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# Hospitality and tourism innovation: a systematic literature review

Syafri Naldi<sup>1</sup>\*, Erna Maulina<sup>2</sup>, Tetty Herawaty<sup>3</sup>, Rusda Irawati<sup>4</sup>

<sup>1,2,3</sup> Universitas Padjadjaran, Indonesia <sup>4</sup> Universiti Teknologi Malaysia, Malaysia

### Abstract

Much innovation research focused on the manufacturing sector. Hence, this study aims to fill this gap by focusing on exploring innovation in the tourism and hospitality sector. The study method is a systematic literature review of 40 papers related to the topic. The findings show that hospitality and tourism innovation research has been conducted in different countries and continents, mainly in Europe. The research methods used are mostly quantitative and qualitative. Research respondents are mostly from the supply-side (hotel managers or tourism destination managers). Selected articles have been classified and analysed into three review categories: innovation at the company, regional, and innovation typology in general or macro levels. This study implies radical innovation, network collaborative innovation, service innovation, innovation linked with human resources, hospitality innovation, and technological innovation.

Keywords: hospitality; innovation; management; systematic literature review; tourism.

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\*Corresponding author Email: syafri19001@mail.unpad.ac.id

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# **INTRODUCTION**

The hospitality and tourism industry are the largest sector facing significant challenges. This sector is regarded as one of the fastest-growing sectors, about 10% of global GDP (Hole et al., 2019; Westcott et al., 2015). Their challenge is to grow and increase income from accommodation, lodging, beverage and food services, recreation, and entertainment. To accomplish these goals, the hotel and tourism industry requires innovation especially in uncertain times and crises. To resolve the crisis, tourism and hospitality industry improved their marketing for local customers and infrastructure (Lai & Wong, 2020; Paraskevas & Quek, 2019). However, government aid is widely regarded as the most critical factor in the industry to resolve the crisis (Israeli et al., 2018; Kukanja et al., 2020).

An existing business model is essential for sustaining and enhancing the business. A business model is the arrangement of a company's value proposition (i.e., what does the

company give to whom?), value development (i.e., how is this value proposition made?), and value capture (i.e., how does this strategy help the company?) (Clauss, 2017; Hao et al., 2020; Ritter & Pedersen, 2020). A recent study described *interim business model* developments as possible solutions to crisis recovery (Kraus et al., 2020; Zhang et al., 2020). If the business model is innovated by significant improvements in its components and configurations Foss & Saebi (2016), new possibilities can increase the efficiency of the company and recover hospitality and tourism crisis (Hua et al., 2020; Köseoglu et al., 2020).

This study was conducted to solve the lack of literature on innovation business model in tourism. Both practitioners and academics have paid attention to the innovation phenomenon, but their efforts are still cut off from one another. Traditional reviews of narrative literature have also been criticized for their lack of significance because they typically use personal and frequently subjective methodologies (Andreini & Bettinelli, 2017). A systematic review aims to define scientific contributions in the area under study. In addition, to expose the theoretical basis of tourism innovation research and describe its structure, a bibliometric analysis was performed. Basic concepts of a systematic review approach were extended to fill the gaps in this analysis Pahlevan-Sharif et al. (2019), which used a comprehensive, replicable, scientific, and transparent procedure (Tikito & Souissi, 2019). The outcomes of this study are presented and descriptively discussed.

This study presents the state of academic research in the field of hospitality and tourism innovation divided into three groups: (1) articles that analyse the importance of innovation for the company (micro-level); (2) articles related to regional innovation (macro-level); (3) articles that focus on typology innovation in general. This study conducted an interdisciplinary and systematic analysis of different journal articles in the EBSCO host database from 2014 to 2020 to achieve this objective. EBSCO host provides high-quality articles licensed from leading publishers recognized by librarians and chosen to meet the specific needs of researchers. These databases include those commonly used by hospitality and tourism researchers. It is possible to select various databases with a relatively long period span, but this will take time to analyse. To present relevant and valuable analysis, this study focuses on one database and examines research trends over the last five years.

