

INNOVATIVE PRACTICES IN THE HOSPITALITY INDUSTRY – A LITERATURE REVIEW

REVIEW PAPER
/ PREGLEDNI RAD

UDK: 640.4:001.895
339:616.9-036.21COVID-19

JEL: O31; L83
DOI: 10.56321/IJMBS.8.13.17

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ABSTRACT

The purpose of this research is to provide guidance for future research that may be related to the concept of innovation specifically within the hospitality industry, which is quite imperative when recent researches are being analyzed further and looked on in a deeper scope. Literature reviews examined in this study had a different drive. The main purpose was to analyze factors that influence business models in the hospitality industry, to provide fusion potential on collaborative innovation in tourism and hospitality and to determine dimensions for sustainable oriented hospitality innovation. This literature review seeks to inspect the existing literature published in the period 2012-2022 by using Emerald Insight and ProQuest database with the following keywords: "innovation" and "hospitality" concerning their a) research focus, b) methodology used, c) sample, d) results. All papers that matched the research requirements and time frame are presented. The two databases were carefully examined for the purpose of this study. This systematic and detailed literature review could be a useful base for future researches and service innovation as a key of business success and competitive advantage for the hospitality industry. One of the most significant findings is the relative lack of empirical researches conducted on the sample of restaurants.

KEY WORDS: innovations, service industry, hospitality, restaurants, literature review

1. INTRODUCTION

In the last few decades, hospitality evolved to the focus of the attention in many researches due to the fact that it has developed into being one of the fastest growing industries worldwide. Hospitality has demonstrated significant effect in promoting economic expansion, creating new jobs and contributing to an enhancement in the social environment (Langviniene & Daunoraviciute, 2015). Hospitality industry is considered to be a turbulent industry that is constantly provoked to search for methods to enhance quality, reputation, cost-cutting, maximizing sales and profits, while at the same time competing with intense competition and trying to meet client's expectations and technological innovations (Ottenbacher & Gnoth, 2005). Accordingly, innovation is the key to hospitality's success due to the fact that it is significant for all services and products in order to acquire a long-term competitive advantage. Similarly, service innovation is the key to business success and competitive advantage for the hospitality industry. In the service industries such as hospitality and tourism, the need to introduce new products, services, and processes to create new customer experiences is emphasized. Accordingly, innovation is adopted in different sectors of the hospitality industry including hotels, travel agencies, and other organizations.

An important part of innovation in hospitality can be analyzed through service innovation that became attractive to researchers in the field of services management, hospitality and tourism management (Shin & Perdue, 2022). Service innovation represents the implementation of new products and services, including promoting and generating those new ideas. Accordingly, many hospitality organizations are attracted to improve their performance (Yang, Luu & Qian, 2021).

Hospitality and tourism industries execute innovation in the sectors by focusing on leaving memorable unique experiences instead of creating new products and services. Accordingly, organizations continuously seek customer satisfaction based on enhancing the research development to produce new products and services that will create unique experience for customers (Sipe, 2016).

Literature reviews examined in this study that matched research criteria had a different purpose. Their purposes were to analyze factors that influence business models in the hospitality, to provide synthesis on collaborative innovation in tourism and hospitality and to determine dimensions for sustainable oriented hospitality innovation. The necessity of this review is defined in its own purpose and that is to provide guidance for future research related to innovation in the hospitality industry by finding potential research gaps. In order to identify and highlight potential research gaps, different researches in innovation hospitality in addition to results of previously conducted studies were analyzed in detail. Henceforth, this paper provides critical review of the existing research and produces key approaches and findings. In particular, this review seeks to examine existing studies (published in period 2012-2022 using Emerald and ProQuest database) regarding their a) research focus, b) methodology used/type of study/paper, c) sample, d) results.

The paper is organized into four sections. In Section 2, innovation in the hospitality industry is briefly described and some definitions of hospitality innovation are examined. Section 3 describes a methodology used, while Section 4, Results, identifies different bodies of literature in which hospitality innovation studies have emerged so far and the results of literature review according to the previously mentioned criteria and gives some conclusions we can draw from obtained results. Section 5 presents main conclusions and provides further research directions.

