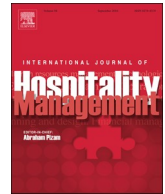




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Intellectual structure of strategic management research in the hospitality management field: A co-citation analysis[☆]

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ABSTRACT

This study investigates the intellectual structure of strategic management (SM) research in the hospitality industry through co-citation analysis. This study analyzes the evolution of SM research from related SM articles inclusively published in hospitality- and tourism-focused journals as well as business- and management-focused journals from 1971 to 2016. This study is the first to map the intellectual structure of SM research in the hospitality industry to analyze the changes in the influence of the most significant studies, journals, and disciplines/fields as well as the relationships among the subfields on SM research in the hospitality industry. This study suggests that marketing is a dominant subfield in SM research within the hospitality industry. In addition, the resource-based view is a dominant approach in the field, although the positioning school was dominant during the field's early stages.

1. Introduction

Strategic management (SM) “deals with the major intended and emergent initiatives taken by senior managers on behalf of owners, involving utilization of resources, to enhance the performance of firms in their external environments” (Nag et al., 2007, p. 944). In this respect, SM research occupies a critical position relevant to managing the practices of each industry. In academia, SM research integrates with other disciplines, such as economics, sociology, and psychology, to determine solutions for the problems faced by organizational performance managers. Several review studies (Ferreira et al., 2016; Furrer et al., 2008; Ramos-Rodríguez and Ruiz-Navarro, 2004) have employed bibliometric methods to investigate the evolution of mainstream SM research's intellectual structure. However, given that mainstream SM research provides only general solutions to problems, the review studies have not proven beneficial for researchers or managers engaged in specific industries with unique characteristics, particularly the service industry. Reviewing or assessing industry-focused SM research is necessary for researchers and practitioners because the type of industry matters when formulating and implementing strategies (Rumelt, 1991; Weerawardena et al., 2006).

Each industry impacts social, economic, and business life

differently. For example, the United Nations World Tourism Organization's (UNWTO) highlights for 2015 (UNWTO, 2016) indicate that the hospitality and tourism industry ranks third after fuels and chemicals and ahead of food and automotive in the category of worldwide exports; in many developing countries, the hospitality and tourism industry occupies the first rank in the export sector. These growths have generated the unique structure of the hospitality industry, creating and incorporating interrelated or interdependent network organizations, such as tour operators, travel agents, tourism organizations, travel and transport operators, leisure and recreation facilities entertainment venues, restaurants, bars, clubs, cafes, hotels, resorts, motels, camping grounds, bed and breakfast establishments, hostels, and nongovernmental organizations (Kandampully, 2007; Okumus et al., 2010). Consequently, the unique characteristics of the hospitality industry, such as the inseparability of customer participation in the service process, simultaneity, perishability, intangibility, heterogeneity, cost structure, and labor intensity (Gronroos, 2007), make hospitality one of the largest, non-tradable industries (Mian and Sufi, 2014), with higher leverage, risk, capital intensity, and competitive rivalry than other industries in the US economy (Singal, 2015).

Considering the environment and structure of the hospitality industry, the practices and theories of SM are important for managers.

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Therefore, scholars have produced numerous studies focusing on SM practices in hospitality and tourism organizations (Harrington et al., 2014). However, the structure of this knowledge stock should systematically investigate progress in the field for managers, scholars, educators, business owners, or students. This study addresses the evolution of SM research's intellectual structure in the hospitality management (HM) field.

The intellectual structure of a given discipline addresses the knowledge base of the discipline. The base referred to includes the theories, approaches, and methods employed to create knowledge (Lin and Kaid, 2000; Zupic and Čater, 2015). In the current study, the intellectual structure of a given discipline is considered the “set of salient attributes of the knowledge base that can provide an organized and holistic understanding of the chosen scientific domain” (Shafique, 2013, p. 63). Assessing the intellectual structure helps researchers and practitioners explore the origins of the discipline on the basis of theories; identify the subfields and clarify their relationships with one another; and identify the characteristics of influential studies, journals, and authors (Koseoglu et al., 2016). This assessment creates opportunities to rebuild the structure of the history of disciplines, test traditional dogmas and perceptions, and minimize potential biases by employing quantitative methods (Koseoglu et al., 2015; Nerur et al., 2008). Consequently, to identify future research directions by gaining specific understanding of the development of the knowledge base for SM research related to the hospitality industry, this study aims to

- determine the most significant studies, journals, and disciplines/fields pertaining to SM research in the hospitality industry;
- highlight the subfields that constitute the intellectual structure of SM research in the hospitality industry;
- map the intellectual structure of SM research in the hospitality industry to discuss the relationships among the subfields;
- analyze any changes in the influence of the most significant studies, journals, and disciplines/fields as well as the relationships among the subfields in SM research in the hospitality industry; and
- evaluate how the knowledge domain of SM research in hospitality management literature should be developed.

To address the issues mentioned above, the researchers employed citation and co-citation analyses as a part of the bibliometric analysis (Xiao et al., 2017; Zhao et al., 2017). The analyses were conducted by following the “workflow for conducting science mapping with bibliometric methods” developed by Zupic and Čater (2015, p. 433). Further details regarding the workflow and methods are provided in the methodology section.

The following section provides an overview of the studies investigating the intellectual structure of mainstream SM research and SM research related to hospitality industry. The next part explains the bibliometric methods employed in this study, namely, citation and co-citation analyses. The research findings are then presented and discussed. Finally, conclusions and suggestions for future studies are provided.

2. Literature review

2.1. Overview of studies investigating the intellectual structure of mainstream SM research

SM was developed to provide a pragmatic perspective of the performance differences among industries or firms circa the 1960s (Krasniqi and Tullumi, 2013; Ronda-Pupo, 2015; Wright and Stigliani, 2013). Researchers have developed many theories and approaches addressing these performance differences; they have also borrowed theories from other disciplines or fields to explain organizational differences (Kenworthy and Verbeke, 2015). The expansion of scientific knowledge testing to support or promote these theories or approaches

has shifted the legitimacy of SM's theories from a pragmatic perspective to those of a mature scientific discipline. International academic journals (e.g., *Academy of Management Journal* and *Strategic Management Journal*) were launched in the 1980s; they have played crucial roles in the accumulation and dissemination of knowledge (Furrer et al., 2008; Guerras-Martín et al., 2014; Ronda-Pupo and Guerras-Martín, 2015).

Two additional factors have accelerated the evolution of SM. First, SM has an eclectic and multidisciplinary nature influenced by different ontological and epistemological perspectives (Furrer et al., 2008; Hoskisson et al., 1999). SM appeals to researchers or practitioners from different disciplines and industries, who can use the study to address research questions and organizational challenges related to why organizations succeed or fail. Hence, SM has been taught via several SM textbooks (e.g., Grant, 2016; Okumus et al., 2010; Ginter et al., 2013) in business- and industry-focused schools since SM's inception. Second, managers responsible for formulating and implementing strategies and consultant companies, such as McKinsey, BCG, and Bain (Barca, 2005; Pettigrew et al., 2002) have contributed to the SM field.

Two primary perspectives play critical roles related to company survival based on SM research. First, content-oriented approaches discuss what strategies require attention to gain sustainable competitive advantage, especially regarding positioning (Banker et al., 2011; Hoskisson et al., 2013) and the resource-based view (RBV) (Jensen et al., 2015; Lin and Wu, 2014). Second, process-oriented approaches discuss how and when strategies should be formulated and implemented, especially regarding planning (Babafemi, 2015) and learning (Mavondo and Tsarenko, 2015). As a process, SM has four interrelated phases, including strategy analysis, formulation, implementation, and evaluation (Beyene et al., 2016; Bisbe and Malagueño, 2012; Simons, 2013).

SM approaches issues related to firm performance and firm competitiveness from the macro level (Guerras-Martín et al., 2014). However, in recent years, new research lines have emerged as micro-foundations of SM, primarily vetting the psychological and cognitive aspects, dynamic capabilities, human capital, product development, organizational identity, social capital, and absorptive capacity. This research line occurs on the individual level, whereas resource-based theory has progressed in two directions, namely, the microfoundations of strategy from an economic perspective and behavioral strategy from a psychological perspective (Molina-Azorin, 2014). Approaches such as the strategy-as-practice (Jarzabkowski, 2004; Jarzabkowski et al., 2007, 2016) and practice-based view of strategy (Bromiley and Rau, 2014, 2016) have emerged as well. Consequently, these theories and hypotheses (T&H) have contributed to advancing the field by focusing on the following dualities or dilemmas (Durand et al., 2017; Furrer et al., 2008; Grant, 1996; Guerras-Martín et al., 2014; Hoskisson et al., 1999; Mintzberg, 1978; Molina-Azorin, 2014; Nag et al., 2007). In so doing, firm performance can be maximized by considering conditional factors (CF) and practices (P), as illustrated in Fig. 1.

- Sources of competitive advantage: Does competitive advantage arise from internal or external factors?
- Continuity equation of competitive advantage: What factors support higher profit and market share in the long term (Micro or macro factors)? Are there barriers to entry between industries, barriers to movement between strategic groups, or barriers to imitation (tangible or intangible factors)? How does collaboration maximize the profit (relational view)?
- Strategy formulation process: Are strategies formally developed (intended strategies), *ex ante* or incrementally developed (realized strategies) by trial and error, *ex post facto*?
- Modes of growth: Does related or unrelated diversification lead to further sustainable competitive advantage?
- Strategy-structure linkage: Does strategy drive structure or vice versa?
- Cognition of the strategy-maker: Does a strategy-maker analytically

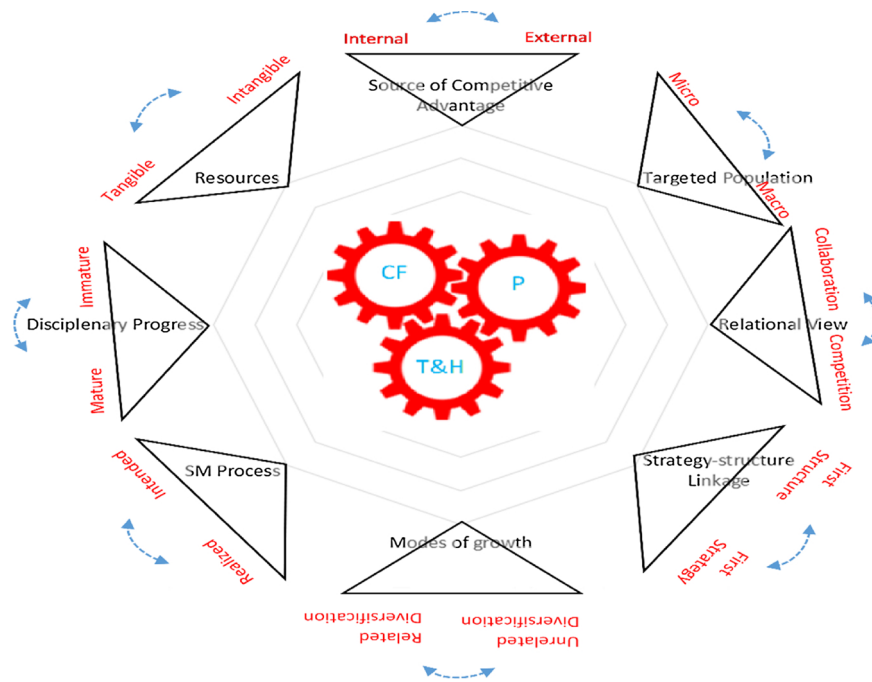


Fig. 1. Common dualities in SM research.

or creatively formulate a strategy?

