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Analysis of Scientific Production on Management Strategy and Sustainable Development in Tourism Enterprises

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Abstract

Research on strategic management and sustainability in tourism companies are approaches that organizations develop to establish their competitiveness in the market. This approach has been insufficient since the research has preferred to analyze the hospitality sector, so it is proposed to deepen the variables: management strategy and sustainability in tourism companies. The work consists of analyzing the articles through the Scopus and Web of Science databases in the period from 1990 to 2021, which provides a review of the literature to identify which are the most representative authors, as well as which are the areas of knowledge that investigate the proposed variables, in addition to which are the trends for future research on the proposed topic. The results obtained show that the topic has been investigated from the areas of knowledge of sustainability and in a smaller percentage from management. Minimal studies are also identified concerning new proposals for strategic management models for tourism companies.

Keywords: *management strategy, sustainable development, sustainable*

Introduction

In Latin America, tourism has been developing very satisfactory figures, according to the secretary of the World Tourism Organization (UNWTO, 2019; UNWTO, 2020), international tourist arrivals have shown growth from, 38 million recorded in 1990 to 1.5 billion reached in 2019. However, the SARS-COV2 health crisis unfolding in the world, from the end of 2019 to the present has caused a standstill in this sector, so the close relationship between management strategy and business sustainability has become evident.

Tourism has had a positive impact in all countries, although due to the health crisis it has been greatly affected, according to COMEXPERU (2021), during the period January-September 2020, the flow of international tourists decreased by 74.5% compared to that recorded in the period January-September 2019. As a consequence of the SARS-COV2 crisis, the tourism sector was greatly affected, and organizations had to internalize the respective changes aimed at sustainable management, since the tourism activity had been carried out on a massive scale up to that time and, because of the new context, it had to change.

Therefore, several companies try to propose or formulate management strategies and face the challenge of how to develop them (Aladag *et al.*, 2020). It is worth mentioning that the implementation of a strategy involves a series of activities, so it is considered multidimensional and is assessed once the decision to execute it has been made (Maldonado-Mera *et al.*, 2018). It is worth mentioning that the absence of sustainable practices in the companies of the sector is due to the lack of benefits in their implementation (Glen & Mearns, 2020; Mihalic, 2020); it is also possible that it is due to the gap between key knowledge and the development of skills; in a clear reference to the lack of preparation in this new approach (Carlisle *et al.*, 2021; Mihalic, 2020).

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It is also important to analyze the literature on management strategies focused on sustainability, to expose the evolution of these tools and their practicality in tourism companies. The results would undoubtedly contribute to the knowledge of these strategies. The objective of the research is to analyze the scientific production of the literature on sustainable strategic management in the tourism enterprise. The work consists of analyzing the articles through the Scopus and Web of Science databases in the period from 1990 to 2021. The present study is divided into Chapter 1: Abstract, Introduction, Keyword; Chapter 2: Literature Review; Chapter 3: Methodology and Results; and finally, the Conclusions.

Literature Review

In the tourism sector, as in any other sector, the environment is very important, since the product or service offered depends not only on people but also on government policies (Javed & Tučková, 2020), as Peña-Vinces (2009) also points out that both goals and objectives will depend on the structure of the country so that the resources and capabilities of the company are affected by the business climate.

Management strategy

Because the business environment is constantly changing, the company demands management strategies that are oriented to the development of the competitiveness of organizations (Javed & Tučková, 2020). The term strategy has been defined in various ways, however, no one can deny that it essentially refers to the implementation of policies oriented to the new vision of enterprise development (Maldonado-Mera et al., 2018), which is why Avci et al. (2011) state in this regard, that the implementation of strategic change lies in the overall strategic direction, as well as in the design of new perspectives of enterprise development. In this regard, it is undoubtedly necessary to mention that the strategy arises in the face of change, a factor that is collected from the environment and whose execution is aimed at obtaining a value-added advantage over the competition.

On the other hand, tourism companies develop a non-traditional service activity whose products are intangible and are for 'export', so their resources are based on two fundamental aspects: human and technological (Peña-Vinces et al., 2012). This is why it is considered a product that is quite sensitive to external elements and whose management strategy should be based on the development of the human resources approach, as well as the sustainability strategy so that companies in the tourism sector can enter a sustainable development model (Akrivos et al., 2014; Hoskisson & Hitt, 1999).

