

## ORGANIZATIONAL AMBIDEXTERITY IN TOURISM RESEARCH: A SYSTEMATIC REVIEW

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The ambidexterity concept is largely used in the strategic management field. However, little is known about its use in travel, tourism, hospitality, leisure, and event research. This study offers not only the first comprehensive analysis of the use of this concept but also a rationale for why it should be more widely used in travel, tourism, hospitality, leisure, and event research. The results show that (1) ambidexterity is scarcely used by researchers, (2) most papers are based on empirical data, and (3) all empirical studies were done either in Europe or in Asia. Moreover, scholars have focused on three main outcomes: sustainability, human resources performance, and market performance. This review allowed us to advance suggestions for practice and future research.

**Key words:** Organizational ambidexterity; Sustainability; Human resources management (HRM); Performance; Tourism

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### Introduction

The concept of ambidexterity, which appeared in 1976, calls for a balance between exploration and exploitation (Duncan, 1976). Indeed, organizations focusing exclusively on exploration are hindered by the cost of research and development, with no guarantee of return on their investments. As for organizations focusing on exploitation, they remain in a status quo and their performance does

not improve (Duncan, 1976). As a result, Nieto-Rodriguez (2014) stated that successful organizations need to find a balance between both. This view was also shared by Mihalache and Mihalache (2016), who argued that ambidexterity enables tourism firms to make the most of their current capabilities while at the same time developing new ones to attract new customers. Ambidexterity is about balancing the focus on the present and the future (Filippini, Güttel, & Nosella, 2012;

Mihalache & Mihalache, 2016). Thus, to achieve organizational ambidexterity (OA), some changes are required. Among these are leadership, culture, people skills, structure and governance, enterprise performance management, and systems and tools (Nieto-Rodriguez, 2014). These changes are what Visser (2015) referred to as enterprise reform and future fitness: "In tourism research, ambidexterity is a rather new concept and, therefore, scarcely used by scholars" (Seraphin & Yallop, 2019, p. 6). Therefore, in tourism, investigating OA is important, as this approach "would seem as a natural and relevant approach for the industry, a systematic way of managing a destination or an organization (private or public tourism organizations) at macro and micro levels of the business environment" (Seraphin & Yallop, 2019, p. 7). Additionally, this approach has the potential to improve the quality of products and services in the industry and turn them into a competitive advantage (Seraphin & Yallop, 2019).

From a methodological point of view, the literature review will be used to unveil the concept of ambidextrous management (AM), ambidextrous organization (AO), or OA that is widely used in many areas, such as higher education, media studies, information technology, human resources management (HRM), professional services, leadership, management control systems, entrepreneurship, customer service, finance, agriculture, pharmacy, etc. (Seraphin & Butcher, 2018), and is still quasi-unused in travel, tourism, hospitality, leisure, and event management despite the logical benefits of OA (Mihalache & Mihalache, 2016; Seraphin & Butcher, 2018; Seraphin, Smith, Scott, & Stokes, 2018). Hence, this research offers not only the first comprehensive analysis of the use (and difficulties of applying) of OA, AM, or AO (up until February 2019) but also a rationale for why this management approach should be more widely used in travel, tourism, hospitality, leisure, and event management research. The result of this research will open new avenues for research and, equally important, advance knowledge.

This research places itself as a continuation of a range of research (as yet still limited) in the area of OA, AM, or AO in travel, tourism, hospitality, leisure, and event management research, particularly in relation to the following:

- First and foremost, this review is a continuation of Mihalache and Mihalache (2016), who briefly highlighted the benefits and challenges of AM in tourism. This article goes a step further, as it will explore in depth the scope of the current use of AM in travel, tourism, hospitality, leisure, and event management research. The purpose of this research is therefore in line with Martínez-Pérez, García-Villaverde, and Elche (2016), who supported the need for broader and disaggregated research.
- Cheng, Tang, Shih, and Wang (2016), Tsai (2017), Úbeda-García, Claver-Cortés, Marco-Lajara, García-Lillo, and Zaragoza-Sáez (2018), and Wang, Tang, and Cheng (2018) highlighted the fact that the results of their research on AM in hotels as a tool for innovation could not be generalized as based on a specific case study and a convenient sample. The same issues have been emphasized by Bouzari and Karatepe (2017) and Ma, Zhou, Chen, and Dong (2019) in their works on HRM and leadership. The present article will offer a wider view of the topic. Hammond and Wellington (2013) explained that a literature review provides information on key findings, methods used, who has said what, etc., on a specific topic. The scope is therefore broader than a case study.

The present study attempts to answer the following research questions: (1) How many tourism studies on ambidexterity, AM, or OA have been published? (2) How many tourism studies are theoretically, methodologically, and/or empirically informed? (3) Which research methods are used (qualitative, quantitative, mixed-method)? And finally, (4) what has been the research progress to date and opportunities for further research?

### Methodology

According to Pickering and Byrne (2014), to conduct a literature review, there are a number of established methods that can be broadly categorized into the meta-analysis, traditional narrative review, and systematic quantitative review. In line with previous studies (Palmatier, 2016; Yang, Khoo-Lattimore, & Arcodia, 2017), this study adopted a systematic quantitative approach to review existing

travel, tourism, hospitality, leisure, and event studies on AM. This approach highlights a systematic process to the literature search, extraction, and synthesis (Yang et al., 2017). On the other hand, a systematic and quantitative review is suitable for apprehending the landscape and boundary of knowledge by demonstrating what is known and what is yet to be known (Pickering, Grignon, Steven, Guitart, & Byrne, 2015). As underscored by Pickering and Byrne (2014), a systematic quantitative review is comprehensive because it can synthesize a heterogeneous collection of interdisciplinary research, conducted in different settings, using diverse research designs. Because this study reviews extant travel, tourism, hospitality, leisure, and event research on AM, achieved in various situations and using different research designs, a systematic quantitative review is considered an appropriate approach.