- Disciplinary progress: Is SM a discipline?

Based on SM's progress, exploring the evolution of SM research's prevalence in various disciplines and industries is important to gain in-depth understanding of how theories interrelate in different areas and what new research lines have emerged to (re)define or (re)design opportunities for sustainable competitive advantage. Fourteen quantitative studies investigating the intellectual structure of mainstream SM research through bibliometric analysis, including co-citation, co-word analysis, and bibliographic coupling (see Zupic and Čater, 2015 for bibliometric methods) were extracted. Table 1 summarizes these studies on the basis of (sub)field, bibliometric method, time scope, time periods, article selection method, databases used, and findings. The first study was published in 2004 by Ramos-Rodríguez and Ruíz-Navarro (2004) who identified three roots of SM research in articles published in *Strategic Management Journal* between 1980 and 2000. These three roots are economics, sociology, and psychology. Although the positioning-based strategy was the dominant view in SM by the end of 1993, the most important contribution to the literature, which was between 1993 and 2000, came from the RBV of firms (Ramos-Rodríguez and Ruíz-Navarro, 2004).

The final two studies published in 2016 identified the intellectual structure of SM research. One of these studies was conducted by Nerur et al. (2016), who employed citation and co-citation analyses to investigate articles published between 1980 and 2009. They found a decline in the practitioner orientation in SM research, but they reported a great emphasis on communication in finance and sociology. In addition, an increase in the linkages existed between international business and entrepreneurship. Another study conducted by Ferreira et al. (2016) has the broadest time span (1971–2014) and the most extensive databases used in bibliometric studies focusing on SM research. They identified six subfields, namely, strategic entrepreneurship, strategic resources, strategic decisions, strategic knowledge, SM technology, and strategic behavior.

As noted in Table 1, several studies have documented the intellectual structure of the dominant approaches in SM research. For example, Acedo et al. (2006) found three dominant approaches in the RBV: the RBV and dynamic capabilities, the knowledge-based view, and

the relational view or the application of the RBV to inter-organizational relations. Maia et al. (2015) identified common keywords in the strategy-as-practice approach, which has emerged as an approach in SM research. These common keywords are discourse, strategizing, qualitative research, SM accounting, institutional theory, process, storytelling, and strategy. Finally, Di Stefano et al. (2010); Vogel and Güttel (2013), and Fernandes et al. (2017) investigated the intellectual structure of dynamic capabilities by considering various time spans and methods. The last study (Fernandes et al., 2017) is the most comprehensive as it found five dynamic capability approaches, namely, digital, knowledge, absorptive, strategic, and resource capabilities. Table 1 presents that the intellectual structure of and the dominant approaches in SM research have undergone comprehensive and rigorous investigation.

2.2. Overview of studies analyzing the intellectual structure of SM research with a hospitality industry focus

Hospitality and tourism literature has a considerable knowledge stock; however, no study has examined the intellectual structure of SM research with a focus on the hospitality and tourism (H&T) industries (Köseoglu et al., 2016; Okumus et al., 2017). Several studies (Athiyaman, 1995; Harrington and Ottenbacher, 2011; Harrington et al., 2014; Olsen, 2004; Olsen and Roper, 1998; Phillips and Moutinho, 2014) have investigated contextual structure, which examines the topics associated with a particular line of research in the H&T industries (Zupic and Čater, 2015) via qualitative methods (Okumus et al., 2017). This research does not address the intellectual structure of the field, which identifies the knowledge domain of the field (Zupic and Čater, 2015) via quantitative methods.

Two recent studies (Harrington and Ottenbacher, 2011; Harrington et al., 2014) among those review studies are comprehensive and provide useful information for practitioners and researchers. The first study (Harrington and Ottenbacher, 2011) identified three issues related to SM research in the hospitality industry: the frequency of articles related to the topic of strategy in hospitality journals, the differences between the content of these articles and SM research, and the potential gaps where researchers in the hospitality field can make contributions by considering strategy-related articles published in leading hospitality

Table 1
Studies vetting the intellectual structure of mainstream SM research.

Article	(Sub)Field	Bibliometric Method	Time Scope	Multiple time Periods	Article Selection Method	Database	Findings
Ramos-Rodríguez and Ruiz-Navarro (2004)	SM	Citation Co-Citation	1980–2000	Yes	Journal (SMJ)	Self-constructed	They identified three roots of SM: economics, sociology, and psychology. Two main perspectives were dominant: the positioning-based strategy and the resource-based view (RBV) of firms.
Acedo et al. (2006)	RBV	Citation Co-Citation	1992–2001	No	Search	SSCI (WoS)	They identified three roots of RBV. 1. RBV and additionally dynamic capabilities, 2. knowledge-based view, and 3. relational view or the application of RBV to inter-organizational relations.
Furrer et al. (2008)	SM	Citation Co-citation Co-word	1980–2005	Yes	Journals (SMJ, Academy of Management Journal, Academy of Management Review, Administrative Science Quarterly)	Self-constructed	They identified six main research topics: strategy and its environment, strategy process and top management, corporate strategy and financial models, growth and market entry, industry and competition, and RBV.
Nerur et al. (2008)	SM	Co-citation	1980–2000	Yes	Search	SSCI (WoS)	They identified four dominant perspectives: financial and institutional economics, industrial organization economics, process school, and power/ resource dependence school.
Di Stefano et al. (2010)	Dynamic capabilities	Citation Co-citation	1995–2007	No	Search	SSCI (Business and Management categories of WoS)	They identified four areas in the dynamic capabilities research: foundation and applications, interrelationships with other theoretical perspectives, issues of governance structure, and transformation process and entrepreneurship.
Ronda-Pupo and Guerras-Martin (2012)	Strategy	Co-word	1960–2008	Yes	Search	Previous studies	They identified nine key terms in the definition of strategy: resources, performance, industry, market, business, managers, owners, stakeholders, and control.
Vogel and Güttel (2013)	Dynamic capabilities	Bibliographic coupling	1994–2011	Yes	Search	SSCI (WoS)	They identified six areas in the dynamic capabilities: strategic learning and change, technological innovation and adaptation, vertical scope, microfoundations and acquisitions, ambidexterity, and alliances.
Pilkingron and Lawton (2014)	SM	Citation Co-citation	2000–2010	No	Journals (SMJ, Academy of Management Journal, Academy of Management Review, Administrative Science Quarterly, Advances in Strategic Management, British Journal of Management, Journal of Economics & Management Strategy, Journal of Management, Journal of Management Studies, and Long Range Planning)	Self-constructed	Dominant SM fields in SM research following the North American traditions: RBV, organizational learning for advantage, positivist network approach, and quantitative research.
Maia et al. (2015)	Strategy as practice	Citation Keywords	1997–2013	No	Search	WoS GoogleScholar	Dominant SM fields in SM research following the British traditions: RBV, sociology of networks, organizational learning, and qualitative method.
Tan and Ding (2015)	SM	Co-word Co-citation	2001–2012	No	Journal (SMJ)	Self-constructed	They identified common keywords in strategy as practice research: discourse, strategizing, qualitative research, SM accounting, institutional theory, process, storytelling, and strategic plans.
Ronda-Pupo (2015)	SM	Co-word	1980–2013	Yes	Journal (SMJ)	Self-constructed	They identified three mainstream fields in SM research: knowledge-based view, network organization research, and dynamic capabilities. Emerging areas include strategy risk, the stakeholders analysis of strategy management, and corporate reputation and strategic concept.
Nerur et al. (2016)	SM	Citation Co-citation	1980–2009	Yes	Journal (The top 20 journals that cite SMJ The top 20 journals that cited by SMJ)	Self-constructed	He identified 14 research lines in SM research: competitive advantage, cooperative strategy, corporate governance, corporate strategy, entrepreneurship, firm performance, industrial organization, innovation management, internationalization, organizational behavior, organizations and the environment, resource-based view, strategic management process, and theory of firms. They found that SMJ has a critical role in the intellectual universe of SM research. They also identified that practitioner orientation has been declining. However, a

(continued on next page)

Table 1 (continued)

Article	(Sub)field	Bibliometric Method	Time Scope	Multiple time Periods	Article Selection Method	Database	Findings
Ferreira et al. (2016)	SM	Citation Co-citation	1971–2014	No	Search	SCI-Expanded SSCI A&H CI (WoS)	greater communication exists with finance and sociology. The linkages between international business and entrepreneurship is increasing. They identified six subfields: strategic entrepreneurship, strategic resources, strategic decision, strategic knowledge, strategic management technology, and strategic behavior.
Fernandes et al. (2017)	Dynamic capabilities	Citation Co-citation	1989–2014	No	Search	WoS	They identified five approaches in the dynamic capabilities: digital capabilities, knowledge capabilities, absorptive capabilities, strategic capabilities, and resource and capabilities.

journals between 2005 and 2011. Harrington and Ottenbacher (2011) found that only 27% of all articles published in these journals were strategy-related articles. When they compared strategy-related articles in hospitality with the only top-tier business journal focusing on strategy, they found differences among the key topic areas. The main difference is that general SM research includes a greater number of theoretical notions, whereas strategy-related articles in hospitality focus more on tactical methods to highlight the topics of strategy. Harrington and Ottenbacher (2011) identified unique issues associated with the field by focusing on strategy and uncertainty, strategy and the internal organization, competitive strategy, corporate strategy and governance, global strategy, strategy process, strategy implementation, knowledge and innovation, the practice of strategy, and entrepreneurship and strategy.