On the other hand, Barney (1991), in his research work identified the characteristics of the company's resources that generate sustainability and competitive advantage, proposing four criteria to evaluate the economic implications of these resources: inimitable, substitutable, value and rarity, these elements are a function of what the competition measures, and that, according to the company's characteristics, can become an added value for the company (Hoskisson & Hitt, 1999).

Planning in management strategy and sustainable competitive advantage is a tool that makes use of resources, through which image or reputation is generated in a given market sector. Identifying those intangible resources gives the company an advantage over the competition, even more so if the company, through those resources (knowledge, learning, culture, human capital) obtains results that are favorable to the competition (Barney, 1991; 2001). A fundamental issue in the implementation of management strategies is undoubtedly the leadership capabilities developed in organizations since they facilitate the execution of effective strategies (Mjaku, 2020). About this aspect, Rodriguez (2010) mentions that the quality of the strategy design and its effectiveness is related to the decision-making

by the top management team, which reaffirms the importance of human resources for organizations.

Sustainable business development

For the year 2030, the agenda adopted by several countries in the world to develop cross-cutting objectives for the benefit of environmental care involves the economic units of social development, such as enterprises, including companies in the tourism sector. The concern that arises from this is the use of the spaces in which they operate and the impacts they cause (Rosato *et al.*, 2021). This is a worrying aspect for the tourism sector given that the activity involves the use of the geographical area.

In recent years, the global problem of climate change has led companies, including hotels, to establish policies of environmental practices directed through the vision and objectives of the company (Khatter *et al.*, 2019). Regarding the approach to sustainability as a management strategy for companies, research reveals that they exist in large corporations and are oriented to environmental and social issues (Luederitz *et al.*, 2021) as mentioned above, likewise, it should be noted that the human factor is the axis for the development of the organization's policies.

Studies conducted in Sichuan (China) regarding sustainability as a management strategy in both tourism and hospitality companies show little positive results due to the lack of business interest in adapting to sustainability policies. They also indicate that the implementation of actions related to waste management, energy saving and the design of tourist routes with environmentally friendly vehicles should be established (Jones & Wynn, 2019). Indeed, the tourism sector should involve these actions that seek to care for and mitigate the impact that is daily affected by the development of tourism activities.

It should be noted that the dimensions of sustainability refer to social, economic and environmental aspects, the same that organizations seek to implement to overcome both social and environmental problems (Kitsios *et al.*, 2020), as well as the balance and satisfaction of the actors involved: the internal public and the community. It is an approach that not only seeks to establish a closer link with its internal public but also with all that is outside to establish a good image and reputation that represents a competitive advantage highly appreciated today in these times, although in some cases difficult to maintain (Gil & Barsellos, 2012).

Breier *et al.* (2021) mention that with the healthcare crisis, service companies, as well as accommodation companies, have been the most affected and, in view of this, they propose to develop a business model based on strategies to generate added value to the organization, to innovate and change strategy. Undoubtedly, everything that worked before 2020 is not valid to apply today because the contexts and realities are different.

Resource-Based Vision Theory

The resource-based view (RBV) theory emphasizes the importance of the company's internal resources since it is recognized that these resources are the ones that develop the company's intangible value. Following this same route, this intangible resource constitutes a competitive advantage, this idea already proposed in 1959 by Penrose already distinguished through his growth theory, that the resources were a set of things and people whose heterogeneity provided the unique personality to the company (Hoskisson & Hitt, 1999).

The theory of the RBV has focused on one of the aspects that today concentrates interest, such as

human resources, a valuable element of any company that, regardless of its size, contains knowledge, capacity and skills, tools that are undoubtedly the source of competitive advantage of organizations (Hoskisson & Hitt, 1999), and identifying these intangible resources is equivalent to showing the capabilities and skills that characterize the company (Fernández Rodríguez & Suárez González, 1996).

Sustainable Management Models

Currently, several researches are developing strategic management studies under the sustainability approach (Kisi, 2019). Sustainable management models are required as soon as the management strategy is considered a tool to achieve not only profitable but also sustainable objectives (Moreno *et al.*, 2020); this represents a greater effort on the part of small companies since it requires whole planning to become a sustainable organization (Barbosa *et al.*, 2020).

