

---

## Editorial

---

### Ade Oriade\*

Department of Marketing, Innovation, Leisure and Enterprise,  
Faculty of Social Sciences,  
University of Wolverhampton Business School,  
University of Wolverhampton,  
MN Building, Nursery Street, City Campus Molineux,  
Wolverhampton, WV1 1AD, UK  
Email: [ade.oriade@wlv.ac.uk](mailto:ade.oriade@wlv.ac.uk)  
\*Corresponding author

### Peter Robinson

Centre for Tourism and Hospitality Management,  
School of Events, Tourism and Hospitality Management,  
Leeds Beckett University,  
Headingley Campus, Leeds LS6 3QW, UK  
Email: [peter.robinson@leedsbeckett.ac.uk](mailto:peter.robinson@leedsbeckett.ac.uk)

### Andy Clegg

Academic Development (AD) Section,  
Department for Curriculum and Quality Enhancement,  
University of Portsmouth,  
Portsmouth PO1 2UP, UK  
Email: [andy.clegg@port.ac.uk](mailto:andy.clegg@port.ac.uk)

**Biographical notes:** Ade Oriade is based at the Department of Marketing, Innovation, Leisure and Enterprise, University of Wolverhampton Business School, UK. His research is in tourism development and services marketing and management. He has worked on a number of travel and tourism consultancy projects such as economic impact assessment of Lichfield Cathedral and First Rate's Holiday Confidence Index. His work continues to contribute to policy/decision making in the industry and socio-economic development of destinations.

Peter Robinson is the Head of the Centre for Tourism and Hospitality Management at Leeds Beckett University, UK. He is a Fellow of The Tourism Management Institute and The Institute for Travel and Tourism (ITT). He is also the Director of the ITT. He is a member of The Tourism Society and is a Principal Fellow of the Higher Education Academy. His research focuses on presumption, authenticity, heritage and regeneration.

Andrew Clegg is a Senior Lecturer at the Academic Development (AD) Section of Department for Curriculum and Quality Enhancement (DCQE) at the University of Portsmouth, managing the Academic Professional Excellence Framework (APEX) supporting staff to gain HEA Fellowship. His main area is

in learning and teaching and student attitudes in higher education. His interest is also in sustainable business management, and had worked with both area of natural beauty (AONBs) and National Parks to highlight the importance of protected landscapes.

---

Disruption has, over the past decade, become a well-recognised term, referring of course to Christensen's (2013) book *The Innovators Dilemma* in which he defines disruption as "a principle whereby entrenched, dominant product or service providers could be unseated in the market (have their leadership position disrupted) by smaller rivals who offered solutions more simply or at less cost." Further analysis of relevant case studies might suggest that such disruptive innovation can be seen not as world-changing innovation but as a failure to respond to external forces or to capitalise on emerging technologies – in other words a lack of creativity and enterprise. Indeed, any firm blaming disruption for challenging financial scenarios might do so having enjoyed decades as a market leader without the need for detailed external evaluation of the marketplace. In the tourism and hospitality sectors TripAdvisor, Uber and Airbnb are frequently cited as examples of disruption, but often disruption might be better couched as the result of innovation, creativity and enterprise.

These three concepts have been subject of focus for tourism and hospitality research and business practice. For a sector which represents a large proportion of the global economy, accounting for 292 million jobs and generating 10.2% of Global GDP there are certainly opportunities for new innovations to emerge considering the pool of talents engaged by the industry and prospects brought about by globalisation. This must, of course, be set alongside the changing nature of consumer behaviour, the slow but inevitable shift from Generation X to the millennial and Generation Z consumers. An ability to innovate is widely cited as important for enhancing organisational and destination competitiveness, but also being difficult to measure effectively (Thomas and Wood, 2014).

Disruption and innovation are inextricably linked. The past ten years have provided interesting opportunities for innovation, in particular the need for resilient ambidextrous strategies which respond to influential factors in rapidly evolving external environments (Burke et al., 2020). This approach makes it possible to transform organisational capabilities to gain competitive advantage (Lee and Yoo, 2019). Innovation in terms of definition and application continue to be wide-ranging with majority of studies, on one hand, adopting traditional Schumpeterian approach and, on the other, focusing predominantly on technological advancement and adoption of new technology (e.g., Buhalis and Law, 2008; Morris et al., 2017). Creativity, as a concept and in tourism and hospitality research, somewhat shares similar outlook with innovation in that it has been variously defined. Moreover, creativity and innovation are interwoven as according to Nijs and Peters (2002 in Binkhorst, 2007) creativity is about innovation – finding solutions that others have not found. What is not controvertible is the entrepreneurial core of tourism and hospitality business which make the two aforementioned concepts essential to the economic sustainability of the sector in the face of growing competition and globalisation.