The second study by Harrington et al. (2014) is more comprehensive than the first in terms of time span and scope. The second study looked at two periods (1980–1999 and 2000–2013) to identify the trends of key topics in hospitality and tourism strategy literature, strategy challenges, and opportunities for future studies. The study’s assessment of the evolution in key topics showed that the field has improved, and the boundaries of the field have been extended. The study identified several basic themes in SM research related to the H&T context and the contingency perspective, corporate and business strategies, organizational/firm structure/core competencies, and strategy implementation. The study indicated a few gaps related to global strategies, cooperative strategies, and strategic entrepreneurship because of the unique characteristics of the H&T industries. Educational infrastructure, theory development, and the quality of research in the field were identified as challenges. However, these two studies have not provided a clear account of the changes and the relationships among the subfields in the intellectual structure of hospitality-related SM research when considering the structure, impact, and unique characteristics of the industry. Considering that understanding the existence of a dominant paradigm in the field demonstrates the scientific level of discipline or field (Kuhn, 1970), bibliometric studies investigating the SM’s intellectual structure in the hospitality industry are needed at every level, including the disciplinary one, in the subfields of SM in H&T to help researchers build and extend theories in this field and practitioners identify uncommon relationships among various practices (Okumus et al., 2017). The present study complements previous works and attempts to decrease the gap in the literature.

3. Methodology

The authors followed Zupic and Čater’s (2015) workflow for conducting science mapping using bibliometric methods. This process includes four steps, namely, research design, compiling bibliometric data, analysis, and visualization.

3.1. Step 1: research design

In this step, the basis for the research question(s) (knowledge base, research front, and social network) is identified, and the appropriate method(s) (co-citation, bibliographic coupling, co-word, and co-author) is/are chosen. The research question for this study involved the knowledge base because it addresses the intellectual structure of SM research in the hospitality field. Citation and co-citation analyses through network analysis were the chosen methods. Citation analysis considers the frequency of citations by counting cited journals, authors, and source titles in a given field, whereas co-citation analysis clarifies the relationships among the citations. The latter helps researchers compare several articles that have cited any specific pair of documents and highlight similarities or dissimilarities in the content of the two documents (Koseoglu et al., 2015). As shown in Fig. 2 (created with the VOSviewer software program), a co-citation network demonstrates how references are interconnected where they have been considered

Articles

Article 1	Article 2	Article 3	Article 4	Article 5	Article 6	Article 7
Reference 1	Reference 1	Reference 10	Reference 11	Reference 1	Reference 10	Reference 1
Reference 2	Reference 11	Reference 2	Reference 12	Reference 2	Reference 12	Reference 2
Reference 3	Reference 3	Reference 15	Reference 3	Reference 13	Reference 3	Reference 3
Reference 4	Reference 16	Reference 16	Reference 14	Reference 4	Reference 14	Reference 4
Reference 5	Reference 5	Reference 5	Reference 5	Reference 5	Reference 15	Reference 5
Reference 6	Reference 17	Reference 6	Reference 16	Reference 6	Reference 6	Reference 6
Reference 7	Reference 18	Reference 18	Reference 7	Reference 17	Reference 17	Reference 7
Reference 8	Reference 8	Reference 8	Reference 18	Reference 18	Reference 18	Reference 8
Reference 9	Reference 19	Reference 19	Reference 9	Reference 9	Reference 9	Reference 9
Reference 10	Reference 20	Reference 20	Reference 10	Reference 10	Reference 20	Reference 10

Simple Co-citation Network of the articles

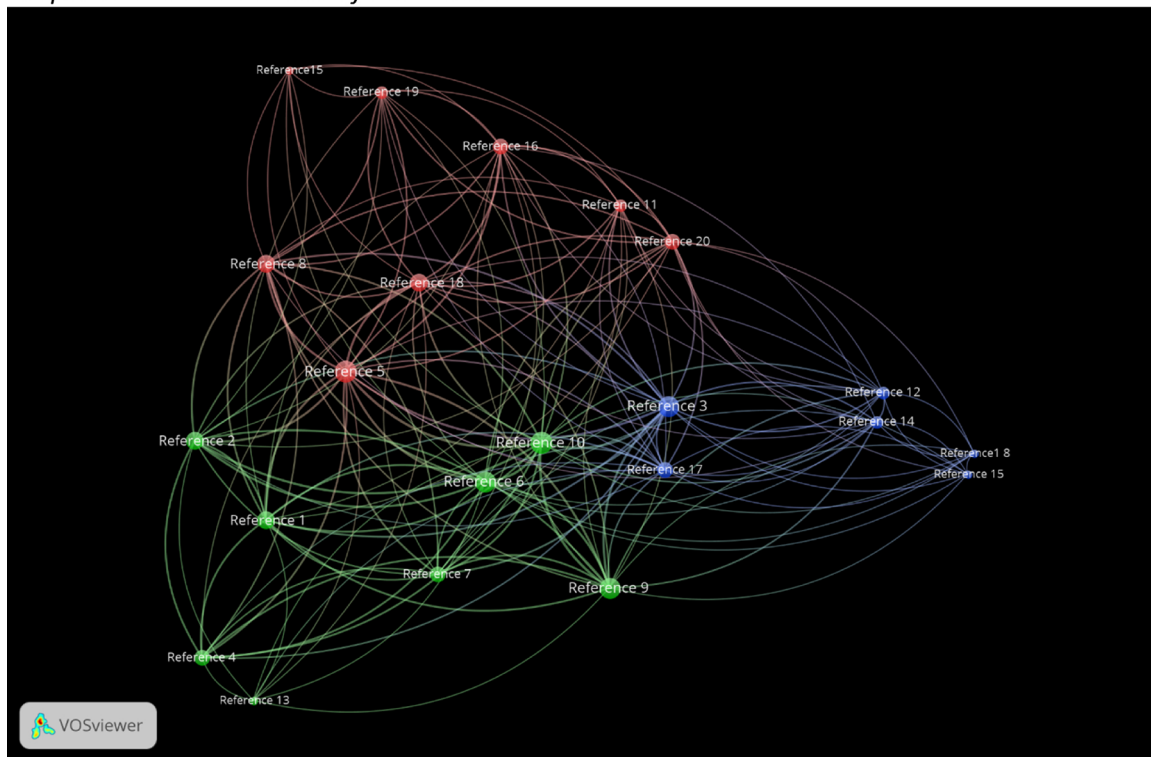


Fig. 2. Co-citation network using seven articles as an example.

together (Fernandes et al., 2017; Sainaghi et al., 2018). For example, Fig. 2 illustrates that this presentation of networks can help researchers identify the strength of the ties within the entire network and the positioning of the citation within the given field. The thickness of the lines and the sizes of the circles or nodes show who occupies a strong position within the network. The color of the nodes and the lines highlight the incidence of clustering within the network (Van Eck and Waltman, 2010). The co-citation network has been used in many studies to explore the intellectual structure of a field or discipline (Leung et al., 2017; Rauchfleisch, 2017; Zhao et al., 2017).

3.2. Step 2: compiling bibliometric data

In this step, Zupic and Čater (2015) stated that the appropriate database should be identified and that the choices made regarding filtering and exporting the documents' bibliometric data (search criteria, journal selection, manual filtering, and citation threshold value filtering) should be explained. In the current study, the authors created three subsections, namely, selecting database or journal, extracting related articles, and exporting bibliometric data.

3.3. Selecting database and journal

To identify the leading academic journals focused on the H&T field and the leading academic business and management publications, the authors considered Google Scholar's journal metrics (h5-index) rather than directly identifying only one or two databases. To obtain a comprehensive sample, the authors considered the subcategories of business; economics; management, including SM, entrepreneurship, and innovation; international business; and tourism and hospitality in Google Scholar's journal metrics (h5-index). The h5-index was selected because Ahmad et al. (2017) demonstrated a high correlation between journal impact factors (JIF) and the h5-index and the SCImago Journal Rank Indicator (SJR) and the h5-index of environmental engineering journals. To increase the validity of the sample, the authors looked at the position of the journals according to JIF and SJR. All selected H&T journals are among the leading H&T journals in the tourism- and hospitality-related categories, except *Tourism Management Perspectives*. However, as this journal is indexed in SJR, it was accepted for the sample. In addition, all selected business and management journals are among the leading journals based on the JIF in the business or

Table 2
Journals covered by the study.

H&T Journals	General Business and Management Journals
Annals of Tourism Research	Academy of Management Journal
Asia Pacific Journal of Tourism Research	Academy of Management Review
Cornell Hospitality Quarterly	European Journal of Innovation Management
Current Issues in Tourism	Entrepreneurship Theory and Practice
International Journal of Hospitality Management	International Journal of Entrepreneurial Behavior & Research
International Journal of Contemporary Hospitality Management	International Journal of Innovation Management
International Journal of Tourism Research	Industrial Marketing Management
Journal of Hospitality and Tourism Research	Journal of Business Research
Journal of Destination Marketing & Management	Journal of Business Venturing
Journal of Hospitality, Leisure, Sport, and Tourism Education	Journal of Corporate Finance
Journal of Hospitality Marketing & Management	Journal of Management
Journal of Sustainable Tourism	Journal of Management Studies
Journal of Travel and Tourism Marketing	Journal of Marketing
Journal of Travel Research	Journal of Operations Management
Journal of Vacation Marketing	Journal of Product Innovation Management
Scandinavian Journal of Hospitality and Tourism	Journal of Small Business and Enterprise Development
Tourism Economics	Journal of the Academy of Marketing Science
Tourism Geographies	Management Decision
Tourism Management	Management Science
Tourism Management Perspectives	Omega
Tourist Studies	Organization Science
	Research Policy
	Strategic Entrepreneurship Journal
	Strategic Management Journal
	Technological Forecasting and Social Change

management categories. Thus, these journals are also accepted for the sample of the current study. Table 2 indicates these selected journals.

3.4. Extracting related articles

Before extracting the related articles, the authors first decided on the period in the literature to analyze. The authors did not place any time restrictions on this selection, resulting in a search that covered all time periods up to the end of December 2016. In other words, the authors scanned all issues of the selected journals, without a time limit for the earliest related articles from the selected journals but capped the search period as the end of 2016. Second, the authors decided that full-length articles and research notes would be analyzed. Articles and research notes include verified information (Ramos-Rodríguez and Ruiz-Navarro, 2004) because the journals have followed a peer-review process prior to publication. Third, the keywords used for the searches were based on those used in previous reviews. The authors analyzed the keywords (see Table 3) utilized by Furrer et al. (2008) to determine SM-

Table 3
Keywords used to find SM research articles with a hospitality focus.

