

# Utilizing IRaMuTeQ for an integrative literature review on tourism: exploring supplier relationships, dynamic capabilities, and performance within the hospitality industry

O uso do IRaMuTeQ na elaboração de uma revisão integrativa da literatura em turismo: Relacionamento com Fornecedores, Capacidades Dinâmicas e Performance no setor de hospitalidade



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## ABSTRACT

Socio-economic transformations require adaptations by companies. In tourism, it is no different, so understanding mechanisms of development in the tourism industry becomes a crucial point to meet the competitive demands of the market. These competitive demands relate to an environment in which it is necessary to have a dynamic, decentralized structure that enhances gains and simultaneously avoids the loss of autonomy and flexibility of each firm in possible collaborative relationships. Understanding the networks in which hotels are inserted, and their dynamic capabilities is paramount in this context. Developing an integrative systematic review of the literature assists in understanding the variables involved in the network. This paper aims to verify, in the hospitality sector, the factors underlying the supply chain, as well as the dimensions of the dynamic capabilities of hotels. The IRAMUTEQ software

evaluated 91 abstracts of international articles listed in the Web of Science and Scopus databases. The results point to possibilities for doing the integrative review from authors with similar or different ideas.

**Keywords:** "supply chain management", "hotel", "dynamic capabilities", "performance".

## INTRODUCTION

The current socio-economic context requires firms to change to maintain their competitive edge and performance. The tourism and accommodation industry is the same and has its specific challenges. According to Smallman and Moore (2010), the tourism/hospitality industry is crucial for changing the new competitive environment. Socio-economic transformations demand adaptations on the part of tourism firms in terms of their technological capabilities, their collaboration with other firms - and consequently the selection of collaboration partners - and their provision of services. Cooperation is one of the solutions organizations prefer in the face of a complex and unstable world, and it aims to share or exchange resources to pursue market opportunities and achieve competitive advantage. Cooperation in the lodging/tourism sector is crucial for sharing information and resources, contributing to sustainable development (Timur & Getz, 2009; Silveira, 2016; Della Corte & Aria, 2016), greater customer satisfaction, economic success of the regions in which firms operate (March & Wilkinson, 2009; Wilke et al., 2019) and better innovation results (Pikkemaat & Wierermair, 2007). Therefore, forming collaborative relationships in the lodging/tourism sector is critical, as it is challenging to serve and satisfy customers at a satisfactory performance level without engaging in resource and knowledge exchanges (Chen & Chen, 2003).

The role of suppliers is crucial in the accommodation and tourism sector. From a relational and network point of view, lodging firms seek to establish long-term relationships with suppliers to reduce transaction costs, improve resource utilization, share risks and create effective processes (Kua et al., 2011). A well-

managed supply chain with good supply management practices is correlated with quality performance in the lodging sector (Zhong et al., 2016).

In this context, it can be understood that the supply chain is a multifactorial construct, as are dynamic capabilities. Therefore, this article aims to verify, in the hospitality sector, the factors underlying the supply chain, as well as the dimensions of the dynamic capabilities of hotels.

In order to achieve this objective, a systematic review of the literature would point to the factors that make up both the supply chain in hotels and the dynamic capabilities in hospitality. Therefore, it was decided to contextualize the management of tourism enterprises in the context of networks and supply to approach the subject more generally. From there, software was used to help assemble the bibliography to be studied. It should be noted that the focus of this work is not to present the systematic review but rather to prepare it with the help of IRAMUTEQ, which is explained in the analysis and discussion of results.

### **Networks, accommodation, tourism and supply chains**

Tourism is appropriate for forming inter-organizational networks, as it incorporates various activities, organizations, and partnerships. Bjork and Virtanen (2005) state that inter-organizational cooperation is essential for tourism due to the diversity of activities in the sector. The product formed by the configuration of a tourist destination - including hotels, hostels, sightseeing tours, restaurants, and transportation services - results from a composite of relationships between firms. Beyond the scope of firms, accommodation services also involve various stakeholders through the public and private sectors, including residents. The interdependence between the actors in these accommodation/tourism networks makes coordination, establishing partnerships, and pursuing shared goals necessary.

