



Using innovation and entrepreneurship for creating edge in service firms: A review research of tourism and hospitality industry

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ABSTRACT

This paper aims to inform policy and research in the domain of tourism and hospitality on the role of innovation and entrepreneurship. The paper applies the review research methodology to collate, comprehend, and synthesise 139 papers selected through a standard procedure. Our findings show that innovation drives growth and value in new tourism and hospitality firms. The study examines external factors, particularly government policies, influencing industry stakeholders' entrepreneurial orientation and the macroeconomic environment affecting entrepreneurial activities. It also highlights the importance of social entrepreneurship in industry innovation and sustainability. This article emphasises the importance of innovation and entrepreneurship in tourism and hospitality growth, value creation, and social and environmental issues.

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Introduction

In recent years, entrepreneurship has emerged as a vital force propelling innovation, fostering environmental responsibility, and driving overall growth across business sectors. In recent times an unprecedented global economic environment caused by a wide range of factors, including the global financial crisis, the COVID-19 pandemic, geopolitical conflicts (such as Russia-Ukraine, Israel-Palestine, and more recently Iran-Israel), there is continuous pressure on the income and spending of the masses, calling for more cost-effective solutions. Innovation remains a strong tool for designing such solutions that can be effectively delivered through proactive entrepreneurship (Ahmad et al., 2023).

The tourism and service sector has contributed largely to global economic development, over the last two decades in particular. Tourism's direct contribution to gross domestic product (TDGDP) amounted to approximately USD 3.3 trillion in 2023, comprising 3% of the global GDP (UNWTO, 2024). However, global disasters such as the COVID-19 pandemic and geopolitical conflicts restrained the mobility of individuals, thereby restraining the growth potential of the T&H sectors. The global travel and tourism market suffered a substantial blow during the COVID-19 pandemic, shedding an estimated 63 million jobs in 2020. Such disasters have contributed to a continued decline in job opportunities within the tourism industry, exacerbating the workforce reduction initiated by the pandemic itself (WTTC, 2022). As a result of these developments, the world witnessed a transition from over-tourism to under-tourism mainly caused by travel restrictions, lockdowns, and an overall decline in tourism activities (Mahendru et al., 2023). Consequently, there is a strong need for innovation and entrepreneurship in the tourism and

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hospitality sectors to adapt to such dynamic challenges and be resilient in the face of uncertainty (Lupton & Samy, 2022). While ensuring growth and profitability for the sectors on one hand, innovation and entrepreneurship can help the tourism and hospitality sectors contribute to the wider social and environmental causes through sustainable tourism (Dias et al., 2022).

In the post-COVID world, policymakers are learning to cope with the challenges thrown by the ongoing geopolitical crises, the arrival of artificial intelligence (AI), and other socioeconomic developments worldwide. Similarly, the T&H industry is recovering from the COVID hangover and witnessing a rise in tourist activities. The service sector showed resilience in 2021 as exhibited by the rise in global GDP to the tune of USD 1 trillion. Projections suggest strong growth in the tourism sector with a projection of 5.8% annual growth from 2022 to 2032, outpacing the overall economy (UNWTO, 2024). The transformation of the T&H industry is characterised by AI-driven contactless services and technology-driven innovation (Niessing et al., 2022).

This renewal of the tourism sector, when viewed from the perspective of technology, innovation, and entrepreneurship, represents a significant change in the T&H industry. Collaboration with local communities and governments becomes crucial, not only for regulatory support but also to ensure that entrepreneurial initiatives align with social empowerment and sustainable practices. Key players in the industry, including established businesses, start-ups, and government bodies, should actively engage in fostering an ecosystem that encourages innovation (Sun & Zhang, 2022). Collaborations, entrepreneurial self-efficacy, community attachment, and entrepreneurial passion (virtue) have a favourable impact on social innovations in the tourism and hospitality sectors.

Río & Medina-Garrido, (2020) indicated a dearth of published material on innovative entrepreneurship in the tourism industry. Bat-tour et al. (2021), pointed out that empirical research has paid scant attention to the role that innovation plays in the tourism industry, despite the industry's contribution to innovation at the regional, firm, and product levels. These gaps urge us to contribute to the knowledge of literature by answering the following research query, like, what is the existing knowledge on the topic of innovation and entrepreneurship in T&H in terms of ideas, theoretical concepts, research methodologies? We have answered this research question with an integrative review. Major ideas and themes of the subject area are discussed through a strategic map. Emerging or declining themes in the strategic map present a research gap in the study. Inductive analysis provided in our study indicates the aggregates dimension which increases our understanding by articulating the umbrella topics of the field. Moreover, the conceptual framework assists in integrating inductively identified topics. This study seeks to inform the policymakers and practitioners in the tourism and hospitality sectors on advancing the sectors by promoting industrial innovation (SDG 9), thereby fostering sustainable cities and communities (SDG 11).

The novelty and originality of this study lie in its comprehensive review of how innovation and entrepreneurship can create a competitive edge in service firms within the tourism and hospitality industry. By synthesising existing research and identifying key trends and gaps, this study provides a unique and updated perspective on the critical role of innovative and entrepreneurial strategies in navigating contemporary challenges such as economic disruptions, global crises, and technological advancements. This integrative approach not only enhances theoretical understanding but also offers actionable insights for industry stakeholders to foster sustainable growth and resilience in the tourism and hospitality sectors.

Hospitality industry is increasingly opting for sustainable building materials and practices in construction and renovations, aiming to lessen environmental impacts. This approach not only aids in reducing hotels' ecological footprint but also positions them as conscientious custodians of the environment. Incorporating recycled

materials, energy-efficient windows, and enhanced insulation techniques are among the methods that enhance a building's sustainability. By embracing these diverse and impactful measures, the industry can significantly contribute to promoting global sustainability while also fostering better infrastructure. These findings and implications place this study at a pivotal place in the existing knowledge, opening the doors for its further advancement leading to policy interventions and practical implementations aimed at attaining SDGs 8, 9 and 11 (Khizar et al., 2023).

The subsequent sections of the paper are organised as follows. The next section presents the conceptualisation and theoretical underpinnings in the subject area. The third section provides data and methods used in our research, while the fourth section illustrates the inductive and thematic analysis. The fifth section presents the agenda for future research and policy implications, this is followed by the final section providing the concluding remarks for our study.

Theoretical underpinnings

Three perspectives of entrepreneurship are pertinent to this discussion (Solvoll et al. 2015), namely the innovation-based perspective (Schumpeter, 1939), the business formation perspective (Carter et al., 2003), and the opportunity-based perspective (Shane & Venkataraman, 2000). Entrepreneurship in the tourism sector is influenced by these perspectives. As Hjalager, (2002) noted, tourism research can be either convergent or divergent when addressing issues like innovation or entrepreneurship. The convergent approach applies mainstream academic research to tourism, while the divergent perspective views "tourism as a phenomenon rather than an industry." This means that tourism-specific research perspectives and tools are essential for entrepreneurial research in this field. Therefore, studying tourism entrepreneurship necessitates the development of new techniques and interdisciplinary collaboration, moving beyond traditional entrepreneurship research debates (Alsos et al., 2014).