It is necessary to specify that there are several approaches, as well as tools that aim to guide the models of sustainability management in companies based on theories of business management, design theory (Rocha *et al.*, 2019), as well as leadership, considered within the process of strategic management as an essential factor for the development and execution of the same (Mjaku, 2020); there are also management tools such as the Triple Bottom Line, the Scorecard (Barbosa *et al.*, 2020).

Despite having countless tools that enable companies to engage in sustainable management strategies, a considerable sector of organizations do not integrate it (Teixeira & Canciglieri Junior, 2019), which is why these organizations need sustainable management models that enable their executives to develop systemic thinking (Wollmann & Tortato, 2019) given that they face difficulties not only in conceptualizing sustainable development and management strategy but also implementation in the practicality of the field (Kitsios *et al.*, 2020).

Sustainable Strategic Management Model (SSM)

This model is based on the conceptual framework of strategic management, from which the business concept is developed to reformulate the mission, vision, values and strategic objectives of the company. To reformulate the Strategic Position oriented toward sustainability, it is necessary to analyze the environment and establish specific objectives about the dimensions of the Triple Bottom Line (BTL): economic-social and environmental, as well as the Balanced Scorecard (BSC). By developing an internal and external diagnosis, it is shown how the company is internally and with the market; to align the strategic objectives to the business sustainability, then a Strategic Map is developed where sustainable strategies are proposed and finally, the Strategic Control is developed in which the action plan is developed and control indicators are proposed (Barbosa *et al.*, 2020).

Management Design Models for Sustainability (DG)

Rocha *et al.* (2019) present the Management Design models based on an analysis of various findings in the literature review, through three levels: strategic, tactical and operational. The information they compile turns out to be very scattered because the various authors do not reach a consensus on the use of tools for management design. Regarding the strategic level, they deal with aspects such as the Establishment of a sustainability vision, Integration in the business strategy, as well as Stakeholder participation; concerning the tactical level, they refer to Environmental, social and economic criteria, Sustainability assessment, Integration into management systems and practices, as well as the implementation of the different internal functions; for the operational level, they refer to Organization of the design and development process.

Model for Hierarchical Strategic Decisions

In the development of strategic management, the decision-making process must be taken into account and, because of this aspect Wollmann & Tortato (2019), develop a conceptual model with which it is intended to hierarchize the strategic decisions according to criteria of innovation value and sustainability and budget constraint, for which they perform a literature review regarding the Theory of management under the approaches of Decision Making, Systemic Thinking, Value Innovation and Complex Adaptive System and the techniques used are: the Analytic Network Process considering the effect of Benefits, Opportunities, Costs and Risks and Linear Programming (LP). The results allow identifying the relationships between the concepts of sustainability, value innovation, strategic decision processes, as well as the complex adaptive techniques and the decision-making technique.

Relational Leadership Model for Strategic Sustainability

In this paper, the authors demonstrate a conceptual model of relational leadership for the development of strategic sustainability in organizations, from a practical perspective. To this end, they consider leadership from a collective approach, given that organizations require dynamism. This factor can contribute to the management of sustainable strategic organizations. Another aspect that stands out in the model is the integration that leadership generates from multiple social and ecological actions with the various actors involved, and also strengthens the thesis that relational leadership can promote the development of strategic sustainability in organizations, based on the interactions and relationships between people. The model is built from the conceptualization of practical leadership, as well as its capabilities based on the levels of the Strategic Framework for Sustainable Development (systems, success, strategic lines, actions and tools (Kurucz *et al.*, 2017).

From the literature reviewed, some lines of research should be addressed in the immediate future: the development of corporate responsibility policies, which are transversal axes in organizations that involve the various stakeholders of the company, as an added value, and which in the tourism sector have not yet been developed, only in the hotel sector with a greater presence. In addition, the authors are unable to establish models of sustainable strategic management for tourism companies, due to the great diversity of criteria and approaches with which they argue.