Furthermore, organization and collaboration in networks are essential for the sector as they foster the spread of information and strengthen connections between organizations and individuals. To deal with this configuration, we use



the concept of "tourist destination," meaning an open system with a competitive offer based on resources, infrastructure, supply chains, accommodation, restaurants, and complementary offers, such as stores, cultural tours, and historical sites, aimed at attracting visitors (Martínez-Pérez, Elche, & García-Villaverde, 2019). A tourist destination can be defined as a geographical area that offers a set of integrated tourism products and services to be consumed by tourists (Buhalis, 2000). Tourism products, including accommodation, are heterogeneous and complex. This is mainly due to the space consumers have to select the services they will use, including transportation, food, travel agencies, and attractions. The variety of technology applied knowledge, and functionalities also contribute to the heterogeneity and complexity of tourist destinations and their products (Tremblay, 1998).

Therefore, a tourist destination is a type of strategic network within which various collaborative networks - for example, between hotels and their suppliers, forming a supply chain, or between hotels and local public institutions to foster regional development - relate differently. A strategic network is any network that comprises a firm's set of relationships, both vertical and horizontal, with other organizations, including supply vendors, customers, competitors, and other entities (Gulati, Nohria, & Zaheer, 2000; Della Corte & Aria, 2016).

A network vision makes it possible to increase the productivity and competitiveness of a tourist destination in the global market by establishing knowledge-sharing systems, building partnerships where there is trust and cooperation, and operational integration aimed at aligning activities (Tremblay, 1998). According to Jesus and Franco (2016), the advantages of engaging hotels in cooperation networks are greater competitiveness, joint growth strategies, easier-to-overcome crises, a more agile response to challenges, region development, and more significant support from other organizations involved in tourism.

Cooperation with organizations in the lodging/tourism production chain favors the financial performance of lodging firms (Lado-Sestayo, Otero-González, & Vivel-Búa, 2014; Hoffman et al., 2015; Dragan, Kramberger, & Topolsek, 2015). Another factor that motivates the formation of collaborative relationships between firms in the accommodation/tourism sector is geographical proximity and the strong link between the companies and the location (Novelli, Schmitz, & Spencer, 2006; Della Corte & Aria, 2016).

From a resource-based view, it is possible to state that to achieve sustainable competitive advantage, a hotel should not limit itself to using its resources at any given time. Instead, it is beneficial to look for ways to access new resources and capabilities from other firms through collaborative agreements (Casanueva, Gallego, & Revilla, 2015). In a tourist destination, a specific hotel supply chain is embedded in complex networks with multiple actors. It is necessary to consider these resources dynamically, understanding how resources and capabilities are in variable flux over time (Dierickx & Cool, 1989). In order to account for the flows and stock of a hotel's resources - considering that "resources" include material, informational, symbolic, and relational elements that a hotel possesses and which can be transformed into capabilities when applied in appropriate contexts (Rodríguez-Díaz & Espino-Rodríguez, 2006) - it is essential to consider the supply chain that it mobilizes.

The term Supply Chain Management was introduced in the 1980s while the network paradigm was emerging (Mehdikhani & Valmohammadi, 2019). This term refers to the effective management of three complementary flows, material, informational, and financial, between a firm and its partners. Mentzer et al. (2001) defined supply chain management as the strategic and systemic coordination of the traditional functions of a business within and between organizations that make up the chain to improve the long-term performance of each organization individually and of the supply chain as a whole. The basic principle of supply chain management is that integration and cooperation between members of the same chain result in value co-creation and superior performance for the participants (Martins et al., 2017).



## METHOD

This work is consolidated through an integrative literature review focusing on supply chains. The software IRAMUTEQ version (0.7 Alpha 2 and R Version 3.2.3) is also used for the analysis (Salviati, 2017). The work proposed here follows the precepts of Torraco (2016) on integrative literature review as a method. An integrative literature review is a form of knowledge production that seeks to synthesize different perspectives through a comprehensive review and updating of a body of texts, usually on fast-growing dynamic topics. The integrated literature review provides a critical review of the state of affairs in a specific area of knowledge. Torraco (2016) deals with the integrative literature review method to produce knowledge.