Keywords used to find SM research in the H&T journals (Furrer et al., 2008; Molina-Azorin, 2014)	Keywords used to find hospitality research related to SM topics in the B&M journals (Kandampully, 2007; Nykiel, 2005; Okumus et al., 2010)
Performance, Environment, Capabilities, Organization, Methodologies, International, Alliances, Corporate, Core, Competition, Competences, Financial, Mission, Innovation, Growth, Resources, Top management, Industry, Differentiation, Planning, Development, Diversification, Implementation, Decision, Competitive, Restructuring, Structure, Fit, Strategic, Typologies, Process, Functional, Governance, Cognitive, Uncertainty, Entrepreneurship, Entrepreneur, Entrepreneurial, Risk, Leadership, New source development, Entry, Game theory, Knowledge, Crisis, Value, Strategy, Change, Policy, Opportunity Threat, Vision, Decentralization, Ownership, Stakeholder, Human Capital, Absorptive capacity.	Hospitality; Tourist; Travel; Accommodations; Food Service; Clubs; Gaming; Attractions; Entertainment; Recreation; Tour Operators; Travel Agents; Tourism Organizations; Travel and Transport Operators; Leisure; Recreation; Entertainment Venue; Restaurants, Bars, Clubs, and Cafes; Hotels, Resorts, Motels, Camping Grounds, Bed and Breakfast Establishments, and Hostels.

research related articles and examined Molina-Azorin's (2014) study to identify the progress made in SM research. To identify SM articles related to H&T in the leading business and management journals, the authors analyzed the keywords (Table 3) used by Kandampully (2007); Nykiel (2005), and Okumus et al. (2010), which demonstrate the scope of the H&T field.

Fourth, the authors decided which sections of the output they would scan for the keywords. In bibliometric studies, related articles are found by scanning selected keywords in article titles and abstracts as well as keywords in selected databases or journals (Danese et al., 2018). The authors of this study followed the same procedure. A total of 2577 articles were collected from the journals.

Finally, the authors sorted the sample studies by asking, "Does the article directly or indirectly relate to SM with a hospitality focus?" If the response was affirmative, then the article was accepted for the subsequent steps of the study. To select the related articles directly, the authors considered whether the primary topic of an article focused on one or more of the keywords. To select the articles indirectly, the authors considered whether the article focused on one or more of the keywords as part of the topic of the article. To reach 100% consensus, one of the authors extracted the articles from the journals. Following this procedure, another author reviewed the selected articles and coded them "related" or "unrelated." Finally, the unrelated articles were reviewed once more by both authors. The authors ensured data validity and reliability by reaching a consensus on the selected articles. A total of 1652 articles related to SM research with a hospitality focus were collected from the journals.

3.5. Exporting bibliometric data

Citation and co-citation analyses require citations from the output reference list. The authors exported the reference lists from the articles in two steps. First, the authors automatically retrieved the references for 1353 articles from the Scopus database. One hundred sixteen (116) of the selected articles excluded reference lists; thus, they were eliminated from the sample. The reference lists for the remainder (183) of the articles were exported manually from the articles. Consequently, a total of 1536 reference lists were considered as the sample for this study. Fig. 3 illustrates the distribution of the articles by year, and Table 4 presents the distribution of the articles by journal.

3.6. Step 3: analysis

In this step, the methods to clean the data and identify the subfields of a given field are explained, and the bibliometric software (BibExcel, Sitkis, SciMat, etc.) is selected. The authors input the data into a Microsoft Excel spreadsheet. Given that the authors conducted the co-authorship analysis using source titles instead of source author(s), they first conducted frequency analysis to discover spelling errors. The authors corrected all errors in the dataset before starting the analyses. The authors decided to utilize network analysis because of its strong

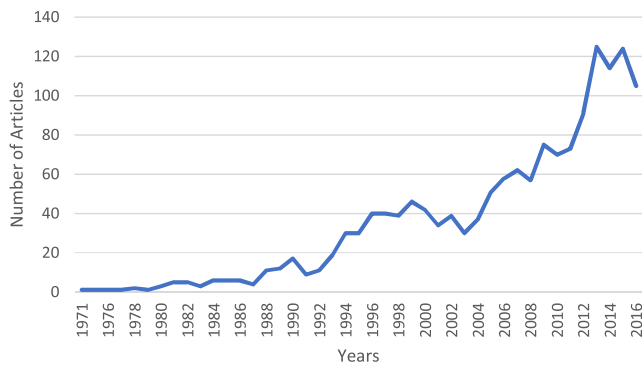


Fig. 3. Number of articles by year.

Table 4
Number of articles per journal.

Journals	Number of Articles
International Journal of Hospitality Management	450
International Journal of Contemporary Hospitality Management	366
Cornell Hospitality Quarterly	274
Tourism Management	91
Journal of Hospitality & Tourism Research	71
Tourism Economics	58
Journal of Travel Research	27
Journal of Hospitality Marketing & Management	25
Journal of Travel & Tourism Marketing	21
International Journal of Tourism Research	18
Annals of Tourism Research	16
Strategic Management Journal	16
Asia Pacific Journal of Tourism Research	14
The Service Industries Journal	13
Tourism Management Perspectives	10
Journal of Vacation Marketing	7
Journal of Small Business Management	6
Management Decision	6
Omega	6
Academy of Management Journal	5
Journal of Business Research	4
Scandinavian Journal of Hospitality and Tourism	4
Journal of Business Venturing	3
Journal of Hospitality, Leisure, Sport & Tourism Education	3
Journal of Sustainable Tourism	3
Current Issues in Tourism	2
Journal of Destination Marketing & Management	2
Organization Science	2
Technovation	2
Administrative Science Quarterly	1
Industrial Marketing Management	1
International Entrepreneurship and Management Journal	1
International Small Business Journal	1
Journal of Intellectual Capital	1
Journal of Management Studies	1
Journal of Marketing	1
Journal of Operations Management	1
Journal of Product Innovation Management	1
Journal of the Academy of Marketing Science	1
Tourism Geographies	1
Total	1,536

advantages for identifying the positions of the actors in the community or field. BibExcel was selected as the bibliometric software because of its ability to prepare the data for network analysis automatically by considering co-occurrence among the citations. To investigate the evolution of the field, the authors created six sub-periods (pre-1992, 1992–1996, 1997–2001, 2002–2006, 2007–2011, and 2012–2016). The periods were generated to identify unknown patterns and trends in the literature rather than identifying them on the basis of actual periods, as indicated in Ramos-Rodríguez and Ruiz-Navarro (2004).

3.7. Step 4: visualization

Researchers usually have two options (network analysis and multidimensional scaling) for visualizing the relationships among the actors in a community or field. The authors selected network analysis to visualize the relationships among the co-citations. They chose the VOSviewer software program, which can demonstrate the power of the relationships in the network and identify clusters in the field automatically, to accomplish this goal.

4. Results

4.1. Citation analysis

The authors extracted 66,383 citations from 1536 articles related to SM research, with focus on hospitality. Table 5 presents the top 20 cited journals (21,779 citations; 32.81% of the total number of citations) by period. The most cited journal in the articles published in the first period (pre-1992) was *Cornell Hospitality Quarterly* (the oldest hospitality-focused journal), followed by *Harvard Business Review*, *Academy of Management Review*, *Academy of Management Journal*, and *Strategic Management Journal*. For this period, only one journal (*Cornell Hospitality Quarterly*) was hospitality-focused, but the top four most cited journals were business- and management-focused. In the second period (1992–1996), the most cited journal was again *Cornell Hospitality Quarterly*, and this citation continued through the fifth period (2007–2011).

In the second period, *International Journal of Contemporary Hospitality Management* was in the fourth place, but it was the second most cited hospitality-focused journal. The remaining three positions in the top five were occupied by business-focused journals, namely, *The Service Industries Journal*, *Journal of Marketing*, and *Strategic Management Journal*. In the third period (1997–2001), *International Journal of Hospitality Management* emerged as the third journal among the five most cited journals. Only two specific SM and marketing business journals, namely, *Strategic Management Journal* and *Journal of Marketing*, were among the top five journals.

The five most cited journals were the same in the fourth (2002–2006) and fifth (2007–2011) periods. *International Journal of Hospitality Management* emerged as the most cited journal in the final period (2012–2016), followed by *Tourism Management*, *Cornell Hospitality Quarterly*, and *International Journal of Contemporary Hospitality Management*. *Journal of Marketing* was the only business-focused journal among the five most cited journals in this period.

With the periods combined, the most cited journals appear to be hospitality-focused publications, including *International Journal of Hospitality Management*, *Cornell Hospitality Quarterly*, and *International Journal of Contemporary Hospitality Management*. *Tourism Management* emerged as the fourth most cited journal for the entire period. These four journals were among the hospitality and tourism journals selected by Leung et al. (2017) and Benckendorff and Zehrer (2013). Thus, a self-citation bias may have inflated the number of citations for these journals. Table 5 also shows that the predominant articles were in business- and management-focused journals. Specifically, SM research in hospitality evolved in marketing-focused journals, such as *Journal of Marketing*, *Journal of Marketing Research*, *Journal of Retailing*, *Journal of the Academy of Marketing Science*, and *Journal of Consumer Research*.

Citation analysis showed that citations from business-focused journals outnumbered those from the hospitality- and tourism-focused journals in the early stages of the hospitality field. This trend changed in the final two periods, wherein more citations were drawn from hospitality-specific journals than from business journals. Thus, SM research with a hospitality focus has relied primarily on the knowledge disseminated through hospitality and tourism journals from the said fields. However, this creates a barrier to the development of SM. For

Table 5
Top 20 cited journals by periods.

Journals	Pre-1992	1992–1996	1997–2001	2002–2006	2007–2011	2012–2016	1971–2016
International Journal of Hospitality Management	18	33	126	181	642	1853	2853
Cornell Hospitality Quarterly	65	143	295	346	792	1153	2794
International Journal of Contemporary Hospitality Management		41	96	163	518	1131	1949
Tourism Management		36	45	81	345	1185	1692
Journal of Marketing	9	42	97	212	370	960	1690
Strategic Management Journal	33	39	149	262	349	669	1501
Academy of Management Journal	35	36	77	127	254	558	1087
Journal of Hospitality and Tourism Research	7	15	28	65	200	408	723
Academy of Management Review	36	18	60	97	145	353	709
Harvard Business Review	42	38	96	117	164	240	697
Journal of Marketing Research	7	28	46	83	147	355	666
Journal of Tourism Research	10	17	29	58	150	392	656
Journal of Business Research					111	472	646
Journal of Applied Psychology	8	12		50	116	353	552
Journal of Retailing		13	21	57	123	303	524
Annals of Tourism Research		16	26		137	337	516
Management Science	8	13	38	63	138	240	500
Journal of the Academy of Marketing Science				41		287	440
Administrative Science Quarterly	17		47	70			423
Journal of Consumer Research				41	97	259	413
Journal of Management	6		20	50		240	316
Journal of Financial Economics					120		120
Journal of Management Studies			36	42			78
Long Range Planning	11	15	36				62
Sloan Management Review	7			46			53
The Service Industries Journal		51					51
Journal of Business Venturing			26				26
International Journal of Service Industry Management		13					13
Organizational Dynamics	9						9
Academy of Management Proceedings	7						7
American Economic Review	7						7
Decision Sciences	6						6

example, the third (1997–2001) and fourth (2002–2006) periods generated five and six clusters, respectively, wherein business- and management-focused journals were cited more frequently than H&T journals. In these periods, the authors identified the subfield or development in the field. However, the fifth (2007–2011) and sixth (2012–2016) periods, and all the periods collectively generated four, three, and three clusters, respectively. H&T journals were cited more frequently than business- and management-focused journals. Consequently, hospitality SM researchers should focus on the knowledge created and disseminated through journals by reviewing mainstream SM research to identify the theory-based advances in the field.