Methodology

The TEMAC consolidated meta-analytical method approach theory will be used to review information regarding important data such as authors who write about strategic management and sustainability in tourism companies, languages in which we find the research, keywords, institutions that support research, and most prominent authors by publications. Future lines of research, as well as the bibliometric indexes, used such as conciliative, and coupling (Mariano *et al.*, 2019).

This work was carried out using the Web of Science and the Scopus databases, in the period from 1990 to 2021 to cover all possible information, identifying the most prominent authors, as well as the most cited publications. The Vosviewer tool was used to graph the results through heat maps.

Results

For the construction of the research, the following words in English were used: "Strategy management" AND "sustainable development", which when consulted yielded 22,514 articles in Scopus and 22,448 articles in Web of science, which were filtered according to Table 1.

Table 1: *Criteria for filtering required information*

Filter Criteria	Scopus	Web of Science
Years	1990-2022	1991-2021
Categories	Business/Management	Business/Management
Document	Article Review	Article
Publication	Final	
Access	Open	
Keywords	Sustainable development Sustainable management Management strategy Development strategy	

Source: Data taken from the Scopus and Web of Science 2021 databases.

These data pertain to the years from 1990 to 2021 for these two databases. Regarding the type of document, articles and review articles were selected in the final version, open access in the area of Business Management and with the following keywords: *Sustainable Development, Sustainable Management, Management Strategies, and Development Strategy, leaving 226 articles in Scopus and 935 in Web of Science respectively.*

Registered articles

Older publications

The following table shows the oldest publications registered in both Scopus and Web of Science.

Table 2: *Oldest publications in Scopus and Web of Science databases*

Base de datos	Año	Publicaciones	Autor	Citaciones
Web of science	1991	Balancing Minerals Development and Environmental-Protection	Frost, F., Mensik, S.	5
Scopus	1996	The problem of attention management in innovation for sustainability	Brooks, H.	8

The oldest article found in Scopus, entitled: The problem of attention. The oldest publication on the Web of Science, entitled: Balancing Minerals Development and environmental-protection, deals with the analysis of the applicability of environmental policies in the mining sector, given the complexity of attention to land use, as well as the transcendental role that the government must play in this activity in favor of sustainable development.

Regarding the oldest article found in Scopus, entitled: The problem of attention management in innovation for sustainability, its author states that there is not. The only environmentally friendly levels of development that exist are those that are fully sustainable, and that applying technology as a management strategy requires the use of a variety of technological sources.

Publications between 1990-2022

Regarding the evolution of publications, it can be observed that the works on management strategy and sustainable development have been presented more frequently from 2009 onwards in both databases (Figures 1 and 2 respectively).

Figure 1

Scopus Publications



Figure 2

Web of Science Publications



Source: The figures show the evolution of publications from 1991 to 2021, which show the progress of research in these areas of knowledge.

Featured publications

In the most outstanding publications in terms of the number of citations that have been registered between 1991-2021, it should be noted that in the Web of Science database the sustainability variable is the predominant topic of interest, while in the Scopus database the development of topics oriented towards management predominates. In both databases, sustainable development and management strategy have been strongly linked (Table 2 and 3 respectively).

Table 3: Featured publications in Web of Science

Artículos más citados en Web of Science		Q Citas
1	Regime shifts to sustainability through processes of niche formation: The approach of strategic niche management	3433
2	Strategic niche management and sustainable innovation journeys: theory, findings, research agenda, and policy	1309
3	Extending green practices across the supply chain - The impact of upstream and downstream integration	872
4	Creating sustainable value	736
5	Achieving sustainability through attention to human resource factors in environmental management	720
6	Sustainable Supply Chain Management and Inter-Organizational Resources: A Literature Review	449
7	The relative impact of marketing, research-and-development, and operations capabilities on firm performance	434
8	Dynamic core competences through meta-learning and strategic context	348
9	Corporate strategies and environmental regulations: An organizing framework	323
10	Tensions in Corporate Sustainability: Towards an Integrative Framework	317
11	Green, lean, and global supply chains	306
12	MASS CUSTOMIZATION - IMPLEMENTING THE EMERGING PARADIGM FOR COMPETITIVE ADVANTAGE	306
13	Dynamic capabilities and new product development in high technology ventures: An empirical analysis of new biotech	300
14	Three frames for innovation policy: R&D, systems of innovation and transformative change	290
15	From green to sustainability: Information Technology and an integrated sustainability framework	263
16	Dynamic capabilities in international expansion Managing Corporate Sustainability and CSR: A Conceptual Framework Combining Values, Strategies and	247
17	Instruments Contributing to Sustainable Development	245
18	State-of-the-Art and Future Directions for Green Human Resource Management: Introduction to the Special Issue	237
19	Marketing and business performance	224
20	Evolutionary approaches for sustainable innovation policies: From niche to paradigm?	222
21	Reverse Logistics and Social Sustainability	218
22	From experience: Harnessing tacit knowledge to achieve breakthrough innovation	201