Regarding the method for writing integrative reviews, Torraco (2016) highlights the importance of organization and textual structure since there is no established manual for writing this type of text. Therefore, textual sections such as introduction, justification, method, and conclusion are encouraged. It is also possible to structure the text based on the conceptual structuring of the topic.

Moving on to his preliminary considerations for writing a literature review, Torraco (2016) states that most integrative reviews address two general types of topics: mature or emerging. Mature topic reviews deal with more robust and diverse bodies of texts. The integrative literature review is expected to capture the internal variety and the dynamics of transformation of the field of knowledge over time, leading to a synthesis of the current state. The review of emerging topics deals with issues that could benefit from a synthetic treatment of the literature. This type of review could lead to the formulation of new models or new conceptualizations of the topic since, due to the novelty factor, there are few established models. Whether on mature or emerging topics, the integrative literature review aims to offer a new perspective on the topic, presenting a model or conceptual framework. It is important to note that this work fits Torraco's (2016) review of emerging topics.

Before starting a review, Torraco (2016) states that authors should state and justify the relevance of such a review to the chosen topic. Common justifications include the absence of a topic for a long time and establishing the importance of a topic to the field. Objective (a) concerns the expectation that literature reviews will improve knowledge beyond what has been written on a topic. Critically analyzing the literature implies pointing out its weaknesses and strengths and identifying gaps and contradictions. Meta-analysis aims to identify patterns within a body of research on a particular topic, functioning almost as a survey of research. Objective (c) review, critique, and synthesize is very similar to the first, with the addition of the creative process of synthesis, which can take the form, for example, of creating a new model. Objective (d) to reconceptualize the topic consists of presenting new ways of thinking about the revised topic, usually based on the realization that the current conceptualization is problematic, outdated or insufficient. The aim of (e) answering specific research questions on the topic is usually in reviews that focus on ways of answering questions within the field of knowledge itself. As such, there is an emphasis on the research questions present in the literature. Thus, the aim of this review fits in with objective (a) as it seeks to improve knowledge of the topic that has already been written about and its specific research questions. In doing so, it seeks to compile articles relevant to the literature review for a thesis. This way, a search was conducted on two leading research platforms.

Specifically, the search took place on Web of Science and Scopus over the last five years, with the search for "supply chain management" AND "hotel" AND "dynamic capabilities" AND "performance" in articles in the areas of Business, Management and Hospitality. The search returned 91 articles in both databases (Appendix 1).

So, a database was created with the 91 abstracts. IRAMUTEQ was used to facilitate the discovery of underlying and close (or distant) themes. These results are presented in the next section.



## ANALYSIS AND DISCUSSION OF RESULTS

Specific textual analysis software such as Alceste and Iramuteq have been used to analyze large volumes of texts. Using new techniques to manipulate and present large volumes of data leads to new possibilities for analysis - because building a representation means proposing an interpretation. This software makes it possible to identify the context in which words occur. They perform lexical analysis of the textual material and partition the text into hierarchical classes, identified from the segments of texts that share the same vocabulary, thus making it easier for the researcher to know their content (Salviati, 2017).

The software Iramuteq – Interface de R pour les Analyses Multidimensionnelles de Textes et de Questionnaires was created in 2009 by Pierre Ratinaud. It is free, open-source software licensed under the GNU GPL (v2), which uses the statistical environment of the R software. Like other open-source software, it can be modified and expanded using Python ([www.python.org](http://www.python.org)). It is used in the study of the Humanities and Social Sciences and uses the same algorithm as the Alceste software to carry out statistical analysis of texts, but incorporates, in addition to CHD - Descending Hierarchical Classification, other lexical analyses that help in the analysis and interpretation of texts (Salviati, 2017).

The IRAMUTEQ software is a tool for statistical analysis of textual sources. The interface produced by the original text corpus, based on the text segments created by the software, called the Initial Context Unit (ICU), allows for the statistically significant grouping of words and the analysis of the frequency of each sub-theme. The Elementary Context Units (ECUs), or text segments that make up each class are obtained from the ICUs and have a vocabulary similar to each other and different from the ECUs of the other classes (Salviati, 2017).

