

## **Evolution, trends, and future research lines in Corporate Social Responsibility and tourism: a bibliometric analysis and science mapping**

### **Abstract**

Corporate Social Responsibility has become a topic of growing interest in countless areas, and the number of studies focused on researching different CSR aspects is increasing. Nevertheless, this type of research within the tourism sector is less developed compared to other fields. Consequently, a significant research opportunity in the tourism industry has been detected. Therefore, this study uses the SciMAT software to analyse 1800 articles published on CSR within the tourism field through the co-word analysis technique. Findings led to conclude that the entire scientific production within this field is composed of eight major thematic areas: (1) Business activity-financial performance, (2) Attitude and behaviour, (3) Marketing perspective, (4) Sustainable tourism, (5) Sustainability, (6) Governmental action, (7) Environmental awareness and motivation, and (8) Impact of major events. Additionally, interpretation of the main findings of the bibliometric analysis and implications for future trends of CSR in the tourism field has been discussed.

### **KEYWORDS**

Bibliometrics, Corporate Social Responsibility, CSR, scientific map, sustainability, tourism.

### **1. INTRODUCTION.**

Despite the fact that the concept of Corporate Social Responsibility (CSR) has had a presence in the business scope since the late 1920's (Sheehy & Camilleri, 2021), it has experienced a growing interest in recent decades not only from a research perspective, but also from a practical or business approach (Matten & Moon, 2008; Sarkar & Searcy, 2016), and even from a political standpoint (Frynas & Stephens, 2015). In an interesting study spanning 40 years of strategic management research, Cummings & Daellenbach (2009) identified CSR as one of the five areas of study with the most remarkable growth in interest. This attention can be attributed to several

factors, highlighting the strong acceleration of the globalisation process (Matten & Moon, 2008; Umar, Ji, Kirikkaleli, Shahbaz & Zhou, 2020) and the concern over the negative effects derived from it (McMichael, 2013; Sharif, Ullah, Shahbaz & Mahalik, 2021).

A review of business practices literature exposes the recent global dissemination in adopting CSR activities by corporations (Marano & Costova, 2016). As a result, CSR is becoming a key contributor to all kinds of sustainable actions of companies (Goto & Sueyoshi, 2020). CSR has found a way to become involved in environmental and social issues (Henderson, 2007) to alleviate its negative impacts and inadequate social conception. The latter has precisely fomented new interests and concerns within the discipline. For example, some recent studies are focused on investigating the authenticity of these practices in the sector (e.g., Aqueveque et al., 2018; Choi et al., 2019; Lin, Pen, Anser, Yousaf & Sharif., 2020).

CSR has received a great deal of attention in all business sectors, and tourism is no exception as a sector that has become a substantive element of the global economy (Sharif et al., 2021). However, even though CSR strategies are essential to achieving environmentally and socially responsible tourism (Caruana et al., 2014), the truth is that research on CSR in tourism is poorly developed and is somewhat distant from the main branches of research (Coles et al., 2013; Moyeen et al., 2019). The characteristics of each sector mean that organisations from different industries have different motives to become involved with CSR while at the same time facing different challenges to its implementation (Coles et al., 2013). Therefore, the conclusions drawn in a CSR study tend not to be directly extrapolative to other companies and even less to other sectors (Dahlsrud, 2008). Thus, research conducted in sectors apart from tourism is unlikely to be relevant to tourism (Wells et al., 2016).

However, despite this lower academic research, the importance of developing proper tourism management has grown considerably in the professional field. This is evident by policy statements and corporate visions of the companies in the sector (Coles et al., 2013) or the particular relevance that CSR has adopted in specific sub-sectors such as the hotel industry (Kang et al., 2010; Wong & Kim, 2020) and, more significantly, in cultural heritage tourism (Wells et al., 2016). For example, CSR has become a way to achieve the sustainable use of specific resources (Mao, He, Morrison & Coca-Stefaniak, 2020) that are viewed as a threat to the heritage tourism industry (Chhabra, 2009). Additionally, a well-structured CSR strategy in this sector makes it possible to alleviate pressures imposed by the conservation of cultural heritage, acting as a link between tourism and the environment (Butler, 1991; Wells et al., 2016). These