Source: Obtained from the Web of Science database.

Table 4: *Scopus featured publications*

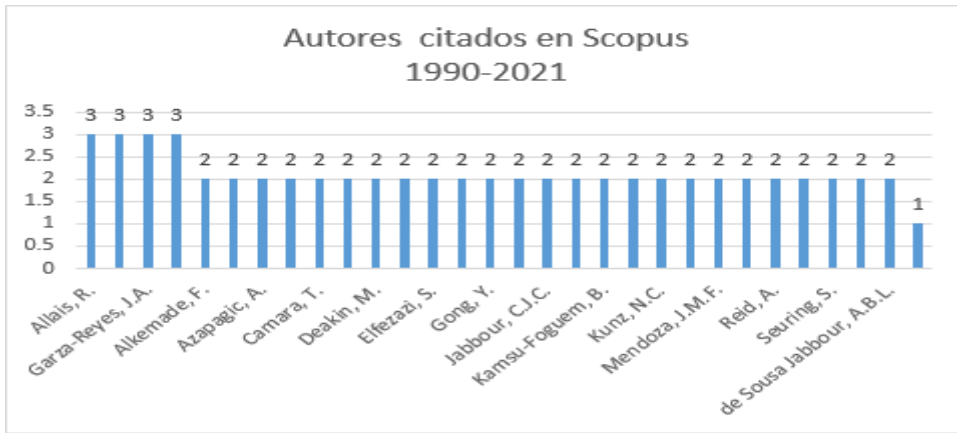
Source: Obtained from the Scopus database.

	Articulos mas citados en Scopus	Q Citas
1	The impact of corporate sustainability on organizational processes and performance	587
2	An integrated approach to achieving campus sustainability: assessment of the current campus environmental management practices	438
3	Tensions in Corporate Sustainability: Towards an Integrative Framework	332
4	Visitors' memories of wildlife tourism: Implications for the design of powerful interpretive experiences	267
5	Edith Penrose's contribution to the resource-based view of strategic management	248
6	A big data analytics architecture for cleaner manufacturing and maintenance processes of complex products	243
7	Sustainability as a dynamic organizational capability: a systematic review and a future agenda toward a sustainable transition	180
8	Critical factors for implementing and diffusing sustainable product-Service systems: Insights from innovation studies and companies' experiences	159
9	Environmental and social supply chain management sustainability practices: Construct development and measurement	149
10	Project sustainability strategies: A systematic literature review	144
11	Interdisciplinarity: Practical approach to advancing education for sustainability and for the Sustainable Development Goals	129
12	Multi-niche analysis of dynamics and policies in Dutch renewable energy innovation journeys (1970-2006): Hype-cycles/closed networks and technology-focused learning	124
13	A framework for a sustainable approach to mine tailings management: Disposal strategies	122
14	Transitioning to resilience and sustainability in urban communities	119
15	Implementing sustainability in multi-tier supply chains: Strategies and contingencies in managing sub-suppliers	107
16	Business strategies for transitions towards sustainable systems	104
17	Measuring sustainability in a mass tourist destination: Pressures Perceptions and policy responses in torrevieja Spain	101

Most cited authors

Most cited authors in Scopus. Allais, R., stands out with his work entitled: Toward a systemic navigation framework to integrate Sustainable Development into the Company in which, based on a literature review, he proposes a system to integrate sustainability into the strategic, tactical and operational levels of organizations, so that environmental issues are integrated into the company. See Figure 3.

