

## Marketing Innovations for Sustainable Destinations

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# 25 Determinants of Hotel Performance: Continental or Worldwide Style?

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Design and setting by P.K. McBride

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## Introduction

Performance is the time test of any strategy and performance improvement is at the heart of firm strategy (Chakravarthy, 1986). Researchers into management agree in considering performances a polyhydric, complex issue which, to be suitably measured, requires the joint use of several dimensions (Venkatraman and Ramanujam, 1986), the integration of financial and non-financial measures (Eccles, 1991), and the broadening of survey perspectives, involving the main business stakeholders (Kaplan and Norton, 1992).

These observations have certainly been stimulated by the tendency on the part of many managers and entrepreneurs to use financial, profit-based, accounting-based, non-'balanced' and excessively firm-oriented measurements.

This observation did not remain confined to strategic management studies, but also influenced researchers dealing with tourism businesses with particular attention to the lodging industry (Okumus, 2002). In a previous study, starting from the analysis of papers published in the leading journals in the last twenty years, we identified two research streams: one devoted to the analysis of performance measurement systems and one to investigating performance determinants.

The present chapter focuses exclusively on this second area of research, which is quantitatively more important, and sets out to present the state of the art on the basis of the descriptive variables identified in the methodological section.

The focal point of the article is however on the 'research styles' which emerge after segmenting the studies above all on the (continental) geographic basis of the empirical evidence employed and in particular according to their European, American or Asiatic origin.

## Methodology

The databases for the observations proposed are composed of the main studies published in international journals in the last twenty years dealing with hospitality management, tourism and service management despite having strategic management or special business functions as their focus, and using the hotel industry as their empirical basis.

**Chapter extract**

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