### Innovation

Innovation is referred to a new or improved product or service (or a combination thereof) that emerges as a result of applying knowledge as a basis for novelty, usefulness, or value, that has been adopted by the company (Panfiluk, 2021). Besides, tourism is defined as a social, cultural, and economic phenomenon characterized by the movement of people to countries or places other than their usual environment for personal or business/professional reasons. Ultimately, some define hospitality as "the business of making people feel welcome, relaxed, and happy." Simply put, the hospitality industry is the combination of the lodging and food and beverage industries, which together account for the majority of the industry's revenue (Westcott & Anderson, 2021).

#### Hospitality

The hospitality industry refers to businesses whose primary activities are around hospitality, service, and entertainment (Sciukauske, 2020). The hospitality industry, or service and hospitality industry as it is more often known, is separated into three sectors. First, there's the food and beverage service industry; second, there's the lodging and accommodation service industry; and third, there's the travel and transportation service industry. When two or more of these service industry sectors come together, a more

sophisticated and broad-based service firm emerges. For example, a hotel is a combination of a food and beverage service business and a lodging and accommodation service business (Altinay & Arici, 2021).

### Tourism

Tourism is all activities related to travel with the aim of recreation, unwind, seek entertainment and a new atmosphere that is carried out in a certain place as desired, which is outside the usual regional environment but only temporarily. In these tourism activities, of course, various facilities, facilities and infrastructure have been provided directly to meet the needs of traveling (Misso, 2018).

#### **METHODS**

This study uses a systematic literature review suggested by Pahlevan-Sharif et al., (2019). A systematic literature review is a fundamental scientific activity aimed at minimizing bias through an in-depth literature search of published studies, by carrying out detailed actions ranging from examinations, decision making, procedures, reviews, and conclusions (Pahlevan-Sharif et al., 2019). PRISMA is an evidence-based minimum set of items for reporting in systematic literature review and meta-analysis. PRISMA primarily focuses on reporting reviews evaluating the effects of interventions (Page et al., 2021). Due to a large amount of literature to be reviewed and because of the synthesis of entirely different research methods, difficulties in data synthesis and analysis may occur in carrying out a systematic review methodology. Three phases (identification, screening, and inclusion) are used in this evaluation process can be seen in Figure 1.

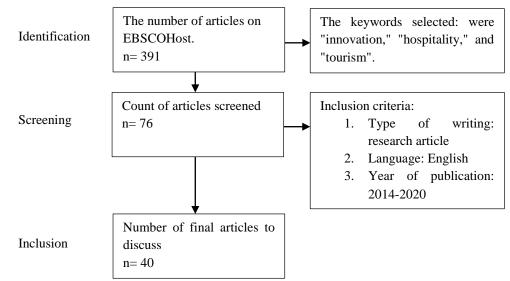


Figure 1. PRISMA Flow Diagram: Stage of Systematic Literature Review

To visualize the bibliometric network in this study, this study employs the VOSviewer application. This visualization was created in three steps. VOSviewer version 1.6.15 is used for these steps. The first step is to get the data set ready. In this study, data from EBSCOHost was downloaded and saved in RIS format. The second step is to launch VOSviewer and import the downloaded data set. Afterward, create visualizations based on co-authorship and co-occurrence keywords. Finally, save the visualization results as maps and network files.

### **RESULT AND DISCUSSION Result**

In the first stage, 391 articles identified using "innovation", "hospitality", and "tourism" keywords in the EBSCOHost database. The article screening has been performed according to the criteria of English-language scientific articles published between 2014 and 2020. There were 76 articles in the screening results. After reading the abstracts of 76 articles, 36 articles are excluded. Thirty-two articles did not discuss about innovation in tourism sector and four articles are conference articles. Using Microsoft Excel database tables, 40 chosen articles were specially analysed. All reference information for a particular article is included in each line: title, author, journal, year of publication, location of research, statistical method used, topics, and innovation category.