The concept of innovation in tourism has only recently been examined, with numerous studies emerging after the year 2000 due to the adoption of new technologies by the tourism industry. Innovation is crucial for the growth of this sector (Poon, 1988; Victorino et al., 2005). Many tourism researchers have studied various forms of innovation. Hjalager, (2002) examined product, classical process, managerial, and institutional developments in tourism, creating a model of tourism innovation that includes regular, niche, architectural, and revolutionary innovations. Further research in 2003 highlighted new methods at Marriott and Ritz (Enz & Sigauw, 2003; Law, 2019). Orfila-Sintes et al. (2005) analysed hotel performance and features, while Ottenbacher and Gnoth (2005) identified key factors of innovation in hospitality, such as market selection, strategic HRM, training, market response, and empowerment. The most innovative sectors were found to be hotels, restaurants, and transit industries (Chen et al., 2012).

Public policies, encompassing regulations, plans, strategies, blueprints, guidelines, programs, and reforms, play a significant role in shaping behaviour and practices within organisations, including those in tourism and hospitality. According to Institutional Theory, these policies are seen as institutions or "rules of the game" (Urbano et al., 2019) that constrain stakeholders' behavior in specific contexts. In tourism and hospitality, policies are closely tied to labour market dynamics, influenced by cultural and traditional perceptions of various groups (Aguinis et al., 2023). The effectiveness of policy formulation and implementation is often affected by the local context. For instance, many United Nations policies have failed to be implemented due to a lack of specificity and sensitivity to local contexts, a phenomenon known as the "policy-action gap" or "scale discordance" (Gaillard & Mercer, 2013).

Applying Institutional Theory provides a framework for understanding how service firms in the tourism and hospitality industry

can gain a competitive edge by aligning their entrepreneurial and innovative efforts with the institutional environment, including regulatory frameworks, cultural norms, and industry standards. This theory posits that institutions significantly influence organisational behaviour by offering a macro-level view of the factors at play (Maggio & Powell, 1983). Moreover, Institutional Theory enhances our understanding of technology adoption in the travel and hospitality context (Gyau & Stringer, 2011). This highlights the knowledge gap in the field, emphasising the need for a more nuanced approach that considers the institutional environment to effectively foster innovation and entrepreneurship in tourism and hospitality.

Data and Methods

As the industry grows and evolves, T&H encounters various challenges, such as shifting consumer preferences, technological advances, and intensified competition. As a result of these dynamics, innovation and entrepreneurship emerge as essential forces empowering organisations to adapt, flourish, and establish unique value propositions (Mahendru et al., 2023). Researchers have synthesised their findings in numerous disciplines, including economics, operations management, strategic management, service management, and marketing, due to the prolific nature of innovation and literature.

The present study employs a review research analysis. While research on the T&H area began in 1986, most of it was conducted between 2017 and 2022 as a result of the widespread adoption of T&H. The number of articles published annually has increased from a low of 2 each year between 1986 and 2001, to a high of 87 in 2022. There appears to have been a substantial spike in output following 2012, with 26 publications appearing that year alone.

The review process in social sciences can be biased; therefore, a structured methodology is crucial for an objective literature review in the T&H sector (Rowe, 2014). By analysing existing knowledge and mapping research gaps, this approach addresses key challenges (Tranfield et al., 2003). Combining manual and software-driven research, it uses academic sources to provide a comprehensive overview (António & Rita, 2023; Kraus et al., 2021). By focusing on the essential elements of review methodologies and contributions as independent analyses, we have structured our data and methods to enhance clarity and precision, avoiding common pitfalls associated with complex review procedures and overlapping similarities (Kraus et al., 2022). Precision in review studies lays a strong foundation for advancing fields in significant ways by achieving four key objectives: (1) gaining a thorough understanding of the subject, (2) identifying knowledge gaps, (3) formulating original research questions, and (4) defining contributions to the field (Rao et al., 2023; Sharma, Kraus, et al., 2022; Sharma, Verma, et al., 2023). The proposed framework (Fig. 2) uses inductive analysis to derive first-order concepts, second-order themes, and aggregate dimensions from the literature (Mahendru et al., 2022; Thomas & Tee, 2022). This review aims to guide research and policy in the field (Ghura et al., 2022; Kromidha et al., 2023; Nangia et al., 2023; Sharma, Kraus, et al., 2022).

We use the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) guidelines for conducting and reporting research articles as given in Fig. 1 (Liberati et al., 2009; Moher et al., 2009). We have used an advanced search option in the Scopus database where we use keywords such as “entrepreneur” AND “innovation” AND “tourism” AND “hospitality”, fetching us 1032 documents. Next, we screened the documents based on *business, and management* subject categories, to obtain documents only related to the tourism or hospitality area, in sync with the study topic, leaving us with 891 documents. Furthermore, we filtered the documents to retain only those in the English language, which is widely accepted, and the document type is kept as review and journal articles fetching us 561 papers. Lastly, to maintain the quality standards of the reviewed article, we only retained the papers published either in the journals

ranked A or above in the ABDC 2022 list (Moosa, 2016), or the journals ranked 3 or above in the ABS 2022 (Morris et al., 2009) list, or the journals with impact factor 5 and above, leaving us with 139 papers.

This study employed a rigorous methodology combining inductive and deductive coding to analyse collected data. Initially, an inductive analysis identified themes and constructs from recurring patterns in the literature. These aggregate dimensions are fundamental for understanding the interaction between innovation and entrepreneurship (Fereday & Muir-Cochrane, 2006). To enhance analysis, a strategic map illustrated the interconnections among themes in Tourism and Hospitality (T&H), aiding in systematic data organisation and identifying key areas for further study (Hoon & Baluch, 2020). The dual strategy incorporated both informant-centric and researcher-centric concepts, ensuring a comprehensive examination of perspectives. The initial performance analysis employed informed approaches (Donthu et al., 2021; Kent et al., 2020), followed by a thorough qualitative review. The strategic map (Fig. 3) identified overarching themes, facilitating a detailed and organised analytical process. This method allowed for the detection of emergent patterns and themes, contributing to a deeper understanding of the subject.

Inductive and thematic analysis

This segment delves into the inductive analysis that is created based upon a thematic map-based fashion.

Dimensions, themes, and constructs in the knowledge field

Inductive mapping (Fig. 2) of the T&H sector integrates literature, highlighting its robust growth driven by rising disposable income and evolving consumer preferences. Coupled with technological advancements, this fosters experiential entrepreneurship, enhancing travel services for tourists. Five overarching dimensions, identified through analysis, deepen academic understanding and guide future research. Thematic mapping, exemplified in Fig. 3, unveils interconnections among these dimensions, aiding in identifying nuanced patterns that traditional methods overlook, thus enhancing comprehension in diverse fields.

We synthesised literature to offer a comprehensive view of innovation and entrepreneurship, deriving ten overarching themes from aggregate dimensions. Exploring sub-themes after reviewing the thematic map aids in understanding future research trajectories. These themes are subdivided into categories encompassing well-explored concepts like “motor,” “basic,” “niche,” and “emergent,” as well as less explored ones. Sub-themes enhance qualitative research by enabling deeper exploration of data complexity within a conceptual framework, facilitating nuanced understanding.