2. INNOVATION IN HOSPITALITY INDUSTRY

Innovation is a phenomenon that is rapidly expanding around the world and changing the concepts, outcomes of businesses and the competitive advantage. Joseph Schumpeter was the first who directed the attention of industries towards the importance of innovation in 1930's. He classified innovation into five types; introducing new product or improving an existing one, introducing new process, introducing new market, introducing new raw materials for products, and introduce new business strategy (Roger & Rogers, 1998). In 1985, Drucker defined innovation as an opportunity derived from creating new product or service. Additionally, innovation was defined as the development of organization that results from introducing new products and services (Adams et al., 2006). Another definition introduced for specifying service innovation is that the introduction of new concept on how the process or life is running including timing and organization (Bilgihan & Nejad, 2015). Hospitality is one of the industries in which innovation intervenes in order to create improvement in the industry. Lashley and Morrison (2000) defined hospitality simply as the relationship between the guest and the host. Also, it is about providing accommodation, food, and drinks for those who are not residents of the household. More specifically, they defined hospitality as a human exchange that enhance the well-being of the both parties, hosts and guests, in accommodation and other aspects such as food and drinks (Slattery, 2002).

In 2005, Ottenbacher and Gnoth (2005) emphasized the differences between true innovations and minor modifications in hospitality. The authors explained that the development of new services in hospitality originated from authentic innovations, new services around the world with entirely new markets, to minor changes to existing services. It could be "a simple adaptation

(e.g. magnetic cards instead of keys) or an attempt to add value through additional new facilities (e.g. serviced apartments)” (Ottenbacher & Gnoth, 2005, p. 206). Gozimelj (2016, p. 522) defined “product or service innovations as changes that can be directly observed by tourists and other customers where “new” means never seen before or simply new to the company or destination”. Nevertheless, if ideas are new to the market or to the hotel or restaurant, still they are considered as innovations (Wikhamn, Armbrecht & Remneland Wikhamn, 2018) as well as all new services born in the process of innovation that value to the customers (Ozturkoglu, Sari, & Saygili, 2021). As many definitions of hospitality innovation can be found in the literature, some of them are shown in Table 1.

Table 1. Sample definitions of hospitality innovations

Author	Definition
D’Arcy & Omar (2015, p. 122)	<i>“According to Moscado (2008, p. 4), “Although much of the discussion of innovation focuses on new products and technologies, all innovation is based on challenging existing assumptions and ways of thinking”. Thus, it is important to note that, like in any other business, innovation in tourism and hospitality is supply as well as demand-led.”</i>
Kallmuenzer (2018, p. 1979).	<i>In tourism literature, innovation is defined as “Everything that differs from business as usual, or which represents a discontinuance of previous practice in some sense for the innovating firm” ... Hospitality SMEs predominantly focus on hardware innovations (for example, upgrading hotel facilities) instead of creating service or managerial innovations (Grissmann et al., 2013).</i>
Krizaj & McTier (2018, p. 96)	<i>“As such, hospitality innovations are new and improved products, services and processes (technological) and business practices, external relations and workplace practices (administrative)”. “categorize hospitality and tourism innovations as products and services, delivery processes, internal and external organization (management processes and communication with customers and partners) and market development (marketing and entering new markets)”.</i>
Anning-Dorson & Nyamekye (2020, p. 607)	<i>“Innovativeness in hospitality may come in the form of atmospherics, service delivery processes, product packages and everything in between. Hon and Lui (2016), for instance, indicated that firms in the hotel industry rely on innovative services to fill empty hotel rooms during low season and to maintain a good relationship with customers”</i>
Lee et al. (2021)	<i>“The introduction of new or novel ideas which focus on services that provide new ways of delivering a benefit, new service concepts or new service business models through continuous operational improvement, technology, investment in employee performance or management of the customer experience”</i>
Njoroge, Anderson & Mbura (2020)	<i>“Actions that aim at supporting new ideas, experimentation, and creative processes that lead to new products, services and technological processes” “The present study conceptualizes innovation strategy as hotels’ actions that aim at supporting new ideas, experimentation, and creative processes that lead to new products, services and technological processes”</i>

Source: Authors

3. METHODOLOGY

Literature review is defined as “a comprehensive summary of previous research on a topic. It reviews surveys scholarly articles, books, and other sources relevant to a particular area of research” (Bloomsburg University of Pennsylvania, 2022). In another research the author utilized a systematic literature review as a formula of research methodology to identify existing empirical evidence that matches the inclusion criteria answering a specific research question (what is the literature gap in existing literature on hospitality innovation?) through “evaluating and synthesizing completed existing research that are conducted by scholars and practitioners” (Fink, 2014, p. 3). It proposes a critical review of systematic literature reviews that were published during the period 2012-2022 using Emerald and ProQuest database with the following keywords: “innovation” and “hospitality” concerning their a) research focus, b) methodology used, c) sample, d) results. The purpose is to build a knowledge base on innovative practices in the hospitality industry to find relevant researches that matches particular research criteria. The main reasons to conduct a systematic approach is to insure clarity, validity and auditability (Booth, Papaionannou & Sutton, 2012). Based on this literature review, this paper has identified with confidence the lack of empirical researches conducted on the sample of restaurants. It was clearly evident that the majority of research focuses on the hotels only.

4. RESULTS

Trying to clarify methodology and assisting in creating an agenda for future research, we present a content overview of the existing literature on hospitality innovations. We have set out an indicative delineation in Table 2, identifying the research concerns within each of the five areas that we have identified in the existing literature to relate to the field of hospitality innovation.

Table 2. Principal components bodies of hospitality innovations literature

<p><i>Business performance</i></p> <ul style="list-style-type: none"> • Hospitality performance optimization • Innovation behavior in hotel industry • Measure of innovation intensity • Managers perceptions towards innovation • Organizational flexibility in the relationship between innovation capabilities and competitive advantage • Open innovation • Diversification strategies 	<p><i>Sustainability</i></p> <ul style="list-style-type: none"> • Innovation strategy and economic sustainability • Key characteristics of sustainable service innovation • Indicators to monitor sustainability • Impact of industry turbulence on the sustainable competitive advantage • Sustainable service innovation • Dimensions for sustainability-oriented hospitality service innovation • Sustainable marketing assets (as marketing innovation) • Green innovation • Impact of industry turbulence on the sustainable competitive advantage
<p><i>Globalization</i></p> <ul style="list-style-type: none"> • Impact of globalization on the introduction of innovative technology companies 	<p><i>Innovation application in organization context</i></p> <ul style="list-style-type: none"> • Producing service/product, process, organizational and marketing innovations • Technological innovations and non-technological innovations • Workplace innovation • Knowledge sharing and service innovation • The determinants of innovation • Multifaceted aspects of service innovation practices using emerging technologies
<p><i>Business models</i></p> <ul style="list-style-type: none"> • Outsourcing as business model innovation • Innovation as factor influencing the success of business models 	

Source: Authors

In this review, we didn't only focus on applying the content analysis to the literature, but we were also concerned with screening and describing the analytical details of existing studies in order to locate possible future research. The matrix shown in Table 3 has been obtained by summarizing the location of publications in terms of the research focus, research method used, sample and main results from previous research of the innovations in the hospitality industry.

Table 3. Innovations in hospitality industry matrix

Author	Research focus	Research method	Sample	Results
Orfila-Sintes & Mattsson (2009)	Innovation behavior in the hotel industry.	Empirical (statistical models and cross-sectional survey data)	331 hotels in the Balearic Island	The positive impact of the innovation on the hotel's performance.
Hertog et al. (2011)	Measure of innovation intensity in hospitality industry.	Empirical (survey)	613 firms in the Dutch hospitality	Higher innovation intensity is associated with better firm performance.

Göğüş et al. (2013)	Indicators to monitor innovation and sustainability in tourism industry.	Empirical (questionnaire)	19 hotel executive officers located in Istanbul, Turkey	Overall Service Quality of the Hotel is the most important criterion when we are considering innovation and sustainability in hotel management.
Iorgulescu & Răvar (2013)	Hotel managers' perception on various types of innovations.	Empirical (questionnaire)	Hotel representatives (36 responded to the survey)	Innovation is important tool for achieving competitive advantage. Hotels do not innovate frequently.
Langvinienė & Daunoravičiūtė (2015)	Innovation as factor influencing the success of business models used in the hospitality industry.	Literature review	n/a	Success of the hospitality business, grounded on the customer value creation and innovations.
Zaitseva et al. (2016)	Impact of globalization on the introduction of innovative technology companies in the hospitality industry.	Empirical	n/a	Processes of globalization impacts the innovation management long-term growth potential of the hotel business.
Hornig et al. (2016)	The key characteristics of sustainable service innovation in the hospitality industry.	Qualitative (interview)	17 experts in the hospitality management domain in Taiwan	Major indicators of sustainable service innovation in the hotel management field detected.
Kallmuenzer (2018)	Innovation drivers in hospitality family firms and understanding how these drivers contribute to create and sustain competitive advantage.	Qualitative (interview)	22 hospitality family firms in Western Austria	Entrepreneurial family and employees are key drivers for innovation as actors internal to the firm, but also the guests and regional competitors as external drivers provide comprehensive innovation input.
Backman et al. (2017)	The determinants of innovation in the hospitality industry.	Empirical (survey)	Over 900 firms in Sweden	The most important characteristics that explain innovation lie within the firm itself, not the location.
Chen et al. (2017)	Co-creation of dynamics, service innovation and competitive advantage.	Empirical (survey)	105 valid responses from Taiwan travel agencies and 102 valid responses from Malaysia travel agencies	A new six-element construct of co-creation dynamics was suggested. Trust enhanced the effect of elements of innovation for Taiwan travel agencies. Technology adoption had no direct effect and trust had no moderating effect.
Cheah et al. (2018)	Impact of industry turbulence in retail and hospitality on the sustainable competitive advantage.	Empirical (survey)	214 retail and food services companies	Firms operating in an industry with high turbulence have a higher probability of achieving a sustainable competitive advantage. Firm's business model innovation (BMI) activities partially mediate this positive relationship.
Marasco et al. (2018)	Literature review on collaborative innovation in tourism and hospitality	Literature review	n/a	Literature review on cooperative behavior of innovating firms, co-creation, collaborative networks for innovation, knowledge transfer and innovation policies.

Hornig et al. (2018)	Essential attributes of sustainable service innovation (SSI)	Qualitative (interview)	10-15 experts in hospitality in the Taiwan hospitality industry	Innovation diffusion has direct and indirect effects on dimensions of sustainable innovation and on organizational factors.
Wikhamn et al. (2018)	Innovation in the hotel and how structural and organizational factors influence hotel's likelihood of producing service/product, process, organizational and marketing innovations.	Empirical (survey)	74 hotels in Sweden	Hotels produce at least one type of innovation, mostly marketing innovations. A hotel's likelihood of innovating depends largely on structural independence (non-chain), having an explicit innovation strategy and investing in non-traditional R&D.
Zaridis et al. (2019)	Innovation initiatives as technological and non-technological activities that enterprises of the industry try to exploit and gain a competitive advantage in the market.	Qualitative (secondary data)	n/a	Technological innovations and non-technological innovations.
Bharwani et al. (2019)	Rise of independent, stand-alone restaurants and the benefits of outsourcing food and beverage (F&B) in luxury hotels.	Qualitative (semi-structured, personal and in-depth interviews)	16 hotel general managers and F&B operations experts, India	The study posits the business model innovation of outsourcing F&B operations in luxury hotels.
Ozturkoglu et al. (2021)	Dimensions for sustainability-oriented hospitality service innovation (SOHSI) in the context of food and beverage (F&B) industry. The relationship between service innovation dimensions and the triple bottom line (TBL) dimensions.	Literature review	n/a	F&B servicing companies should focus especially on "environmental entrepreneurship," interior design" and "brand management" dimensions to get benefit underway to gain competitive advantage.
Lee et al. (2021)	Concept of service innovation resulting from emerging technologies and areas for future hospitality and tourism research.	Qualitative (content analysis)	n/a	It reveals the multifaceted aspects of service innovation practices using emerging technologies highlighting the role of technology in hospitality and tourism service innovation.
Anning-Dorson & Nyamekye (2020)	Innovation capability and its potential for creating competitive advantage for firms and to further explain how firms can gain the most from its potential.	Empirical (survey)	n/a (only location: Ghana)	Organizational flexibility (OF) is an important mediator in the relationship between innovation capabilities and competitive advantage.
Njoroge et al. (2020)	The role of innovation strategy on economic sustainability in the hospitality industry.	Empirical (survey)	346 tourist hotels, Zanzibar	Innovation strategy positively relates with the economic sustainability performance.