Table 1. Types of Topics Related to Innovation and Touris
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No.	<b>Related topics</b>	Number of articles
1.	Tourism	9
2.	Technological innovations	6
3.	Innovations in business	5
4.	Sustainable development	5
5.	Sustainable tourism	3
6.	Tourist attractions	3
7.	Business models	3
8.	Entrepreneurship	2
9.	Economic development	2
10.	Hotels	2

Table 1 shows tourism is the most frequently discussed topic. There are 50 tourism sectors discussed from the total number of articles reviewed. Eight of these were covered by more than 30 articles, while only one or two articles covered most of the other areas shows in Table 2. It shows the trend of innovation and tourism sectors such as hotels, motels, and camps from 2014 to 2020.

No.	Tourism sectors	Number of articles
1.	All other amusement and recreation industries	14
2.	All other traveller accommodation	11
3.	Hotels (except casino hotels) and motels	6
4.	Recreational and Vacation camps	3
5.	Bed-and-breakfast inns	2
6.	Convention and visitors' bureaus	2
7.	Casino hotels	1
8.	RV (recreational vehicle) parks and campgrounds	1

Table 2. Reviewed Articles Based on Industrial Sector

Many journals have published articles related to innovation and tourism from 2014 to 2020. Fourteen journals have been summarized in Table 3. The geographic distribution of the research that has been reviewed is quite diverse, starting from China, Malaysia, Bulgaria, Hungary, Prague, Spain, Austria, Australia, and Africa.

Following the collection of the data set, this study conducted a bibliometric analysis. First, the bibliometrics was checked based on the article's author. As showns in Figure 3, there are eight names, which are the names of the authors referred to in the 40 articles reviewed. Then, it was narrowed down using the authors' names that often used in articles related to innovation in hospitality and tourism to three names, namely Shahla Asadi, Nahla Aljojo, and Sarminah Samad. These names are obtained by setting the display to "density visualization", as seen in Figure 3. The brighter the colour, the more frequently referred to the author. Based on this provision, two authors' names that are not referred to very often

are Mehrbakhsh Nilashi and Elaheh Yadegaridehkordi, seen from their palest colour among the others.

	Table 3. Articles Related to Innovation and Tourism in 2014-2020			
No.	Journal Name	Number of articles		
1.	Journal of Sustainable Tourism	9		
2.	Journal of Travel Research	7		
3.	Anatolia: An International Journal of Tourism & Hospitality Research	4		
1	Furonean Planning Studies	4		

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3 4. European Planning Studies

- 5. International Journal of Contemporary Management
- 6. Tourism Geographies: An International Journal of Tourism Space
- 7. International Journal of Contemporary Management 8. The Journal of Development Studies
- Journal of Culinary Science & Technology 9.
- 10. Trakia Journal of Sciences
- 11. Journal of Coastal Research
- 12. Island Studies Journal
- 14. Journal of Rural and Community Development

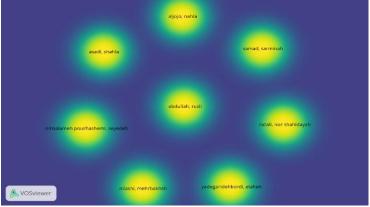
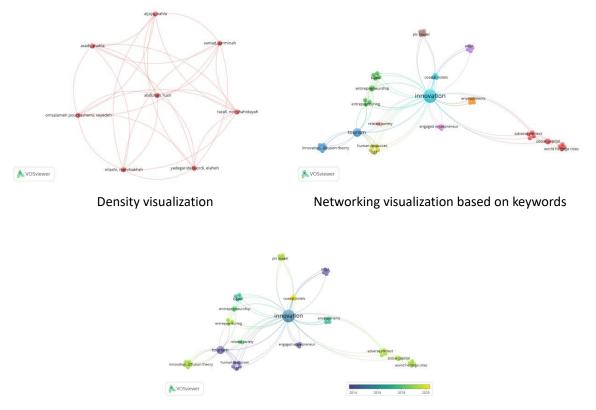


Figure 2. Bibliometric Based on the Author of the Article

Second, the bibliometrics was checked based on the writing keywords. Bibliometrics based on keywords from 40 articles reviewed resulted in 10 main clusters. The results of networking visualization based on keywords can be seen in Figure 3. The largest circle in the image indicates a topic that is often used as an article keyword. The overlaying visualization based on keywords is easy to see in Figure 3 that the largest circle is innovation, which means that the main topic of the 40 articles reviewed is "innovation". After innovation, the second big circle that is smaller than the innovation circle is "tourism", which means that the second topic that is often used as a keyword for all articles reviewed is tourism. Figure 3 presents the keywords often used in research per year. In 2014, the research discussed more tourism innovations, human resources, and involved entrepreneurs. In 2016, there are more research discussed innovation related to the environment, and in 2018, innovation and entrepreneurship are more discussed.

Next, the first cluster is an article that discusses innovation related to the adverse aspects of innovation, social capital, and cultural tourism. The second cluster discusses innovations related to entrepreneurship and gender (Misiak-kwit, 2017). The third cluster discusses the link between innovation and tourism and the benefits and diffusion of innovation (Kim et al., 2019). In addition, innovation is also associated with social networks via mobile phones. The fourth cluster discusses innovation and human resources (Pena et al., 2020; Reid, 2018). Meanwhile, cluster five relates innovation to a liminal state. In cluster six, it is found that there is a link between innovation in hotels on the coast (Li,

2020). Cluster seven discusses innovations in mountainous tourist destinations (Kuščer et al., 2017). Cluster eight, discusses tourism innovation and competitiveness (Martínez-Pérez et al., 2019). Cluster nine discusses innovation with the entrepreneurs involved. Finally, cluster ten looks at related innovations and varieties (Erkus-Ozturk, 2017).



Overlaying visualization based on keywords Figure 3. VOSviewer Result

A comprehensive presentation of the 40 papers analyzed is the final phase of the study. While the same or related subjects were discussed in a limited number of reports, an analysis of the 40 papers published in this systematic review revealed many primary innovation factors. The studies split the papers into three groups: (1) papers examining the value of innovation for enterprises, (2) papers dealing with regional innovation, and (3) papers concentrating on innovation in general. A collection of innovation-related variables is defined for each category. This structure forms the basis for presenting the results and analysing them. A fragmented area of innovation research is discussed in the following parts of the article with some different conclusions. The complexity of the dimensions of innovation and the lack of interconnection is the reason for this analysis.

The result of systematic literature analysis are classified into methods: (1) theoretical papers: 6 articles, or 15% (articles written as a discussion of various literature reviews); (2) qualitative method: 15 articles, or 37.5% (other than literature review, articles only used qualitative methods, such as semi-structured in-depth interviews, ethnographic studies, and case studies); (3) quantitative method: 15 articles, or 37.5% (other than literature review, articles only use quantitative methods, such as a questionnaire); (4) qualitative and quantitative methods: 4 articles, or 10% (in addition to the literature review, this paper uses qualitative methods, are carried out in the first step to gain adequate information and expertise in the field of study to establish the questionnaire used in the second phase.

Then, the selected articles are classified based on *point of view* that presented in the article with results: (1) *author's view*: 8 articles, or 20% (primarily theoretical articles, the results of the author's discussion and evaluation of several tourism projects, or the results of the author's secondary data analysis, using either qualitative or quantitative methods); (2) *demand-side view*: 4 articles, or 10% (articles where tourists were the only questionnaire respondents; all of this research was quantitative, and travellers were asked about their perceptions of innovation in hotels, destinations, etc.); (3) *supply-side view*: 28 articles, or 70% (articles in which respondents are multi-level managers (owners, workers, entrepreneurs, tourism experts from various tourism authorities. These supply-side articles form most of the study, as respondents have the largest amount of information and expertise on innovation research topics in the tourism industry. These articles used quantitative methods, qualitative methods, or a mix method.