Through lexicographic analysis, IRAMUTEQ determines word classes and thus produces a textual essence classified by descending hierarchical orders (CHD), developing descriptions, classifications and interpretation of words





based on content analysis guidelines (Ratinaud & Marchand, 2012). According to Salviati (2017), Reinert's method proposes a descending hierarchical classification according to the method described by Reinert. It aims to obtain classes of text segments (TS), which, at the same time, have a similar vocabulary to each other and a different vocabulary to the TS of the other classes. This analysis is based on lexical proximity and the idea that words used in similar contexts are associated with the same lexical world and are part of specific mental worlds or systems of representation. In this analysis, text segments are classified according to their respective vocabulary and the set of terms is partitioned according to the frequency of word roots. The system seeks to obtain classes formed by words significantly associated with that class (significance starts at chi-squared = 2).

In addition to hierarchical word classification (CHD), the IRAMUTEQ software can also include other forms of analysis, such as classic textual analysis, specificity analysis, similarity analysis, and word cloud analysis.

This article focuses only on the CHD analysis of the 91 abstracts found in Scopus and Web of Science, according to the research already explained in the Methods section.

As already mentioned, clusters are formed by significant chi-square association, so strongly related words are found in the same cluster. On the other hand, different clusters show different factors in the mass of data. To help with an integrated literature review of the terms "supply chain", "hotel", "dynamic capabilities", and "performance", we decided to run the CHD analysis, presenting the results of the clusters found in the CFA (factor analysis). Specifically, in this case, the variables (abstracts) showed 4 clusters (different colors, arranged in quadrants), as shown in FIG. 1.

It can thus be seen that of the four clusters found by the software, one is methodological (dark blue). Another is sustainability (environmental management, eco-innovation, green management). There is a supply chain cluster and one that encompasses dynamic capabilities. Continuing with the



integrated review, this result helps draw up the division by theme, which may have theoretical relationships, although distinct. This software output then helps to create the theoretical fabric of a paper, for example.

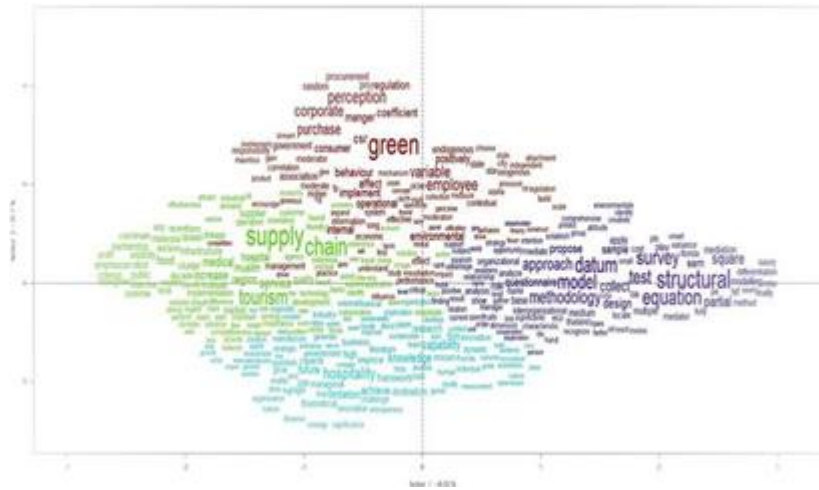


FIG. 1 - Thematic clusters  
SOURCE: IRAMUTEQ output

In addition, the CHD's factor analysis (FFA) also shows the clusters of the abstracts considered. This analysis is excellent for conducting an integrative review, as it shows which article abstracts are correlated, i.e. have similar themes. Table 1 shows some works by authors on the same topic based on the clusters in FIG. 2. Conversely, it also shows which abstracts have different ideas between the clusters, making it possible to contrast ideas between texts and authors.