### *Systematic Review Process*

As with previous research (e.g., Yang et al., 2017), the systematic review process adapted from Petticrew and Roberts (2006) and Pickering and Byrne (2014) is applied in this study.

The first step is to define the review aims and research questions, which have been detailed in the introduction section. The second step relates to formulating a review protocol, which contains information on the search terms, list of journals, and selection criteria. To capture published papers that have investigated the ambidexterity concept, “ambidexterity” and “ambidextrous” were used as the search terms, based on Seny Kan, Adegbite, El Omari, and Abdellatif (2016), who adopted this strategy when trying to determine the extent of research in the area of qualitative comparative analysis (QCA). Additionally, in previous studies using the ambidexterity concept (e.g., Filippini et al., 2012; Gibson & Birkinshaw, 2004; Mihalache & Mihalache, 2016; Seraphin & Yallop, 2019), we recognize that the terms such as “ambidexterity,” “ambidextrous management,” “ambidextrous organization,” “ambidextrous approach,” or “organizational ambidexterity” have been very often employed. Thus, using these two search terms enables us to cover all published tourism studies related to the ambidexterity concept. While some

previous studies (e.g., Seny Kan et al., 2016; Yang et al., 2017) searched the literature through academic databases (e.g., Ebsco, ScienceDirect, Scopus, etc.), in this review identifying published articles that have explored the ambidexterity concept was directly realized from academic journals related to the travel, tourism, hospitality, leisure, and event fields. This approach is relevant because the current review aims to embrace the use of the ambidexterity concept in studies in these fields which have been published in these academic journals. Like Paul, Parthasarathy, and Gupta (2017), the 2018 Chartered Association of Business Schools (CABS) list was chosen because of its popularity in the management-related academic community and its exhaustiveness in terms of journals specialized in these specific fields. Of this 2018 CABS list, 53 English-language academic journals related to travel, tourism, hospitality, leisure, and events were identified (see Table 1). All the papers published in English in these 53 journals that contain the aforementioned search terms in the title, abstract, or keywords were selected, and no timeframe was required while searching.

The third step concerns the literature search from the 53 identified journals. To ensure consistency, following Yang et al.’s (2017) approach, studies where the search terms did not figure in the author-supplied keywords but in the indexed keywords were ruled out. The assessment of papers was based on the abstracts, and the full texts were referred to when needed.

As a result of the second and third steps, 13 papers were identified as eligible and extracted. This is the fourth step (extracting literature). A summary table that contains the bibliographic details of these 13 papers and the affiliations of the lead authors was established (see Table 2). As shown in Table 2, the number of published papers related to the travel, tourism, hospitality, leisure, and event fields that have investigated the ambidexterity concept is very limited, which confirms the statement established by prior research (e.g., Seraphin & Yallop, 2019). The ambidexterity concept has very recently drawn the attention of researchers in these fields; the first research that has called on this concept dates to 2014.

The fifth step consists in synthesizing the findings. This last step is composed of analyzing the

Table 1  
List of Identified Journals

Number	Journal Name
1	<i>Event Management</i>
2	<i>International Journal of Event and Festival Management</i>
3	<i>Journal of Convention and Event Tourism</i>
4	<i>Journal of Policy Research in Tourism, Leisure and Events</i>
5	<i>Annals of Leisure Research</i>
6	<i>Leisure Sciences</i>
7	<i>Leisure Studies</i>
8	<i>Advances in Hospitality and Leisure</i>
9	<i>Journal of Hospitality, Leisure, Sport and Tourism Education</i>
10	<i>Managing Leisure: An International Journal</i>
11	<i>World Leisure Journal</i>
12	<i>Journal of Destination Marketing and Management</i>
13	<i>International Journal of Contemporary Hospitality Management</i>
14	<i>International Journal of Hospitality Management</i>
15	<i>Cornell Hospitality Quarterly</i>
16	<i>Hospitality and Society</i>
17	<i>Journal of Hospitality and Tourism Research</i>
18	<i>Scandinavian Journal of Hospitality and Tourism</i>
19	<i>Advances in Hospitality and Leisure</i>
20	<i>Anatolia: An International Journal of Tourism and Hospitality Research</i>
21	<i>FIU Hospitality Review</i>
22	<i>International Journal of Culture, Tourism and Hospitality Research</i>
23	<i>International Journal of Hospitality and Tourism Administration</i>
24	<i>Journal of Hospitality and Tourism Education</i>
25	<i>Journal of Hospitality and Tourism Management</i>
26	<i>Journal of Hospitality and Tourism Technology: A Framework for Innovation</i>
27	<i>Journal of Hospitality Marketing and Management</i>
28	<i>Journal of Human Resources in Hospitality and Tourism</i>
29	<i>Journal of Quality Assurance in Hospitality and Tourism</i>
30	<i>Worldwide Hospitality and Tourism Themes</i>
31	<i>Annals of Tourism Research</i>
32	<i>Tourism Management</i>
33	<i>Journal of Sustainable Tourism</i>
34	<i>Current Issues in Tourism</i>
35	<i>International Journal of Tourism Research</i>
36	<i>Journal of Travel and Tourism Marketing</i>
37	<i>Tourism Analysis</i>
38	<i>Tourism Economics</i>
39	<i>Tourism Geographies</i>
40	<i>Tourism Management Perspectives</i>
41	<i>Tourism Planning and Development</i>
42	<i>Tourism Recreation Research</i>
43	<i>Asia Pacific Journal of Tourism Research</i>
44	<i>Journal of China Tourism Research</i>
45	<i>Journal of Ecotourism</i>
46	<i>Journal of Outdoor Recreation and Tourism</i>
47	<i>Journal of Sport and Tourism</i>
48	<i>Journal of Travel and Tourism Research</i>
49	<i>PASOS Journal of Tourism and Cultural Heritage</i>
50	<i>Tourism Culture and Communication</i>
51	<i>Tourism Review</i>
52	<i>Tourism: An International Interdisciplinary Journal</i>
53	<i>Journal of Travel Research</i>