Hussain et al. (2020)	Sustainable marketing assets, such as brand equity and marketing innovation and market performance in the presence of sustainable competitive advantage as a mediator in the hospitality industry.	Empirical (survey)	n/a hotel/restaurant customers	The positive impact of the innovation on the hotel's performance.
Asadi et al. (2020)	The factors influencing the adoption of green innovation, and its potential effects on the performance of the hotel industry.	Empirical	183 hotels in Malaysia	The importance and potential of green innovation in promoting sustainable performance in the hotel industry.
Rahman et al. (2021)	Drivers of innovation in the hospitality industry and hospitality performance.	Empirical (survey)	364 employees of different restaurants, Bangladesh	Collaborative innovation capability has the closest relationship with hospitality performance optimization (HPO).
Stoffers et al. (2021)	Workplace innovation in hotel industry	Empirical (survey)	108 executive staff members and 201 executive staff members, Nederland	The hospitality industry has lower workplace innovation than other industries.
Musiello-Neto et al. (2021)	Open innovation and competitive advantage and the mediating effect of organizational strategy.	Empirical (survey)	251 Portuguese hotel executive directors'	Open innovation influences organizational strategy and organizational strategy enhances competitive advantage.
Sayangbatti et al. (2021)	Knowledge sharing and service innovation and the success of the hotel business.	Empirical (Questionnaire)	235 managers, Indonesia	Positive and significant influence between knowledge sharing on service innovation. Knowledge sharing and service innovation positively affect the business success of the hospitality industry.
Enobong et al. (2022)	Innovation as a moderating factor for the effectiveness of diversification strategies and the sustainability of hospitality.	Empirical (survey)	104 respondents from hotels, Nigeria	Innovation has a significant positive moderating effect on the relationship between diversification strategies and the sustainability of hospitality firms.
UI Hameed et al. (2022)	New model in the hospitality industry and incorporating open innovation (OI) as a significant business performance (BP) supporter.	Empirical (survey)	201 managerial employees of hospitality companies, Malaysia	OI has a crucial contribution to fostering service innovation (SI) and BP.
Bhat & Sharma (2021)	Co-creation on technological innovation and firm performance in the hospitality industry.	Empirical (survey)	340 managers of the luxury hotels, India	Confirm the positive relationship among all the constructs of the integrated model.

Source: Authors

Based on the data presented in the Table 3, it can be concluded that 69 % of the researches are empirical, 21 % are qualitative and 10 % are theoretical. An overview of the studies in this regard covering the main focus is presented in Table 4.