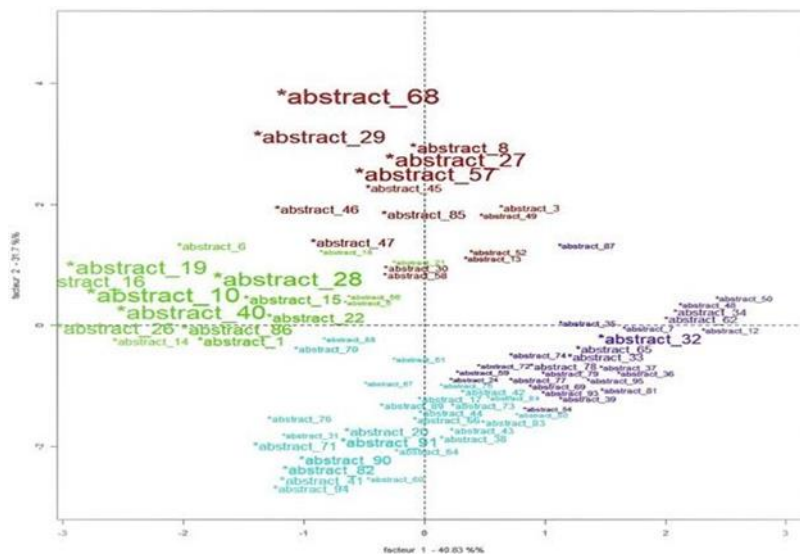


FIG.2 - Abstract clusters  
Source: Iramuteq output

The larger the source of the figure, the more influence the subject it deals with has on the respective cluster. For example, abstracts 10, 28 and 40 are highly correlated in the supply cluster. Table 1 shows extracts from each cluster (except the methodological one) to show that the themes are very similar.

Cluster	Abs tract	Text	Reference
Green management	27	The study aims to examine the effects of driver's pressures, such as owner-manager attitudes, green consumers, and government regulations, on green supply chain management performance while mediating by green practices of the hotel industry. However, to fulfil the above-mentioned purpose, collect the data from medium and small-scale hotel enterprises in Thailand. 250 questionnaires were distributed among employees, out of whom 215 were received from the respondents. The simple random sampling technique was used for data collection. Therefore, in this way, it is easier to understand that how managers of the organization, internal and external consumers and government regulations of the enterprises affect the green supply chain management performance and how green practices affect the relationship. The data of this study was collected through self-administered questionnaires. Data were analyzed by using Smart PLS. The results of the study elaborated that all hypothesis is accepted and shows a positive influence on green supply chain management performance. Further, at the end of the study, the limitations and future direction for further studies are also expounded.	KERDPITAK, Chayanan. Effect of drivers pressures on green supply chain management performance within the hotel industry. Polish Journal of Management Studies, v. 20, 2019.
	57	This article analyses the effect of green procurement - the adoption of specific purchasing environmental policies along the supply chain - on a firm's financial performance and the influence of tourists' green purchasing behaviour - measured in terms of long-term orientation, green perceived risk and cost- green quality inference - on this relationship. Past literature has yet to consider the role of tourists' green purchasing behaviours as critical factors that influence the performance implications of the adoption of environmental practices. Our sample focuses on the tourism industry and includes data on 122 firms over a seven-year period, creating an unbalanced panel with 479 observations. We apply random-effects generalized least squares regressions to test the proposed relationships. We do not find a positive relationship between green procurement and financial performance. We find that the positive relationship only holds when the moderating effects of tourists' green purchasing behaviour are added. By using panel data, this research contributes to the literature on sustainable tourism because it offers insight into the nature of the relationship between environmental practices and financial performance over a long period of time. Moreover, it highlights under which conditions tourists enable firms to accrue financial benefits from the adoption of environmental practices.	GALEAZZO, Ambra; ORTIZ-DE-MANDOJANA, Natalia; DELGADO-CEBALLOS, Javier. Green procurement and financial performance in the tourism industry: the moderating role of tourists' green purchasing behaviour. <b>Current Issues in Tourism</b> , p. 1-17, 2020.