4.2. Co-citation analysis

The database for this study contained 66,383 citations. For a clear understanding from co-citation analysis, the authors established cutoff points for each period to select the most influential papers, as suggested by Leung et al. (2017); García-Lillo et al. (2016), and McCain (1990). Thus, this research selected citations mentioned at least three times in the first period (pre-1992, 20 citations), three times in the second period (1992–1996, 10 citations), four times in the third period (1997–201, 32 citations), five times in the fourth period (2002–2006, 54 citations), eight times in the fifth period (2007–2011, 57 citations), 15 times in the sixth period (2012–2016, 52 citations), and 20 times in the entire study period (78 citations). Cited academic journal articles were considered for the analysis. Two books by M.E. Porter, namely, *Competitive Strategy* and *Competitive Advantage*, were included in the sample because they have been very influential in mainstream SM research (Furrer et al., 2008; Ramos-Rodríguez and Ruiz-Navarro, 2004). To gain a deeper understanding of the intellectual structure of SM research with a hospitality focus, the authors conducted co-citation analysis for each period by using the smart local moving (SLM) algorithm as the cluster analysis method (Waltman and Van Eck, 2013).

Networks generated from the co-citation analysis for each period were visualized. In the visualization created through the VOSviewer software, the size of the circle shows the normalized number of citations for the articles. The thickness of the lines indicates the strength of the co-citation ties. The link and the proximity between two cited articles represent their co-citation relationship. The color of the circle demonstrates the cluster associated with the cited article (Leung et al., 2017). Each circle is labeled with the code provided by the current researchers for every cited article. The code list is provided in the Appendix (online supplement).

4.3. Intellectual structure of SM research with a hospitality focus: pre-1992

Fig. 4 shows the co-citation network of the 20 most frequently cited articles among those related to SM research with a hospitality focus. This analysis generated three clusters, colored red, green, and blue in Fig. 4. Cluster 1 (red) shows the strong influence of the positioning approach for gaining competitive advantage. For example, Dess and Davis (1984) (A2) investigated the role of Porter's generic strategies—cost leadership, differentiation, and focus—as intentional strategies on strategic group membership. Mills and Moberg (1982) (A4) demonstrated the differences in the technology and structure relationships between the manufacturing and service industries. Hall (1980) (A22) explained Porter's generic strategies as survival strategies in hostile environments. A17 and A3 provided empirical analysis for business-level strategies based on the contingency approach. Conversely, Cluster 2 (green) is dominated by environmental scanning related to strategic planning, which is one of the components of the process school emphasizing decision-making (A6, A10, A13, A14, and A9). Cluster 3 (blue) is governed by industrial organization theory in SM based on Porter (1980) (A1). In addition, Cluster 3 presents a distinct strategy school or organizational behavior approach (A5 and A21) based on the Miles and Snow (1978) typology (including the defender,

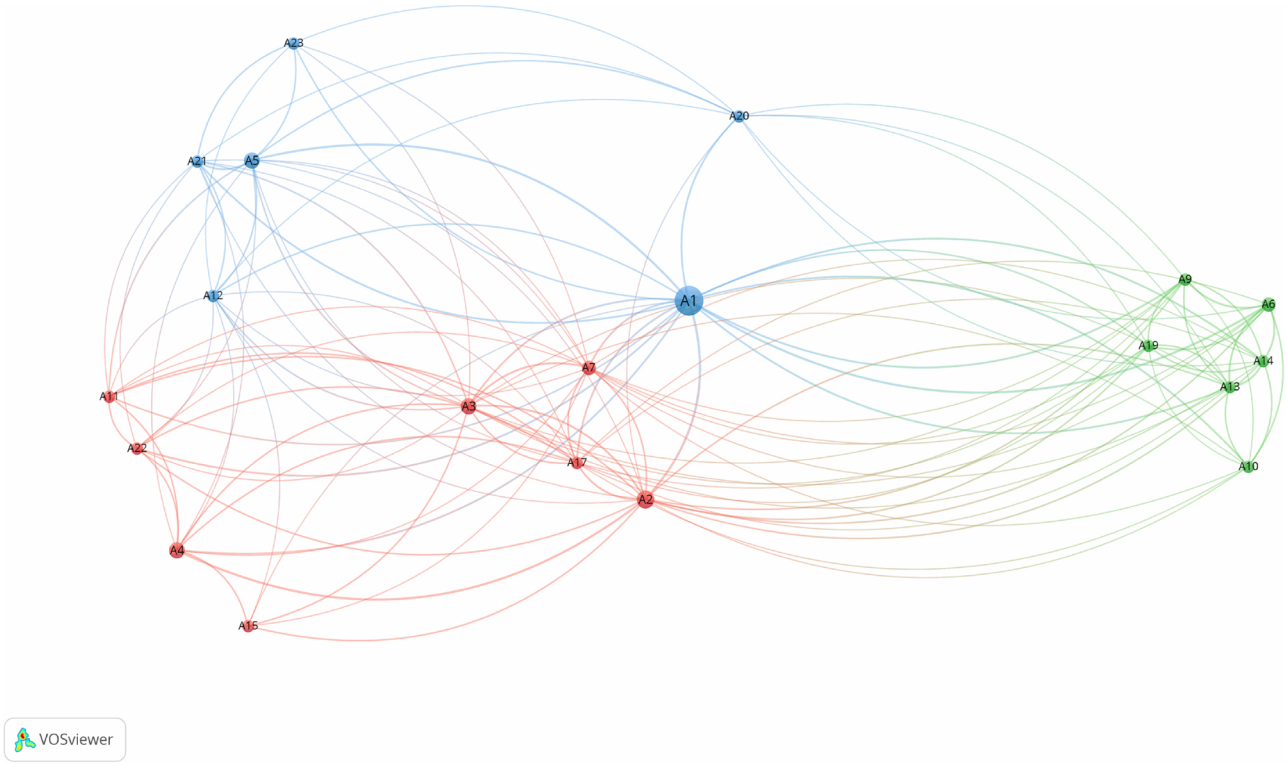


Fig. 4. Intellectual structure of SM research with a hospitality focus: pre-1992.

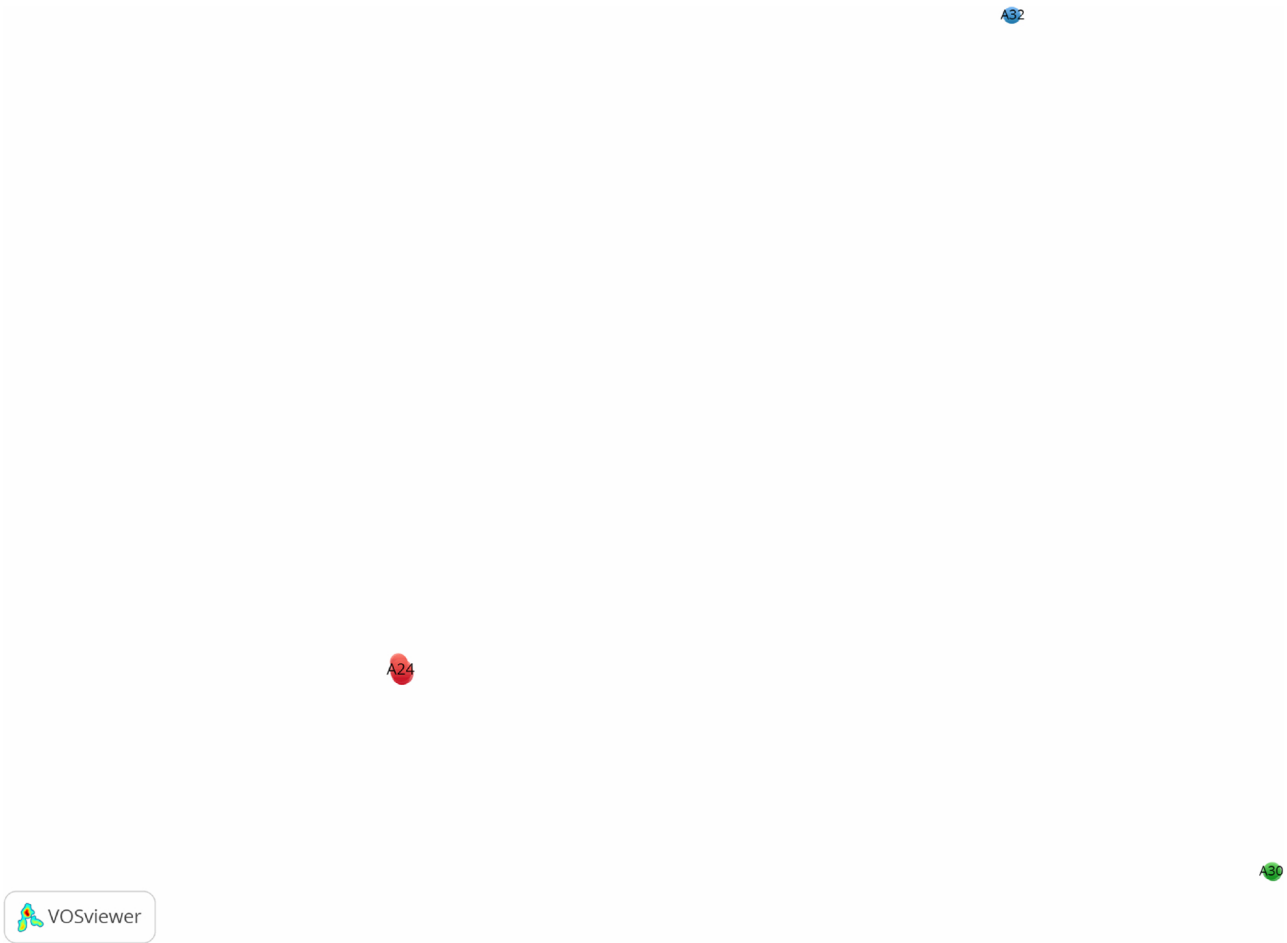


Fig. 5. Intellectual structure of SM research with a hospitality focus: 1992–1996.

prospector, analyzer, and reactor strategies), which emerges as the driver of SM research in the hospitality industry.

