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STRATEGY AND INTERNATIONALISATION OF TOURISM BUSINESSES

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ANDREU GUERRERO, Rosario; CLAVER CORTÉS, Enrique and QUER RAMÓN, Diego

Geographical and product diversification as Spanish hotel business growth strategies

Abstract: Many hotel chains are increasingly committed to diversifying their hotel portfolio, creating new brands or trademarks, and expanding to a range of geographical markets by entering new destinations. This plurality allows them to differentiate themselves, by accessing new client segments and satisfying new demands, thereby no longer depending on a sole market or destination. This article analyses the progress of geographical and product diversification of the most internationalised Spanish hotel chains in recent years. There is also an analysis of whether there is a relationship between them, and other variables such as the age and size of the company.

Key words: hotels, internationalisation, diversification, brands.

JEL classification: M100, M16, Z300, Z310.

CAMISÓN-ZORNOZA, César and CAMISÓN-HABA, Sergio

Knowledge-based competition determinants: evidence from an intelligence platform applied to the Spanish tourism sector

Abstract: This article analyses the competitive situation of Spanish tourism companies, as concerns their technology and information capacities to foster knowledge-based competitiveness. Following the diagnosis, the results of collaborative research focusing on the development of a new ICT platform are offered. The empirical evidence arising from four pilot implementation cases of this competitive intelligence platform firmly support the potential of value creation and improvement of competitiveness that can be expected from solutions like this one.

Key words: tourism business, knowledge advantages, competitive intelligence, ICT.

JEL classification: L830, M150, M190, M210, O330.

CERVIÑO, Julio; SÁNCHEZ-HERRERA, Joaquín; SERRA-CANTALLOPS, Antoni
and BAENA, Verónica

Internationalisation of Spanish hotel chains: entry methods and results

Abstract: The hotel sector has a series of international expansion methods, allowing a high degree of control with a minimal investment. This article analyses the entry methods of the main Spanish hotel chains into international markets and the link to financial results. Traditionally, Spanish hotels expanded internationally through direct investment, mostly via newly-created hotels in ownership. Although this model has given rise to very positive financial models, the sector is in the midst of a model shift, transitioning from an ownership to a hotel management model, allowing greater international expansion, both of the number of hotels and of markets.

Key words: international expansion, hotel management models, management contracts, Greenfield.

JEL classification: F23, L24, L25, M16.

CLAVER-CORTÉS, Enrique; ÚBEDA-GARCÍA, Mercedes; MARCO-LAJARA, Bartolomé;
ZARAGOZA-SÁEZ, Patrocinio and GARCÍA-LILLO, Francisco

Organisational ambidexterity and its effect on hotel industry performance: the role of human capital and organisational culture

Abstract: Organisational ambidexterity is currently a very significant organisational capacity for innovation of products / services and for business success. This article tackles the analysis of ambidexterity from an angle largely unexplored so far (human resources management), and in a sector —the hotel industry— with scarce academic contributions on organisational ambidexterity. The goals of this research are finding out how much high-performance human resources work systems (HPWS) contribute to developing ambidexterity, if organisational culture is a mediator variable in this relationship, and the effect of organisational ambidexterity on hotel performance.

Key words: business management, organisational culture, human resources management.

JEL classification: D23, M1, M14, O15.

DURÁN-HERRERA, Juan José; GARCÍA-CABRERA, Antonia Mercedes and SUÁREZ-ORTEGA, Sonia María

Organisational change and institutional entrepreneurship in the Spanish hotel industry: from the 2008 crisis to the challenges and changes currently required

Abstract: The new institutional theory allows the analysis of the potential of multinational companies to act as institutional entrepreneurs, leading or coevolving with other organisations (authorities) in the transformation required in crisis periods. This article analyses the changes undertaken in recent years by hotel businesses in Spain to address the economic crisis, as well as the challenges and new changes to be addressed by the industry in the years ahead. The article proves that companies in the industry in an economic crisis scenario make internal changes to their organisations as well as consciously acting to modify aspects of external institutions preventing the improvement of their competitiveness.

Key words: tourism industry, hotel business, new institutional theory.

JEL classification: D73, L22, L83.