	68	<p>This study aims to develop a tool to evaluate and compare the green performances of hotel supply chains. For this purpose, fifteen green criteria, which are then classified as basic green practices and advanced green practices, are extracted from related studies. Later, the importance weights of these criteria are determined with the contributions of twenty hotel managers in Turkey. The results indicate that the basic green practices are regarded more important by the managers than the advanced ones. In addition, a fuzzy Technique for Order Preference by Similarity to Ideal Solution (TOPSIS) method is proposed to get a green performance score and a ranking for hotel supply chains. In this framework, it is also made possible to reveal the areas that need to be improved for them to have a greater green performance. Finally, a numerical example is given to show the applicability and practicability of the proposed model. The results indicate that there is no single strategy to improve a hotel's green performance, but each hotel should analyze its own situation and then determine the most effective strategy accordingly.</p>	<p>SARI, Kazim; SUSLU, Murat. A modelling approach for evaluating the green performance of a hotel supply chain. <i>Technological Forecasting and Social Change</i>, v. 137, p. 53-60, 2018.</p>
Cluster supply	40	<p>This paper discusses the impact of supply chain management (SCM) on competitive advantage and operational performance with reference to the four-star hotels of Mauritius. A questionnaire was designed and administered to the managers of the four-star hotels in Mauritius. The main conclusion of this study corresponds to those of previous studies, which show that SCM does have an impact on competitive advantage and operational performance. For instance, this study demonstrates that effective SCM practices can lead to better management of the SC, which in turn can have a significant impact on the competitive advantage of the hotels. Therefore, effective SCM practices should substantially enhance the competitive advantage and operational performance of four-star hotels in Mauritius. This study is relevant to other hotels implementing a system for managing their SCs. The practice of SCM could provide an avenue for enhancing the competitiveness of the hotel sector of Mauritius.</p>	<p>VENCATAYA, Lomendra; SEEBALUCK, Ashley Keshwar; DOORGA, Deveshika. Assessing the impact of supply chain management on competitive advantage and operational performance: a case of four-star hotels of Mauritius. <i>International Review of Management and Marketing</i>, v. 6, n. 4S, 2016.</p>
	10	<p>Hotels, as one of the significant tourism service providers, must offer high-quality products to survive in this severely competitive environment so that they can preserve their competitive advantage in dealing with other competitors. Therefore, considering the high importance of this subject, this study aims to analyze the quality of the hotel supply chain in Isfahan- Iran. On this account, the literature on quality in the supply chain is reviewed, and seven factors affecting the supply chain are identified. The research hypotheses are raised in accordance with the seven factors. Data was gathered using a questionnaire, and Partial Least Square was applied in order to analyze the data. The obtained results indicate that focus on customer, supply chain quality leadership, supply chain quality strategies, supply chain quality information and process approach results in an increase in supply chain quality; meanwhile, the two hypotheses regarding supplier quality management and human resources development of supply</p>	<p>HATAMIFAR, Pezhman; DARBAN ASTANE, Alireza; REZVANI, Mohammad Reza. Analyzing Quality of Supply Chain Management in Hotels of Isfahan Using the Partial Least Squares (PLS). <i>Journal of Quality Assurance in Hospitality &amp; Tourism</i>, v. 19, n.</p>



