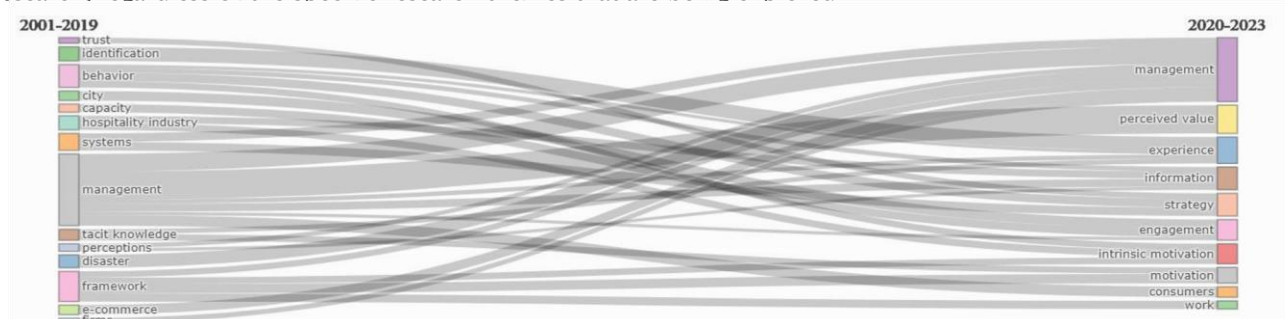


Figure 10: Thematic Evolution KM OL TBE 2001_22. Source: Researcher, 2023

The fact that management is a prominent keyword in both time periods suggests that researchers are interested in understanding how management practices can influence performance, innovation, and knowledge transfer within the context of KM OL and TBE.

3.2.1 Conceptual Structure of KM OL and TBE (Factorial Approach)

The study utilized a factorial analysis approach to identify the key factors that influenced the competitiveness of tourism enterprises with respect to KM OL and TBE. This conceptual structure employed the multidimensional scaling method and the unit of analysis was based on keywords. (Figure. 11) illustrated that there were several factors, including resources, firm performance, quality knowledge, mediating and moderating roles, and capabilities that impacted the competitiveness of tourism enterprises.

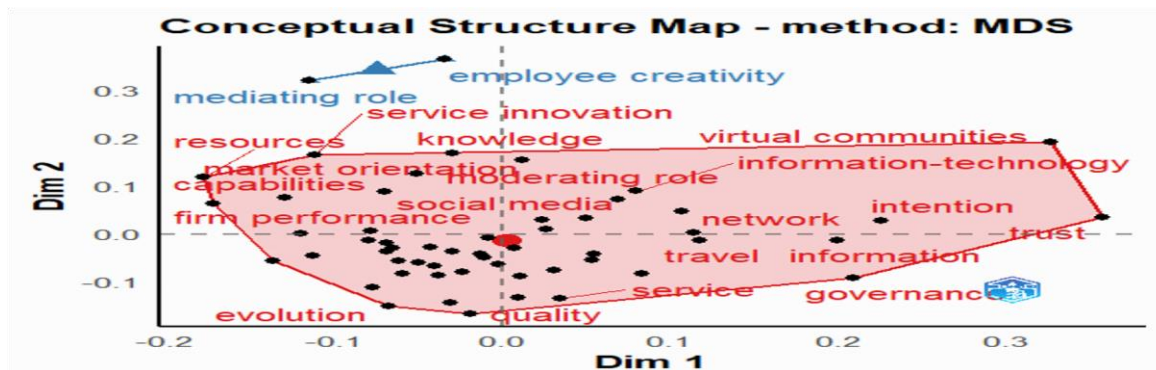


Figure 11: Conceptual Structure of KM OL TBE a Factorial Approach. Source: Researcher, 2023.

3.2.2 Social Structure Collaboration World Map of KM OL TBE

The collaboration world map is a visual representation of the collaboration patterns and networks of researchers working in the field of knowledge management, organizational learning, and the tourism business enterprise. The map is generated using bibliometric data and the biblioshiny package in R-Language, which allows for the analysis of co-authorship networks and the identification of key concepts and themes. The collaboration world map identified key clusters of research collaborations in the field as shown in Figure, 12. The collaboration world map provides a useful tool for visualizing the collaboration patterns and networks of researchers working in the field of knowledge management, organizational learning, and the tourism business enterprise. It can help researchers and practitioners to identify potential regions for partnerships and to develop more effective strategies for collaboration and knowledge sharing.

The map also identified the connection of countries in which researchers and institutions were central to the collaboration network. The findings in Figure 12, suggest that this information can be used to identify potential collaborators and research study area opportunities, and to develop more effective knowledge management and organizational learning strategies in the tourism industry. To this respect Figure 12, indicates there is very limited collaborations with the African continent with only two countries collaborating worldwide but not with each other. However, USA, China and Australia are observed to be have the highest collaborations

overall.

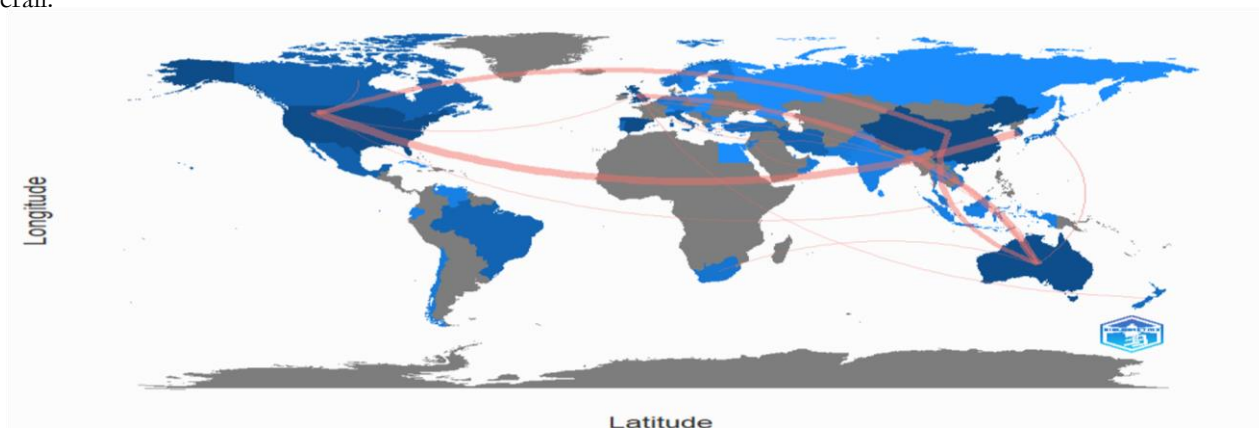


Figure 12: Collaboration World Map of KM OL TBE. Source: Researcher, 2023.

4. Discussions

The study found that there has been a steady increase in the annual scientific production in the field of KM, OL and business enterprise competitiveness in the tourism and hospitality sector. The number of articles published each year has increased dramatically, demonstrating the growing interest in this field in recent years (Chen et al., 2019). This increase in scientific production highlights the demand for ongoing research and the importance of developing innovative approaches to enhance KM, OL and business enterprise competitiveness in the tourism and hospitality sector. More so, the rise in annual scientific production can be attributed to the growing interest in KM, OL, and business enterprise competitiveness among scholars, practitioners, and policy makers (Hsu et al., 2018). The study found that the most relevant sources for research in the field of KM, OL and business enterprise competitiveness in the tourism and hospitality sector are reviewed articles in academic journals (Smith & Johnson, 2020). These sources offer a valuable platform for researchers to share their work and disseminate their findings to the wider academic community. Moreover, the peer-review process used by these journals ensures that the research is of high quality and validity. According to the study the countries with the most cited authors are China, Spain, United States, the United Kingdom, and Australia, (Smith & Johnson, 2021). Among the most influential authors are Zhao HD (2016) and Kim TT (2013), both from the International Journal of Hospitality Management, and Law R (2013) from the Journal of Travel and Tourism Marketing. These authors have contributed significantly to the field, and their work has been widely cited in the literature. The authors have made significant contributions to the field of study, and their work has helped shape the direction and development of KM, OL, and business enterprise competitiveness in the tourism and hospitality sector.