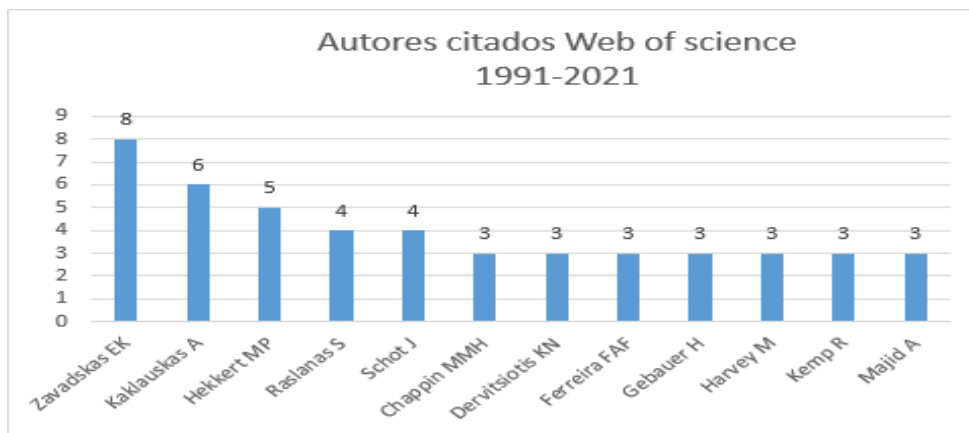
Figure 3: Most cited authors in Scopus



Source: Obtained from the Scopus database.

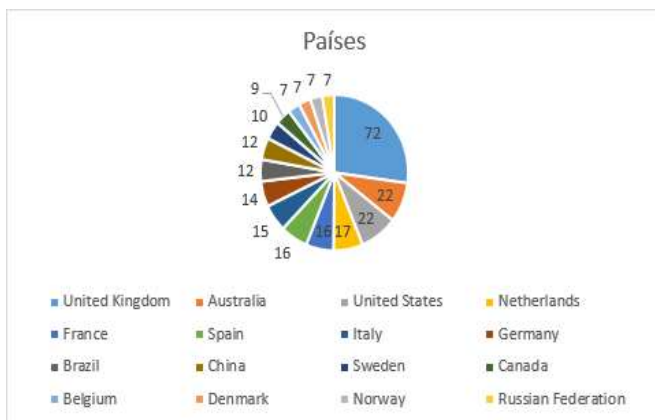
Most cited authors in Web of Science. Zavadskas, EK. stands out with his paper entitled: The concept model of sustainable building retrofitting. The authors of this article have developed a conceptual model of sustainable retrofitting of public buildings. The model was created based on the principles of sustainable development, their consideration in the decision-making process and the factors influencing the efficiency of the model (Figure 4).

Figure 4: Most cited authors in Web of Science



Source: Obtained from the Web of Science database.

Países	Registro
USA	147
ENGLAND	117
PEOPLES R CHINA	84
NETHERLANDS	61
ITALY	57
AUSTRALIA	43
CANADA	43
INDIA	43
SPAIN	41
FRANCE	39
BRAZIL	33
GERMANY	33
SWEDEN	33
TAIWAN	29
UKRAINE	29
LITHUANIA	25
POLAND	22
RUSSIA	20
FINLAND	19
MALAYSIA	19
DENMARK	18
IRAN	18
SWITZERLAND	17
NEW ZEALAND	15
PORTUGAL	13
Denmark	7
Norway	7
Russian Federation	7



Countries

Countries according to the Scopus database. For the countries with the greatest contribution of literature, the United Kingdom leads in the number of research studies with 72 entries, followed by Australia and the United States of America (USA) with 22 entries, respectively (Table 5).

Table 5: Countries with the largest research records in Scopus

Source: Obtained from the Scopus database.

Countries according to the Web of Science database. Of the countries with the greatest contribution of literature, the United States of America (USA) leads with 147 records, followed by the United Kingdom with 117 records and the Republic of China with 84 records, respectively (Table 6).