		chain are rejected. The results of this article will be beneficial to hotels that want to increase the level of their service quality.	2, p. 172-191, 2018.
	28	<p>Purpose - This paper aims to focus on supply chain quality (SCQ) in the hospitality industry in China and to stress the importance of the synergy of quality management (QM) and supply chain management (SCM). The authors have investigated the relationship among QM practices, SCM practices, SCQ and hotel performance and examined the effect of contextual variables. Design/methodology/approach - This study mainly uses a questionnaire survey to collect data relating to the research hypotheses. The structural equation model technique is suited for our research purposes, and the LISREL software is implemented to test the conceptual model. Findings - The results show that QM practices and SCM practices are significantly correlated. QM practices/SCM practices are positively related to SCQ and consequently influence hotel performance. SCQ has the mediating effect between QM/SCM practices and hotel performance. Contextual variables indeed play a moderator between QM/SCM practices and SCQ. Research limitations/implications - Hotel managers should look beyond their own hotels into the supply chain to manage quality, highlight the importance of interdepartmental or external (i.e. customers or suppliers) connectedness, such as building close and long-term relationships with well-chosen suppliers, encouraging customer involvement and establishing an effective interface for accumulating information regarding customers' needs and feedback. Hotel managers are also able to realize the influence of contextual variables (e.g. the new normal state of the Chinese economy) and further gain the chance of a hotel's survival. Originality/value - This study focuses on SCQ and tries to fill a gap in the existing literature on SCQ management in the hospitality industry.</p>	ZHONG, Jianlan et al. Supply chain quality management: an empirical study. International Journal of Contemporary Hospitality Management, 2016.
Cluster dynamic capabilities	90	<p>Purpose - The purpose of this paper is to provide an overview of the resources and capabilities framing sustainable competitive advantages in the hotel industry. Design - What is driving the performance of firms is an ongoing question evoking considerable interest among academics and practitioners alike. This has driven a large body of conceptual and empirical research. Empirical testing of sustainable competitive advantages driving performance in the hospitality industry has been one of the most researched topics in the last three decades. This paper summarizes and reflects on those findings. Methodology - The paper uses content analysis to review the existing studies in order to understand the resources and capabilities driving the performance in the hotel industry. Findings: Results show that most of the studies in the hospitality industry focus on investigating the impact of intangible resources and capabilities on hotel performance. In most of the cases, studies use knowledge as a main driver of performance. Interestingly, tangible resources are rarely considered and included in the research. The originality of the research - Literature has so far failed to provide a review paper summarizing the empirical results of many studies that explored drivers of hotel performance. This paper brings a theoretical contribution, summarizing and reflecting on the current body of knowledge.</p>	BOŽIČ, Valentina; KNEŽEVIĆ CVELBAR, Ljubica. Resources and capabilities driving performance in the hotel industry. <b>Tourism and hospitality management</b> , v. 22, n. 2, p. 225-246, 2016.



91	<p>Purpose - The purpose of this paper is to analyze the influence of knowledge resources on marketing innovation, and the way learning capability mediates this relationship. In addition, it evaluates the effect of marketing innovation on the financial performance of hotel firms. Design/methodology/approach - Data from a survey conducted in companies that operate hotel establishments are analyzed using structural equation modelling (SEM). The SEM technique makes it possible to evaluate the multiple and intersected relationships existing among the variables under study. Findings - Collective knowledge has a direct influence on marketing innovation and an indirect effect through the learning capability, but the influence of the knowledge held by individuals on marketing innovation is exercised through the learning capability. In turn, both the learning capability and marketing innovation favour the financial performance of hotel firms. Research limitations/implications - The study shows that intangible resources play an important role in achieving marketing innovation and financial performance. Because the hospitality industry is composed of firms with different characteristics, it would be relevant to confirm the model in other hospitality businesses. Future studies could analyze possible links between marketing innovation and other types of performance. Practical implications - Hotel firms can reach higher performance levels if they invest in developing the employees' knowledge and, fundamentally, in fomenting a higher level of collective knowledge related to the business environment in general. Likewise, the learning capability plays a relevant role in achieving performance in hotel firms. Originality/value - To date, studies on innovation in the field of hospitality have mainly focused on developing new services, while other types of innovation, such as marketing innovation, have taken a backseat. Likewise, the hospitality literature has paid little attention to knowledge assets. This study deals with both topics, analyzing knowledge resources and the learning capability as possible antecedents of marketing innovation activities. Furthermore, the effect of marketing innovation on the firm's performance is evaluated.</p>	<p>NIEVES, Julia; DIAZ-MENESES, Gonzalo. Antecedents and outcomes of marketing innovation. <b>International Journal of Contemporary Hospitality Management</b>, 2016.</p>
82	<p>The research considers a recently developed model of managerial capability for innovation in the microfilm context. Microfirms are firms employing less than 10 people. The research takes an interpretive methodological approach based on a pilot study of five in-depth interviews with owners/managers of tourism micro-firms. Findings indicate the incremental nature of innovation and the importance of aspects of managerial capability in the guise of leadership, operational capability, strategic thinking and the development of relationships with people. Innovation is shown to emerge through the interaction of aspects of managerial capability and key resource pools. The empirical research results in a refined model of managerial capability for innovation in context. A contribution to microfilm management practice is made by providing a model of managerial capability which can be used to improve the competitiveness of micro firms in the tourism industry. Allied with this contribution, it is suggested that policymakers can use the model through further dissemination of their efforts to develop industry best practices. Recommendations for future empirical</p>	<p>KEARNEY, Arthur; HARRINGTON, Denis; KELLIHER, Felicity. Managerial capability for innovation for microfirms: integrating theory with empirical evidence. <b>The Irish Journal of Management</b>, v. 36, n. 1, p. 49-59, 2017.</p>
	<p>research based on an expanded microfilm study are suggested.</p>	