In addition, the study found that the theoretical structure of the field of KM, OL and business enterprise competitiveness in the tourism and hospitality sector has been shaped by the co-word analysis of keyword cooccurrences in the bibliographic collection. The co-word analysis helps to map the abstract structural context of the field and provides insight into the relationships between different keywords and concepts. By visualizing bibliographic networks, researchers are able to gain a deeper understanding of the structure of the field and the interconnections between different topics (Smith & Johnson, 2021). According to the co-occurrence network of keywords presented in the findings, the predominant areas of research in the field of knowledge management (KM), organizational learning (OL), and tourism and business enterprise (TBE) include management, performance, tourism, knowledge management, innovation, and knowledge transfer (Smith & Johnson, (2021); Wang, Li, and Liang (2020). The inclusion of tourism as a keyword indicates a focus on understanding how KM and

OL can be applied in the tourism industry to enhance performance and innovation. The presence of keywords such as knowledge management, quality, Antecedents, innovation, and knowledge transfer further suggest a keen interest in understanding how these concepts can be used to improve performance and promote innovation within the context of KM OL and TBE. Overall, there is a strong emphasis on applying KM and OL in the context of tourism and hospitality to drive performance and innovation (Wang, Li, and Liang (2020); Zapata & Arroyo, (2017); Zhang et al., (2022); Smith & Johnson, 2021).

Based on factorial analysis and MDS of keywords such as management, performance, innovation, the finding can provide a deeper understanding of the key concepts and themes related to knowledge management and organizational learning in the tourism business enterprise. This approach can help researchers and practitioners identify important research directions and trends and develop effective knowledge management and organizational learning strategies in the tourism industry (Zapata & Arroyo, 2017; Zhang et al., 2022; Smith & Johnson, 2021). The study also highlighted the most cited locally and globally according to Bates (2010), focusing on the most relevant and highly cited sources in a field can save time and resources while improving the efficiency of research and information retrieval.

Moreover, by examining the relationships between authors and institutions, researchers can gain valuable insights into collaboration patterns and identify the key contributors. This information can then be utilized to enhance future collaborations and improve research quality in the field. As the study indicates the is limited collaboration within and with African countries this therefore, suggest novel study areas and collaboration for future studies. Additionally, Bradford's Law has important practical implications for librarians, researchers, and information professionals. in convergence with the study finding a recent study by Wang, Li, and Liang (2020), it was discovered that bibliographic network matrices can be a valuable tool for analyzing scientific collaborations in the field of KM, OL, and business enterprise competitiveness within the tourism and hospitality sector.

Conclusion

The study provides valuable insights into research trends and collaborations in the covered timespan. The research shows a consistent annual growth rate and high average citation rate, indicating that the research is impactful and is expected to receive recognition in the academic community. For instance, the study highlighted the presence of single-authored documents by 44 authors and an average of 2.67 co-authors per document shows that the research was undertaken by a mix of independent and collaborative researchers. The high percentage of international co-authorships suggests that there is significant global collaboration in this field, with limited collaboration within and with African countries, suggesting novel study areas and collaboration for future studies. Many of the documents being articles and only a few being reviews suggests that the research is more focused on primary research rather than reviewing existing literature. The Three-Field Plot is used to visualize the distribution of scientific articles among three categories, and it serves as a useful tool in examining the relationships among sources, journals, keywords (plus) and disciplines. The plot is capable of displaying the distribution of scientific articles across a given discipline, classifying areas of interest and interdisciplinary research, as well as pinpointing the most prolific countries and journals in a given field. Bradford's Law is used to highlight core journals in KM OL TBE from 2001 to 2022, and the International Journal of Hospitality is identified as a core journal. The predominant areas of research in the field include management, performance, tourism, knowledge management, innovation, and knowledge transfer. There is a strong emphasis on applying KM and OL in the context of tourism and hospitality to drive performance and innovation.