The findings of Ramos-Rodríguez and Ruíz-Navarro (2004) related to the intellectual structure of mainstream SM show that the discussion of positioning strategies by Porter (1980) obtained the highest number of citations in the early 1980s. In addition, they found that Rumelt (1974) played a decisive role during this period because the study used quantitative techniques to identify the relationship between strategy type/corporate strategy and performance. The present study's findings parallel these results. Porter (1980) was highly significant, and many SM studies with a hospitality focus published before 1992 were influenced by the qualitative analyses of the relationships between strategy type and performance. Conversely, a study of organization theory by Nerur et al. (2008) identified the following contributors to the mainstream SM research published between 1980 and 1993: the distinct strategy school; industrial organization and organization economics; the process school emphasizing decision-making, agency theory, and corporate strategy research with a diversification focus; and the relationship between the firms' attributes and organizational environments. They asserted that "the field did not become fragmented or compartmentalized, reflecting a level of disciplinary cohesion as well as the field's eclectic orientation" (p. 331).

This study shows, however, that the contributions of organization theory, agency theory, and corporate strategy research with a diversification focus were rare or limited because hospitality SM research "tested various hypothesis designed to investigate the relationships among strategy, environment scanning and firm structure," as indicated by Olsen and Roper (1998, p. 112). In addition, the present study's findings are consistent with those of Harrington et al. (2014). This outcome indicates that the early stages of SM research in the hospitality industry addressed the firm's external environment and the contingency perspective, Porter's generating strategies, and Miles and Snow's typology. Moreover, SM research with a hospitality focus did not become fragmented or compartmentalized, thus reflecting a level of disciplinary cohesion, as well as the eclectic orientation of the field, as indicated by Nerur et al. (2008).

4.4. Intellectual structure of SM research with a hospitality focus: 1992–1996

Fig. 5 shows the co-citation network of the 10 most frequently cited articles among those related to SM research with a hospitality focus. This analysis generated three clusters, colored red, green, and blue. Surprisingly, no links or ties exist among the clusters (Fig. 5). The Cluster 1 (red) network includes the A24, A25, A33, A31, and A26 articles, which dominated service quality. Cluster 2 (green) deals with yield management (A30, A34, and A27). Cluster 3 (blue) (A32 and A28) is related to the empowerment process. Hence, from 1992 to 1996, the roots of SM research with a hospitality focus relied on the positioning approach, as seen in the previous periods. From 1992 to 1996, the influence of the RBV (Barney, 1986, 1996) emerged through yield management and empowerment. As seen in other studies related to mainstream SM research, Porter's positioning approach influenced SM research in the hospitality industry. However, the influence of the RBV is not as strong in mainstream research. In addition, other theories from economics, sociology, and psychology—the three roots of mainstream SM research (Ramos-Rodríguez and Ruíz-Navarro, 2004)—did not influence the articles.

4.5. Intellectual structure of SM research with a hospitality focus: 1997–2001

For the period from 1991 to 1996 to 1997–2001, the number of clusters increased from three to five, reflecting the growth in the area and the development of subfields (Fig. 6), as seen in the evolution of mainstream SM research between 1987 and 1993 (Nerur et al., 2008).

Cluster 1 (red) was dominated by A40, A41, A44, and A43, and deals with a market orientation based on Porters' approaches (Porter, 1980, 1985). Cluster 2 (green) is related to performance management in organizations. This cluster specifically focuses on the balanced scorecard and yield management. Cluster 3 (blue), which includes A47, A60, A53, A62, A30, and A56, was dominated by the relationship between marketing strategies and business performance. Since 2000, the influence of ideas from marketing on mainstream SM research has decreased (Nerur et al., 2008), but marketing ideas still influence SM research with a hospitality focus. Cluster 4 (yellow) shows three approaches: agency theory (A38); corporation strategies for integration, e.g., franchising (A38, A58, and A57); and Barney's RBV approach (A35). The final cluster, Cluster 5 (purple), deals with strategic planning and strategic marketing.

4.6. Intellectual structure of SM research with a hospitality focus: 2002–2006

Fig. 7 shows the co-citation network of the 54 articles most frequently cited among the articles related to SM research with a hospitality focus. This analysis generated six clusters (Fig. 7). Cluster 1 (red) is dominated by service quality studies and marketing concepts, such as consumer perception and relationship marketing. This outcome indicates that ideas from marketing have had a strong effect on articles related to hospitality SM research. Identifying a dominant approach in Cluster 2 (green) is difficult. This cluster represents some studies related to the SM process, including the formulation and implementation phases. Specifically, these works focus on strategy implementation (Okumus and Roper, 1999; Okumus, 2001), agency theory and franchising (Lafontaine, 1992), entrepreneurial strategy-making (Dess et al., 1997) or strategy making (Mintzberg, 1973), organizational alignment (Powell, 1992), innovation (Miller and Friesen, 1982), and entrepreneurial orientation (Jogaratham, 2002).

The major change in this period is the emergence of Cluster 2. This development indicates the influence of new concepts (such as strategy implementation, entrepreneurial strategy making, innovation, and entrepreneurial orientation) that absent in previous periods. Unlike Cluster 2, Cluster 3 (blue) does not show a dominant approach. This cluster deals with the corporate strategies related to agglomeration (Baum and Haveman, 1997; Chung and Kalnins, 2001), the stochastic frontier approach (Anderson et al., 1999), and yield management (Brotherton and Mooney, 1992; Donaghy et al., 1995). Other studies focused on the relationships between firm attributes and organizational environment, as seen in Cluster 4 (yellow). Cluster 5 (purple) is dominated by the best practices for explaining success. Finally, Cluster 6 (aqua) deals with information technology as a strategically driven objective in hotels. Findings show that Porter's approach (the positioning school) and Barney's approach (the RBV) remain influential in the articles during this period. These findings are consistent with those of Furrer et al. (2008), which highlighted the increases in the occurrence of certain keywords (including alliances, capabilities, restructuring, corporate, entry, financial, international, entrepreneurship, and innovation) and main research topics (including strategy and its environment, strategy process and top management, corporate strategy and financial models, growth and market entry, industry and competition, and the RBV). However, this study's results do not clearly reflect those of Nerur et al. (2016); specifically, the latter was conducted using articles published in the top 20 journals cited in *SMJ* between 1980 and 2009, demonstrated greater communication with finance and sociology, and showed the linkages between international business and entrepreneurship.

4.7. Intellectual structure of SM research with a hospitality focus: 2007–2011

For the 2007 to 2011 period, the number of clusters decreased from

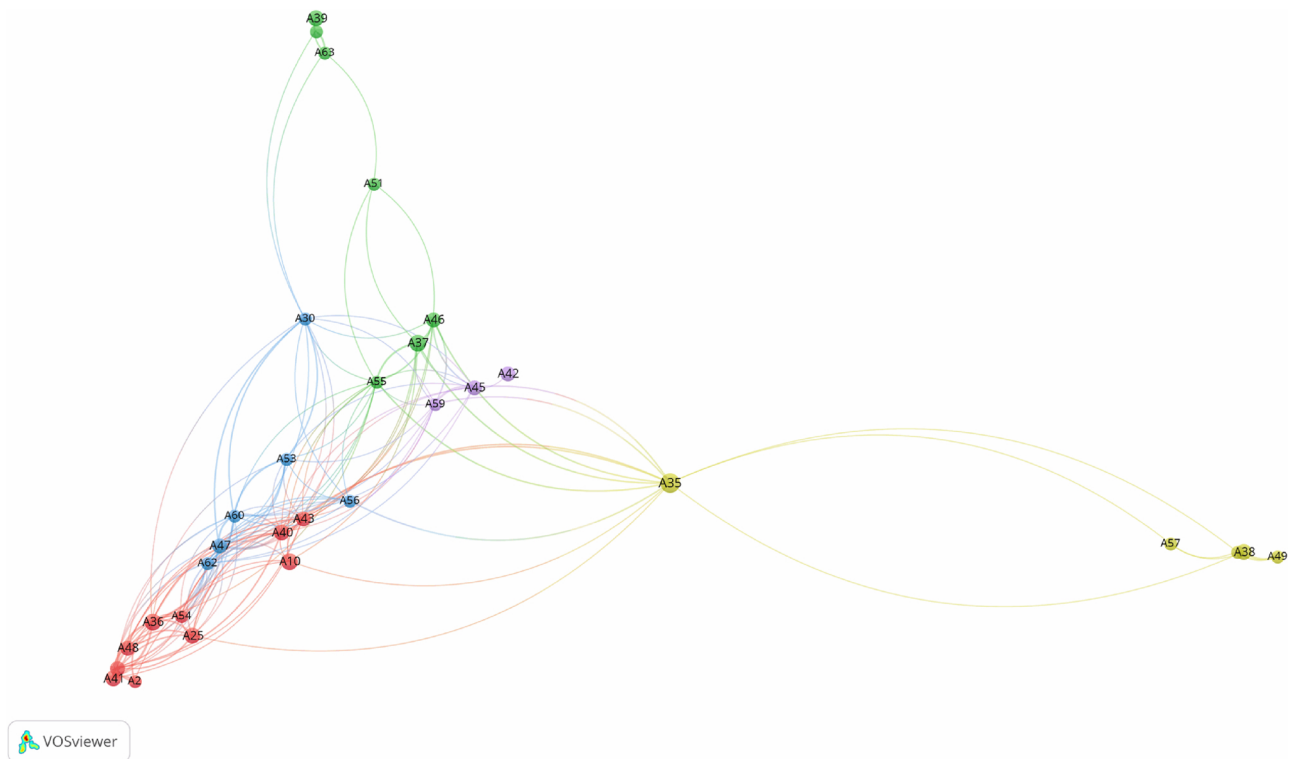


Fig. 6. Intellectual structure of SM research with a hospitality focus: 1997–2001.