Table 4. Innovation in service industry matrix

	Business impact	Sustainability	Globalization	Innovation drivers/determinants	Business model
Orfila-Sintes & Mattsson (2009)	x				
Hertog et al. (2011)	x				
Göğüş et al. (2013)		x			
Iorgulescu & Răvar (2013)	x				
Langvinienė & Daunoravičiūtė (2015)	x				
Zaitseva et al. (2016)			x		
Hornig et al. (2016)		x			
Kallmuenzer (2018)				x	
Backman et al. (2017)				x	
Cheah et al. (2018)	x	x			
Hornig et al. (2018)		x			
Wikhamn et al. (2018)				x	
Zaridis et al. (2019)	x			x	
Bharwani et al. (2019)	x			x	x
Ozturkoglu et al. (2021)		x			
Lee et al. (2021)				x	
Anning-Dorson & Nyamekye (2020)	x				
Njoroge et al. (2020)		x			
Hussain et al. (2020)	x	x			
Asadi et al. (2020)	x	x			
Rahman et al. (2021)	x			x	
Stoffers et al. (2021)				x	
Musiello-Neto et al. (2021)	x				
Sayangbatti et al. (2021)	x			x	
Enobong et al. (2022)		x			
Ul Hameed et al. (2022)	x			x	
Bhat & Sharma (2021)	x			x	

Source: Authors

The compiled results with respect to the primary focus covered by existing innovation hospitality studies illustrate that most of the analyzed papers are focused on linking innovation to the business impact they create. According to innovation hospitality literature overview, we can grasp that most researched topics are innovation drivers, followed by linking innovation with sustainability.

Empirical research mostly tested impact of innovations on business performance, while one research tested impact of processes of globalization on growth potential in hospitality. Regarding sustainability researches, they vary from the empirical that tested impact of sustainable marketing drivers on market performance to qualitative that detect sustainable service innovation in hospitality. Hotel managers, employees and guests are the dominant sample.

5. CONCLUSION

Contemporarily, innovation is being considered to be an important component of maximizing profit in business. Accordingly, in order to survive in a competitive environment or market, it is necessary for every company to continuously innovate. It has been identified that using technology has become indispensable in our daily lives during the past few decades. As a result, there has been an increase in the use of technology, particularly in the service sector, therefore hospitality innovation came to the center of our research interest. The purpose of this review paper was to provide an overview of the context and focus of previously published research papers on hospitality innovation, and to provide a reference guide for further research. One of the most significant findings from our literature examination has been the relative lack of empirical researches conducted on the sample of restaurants, while majority of the researches focuses on the hotels only.

Further research could aim to compare the suitability of innovation strategies with existing hospitality strategies with a special focus on innovation strategies used in restaurants. In addition, due to the importance of sustainability, future studies may shift the focus to the role of sustainability, especially green innovations in achieving competitive advantage in hospitality industry with a special focus on restaurant performance.

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INOVATIVNE PRAKSE U UGOSTITELJSTVU – PREGLED LITERATURE

SAŽETAK

Svrha ovog istraživanja je pružiti smjernice za buduća istraživanja vezana uz inovacije u ugostiteljstvu, a u tu svrhu važno je analizirati novija istraživanja i sintetizirati glavne pristupe i nalaze. Pregledi literature analizirani u ovoj studiji imali su drugu svrhu. Njihova je svrha bila analizirati čimbenike koji utječu na poslovne modele u ugostiteljstvu, pružiti sintezu o inovacijama svojstvenima turizmu i ugostiteljstvu te odrediti dimenzije za ugostiteljske inovacije koje su orijentirane na održivost.

Ovaj pregled literature nastoji analizirati postojeće istraživačke studije objavljene u razdoblju od 2012. do 2022. godine koristeći Emerald Insight i ProQuest bazu podataka sa sljedećim ključnim riječima: "inovacija" i "ugostiteljstvo" u vezi s njihovim a) fokusom istraživanja, b) korištenom metodologijom znanstvenog rada, c) uzorkom, d) rezultatima istraživanja. Prikazani su svi radovi koji su odgovarali zahtjevima istraživanja i vremenskom okviru. Dvije su baze podataka temeljito pregledane za potrebe ove studije. Ovaj sustavni i detaljni pregled literature mogao bi biti korisna baza za buduća istraživanja u području inovacija u uslužnom sektoru kao ključ poslovnog uspjeha i konkurentne prednosti ugostiteljske industrije. Jedan od najznačajnijih zaključaka je relativan nedostatak empirijskih istraživanja provedenih na uzorku restorana.

KLJUČNE RIJEČI: inovacije, uslužne djelatnosti, ugostiteljstvo, restorani, pregled literature