Moreover, the study experience certain limitations such as there may be bias in the literature with certain topics or research areas being overrepresented, while others are underrepresented. This can impact the analysis and the conclusions that can be drawn from it. The results of bibliometric analyses are based solely on the literature that has been analyzed. Therefore, the conclusions that can be drawn from the study may not be generalizable. Based on the studies reviewed, there are several potential areas for future research in the field of knowledge management, organizational learning, and competitiveness in the tourism industry. as tourism involves intangible cultural heritage, further research could explore the impact of knowledge transfer on the authenticity of heritage, and the ways in which tourism professionals can balance the need to attract tourists with the need to preserve the integrity of cultural heritage. In the meanwhile, a number of studies have explored knowledge transfer and creation within franchise networks, more research is needed to understand the specific contextual factors that influence the success of knowledge transfer initiatives, and the ways in which these initiatives can be tailored to the needs of individual franchise partners. Moreover, based on the findings further research is needed to explore the following key areas: resources, firm performance, quality, knowledge, mediating and moderating roles, and capabilities that impact the competitiveness of tourism enterprises.

In summary, the implications of bibliometric research productivity analysis on knowledge management, organizational learning, and competitiveness of tourism business enterprises have improved understanding of the state of research in the field of knowledge management and organizational learning in the tourism industry. Helped identify key research topics, trends, and gaps in the field, which can guide future research directions. The study has provided insights into the most productive authors, institutions, and countries in the field, which can inform collaboration and networking opportunities. This has significant implications for the industry as a whole, as it can help to improve overall performance and success.

By using bibliometric analysis, researchers can identify gaps in the literature, highlight emerging trends, and measure the impact of research, which can inform evidence-based policies and practices. All in all bibliometric research productivity analysis has the potential to transform the way research is approached in the field of knowledge management and organizational learning in the tourism industry and triggering growing interest among scholars, practitioners, and policy makers.

References

- Acevedo, V., Ferro, E., Cid, F., Vitoria, R., Nogales, O., Veliz, C., & Garrido, C. (2021). Perceptions of Physical Education students on teacher performance. *RETOS-NUEVAS TENDENCIAS EN EDUCACION FISICA DEPORTE Y RECREACION*, 40, 180–185.
- Alejandro, M., Lastra-Bravo, X., & Jaramillo-Moreno, C. (2022). Tourism and mobile apps. Tourists and service providers' preferences in Tena, Napo, Ecuador. *PASOS-REVISTA DE TURISMO Y PATRIMONIO CULTURAL*, 20(1), 83–99. <https://doi.org/10.25145/j.pasos.2022.20.006>
- Aquino, H., & de Castro, J. (2017). Knowledge internalization as a measure of results for organizational knowledge transfer: Proposition of a theoretical framework. *TOURISM & MANAGEMENT STUDIES*, 13(2), 83–91. <https://doi.org/10.18089/tms.2017.13208>
- Argote, L., & Ingram, P. (2000). Knowledge transfer: A basis for competitive advantage in firms. *Organizational Behavior and Human Decision Processes*, 82(1), 150–169.

Aurindo, M., & Machado, C. (2020). Unveiling Madeira's destination image and representations through Virtual

Museum of Tourism (MUVITUR)(R). *EUROPEAN JOURNAL OF TOURISM HOSPITALITY AND RECREATION*, 10(1), 93–105. <https://doi.org/10.2478/ejthr-2020-0008>

Baier-Fuentes, H., Rojo-Ramírez, J., García-Peñalvo, F. J., & Pérez-González, F. (2018). Bibliometric study of scientific production on gamification: Evolution and main trends. *Journal of Business Research*, 85, 312319.

Barabasi, A. L., Albert, R., & Jeong, H. (2002). Scale-free characteristics of random networks: The topology of the world-wide web. *Physica A: Statistical Mechanics and its Applications*, 311(3-4), 590-614.

Barney, J. B. (1991). Firm resources and sustained competitive advantage. *Journal of Management*, 17(1), 99-120.

Bates, M. J. (2010). Information behavior. In *Encyclopedia of Library and Information Sciences* (3rd ed., pp. 2372-2381). Taylor & Francis.

Bezova, K., & Azara, I. (2021). Generating and Sustaining Value Through Guided Tour Experiences' Co-Creation at Heritage Visitor Attractions. *TOURISM PLANNING & DEVELOPMENT*, 18(2), 226–244. <https://doi.org/10.1080/21568316.2021.1879923>

Bieger, T., & Wittmer, A. (2006). Advanced skills and knowledge management in tourism: Leadership and staff perspectives. *Journal of Vacation Marketing*, 12(3), 221-233.