Table 2  
List of Identified Articles

Journal Name	Author(s) Name(s)	Affiliation(s) of Lead Author	Publication Year	Article Title
<i>Journal of Destination Marketing and Management</i>	Seraphin, Smith, Scott, and Stokes	University of Winchester (UK)	2018	Destination management through organizational ambidexterity: Conceptualising Haitian enclaves
<i>Journal of Destination Marketing and Management</i>	Seraphin, Sheeran, and Pilato	University of Winchester (UK)	2018	Over-tourism and the fall of Venice as a destination
<i>International Journal of Contemporary Hospitality Management</i>	Ubeda-Garcia, Claver-Cortes, Marco-Lajara, Garcia-Lillo, and Saragoza-Saez	University of Alicante (Spain)	2018	Continuous innovation in the hotel industry: The development of organizational ambidexterity through human capital and organizational culture in Spanish hotels
<i>International Journal of Contemporary Hospitality Management</i>	Martinez-Perez, Garcia-Villaverde, and Elche	Universidad de Castilla-La Mancha (Spain)	2016	The mediating effect of ambidextrous knowledge strategy between social capital and innovation of cultural tourism clusters firms
<i>International Journal of Contemporary Hospitality Management</i>	Wang, Tang, and Cheng	National Chi Nan University (Taiwan)	2018	Art-oriented model of hotel service innovation
<i>International Journal of Contemporary Hospitality Management</i>	Bouzari and Karatepe	Eastern Mediterranean University (Turkey)	2017	Test of a mediation model of psychological capital among hotel salespeople
<i>International Journal of Contemporary Hospitality Management</i>	Tang	Asia University (Taiwan)	2014	Becoming an ambidextrous hotel: The role of customer orientation
<i>International Journal of Hospitality Management</i>	Cheng, Tang, Shih, and Wang	National Chi Nan University (Taiwan)	2016	Designing lifestyle hotels
<i>International Journal of Hospitality Management</i>	Ma, Zhou, Chen, and Dong	Xiamen University (China)	2019	Does ambidextrous leadership motivate work crafting?
<i>International Journal of Hospitality Management</i>	Ubeda-Garcia, Claver-Cortes, Marco-Lajara, and Zaragoza-Saez	University of Alicante (Spain)	2016	Toward organizational ambidexterity in the hotel industry: The role of human resources
<i>Cornell Hospitality Quarterly</i>	Mihalache and Mihalache	NEOMA Business School (France)	2016	Organizational ambidexterity and sustained performance in the tourism industry
<i>Annals of Tourism Research</i>	Tsai	Shih Hsin University (Taiwan)	2017	Driving holistic innovation to heighten hotel customer loyalty
<i>Leisure Studies</i>	Seraphin and Yallop	University of Winchester (UK)	2019	Proposed framework for the management of resorts Mini Clubs: An ambidextrous approach

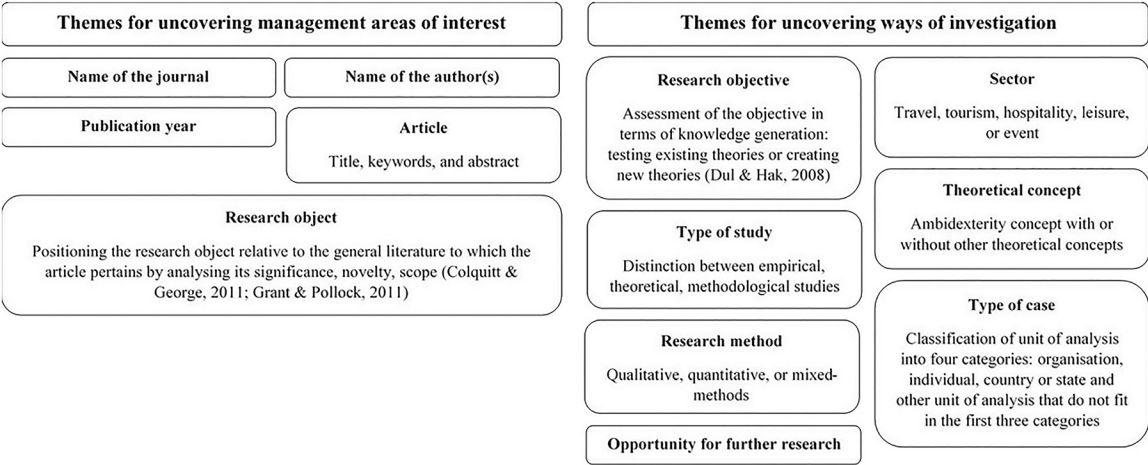


Figure 1. Dictionary of themes for the articles’ analysis. Source: Adapted from Seny Kan et al. (2016).

summary table using the content analysis and reporting the review’s findings.

Content Analysis

Following prior research (e.g., Nunkoo, Smith, & Ramkissoon, 2013; Seny Kan et al., 2016; Yang et al., 2017), a content analysis was conducted on the summary table. To answer the research questions raised, a themes dictionary adapted from Seny Kan et al. (2016) was implemented (see Fig. 1). This themes dictionary comprises the themes for uncovering management areas of interest and ways of investigation. The journal name, article title, keywords, abstract, and research object helped to identify management areas of interest (Colquitt & George, 2011; Grant & Pollock, 2011). The research objective, sector, theoretical concept, type of study, research method, type of case, and opportunity for further research allowed the capture of ways of investigation. The details of each theme can be found in Figure 1.

Bibliographic Information  
and Ways of Investigation

Journals

With four articles, *International Journal of Contemporary Hospitality Management* is the journal that has published the most articles in relation to the ambidexterity concept, followed by *International*

*Journal of Hospitality Management* (three articles). The other journals have only published between one and two articles in the investigated field (see Table 2).

Out of the three premier outlets (*Tourism Management*, *Annals of Tourism Research*, *Journal of Travel Research*), only one (*Annals of Tourism Research*) has published in the field.

Authors, Affiliations, Years of Publication,  
and Titles of Articles

No specific academic particularly emerges as an expert in the investigated field (apart from Seraphin, who has published three papers in the area). As for the affiliations of the lead authors, they are rather well balanced between Europe and Asia.

As a research field, the investigated phenomenon is relatively new in tourism, hospitality, events, and leisure. From 2014 to 2019, between one and four papers were published with the exception for 2015 (no papers), with peaks reached in 2016 and 2018 (four papers for each year) (see Table 2).

Research Objects and Units of Analysis

As for the research objects or management domains, they cover three domains (see Table 3): destination management and sustainability, leadership and HRM, and innovation and performance.



Table 3

## Research Objects

Destination Management & Sustainability	Leadership & HRM	Innovation & Performance
Martínez-Pérez et al. (2016)	Bouzari and Karatepe (2017)	Cheng et al. (2016)
Seraphin, Sheeran, et al. (2018)	Ma et al. (2019)	Mihalache and Mihalache (2016)
Seraphin, Smith, et al. (2018)	Úbeda-García et al. (2016)	Tang (2014)
		Tsai (2017)
		Úbeda-García et al. (2018)
		Wang et al. (2018)
		Seraphin and Yallop (2019)

Most authors have taken as unit of analysis either individuals or an organization. Only two papers have focused on the analysis of the role of the ambidexterity concept at the level of a destination (see Table 4).

*Types of Study, Research Methods,  
Study Sites, and Sectors*

In terms of the types of study (empirical, theoretical, and methodological studies), the majority (69%) of the papers were based on empirical data; 31% were based on theoretical research (see Table 5).

Regarding the research methods, with seven papers, quantitative research through questionnaire represents 54% of the published articles on the topic,

while conceptual papers and qualitative research, respectively, account for 31% and 15% (see Table 5).

As for the study sites, all empirical studies have been done either in Europe or in Asia (see Table 5).

Using the breakdown of the tourism industry (food and drink, transport, events, attractions, and accommodation) as suggested by Cooper and Hall (2011), the hospitality sector (accommodation) is the only researched area (see Fig. 2).

Use of AM, Discussion, and Research Agenda

*Destination Management and Sustainability*

Taking the example of Haiti, a postcolonial, postconflict, and postdisaster destination, Seraphin, Smith, et al. (2018) explained that the management

Table 4

## Units of Analysis

Author(s)	Organization	Individual	Country/State	Other
Bouzari and Karatepe (2017)	Single case study (1 hotel)	187 salespeople		
Cheng et al. (2016)		290 front-line employees and 69 workgroups		
Ma et al. (2019)				
Martínez-Pérez et al. (2016)	215 firms of the hospitality and tourism industry			
Mihalache and Mihalache (2016)				X
Seraphin, Sheeran, et al. (2018)				Destination
Seraphin, Smith, et al. (2018)				Destination
Seraphin & Yallop (2019)	Resorts mini clubs	126 senior executives and 697 department managers		
Tang (2014)				
Tsai (2017)		112 executive officers and 5,723 customers		
Úbeda-García et al. (2018)		100 HR managers		
Úbeda-García et al. (2016)		100 HR managers		
Wang et al. (2018)	Single case study (1 hotel Relais & Châteaux)			

Table 5  
Types of Study, Research Methods, Study Sites, and Sectors

Author(s)	Type of Study	Research Method or Approach	Sector	Study Site
Bouzari & Karatepe (2017)	Empirical	Quantitative research (questionnaire)	Hospitality (hotel)	Iran
Cheng et al. (2016)	Empirical	Qualitative research (single case study). Triangulation: files and records, documents, direct participation experiences, site observation, and interviews from executive managers, employees, customers, and scholars	Hospitality (hotel)	Taiwan
Ma et al. (2019)	Empirical	Quantitative research (questionnaire)	Hospitality (hotel)	China
Martínez-Pérez et al. (2016)	Empirical	Quantitative research (questionnaire)	Hospitality and tourism	Spain
Mihalache & Mihalache (2016)	Theoretical	Literature review	Tourism	NA
Seraphin, Sheeran, et al. (2018)	Theoretical	Literature review	Tourism (destination)	Italy
Seraphin, Smith, et al. (2018)	Theoretical	Literature review	Tourism (destination)	Haiti
Seraphin & Yallop (2019)	Theoretical	Literature review	Leisure (resorts mini clubs)	NA
Tang (2014)	Empirical	Quantitative research (questionnaire)	Hospitality (hotel)	Taiwan
Tsai (2017)	Empirical	Quantitative research (questionnaire)	Hospitality (hotel)	China
Úbeda-García et al. (2018)	Empirical	Quantitative research (questionnaire)	Hospitality (hotel)	Spain
Úbeda-García et al. (2016)	Empirical	Quantitative research (questionnaire)	Hospitality (hotel)	Spain
Wang et al. (2018)	Empirical	Qualitative research (single case study). Triangulation: secondary data, field investigation, and semistructured interviews with managers, employees, customers, and artists	Hospitality (hotel)	Taiwan