The first AD, “Green Infrastructure for Tourism and Hospitality”, promotes sustainable T&H practices to assure success. Macroeconomic conditions influence entrepreneurship and innovation in sustainable infrastructure integration. Entrepreneurship in tourism is essential for enhancing attractive travel destinations. *The literature has expanded this dimension to include economic development, environmental sustainability, hospitality, and tourism policy.* Green projects and eco-conscious visitors benefit businesses, communities, and individuals. Investing in eco-lodges, hotels, and sustainable transportation promotes resource management and environmental conservation (Kusa et al., 2023). The hospitality industry is adopting green infrastructure including energy-efficient lighting, water conservation, and local, organic food. These changes save money, improve the hotel's reputation, and attract eco-conscious guests (Sakshi et al., 2020). Governments recognise the necessity of eco-friendly principles. Policy alignment to promote renewable energy and eco-friendly certifications necessitates public-private collaboration (Demeter et al., 2022; Pan et al., 2018). Integrating green

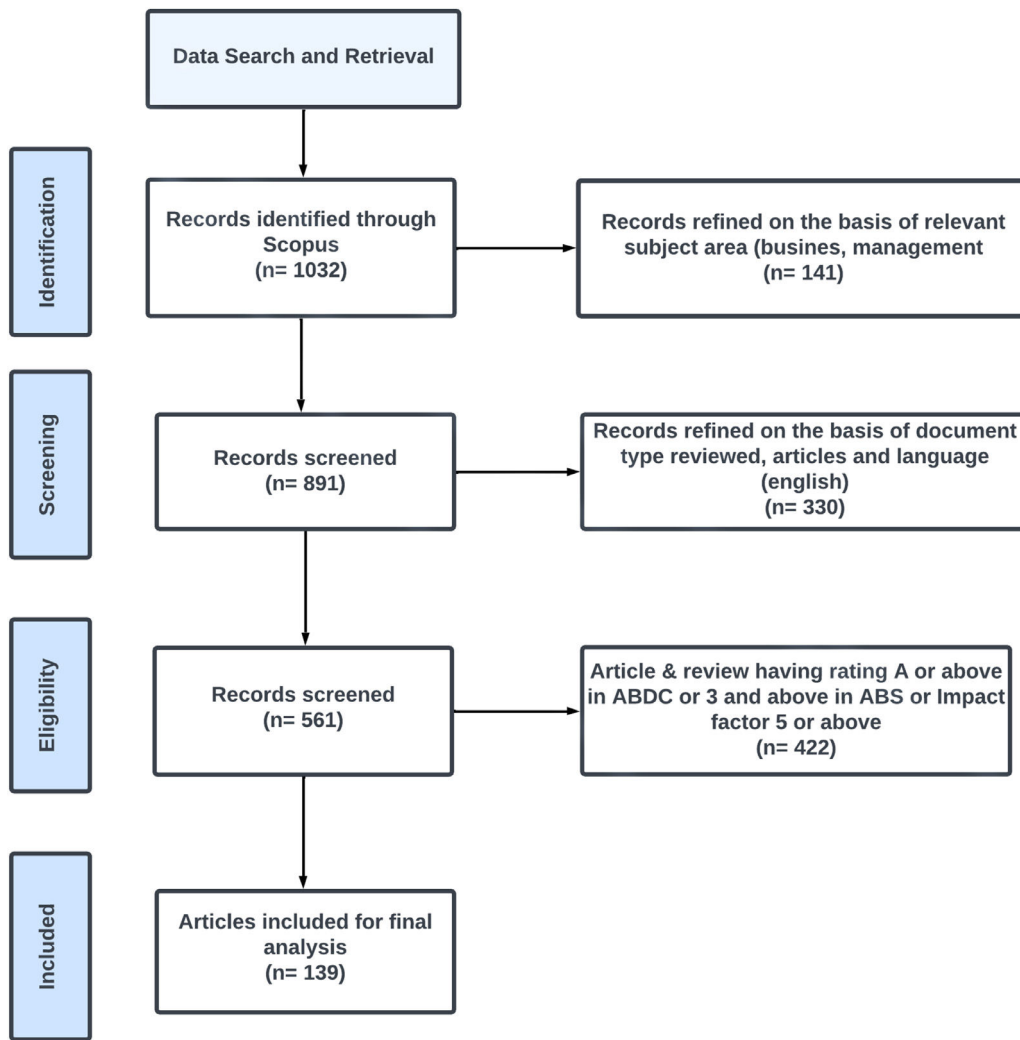


Fig. 1. Study flow diagram using PRISMA (Utami et al., 2021).

infrastructure into activities boosts sector viability and reduces environmental impact (Luo et al., 2023).

The second AD, “Sustainable Entrepreneurship”, integrates entrepreneurship with sustainability goals, covering economic, social, and environmental dimensions. It involves running businesses that generate economic value while enhancing societal well-being and preserving the environment. This concept is explored through three themes: *environmental sustainability*, *entrepreneurial orientation*, and *entrepreneurship*. Sustainable entrepreneurship is noted for its positive impacts on economic growth, social conditions, and environmental objectives. While it supports economic and social development in poorer nations, the environmental aspect may sometimes lag (Dhahri & Omri, 2018). In the tourism and hospitality industry, sustainable entrepreneurship is essential for innovation, value creation, and economic growth, contributing to employment, product innovation, and business opportunities. Environmentally and socially responsible entrepreneurship emphasises individual initiative, skill development, and commercial success. The macroeconomic environment and government policies significantly influence entrepreneurial activities in the T&H sector. Sustainable entrepreneurs drive positive change, embracing innovation and guiding the industry toward ecological responsibility and economic sustainability. This multidimensional approach is crucial for the industry’s growth, resilience, and alignment with global sustainability goals (Kraus et al., 2023).

The third AD, “Tourism Epistemology”, investigates the production, dissemination, and application of knowledge in tourism. The

literature advocates for a human-centred, conversational approach to advancing tourism knowledge, emphasising a linguistic perspective as essential for understanding tourism epistemology. This framework examines how tourism knowledge evolves, focusing on new interpretations, practical applications, and the development of concepts and models over time (Belhassen & Caton, 2009; Tribe & Liburd, 2016). This AD encompasses three themes: *entrepreneurship*, *rural tourism*, and *tourism policy*. It highlights the importance of tourism entrepreneurship in driving economic growth, fostering innovation, and enhancing competitiveness and productivity in the T&H industries (Akay, 2022). Rural tourism is recognised for its potential in economic diversification and preserving cultural and natural resources. Sustainable tourism indicators and planning are two of the many subtopics that are divided under the umbrella of sustainable tourism policy research. It emphasises the need for green initiatives, especially in rural tourism, to create new and sustainable practices in the tourist and hospitality business (Power et al., 2020).