The literature on tourism innovation is divided into three levels of study (Szymańska, 2017; Medina-Muñoz et al., 2013): (1) *micro-level* (innovative ideas produced within companies); (2) *macro-level* (the impact of innovation on populations, regions and tourism destinations); (3) *typology of innovation* (innovation systems, or collaborative approaches of various agencies aimed at enhancing a destination or regional development, or a chain of ideas developed within a group of companies and their implementation in destinations). The micro-level focuses on most posts on tourism innovation. Twenty-six (65%) of 40 studies on tourism companies were linked to innovation. One type of tourism business, namely hotels, is listed in most articles. Innovation at the macro level was discussed in nine papers (22.5%), and five papers (12.5%) discussed innovation at the general (typology innovation) level.

This study presents innovative strategies within a corporation, an overview of the effects of innovation policies in the area, a discussion of the relationship between organizational environment and innovation in business, and a description of some European innovations initiatives. Innovation was addressed very broadly by the first group (29 articles or 72.5%). In the second group (4 articles or 10%), institutional innovation was discussed, particularly in inter-organizational relationships that incorporate key stakeholders into creating new products/services (i.e., groups, alliances, or other networking opportunities between tourism companies). This partnership is presented as a mechanism that offers creative opportunities for businesses to operate in a competitive environment for tourism. The third category deals with creativity in systems (3 articles or 7.5%). These developments include technical innovations, which mean the implementation of ICT in business for tourism, websites, social networks, e-booking, e-mail as a means of contact for businesses, and other technological changes. Product/service innovation was addressed in the last category (4 articles or 10%). There are two papers on eco-innovation, one article on green innovation and another on radical innovation.

### Innovation at the enterprise level

Most of the articles reviewed discussed innovation at the enterprise level. First, the article examines the innovation level in mountainous destinations in Slovenia, Austria, and Switzerland and advises destination managers to identify factors requiring attention and areas that stand out and need improvement (Kuščer et al., 2017). Second, an article discusses the innovative Global Navigation Satellite System (GNSS) technology model to reduce overcrowding and over tourism (Hardy & Aryal, 2020). A study states that the most innovative tourism companies are companies that can create more human capital and technology organizations (Rastrollo-Horrillo & Díaz, 2019). The third is an article that discusses radical innovation by developing relationships with external parties such as tour operators, tourism and travel fairs, hotel chains, international suppliers, booking offices,

and consumers. In another article, this is called collaborative innovation (Gezhi et al., 2019). Interaction with consumers and suppliers from a networking and partnership perspective is the key to fostering a culture of organizational innovation to improve workers' and managers' competitive and pro-innovation priorities and generate innovation (Rubalcaba et al., 2016). A firm's capacity to combine knowledge from internal and external agents increases the likelihood of developing radical innovations (Martínez-Pérez et al., 2019). This is also discussed in other studies. The study's findings indicate the need for policies to plan interventions to improve learning networks in the tourism industry, foster relationships between the tourism industry, government, and academia, and foster strategic partnerships with other industries to enhance tourism innovation (Booyens & Rogerson, 2019).

Furthermore, several articles discuss innovation in hospitality. A study discusses the use of hotel applications and tour operators. According to this study, companies need an online strategy that uses third-party content, information, and services (e.g., TripAdvisor) and integrates it with their websites (Velikova, 2019). Another study also suggests science and technology in the hotel management service mode (Li, 2020). Another article highlights the importance of water management practices in hotel companies and proposes a practical water management framework for the hotels (Kasim et al., 2014). The same thing is also discussed in other articles regarding implementing innovations based on environmental performance, such as water-saving and eco-innovative practices to increase labour productivity and competitiveness (García-Pozo et al., 2016; Razumova et al., 2015).

Several articles also address service imagination. An article stresses competitive intelligence as creativity in service. All knowledge about demand, satisfaction and other aspects of consumer use is essential for the survival and production of new products and services. Companies can make strides in service innovation by evaluating past consumer purchases and future customer desires through digital channels, customer visits, or market surveys. Previous sales and future consumer demand will help businesses create new services and try new fields or, in other articles, service innovation fields (Foroughi et al., 2015; Bao, 2020). Another study recommends a service innovation conceptual model that is oriented towards sustainability. This allows companies to have the foresight to take a progressive service innovation step, like a 'professional service company', to engage guests in sustainability behaviour (Warren et al., 2018).

Several articles related the role of human resources in tourism business innovation activities. They suggest that companies take action to encourage pro-innovative human resources, such as creating an internal climate for innovation and a motivational system that is *pro-innovation*. Another way can be done by increasing creativity and emerging situational awareness to see and take advantage of innovation opportunities through the knowledge (Reid, 2018; Pena et al., 2020).

The discussion of enterprise-level innovation that has been described has several managerial implications. Companies involved in tourism and hospitality must pay special attention to areas that require improvement, such as service innovation. Then, in order to keep up with the advancements in the business world, companies should consider developing technology-based tourism and hospitality. Companies can collaborate with third parties and form partnerships with them to gain new perspectives that can lead to creative ideas for them. Finally, in order to ensure sustainability, it is necessary to pay attention to environmental performance when carrying out innovations. For example, in the hotel industry, there must be innovation to save water. It is hoped that future research will explain tourism industry innovation in the culinary and souvenir fields because these two fields not only have the potential for innovation but also have the potential to empower residents around tourism.

#### Innovation at the regional level

Many articles discuss innovation at the regional level, although not as many as at the company level. Several articles discuss the Cape Town tourism area. They suggest creative innovation through urban regeneration, such as Woodstock and the Observatory, to catalyse entrepreneurial opportunities and inclusive job creation (Booyens & Rogerson, 2019). Another article examines the main tourist areas in the Western Cape and suggests exploiting local core competencies for the competitiveness and viability of tourism companies and encouraging the formation of innovation networks in the region (Booyens & Rogerson, 2016). Next, some discuss Florianópolis (Smart Floripa) under the microscope of the knowledge-based urban development and stagnation in the local tourism sector in the North Cape (Holmgren & Lindkvist, 2016; Yigitcanlar et al., 2018). In Copenhagen, it is advisable to make innovations in constructing a bicycle hotel or new marketing that uses images of bicycles and bicycles as part of the urban identity (Nilsson, 2019). In the on Dolnoslqskie region, Poland, innovation in tourism has recently been reduced to developing new infrastructure and potentially new products by small businesses (but no clear innovation identification criteria have been developed) (Kozak, 2013).

Several articles emphasize the importance of ecotourism as a form of tourism innovation. Ecotourism and measures to improve sustainability were introduced as innovative practices in Yakushima. Sustainable, innovative tourism development is directly related to local factors, local narratives, local knowledge, and local imagination, whose implementation in 'underdeveloped' areas will represent major innovations (d'Hauteserre & Funck, 2016). The adoption of eco-innovative practices also impacts labour productivity in the Andalusian hotel industry and shows how their application has developed during a severe economic crisis in all productive sectors in Spain (García-Pozo et al., 2016).

An article suggests using tourist destination management in Hungary to examine reasons for innovation, inhibiting factors for innovation, the potential for social innovation, and to find further analysis of the parameters that hinder innovation and improve the system of implementation criteria (Máhr, 2017). Another article examines the types and sources of hotel innovation in Hungary. In general, the source of the innovation comes from outside the hotel (d'Hauteserre & Funck, 2016).

Liminal innovation plays a role in increasing economic opportunities with spin-off effects such as employment and wealth distribution. Not only radical innovation, but this review also includes a discussion of incremental and liminal innovations, as researched in rural tourism areas in Ontario, Canada. Research which conducted in Africa represents a gradual acceptance of incremental innovation as it combines with existing frames of reference, practices, and social networks through a trial-and-error process. This innovation reduces the risk of opposition commonly associated with the change process (Wijk et al., 2015).

Second, the paper explores the basis for new empirical evidence from case studies in six separate LAC countries (Argentina, Chile, Brazil, Uruguay, Costa Rica, and Jamaica) and nine sectors of service innovation (tourism, software-TIC, outsourcing) (Rubalcaba et al., 2016). Second, a study examining the World Heritage status used by Falun for branding and promoting innovative thinking in destination development (Pashkevich & Cassel, 2014). Third, service design in the highly competitive agricultural tourism industry and inbound tourism are directly and indirectly impact regional innovation (Liu & Nijkamp 2018; Lin et al., 2020).

The discussion of regional innovation has managerial implications in terms of managing regional potential. Regional potential must be understood before it can be used as a source of strength and identity in the tourism and hospitality industries. Furthermore, ecotourism innovation must be considered, that is, to innovate while still paying attention to environmental sustainability and the welfare of local residents. As a result, future research can delve deeper into this topic, specifically forms of innovation in regional tourism areas that also support ecosystem sustainability and the well-being of local residents.

### **Typology of innovation**

Finally, regarding articles that discuss innovation in general or at the macro level. Some articles discuss innovation normatively and others discuss it specifically. Articles that discuss innovation normatively state that innovation is more than just a competitiveness variable and significantly affects prosperity. Innovations are introduced to enhance the quality of life of residents and tourists visiting destinations, but sustainability must be considered when innovating so that the tourism experience is more satisfying (Garcia-Sánchez et al., 2019). In general, companies that invest in and recruit personnel from tourism-related sectors are more innovative, and companies that invest and recruit personnel from sectors not related to tourism are not more innovative but undertake more renovations (Erkus-Ozturk, 2017). Companies that represent the creative industry/ services sector are more innovative than those representing the tourism sector. In both sectors, innovation has more to do with marketing than products or services and many innovative forces in tourism do not come from tourism itself (Gomezelj, 2016; Misiak-kwit, 2017).

Next is an article that addresses innovation. First, articles suggest a three-tiered typology of innovation for tourism (Joppe & Brooker, 2014). Second, an article that discusses ANT's analytical tools to understand environmental innovation in the broader sustainable transition area with CARMACAL enables three different carbon management approaches (Buijtendijk et al., 2020). Third, regarding elderly MSNS for tourism purposes (Kim et al., 2019). Finally, articles suggest green innovation by increasing green potential and implementing innovative environmentally friendly procedures in the hotels (Asadi et al., 2020).

The macro-level discussion of innovation is intriguing because it considers innovation to be more than just a form of competitiveness to improve company welfare. More than that, innovation is viewed as a means of improving the quality of the experience for tourists. This is something that the tourism and hospitality industries should be aware of. As a result, more research is needed to discuss various forms of innovation in order to improve the quality and satisfaction of the tourism experience.

# CONCLUSION

Following a systematic study and bibliometric analysis, the research on innovation in hospitality and tourism was mainly carried out in 2014 and 2018 between 2014 and 2020. Research related to this topic is spread in various regions such as Asia, Europe, Australia, America, and Africa, but related research is more frequent in the European region. Articles reviewed are divided into three groups: innovation at the company, regional, and innovation typology in general or macro levels. Previous research has discussed innovation at the enterprise level. At the company level, the topics discussed are radical innovation, collaborative innovation based on networks, service innovation, innovation linkages with human resources, hospitality innovation, and technological innovation, ecotourism, and various interesting cases in the tourism area. Meanwhile, at the macro level, the article discusses innovation in a normative way, although some also discuss specific innovations such as analytical models, applications, and other innovative products. As a result, this systematic review provides an overview for companies to implement innovative business models at the corporate, regional, general, or macro levels.

The examination of a single database to examine published articles for five years is a limitation of this study. The following research can continue to analyse innovation development in the latest hospitality and tourism industry to obtain more diverse results by using more than one database. However, using multiple databases take a long time in the analysis phase.

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