ESPINO-RODRÍGUEZ, Tomás F. and RAMÍREZ-FIERRO, Juan Carlos

The service outsourcing strategy in hotels. An outlook based on competitive advantage and operating profit or loss

Abstract: This study sets out to analyse hotel outsourcing from a twofold perspective: competitive advantage and operating profit or loss, based on cost and the quality of hotel operations. The article analyses the relationship between competitive advantage and the operating profit or loss obtained with outsourcing. On the other hand, the study constructs two matrixes called “outsourcing and competitive advantage” and “competitive advantage and profit / loss” to locate each of the activities of a hotel. The results indicate that there is a positive relationship between the competitive advantage of an activity and its operating profit or loss. Moreover, it is verified that a change in the method of government of the activity is determined by the result. The various matrixes developed will allow hoteliers to define the strategic options in respect of outsourcing.

Key words: competitive advantage, services, results, cost, quality, matrix.

JEL classification: L1, M11.

FERNÁNDEZ ALCANTUD, Andrés; LÓPEZ MORALES, José María; MORENO
IZQUIERDO, Luis; PERLES RIBES, José F.; RAMÓN RODRÍGUEZ, Ana
and SUCH DEVESA, María Jesús

Innovation and smart destinations: an opportunity for Spanish tourism know-how

Abstract: For some decades, the tourism industry has been experiencing an unstoppable transformation towards digitalisation. Smart tourism destinations (STD) could be the most important challenge to address in forthcoming years: integrating cutting-edge sectors and technology opportunities (big data, nanotechnology, sensorization...) into the habits of consumers to create the best-possible experience, clearly differentiated from that of rivals. This article analyses the development of STDs and the principles that should underlie tourism businesses to consolidate Spain as a tourism leader in the 21st century as well.

Key words: innovation of economy, digital talent, tourism destinations, competitiveness, hotels.

JEL classification: O23, O31, O83.

GARCÍA CABRERA, Antonia Mercedes; GARCÍA SOTO, María Gracia and GARCÍA
RODRÍGUEZ, Francisco Javier

The strategy of tourism SMEs founded by immigrant entrepreneurs: institutional precedents

Abstract: Which competitive strategies are used the most by immigrant entrepreneurs founding tourism businesses in Spain? How much are these strategies conditioned by the institutional contexts in force in the source countries of these immigrants? Empirical evidence supplied by 159 entrepreneur immigrants settled in Spain, who have founded small- and medium-sized businesses in the Canary Islands tourism destination allows us to answer these questions. The results show that although the regulatory institutions and regulations of the source country of immigrants condition the use of a low-cost strategy, the differentiation strategy is rooted in individual characteristics of the entrepreneur.

Key words: institutions, immigration, competitive strategy, tourism, entrepreneurship, entrepreneurial motivation.

JEL classification: B520, J610, L100, L260.

GARCÍA MORALES, Víctor J. and GARRIDO MORENO, Aurora

Social media tools: analysis of their use and strategic relevance in the Spanish hotel industry

Abstract: Information technologies, the Internet and the advent of social media tools are transforming the business environment, reinventing the way companies relate to their clients. The use of platforms like Facebook or TripAdvisor is having a fundamental impact on the hotel industry, opening up many opportunities and bringing new strategic challenges. Despite their relevance, research on the use and impact of these tools in the hotel context is still in its early stages, with scarce empirical studies. This study employs data from 212 Spanish hotels to analyse the most-used social media tools and the true impact of these tools on client engagement. The results also have interesting implications for academics and industry professionals.

Key words: social media, client engagement, hotel industry.

JEL classification: M150, M310, Z310.

MARTÍN-SANTANA, Josefa D. and BEERLI-PALACIO, Asunción

Differences among tourists in information search efforts and the interaction with the tourism destination based on their cultural awareness

Abstract: The goal of this article is to analyse the influence of cultural awareness of tourists on the information search process in terms of the time devoted and the type of information sources consulted before travelling, and the interaction with the destination. To do this, an empirical study was carried out with a representative sample of tourists visiting Tenerife, one of the most important destinations in Spain. The results revealed that cultural awareness is an internal factor of tourists, influencing their behaviour before and during the trip.

Key words: tourist behaviour, information sources, tourism.

JEL classification: D12, L83, M31.