The fourth AD, “Destination Development Management”, aims to ensure the lasting allure and competitiveness of destinations by responding to market demands and competitive pressures. It involves strategic planning, coordination, and policy execution to enhance tourism amenities, infrastructure, and services while promoting sustainability (Morgan et al., 2021). This dimension encompasses sub-themes: *economic development*, *social innovation*, *hospitality industry*, *tourism policy*, and *destination marketing*. Economic development within destination development management

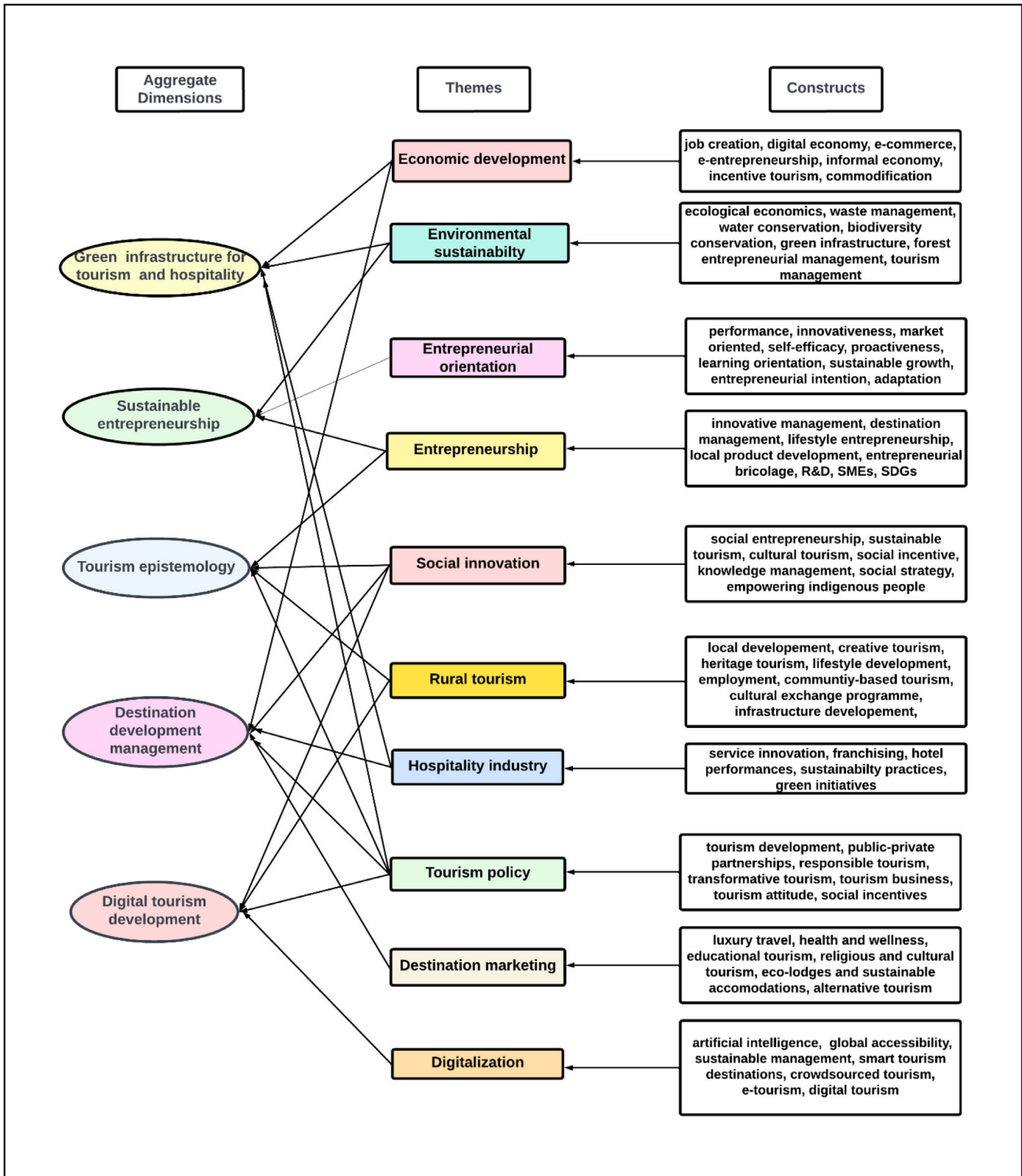


Fig. 2. Dimensions, themes, and constructs in the knowledge field.

involves leveraging comparative advantages, considering factors like climate, location, natural resources, and cultural attributes. Social innovation focuses on creating and implementing new social and environmental solutions for destination sustainability (Sharma, Taheri, et al., 2023). The hospitality industry is integral, encompassing destination management organisations (DMOs), marketing, policy, planning, and environmental management. Tourism policy is crucial for long-term economic, social, and environmental goals,

emphasising sustainable practices and community interaction (Khan et al., 2021). Effective destination marketing is essential for attracting tourists and boosting the economy, requiring collaboration between DMOs, tourism companies, and local communities. Overall, destination development management addresses economic development, social innovation, hospitality, tourism policy, and destination marketing to ensure the sustained allure and competitiveness of destinations (Mariani et al., 2021).

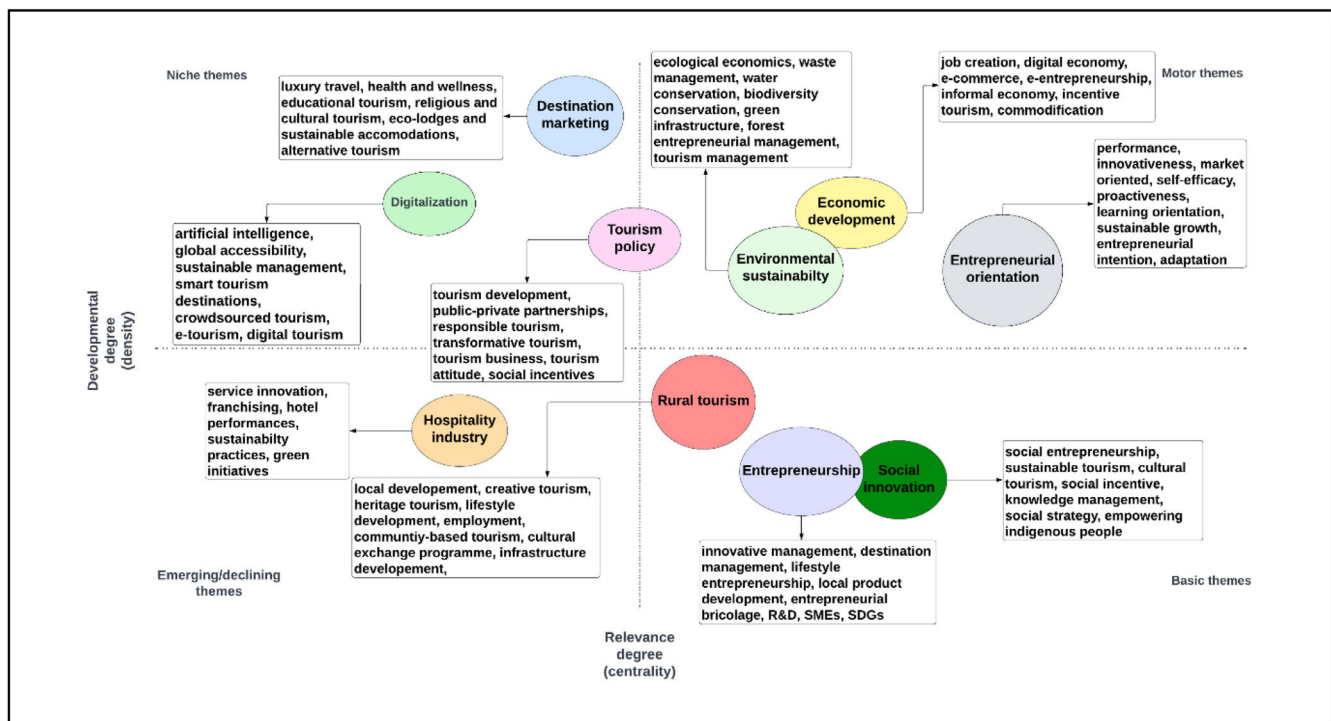


Fig. 3. Strategic map in the field of tourism and hospitality.

The fifth AD, “Digital Tourism Development”, examines the integration of digital technologies like mobile apps, social media, virtual reality, AI, and big data into the tourism industry (Adeyinka-Ojo et al., 2020). The COVID-19 pandemic has accelerated digital innovations crucial for the hospitality sector’s recovery and sustainable growth, focusing on health and safety measures for tourists (Matusíková et al., 2023). Digital marketing has been pivotal in promoting destinations and attracting tourists during travel restrictions. AI’s impact on the competitiveness of tourism enterprises underscores the growing importance of digitalisation in the sector (Sharma et al., 2022). The literature also explores hierarchical relationships affecting tourism enterprises’ financial performance (Knani et al., 2022; Sharma et al., 2022). This AD includes sub-themes such as *social innovation, rural tourism, tourism policy, and digitalisation*. Social innovation in digital tourism addresses social and environmental issues through sustainable practices and increased community involvement (Guo et al., 2023). Digitalisation in rural tourism expands reach, attracts more guests, and offers authentic experiences. The Rural Digital Economy Index measures digitalisation’s impact on rural tourism start-ups. Overall, the widespread adoption of digital technologies is revolutionising the travel and hospitality sector by enhancing visitor experiences with personalised services, streamlined transactions, and data-driven decision-making (Li et al., 2023; Tang et al., 2022).

Thematic map

A thematic map visually represents core concepts within a framework. Utilising centrality and density measurements, the strategic diagram categorises subjects (Cobo et al., 2015). Density assesses the interconnection among different subjects, while centrality measures it within the same group (Aparicio et al., 2019). The thematic map displays nine distinct themes across four quadrants: the upper right quadrant shows the motor theme with high centrality and density, the upper left features the peripheral theme with high density and low centrality, the lower left shows the emerging or disappearing theme with low density and centrality, and the lower right presents

the transversal, general, or basic theme with low density and high centrality.

Fig. 3 illustrates a strategic map with nine topics: entrepreneurial orientation, rural tourism, entrepreneurship, social innovation, environmental sustainability, economic development, tourism policy, destination marketing, and the hospitality industry. The links among themes have strengthened over time, though internal connections in some quadrants remain weak, indicating the need for further research (Rodríguez-Soler et al., 2020). Additionally, the size of the circles suggests these issues have been extensively explored, yet more scholarly investigation is required.

The basic theme encompasses social innovation, entrepreneurship, rural tourism, and entrepreneurial orientation. “Social innovation” (SI) emerges prominently within this theme, comprising sub-themes such as social entrepreneurship, sustainable and cultural tourism, social incentives, and empowering Indigenous communities (Nadkarni & Morris, 2019; Panzer-Krause, 2019; Udiyana et al., 2018; Wang, 2022). Despite gaining traction in governance and policy literature, SI needs help in conceptual clarity and diverse research contexts. Unlike traditional innovation, SI prioritises addressing social, environmental, and cultural issues, aiming for innovative solutions to problems like poverty and healthcare. Academically, SI involves generating, developing, and implementing ideas for societal betterment, emphasising well-being and sustainable development (van der Have & Rubalcaba, 2016). An integrative review examines SI’s impact on organisational change in tourism companies and its role in rural tourism projects, emphasising its growing importance in creating value for rural communities. Economic perspectives highlight SI’s focus on outcome-oriented ideas and systemic changes with positive social impacts, often driven by technological advancements. In tourism, SI facilitates a shift from “customer-oriented” to “community-oriented” approaches, integrating social capital and aligning with economic sustainability goals (Alkier et al., 2017; Shin & Perdue, 2022).

In Tourism and Hospitality (T&H), entrepreneurship and social innovation are intertwined approaches aimed at addressing societal needs and fostering sustainable development. “Entrepreneurship” in T&H includes innovative management, destination management, and

local product development, extending beyond conventional business practices to enhance economic and non-economic well-being (Pre-senza et al., 2020; G. D. Sharma, Kraus, Liguori, et al., 2022). This concept, rooted in disciplines like economics, management, and sociology, highlights its significance for organisational success and societal advancement (Giampiccoli & Mtapuri, 2022). Entrepreneurship drives economic growth and shapes policy frameworks that prioritise sustainability in tourism worldwide (Triantafyllidou & Tsiras, 2018). This has led to policies supporting entrepreneurship and sustainable tourism initiatives in many countries. Small businesses, which dominate the hotel and tourism industry, benefit significantly from entrepreneurial efforts. Understanding entrepreneurs' decision-making and assessing their entrepreneurial capital is crucial for evaluating the sector's resilience, particularly in rural tourism contexts. This integration of entrepreneurship and social innovation demonstrates a commitment within the T&H sector to tackle contemporary challenges, driving positive change and innovation-led growth. It underscores the vital role entrepreneurs play in shaping the industry's future (Pappas & Brown, 2020).

The theme of "Rural tourism" includes sub-themes like local development, creative tourism, heritage tourism, lifestyle development, employment, community-based tourism, cultural exchange programs, and infrastructure development (Mykola et al., 2020; Udiyana et al., 2018). Driven by a desire to explore rural areas, it involves activities such as ecotourism, hiking, horseback riding, adventure sports, wellness retreats, and cultural experiences, characterised by unique intensity and area-specific traits (Lane, 1994). Tourism entrepreneurship is crucial for growth, market responsiveness, product innovation, and industry evolution (Guo et al., 2023). Rural tourism boosts local earnings, creates jobs, and reduces urban-rural income gaps. The literature emphasises tourism development's economic and social benefits for rural communities. Interviews with industry leaders highlight tourism's role in local development and innovation (Brouder, 2012). Entrepreneurs need quality, professionalism, and training to innovate rural tourism services. Innovation and entrepreneurship are essential for rural tourism, focusing on local dynamics, entrepreneurial competencies, and promoting service innovation (Peng & Lin, 2016).

"Entrepreneurial orientation" is a pivotal theme alongside performance, innovativeness, market orientation, self-efficacy, proactiveness, learning orientation, sustainable growth, entrepreneurial intention, and adaptation. The literature highlights the importance of Entrepreneurial Orientation (EO) in the T&H industry. Lumpkin & Dess (1996) clarify the nature of EO and propose a contingency framework for investigating its relationship with firm performance. EO refers to the strategies, practices, and decision-making processes that inspire the creation of new businesses. This idea comes from a strategic-choice viewpoint, which argues that taking advantage of new opportunities can be accomplished through intentional and calculated actions. EOs are distinguished by a tendency to work independently, a readiness to adopt innovation and take risks, and a proactive and assertive approach to competing with other businesses and seizing market chances. The literature identifies a gap in understanding the predictive role of green entrepreneurial orientation (green EO) in employees' green creative behaviour. Previous research mainly focused on leadership, neglecting green EO's impact on creativity in the tourism industry (Serra Cantallops & Salvi, 2014).

"Economic development" is part of the motor theme alongside job creation, digital economy, e-commerce, e-entrepreneurship, informal economy, incentive tourism, and commodification as its sub-themes (Bulut, 2022; Suder et al., 2022). It involves collaborative efforts to enhance the quality of life and economic well-being in a region. Entrepreneurship, particularly in locally owned, small-scale tourism businesses, can stimulate long-term economic growth (Abranja et al., 2022). However, its potential positive impact also comes with risks if not managed properly. Innovation is integral to economic

development in the T&H industry, with the sector relying on it for economic growth. The literature highlights the role of innovation and entrepreneurship as crucial tactics to shift the trajectory of economic growth (Baumol, 2014). Assessment models and index systems have been developed to evaluate their effects on economic development. Sustainable businesses are emphasised for balancing economic development with ecological and social considerations, aligning with the trend towards environmentally and socially responsible tourism practices (Suting Zhang, 2021).

"Environmental sustainability" is an integral component of the motor theme, aligning with economic development in the T&H sector. The sub-themes consist of ecological economics, waste management, water conservation, biodiversity conservation, green infrastructure, forest entrepreneurial management, and tourism management (Kokkranikal & Morrison, 2011; R Kusa et al., 2023; Y. Peng & Huang, 2022). The literature highlights the impact of social entrepreneurship on cultural tourism's efforts to reduce its environmental impact. They claim that by placing greater value on social and cultural products and ensuring environmental sustainability, social entrepreneurs aid in the growth of tourist hotspots. Integration of social entrepreneurship into the hotel and cultural tourist industries is advocated to better serve local communities (X. Li et al., 2022). A study explores Sustainable-Oriented Innovation (SOI) strategies in micro and small businesses in the hospitality and tourist industries, revealing that entrepreneurs prioritising social responsibility and environmental sustainability are more likely to succeed in implementing SOI. This research enhances comprehension of alternative business models, fostering theoretical and practical growth in sustainable practices within T&H development (Bressan & Pedrini, 2020).

"Tourism policy" is transitioning from a niche theme to a motor theme, indicating a growing centrality and the need for enhanced policies. Sub-themes include tourism development, public-private partnerships, responsible tourism, transformative tourism, tourism business, tourism attitude, and social incentives (Calzada, 2019; Picciotto, 2019). Recognising tourism as the world's largest economic sector, small and medium-sized enterprises (SMEs) and entrepreneurial companies (EBs) are crucial for economic growth. Entrepreneurship drives economic growth; thus, policymakers want to create a competitive and vibrant entrepreneurial economy. The study examines the relationship between entrepreneurship development and economic growth to construct an entrepreneurial tourism strategy. Findings emphasise foundational issues for governments fostering entrepreneurialism in tourism, establishing connections between criteria, dimensions, and policy initiatives (Jafari-Moghadam et al., 2017). T&H sectors need government measures to eliminate social exclusion and promote inclusive growth. Entrepreneurship can lead to criminality and social marginalisation, which governments must consider (Hall et al., 2012; Sharma et al., 2022). Studies show that collaborative innovation in tourism drives visitor numbers and destination growth, emphasising the government's responsibility in building and fostering such networks (Marasco et al., 2018).

In the niche theme, "Destination marketing," sub-themes include luxury travel, health and wellness, educational tourism, religious and cultural tourism, eco-lodges and sustainable accommodations, and alternative tourism (Kaushal & Srivastava, 2021; Udiyana et al., 2018; W. Wang et al., 2022). Crowdfunding improves destination marketing by promoting digital communities, social media outreach, networking, destination expertise, and innovation. Sustainable tourism excellence needs destinations to actively pursue and foster innovation services, goods, management, and advertising. Tourism lifestyle entrepreneurs' small companies were hit hard by the COVID-19 pandemic. A strategic recovery framework for Destination Marketing Organisations (DMOs) emphasises fostering small-scale business growth and improving communication to reach specialised customers. Supported by DMOs, resilient firms enhance destination

competitiveness and innovation through collaboration and networking (Jung et al., 2021). The literature emphasises new destination marketing strategies and business building. Innovation is essential for global market competition, and entrepreneurship creates new goods, processes, and organisational structures. Innovation and entrepreneurship help small to medium-sized enterprises (SMEs) internationalise and succeed in tourist destinations, emphasising the need for both to achieve competitive advantage and sustainable excellence in the T&H industry (O'Cass & Weerawardena, 2009).

"Digitalisation" forms a constituent element within the niche theme, encompassing sub-themes such as artificial intelligence, global accessibility, sustainable management, smart tourism destinations, crowdsourced tourism, e-tourism, and digital tourism. Digitalisation refers to the adoption or increase in the use of digital or computer technology by an organisation, industry, country, etc. The literature analyses the impact of digitalisation on different industry players, emphasising the motivations for its adoption. The study explores the benefits and drawbacks of digital technology in tourist education, highlighting the importance of educators adapting to the digital transition (Balula et al., 2019). The COVID-19 pandemic accelerated digital transformation in the global hotel and tourism business, prompting a call for in-depth studies on digital change in the sector (Cheng et al., 2023). Jayawarden (2019) redefines innovation in the hospitality and tourist business, offering advice on management, operations, education, research, and consulting (Jayawardena, 2019). The literature examines how the Indian T&H sector adapts to the evolving digital landscape, emphasising the importance of digital literacy, employable skills, staff training, state backing, and innovative techniques for successful digitalisation in the industry (Singh & Munjal, 2021).

The "Hospitality industry" is an independent theme in the emerging theme quadrant, with diverse literature on sub-themes such as service innovation, franchising, hotel performance, sustainability, and green initiatives (Luu, 2021; Notaro et al., 2012; Serafim & Verissimo, 2021). Literature reviews on hospitality innovation reveal business models and collaborative innovation factors. These reviews also emphasise the importance of sustainable-oriented hospitality innovation (Grilec et al., 2022). The innovation strategy in Tanzanian tourist hotels improves economic sustainability by standardising services, quality, product preparedness, and technology (Njoroge et al., 2020). This strategy gives hotels sustainable growth, resource management, profitability, customer happiness, and value chain management. Innovation is essential for hospitality growth and competitiveness (Jalilvand, 2017). Enhancing hotel operations through entrepreneurship in management systems is also important. The literature emphasises customer satisfaction, innovation, productivity, autonomy, entrepreneurship, quality, safety, and customisation for modern

enterprises. Encourage entrepreneurial behavior to boost staff dedication, performance, and feedback, improving workforce effectiveness (Abulhanova et al., 2016).

Agendas for future research and policy

This segment provides an overview of forthcoming research directions by employing a conceptual framework constructed upon a thematic map and inductive analysis. Additionally, policies for practitioners and government policymakers are discussed in this section.

Agendas for future research

The conceptual framework provided in Fig. 4 depicts the integration of green infrastructure and sustainable enterprise into tourism activities, which went from overtourism to undertourism due to COVID-19 (as stated in Section 1), which is essential for advancing tourism epistemology and promoting sustainable practices. Green infrastructure emerged as one of the aggregate dimensions, promoting energy-efficient lighting, water conservation, and local, organic food that saves money and causes less environmental impact (as mentioned in Section 4.1). These green infrastructure-based changes improve the overall tourism experience. Sustainable entrepreneurship aids in value creation, and economic growth, contributing to employment, product innovation, and business opportunities in the tourism industry, whilst on the other hand, entails the creation and implementation of environmentally friendly and innovative business practices (as found in Section 4.1). It advances tourism knowledge by promoting sustainable practices, such as the use of local materials, agricultural products, and traditional skills. By adopting green infrastructure and sustainable entrepreneurship, destination management organisations can increase their understanding of tourists' requirements and preferences, develop targeted strategies, and make informed decisions to ensure the sustainable growth and development of their destinations. These changes will help in improving the knowledge of the subject area. This knowledge enhancement clubbed with digital tourism development will help in ultimate destination development attending SDG 8, 9, 11.

Both green infrastructure and sustainable entrepreneurship are crucial for enhancing tourism epistemology and promoting sustainable practices. Green infrastructure, which integrates natural and built environments for ecological and social benefits, contributes to tourism knowledge by enhancing the overall tourism experience. It can increase tourism by enhancing urban wastewater management, creating recreational opportunities, and enhancing aesthetic appeal. Moreover, green infrastructure aids in energy conservation, reduces

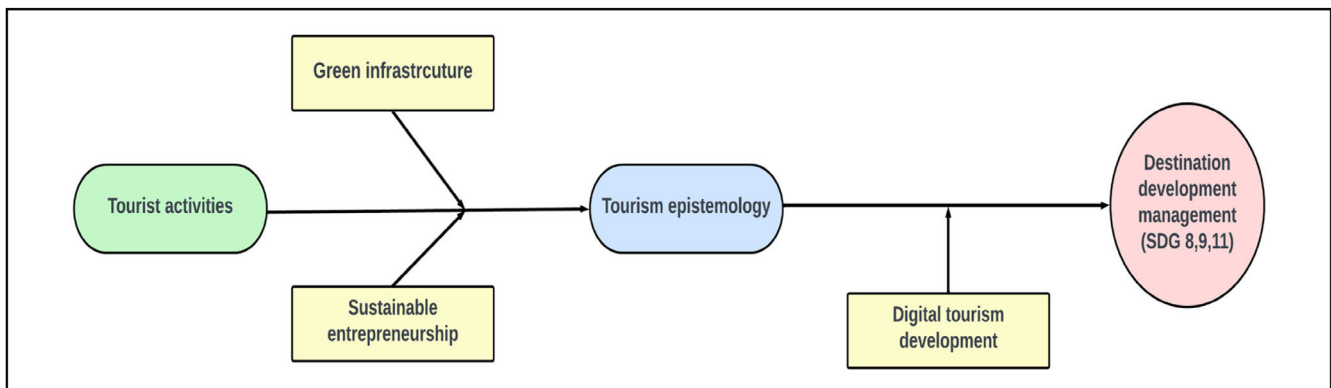


Fig. 4. Proposed conceptual framework.

the urban heat island effect, and promotes environmental sustainability, all of which are essential aspects of tourism knowledge.

In the tourism industry, sustainable entrepreneurship entails the development and implementation of environmentally friendly and innovative business practices. It contributes to tourism knowledge by encouraging sustainable practices, such as the use of local materials, agricultural products, and traditional skills. Additionally, sustainable entrepreneurship promotes the conservation of natural resources, reduces waste generation, and supports the local economy, thereby enhancing the tourism industry's overall sustainability.

Additionally, sustainable enterprise and green infrastructure can collaborate to create a more sustainable tourism industry. For instance, social entrepreneurship initiatives can contribute to the development of green infrastructure projects, such as eco-friendly accommodations or sustainable transportation alternatives, thereby enhancing the overall tourism experience and promoting environmental sustainability. This integration of sustainable entrepreneurship and green infrastructure serves to increase tourists', local communities', and industry stakeholders' knowledge and awareness of sustainable practices. In conclusion, green infrastructure and sustainable entrepreneurship play essential roles in enhancing tourism industry knowledge and fostering sustainable practices. Green infrastructure improves the tourism experience and contributes to environmental sustainability, whereas sustainable entrepreneurship encourages the adoption of innovative and eco-friendly business practices. The integration of these two concepts creates a more sustainable tourism industry and increases stakeholders' knowledge of sustainable practices (Crnogaj et al., 2014; Sharma & Kharbanda, 2023).

Tourism epistemology, which refers to the study of knowledge and comprehension in the tourism industry, is significantly influenced by the growth of digital tourism and the application of digital technologies in destination administration. The incorporation of digitalisation and sustainable practices into destination development management has the potential to improve tourism knowledge and contribute to the destinations' sustainable growth. Digitalisation is crucial to the development of tourist destinations because it enables them to acquire a competitive advantage. It enables destinations to develop smart tourism services and experiences by leveraging digital platforms and technologies (Ammirato et al., 2018). By combining digitalisation and sustainable entrepreneurship, destination management organisations can gain valuable insights and knowledge regarding the preferences, behaviour, and market trends of tourists. This information can be used to develop targeted marketing strategies, design sustainable tourism experiences, and make informed decisions about infrastructure development and resource allocation (Cool et al., 2001). Combined with sustainable practices, continuous data collection and analysis contribute to the ongoing enhancement of tourism knowledge and the development of more effective destination management strategies.

The integration of digital tourism development and sustainable entrepreneurship in destination development management has a substantial effect on tourism epistemology. Digitalisation enables destinations to obtain a competitive advantage, improve the tourism experience, and collect valuable data for the generation of knowledge. Entrepreneurship that is sustainable contributes to the preservation of resources, the welfare of local communities, and the long-term viability of destinations. The combination of these two factors presents destinations with opportunities to enhance their competitiveness, sustainability, and overall tourism knowledge. By incorporating digitalisation and sustainable practices, destination management organisations can develop targeted strategies and make informed decisions to ensure the sustainable growth and development of destinations (Sheehan et al., 2016).

Destination development management plays a crucial role in addressing and contributing to the achievement of Sustainable

Development Goals (SDGs) 8, 9, and 11. Achievement of these drawn through the conceptual framework (Fig. 4) allows us to understand the improvement in economic growth, industrial innovation and sustainable cities through increase in tourism knowledge.

Tourism epistemology, which involves the examination and comprehension of tourism systems, processes, and impacts, contributes to economic growth by identifying and utilising local resources and attractions, generating revenue, and creating employment opportunities. This comprehension promotes industrial innovation by promoting the creation of new technologies and business models that improve efficiency, reduce environmental impact, and enhance the tourism experience. Additionally, tourism epistemology assists in the establishment of sustainable cities by advocating for responsible tourism practices that safeguard cultural heritage, improve urban infrastructure, and promote community well-being. Stakeholders can establish tourism destinations that are more sustainable, inclusive, and resilient by incorporating these insights into destination development management (Shah et al., 2022).

The eighth Sustainable Development Goal seeks to promote inclusive and sustained economic growth, full and productive employment, and decent work for all. Destination development management can contribute to this objective by fostering sustainable entrepreneurship and establishing job opportunities in the tourism sector (Radzi & Jasni, 2022). By supporting small and medium-sized enterprises (SMEs) and fostering business sustainability, destinations can create jobs that align with the principles of sustainability. Moreover, destination management organisations (DMOs) can collaborate with local communities and stakeholders to ensure that tourism development contributes to the local economy and provides adequate employment opportunities.

Building resilient infrastructure, promoting inclusive and sustainable industrialisation, and fostering innovation are the focal points of SDG 9. Destination development management plays a crucial role in ensuring that infrastructure development is sustainable and resilient. This includes implementing green infrastructure practices into destination planning and development, such as the use of renewable energy sources and sustainable transportation systems (Akter et al., 2021; Kuo et al., 2022).

The goal of SDG 11 is to ensure that cities and human settlements are inclusive, resilient, and sustainable. By incorporating sustainability principles into destination planning and management, destination development management plays a crucial role in creating sustainable cities and communities. This includes the adoption of sustainable tourism practices, the promotion of responsible tourism behavior, and the management of the impacts of tourism on local communities and the environment (Fyall & Garrod, 2020; Yrza & Filimonau, 2021).

In conclusion, destination development management contributes significantly to achieving SDGs 8, 9, and 11. Destinations can actively work towards sustainable economic development, inclusive industrialisation, and the creation of sustainable cities and communities by implementing sustainable practices, fostering entrepreneurship, promoting innovation, and ensuring resilient infrastructure. Destinations can promote positive change and contribute to the achievement of these important global goals through collaboration with stakeholders, local communities, and DMOs (Fyall & Garrod, 2020; Gössling et al., 2018; Radzi & Jasni, 2022; Yrza & Filimonau, 2021).

Several prospective research agendas are suggested to guide studies in the Tourism and Hospitality (T&H) sector, based on the synthesised literature. Sustainable infrastructure and green practices are one critical area, with a focus on the role of policy alignment and public-private collaborations in enhancing eco-friendly practices, the impacts of green infrastructure investments, and the influence of macroeconomic conditions on sustainable infrastructure integration. To conduct a thorough examination of these aspects, future research may implement comparative case studies, quantitative analyses, and policy analyses.

Sustainable entrepreneurship is an additional critical agenda that investigates the intersection of entrepreneurship and sustainability in the economic, social, and environmental domains. The identification of sustainable entrepreneurship's drivers, its contributions to economic growth and social development, and the impact of government policies and macroeconomic environments are important research questions.

The tourism epistemology agenda is designed to examine the production, dissemination, and application of knowledge in the field of tourism, with a focus on a human-centred, conversational approach. Research may concentrate on the potential of rural tourism for economic diversification and cultural preservation, as well as emergent themes in tourism knowledge production.

The objective of these research agendas is to enhance comprehension of critical dimensions in the T&H sector, thereby directing future research to investigate sustainable practices, entrepreneurship, knowledge production, destination management, and digital innovation. Consequently, they will contribute to the industry's resilience, growth, and sustainability.

Agendas for policy

There are numerous policies and practices in the T&H industry that seek to foster innovation and entrepreneurship. These policies are implemented by state governments and industry professionals.

The importance of government policies in nurturing innovation and entrepreneurship in the T&H industry cannot be overstated. For instance, governments can simplify rules and regulations, provide tax benefits, and provide start-up businesses with financial resources (Halkias et al., 2014). In addition, they can assess market requirements and provide training and counselling to aspiring entrepreneurs. In addition, government support of social innovation can contribute to the expansion of entrepreneurship within an industry. It is essential to note however, that the efficacy of these policies can vary and there is a need for additional research into their impact on inclusive development and social exclusion (Hall et al., 2012).

In addition to government policies, tourism and hospitality professionals play an important role in fostering innovation and entrepreneurship. Entrepreneurs in the industry are acknowledged for their significant contribution to innovation and value creation (Abranja et al., 2022). They can recognise entrepreneurial opportunities and transform them into consumable tourism products and services. Crnogaj et al. (2014) observed that entrepreneurs in the tourism industry frequently lack business skills and have a limited capacity for innovation. Therefore, support and resources are required to enhance the entrepreneurial capabilities of industry practitioners. The macroeconomic environment also influences T&H entrepreneurship. According to Tleuberdinova et al., (2021), government policies considerably contribute to the entrepreneurial orientation of tourism sector business owners and managers. Therefore, it is essential for governments to create an enabling environment that supports entrepreneurship and innovation in the industry. Moreover, according to Lange & Dodds, (2017), social entrepreneurship has been identified to increase sustainable tourism and resolve the challenges associated with tourism's impacts. The T&H industry can achieve its sustainability objectives by fostering innovation through social entrepreneurship.

Specifically, in the context of tourism innovation policies, it is essential to evaluate the unique characteristics and challenges. While the policy questions may be comparable to those in other industries, the answers and approaches must be tailored to the unique requirements and realities of the tourism industry. Traditional measures, such as R&D subsidies and university-business partnerships, may not be as effective in promoting innovation in the tourism industry. This is because innovation in the tourism industry is more concentrated on service delivery and customer experience than technological

advancements. Other measures, such as enforcing licensing and certification, may be more effective in promoting innovation and assuring quality in the industry. In addition, it is essential to recognise that the transmission of knowledge to the tourism industry occurs through multiple filters, such as the trade system, the technology system, the infrastructure system, and the regulation system (Han, 2021). These external systems play a significant role in facilitating or impeding tourism innovation. For instance, innovation can be promoted through strategic public procurement, and industry regulations should be designed to support rather than impede innovation. In addition, it is important to note that larger tourism businesses, as well as those affiliated with corporations and horizontal collaborations, tend to have greater innovative capabilities. These organisations can serve as models for lesser businesses that are the primary providers of tourism services. Therefore, policies should consider methods to support and encourage collaboration and the sharing of knowledge between larger and smaller businesses (Bazazo et al., 2022; Hjalager, 2002). Other general policies that can be included for innovation in the T&H industry are, increasing the collaboration on research and development. This can lead to new offerings in the tourism industry and increase competitiveness. Governments and industry associations can provide support for the development and maintenance of tourism websites that are interactive. This could consist of grants, technical assistance, or training designed to improve the online presence of tourism enterprises (Nimrod & Rotem, 2011).

These policies should be developed and implemented with the purpose of fostering innovation, augmenting the quality of services, boosting the competitiveness of tourism businesses, and ensuring the tourism sector's sustainable growth. Overall, policies and practices for innovation and entrepreneurship in T&H involve a combination of government support, practitioner initiatives, and a concentration on social and sustainable entrepreneurship. These initiatives seek to foster an environment conducive to entrepreneurship, improve the skills and capabilities of practitioners, and foster innovation within the (Tleuberdinova et al., 2021).

Concluding remarks

The macroeconomic environment strongly influences T&H entrepreneurship. Entrepreneurship among industrial stakeholders is closely linked to external factors, especially government policy. However, tourist entrepreneurs generally lack commercial acumen and innovation capacity (Crnogaj et al., 2014), emphasising the need for strong support and resources.

Social entrepreneurship has become crucial to industry sustainability. Social entrepreneurs help the sector survive by addressing social and environmental issues (Lange & Dodds, 2017). The participation and perspectives of children in family enterprises in T&H highlight the sector's changing dynamics (Canosa & Schänzel, 2021), underlining the need for more research (Booth et al., 2020).

An interest in artisanal enterprise is revitalising economies and emphasising cultural heritage and customs. Promoting innovation among tourism entrepreneurs requires consideration of aspects including gender, age, education, and earlier informal investments (Río & Medina-Garrido, 2020). These findings must be adopted by governments to promote industry innovation.

Innovation and entrepreneurship are crucial to the T&H industry's future. However, this path is full of problems and opportunities, requiring supportive government policies, entrepreneurial skills, and social and sustainable entrepreneurship. As we move forward, we need to study new entrepreneurial forms like digital and societal entrepreneurship, drawing from multiple disciplines to find promising topics of investigation (Ratten et al., 2019). The T&H industry's future depends on strategic planning and collaboration to navigate these difficulties.

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