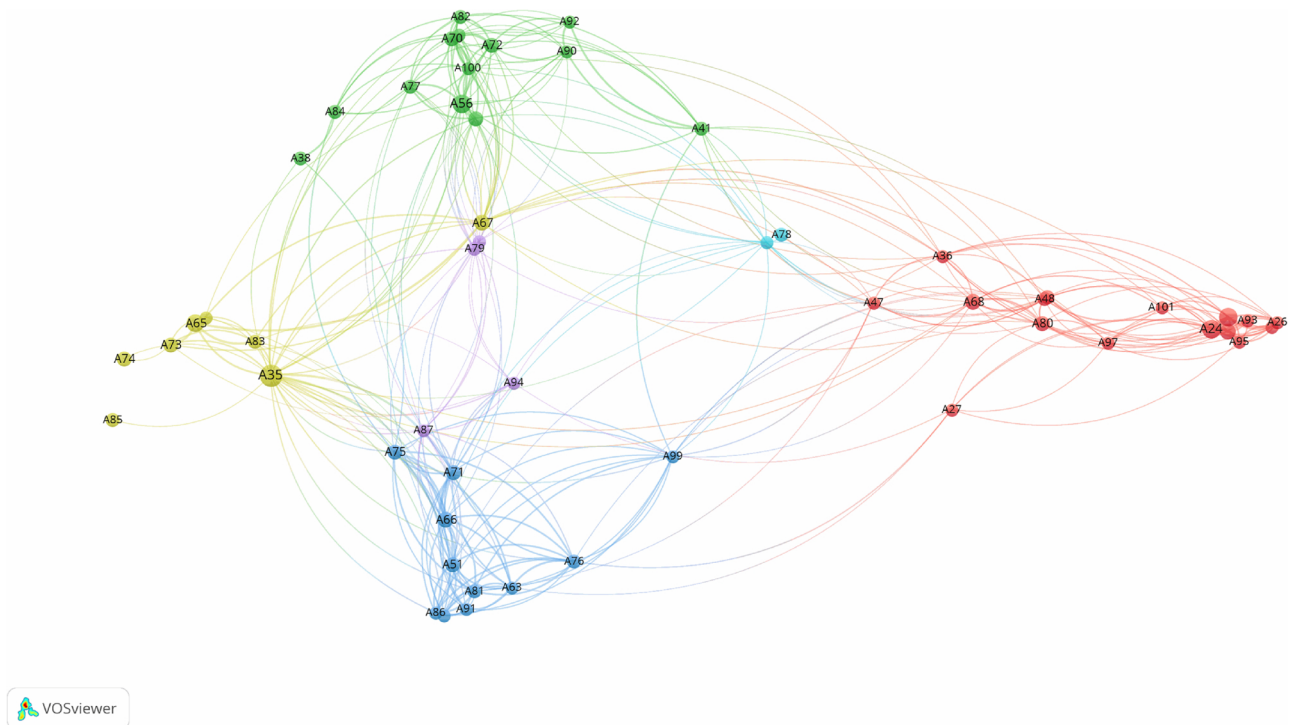


Fig. 7. Intellectual structure of SM research with a hospitality focus: 2002–2006.

six to three (Fig. 8), an indication that fragmentation ceased in the subfield of mainstream SM research. Cluster 1 (red) is dominated by methodological studies related to structural equation modeling (Anderson and Gerbing, 1988; Fornell and Larcker, 1981) and the continuing influence of the RBV. However, the influence of the position school was not as strong as in previous periods. In addition, ideas from marketing are dominant in this cluster, as seen in previous periods.

Cluster 2 (green) deals with efficiency and performance in the hotel industry by considering data envelopment analysis (Hwang and Chang, 2003; Chiang et al., 2004). The implementation of the balanced-scorecard approach is dominant in Cluster 3 (blue), which is related mainly to performance and commitment.

Harrington et al. (2014) emphasized that “hospitality and tourism strategy research had become more nuanced and complex with greater

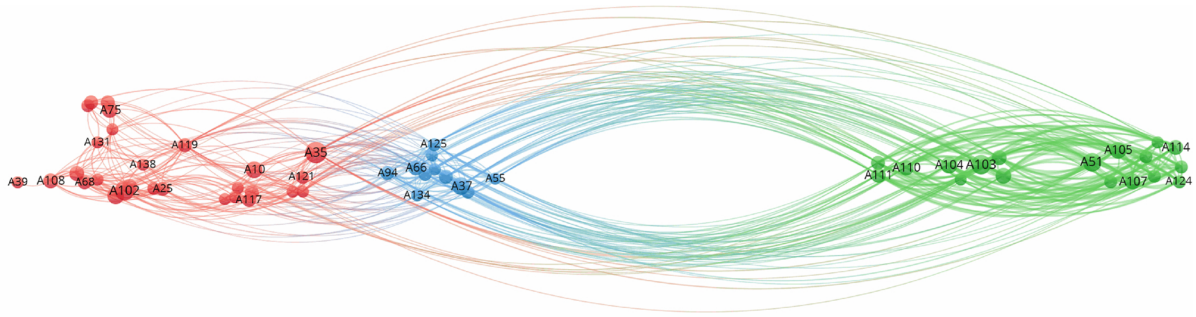


Fig. 8. Intellectual structure of SM research with a hospitality focus: 2007–2011.

emphasis on relationships specific to the hospitality and tourism context while articulating these relationships” between 2000 and 2013 (p. 787). However, our findings indicate that the roots of SM research with a hospitality focus grew, as did several different fields between 2002 and 2006, but the influence of some of these fields was not strong between 2007 and 2011. These findings also show that the progress in SM research with a hospitality focus has not aligned with that of general SM research. The development of general SM research according to [Tan and Ding \(2015\)](#), which is based on the articles published in *SMJ* between 2001 and 2012, identified three mainstream fields in SM research (i.e., knowledge-based view, network organization research, and dynamic capabilities) and emerging areas (e.g., strategy risk, stakeholders analysis of strategy management, and corporate reputation and strategic concept).

4.8. Intellectual structure of SM research with a hospitality focus: 2012–2016

[Fig. 9](#) shows the co-citation network of the articles most frequently cited in the articles related to SM research with a hospitality focus. This

analysis generated four clusters ([Fig. 9](#)). Clusters 1 (red) and 3 (blue) are similar to Clusters 1 (red) and 2 (green) in the previous period 2007–2011. In Cluster 2 (green), corporate social responsibility appeared as a new subfield. Cluster 4 (yellow) deals with word-of-mouth and online reviews as marketing tools. These results show that SM research with a hospitality focus has not yet evolved from SM approaches related to firm performance and firm competitiveness from the macro level to the microfoundations of SM vetting psychological and cognitive aspects, dynamic capabilities, human capital, product development, organizational identity, social capital, and absorptive capacity and, specifically, the two streams of the RBV: microfoundations of strategy from an economic perspective and behavioral strategy from a psychological perspective ([Guerras-Martin et al., 2014](#); [Molina-Azorin, 2014](#)). Moreover, the strategy-as-practice approach ([Jarzabkowski, 2004](#); [Jarzabkowski et al., 2007, 2016](#)), practice-based view of strategy ([Bromiley and Rau, 2014; 2016](#)), dynamic capabilities ([Fainshmidt et al., 2016](#); [Vogel and Güttel, 2013](#)), strategic alignment ([Renaud et al., 2016](#)), cooperation ([Dorn et al., 2016](#)), organizational ambidexterity ([García-Lillo et al., 2017](#)), open innovation ([Randhawa et al., 2016](#)), and strategic alliances ([López-Duarte et al., 2016](#)) have not

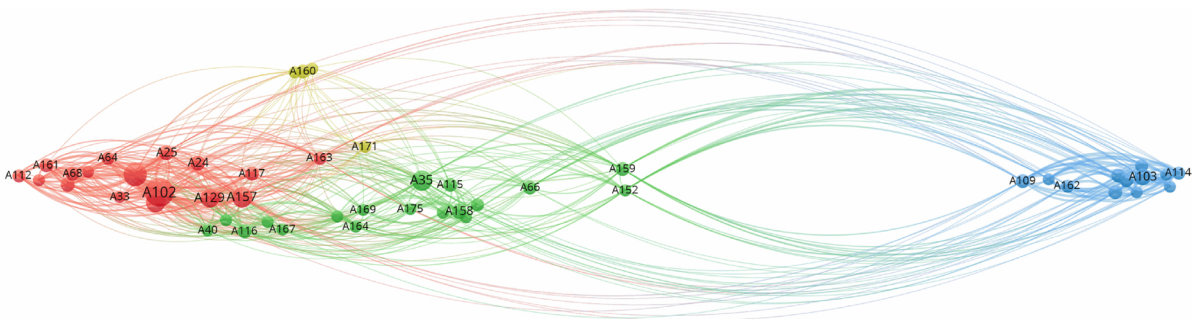


Fig. 9. Intellectual structure of SM research with a hospitality focus: 2012–2016.

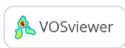
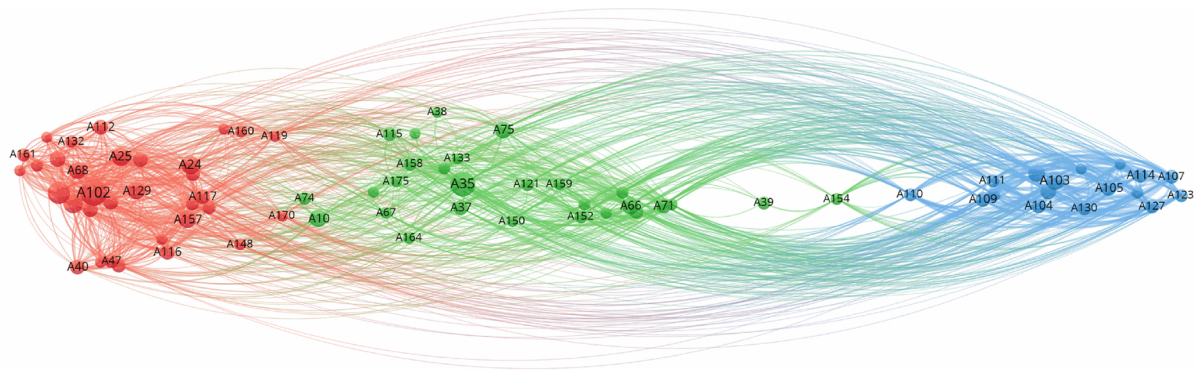


Fig. 10. Intellectual structure of SM research with a hospitality focus: 1971–2016.

arisen as or been dominant streams in SM research in the hospitality field.