Table 1 - Extracts from abstracts according to clusters.  
Source: Iramuteq output

## FINAL CONSIDERATIONS

The software helped us get a spatial view of the themes that are close or associated and the themes that diverge from them. This will undoubtedly help in drafting the text of the integrative review since, based on the clusters formed, it is possible to see which authors work on the topics of interest similarly or differently. Using the software to draw up authors for discussion and argumentation is very positive.

It should be noted, however, that when preparing a systematic literature review using the software, the researcher may lose contact with the classic authors and seminal texts on the subjects of interest. In this sense, reading the texts identified as similar or dissimilar is essential so that important articles are referenced in the proposed review. In this way, the role of the researcher becomes even more prominent, given that statistics and artificial intelligence cannot point out gaps or the historical development of a theory, for example.

The objective was achieved, and the CFA showed that supply chain and dynamic capabilities are different and multifaceted constructs, and the main variables that make up each construct are shown in the rectangles in FIG. 3. A suggestion for future studies is, based on this result, to propose and test a model of the relationships between the clusters environmental (green) management, supply and dynamic capabilities (FIG. 3).

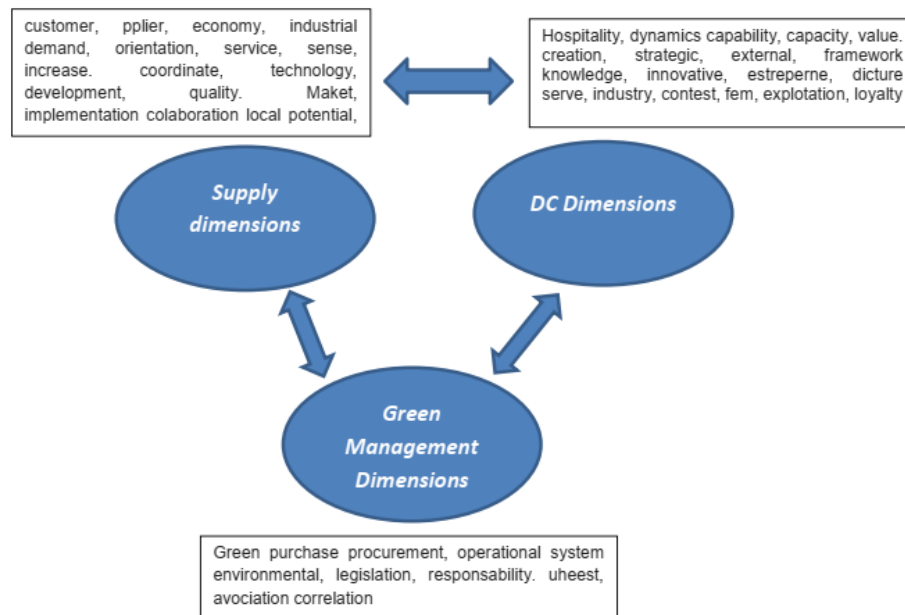


FIG. 3 Proposed model  
Source: Prepared by the author

One limitation was the excessive number (91) of articles that came back from the database searches. A more specific search would probably have to be carried out for an effective systematic review. In addition, examining only the abstracts greatly restricts what the full article could provide regarding relevant information for the review.

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## **APPENDIX 1** - References of the 91 abstracts, in alphabetical order

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