of tourism resorts that can also be assimilated to enclaves in postconflict and postdisaster destinations needs to be performed in an ambidextrous way to ensure the sustainability and advancement of the activity in the long term. One of the major outcomes of this management approach would be less segregation and separation between tourists and local populations (Seraphin, Smith, et al., 2018). In the same line of thought, Martínez-Pérez et al. (2016) argued that cultural tourism destinations should adopt an AM approach that would consist in bridging gaps between locals and outsiders. The final outcome would be the development of social capital. They have also added that World Heritage Cities have a strong potential to develop social capital because of their strong connection with cultural heritage, identity, and a sense of belonging. Seemingly, Seraphin, Sheeran, and Pilato (2018) called for a holistic innovation process in the tourism industry to tackle issues such as overtourism, tourismphobia, and antitourism movements. They have also argued that this holistic innovation process can arise from the application of an AM approach. Overall, OA could have a strong link with the topic of sustainability in destination management (see Fig. 3).

However, although the need for every organization to pursue both exploration and exploitation is supported by most previous studies, Gupta, Smith, and Shalley (2006) have shown that individual organizations may effectively focus solely on exploration or exploitation for fostering long-term survival while delegating the task of achieving a balance between the two to organizations that operate within a broader social system and, as such, are interdependent with many other organizations, under three specific conditions: (1) the two organizations A and B, where A focuses on exploration and B on exploitation, control mutually complementary resources; (2) the domain in which organization A operates is highly dynamic, whereas the domain in which organization B operates is highly stable; and (3) the degree of mutual cospecialization in the two sets of resources of the two organizations tends to be relatively low. To that end, they have clearly justified that, in the semiconductor industry, it is feasible without balance for organizations whose strategies focus solely on either exploration or exploitation.



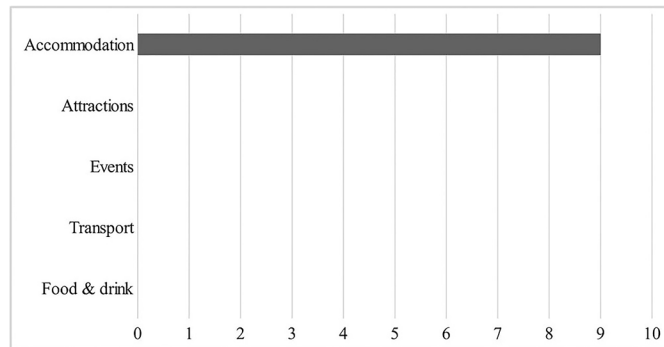


Figure 2. Breakdown of the tourism industry. Source: The authors.

In tourism, Leiper (1990) highlighted the necessity to adopt a systems approach. This systems approach in tourism has been also advocated by several tourism scholars (e.g., Fyall, Garrod, & Wang, 2012; Garrod, Fyall, Leask, & Reid, 2012). In this perspective, tourism needs to be studied as a complex social-ecological system (Fyall et al., 2012). Therefore, tourism organizations or destinations operate within a broader social system and are interrelated with various stakeholders (Fyall et al., 2012; Garrod et al., 2012; Page et al., 2017) that may work with or against one another (Fyall et al., 2012). In addition, according to Dolnicar, Knezevic Cvelbar, and Grün (2018), “tourism is one of the most polluting industries” (p. 1). It is considered a Janus-faced industry (the positive impacts of the industry are also accompanied by negative ones) instead of referring to its ambidextrous nature (Sanchez & Adams, 2008). Seraphin and Yallop (2019) recognized that the tourism industry is ambidextrous by nature. In light of these arguments, to achieve a long-term sustainable objective, for the tourism industry OA

seems an evident way that allows us to handle a destination or an organization (private or public) at the macro- and microlevels (Seraphin & Yallop, 2019).

### *Leadership and HRM*

In the hospitality sector, Ma et al. (2019) provided evidence that an ambidextrous leadership style is positively related to employees’ work crafting, defined as a specific type of self-initiative behavior. The latter allows employees to better balance between work and personal preferences, needs, and skills. Work crafting could be reached by (1) providing more work autonomy and social support to staff, (2) rewarding and valuing employees’ service performance, (3) encouraging career development, (4) enhancing harmonious passion, and (5) motivating staff to perceive the significance of their work. OA could therefore be assimilated with a staff management tool (Úbeda-García, Claver-Cortés, Marco-Lajara, & Zaragoza-Sáez, 2016). Indeed, Úbeda-García et al. (2016) clearly demonstrated

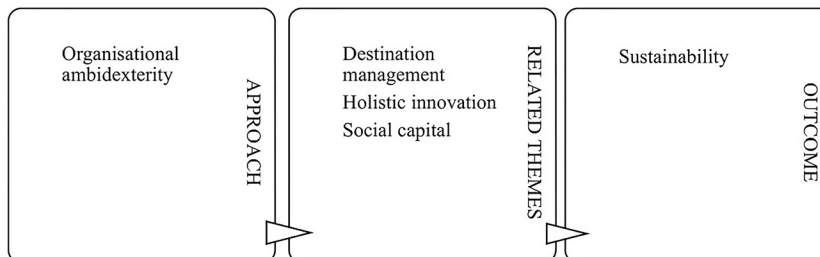


Figure 3. Organizational ambidexterity (OA)–sustainability. Source: The authors.

the role that HRM, through the implementation of high performance work systems (HPWSs), can play in ambidextrous learning. Concretely, an effective HPWS can have a positive influence on OA, which, in turn, significantly enhances organizational performance.