pressures on environmental and ecological matters increasingly come from various stakeholders (Lin et al., 2020), increasing pressure on managers to participate in this movement (Yasir, Majid, Yasir, Qudratullah, Ullah & Khattak, 2021). With this in mind, there is a strong contrast between the focal point occupied, traditionally, by CSR in tourism in recent years and its less developed research approach as compared to other sectors. Therefore, it is necessary to delve deeper into this field to understand CSR's role in the tourism industry (Wells et al., 2016).

In this context, performing a bibliometric analysis can play a crucial role in promoting CSR research in the tourism sector. This methodology allows the objective gathering of synthesised information on the concepts most adopted in the industry, their relationships, and their evolution (Vogel and Güttel, 2013; Zupic and Čater, 2015; Donthu, Kumar & Pattnaik, 2020). Thus, since bibliometric studies reveal specific patterns within an academic field, researchers can identify gaps and generate new research areas (Donthu, Kumar, Mukherjee, Pandey & Lim, 2021). This makes bibliometric studies very useful, regardless of the degree of maturity of any academic field (Köseoglu et al., 2016). The application of this type of analysis to a sector such as tourism will highlight, among other findings, its relationship with other disciplines.

Therefore, this work aims to promote the area under evaluation by conducting a bibliometric analysis of the concept of CSR within the tourism sector. This general objective is articulated through the following specific objectives: (1) identify the main research topics; (2) characterise the thematic evolution of the research; (3) define the main relationships between concepts; (4) propose the best future areas of research focused on CSR and tourism.

## **2. LITERATURE REVIEW.**

### **2.1. CSR and tourism: sustainable tourism.**

One key indicator is companies' CSR reports' quantity and quality when analysing how actively responsible a sector is. However, little information in the tourism sector evaluates the CSR reports presented, despite the growing interest in this area (Font et al., 2012). This interest has been motivated by the tourism industry's significant growth, which has brought a corresponding growth of concern with its relationship with society and the environment (Goodwin, 2011). Therefore, CSR's attention in the tourism sector is not surprising (Font et al., 2012). Font & Lynes (2018) prove that investigations within tourism are determined by practical purposes, such as the use of CSR to increase profits or improve political performance.

Within the hotel sector, large hotel chains with the most significant environmental impact, those listed on the stock exchange and those with new facilities, are expected to adopt more

significant environmental commitments and be willing to report their efforts. We must also include the intense pressure exerted by all stakeholders (Lin et al., 2020). As a result, hospitality businesses (such as hotels and restaurants) are increasingly reporting about those activities which have any kind of effect on their stakeholders (Camilleri, 2020). Besides, those companies that perceive their image as damaged are usually more prone to issue reports voluntarily (Font et al., 2012). Along these lines, Henderson (2007) concluded that a good part of the CSR reports published by hotels is intended to promote the destination's image, so this type of initiative goes beyond altruistic intentions. With this in mind, interest has also grown in verifying these practices' authenticity and how truly committed tourism companies are (Hur et al., 2019; Lin et al., 2020). Accordingly, Alonso-Martínez, De Marchi & Di Maria (2020) point that the reason which drives companies to be involved in the issue is now a key search question, where the adoption of voluntary CSR actions is motivated by a complex set of drivers.

Despite the above, much of the literature has focused on analysing the relationship between CSR and financial performance (Wood, 2010). For instance, some authors demonstrated the positive effect on investors' firm value estimates of reporting CSR performance separately from a financial report (Haji, Coram & Troshani, 2021). Many efforts focused on this issue link corporate social performance (CSP) to CSR (e.g., Franco et al., 2020). Traditionally, studies on CSR in the tourism sector have received less attention than in other industries considered highly polluting, such as the chemical, manufacturing or mining industries (Uyar et al., 2020). However, growing concerns have prompted researchers to pay increasing attention to this sector.