4.9. Intellectual structure of SM research with a hospitality focus: 1971–2016

Fig. 10 shows the co-citation network of the most frequently cited articles among those related to SM research with a hospitality focus. Articles related to marketing and quantitative methods dominated Cluster 1 (red). The RBV is dominant in Cluster 2 (green), although the positioning school also appeared in the cluster. The last cluster, Cluster 3 (blue), is dominated by articles related to data envelopment analysis and the measurement of efficiency and performance. According to these results, the roots of SM research with a hospitality focus were not established and developed in the same way as those of mainstream SM research. The three roots of SM research—economics, sociology, and psychology (Ramos-Rodríguez and Ruíz-Navarro, 2004)—were not clearly identified in the hospitality-focused SM research. As seen in the findings, marketing ideas or approaches have had a very strong influence on hospitality-focused SM research. Two main perspectives, the positioning school and the RBV, were dominant during the 1980–2000 period in mainstream SM research. Evidence exists for the sociology root in the contingency perspective, but articles on resource dependence theory and organizational ecology (Ramos-Rodríguez and Ruíz-Navarro, 2004) are not influential in the hospitality-focused SM literature. In addition, several approaches have not been strong drivers of hospitality-focused SM research. These approaches include behavioral strategy (Guerras-Martín et al., 2014), strategy-as-practice, dynamic capabilities, strategic entrepreneurship, SM technology, strategy risk, the stakeholders analysis of strategy management, corporate reputation and strategic concept, strategizing, qualitative research, and SM accounting (Di Stefano et al., 2010; Fernandes et al., 2017; Ferreira et al., 2016; Pilkington and Lawton, 2014; Ronda-Pupo, 2015; Ronda-Pupo and Guerras-Martín, 2012; Vogel and Güttel, 2013)—have not been strong drivers of hospitality-focused SM research. All these areas provide opportunities for hospitality-focused SM researchers to make contributions to mainstream SM research and hospitality-focused literature.

With the changes in the intellectual structure of the field identified by considering six sub-periods as basis, first, the RBV is a dominant approach in the field as also seen in mainstream SM research. The

positioning school was dominant during the early stages of the field. Second, structural equation modelling and data envelopment analysis are the dominant quantitative methods in the field. Qualitative studies should be considered for theory development in the hospitality context. Third, ideas from marketing represent one of the roots of hospitality SM research. However, the influence of such ideas on mainstream SM research has decreased over the last few decades. The reason may be that hospitality scholars tend to focus on practical rather than theory-based solutions for problems faced by managers, as hospitality and tourism schools have been structured to meet the needs of the industry rather than the needs of academic disciplines or fields. Therefore, the development of SM research in the field has not been centered on the dualities (identified in Fig. 1) in general SM research. This situation may hinder the scientific progress or maturity level of the field. Finally, the authors identified several subfields of the discipline. Our findings indicate that the roots of hospitality SM research have not developed along the same path as those of mainstream SM research. Consequently, identifying structural gaps in the co-citation networks provides opportunities for future development in the field.

5. Conclusions

This study aimed to explore the evolution of the intellectual structure of SM research with a hospitality focus, as published in hospitality- and tourism-focused journals and business- and management-focused journals. To achieve this goal, the authors performed co-citation analysis through social network analysis. No previous studies have used bibliometric methods to conduct a quantitative analysis of the evolution of the intellectual structure of the field. The findings and discussions presented in the previous sections generated the following conclusions for evaluating how the knowledge domain of SM research in hospitality management literature may be developed.

The results indicate a notable problem within the field related to producing knowledge, theories, or contributions to the body of knowledge of general SM research SM research with a hospitality focus does not have a dominant paradigm and, thus, appears scattered and fragmented. Consequently, the main question is, “How do we develop the knowledge body of SM research related to the hospitality field?” Discussions about the philosophy of science can help researchers address this issue as they focus on, “How should scientific knowledge or theories be produced?” All disciplines have assessed their progress by

considering approaches to address this query. Many methods exist for measuring scientific progress, but a few have been used most frequently in recent decades (see [Feyerabend, 1975](#); [Kuhn, 1970](#); [Lakatos, 1970](#); [Popper, 1959](#)). This study considered [Lakatos's \(1970, 1978\)](#) methodology of a research program to vet the evolution of SM research in H&T, as the work of Lakatos was built on the strength of the [Popper's \(1959\)](#) falsifiability approach in science and Kuhn's paradigm wars approach (1970). Lakatos's approach is the metatheory of choice to justify studies in terms of the philosophy of science ([Dicicco and Levy, 1999](#)).

Lakatos's methodology of a research program ([Lakatos, 1970, 1978](#)) includes two components: the hard core and the protective belts of theories. The hard core is defined as the irrefutable assumptions made by the methodological decision of its proponents. This hard core can be a positive or negative heuristic ([Lakatos, 1978, p. 50](#)). The protective belts constitute a set of auxiliary hypotheses testing the hard core ([Lakatos, 1978](#)). [Lakatos \(1970, 1978\)](#) asserted that progress in a research program hinges on successive theories incorporated with the theoretical and empirical content of previous theories or generating novel facts by protecting a set of basic assumptions.

In this respect, the authors suggest an industry-based research program by following [Lakatos's \(1970\)](#) methodology of scientific research programs to assist with the convergence within the field of strategy and develop an endogenous SM path of H&T industry. For example, to build dominant paradigms in the field, hospitality researchers should build hard cores for each duality shown in [Fig. 1](#).

- The internal environment is the source of competitive advantage in the hospitality industry.
- In the long term, microfactors support higher profit and market share in the hospitality industry.
- Unrelated diversification leads to more sustainable competitive advantage in the hospitality industry.
- Intangible factors in the hospitality industry produce the continuity equation of competitive advantage.
- Instead of collaboration, competition maximizes profit in the hospitality industry.
- In the hospitality industry, a strategy-maker analytically formulates a strategy.
- Strategy drives structure in the hospitality industry.
- Strategies are formally developed (intended strategies) *ex ante* in the hospitality industry.

Researchers should also consider conditional factors when testing these hard cores. When research questions or hypotheses were developed according to these hard cores, the data collection and evaluation processes were conducted according to favored perspectives. Therefore, the findings of these research questions or hypotheses led to perspective-driven generalizations purported to be universal. However, when questions that drive theoretical and empirical research are hinged on different conditions, contingency perspectives appear. These perspectives help researchers focus on hard cores to develop new foundations for comprehensive theories beyond the current strategic perspectives. Examples include the position perspective versus the resource-based perspective, and the planning perspective versus the learning perspective. In other words, when researchers identify conditions under which strategic perspectives are applicable, they also identify conditions under which their perspectives are inapplicable. This situation creates research opportunities related to alternative or opposite views. Consequently, when scholars focus on contingency, they may take into account complementary strategic perspectives rather than alternative ones, thereby helping scientific development in the field. By focusing on contingency factors, such as market structure, intensity of competition, sectorial differences, economy type, uncertainty level, and cultural differences, researchers should develop hypotheses or protective belts of theories by considering the conditions in which these hard cores are

applicable.

In addition, researchers and journal editors should consider the following issues related to testing hard cores in the field, which help create dominant paradigms:

Methods for empirical advancements: To produce knowledge in any scientific discipline, the accuracy and validity of the methods and measurements employed are necessary. Given that applicable and validity conditions are not clearly identified, some SM studies exhibit problems with procedures, principles, and construct validity ([Boyd et al., 2005](#); [Brahma, 2009](#)), especially when methods like longitudinal analyses ([Bergh and Holbein, 1997](#); [Greve and Goldeng, 2004](#)), cluster analyses ([Ketchen and Shook, 1996](#)), statistical power ([Mone et al., 1996](#)), sampling ([Short et al., 2002](#)), measurements ([Bergh and Fairbank, 2002](#); [Boyd et al., 2005](#)), cross-sectional designs ([Bowen and Wiersma, 1999](#)), internal validity ([Bergh et al., 2004](#)), and methods in RBV research ([Armstrong and Shimizu, 2007](#)) were employed. The numerous problems in methodology render the applicability of these theories, hypotheses, and perspectives to conditions found within the hospitality industry questionable.

Beware of causes for universal tendencies in SM: Most SM researchers or hospitality researchers have been trained in the United States and seek publication in leading academic journals to advance their careers. Historically, these journals ignore work from developing and emerging economies. Moreover, scholars often overlook work published in journals outside of the United States and Europe when investigating SM issues in developing nations. Hence, leading researchers should generate general principles for SM. To promote the knowledge body of SM in the hospitality field, theories and perspectives should resolve issues, regardless of the global context ([Joyce and Woods, 1996](#)).

Replicated testing as a solution: Replicated testing is a solution that must be addressed. Recently, [Durand et al. \(2017\)](#) have illustrated how the domain of SM research should be expanded. They have identified that the primary sources of fragmentation within the field involve the lack of cumulative or accretive theoretical development and empirical analyses; the existence of multiple theoretical streams and empirical findings that address the same phenomena; narrow-range theories that address specific phenomena or particular contexts; the development of new concepts and theories to address novel phenomena; and the ambiguity and imprecision regarding theoretical constructs, the relationships between them, and their operational designs (p. 12). They have also asserted that scientific progress in SM has failed because of: the absence of evolution toward a single paradigm; the lack of shared theoretical beliefs, values, instruments, and techniques based on [Kuhn's \(1970\)](#) concept of the paradigm; and the dearth of well-defined research programs that include methodological rules for the given field ([Lakatos, 1968](#)). Consequently, [Durand et al. \(2017\)](#) and [Bettis et al. \(2016\)](#) proposed using replication studies to shift scientific advancement in SM by maximizing consistency in empirical measurement and shared agreement over causal relationships. For example, the classic test of the industrial organization perspective versus the RBV should be promoted. Here, the weight of evidence from several replicated studies challenged [Schmalensee's \(1985\)](#) results and settled on the primacy of internal, controllable efforts to build and deploy resources and capabilities over the view that the industry's structure provided the main determinant of firm success ([Rumelt, 1991](#); [McGahan and Porter, 1997](#); [Hawawini et al., 2003](#); [Misangyi et al., 2006](#)).

The role of leading hospitality-focused journals: Promoting scientific progress relating to SM questions requires testing competing paradigms, theories, and contingent elements with the moderation by credible journal outlets. In a manner similar to the one that settled the question, "What is more important for firm performance—internal or external factors?", the authors propose actively testing competing explanations. Let the weight of evidence decide these questions. However, to rationalize the contests of ideas and explanations, the authors propose that the editors of leading hospitality journals devise key research questions, publicize the contests, and publish entire issues that not only explore

topics but decide them. In addition, if (contingent) theories arise in SM research with a hospitality focus, the journals can serve as outlets for the categorization and discussion of applicability.

6. Limitations and future research

This study has several limitations. First, the authors considered a limited number of journals in the H&T fields and the business and management fields. This constraint provides an opportunity for researchers to extend the contributions of this study. Second, the authors used keywords that comprehensively covered the SM field. The scope of the keywords could be criticized for being broad or limited. Third, to conduct co-citation analysis, the authors used cutoff points. If these cutoff points are extended or limited, the findings could change. Fourth, subjectivity is not inevitable when interpreting the clusters generated by the networks. Finally, the authors considered five-year slices to create subperiods for analyzing the evolution of the field. Changing the number of slices could create different results. These limitations offer new opportunities for researchers interested in SM and H&T research.

Appendix A. Supplementary data

Supplementary material related to this article can be found, in the online version, at doi:<https://doi.org/10.1016/j.ijhm.2018.09.006>.

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