Applied to staff, AM can contribute to reducing lateness and retaining staff, and it can be viewed as an incentive to deliver a higher level of service (Bouzari & Karatepe, 2017) (see Fig. 4). These results are in accordance with previous HRM-related studies. In their research on green HRM applied to the hotel industry, drawing on the Ability–Motivation–Opportunity (AMO) theory, Pham, Tu ková, and Chiappetta Jabbour (2019) demonstrated the direct and positive effects of the three green HRM practices (training, performance management, and employee involvement) on organizational citizenship behavior toward the environment. According to O’Donohue and Torugsa (2016), green HRM practices may stimulate employee environmental commitment. In addition, green HRM practices can boost the organization’s environmental performance (Alt & Spitzeck, 2016). For example, from a balance between the exploitation and exploration perspective, organizations that focus on employee involvement generate opportunities for employees to use their knowledge and abilities in environmental activities (Dubois & Dubois, 2012), yield green initiatives at work (Pinzone, Guerri, Lettieri, & Redman, 2016), and provide innovative solutions for reducing waste and improving the efficiency of resource usage (Florida & Davison, 2001). Furthermore, Mom, Fourné, and Jansen (2015) indicated that managers’ ambidexterity contributes to individual performance in more uncertain and interdependent work contexts such as tourism.

*Innovation and Performance*

Cheng et al. (2016) and Tang (2014) provided evidence that hotels’ market performance can be improved with an AM approach—in other words, by developing simultaneously the type and range of services on offer (exploration) while improving the quality of current services (exploitation). The combination of both continually contributes to creating value for customers and subsequently to market performance, as customers’ willingness to return will be enhanced (Cheng et al., 2016; Tsai, 2017; Wang et al., 2018). Based on the ASISE (ambidextrous service innovation and service effectiveness) model, which describes the art-oriented services innovation process, Wang et al. (2018) successfully established eight steps for developing art-oriented services: scanning, linking, designing, performing, assessing, feedback, improving, and adjusting. As for Úbeda-García et al. (2018), they found that HPWSs can shape exploitative innovation and exploratory innovation through the construction of an ambidextrous organizational culture that encourages organizational diversity and shared vision. Therefore, ambidextrous organizational culture acts as a mediating variable between HPWSs and OA.

Moreover, in line with Úbeda-García et al. (2016), Úbeda-García et al. (2018) underlined that “high-performance work systems facilitate the development of organizational ambidexterity” (p. 3609) that, in turn, has a positive impact on organizational performance. In the same vein, Seraphin and Yallop (2019) have shown how to effectively use resources for the management of the resorts Mini Clubs in Haiti. According to their study, an AM approach may be used to improve performance without any cost. AM could be implemented by practitioners



Figure 4. OA–motivational tool and staff performance. Source: The authors.

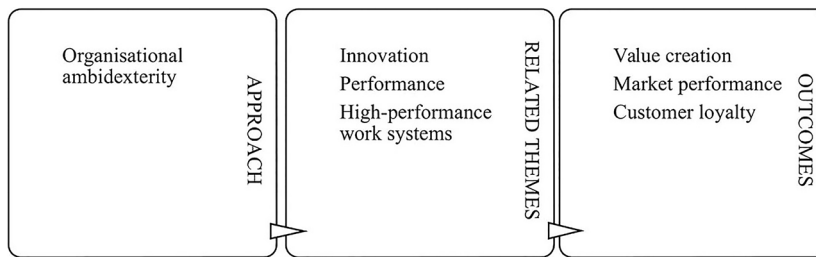


Figure 5. OA–value creation, market performance, and customer loyalty. Source: The authors.

using a two-step strategy. In a first step, AM contributes to a better balance between exploitation and exploration. In a second step, it helps to work on a greater customization of the Mini Clubs' offer (see Fig. 5 for other outcomes of the OA approach). In the strategic management field, prior studies have also indicated that OA is a key driver of firm performance (Gibson & Birkinshaw, 2004; Jansen, Van Den Bosch, & Volberda, 2006). Benner and Tushman (2015) have recognized that “the ability to both explore and exploit is positively associated with organization outcomes” (p. 503).

### Research Agenda

Several opportunities for future research could follow this study. First, based on the tourism industry's breakdown proposed by Cooper and Hall (2011), the scope of research could be expanded to food and drink, transport, events, and attractions, because published studies using the ambidexterity concept have all concentrated on the accommodation. Second, future research could be more theoretically based, as existing empirical research has proven not to be generalizable. Third, given the differences in relation to both the demand and supply sides among various types of destinations, the very limited number of papers considering a destination as a unit of analysis, and the dynamic nature of the ambidexterity concept (Vahlne & Jonsson, 2017), future studies on more specific destinations (e.g., urban, rural, cultural, coastal, sport tourism, or wine tourism destinations, etc.) need to be investigated to be able to propose strategic and operational initiatives, ensuring the sustainability. Indeed, environmental uncertainty, organizational structure, organizational culture, and leadership are the elements that shape the strategic context in which

strategies are implemented (Okumus, 2003). Following this conceptualization, the strategic context might logically vary from one type of destination to another. Fourth, as findings of published empirical studies on the topic cannot be generalized, in order to be generalizable and to cover geographical zones other than Europe and Asia, empirical studies from a cross-cultural validation perspective should be conducted. Fifth, in the HRM field applied to the tourism and hospitality industry, there is a necessity to obtain a broader understanding of the OA's antecedents and factors moderating the OA–organizational performance link, and further research on these issues may be a great contribution to the literature. Finally, from an operational point of view, as there is no study on how to efficiently involve visitors in an AM design, research seeking to show an effective contribution of visitors to the destination's or organization's sustainable development seems to be necessary. As research outputs in OA applied to tourism and related sectors are still very limited, a gap remained for academics to fill and make a name for themselves.