Tourism can strongly impact the economy, society, culture, and environment (Henderson, 2007; Sharif et al., 2021). Within this sector, CSR is frequently classified under the umbrella of sustainability (sustainable tourism) (Garrod & Fyall, 2010), whose concern is primarily focused on the environmental portion of CSR. The concept of sustainable tourism is viewed as the development of a tourism product that is more environmentally friendly (or, failing that, less harmful), which, in turn, yields a competitive advantage in the tourism market, ensuring its long-term economic viability (Ayuso, 2006; Asmelash & Kumar, 2019). In recent years, the importance of the environmental portion of CSR in tourism has increased the amount of research that analyses the characteristics of CSR in this sector (Wells et al., 2015), such as heritage tourism (Edwards, 2007), tourism destination (Frey & George, 2010), ecotourism (Chiu et al., 2014), mass tourism (Weaver, 2014), or rural tourism and rural development (Uduji et al., 2019).

The importance of sustainable tourism is also reflected in studies that analyse tourism marketing, which indicate a shift towards sustainability compared to traditional profitability (Jamroz, 2007). In the area of marketing, concepts such as "environmentally responsible marketing" or "community-based tourism" have been addressed, referring to communication and marketing actions aimed at achieving a sustainable competitive advantage (Lee et al., 2013; Starr, 2013; Wang, Ko, Woodside & Yu, 2020). In addition, issues such as "responsible design" or the so-called "green building practices" in historical buildings, as well as those related to cultural heritage, have also been addressed to reduce the human impact (Erkus-Öztürk & Eraydin, 2010; Peng & Tzeng, 2019).

All this has come as part of a growing trend in recent decades consistent with the increasing commitments to adhere to new forms of sustainable tourism, with a particular focus on caring for and protecting natural and cultural heritage (Buckley, 2012; Telfer & Sharpley, 2015; Martin et al., 2020). The truth is that sustainable development principles are closely related to CSR's principles, which is why they are frequently interchanged. Therefore, a company that tries to adopt sustainable tourism is automatically socially responsible (Henderson, 2007; Piwowar-Sulej, 2021). However, there are some differences. Generally, the sustainable development process includes more participants (such as the tourists themselves), while CSR maintains a purely business focus, where profitability issues try not to be too overshadowed by social and environmental agendas (Van Marrewijk, 2003; Henderson, 2007; Kolk & Van Tulder, 2010). Figure 1 summarises the main relationships between the key concepts detailed throughout this section as a visual synthesis.

*Insert Figure 1 here*

In conclusion, we can state that research in this field has usually focused on analysing the hotel industry, as it has a much more significant environmental impact than other types of tourism businesses (Bohdanowicz et al., 2011; Wells et al., 2015; Sáez-Fernández et al., 2020). A good part of this research analyses aspects such as which initiatives are most commonly adopted by hotel chains regarding sustainability, their incentives for the adoption, or their results (e.g., Ayuso, 2006; Wong & Kim, 2020). Finally, reports in this field address various stakeholders (Camilleri, 2016), most commonly business people and tourists (Wells et al., 2015). Less frequently, other reports analyse the local community, governments, and authorities responsible for managing tourist attractions (Wells et al., 2015), shared value (Camilleri, 2016), and engagement (Camilleri, 2015; Iazzi et al., 2020).

This review shows how the different research projects have made an effort, to date, to define CSR and evaluate its importance in subsectors and specific tourism activities within the sector. Therefore, no research has been found whose activity is focused on conducting a global synthesis that can extract a complete overview of CSR's thematic and conceptual structure within the tourism industry. To tackle this type of study, the most complete and adequate option (due to its applicability, as observed in other fields) is the use of bibliometrics.

## **2.2. Bibliometrics.**

The term "bibliometrics" was introduced initially by Pritchard (1969). In its definition, this author specifies that bibliometrics refers to "the application of mathematical and statistical methods to books and other means of communication" (p. 349). This methodology allows researchers to study the content of literature in their field, identifying the main themes or concepts (Vogel & Güttel, 2013; