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Management research in the hospitality and tourism industry

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A SYSTEMATIC REVIEW OF KNOWLEDGE MANAGEMENT RESEARCH IN THE
HOSPITALITY AND TOURISM INDUSTRY

by

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Bachelor of Art
Guangdong University of Business Studies
2008

A thesis submitted in partial fulfillment
of the requirements for the

Master of Science in Hotel Administration
William F. Harrah College of Hotel Administration

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ABSTRACT

A Systematic Review of Knowledge Management Research in the Hospitality and Tourism Industry

by

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The purpose of this study is to identify the current research trends and clarify the changing direction of scholarly studies on knowledge management. The context of this study is hospitality and tourism research with a focus on research publications between 2006 and 2010. Published scholarly studies within this period are examined through content analysis, using such keywords as knowledge management, organizational learning, hospitality, tourism, tourist destinations, travel industry, hotels, lodging, motels, hotel industry, gaming, casino hotel and convention to search scholarly research journals. All contributions found are then screened for a hospitality and tourism theme and KM as the main research topic. The search reveals 62 qualified scholarly research articles in total. Conceptual studies are limited, with empirical studies representing a majority of the published knowledge management research with a hospitality and tourism theme. Researchers mostly discuss knowledge management approach in improving information technology, marketing and strategic planning in order to gain competitive advantage. Overall, knowledge management research is still limited. This study, the most comprehensive content analysis conducted to date, provides students and academics with insights into past research and ideas for future research, helping to develop a reliable knowledge base from which practitioners may inform action and make future plans.

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CHAPTER 1

INTRODUCTION

The research and application of knowledge management (KM) has grown quickly since the 1990s (Cooper, 2006; Grizelj, 2003). In the space, biotechnology and computer industries, KM has been adopted into the daily routine, and some successful corporations have even established research and development departments (Gupta & McDaniel, 2002).

By comparison, the hospitality and tourism industry has been slow to adopt this approach (Stamboulis & Skayannis, 2003). The reasons for this delay include:

1. The poor connection between the industry and the academic research (Stamboulis & Skayannis, 2003). Unlike some primary industries, in hospitality and tourism the links between businesses and researchers are neither close nor formalized. Faulkner, Pearce and Shaw (1994) note that transferring knowledge to hospitality and tourism is one of the most challenging issues for researchers.

2. The hostile-adoption environment (Cooper, 2006). This is especially characteristic of vocational businesses and small businesses, since the application of KM demands a large amount of time and money.

3. No clear applicability for hospitality and tourism service and inter-organizational perspectives (Grizelj, 2003). Since the concepts of KM are developed largely from a manufactured and multinational perspective (Nonaka & Takeuchi, 1995), it has failed to take many aspects of hospitality and tourism services into account. Grizelj (2003) points out that KM concepts do not bring up the hospitality and tourism issues based on networks and lack an inter-organizational perspective.

In order to remain competitive, hospitality and tourism companies must adopt the KM approach (Ruhanen & Cooper, 2004). As customers become more experienced at finding the best deals for hotels, restaurants, travel agencies, and tourist destinations, the hospitality and tourism organizations face increasingly intense worldwide competition. Considering the severe competition and the nature of the industry, employees and managers have to acquire more knowledge, in order to consistently provide the best deals and service to customers. What is more, customers' preferences can be various and changeable, requiring employees and managers to understand the changes and continue to provide the best experience (Hallin & Marnburg, 2008). However, the question often posed is: What kind of knowledge should be obtained in order to gain competitive advantage (Ruhanen & Cooper, 2004).

In recent years, research on KM topics has become more and more popular. However, the contributions of research on KM in the hospitality and tourism industry are limited (Pyo, 2005; Ruhanen & Cooper, 2004). Much of the published KM research on tourism and hospitality topics fails to identify possible outcomes (Ruhanen & Cooper, 2004), while other research focuses only on anecdotal case studies and make no contribution to the academic field or the industry, as the studies are mainly company and operationally focused (Cooper, Shepherd and Westlake, 1994; Ruhanen & Cooper, 2004).

Bouncken and Pyo (2002) indicated that most of the studies on hospitality and tourism KM are not empirical, but conceptual and practical. They believe this tendency is because of the short history of research on KM in the industry. Hallin and Marnburg (2008) reviewed empirical research on KM in the hospitality and tourism industry before 2006. They provided the first survey of empirical KM research in the hospitality and

tourism field, and suggested that the published empirical research studies lacked theoretical foundation and methodology, and that there is a great need for further empirical KM research in the hospitality and tourism context.

Purpose of the Study

The purpose of this study is to identify research trends and direction of scholarly research in hospitality and tourism KM and analyze the potential contributions of published scholarly studies via systematic content analysis. This study will analyze KM research articles focusing on hospitality and tourism, such as the use of KM in the hospitality workplace. The research objectives are as follows:

1. Carry out a content analysis of the related literature between 2006 and 2010 (the period before 2006 was covered in the study by Hallin and Marnburg (2008)),
2. Compare the new findings with Hallin and Marnburg's findings to determine the current direction of KM research and identify any changes in the pattern of research studies. For example, Hallin and Marnburg assert that empirical KM research is limited prior to 2006. This study seeks to identify changes in methodologies employed by the articles included in the period studied.
3. Tabulate KM related research methodologies used and subject matters in the hospitality and tourism studies to identify research trends.

Given the research objectives listed above, three research questions have emerged after an initial review of related literature:

1. Is the knowledge management research in hospitality and tourism still limited in terms of empirical research?

2. What are the current research trends and direction in terms of methodologies used?
3. What are the current research trends and direction in terms of subject matters?

Significance of the Study

An initial review of existing research literature on KM studies reveals that there is no comprehensive content analysis of such studies focusing on hospitality and tourism. With the exception of Hallin and Marnburg's study (2008), there is no empirical review of scholarly journals that identifies KM research articles focusing on hospitality and tourism. Moreover, no study to date has replicated Hallin and Marnburg's content analysis study or documented the progress of hospitality and tourism KM research since 2006. Thus, there is a need for content analysis of research literature to identify the current direction and trends of published KM research in hospitality and tourism.

This study aims to give a comprehensive review and identification of hospitality and tourism research articles that focus on KM. Content analysis is used to identify research methodology, year of publication, source of the contribution and other descriptive characteristics.

CHAPTER 2

REVIEW OF RELATED LITERATURE

Introduction

The literature review consists of three sections: knowledge, knowledge management (KM), and the importance of and barriers to applying KM. The first section reviews the background of knowledge as a field of study, and different categories of knowledge are discussed. The second section deals with the concept and history of KM and reviews KM research in the hospitality and tourism industry. The third section identifies the importance of and challenges for KM applications in the hospitality and tourism industry.

Knowledge

Knowledge is the most significant asset of an organization (Buckley & Carter, 2002). Burton, DeSanctis, and Obel (2006) define knowledge as “information that corresponds to a particular context” (p. 92). Petkovic and Miric (2009) consider this definition to be of great importance as it makes clear the difference between information and knowledge. Knowledge is composed of many related groups of information, while not every piece of information can be regarded as knowledge. Only those pieces of information which help to improve the level of organizational learning can be considered as knowledge.

Knowledge can be stored in many forms, including documents, books or human minds. Each of these forms of knowledge can be used to indicate the knowledge of a business regarding products, service, customers and competitors (Petkovic & Miric, 2009). The lowest to highest levels of knowledge are data, information, knowledge, understanding, and wisdom.

Categories of Knowledge

There are several different forms of knowledge. Whitehill (1997) includes a typology of knowledge: know how (habitual knowledge), know what (encoded knowledge), know who (collaboration knowledge), know why (scientific knowledge), know when and where (process knowledge), and care why (communal knowledge). However, Scott and Laws (2006) pointed out that this kind of typology neglects problems of ownership. At an organizational level, Zack (1999a) distinguishes between three kinds of knowledge: core knowledge, which is the primary understanding of the company in the industry; advanced knowledge, which is the knowledge necessary for distinction by companies in the industry; and innovative knowledge, which is knowledge used by the company to develop new products and affect the dynamics of the industry. This kind of knowledge classification requires employees and managers not only to know things, but also to take action (Zack, 1999b; Shin, Holden, & Schmidt, 2001).

Of all the different categorizations of knowledge, the system described by Polanyi (1966) is the most influential. Polanyi differentiates between tacit knowledge and explicit knowledge. Tacit knowledge is personal and complicated, and is about physical capabilities, skills, and values that developed through experience (Leonard & Sensiper, 1998). Explicit knowledge, on the other hand, can be easily codified and transferred into books, reports and documents (Lathi, 2000). Unlike explicit knowledge, tacit knowledge is difficult to formalize, interpret and transfer from one person or group to another (Shaw & Williams, 2009). It should come as no surprise that tacit knowledge is given much more attention, Polanyi (1966) explains, since tacit knowledge is obtained and learned through intuition and experience rather than through reasoning and observation. Shaw

and Williams (2009) believed that it is because tacit knowledge is so difficult to imitate that makes it a key means by which companies gain a competitive advantage.

Knowledge Management

The Concept of Knowledge Management

While the definition of KM is still developing (Penrose, 1959; Polanyi, 1958; Simon, 1968), the philosophy remains a simple one: Use knowledge to gain competitive advantage (Davenport & Prusak, 1998). As a competitive tool, the essence of the KM process is to identify, capture, transfer and share relevant knowledge, ensuring that organizations increase competitiveness and obtain maximum benefits (Bahra, 2001).

Companies use benchmarks to examine, understand and compare their work performance with that of their key competitors (Lee, 2008). Training to employees, information systems and KM are the most common benchmarks criteria. And the process of KM is often connected with organization goals. Moreover, human capital is a valuable asset to organizations and the fundamental function of KM is to management this valuable asset in the organizations.

Dosi, Nelson and Winter (2002) have determined that there is increasing agreement on the definition of KM. They point out that practitioners and academics view the meaning of KM differently. Academics consider KM to be a complex combination of subjects, including information technology, business administration, and management. Practitioners, by contrast, see KM as a way to leverage knowledge within a company in order to meet business goals, such as achieving competitive advantage and maximum profit (Dosi et al., 2002; Nonaka, 2008).

KM is considered a competitive advantage because it is a tool for organizations to improve organizational productivity, creativity, reputations, innovation and ultimately enhance organizational profits (Ward & Le, 1996). KM improves productivity by better utilizing intellectual capital, reducing costs and improving efficiency (Sherman, 2000). There are three kinds of intellectual capital: human, customer and structural capital. Structural capital means all other capital except human capital, such as hardware, software and patents (Edvinsson & Malone, 1997).

The History of Knowledge Management

There are three clear phases in the development of KM, starting with information systems and developing into knowledge society (Sveiby, 2001). The first phase, beginning in the 1960s, focused on information technology (Tuomi, 2002). During this phase, organizations developed ways to use the large amount of available information to improve productivity. In the second phase, during the mid-to late 1980s, businesses had become more market-driven than production-driven. During this period, when the awareness of market and service quality was greatly increased, customers began to seek the best deals on products and services (Jafari, 1990). During this phase, some organizations became highly competitive using KM initiatives such as tapping knowledge stocks (Cooper, 2006; Sveiby, 2001). The third phase began in the mid- to late 1990s, and has continued into the present. In this phase, due to the distribution, production and use of information, there has been a new shift from an information-based to a knowledge economy (Jones, 2001). With the development of technology, innovation and new products/services are introduced in this knowledge economy. Of these three phases,

Cooper (2006) believes that the third “has the most” to offer to the hospitality and tourism industry (p. 50).

Knowledge Management Applications

Kabene, King and Skaini (2006) state that there are six areas of KM applications: transactional, asset management, process based, analytical, innovation and developmental.

Ward and Le (1996) believe E-learning is one of the most imperative KM approaches, as it allows the employees to have the training anywhere at any time.

Yahya and Goh (2002) point out generally there are two KM approaches. They are centralized KM and decentralized KM. They also introduced two companies: Seven-Eleven in Tokyo and BP. Seven-Eleven is an example of centralized KM approach, and this centralized KM relies on a central system to capture and store all the available knowledge. BP, which uses the decentralized KM approach, focuses on knowledge sharing in the organization.

E-learning, a computer-based training, has been introduced to many hospitality and tourism companies. Hospitality and tourism companies use E-learning to enhance customer service and information management. For example, Holiday Inn uses computer technology to investigate the needs of training and let employees to choose training schedules and contents. Although E-learning can be beneficial to organizations, some small and mid-size organizations may face challenges in applying it. Small or mid-size organizations are not able to afford the computer technology systems (Harris, 1995).

Call (2005) introduces the KM system adopted by Ritz-Carlton Hotel. This KM system consists of best service and practices from employees in each department of the

hotel and is updated annually. The hotel management views the employees as the most crucial component of KM.

Furthermore, Singapore Airlines invested a lot of money on improving its knowledge networks. It used this system to predict the flight tickets supply and demand. This well-developed knowledge network help the airline company maximize tickets sales (Goh, 2007).

Knowledge Management Research in the Hospitality and Tourism Industry

Since the 1990s, KM has become a popular topic for researchers. However, the hospitality and tourism industry has not followed this trend until recently (Cooper, 2006). KM is primarily thought of from a multinational and manufacturing perspective, therefore, it fails to consider many aspects of the hospitality and tourism industry (Nonaka & Takeuchi, 1995). Unlike other industries, hospitality and tourism companies need to work with a variety of other industries, such as the service industry, to work out the service products (Hallin & Marnburg, 2008). As a result, when working in a hospitality and tourism context, KM concepts need to be extended to consider inter-organizational issues. Cooper (2006) notes that the two approaches of the academic and the practitioner should be combined into a single and clear definition: for the hospitality and tourism sector, KM is the process of gaining competitive advantage by allocating knowledge assets within companies.

Employees are very important to hospitality and tourism organizations. Employees' performance has a huge impact on organizational performance. Also the performance of employees can greatly affect the implication of KM. In order to effectively adopt KM approach to organizations, human resource needs to foster a KM culture that encourages

KM applications. Yahya and Goh (2002) examined the relationship between human resource and KM, and found that training and performance appraisals are greatly associated with KM.

What is more, organizations use KM approach to retain employees and enhance customer satisfaction (Cooper, 2006). Hospitality and tourism knowledge is heavily labor dependent and employees use their knowledge in providing the best experience for customers, therefore, it is crucial that companies use KM approach to retain employees and customer satisfactory.

Customer satisfaction and loyalty are the most important factors to the success of a hotel. Hospitality and tourism employees have direct contact with customers. It is especially important for employees to have the knowledge about customer preferences and how to provide the best service (Bouncken, 2002).

Scholars point out that KM can greatly influence training. Delaney and Huselid (1996) pointed out that organizations should align training with the goals and strategies of the organization. The purpose of training is to share knowledge with employees, who can use it to improve performance (Frash, Antun, Kline, & Almanza, 2010). KM can help human resource specialists identify training needs in order to provide the right training to the right person. Training in hospitality and tourism organizations is imperative, as the majority of employees have direct contact with customers and organizations want to ensure that employees provide service that will attract new customers and retain returning customers (Nightingale, 1985). However, it is crucial for hospitality and tourism companies to decide the proper training method to meet the objectives. Because of the

budget, time and availability of training personnel, sometimes training do not solve the specific training problems (Froiland, 1993).

Researchers agree that KM enables employees to be innovative about the company's products and services. In order to be competitive, hospitality and tourism organizations need to produce new products and be creative about service (Cooper, 2006). By acquiring, sharing and transferring the required knowledge, KM leads employees to be creative, ultimately leading organizations to gain competitive advantage (Bouncken, 2002).

Although the studies on KM in the hospitality and tourism sector have been limited, the businesses in the industry are increasingly reliant on the KM approach to improve performance and gain competitive advantage (Leiper, 2004). Due to the increased use of information technology (IT) and systems, hospitality and tourism services have become knowledge-based. Sheldon (1997) notes that the hospitality and tourism sector is one of the largest users of IT. As a result, it is imperative for hospitality and tourism organizations to encourage and learn from KM research in order to distinguish an organization from its competitors.

Importance of and Barriers to Applying Knowledge Management

Many scholars believe that the KM approach is a crucial tool for hospitality and tourism companies wishing to gain competitive advantages (Cooper, 2005; Jafari, 1990). In light of rapid changes to the economy, hospitality and tourism companies are facing serious problems: increasing operating uncertainty, changing customer preferences, shorter service product life cycles, and complicated intrusive constraints. KM is an important solution to those problems (Scott & Laws, 2006).

By following the knowledge management approach, companies can make better plans for the future, reach a better level of decision making, and ultimately increase competitiveness and gain maximum benefits (Cooper, 2002; Roos & Roos, 1997). Other industries, such as the space and computer industries, have been using KM tools for a long time. Many successful corporations have even set up research and development departments for collecting and analyzing data (Gupta & McDaniel, 2002). These data can help corporations to acquire useful information with which to make short-term and long-term decisions. Therefore, KM is the key to gaining competitive advantage. Because hospitality and tourism organizations face a more complicated reality than other organizations (Lemelin, 2006), these organizations should also engage in KM processes.

The literature on KM fails to consider many hospitality and tourism issues (Grizelj, 2003). KM research therefore needs to be improved to meet the specific requirements of the hospitality and tourism industry. Furthermore, managers are often faced with too many unclear and complicated KM concepts and implementation processes (Bouncken & Pyo, 2002; Yun, 2004). Delphi, conducting a survey about knowledge management with its practitioners, found that the future of KM would be greatly influenced by the practitioners' ability to prove its benefits, obtain management support, and recognize the core knowledge (Plummer & Armitage, 2007).

Simply understanding the process of KM does not lead to gaining competitive advantage and generating profits. Knight and Howes (2003) think that the applications of KM are to improve business performance and meet the corporate missions. As a result, it is important to establish the connection between business strategy and KM in the early planning stages in order to apply KM system in all business operations and plans (Wiig,

1997). In this way, the best possible knowledge can be made available at every level of activity.

Two more barriers to KM application are cost and time. The KM process requires a change in management, and companies have to put a huge amount of money into the process and wait for the results (Cooper, 2006). Hospitality and tourism organizations are kept busy with daily jobs, and may not have time for identifying and planning from the available knowledge. Although it is easy to accumulate information in hospitality and tourism organizations, employees and managers, especially those from small and mid-size companies, cannot easily derive the relevant information from all the information available to them (Gupta & McDaniel, 2002).

Finally, the very nature of the industry poses a challenge to the transfer of knowledge in the hospitality and tourism sector (Cooper, 2006). Davenport and Prusak (1998) and Hjalager (2002) demonstrate that different cultures and different community practices lead to be a lack of reliance between the knowledge producer and those who use the knowledge.

KM research is of primary importance to the hospitality and tourism industry and will benefit hospitality and tourism organizations. KM research can help companies adopt KM processes in their daily work and enhance the level of organizational learning. It may also have direct applications to business operations. The consensus among researchers is that KM research should continue to improve the issues described in previous studies.

CHAPTER 3

METHODOLOGY

Introduction

This chapter covers the data collection and data analysis procedure. Research journal databases available in the university system are chosen to identify knowledge management (KM) research articles. The screening for qualified scholarly research articles leads to a total of 62 contributions. Content analysis and taxonomy is then used to identify current trends in hospitality and tourism KM research. This study offers a systematic review and seeks to identify the changing direction of scholarly studies on KM. Therefore, content analysis is applicable for this study.

Research Journal Databases

Research journal databases used to locate KM-related research publications are chosen according to an ease-of-access criterion. That is to say, databases that are available and accessible through the university library system are included in this study. The publications come from four major databases: Hospitality & Tourism Complete, ABI/INFORM, Business Source Premier, and Academic Search Premier.

The Hospitality and Tourism Complete database covers news and academic research in all areas of the industry. It contains over 828,000 records and more than 490 publications, with coverage dating back to 1965. The sources of Hospitality and Tourism Complete are both domestic and international (Hospitality and Tourism Complete, n.d.). Business Source Premier is the most popular research database, containing the full text of over 2,200 journals dating back to 1965 (Business Source Premier, n.d.). ABI/INFORM

and Academic Search Premier are among the most well-known databases and they includes journals with the highest worldwide impact. Together, these four databases provide access to the majority of hospitality and tourism knowledge management research around the world (Mehmetoglu, 2004).

Data Collection

As KM uses organizational learning concepts to provide information on how companies can capture, interpret, share and transfer knowledge to gain competitive advantage (Thomas, Sussman & Henderson, 2001), “organizational learning” is used together with “knowledge management” in searching for the KM research articles. “Knowledge” is not used in this study as keyword for searching KM research articles, because too many irrelevant articles contain the keyword “knowledge.”

The systematic review takes place between April and November 2010. In databases not limited to the hospitality and tourism industries, it was necessary to narrow the search further. Therefore, the keywords used included: a) knowledge management and hospitality/ tourism/ tourist destinations/ travel industry/ hotels/ lodging/ motels/ hotel industry/ gaming/ casino hotel/ convention; b) organizational learning and hospitality/ tourism/ tourist destinations/ travel industry/ hotels/ lodging/ motels/ hotel industry/ gaming/ casino hotel/ convention. Using the advanced search function in the research journal databases, the study narrows down the year of publication (2006-2010), because this paper aims to review hospitality and tourism KM research articles within the period 2006-2010. The results from searches in research journal databases are listed in Table 1.

Table 1

Results of Key Term Searches in Four Major Journal Article Databases

Journal Article Databases	Results
Hospitality & Tourism Complete	182
ABI/INFORM	273
Academic Search Premier	163
Business Source Premier	1374
Total	1992

Databases searches of KM yielded 1992 hits, including conceptual and empirical contributions from academic journals and reports from magazines. Hits here refer to the number of documents where the key terms are identified by the query through each database. All contributions are then screened for a hospitality and tourism theme and for KM as the main research topic (see Figure 1). Then articles that appear multiple times across different databases are filtered. Given the criteria to include only scholarly research articles, reports from magazines and newspapers, book reviews, theses, dissertations and trade journal articles are excluded from the analysis. One study is not written in English and is excluded in this study. The screening for qualified research articles lead to a total of 62 contributions published between 2006 and 2010. Next, the remaining 62 contributions are thoroughly read to ensure that they are indeed research studies about KM in the hospitality and tourism industry.

Zikmund (2003) points out that there are two levels of scientific business research. They are “the abstract level of concepts and the empirical level of observation and manipulation of objects and events” (Zikmund, 2003, p.169). Thus, in order to provide a

scientific review of the KM articles identified, all contributions are categorized into two groups: empirical articles and conceptual articles. There are a total of 45 empirical and 17 conceptual research articles.

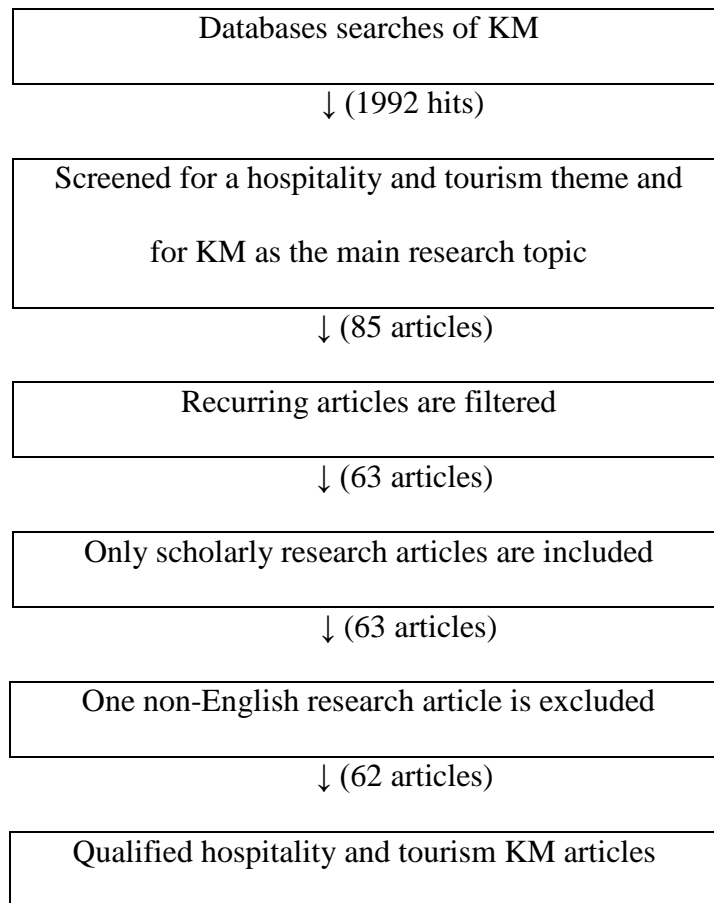


Figure 1. Research articles screening procedure.

Some of the identified publications are journals not identified as hospitality and tourism research journals. These included: Service Industries Journal; Journal of Organizational Culture, Communication & Conflict; Information & Organization; Canadian Social Science; Education & Training; Competition Forum; Expert Systems with Applications; Bulletin of the Transilvania University of Brasov; International

Journal of Productivity and Performance Management; Event Management; Education, Business and Society: Contemporary Middle Eastern Issues; International Journal of Service Industry Management and Journal of Service Research.

Hospitality and tourism research journals included in the study are: Annals of Tourism Research; Cornell Hospitality Quarterly; Current Issues in Tourism; Information Technology in Hospitality; International Journal of Contemporary Hospitality Management; International Journal of Hospitality Management; International Journal of Tourism Research; Journal of Convention & Event Tourism; Journal of Travel & Tourism Marketing; Journal of Vacation Marketing; Scandinavian Journal of Hospitality & Tourism; Tourism & Hospitality Management; Tourism & Hospitality: Planning & Development; Tourism & Hospitality Research; Tourism Management; Tourism Review and Tourism Review International. A few hospitality and tourism themed research articles appeared in journals specializing in KM, including Electronic Journal of Knowledge Management; Information Technology for Development; Journal of Cases on Information Technology and Journal of Intellectual Capital.

Systematic Review

Systematic review is a methodology for searching existing research, choosing and evaluating contributions, analyzing data, and collecting evidence from which to draw reasonable conclusions about what is and is not known (Denyer & Tranfield, 2009). Cook, Mulrow and Haynes (1997) present the difference between traditional narrative review and systematic review by pointing out that systematic review adopts a replicable,

scientific and transparent approach, which aims to minimize bias, allowing reviewers to give a summary of the existing studies in an unbiased and thoroughgoing way.

This study followed the systematic review stages proposed by Tranfield, Denyer and Smart (2003). Stage 1 deals with planning the review: the need for this KM research review is established and research questions are identified. Conducting a review is Stage 2. Databases and keywords are chosen, KM studies are selected in this stage. And content analysis and taxonomy is used to analyze and classify the data and weight, proportional counting system is introduced. Stage 3 deals with reporting and dissemination. Findings of this study and implications for academics and practitioners are discussed in this stage. At last, future study areas are suggested. Although systematic review takes considerable time and requires that reviewers pay special attention to detail, scholars believe that it provides the most efficient and high quality method by which to identify and evaluate the literature.

Content Analysis and Taxonomy

Content analysis, defined by Mehmetoglu and Dann (2003), is “a multidisciplinary unobtrusive measure for systematically classifying and making inferences from the manifest and denotative content of any type of human communications” (p.1). This research technique allows scholars to analyze non-statistical material in a systematic way (Finn, Elliott-White, & Walton, 2000). Content analysis is carried out using the complete identified articles from the databases, and is used to identify the research type, the year of publication, the source (journal) of the research, authorship, contributing institutions, and geographic characteristics. Taxonomy is another method used in this study to examine

research related to KM in the hospitality and tourism industry. Taxonomy and tabulation of the findings help identify the similarities, and ultimately identify the common themes and trends in each article (Krathwohl, 2002; Young, Corsun, & Baloglu, 2007).

CHAPTER 4
FINDINGS OF THE STUDY

Introduction

In order to identify the current research trends and clarify the direction of scholarly studies on knowledge management (KM), the research articles are first classified as empirical or conceptual. Next, empirical research articles are classified into quantitative, qualitative and combined categories, according to data collection techniques. The year of contribution and the content are also discussed. The study then focuses on the subject matters of the contributions. Finally, the source of the contribution is documented.

Conceptual and Empirical Articles

The databases searches resulted in 62 contributions to KM research in the hospitality and tourism industry. In order to help establish the research methodology trend on the subject, all contributions are categorized as either empirical articles or conceptual articles. In total, there are 45 empirical articles and 17 conceptual articles.

Bowen and Sparks (1998) point out that because the purpose of conceptual research is to encourage debate, develop theories and induce empirical research, good theoretical articles are difficult to write. The study reveals that the importance of conceptual articles may not be recognized by researchers who study KM within the hospitality and tourism context. Results from Table 2 show that only 27.4 % (17 articles) of the contributions are conceptual articles, and 72.6 % (45 articles) are empirical articles. The number of empirical articles is more than twice the number of conceptual articles. As noted by Bowen and Sparks (1998), the numbers of conceptual and empirical articles remain

relatively balanced: around one-third of all articles are conceptual and two-thirds are empirical. As a result, the number of conceptual research studies is limited and more conceptual KM research articles are needed in the hospitality and tourism.

Table 2

Taxonomy of Articles Based on Conceptual or Empirical Focus

Period	Conceptual		Empirical		Total	
	n	%	n	%	n	%
2006-2010	17	27.4	45	72.6	62	100.0

Conceptual Articles

There are 17 identified conceptual contributions. Table 3 presents general information regarding the conceptual KM studies in the hospitality and tourism field. The list is arranged alphabetically by (first) author’s name. In these 17 conceptual contributions, several fields of KM are discussed, including individual learning, organizational learning, knowledge creation, knowledge capturing, knowledge transferring, knowledge sharing, explicit knowledge, tacit knowledge, benchmarking and knowledge on training activities. All conceptual articles recognize the importance of a KM approach to the hospitality and tourism industry and one or more fields of KM are discussed in these conceptual articles.

Table 3
Published Conceptual Studies of KM in the Hospitality and Tourism Industry

Title	Journal	Author(s) and Year	Main Focus of Study
Knowledge Transfer in a Tourism Destination: The Effects of a Network Structure	Service Industries Journal	Baggio & Cooper (2010)	Knowledge transfer
Centralized Information Systems in the Lodging Industry: Implications for Knowledge Management	Information Technology in Hospitality	Beldona, Brewer, & Kline (2006)	Organizational knowledge creation Knowledge transfer Knowledge integration
Exploring the Strategic Ground for Listening and Organizational Effectiveness	Scandinavian Journal of Hospitality & Tourism	Brownell (2008)	Learning organization
Destination Networks and Induced Tourism Image	Tourism Review	Camprubí, Guia, & Comas (2008)	Knowledge creation Knowledge transmission
Knowledge Management and Tourism	Annals of Tourism Research	Cooper (2006)	Knowledge stocks and mapping Knowledge capturing Knowledge codifying Knowledge flows Knowledge transfer

Title	Journal	Author(s) and Year	Main Focus of Study
Learning at Conventions: Integrating Communities of Practice	Journal of Convention & Event Tourism	Hilliard (2006)	Learning events Learning environment
Organizational Culture in the Restaurant Industry: Implications for Change	Journal of Organizational Culture, Communication & Conflict	Koutroumanis & Alexakis (2009)	Corporate culture Organizational effectiveness
European Spa World: Chances for the Project's Sustainability Through Application of Knowledge Management	Journal of Quality Assurance in Hospitality & Tourism	Lebe (2006)	Knowledge-bound system Knowledge sharing
Knowledge Management for Tourism Crises and Disasters	Tourism Review International	Mistilis & Sheldon (2006)	Knowledge management Knowledge bases
Knowledge Creation, Retention, Exchange, Devolution, Interpretation and Treatment (K-CREDIT) as an Economic Growth Driver in Pro-Poor Tourism	Current Issues in Tourism	Nadkarni (2008)	Knowledge creation, retention, exchange, devolution, interpretation and treatment

Title	Journal	Author(s) and Year	Main Focus of Study
Understanding and Sharing Knowledge of New Tourism Markets: The Example of Australia's Inbound Chinese Tourism	Journal of Quality Assurance in Hospitality & Tourism	Pan, Scott, & Laws (2006)	Knowledge sharing Knowledge-based activities
Managing Organizational Knowledge While Downsizing Organizations	Tourism & Hospitality Management	Petkovic & Miric (2009)	Organizational knowledge Organizational learning
Knowledge Sharing in Tourism and Hospitality	Journal of Quality Assurance in Hospitality & Tourism	Scott & Laws (2006)	Knowledge sharing
The Development Design Model in the Competitiveness of Intelligent Business Organisations	Tourism & Hospitality Management	Stipanovic & Baresa (2008)	Learning organization Knowledge-intensive organization
Concept and Role of Knowledge Management of the Tourist Destination	Tourism & Hospitality Management	Vujic, Stefanovic, & Deranja (2010)	Knowledge management Knowledge economy

Title	Journal	Author(s) and Year	Main Focus of Study
Benchmarking as a Strategic Tool for Destination Management Organizations: A Proposed Framework	Journal of Travel & Tourism Marketing	Xiang, Kothari, Hu, & Fesenmaier (2007)	Learning activities Knowledge transforming Benchmarking
Study on Approaches of Constructing Travel Agencies' Sustained Competitive Advantage by Knowledge Management	Canadian Social Science	Zhen-Jia (2009)	Tacit knowledge Organizational learning Knowledge sharing and innovation

Empirical Articles

The empirical research method is more common in KM research in hospitality and tourism than other methods. Empirical contributions are based on quantitative, qualitative and combined (qualitative and quantitative) approaches (Mehmetoglu, 2004; Strauss & Corbin, 1998). As shown in Figure 2, most of the articles identified for this study use the quantitative rather than the qualitative or combined methods. Of the 45 identified empirical contributions, 12 articles employ qualitative study, 19 articles use quantitative study, and 14 articles employ combined studies.

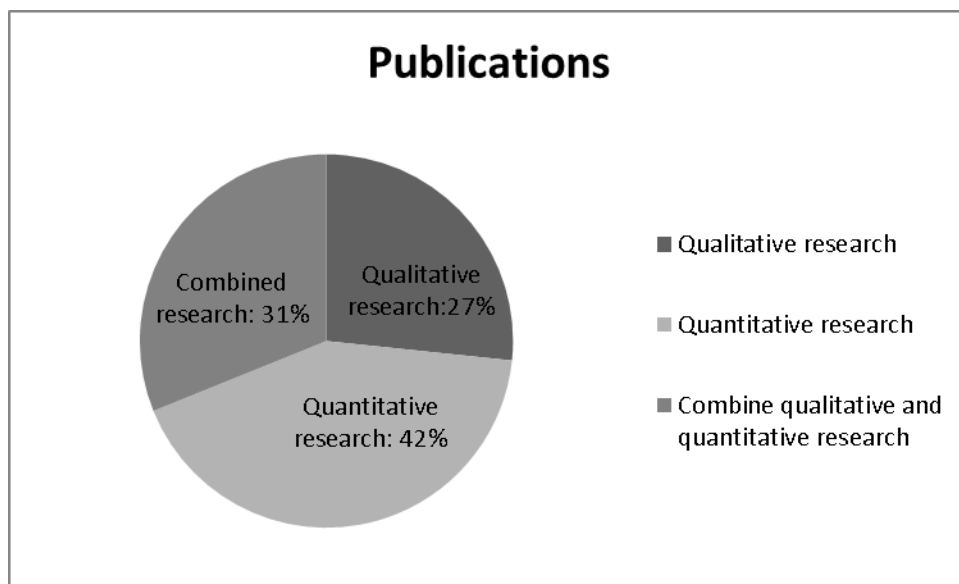


Figure 2. Pie chart of empirical articles based on quantitative, qualitative, or combined research.

While in hospitality and tourism as in many other fields, e.g. education and consumer behavior, the majority of researchers prefer a quantitative research approach to the

qualitative method, researchers nevertheless find that the qualitative method is receiving increasing attention (Bowen & Sparks, 1998; Mehmetoglu, 2004).

A qualitative research approach studies oral and written communication (Mehmetoglu, 2004). Creswell (1998) identifies four primary sources of data in qualitative research: interviews, visual data, documentary data and observation. As depicted in Figure 2, the 12 qualitative research articles use primarily interview and observation methods, sometimes combining them in a single study. Visual data, however, is rarely used in KM research. No article listed uses the visual data method to develop qualitative research, because it is seldom possible to collect KM data visually. Of the 12 qualitative articles, 2 use a documentary data method with other qualitative methods to carry out the research.

Quantitative research is based on hypothetical deduction and statistical analysis (Mehmetoglu, 2004). The researchers use tools (e.g. equipment, questionnaire) to collect numerical data (Zikmund, 2003). As listed in Figure 2, 19 quantitative research articles use surveys, questionnaires and other numerical data to test hypothesis and draw conclusions.

Fourteen contributions make use of both the qualitative and quantitative methods in one study. Using the combined approach, researchers can capitalize on the strength of both methods and compensate for the weaknesses of each. For example, the empirical articles identified for this study use interviews and survey questions together to collect data and draw conclusions. In this way, the researcher can obtain more comprehensive data and relatively better results.

Table 4

Published Empirical Studies of KM in the Hospitality and Tourism Industry

Title	Journal	Authors and Year	Main Focus of Study	Main Methodology and Data Collection Techniques Used
Managers' Perceptions of Tacit Knowledge in Edinburgh's Indian Restaurant	International Journal of Contemporary Hospitality Management	Abdullah, Ingram, & Welsh (2009)	Tacit knowledge Management learning	Combined qualitative and quantitative research: in-depth interviews, questionnaire and participant observation.
No man is an island: Social and Human Capital in IT Capacity Building in the Maldives	Information & Organization	Adam & Urquhart (2009)	Knowledge creation Knowledge transfer	Combined qualitative and quantitative research: interviews, questionnaire and documentary data.
IT Capacity Building in Developing Countries: A Model of the Maldivian Tourism Sector	Information Technology for Development	Adam & Urquhart (2007)	Knowledge creation Knowledge transfer Knowledge storage/retrieval Knowledge application	Qualitative study: interviews.
Tourism Skills Delivery: Sharing Tourism Knowledge Online	Education & Training	Braun & Hollick (2006)	Knowledge sharing Online learning	Quantitative study: online survey.

Title	Journal	Authors and Year	Main Focus of Study	Main Methodology and Data Collection Techniques Used
Information Sharing and Idea Generation in Peer to Peer Online Communities: The Case of 'DIALOGOI'	Journal of Vacation Marketing	Chalkiti & Sigala (2008a)	Information sharing Knowledge creation	Combined qualitative and quantitative research: questionnaire, survey and observation.
Information Sharing and Knowledge Creation in Online Forums: The Case of the Greek Online Forum 'DIALOGOI'	Current Issues in Tourism	Cahlkiti & Sigala (2008b)	Information sharing Knowledge creation	Combined qualitative and quantitative research: questionnaire, e-mail survey and participant observation.
Managing Knowledge in Tourism Planning: And How to Assess Your Capability	Journal of Quality Assurance in Hospitality & Tourism	Clark & Scott (2006)	Managing knowledge	Qualitative study: observation.
Intellectual Capital and the Hospitality Industry	Competition Forum	Erickson & McCall (2008)	Knowledge management and intellectual capital	Quantitative study: numerical data, ANOVA.

Title	Journal	Authors and Year	Main Focus of Study	Main Methodology and Data Collection Techniques Used
The Impact of Outsourcing Strategies on Information Systems Capabilities in the Hotel Industry	Service Industries Journal	Espino-Rodríguez & Gil-Padilla (2007)	Organizational knowledge	Quantitative study: questionnaire.
Customer Focus, Service Process Fit and Customer Relationship Management Profitability: The Effect of Knowledge Sharing	Service Industries Journal	Fan & Ku (2010)	Knowledge sharing	Quantitative study: questionnaire and survey.
Like It! Learn It! Use It?: A Field Study of Hotel Training	Cornell Hospitality Quarterly	Frash, Antun, Kline, & Almanza (2010)	Organizational training Knowledge transfer	Quantitative study: survey
Knowledge Management as a New Managerial Paradigm	Tourism & Hospitality Management	Karamarko (2009)	Organization's knowledge Managerial knowledge	Quantitative study: numerical data.

Title	Journal	Authors and Year	Main Focus of Study	Main Methodology and Data Collection Techniques Used
Lodging Management Success: Personal Antecedents, Achievements, KSAs and Situational Influencers	International Journal of Hospitality Management	Kay & Moncarz (2007)	Management knowledge	Quantitative study: survey.
Facilitating Small Firm Learning Networks in the Irish Tourism Sector	Tourism and Hospitality Research	Kelliher, Foley, & Frampton (2009)	Knowledge transfer Learning network	Qualitative study: documentary data and observation.
The Effect of Knowledge Management Resource Inputs on Organizational Effectiveness in the Restaurant Industry	Journal of Hospitality and Tourism Technology	Kim & Hancer (2010)	Knowledge sharing Knowledge-based service	Quantitative study: questionnaire and online survey.
The Implementation of DSpace at the InterContinental Hotels Group: A Knowledge Management Project Success	Journal of Cases on Information Technology	King (2008)	Corporate knowledge	Combined quantitative and qualitative research: case study.

Title	Journal	Authors and Year	Main Focus of Study	Main Methodology and Data Collection Techniques Used
How to Conduct the Audit of Intellectual Capital in Polish Tourism Business?	Electronic Journal of Knowledge Management	Kot (2009)	Tourism knowledge Intellectual capital	Combined quantitative and qualitative research: survey, questionnaire, participant observation, individual in-depth interview.
Development of Technological Capability by Cuban Hospitality Organizations	International Journal of Hospitality Management	Kumar, Kumar, & de Grosbois (2008)	Organizational learning Learning culture	Combined quantitative and qualitative research: interview, survey and questionnaire.
Applying the VAIC Model to Australian Hotels	Journal of Intellectual Capital	Laing, Dunn, & Hughes-Lucas (2010)	Knowledge management Intellectual capital	Quantitative study: numerical data.
The Tourism Intelligence Network: The Quebec Source for Information on the Evolving Tourism Industry	Journal of Quality Assurance in Hospitality & Tourism	Lemelin (2006)	Knowledge creation Knowledge sharing	Quantitative study: e-mail survey.

Title	Journal	Authors and Year	Main Focus of Study	Main Methodology and Data Collection Techniques Used
Mining Customer Knowledge for Tourism New Product Development and Customer Relationship Management	Expert Systems with Applications	Liao, Chen,& Deng (2010)	Knowledge mining Knowledge mapping	Combined quantitative and qualitative research: questionnaire and interview.
Technology Crisis Management in Mainland China: A Study of Hotels in Hangzhou	Information Technology in Hospitality	Lu & Law (2007)	Management knowledge	Qualitative study: interview.
Tour Guiding, Organizational Culture and Learning: Lessons From an Entrepreneurial Company	International Journal of Tourism Research	Lugosi & Bray (2008)	Organizational learning Learning culture	Qualitative study: participant observation and in-depth semi-structured interview.
Knowledge Networks in the Tourism Sector of the Bournemouth, Poole, and Christchurch Conurbation: Preliminary Analysis	Service Industries Journal	McLeod, Vaughan, & Edwards (2010)	Knowledge sharing Knowledge network mapping	Quantitative study: questionnaire

Title	Journal	Authors and Year	Main Focus of Study	Main Methodology and Data Collection Techniques Used
Benchmarking, Usable Knowledge and Tourist Attractions	Journal of Quality Assurance in Hospitality & Tourism	Pearce & Benckendorff (2006)	Knowledge sharing	Quantitative study: questionnaire and survey.
Efficiency of Intellectual Capital in Hotel Business	Tourism & Hospitality Management	Pulic, Kolakovic, & Jelcic (2009)	Corporate knowledge Intellectual capital	Qualitative study: case study.
A Framework for Knowledge-based Crisis Management in the Hospitality and Tourism Industry	Cornell Hospitality Quarterly	Racherla & Hu (2009)	Knowledge-based management	Combined quantitative and qualitative research: interview, survey, and questionnaire.
Exploring the Role of Innovative Technologies in Building a Knowledge-Based Destination	Current Issues in Tourism	Racherla, Hu, & Martin (2008)	Knowledge sharing Knowledge-based destination	Qualitative study: focus group.

Title	Journal	Authors and Year	Main Focus of Study	Main Methodology and Data Collection Techniques Used
Progressing the Sustainability Debate: A Knowledge Management Approach to Sustainable Tourism Planning	Current Issues in Tourism	Ruhanen (2008)	Knowledge transferring and diffusing	Qualitative study: in-depth semi-structured interviews and documentary data.
Effects of Stakeholders in Knowledge Management in Hotel Industry in Guadalajara, Mexico	Competition Forum	Sanchez-Gutierrez, Gaytan-Cortes, & Ortiz-Barrera (2009)	Organizational knowledge	Quantitative study: questionnaire and survey.
The Practicalities of a Learning Tourism Destination: A Case Study of the Ningaloo Coast	International Journal of Tourism Research	Schianetz, Jones, Kavanagh, Walker, Lockington, & Wood (2009)	Learning organization	Combined quantitative and qualitative research: survey and case study.
The Learning Tourism Destination: The Potential of a Learning Organisation Approach for Improving the Sustainability of Tourism Destinations	Tourism Management	Schianetz, Kavanagh, & Lockington (2007)	Learning organization Learning tourism destination Organizational learning	Qualitative study: interviews and case study.

Title	Journal	Authors and Year	Main Focus of Study	Main Methodology and Data Collection Techniques Used
Knowledge Map an Important Tool of Knowledge Management in Tourist Destinations	Bulletin of the Transilvania University of Brasov. Economic Science. Series V	Seitan (2009)	Destination knowledge Knowledge mapping	Quantitative study: questionnaire and survey.
Improving Performance Through Tacit Knowledge Externalisation and Utilisation	International Journal of Productivity and Performance Management	Sigala & Chalkiti (2007)	Tacit knowledge	Combined quantitative and qualitative research: semi-structured interviews, mail and telephone survey and questionnaire.
Knowledge Mapping for Safe Festivals and Events: An Ontological Approach	Event Management	Singh, Racherla, & Hu (2007)	Knowledge mapping Knowledge base	Qualitative study: interviews.
Political Instability, Transnational Tourist Companies and Destination Recovery in the Middle East After 9/11	Tourism & Hospitality: Planning & Development	Steiner (2007)	Organizational learning	Qualitative study: interviews.

Title	Journal	Authors and Year	Main Focus of Study	Main Methodology and Data Collection Techniques Used
The Impact of Learning Orientation on NSD and Hotel Performance	Education, Business and Society: Contemporary Middle Eastern Issues	Tajeddini (2009)	Organizational learning	Quantitative study: questionnaire and survey.
The Impact of Strategic Orientation on Intellectual Capital Investments in Customer Service Firms	Journal of Service Research	Walsh,Enz, & Canina (2008)	Intellectual capital Operational knowledge	Combined quantitative and qualitative research: numerical data and observation.
The Fuchsia Destination Quality Brand: Low on Quality Assurance, High on Knowledge Sharing	Journal of Quality Assurance in Hospitality &Tourism	Woods & Deegan (2006)	Knowledge sharing Managing knowledge	Qualitative study: in-depth face-to-face interviews.
Knowledge Sharing: Investigating Appropriate Leadership Roles and Collaborative Culture	Tourism Management	Yang (2007)	Knowledge sharing	Quantitative study: questionnaire and survey.
Individual Attitudes and Organizational Knowledge Sharing	Tourism Management	Yang (2008)	Knowledge sharing Organizational learning	Quantitative study: questionnaire and survey.

Title	Journal	Authors and Year	Main Focus of Study	Main Methodology and Data Collection Techniques Used
Individual Attitudes to Learning and Sharing Individual and Organisational Knowledge in the Hospitality Industry	Service Industries Journal	Yang (2009)	Individual learning Knowledge sharing Organizational knowledge	Quantitative study: questionnaire and survey.
Antecedents and Consequences of Knowledge Sharing in International Tourist Hotels	International Journal of Hospitality Management	Yang (2010)	Knowledge sharing Organizational learning	Quantitative study: questionnaire and survey.
Replication Strategies, Knowledge and Attention: A Study of Coffee Chains	International Journal of Service Industry Management	Yaniv & Brock (2008)	Knowledge transfer	Combined quantitative and qualitative research: questionnaire, observation and interview.
Response Quality of E-Mail Inquiries- A Driver for Knowledge Management in the Tourism Organization?	Journal of Quality Assurance in Hospitality & Tourism	Zehrer & Pechlaner (2006)	Tourism knowledge	Combined quantitative and qualitative research: participant observation and numerical data.

Comparison of empirical studies.

In Hallin and Marnburg's (2008) review of empirical KM research in the hospitality and tourism industry before 2006, they suggested that published research in this field lacks theoretical foundation and methodology. This study compares the new findings with Hallin and Marnburg's findings to determine the current direction of KM research and clarify the changing direction of scholarly studies in KM. Table 5 presents all the research journals that covered KM research in this study and in Hallin and Marnburg's study. Hallin and Marnburg locate 13 journals, while this study finds 36 journals. Although this study uses different search engines from those used by Hallin and Marnburg, both studies tried to find as many KM related articles as possible. Two journals, *Tourism Management* and the *Journal of Intellectual Capital*, are identified by both studies.

The number of KM publications in these two journals does not change before 2006 or within the period of 2006-2010. Hallin and Marnburg (2008) identify three empirical articles from *Tourism Management* and one from the *Journal of Intellectual Capital*, , and this study also identifies three empirical articles from *Tourism Management* and one from the *Journal of Intellectual Capital*. This could imply that even though academics and practitioners recognize the importance of KM approach in the hospitality and tourism, the number of KM research articles is still limited.

Table 5

Comparison of Journals Included in the Content Analysis of Current Study versus Hallin and Marnburg 2008 Study

Current Study	Hallin and Marnburg 2008 Study
Hospitality and tourism journals	
Tourism Management	Tourism Management
-	Scandinavian Journal of Hospitality & Tourism
Cornell Hospitality Quarterly	
Current Issues in Tourism	-
Information Technology in Hospitality	-
International Journal of Contemporary Hospitality Management	-
International Journal of Hospitality Management	-
International Journal of Tourism Research	-
Journal of Hospitality and Tourism Technology	-
Journal of Quality Assurance in Hospitality & Tourism	-
Journal of Vacation Marketing	-
Tourism & Hospitality Management	-
Tourism & Hospitality: Planning & Development	-
Tourism & Hospitality Research	-
Business related journals	
-	Strategic Management Journal
-	Academy of Management Journal
-	Administrative Science Quarterly
-	Managerial Auditing Journal
-	Human Resource Development Quarterly
-	Management Science

Current Study	Hallin and Marnburg 2008 Study
Business related journals	
-	Journal of Transnational Management Development
-	Multiunit Organization and Multimarket Strategy
-	Journal of European Industrial Training
Service Industries Journal	-
Competition Forum	-
Expert Systems with Applications	-
International Journal of Productivity and Performance Management	-
Information & Organization	-
Event Management	-
International Journal of Service Industry Management	-
Journal of Service Research	-
Education, Business and Society: Contemporary Middle Eastern Issues	-
KM journals	
Journal of Intellectual Capital	Journal of Intellectual Capital
-	Journal of Knowledge Management
-	Internet Research: Electronic Networking Applications and Policy
-	IEEE Transactions on Fuzzy Systems
-	Benchmarking: An International Journal
Electronic Journal of Knowledge Management	-
Information Technology for Development	-
Journal of Cases on Information Technology	-

Current Study	Hallin and Marnburg 2008 Study
Other journals	
Bulletin of the Transilvania University of Brasov	-
Education & Training	-

Table 6

Comparison of Research Journal Databases in Current Study versus Hallin and Marnburg 2008 Study

Current Study	Hallin and Marnburg 2008 Study
Research journal databases	
Hospitality & Tourism Complete	Academic Search Elite
ABI/INFORM	Article First
Academic Search Premier	Business Source Elite
Business Source Premier	Econlit
	First Search
	Hospitality and Tourism Index
	Ingenta

While Hallin and Marnburg used more research journal databases than current study (see Table 6), this study identifies more empirical articles than Hallin and Marnburg does. When comparing the new findings with those of Hallin and Marnburg (2008), some interesting results emerged (Table 7). First, there is a growing trend in scholarly research on KM topics in the hospitality and tourism. Hallin and Marnburg identify 19 empirical articles before 2006, while this study finds 45 empirical articles within the period of 2006- 2010. Second, qualitative research received increasing attention in the KM

research area at the same time that scholars began to use combined methods in their studies. Table 7 shows that 14 quantitative contributions, 4 qualitative contributions, and 1 combined contribution were identified in Hallin and Marburg’s study; 19 quantitative contributions, 12 qualitative contributions, and 14 combined contributions are found in this study. The combined method accounts for over 30 percent of all empirical contributions, while 4 years ago only about 0.05 percent of empirical articles use a combined method.

Table 7

Number of Empirical Articles Identified in Current Study versus Hallin and Marnburg 2008 Study

Empirical Methods	Current Study	Hallin and Marnburg 2008 Study
Qualitative	12	4
Quantitative	19	14
Combined	14	1
Total	45	19

Year of Publication and Content of Contributions

Year of Publication

In order to predict the trends and direction of the KM research in the hospitality and tourism field, all articles are classified by publication year. Figure 3 shows that 2007 is the year in which the fewest KM articles were published. Nevertheless, from 2007 on there is a great increase in the publications related to KM research in the hospitality and

tourism area. In 2008 and 2009, the publication of KM research reached its peak of the period with 15 publications. The publications remain consistent in 2009. In 2010, only 9 articles were published. However, this study predicts that the total number of KM publications in 2010 will be more than 9 articles, for the following reasons:

1. KM remains a popular topic in the hospitality and tourism industry;
2. The database searches took place from April to November 2010, so it is likely that more articles on KM research will have been published by December 2010;
3. The database used in this study may have not yet posted the latest journal publications. As a result, the publication count for 2010 is uncertain but expected to be more than the current number.

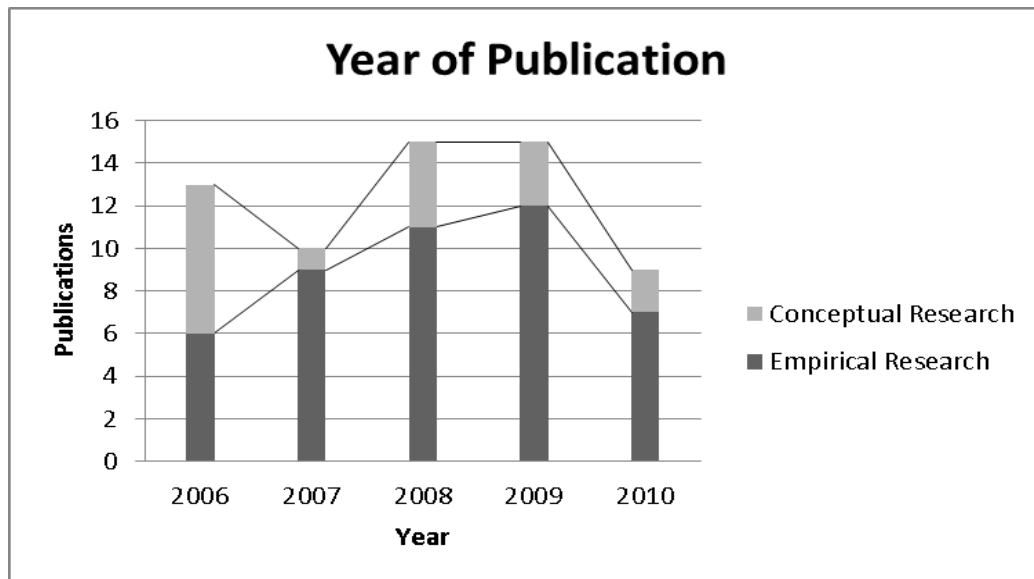


Figure 3. Chart of the year of publication.

The percentages of conceptual and empirical studies are shown in Figure 3. In 2006, the number of conceptual articles published is almost the same as that of empirical

articles, but after 2007 the empirical articles started to dominate the KM research in the hospitality and tourism industry. It should be noted that researchers tend to prefer the empirical approach, and this preference is borne out in other hospitality and tourism research (Bowen & Sparks, 1998; Mehmetoglu, 2004). Some reviewers suggest that this preference may result from the difficulty of writing good conceptual articles.

Content of Contributions

There are 13 publications for the year 2006 (see Figure 3). Seven of the thirteen are conceptual articles. Cooper (2006) discussed the concept of KM and identified the important role KM plays in the tourism industry, as well as the barriers to KM application. A tourism KM model was also introduced. Beldona, Brewer, and Kline (2006) investigated the factors shaping the development of centralized information systems, showing the knowledge that lodging organizations can use and share. Hilliard (2006) introduced a learning model for convention, which was formed to learn and improve the practice in a common community area.

Lebe (2006) presented a wellness tourism system and examined the creation of competitive advantage through KM and innovation. Mistilis and Sheldon (2006) emphasized the need of the tourism industry for knowledge, and introduced a knowledge-based system to assist in crisis and disaster management. Pan, Scott and Laws (2006) discuss the definition, creation and use of knowledge, and identified issues involved in sharing knowledge. Scott and Laws (2006) introduced knowledge sharing concepts in the hospitality and tourism industry, and described KM as an important way to adapt to the changing environment.

The remaining six are empirical articles. Lemelin (2006) provided a case study of knowledge creation and transfer and recognized the important role of KM in encouraging better decisions. Braun and Hollick (2006) shared personal insights into tourism capacity building, discussing knowledge sharing and online skilling. Clark and Scott (2006) presented a three-point framework and applied it to a case study. They demonstrated that the framework can be a good way to test organizational capability in knowledge-based strategic planning activities.

Pearce and Benckendorff (2006) used data collected from tourist employees and provided a competitive benchmarking data resource to tourist attraction planners, analysts and policy makers. Woods and Deegan (2006) illustrated the importance of KM, especially knowledge sharing, in improving the quality of tourism service using a case study. Zahrer and Pechlaner (2006) used mystery guests to investigate service standards and quality, and pointed out that employees of tourism organizations have insufficient knowledge to provide a good e-mail answering service.

There are 10 publications in 2007 (see Figure 3). Xiang, Kothari, Hu, and Fesenmaier (2007) contributed the only conceptual article of 2007, arguing that benchmarking should be viewed as a systematic and continuous learning tool, which destinations could use to develop organizational strategies and improve performance.

The remaining nine articles are empirical. Espino-Rodríguez and Gil-Padilla (2007) developed a model and applied it to the hotel sector. The data collected from hotel managers using questionnaires showed that hotels following an intensive outsourcing strategy would develop fewer managerial capacities related to knowledge when managing information systems or technological resources. Kay and Moncarz (2007) used an e-mail

survey to gather data and proved that managers' knowledge of financial management and other situational factors can lead to management success.

After studying four hotels, Lu and Law (2007) concluded that hotels need to apply information technology in order to improve service quality and maintain competitiveness, as well as keeping up with the latest development of information technology to prevent any related crisis. Schianetz, Kayanagh and Lockington (2007) used six case studies to analyze system dynamics modeling and learning tourism destination modeling, concluding that system dynamics modeling is better for encouraging communication and simulating organizational learning. Sigala and Chalkiti (2007) developed a two-stage framework to show how to manage and analyze the knowledge transfer processes in order to improve business performance. Singh, Racherla and Hu (2007) introduced an online knowledge-based system for safe festivals and events, and viewed this system as a platform for professionals to share and advance their knowledge.

Steiner (2007) viewed crisis reaction as a kind of organizational learning, by which an organization can learn how to deal with changes in the business environment. They believed that the change of security related images is imperative and can attract tourists to one destination. Yang (2007) discovered the positive relationship between organizational culture and effectiveness of knowledge sharing through a sample study of 1200 hotel employees. He also pointed out that managers and mentors play an important role in encouraging effective knowledge sharing.

There are 15 publications for the year 2008 (see Figure 3), four of which are conceptual. Brownell (2008) proposed that listening effectively is a way to create a learning environment in an organization, and that this learning environment can help

increase employee empowerment and performance. Camprubi, Guia and Comas (2008) stated that in tourism, destination image is a kind of knowledge. In their research, they created the induced tourism destination image through a conceptual model. Nadkarni (2008) believed that knowledge creation, retention, exchange, devolution, interpretation and treatment could be key ways to drive economic growth in pro-poor tourism. Stipanovic and Baresa (2008) developed a development design model to put intellectual capital to work in order to be competitive and meet the needs of the clients.

The other eleven contributions were empirical. Chalkiti and Sigala (2008a) discussed how information creation and sharing and learning processes are fostered in the tourism industry via a case study of an online community. The data collections suggested that people who work in different places nonetheless communicate with each other, initiating a social network and information sharing. Chalkiti and Sigala (2008b) proposed an online community case study and tried to explain how information sharing, knowledge creation and learning took place in this community. Erickson and McCall (2008) identified and compared food service companies with high and low levels of intellectual capital, and found a great difference in their financial performance.

King (2008) discussed a case study to show the challenges of KM implementation. Analyzing data from 62 hospitality companies, Kumar, Kumar, and de Grosbois (2008) confirmed that group and project management, learning culture and government support could greatly affect the development of one company's technological capacity. Lugosi and Bray (2008) investigated the relationship between organizational culture and the learning and development of tour guides by employing the participant observation and interviews methods. They found out that providing proper learning opportunities could

help develop a better learning culture within an organization. Racherla, Hu and Martin (2008) analyzed the qualitative data from a focus group, and discovered that many social and economic factors needed to be changed for the evolution of a “knowledge-based destination.”

Ruhanen (2008) investigated the academic knowledge transfer to tourism sector practice. She pointed out that a large portion of knowledge had not yet been applied effectively to the tourism sector. Walsh, Enz and Canina (2008) admitted the important role that intellectual capital plays in company performance. They used 538 hotels to empirically examine the influence of three different levels of intellectual capital on organization performance.

Yang (2008) analyzed questionnaires from 499 respondents and found that individual attitudes to knowledge learning and sharing could greatly affect organizational knowledge learning. He suggested that front-line managers help and encourage employees to learn and share knowledge. The research by Yaniv and Brock (2008) developed and tested a model of knowledge transfer and applied it to restaurants. It showed that each chain has its own knowledge transfer profile and that these profiles were consonant with the outcome measures of knowledge exploiting.

For the year 2009 there are 15 publications (see Figure 3). Three are conceptual articles. Koutroumanis and Alexakis (2009) presented a model of organizational culture types, and found that the level of future operational success could be determined by the extent to which leaders care about the effect of organizational culture. Petkovic and Miric (2009) theorized that when two managerial activities are not co-ordinated, downsizing can influence the organizational knowledge and learning. If that happens, the future

performance of one organization could be negatively affected. Zheng-jia (2009) studied KM theories and introduced KM application and realization method. Some approaches to building an effective KM system are also discussed.

Twelve of the articles are empirical. Abdullah, Ingram and Welsh (2009) used questionnaires and in-depth interview techniques to collect data and found that the tacit knowledge contexts of a restaurant were derived from its owner and managers' directing operations. Adam and Urquhart (2009) used a case study to explain the theories of human and social capital and of knowledge, and to address the challenges for knowledge creation and transfer in a tourism organization. Karamarko (2009) believed that KM became a new pattern of management in the branded hotels, but unbranded hotels did not as consistently use knowledge and experience to gain competitive advantage.

Kelliher, Foley and Frampton (2009) examined a learning network model and suggested that the model could make the development of organizational capabilities easier. Kot (2009) employed the in-depth interview and participant observation methods in an attempt to create a good intellectual capital audit method. The knowledge resulting from an intellectual capital audit is a key factor that led to improved performance. Pulic, Kolakovic and Jelcic (2009) stated the importance of intellectual capital in the hotel business and believed managers should be educated in intellectual capital and how to use it to achieve business success. Racherla and Hu (2009) wanted to use KM concepts to improve crisis management effectiveness. They thought taking action to prepare for crises could be a way to enhance hotels' competitiveness.

Sanchez-Gutierrez, Gaytan-Cortes and Ortiz-Barrera (2009) pointed out the importance of knowledge management to the hotel industry and analyzed the

development of KM in one Mexico area. Schianetz, Jones, Kavanagh, Walker, Lockington and Wood (2009) discussed the implementation of a learning tourism destination by conducting a case study. They pointed out that the implementation could help better decisions be made. Seitan (2009) examined knowledge mapping processes in the KM system and suggested that the knowledge map structure should meet the needs and preferences of users. Tajeddini (2009) reinforced the idea that a learning organization is a key way to affect new product or service development by using a regression analysis to prove that the effect of new product development on performance is positive. Yang (2009) found that most of the 499 respondents shared operational knowledge and suggested that managers share strategic knowledge in order to create future competitive advantages.

There are 9 publications for the year 2010 (see Figure 3), of which two are conceptual articles. Baggio and Cooper (2010) demonstrated both that an understanding of how destinations acquire, share and use knowledge is a prerequisite for innovation, and that destinations as a network of organizations need innovation in order to remain competitive. Vujic, Stefanovic and Deranja (2010) discussed the role of knowledge and KM implication in tourist destinations, and studied knowledge creation and transfer. They also give definitions of the role of a network and management of knowledge for tourist destinations.

The remaining seven articles are empirical studies. Fan and Ku (2010) developed a model and used a survey to investigate managers of travel agents. The findings revealed the nature and complications of knowledge sharing within travel industry cooperation and proposed that collaboration can lead to a good knowledge sharing strategy. Frash, Antun,

Kline and Almanza (2010) investigated factors that influence hotel employees' ability to transfer knowledge after job training and suggested that the appropriate management of impact factors could help enhance knowledge transfer. Kim and Hancer (2010) used frequency table, t-test, ANOVA and regression analysis to analyze the data gathered from an online survey. The results showed that the resources of KM that most affect organizational performance were knowledge-sharing culture, incentive and information technology. Laing, Dunn and Hughes-Lucas (2010) introduced a model to determine the elements of intellectual capital and found that the model could be used by managers to assess the performance of an organization.

Liao, Chen and Deng (2010) showed that it is crucial to mine customer knowledge in order to gain competitive advantages. They proposed that the knowledge extraction from data mining could provide suggestions on new product development. McLeod, Vaughan, and Edwards (2010) gave a preliminary analysis of knowledge sharing between businessmen in the tourism industry, and found out that knowledge sharing is based on communication formed through personal and business relationships. This communication could help with job performance. Yang (2010) examined factors that affect knowledge sharing, organizational learning and effectiveness by analyzing data from 615 questionnaires. He pointed out that there are significant relationships among individual learning sharing attitudes, leadership roles and supports, and organizational effectiveness.

KM researchers recognized the importance role of KM in the hospitality and tourism industry and made a great effort to develop theories on the effective application of KM to hospitality and tourism organizations. Meanwhile, the challenges of KM applications have been identified as authors pointed out potential barriers to implementing KM in the

hospitality and tourism industry and introduced models, frameworks and systems to overcome these difficulties.

The Subjects of the Contributions

In order to predict the trends and direction of the KM research in the hospitality and tourism field, all contributions are also tabulated based on the subjects that discussed in the articles (Table 8). The list is arranged alphabetically by (first) author's name.

Scholars discuss KM approach in the hospitality and tourism industry. Of the 62 contributions, 32 articles deal with tourism issues, 16 articles deal with hotel issues, 4 articles are about food service industry, 1 article discusses convention issues, 1 article is about special event, and the remaining 8 articles deals with other hospitality and tourism issues. KM research on tourism, compared with other hospitality industry, is the most and popular. Next, there are also many KM research articles on hotel industry. Convention and special event receive little attention. No article deals with gaming industry or casino hotels, and this may because fewer researchers are interested in this field.

The essence of KM is to gain competitive advantage. KM is considered a competitive advantage because it helps organizations to improve organizational productivity, creativity, reputations, innovation and ultimately enhance organizational profits (Ward & Le, 1996). Competitive advantage can be achieved by using KM to better utilize the knowledge assets, such as improving customer relations, human resource, marketing, strategic planning, information technology, and organizational performance.

Information technology, strategic planning and marketing are the most frequent subjects that discussed in the contributions. For example, Espino-Rodriguez and Gil-

Padilla (2007) propose a theoretical model of outsourcing information technology and information systems for hotel industry. Baggio and Cooper (2010) analyze the effects of network structure in the tourism destination. They discussed how the network operates and deliver creative and competitive tourism destinations. Adam and Urquhart (2007) introduce a model of information technology capacity building that can draw on concepts of KM and human capital to gain competitive advantage for organizations.

Researchers also had studies on introducing KM approach to improve human resource management, such as training and customer relations, in order to enhance organizational performance, and ultimately gain competitive advantage for hospitality and tourism organizations. For example, Frash et al. (2010) examines the factors that affect employees' ability to transfer knowledge that they learned in training programs when you return to work. They suggest the knowledge transfer of training can be greatly enhanced when training is well designed and learning environment is provided.

KM improves productivity by better utilizing intellectual capital. Pulic et al. (2009) discuss the importance of intellectual capital in the hotel industry and suggest that organizations should better utilize the intellectual potential in order to improve the overall business. Stipanovic and Baresa (2008) states that organizations should make use of intellectual capital and the available knowledge to make innovations and create solutions to meet the needs of customers. In this way, organizations can stand out from competitors.

Table 8

Subject Matters of the Contributions

Author(s) and Year	Subject Terms	Author-supplied Keywords
Abdullah, Ingram, & Welsh (2009)	Management Styles, Restaurants	Tacit knowledge, Perception, Managers, Restaurants
Adam & Urquhart (2007)	Training, Human capital, Information technology, KM, Tourism	Training, Human capital, Social capital, IT and capacity building
Adam & Urquhart (2009)	Training, Human capital, Information technology, Tourism	Training, Human capital, Social capital, Knowledge management, IT and capacity building
Baggio & Cooper (2010)	Marketing, KM, Tourism	Epidemic diffusion models, Knowledge transfer, Network analysis, Tourism destinations
Beldona, Brewer, & Kline (2006)	Information technology, Internet, Hotels	Application service provisioning, Centralized information systems, Knowledge management, Lodging, Organizational learning
Braun & Hollick (2006)	Skills, Training, KM, Tourism	Skills, Tourism, Knowledge sharing, Australia
Brownell (2008)	Strategic planning, Leadership, Organizational learning, Hospitality	Hospitality leadership, Learning environment, Learning organization, Listening, Strategic plan, Symbolic perspective
Chalkiti & Sigala (2008a)	Information sharing, KM, Tourism	Greece, Information sharing, Knowledge management, peer to peer communication, virtual communities
Chalkiti & Sigala (2008b)	Information resource management, Knowledge creation, Tourism	Idea generation, Information sharing, Knowledge creation, Social networks, virtual forums

Author(s) and Year	Subject Terms	Author-supplied Keywords
Camprubí, Guia, & Comas (2008)	Marketing, KM, Tourism	Competitive strategy, International relations, Knowledge management, Tourism management
Clark & Scott (2006)	Strategic planning, KM, Tourism	Australia, China, Inbound tourism, Knowledge, Market intelligence
Cooper (2006)	KM, Tourism	Knowledge management, Knowledge economy, Knowledge stocks and flows
Erickson & McCall (2008)	Intellectual capital, KM, Food service industry	Knowledge management, Intellectual capital, Intangible Assets, Hospitality, Food service
Espino-Rodríguez & Gil-Padilla (2007)	Information technology, Information resource management, Hotels	-
Fan & Ku (2010)	Customer relations, Information sharing, Tourism	Collaboration, Customer relationship management, Knowledge sharing
Frash, Antun, Kline, & Almanza (2010)	Training, Organizational learning, Hotels	Hospitality, Hotel training, Transfer of training, Employee behavior, Impact factor
Hilliard (2006)	Learning, Convention	Association, Communities of practice, Convention, Education, Informal learning, Learning
Karamarko (2009)	Management, KM, Hotels	Know-how license contract, Knowledge and experience, Product brand image, Unbranded hotels
Kay & Moncarz (2007)	Financial performance, Hotels	Lodging career success, KSAs, Personal antecedents, Strategic positioning, Financial management, Situational influencers

Author(s) and Year	Subject Terms	Author-supplied Keywords
Kelliher, Foley, & Frampton (2009)	Learning, Training, Tourism	Tourism, Learning networks, small firms, training
Kim & Hancer (2010)	Performance evaluation, KM, Restaurants	Knowledge management, Organizational performance, Restaurants
King (2008)	Project management, KM, Hotels	Case study, Digital archive, Digital repository, Dspace, Knowledge management, LAMP stack, Open source licensing, Project management
Kot (2009)	Intellectual capital, Tourism	IC audit, Intangible assets, Intellectual capital, Management, Poland, Tourism
Koutroumanis & Alexakis (2009)	Corporate culture, Food service industry	-
Kumar, Kumar, & de Grosbois (2008)	Technological capacity, Hospitality	Technological capacity, Innovation, Tourism, Cuba
Laing, Dunn, & Hughes-Lucas (2010)	Intellectual capital, Hotels	Intangible assets, Intellectual capital, Hotels
Lebe (2006)	Health resorts, KM, Tourism	Austria, Cross-border co-operation, European Spa World, Hungary, Innovation, Partnership, Slovenia, Wellness
Lemelin (2006)	Knowledge network, Strategic planning, Tourism	Knowledge, tourism , network, Quebec

Author(s) and Year	Subject Terms	Author-supplied Keywords
Liao, Chen, & Deng (2010)	Customer relations, KM, Tourism	Tourism management, New product development, Data mining, Customer relationship management, Apriori algorithm, Clustering analysis, Knowledge map
Lu & Law (2007)	Information technology, KM, Hotels	China, Crisis management, Hotel, Information technology
Lugosi & Bray (2008)	Corporate culture, Organizational learning, Tourism	Guided tours, Tour guide, Guiding, Organisational culture, Organisationa learning, Entrepreneurship
McLeod, Vaughan, & Edwards (2010)	Knowledge network, Knowledge sharing, Tourism	Knowledge networks, Knowledge sharing, Small- and Medium-sized businesses, Social networks, Tourism knowledge
Mistilis & Sheldon (2006)	Information resource management, Marketing, Tourism	Knowledge bases, Knowledge management, Tourism crisis, Tourism disaster
Nadkarni (2008)	KM, Tourism	Infostructure, Knowledge, Pro-poor tourism
Pan, Scott, & Laws (2006)	KM, International Tourism	Australia, China, Inbound tourism, Knowledge, Market intelligence
Pearce & Benckendorff (2006)	Benchmarking, KM, Tourism	Australia, Benchmarking, Knowledge management, Performance, Tourist attractions
Petkovic & Miric (2009)	Downsizing of organizations, Learning, Hospitality	Downsizing, Knowledge management, Organizational design, Organizational learning
Pulic, Kolakovic, & Jelcic (2009)	Intellectual capital, KM, Hotels	Evaluation of human capital performance, Intellectual capital, Knowledge economy, Strategy of IC management in companies

Author(s) and Year	Subject Terms	Author-supplied Keywords
Racherla & Hu (2009)	Crisis management, KM, Hospitality and tourism industry	Crisis management, Crisis typology, Hospitality and tourism industry, Knowledge management, Knowledge-based system
Racherla, Hu, & Martin (2008)	Information technology, KM, Tourism destination	Information and communication technology, Innovation, Knowledge management, Knowledge-based destination, Tourism community, Wireless networks
Ruhanen (2008)	Strategic planning, KM, Information technology, Tourism	Knowledge management, Planning, Policy, Sustainable development
Sanchez-Gutierrez, Gaytan-Cortes, & Ortiz-Barrera (2009)	Management styles, KM, Hotels	Knowledge management, Competitiveness, Hotel industry
Schianetz, Jones, Kavanagh, Walker, Lockington, & Wood (2009)	Organizational learning, KM, Tourism	Adaptive management, Learning organisation, Learning tourism destination, Participatory research, Systems thinking, System dynamics modeling
Schianetz, Kavanagh, & Lockington (2007)	Marketing, Learning, Tourism destination	Learning organisation, Learning tourism destination, Organisational learning, System dynamics modeling, Systems thinking
Scott & Laws (2006)	Strategic planning, Knowledge sharing, Hospitality and tourism industry	-
Seitan (2009)	Knowledge map, Tourist destination	Knowledge map, City tourism, Mountain tourism
Sigala & Chalkiti (2007)	Performance evaluation, KM, Hotels	Tacit knowledge, Business performance, Hotels, Greece

Author(s) and Year	Subject Terms	Author-supplied Keywords
Singh, Racherla, & Hu (2007)	Event management, KM	ESAFE and protégé, Knowledge management, Knowledge mapping, Ontology
Steiner (2007)	KM, Tourism destination	-
Stipanovic & Baresa (2008)	Intellectual capital, KM, Hotels, Tourism	Development concept, Hotel and tourism companies, Information, Intellectual capital, intelligent business organisation
Tajeddini (2009)	Organizational learning, KM, Hotels	Learning process, Learning organizations, Hospitality services, Innovation, Hotel and catering industry, Iran
Vujic, Stefanovic, & Deranja (2010)	Benchmarking, KM, Hospitality and tourism industry	Benchmarking, Benchmarking process, Human potentials, Knowledge management
Walsh, Enz, & Canina (2008)	Performance management, Intellectual capital, KM, Hotels	Firm performance, Intellectual capital investments
Woods & Deegan (2006)	Quality management, KM, Tourism destination	Competitiveness, Destination quality brand, Knowledge management, Knowledge sharing, Network, SMTEs
Xiang, Kothari, Hu, & Fesenmaier (2007)	Benchmarking, Marketing, Strategic planning, Tourism	Benchmarking, Destination management organizations, Learning, Strategy, Systems approach
Yang (2007)	Corporate culture, KM, Hotels	Collaboration, Knowledge sharing, Leadership roles, Organizational culture
Yang (2008)	Knowledge sharing, Employees, Hotels	Individual attitude, Knowledge sharing, Organisational learning
Yang (2009)	Knowledge transfer, Employees, Hospitality	Individual learning, Job attitude, Organisational knowledge, Sharing

Author(s) and Year	Subject Terms	Author-supplied Keywords
Yang (2010)	Knowledge sharing, Leadership, Hotels	Individual attitude, Knowledge sharing, Leadership, Organizational learning, Support
Yaniv & Brock (2008)	Strategic planning, Knowledge transfer, Hospitality	Corporate strategy, Knowledge management, Organizational planning
Zehrer & Pechlaner (2006)	Information technology, Quality management, Tourism	E-mail-based communication, Knowledge management in tourism, Quality in tourism, Tourism organizations
Zhen-Jia (2009)	Competitiveness, KM, Tourism	Knowledge management, Travel agencies, Sustained competitive advantage

The Source of the Contributions

The identified KM contributions come from different sources, with 62 contributions from 36 different journals; 40 articles from tourism and hospitality journals and 22 articles from other KM or business related journals.

The KM journals include Electronic Journal of Knowledge Management; Information Technology for Development; Journal of Cases on Information Technology and Journal of Intellectual Capital. Business related journals include Service Industries Journal; Journal of Organizational Culture, Communication & Conflict; Competition Forum; Expert Systems with Applications; International Journal of Productivity and Performance Management; Information & Organization; Event Management; Education, Business and Society: Contemporary Middle Eastern Issues; International Journal of Service Industry Management and Journal of Service Research. Other journals are Canadian Social Science, Education & Training, and the Bulletin of the Transilvania University of Brasov.

Hospitality and tourism journals are further discussed in this section. In total, 40 contributions are identified from 19 hospitality and tourism journals. Table 9 presents the taxonomy of conceptual or empirical publication according to the source of the research. The list is arranged alphabetically by journal name. Among the hospitality and tourism journals, the *Journal of Quality Assurance in Hospitality & Tourism* includes 8 KM articles, making it an important source for developing KM research. *Current Issues in Tourism* and *Tourism & Hospitality Management* have 4 articles and 5 articles on KM topics respectively. Two journals, *International Journal of Hospitality Management* and *Tourism Management*, each contribute 3 KM articles. These five journals cover nearly

60% of all the research from hospitality and tourism journals, indicating that these five journals are the leading journals for developing KM theories and applications.

Table 9

Taxonomy of Conceptual/Empirical Publications According to Source Journal

Journals	Conceptual Publications	Empirical Publications	Total
Annals of Tourism Research	1	-	1
Cornell Hospitality Quarterly	-	2	2
Current Issues in Tourism	1	3	4
Information Technology in Hospitality	1	1	2
International Journal of Contemporary Hospitality Management	-	1	1
International Journal of Hospitality Management	-	3	3
International Journal of Tourism Research	-	2	2
Journal of Convention & Event Tourism	1	-	1
Journal of Hospitality and Tourism Technology	-	1	1
Journal of Quality Assurance in Hospitality & Tourism	3	5	8
Journal of Travel & Tourism Marketing	1	-	1
Journal of Vacation Marketing	-	1	1
Scandinavian Journal of Hospitality & Tourism	1	-	1
Tourism & Hospitality Management	3	2	5
Tourism & Hospitality: Planning & Development	-	1	1
Tourism & Hospitality Research	-	1	1
Tourism Management	-	3	3
Tourism Review	1	-	1
Tourism Review International	1	-	1
Total	14	26	40

CHAPTER 5

CONCLUSIONS AND RECOMMENDATIONS

Summary and Recommendations

This study has analyzed research articles related to knowledge management (KM) in the hospitality and tourism industry that were published in various journals from 2006 to 2010. These articles were found by searching databases available in the university system. They are Hospitality & Tourism Complete, ABI/INFORM, Academic Search Premier and Business Source Premier. The searches from these databases for KM topics yielded 1992 hits, of which 62 articles were identified.

The purpose of this study is to identify research trends and the direction of scholarly research in hospitality and tourism KM and to analyze the potential contributions of published scholarly studies via systematic content analysis. In order to give this systematic review, this study uses several methods, including content analysis, taxonomy and weighted proportional counting system.

This study classified all 62 contributions into two groups: 17 conceptual articles and 45 empirical articles. Researchers did not recognize the importance of conceptual studies, since the conceptual articles only account for 27.4% of all the identified contributions. It is crucial to maintain a balance between empirical research and conceptual research. However, this study did not find this balance, and more conceptual KM research is needed.

This study documents a change in direction when compared with the study of Bouncken and Pyo (2002). This study finds out that most of the studies on hospitality and tourism KM are empirical, contradicting the findings of Bouncken and Pyo (2002).

Bouncken and Pyo (2002) indicate that most of the KM articles are not empirical but conceptual and believe this tendency is because of the short history of research on KM in the hospitality and tourism industry. By now, the history of KM research in the hospitality and tourism industry is no longer short, and many empirical research articles have contributed to the KM research in the hospitality and tourism context.

The 45 empirical contributions are then categorized according to their empirical method. Twelve articles used the qualitative method, nineteen articles used the quantitative method, and fourteen employed both qualitative and quantitative methods. This indicates that, as in many other fields, hospitality and tourism researchers mainly use the quantitative method to carry out empirical research. There is a trend toward using both the qualitative and quantitative methods in one study. This study recommends that future studies use the combined method, taking advantage of the strengths of both methods and compensating for the weakness of each.

Comparing the empirical findings of this study with those of Hallin and Marnburg reveals the following trends:

1. More and more hospitality and tourism scholars have been interested in KM research. The number of empirical articles published between 2006-2010 is around 2.5 times that of the empirical articles before 2006. Researchers and managers have recognized the importance of KM to the hospitality and tourism industry for a long time. It is very likely that KM research will continue to be a hot topic.

2. Qualitative research received growing attention from KM researchers in the hospitality and tourism field, as before 2006 only 4 out of 19 articles used qualitative methods to carry out empirical research, however, from 2006 to 2010, 12 out of 47

articles employed qualitative methods.

3. Combined method becomes a popular way to collect data, with the percentage of empirical research using the combined method increasing from 0.02% to 31%.

Additionally, the year of contribution shows an increase in the percentages of empirical KM articles from 2006 to 2009. In 2006, articles are split almost evenly between conceptual and empirical research, but from 2007, empirical studies began to dominate the KM research. It is likely that this trend will continue, because in many other fields, empirical research is also the preference of scholars, and the nature of conceptual research makes it difficult to write good conceptual articles.

Hospitality and tourism researchers and managers have noted the importance of KM in maintaining product and service quality, improving job performance and gaining competitive advantages. They are devoted to developing theories on effectively using KM tools. As the barriers to KM applications are recognized, and models, frameworks and systems are introduced, managers will be able to better apply KM to business operations.

Furthermore, KM research articles mostly deal with tourism and hotel issues, and KM research articles mainly discuss KM approach to enhance information technology, marketing and strategic planning. Through improving information technology, human resource, marketing, and strategic planning, hospitality and tourism organizations are able to enhance organizational performance, productivity, and reputation and thus become competitive.

Moreover, the contributions are from different tourism and hospitality and other business related journals. Forty articles are from hospitality and tourism journals, and

twenty-two articles are from other journals. Scholars prefer have their studies published in the hospitality and tourism journals.

This study is the most comprehensive content analysis conducted to date. Although this study is descriptive rather than predictive, its results can provide hospitality and tourism researchers and educators, especially new researchers, with useful insight into the direction of future publishing. The review process can help scholars to increase methodological rigor by identifying contemporary KM research topic areas, methods and directions as well as by helping researchers understand the influential individuals and institutions in KM. Moreover, accumulating knowledge from a wide range of research in a systematic review can aid in the development of a reliable knowledge base for practitioners and policymakers. Managers and policymakers can find references to the KM research that applies to their business operations and use this digestible knowledge format to inform action and make future plans (Tranfield, Denyer, & Smart, 2003).

Limitations and Future Studies

Some limitations should be noted as follows:

1. This content analysis is solely a descriptive investigation of the past research and is not a guaranteed predictor of the future.
2. The study covers a much larger set of journals than Hallin and Marnburg's study (2008), meaning the comparison of the new findings and Hallin and Marnburg's findings is not ideal.
3. It would be impossible to include all KM publications in this study, and researchers who rely on other databases may find other articles and have different conclusions.

This study provides researchers with the groundwork needed to identify KM research in hospitality and tourism. Further research might focus on the future direction of KM research in the hospitality and tourism industry. For example, other counting systems might be used to determine the contributing effort and more databases might be included in the search for the KM publications. Because the content analysis itself has certain limitations, it is recommended that a combination of content analysis and other types of analysis be used in combination with other types of analysis to obtain more accurate results in the future. It is also suggested that a similar analysis study should be conducted at least every 5 years.

APPENDIX

SUPPLEMENTAL DATA

Screen Shots of Research Journal Databases Searches

This section includes all the research journal databases used. They are Hospitality & Tourism Complete, ABI/INFORM, Business Source Premier and Academic Search Premier. Knowledge management and Organizational learning are the keywords used in Hospitality & Tourism Complete, and the screen shots of this database are provided as follows:

Hospitality & Tourism Complete.

Keywords: Knowledge management

The screenshot shows the EBSCO Hospitality & Tourism Complete search interface. At the top, the search bar contains the text "knowledge management" with "Search" and "Clear" buttons. Below the search bar are links for "Basic Search", "Advanced Search", "Visual Search", and "Search History". The search results page displays "147 Results for..." and a "Refine your results" sidebar with filters for "Full Text", "Peer Reviewed", and "References Available". A "Publication Date" range is set from 2006 to 2010. The first search result is titled "1. CONCEPT AND ROLE OF **KNOWLEDGE MANAGEMENT** OF THE TOURIST DESTINATION." by VUJIĆ, VIDOJE; STEFANOVIĆ, VIDOJE; DERANJA, MATEA. The result includes a "Show all 4 images" link and a "Relevancy" bar. Below the result is a "PDF Full Text (220KB)" link and a footer with "UNLV print and online journals" and "Need Help? Ask a Librarian!".

Keywords: Organizational learning

The screenshot shows the EBSCO Host search interface. At the top, it says "Searching: Hospitality & Tourism Complete" with a link to "Choose Databases". The search box contains "organizational learning" and has "Search" and "Clear" buttons. Below the search box are links for "Basic Search", "Advanced Search", "Visual Search", and "Search History". On the left side, there is a sidebar with "35 Results for..." and a "Refine your results" section containing checkboxes for "Full Text" and "Peer Reviewed". The main results area shows "Page: 1" and a list of results. The first result is "1. Commitment To *Learning* Within A Public Land Management /" by Salk, Raintry J.; Schneider, Ingrid E., from the *Journal of Park & Recreation Administration*. The subjects listed are "PUBLIC lands -- Recreational use; NATURAL resources; MANAGEMENT; C **ORGANIZATIONAL learning**; SOCIAL integration; ENVIRONMENTAL responsibility". The database is identified as "Hospitality & Tourism Complete".

For the remaining three research journal databases, the keywords included: a) knowledge management and hospitality/ tourism/ tourist destinations/ travel industry/ hotels/ lodging/ motels/ hotel industry/ gaming/ casino hotel/ convention; b) organizational learning and hospitality/ tourism/ tourist destinations/ travel industry/ hotels/ lodging/ motels/ hotel industry/ gaming/ casino hotel/ convention. Only parts of the screen shots in each research journal databases are provided here, since there are too many (up to 22) screen shots in total.

ABI/INFORM.

Keywords: Knowledge management and tourism

ProQuest

Basic **Advanced** Topics Browse Publications **My Research**
0 marked items

Databases selected: ABI/INFORM Global

Results – powered by ProQuest® Smart Search

Suggested Topics [About](#)

Knowledge management	Knowledge management AND Innovations
Knowledge management AND Organizational learning	Knowledge management AND Models
Knowledge management AND Organizational behavior	Knowledge management AND Organization theor
Knowledge management AND Information technology	Knowledge management AND Information manag

< Previous

48 documents found for: *(knowledge management) AND (tourism) AND PDN(>1/1/2006)* » [Refine Search](#) | [Set Up Alert](#)

All sources [Scholarly Journals](#) [Trade Publications](#) [Reference/ Reports](#) [Dissertations](#)

Mark all [0 marked items](#): Email / Cite / Export

1. [Defining a knowledge management conceptual model by using MADM](#)
Mostafa Kazemi, Maral Zafar Allahyari. *Journal of Knowledge Management*. Kempston: 2010. Vol. 14
[Abstract](#) | [Link to full text](#)

Keywords: Organizational learning and hotels

ProQuest

Basic **Advanced** Topics Browse Publications **My Research**
0 marked items

Databases selected: ABI/INFORM Global

Results – powered by ProQuest® Smart Search

Suggested Topics [About](#)

Organizational learning	Organizational learning AND Leadership
Organizational learning AND Knowledge management	Organizational learning AND Corporate c
Organizational learning AND Training	Organizational learning AND Organizator
Organizational learning AND Models	Hotels & motels AND Learning

<

33 documents found for: *(Organizational learning) AND (hotels) AND PDN(>1/1/2006)* » [Refine Search](#) | [Set U](#)

All sources [Scholarly Journals](#) [Trade Publications](#)

Mark all [0 marked items](#): Email / Cite / Export

1. [Like It! Learn It! Use It?: A Field Study of Hotel Training](#)
Robert Frash Jr, John Antun, Sheryl Kline, Barbara Almanza. *Cornell Hospitality Quarterly*. It
[Abstract](#) | [Link to full text](#)

Business Source Premier.

Keywords: Knowledge management and hotels

Business Source Premier
powered by EBSCOhost

[New Search](#) | [Database Help](#)

Basic Search | **Advanced Search** | Visual Search

[Refine Search](#) | [Add search to folder](#) | [Display link to search](#) | [Create alert for this search](#)

Results for: *knowledge management and hotels and Published...*
✓ **Limiters set**

Filter results by

All Results | Academic Journals

All Results: 1-10 of 155 Page: 1 [2](#) [3](#) [4](#) [5](#) [Next](#)

Keywords: Organizational learning and hotels

Business Source Premier
powered by EBSCOhost

[New Search](#) | [Database Help](#)

Basic Search | **Advanced Search** | Visual Search

[Refine Search](#) | [Add search to folder](#) | [Display link to search](#) | [Create alert for this search](#)

Results for: *organizational learning and hotels and Publis...*
✓ **Limiters set**

Filter results by

All Results | Academic Journals

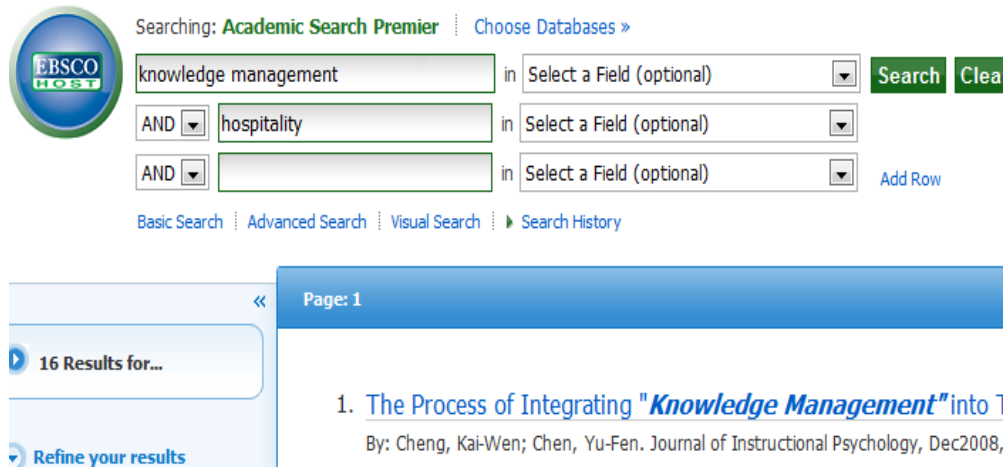
All Results: 1-10 of 25 Page: 1 [2](#) [3](#) [Next](#)

Narrow Results by

1. A SAIUTE TO THE BEST T+D Oct2010 Vol 64 Issu

Academic Search Premier.

Keywords: Knowledge management and hospitality



Searching: **Academic Search Premier** | [Choose Databases »](#)

knowledge management in

AND in

AND in

[Basic Search](#) | [Advanced Search](#) | [Visual Search](#) | [Search History](#)

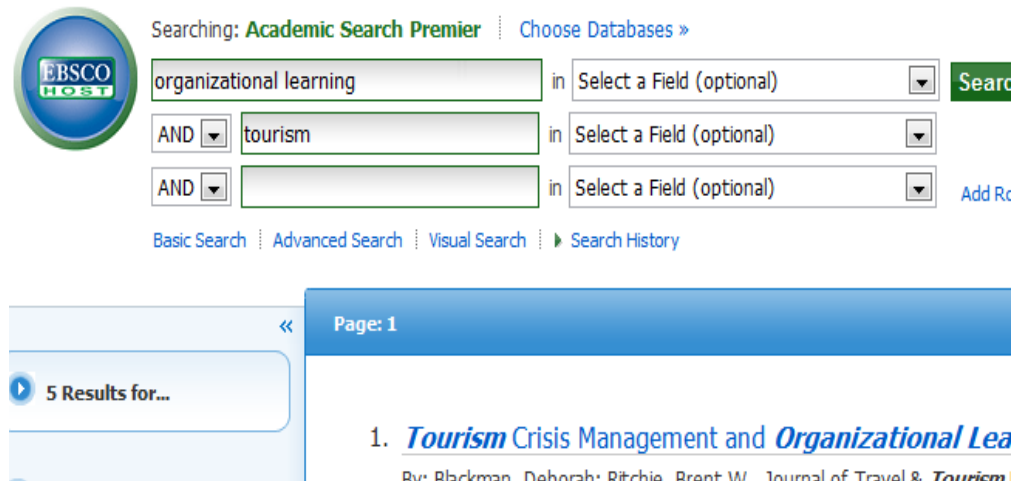
Page: 1

16 Results for...

[Refine your results](#)

1. [The Process of Integrating "Knowledge Management" into T](#)
By: Cheng, Kai-Wen; Chen, Yu-Fen. Journal of Instructional Psychology, Dec2008,

Keywords: Organizational learning and tourism



Searching: **Academic Search Premier** | [Choose Databases »](#)

organizational learning in

AND in

AND in

[Basic Search](#) | [Advanced Search](#) | [Visual Search](#) | [Search History](#)

Page: 1

5 Results for...

1. [Tourism Crisis Management and Organizational Lea](#)
By: Blackman, Deborah; Ritchie, Brent W. Journal of Travel & Tourism

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