This special edition provides an opportunity to consider contemporary research around emerging management perspectives within the tourism and hospitality sectors – an area where there is limited theorising and empirical investigation (Thomas and Wood,

2014). This challenge is further hampered by the structure and scope of the sector, which is more generally based upon a large number of SMEs and micro-enterprises (Robinson et al., 2020). In many cases some of these small businesses are sometimes rurally-based and have diversified into the tourism sector, are lifestyle businesses or are truly innovative, responding to consumer demand (Robinson and Murray, 2017). Studies, such as Morris et al. (2017) and Engeset and Heggem (2015), have shown that SME operators in the sector are inspired by entrepreneurial capabilities and innovativeness and can be purposeful in building viable tourism and hospitality business.

The papers in this special issue provide a useful cross-sectional insight into the various opportunities and challenges faced by large and small tourism and hospitality organisations, with Afsar, Bibi and Umrani exploring emerging issues of ethics and service innovation within larger hotel operations, whilst Fuentes-Moraleda, Villacé-Molinero, Lafuente-Ibáñez and Muñoz-Mazón consider the tangible and intangible attributes of a smaller boutique hotel setting. The study by Fuentes-Moraleda et al. concludes that, in order to be competitive, boutique hotel managers must be innovative in the way that they develop marketing strategies. Their research pays particular attention to the need to deliver memorable experiences to customers, which reflects a considerable body of research highlighting memory and nostalgia as emerging themes (Robinson, 2015). Criscione-Naylor's study identifies values, assumptions, and behaviours associated with leaders of multidisciplinary teams. Adopting systems thinking and continuous improvement philosophies, the study explores how competencies developed during Kaizen process and post-participation are linked to innovative problem-solving. The fourth paper by Oriade, Broad and Gelder looks at diversification, innovations and competitiveness within farm attraction context. Their study employing case study strategy found support in the idea that different organisations have different needs that require different level of innovativeness.

Interestingly, much of what is discussed in the papers in this special issue focuses not only on operational and strategic management but also on the essential role of people within a tourism or hospitality context, reflecting the tangible nature of the sector and the central role of people in delivering meaningful experiences (Kenyon et al., 2020). Another key theme that emerged from the thread of studies in this special issue relates to knowledge and capabilities. This does not only amplify the intensive knowledge-based process nature of innovation and creativity but also emphasises the skill-dependent and information-intensiveness characteristics of the sector.

## References

- Binkhorst, E. (2007) 'Creativity in tourism experiences: the case of sitges', in Richards, G. and Wilson, J. (Eds.): *Tourism, Creativity and Development*, pp.125–144, Routledge, Oxon.
- Buhalis, D. and Law, R. (2008) 'Progress in information technology and tourism management: 20 years on and 10 years after the internet – the state of eTourism research', *Tourism Management*, Vol. 29, No. 4, pp.609–623.
- Burke, K., Robinson, P and Choi, M. (2020) 'Developing meta-strategies for hospitality experiences', Kenyon, A., Robinson, P. and Musgrave, J. (Eds.): *Managing Hospitality Experiences*, CABI, Wallingford.
- Christensen, C.M. (2013) *The Innovator's Dilemma: When New Technologies Cause Great Firms to Fail*, Harvard Business Review Press, Boston, Massachusetts.

- Engeset, A.B. and Heggem, R. (2015) 'Strategies in Norwegian farm tourism: product development, challenges, and solutions', *Scandinavian Journal of Hospitality and Tourism*, Vol. 15, Nos. 1–2, pp.122–137.
- Kenyon, A., Robinson, P. and Musgrave, J. (2020) *Managing Hospitality Experiences*, Wallingford, CABI.
- Lee, K. and Yoo, J. (2019) 'How does open innovation lead competitive advantage? A dynamic capability view perspective', *PLOS I*, Vol. 14, No. 11, pp.1–18.
- Morris, W., Henley, A. and Dowell, D. (2017) 'Farm diversification, entrepreneurship and technology adoption: analysis of upland farmers in Wales', *Journal of Rural Studies*, July, Vol. 53, pp.132–143.
- Robinson, P. (2015) 'I remember it well: epiphanies, nostalgia, and urban exploration as mediators of tourist memory in tourism', *Culture and Communication*, Vol. 15, No. 2, pp.87–102.
- Robinson, P. and Murray, A. (2017) 'Rural enterprise business development in the developed world', Oriade, A. and Robinsn, P. (Eds.): *Rural Tourism and Enterprise: Management, Marketing and Sustainability*, pp.1–18, CABI, Wallingford.
- Robinson, P., Lueck, M. and Smith, S. (2020) *Tourism*, 2nd ed., Wallingford, CABI.
- Thomas, R. and Wood, E. (2014) *Innovation in Tourism: Re-conceptualising and Measuring the Absorptive Capacity of the Hotel Sector* [online] <http://search.ebscohost.com/login.aspx?direct=true&db=ir00213a&AN=lbu.1275&site=eds-live&scope=site> (accessed 17 October 2019).