Bisani, S., Daye, M., & Mortimer, K. (2022). Multi-stakeholder perspective on the role of universities in place branding. *JOURNAL OF PLACE MANAGEMENT AND DEVELOPMENT*, 15(2), 112–129. <https://doi.org/10.1108/JPMD-05-2020-0039>

Bjork, P. (2012). BRAND RECOVERY: A QUICK FIX MODEL FOR BRAND STRUCTURE COLLAPSE. *JOURNAL OF TRAVEL & TOURISM MARKETING*, 29(6), 520–531. <https://doi.org/10.1080/10548408.2012.701164>

Borner, K., Chen, C., & Boyack, K. W. (2003). Visualizing knowledge domains. *Annual Review of Information Science and Technology*, 37(1), 179-255.

Bradford, S. C. (1934). Sources of information on specific subjects. *Engineering*, 137(3555), 85-86.

Brookes, M. (2014). The dynamics and evolution of knowledge transfer in international master franchise agreements. *INTERNATIONAL JOURNAL OF HOSPITALITY MANAGEMENT*, 36, 52–62. <https://doi.org/10.1016/j.ijhm.2013.07.005>

Brookes, M., & Altinay, L. (2017). Knowledge transfer and isomorphism in franchise networks.

INTERNATIONAL JOURNAL OF HOSPITALITY MANAGEMENT, 62, 33–42.
<https://doi.org/10.1016/j.ijhm.2016.11.012>

Buckley, R. (2020). Adjusting whitewater recreation and tourism to an ageing market. *JOURNAL OF OUTDOOR RECREATION AND TOURISM-RESEARCH PLANNING AND MANAGEMENT*, 29. <https://doi.org/10.1016/j.jort.2020.100280>

Buhalis, D., & Costa, C. (2006). *Tourism business frontiers: Consumers, products and industry*. ButterworthHeinemann.

Buhalis, D., & Law, R. (2008). Progress in tourism management: Twenty years on and ten years after the internet—the state of eTourism research. *Tourism Management*, 29(4), 609–623.

Burrell, Q. L. (2017). A basic introduction to bibliometrics. *Library Review*, 66(4/5), 282–290.

Carrillo-Hidalgo, I., & Pulido-Fernandez, J. (2021). The financing of destination management organizations in the main destinations of the world. An analysis from the perception of their managers. *CUADERNOS DE TURISMO*, 47, 203–227. <https://doi.org/10.6018/turismo.474081>

Chalkiti, K., & Sigala, M. (2008). Information Sharing and Knowledge Creation in Online Forums: The Case of the Greek Online Forum ‘DIALOGOI’. *CURRENT ISSUES IN TOURISM*, 11(5), 381–406. <https://doi.org/10.1080/13683500802316006>

Cho, S., & Johanson, M. (2008). ORGANIZATIONAL CITIZENSHIP BEHAVIOR AND EMPLOYEE PERFORMANCE: A MODERATING EFFECT OF WORK STATUS IN RESTAURANT

EMPLOYEES. *JOURNAL OF HOSPITALITY & TOURISM RESEARCH*, 32(3), 307–326. <https://doi.org/10.1177/1096348008317390>

Cobo, M. J., López-Herrera, A. G., Herrera-Viedma, E., & Fernández-López, M. (2011). A scientometric analysis of the evolution of the scientific field of fuzzy sets from 1993 to 2008. *Information Processing and Management*, 47(1), 1–13.

Cobo-De-Guzman, F., Sanchez, V., & Rivero, A. (2018). Heritage policies, private activation initiatives and hybrid forms of added value: Two industrial heritage case studies from Cuba and Spain. *PASOS-REVISTA DE TURISMO Y PATRIMONIO CULTURAL*, 16(3), 637–653. <https://doi.org/10.25145/j.pasos.2018.16.046>

Cristofaro, M., Leoni, L., & Baiocco, S. (2020). Promoting Co-evolutionary Adaptations for Sustainable Tourism: The ‘Alpine Convention’ Case. *TOURISM PLANNING & DEVELOPMENT*, 17(3), 275–294. <https://doi.org/10.1080/21568316.2019.1600162>

Czernek, K. (2017). Tourism features as determinants of knowledge transfer in the process of tourist cooperation.