Table 6: Countries with the highest number of research records in Web of Science

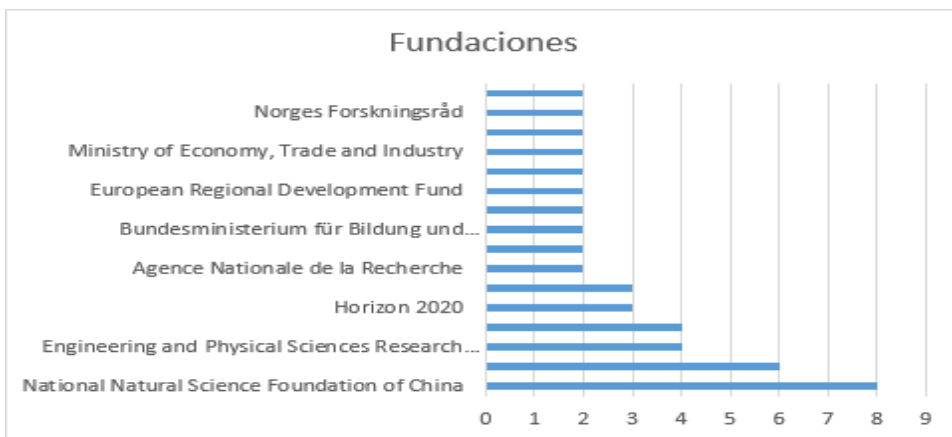
Source: Obtained from the Web of Science database.

Financial entities

Research funding organizations according to Scopus.



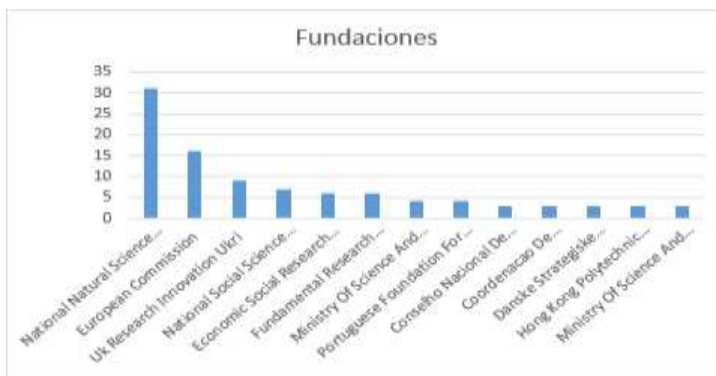
Figure 5: Organizations that fund research projects



Source: Obtained from the Scopus database.

Organizations that finance research according to Web of Science. The work carried out by National Natural Science is oriented to the execution of projects in social responsibility, since they consider it to be an area still in development. The European Commission focuses its projects on the study of strategic management in organizations, and the UK, Research innovation focuses its projects on strategic management and sustainability.

Figure 6: Organizations that fund research projects



Source: Obtained from the Web of Science database.

Languages

For the language in which the articles on the subject of Strategy management or Sustainable Development appear, the predominant language is English, followed by Russian, Portuguese and Spanish. This indicates that, as in other areas, it is the universal language (Tables 7 and 8 respectively).

Table 7: Table 8

Languages according to Scopus Languages according to Web of Science

Language	Registros
English	218
Spanish	4
Lithuanian	2
Portuguese	2
Russian	2
Ukrainian	1

Languages	Registro
English	912
Russian	13
Portuguese	6
Spanish	5
Lithuanian	2
Croatian	1
French	1
Unspecified	1

Note: Retrieved from Scopus database Note: Retrieved from Web of Science

3.1.1 Research areas

The areas of knowledge in which research is most prevalent are Management and Business, as well as Engineering and Environmental Sciences in both the Scopus database and Web of Science. See Figures 7 and 8

Figure 7

Research areas Scopus database



Figure 8

Research areas WoS database



Source: Obtained from the Scopus and Web of Science databases, respectively.

3.1.2 Journals

A) *Scopus*. Concerning the journals in which the publications are presented, the following are registered: Journal of Cleaner Production belongs to Q1 in the area of. Strategy Management, Business strategy and the environment belong to Q1 in the following areas of Strategy Management and Business and International Management; International Journal of Production Economics belongs to Q1 in the areas of Business, Management and Accounting, as well as in Management Science and Operations Research.

Table 9

List of Journals in Scopus

Titulos de fuentes	Registros
Journal of Cleaner Production	86
Business Strategy and the Environment	15
International Journal of Production Economics	12
Technological Forecasting and Social Change	7
Construction Management and Economics	4
Industrial Management and Data Systems	4
International Journal of Production Research	4
Economy of Region	3
Gestao e Producao	3
International Journal of Strategic Property Management	3
Journal of Business Economics and Management	3
Journal of Construction Engineering and Management	3
Journal of Manufacturing Technology Management	3
Proceedings of Institution of Civil Engineers Management Procurement and Law	3
Cities	2

B) Web of Science. Concerning the journals in which the publications are presented, the following are registered: Technology Analysis Strategic Management journal belongs to Q3 and to the Management category, Business Strategy and the Environment which belongs to Q1, and the category, Management, Business and Environmental Studies; International Journal of Strategic Property Management is in Q4 and the Management category.

Table 10: List of Journals on Web of science

Titulo de fuentes	Registros
Technology Analysis Strategic Management	69
Business Strategy And The Environment	52
International Journal Of Strategic Property Management	39
Corporate Social Responsibility And Environmental Management	32
Technological Forecasting And Social Change	24
World Journal Of Entrepreneurship Management And Sustainable Development	21
Marketing And Management Of Innovations	17
Strategic Management Journal	15
Management Decision	14
Entrepreneurship And Sustainability Issues	13
International Journal Of Operations Production Management	13
Journal Of Business Ethics	12
Journal Of Business Research	11
Tourism Management	11
International Journal Of Technology Management	10

Heat Maps

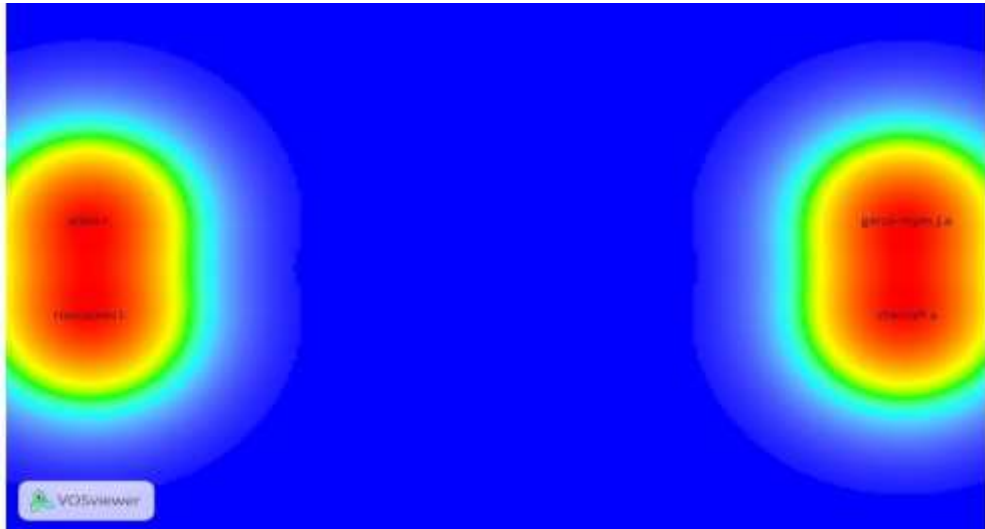
Keywords

Using the Vosviewer tool and the Cocitation file, we found the following keywords, which appear in the literature analyzed over time, presenting 10 cores of which the largest ones are those that have been most considered by the authors in their articles: Management, Sustainability, Performance, strategy, innovation, model.

development.

3.1.3 Co-authorship in Scopus

Figure 11: *Most related authors in Scopus research*



Allais & Roucoules worked on three papers, the first in 2013 entitled: Toward a systemic navigation framework to integrate Sustainable Development into the Company referred to that companies seek competitive value and the integration of environmental policies can give them that value, and, through a literature review they propose that such policies can be involved through a system containing three levels: strategic, tactical and operational. Subsequently, in 2015 they present the article entitled: Inclusion of territorial resources in the Product Development process in which they propose that the companies consider territorial resources as an added value not only for the company but also for the territory itself. Also in 2017 published the article *Governance maturity grid: a transition method for integrating sustainability into companies*. Referring to the innovation of corporate governance, they consider that the strategic practices of companies should be evaluated and improved, to serve as a reflection for senior management.

Co-authorship in the Web of Science

<https://doi.org/10.1016/j.jclepro.2020.120880>

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