The purpose of developing a research agenda is to place a topic of research within broad social, economic, and environmental discourses (Getz, 2012). In order to develop a research agenda in OA (see Table 6), this study uses the proformat table developed by Getz (2012) when designing the research agenda for event studies. The table has three entries, namely themes, key research questions, and possible research methods (Getz, 2012). For this study, the themes (destination management and sustainability, leadership and HRM, innovation and performance) are taken from the first three subsections of the current fourth section. As for the research questions and possible research methods, they are inspired by the literature covered in this

Table 6  
Research Agenda for OA in Tourism

Themes/Key Research Questions	Possible Research Methods
<b>Destination management and sustainability</b> In the case of enclaves (resorts and/or destinations), what could be the impacts of OA ambidexterity on the experience of visitors and life of locals? Examine the impacts of OA from a revenue management point of view Has corporate transparency occurred?  Have any changes been noticed in term of CSR? Are local communities more engaged in the tourism industry?	Phenomenology (in depth interviews of locals and/or visitors); Direct and participant observation; Focus group; General consumer and market surveys; Longitudinal studies; Delphi panels  Hermeneutics (businesses/DMOs/DMCs reporting); Financial audits and ROI studies; Delphi panels; Focus group Mapping; Trend analysis; Business survey; Environmental audit; Policy reviews Mapping; Trend analysis; Business survey; Environmental audit  Stakeholder consultations; Environmental audit; Trend analysis; Whole population studies (over time); Ethnographic approach; Direct and participant observation
<b>Leadership and HRM</b> Has transformational leadership occurred?  Has enterprise reform occurred?  Has corporate transparency occurred?  Have any changes been noticed in term of CSR? Are staff more engaged with the current affairs of the company?	Mapping; Trend analysis; Business survey; Environmental audit; Policy reviews Mapping; Trend analysis; Business survey; Environmental audit; Policy reviews Mapping; Trend analysis; Business survey; Environmental audit; Policy reviews Mapping; Trend analysis; Business survey; Environmental audit; Policy reviews Stakeholder consultations; Environmental audit; Trend analysis; Whole population studies (over time); Ethnographic approach; Direct and participant observation
<b>Innovation and performance</b> Has enterprise reform occurred?  Has technology innovation occurred?  Are research staff more innovative and productive?	Longitudinal studies; Mapping; Trend analysis; Business survey; Environmental audit; Policy reviews Mapping; Trend analysis; Business survey; Environmental audit; Policy reviews Stakeholder consultations; Environmental audit; Trend analysis; Whole population studies (over time); Ethnographic approach; Direct and participant observation; Supply demand assessment; Focus group; Interviews

study and by Visser’s (2015) model, suggests that changes and sustainability occur with transformational leadership, enterprise reform, technology innovation, corporate transparency, stakeholders’ engagement, social responsibility, integrated value, and future-fitness. Regarding the presentation/layout of the research questions and methods, they are inspired by the way Getz (2012) has worded his questions and the methods he has used. Obviously, we have adapted everything to suit the needs of this particular study.

As part of his research agenda for event studies, Getz (2012) also developed some future propositions (FPs), as he has argued that futurist thoughts are important in research. On that basis, this study also developed some FPs that have been formulated as follows:

- FP1: Empirical academic research in the field of OA applied to tourism will continue to grow at the same pace until practitioners realize the importance of this management approach.
- FP2: OA will become the norm in tourism management practices and will be embedded in tourism management programs.
- FP3: OA will play, in the tourism industry, a significant role in sustainable development goals via the Principles of Responsible Management Education and transformational leadership.

Conclusion

OA is a legitimate management approach that should systematically be used in tourism and related industries. Indeed, this approach, when used, even

if quite scarcely, has not often been named “OA.” Now this study is putting a name on an approach that has so far been ineffable. The other contribution of this article lies in its contribution to the extent that OA has been used and could be used, alongside a rather exhaustive presentation of the features and benefits of the approach.

The results show that an AM approach can be used to discuss various management-related themes in the tourism industry like destination management, innovation, HRM, performance, etc. In line with prior studies (e.g., Mihalache & Mihalache, 2016; Seraphin & Yallop, 2019; Úbeda-García et al., 2016), this article has clearly advocated the statement that ambidexterity is, in tourism research, a rather new concept and, as such, scarcely used by researchers. Moreover, this article has shown multiple ways that the ambidexterity concept is relevant to understanding the dynamics of performance optimization through a better utilization of material and human resources at different scales of analysis. It has clearly indicated various outcomes (e.g., sustainability, motivational tool, staff performance, value creation, market performance, and customer loyalty) that implementing an AM may generate in the tourism industry, either at the level of a destination or at the level of an organization. AM is a source of performance improvement either with lower cost or without cost.

At the level of a destination, one should bring various stakeholders within a destination (institutional, tourism providers, locals, and visitors) back together. Each stakeholder should take part in any tourism development project. Admittedly, in the context where many destinations have been victims of tourismophobia and antitourism movements, ambidexterity appears as a way of resolving tensions. To date, the involvement of locals and tourism providers in destination management remains quite weak, and most destinations mainly focus on exploitation. AM that includes not only exploitation but also exploration through (1) integrating locals’ and tourism providers’ thoughts into tourism development projects and (2) considering visitors’ feedback leads to a holistic innovation (Seraphin, Sheeran, et al., 2018), enabling the destination’s sustainable development. A strategy based on the combination of internal (local) and external (outside) relations can enable ambidextrous knowledge strategies and

better innovation performance (Martínez-Pérez et al., 2016). Indeed, involving various stakeholders in a common objective contributes to maximizing the benefits of strategic planning (Guiver & Stanford, 2014). The pivotal role local residents play in the destinations’ development and management has been largely advocated by previous research (e.g., Garrod et al., 2012; Vo Thanh, Tran, & Dang, 2018). Although the topic of tourism destination collaboration has been widely discussed in previous research, little is known about the real role of visitors and how precisely to capitalize on visitors. Thus, from a practical viewpoint, destination marketers and managers should work more on measures to ensure an effective contribution of visitors to a destination’s sustainable development.