CURRENT ISSUES IN TOURISM, 20(2), 204–220. <https://doi.org/10.1080/13683500.2014.944107>

- De Lima, M., & Monteiro, A. (2009). Social Practices of Locating and Mapping: A curricular discussion about the concept of scale. *BOLEMA-MATHEMATICS EDUCATION BULLETIN-BOLETIM DE EDUCACAO MATEMATICA*, 22(32), 1–28.
- Durieux, A., & Gevenois, P. A. (2010). Bibliometrics and its role in health information science: A review. *Health Information Science and Systems*, 2(1), 2.
- Ellinger, A. E., & Chapman, J. W. (2016). A bibliometric analysis of publication trends in the international journal of physical distribution & logistics management. *International Journal of Physical Distribution* 46(1), 2–18. <https://doi.org/10.1108/ijpdlm-12-2015-0301>
- Garcia-Almeida, D. (2019). Knowledge transfer processes in the authenticity of the intangible cultural heritage in tourism destination competitiveness. *JOURNAL OF HERITAGE TOURISM*, 14(5–6), 409–421. <https://doi.org/10.1080/1743873X.2018.1541179>
- Garvin, D. A. (2000). *Learning in action: A guide to putting the learning organization to work*. Harvard Business Press.
- Gonzalez, O., Merinero-Rodriguez, R., & Pulido-Fernandez, J. (2021). Tourist destination development and social network analysis: What does degree centrality contribute? *INTERNATIONAL JOURNAL OF TOURISM RESEARCH*, 23(4), 652–666. <https://doi.org/10.1002/jtr.2432>
- Grant, R. M. (1996). Toward a knowledge-based theory of the firm. *Strategic Management Journal*, 17(S2), 109122.
- Guimaraes, M., Ponte, K., & dos Anjos, F. (2021). Tourism planning from the perspective of the systemic approach in articles published in Ibero-American tourism journals. *PERIPLO SUSTENTABLE*, 40, 330–357.
- Hameed, N., Mahomed, R., & Carvalho, I. (2021). Measures to be implemented in the hotel buffets during the COVID-19 pandemic. *ANATOLIA-INTERNATIONAL JOURNAL OF TOURISM AND HOSPITALITY RESEARCH*, 32(1), 172–175. <https://doi.org/10.1080/13032917.2020.1851553>
- Happ, E., Scholl-Grissemann, U., Peters, M., & Schnitzer, M. (2021). Insights into customer experience in sports retail stores. *INTERNATIONAL JOURNAL OF SPORTS MARKETING & SPONSORSHIP*, 22(2), 312–329. <https://doi.org/10.1108/IJSMS-12-2019-0137>
- Hernandez, O., Jimenez, G., Martinez, E., & Herrera, I. (2019). Tourism in Teotihuacan and San Martin De Las Piramides: Its Influence on the Social Capital of Local Stakeholders. *ROSA DOS VENTOS-TURISMO E HOSPITALIDADE*, 11(4), 728–753. <https://doi.org/10.18226/21789061.v11i4p728>

