

# Organizational knowledge, dynamic capabilities and innovation in the hotel industry

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## Abstract

Literature suggests that knowledge is one of the main resources of innovative activity. Even more important than the existing knowledge in a firm, is its capacity to renovate its knowledge resources in order to adapt them to changing environment, that is to say, to develop dynamic capabilities. However, empirical research on variables that support such capabilities is scarce. Likewise, very little is known regarding the influence of these dynamic capabilities on organizational performance. Furthermore, empirical studies have analysed these topics mainly in the manufacturing sector and research is particularly rare regarding the hospitality industry. In order to study these matters, this paper develops and tests a comprehensive model to analyse the multiple and simultaneous relationships among organizational knowledge, dynamic capabilities and innovation in the accommodation sector. Results show that knowledge and knowledge-based processes play an outstanding role to foster innovation in the hotel firms.

## Keywords

Organizational knowledge, dynamic capabilities, product innovation, process innovation, hotel industry

## Introduction

For many years, papers dealing with innovation have mainly studied the manufacturing sector. However, with services currently playing a major role in the economies of numerous countries, many researchers are focusing their attention on studying innovation in this sector. Particularly, innovation activities in the tourism industry are a key issue, given that no effective barriers exist to provide protection from imitation. In this context, firms must be more active and consistent in their innovative activity (Hjalager, 2010; Ottenbacher and Harrington, 2009). In addition, knowledge is a key asset that enables organizations to

discover and exploit new opportunities (Wiklund and Shepherd, 2003). Nevertheless, the existing literature is still at an early stage in the development of knowledge assets that are decisive for the innovative capacity of the hotel industry (Coles and Zschiegner, 2011, Kattara and El-Said, 2013; Ordanini and

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