In the context of specific destinations like Haitian enclaves, in the same line of thought, Seraphin, Smith, et al. (2018) highlighted that OA could be a good management approach to flatten out the problem of segregation and separation between tourists and local populations. According to them, Haiti needs to adopt more exploitative–exploratory postures, which allow tourists to have more interaction with locals, a wider knowledge of the destination, and a genuine experience of Haiti. Indeed, when tourists are educated about a specific destination, they may be more likely to develop some attachment to the destination and subsequently go beyond the limitations that they could have with that destination. Practically, in order to heighten the sustainability, Seraphin, Smith, et al. (2018) presented an overview that seeks to reconcile exploitative and explorative innovation within an enclave. Exploitative innovation consists in (1) using locals as businesses within the enclave, (2) making pricing competitive with other destinations, and (3) tapping into destination-unique selling propositions (USPs). Explorative innovation concerns (1) using locals as users within the enclave, (2) developing further USPs (e.g., access for tourists beyond the enclave) and ensuring high-quality delivery, (3) reducing potential risk and increasing stakeholder involvement and investment (e.g., diaspora communities), and (4) establishing partnerships with other destinations. It might be possible to apply the OA to similar destinations (e.g., other destinations in the Caribbean) and sea-based enclaves (i.e., cruise ships) (Seraphin, Smith, et al., 2018).



Within an organization, this article has demonstrated that OA can be beneficial in several management aspects (e.g., HRM, innovation, value creation, customer loyalty). For instance, in terms of HRM, in line with the AMO theory, Úbeda-García et al. (2016, 2018) advocated the use of HPWSs because these facilitate the development of OA, which has a positive impact on firm performance. Indeed, if these three dimensions (AMO) are synergistically combined, employees will have not only the adequate abilities but also the necessary motivations and opportunities to become involved in strategically appropriate behaviors, which can drive to a sustained competitive advantage (Gardner, Wright, & Moynihan, 2011). In this regard, ambidexterity could be fulfilled through allocating human resources to both exploitation and exploration (Gibson & Birkinshaw, 2004; Úbeda-García et al., 2016, 2018). Thus, it would be relevant for tourism organizations to apply HPWSs to their management. Moreover, in international high-end hotels characterized by a diversity in relation to both employees and customers and a high employee turnover rate (Yao, Qiu, & Wei, 2019), AM seems an excellent approach, since this helps to encourage innovative and strategic initiatives from both employees and customers and, as such, to retain them. For hotels that would create new art-oriented services and enhance the effectiveness of current artistic services, they can use the ASISE model developed by Wang et al. (2018).

AM can sometimes help improve performance without any cost, thanks to the adjustment in the use of resources (Seraphin & Yallop, 2019). For example, for the management of Mini Clubs, Seraphin and Yallop (2019) have shown the need to redesign their services to enhance not only children's experiences but also to contribute to their competitive advantage. Henceforth, to understand how an ambidextrous management approach could be successfully applied to Mini Clubs, practitioners could inspire the strategic framework proposed by Seraphin and Yallop (2019) (please see Seraphin & Yallop, 2019, for more details). Due to its operational flexibility, this strategic framework may be also implemented by managers of other types of leisure organizations besides Mini Clubs.

In sum, AM is a promising management concept for tourism destinations and organizations.

AM could be one of the best solutions for answering contemporary issues such as pollution and climate change and for ensuring the sustainability of the tourism industry. Given that tourism activities often cause a negative impact on the environment as a result of using significant amounts of natural resources (Dolnicar et al., 2018; Sanchez & Adams, 2008) and that there is an increase in environmental legislation and pressure from consumers (Chan & Hawkins, 2012; Robinot & Giannelloni, 2010), a proactive strategy based on an AM approach seems more necessary than ever. Moreover, in a context where the degree of climate change is alarming, which often generates negative influences on tourism development (Dogru, Marchio, Bulut, & Suess, 2019; Gössling, Scott, Hall, Ceron, & Dubois, 2012), OA appears to be an incontestable approach to reconcile exploitation and exploration within a destination or an organization, ensuring its sustainable development. Finally, because tourism organizations or destinations are interdependent with many other stakeholders, and the issues of over-tourism, antitourism, and tourismphobia are developing (Jacobsen, Iversen, & Hem, 2019; Seraphin, Sheeran, et al., 2018), it would be very important for tourism organizations and destinations, regardless of size, to adopt OA for long-term survival.

The limitation of this study rests on the literature search strategy, meaning that the literature search was only focused on the three sections: title, abstract, and keywords. Thus, research that has considered the ambidexterity concept but did not mention this in any of these three sections may have been omitted. This limitation is in line with (1) Seraphin and Yallop's (2019) statement highlighting that some studies apply the ambidexterity concept without explicitly referring to its name, and (2) the reflection of Petticrew and Roberts (2006) indicating that a systematic review comes with its own limitations because of its retrospective and selective nature. Thus, apart from several opportunities for future research raised in the subsection "Research Agenda," further research is also encouraged to consider the exhaustivity of published papers on the ambidexterity concept by including papers that did not mention the terms "ambidexterity" and/or "ambidextrous" in the three sections of title, abstract, and keywords, but in other sections. Furthermore, it is recommended that



papers that did not employ the exact the name of the concept (i.e., ambidexterity, AM, AO, OA) but applied this concept (e.g., papers using the terms other than “ambidexterity” and “ambidextrous,” such as exploitation, exploration, etc., but applying in reality the ambidexterity concept), need to be taken into account in future research.

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