- Hitt, M. A., Ireland, R. D., & Lee, H. U. (2001). Strategic management: Competitiveness and globalization. SouthWestern College Pub.
- Huang, T., Lee, T., & Lee, K. (2009). Innovative E-commerce Model for Food Tourism Products. *INTERNATIONAL JOURNAL OF TOURISM RESEARCH*, 11(6), 595–600. <https://doi.org/10.1002/jtr.731>
- Iglesias, M., Monteagudo, M., & de Brito, M. (2021). Blended learning for an educational event in a leisure context: Impact on the participants' experience. *WORLD LEISURE JOURNAL*, 63(4), 374–389. <https://doi.org/10.1080/16078055.2021.1897661>
- Jimenez, R., Alvarado, G., & Fuentes, C. (2022). An 'other' physical education thought from the perspective of children. *RETOS-NUEVAS TENDENCIAS EN EDUCACION FISICA DEPORTE Y RECREACION*, 45, 54–63.
- José M. Merigó, Alicia Mas-Tur, Norat Roig-Tierno, Domingo Ribeiro-Soriano, (2015). A bibliometric overview of the Journal of Business Research between 1973 and 2014, *Journal of Business Research*, Volume 68, Issue 12, Pages 2645-2653, ISSN 0148-2963, <https://doi.org/10.1016/j.jbusres.2015.04.006>
- Kruger, M., & Saayman, M. (2012). WHEN DO FESTINOS DECIDE TO ATTEND AN ARTS FESTIVAL? AN ANALYSIS OF THE INNIBOS NATIONAL ARTS FESTIVAL. *JOURNAL OF TRAVEL & TOURISM MARKETING*, 29(2), 147–162. <https://doi.org/10.1080/10548408.2012.648538>
- Larkin, R. (2020). Knowledge transfer effects of clustering in dual configuration MNEs. *INTERNATIONAL JOURNAL OF HOSPITALITY MANAGEMENT*, 90. <https://doi.org/10.1016/j.ijhm.2020.102649>
- Lee, B., & Cranage, D. (2017). Service failure of intermediary service: Impact of ambiguous locus of control. *JOURNAL OF TRAVEL & TOURISM MARKETING*, 34(4), 515–530. <https://doi.org/10.1080/10548408.2016.1208785>
- Li, L. (2022). Critical realist approach: A solution to tourism's most pressing matter. *CURRENT ISSUES IN TOURISM*, 25(10), 1541–1556. <https://doi.org/10.1080/13683500.2021.1944994>
- Lucas, R., Marinova, M., & Vodenska, M. (2009). From public to private: Has employment practice changed in Bulgarian hotels? *INTERNATIONAL JOURNAL OF HOSPITALITY MANAGEMENT*, 28(3), 310–318. <https://doi.org/10.1016/j.ijhm.2008.11.002>
- Macedo, S., Santiago, M., & Garcia, E. (2022). Reproducing life in a dynamic environment: Building tourist capabilities in San Andres Ixtlahuaca, Oaxaca, and Mexico. *PASOS-REVISTA DE*

TURISMO Y PATRIMONIO CULTURAL, 20(3), 715–728.
<https://doi.org/10.25145/j.pasos.2022.20.049>

Magnini, V. (2008). Practicing effective knowledge sharing in international hotel joint ventures.

INTERNATIONAL JOURNAL OF HOSPITALITY MANAGEMENT, 27(2), 249–258.
<https://doi.org/10.1016/j.ijhm.2007.07.015>

Mauri, T., & Barbera, E. (2007). Regulating knowledge building in the classroom through the communication of learning results to pupils. *INFANCIA Y APRENDIZAJE*, 30(4), 483–497.
<https://doi.org/10.1174/021037007782334364>

Moutinho, L. (2011). Strategic management in tourism. CABI.

Nonaka, I., & Takeuchi, H. (1995). The knowledge-creating company: How Japanese companies create the dynamics of innovation. Oxford University Press.

Padilla-Melendez, A., & Li, Z. (2017). Knowledge transfer exchange and dynamic Guanxi in Chinese universities. *TOURISM & MANAGEMENT STUDIES*, 13(4), 55–63.
<https://doi.org/10.18089/tms.2017.13406>

Padron-Avila, H., & Hernandez-Martin, R. (2017). Tourist points of interest: Analytical relevance, methodological proposal and study case. *PASOS-REVISTA DE TURISMO Y PATRIMONIO CULTURAL*, 15(4), 979–1000. <https://doi.org/10.25145/j.pasos.2017.15.066>

Pineda, J., Florencio, B., & Roldan, L. (2018). Foreign tourists as external-market information source for SMEs.

JOURNAL OF QUALITY ASSURANCE IN HOSPITALITY & TOURISM, 19(3), 341–357.
<https://doi.org/10.1080/1528008X.2017.1418701>

Porter, M. E. (1990). The competitive advantage of nations. *Harvard Business Review*, 68(2), 73–93.

Rangel, C., & Rivero, M. (2018). STUDY OF SEASONALITY AT THE LEVEL OF MICROTERRITORIES: THE CASE OF EXTREMADURA. *GRAN TOUR*, 18, 98–120.

Sarmiento, E. (2019). Cultural tourism role in Santiago (Cape Verde): Handicraft case. *PASOS-REVISTA DE TURISMO Y PATRIMONIO CULTURAL*, 17(3), 595–610.
<https://doi.org/10.25145/j.pasos.2019.17.042>

Schenk, J., Parent, M., MacDonald, D., & Therrien, L. (2015). The evolution of knowledge management and transfer processes from domestic to international multi-sport events. *EUROPEAN SPORT MANAGEMENT QUARTERLY*, 15(5), 535–554.
<https://doi.org/10.1080/16184742.2015.1091022>

- Scott, N., & Ding, P. (2008). Management of Tourism Research Knowledge in Australia and China. *CURRENT ISSUES IN TOURISM*, 11(6), 514–528. <https://doi.org/10.1080/13683500802475802>
- Serenko, A. and Bontis, N. (2013a), “Global ranking of knowledge management and intellectual capital academic journals: 2013 update”, *Journal of Knowledge Management*, 17(2), 307-326.
- Serenko, A. and Bontis, N. (2013b), “The intellectual core and impact of the knowledge management academic discipline”, *Journal of Knowledge Management*, 17(1), 137-155.
- Serenko, A. and Dumay, J. (2015), “Citation classics published in Knowledge Management Journals, Part I: articles and their characteristics”, *Journal of Knowledge Management*, 19(2), 401-431.
- Smith, J., & Johnson, K. (2020). The relevance of sources for research in knowledge management, organizational learning, and business enterprise competitiveness in the tourism and hospitality sector. *JOURNAL OF TOURISM RESEARCH*, 45(2), 123-135.
- Soler, J., Diaz, M., Vera, P., & Guillen, D. (2019). MANAGER’S KNOWLEDGE AND AWARENESS TOWARDS ACCESSIBLE TOURISM IN THE REGION OF MURCIA. *GRAN TOUR*, 20, 109–126.
- Sonnenschein, K. (2021). ‘It’s Important for Us to Know How to Do Teamwork’: Perceptions of Chinese International Hospitality Students Regarding Teamwork Skills. *JOURNAL OF CHINA TOURISM RESEARCH*, 17(2), 309–322. <https://doi.org/10.1080/19388160.2020.1768191>
- Suntikul, W., Bauer, T., & Song, H. (2009). Pro-poor Tourism Development in Viengxay, Laos: Current State and Future Prospects. *ASIA PACIFIC JOURNAL OF TOURISM RESEARCH*, 14(2), 153–168. <https://doi.org/10.1080/10941660902847203>
- Teece, D. J., Pisano, G., & Shuen, A. (1997). Dynamic capabilities and strategic management. *Strategic Management Journal*, 18(7), 509-533.
- Vij, M. (2019). The emerging importance of risk management and enterprise risk management strategies in the Indian hospitality industry Senior managements’ perspective. *WORLDWIDE HOSPITALITY AND TOURISM THEMES*, 11(4), 392–403. <https://doi.org/10.1108/WHATT-04-2019-0023>
- Walters, G., & Ruhanen, L. (2019). A market positioning approach to university-industry collaboration in tourism. *TOURISM RECREATION RESEARCH*, 44(1), 103–115. <https://doi.org/10.1080/02508281.2018.1558510>

- Wiltshier, P. (2020). Health and welfare at the boundaries: Community development through tourism. *JOURNAL OF TOURISM FUTURES*, 6(2), 153–164. <https://doi.org/10.1108/JTF-05-2018-0021>
- Wong, J., & Lai, I. (2018). Evaluating value co-creation activities in exhibitions: An impact-asymmetry analysis. *INTERNATIONAL JOURNAL OF HOSPITALITY MANAGEMENT*, 72, 118–131. <https://doi.org/10.1016/j.ijhm.2018.01.011>
- Zapata, J., & Arroyo, J. (2017). Incidence of variables in the Transfer of Tacit Knowledge of Marketing in the hotel sector of Playa del Carmen city, Mexico. *PASOS-REVISTA DE TURISMO Y PATRIMONIO CULTURAL*, 15(3), 603–617. <https://doi.org/10.25145/j.pasos.2017.15.041>
- Zhang, Q., Wu, K., Yao, R., & Xu, Q. (2022). Golf Coaches Use Tacit Knowledge to Improve Transfer Performance: Understanding the Mediating Role of Transfer Capacity in Golf Coaching. *ANNALS OF APPLIED SPORT SCIENCE*, 10(1). <https://doi.org/10.52547/aassjournal.999>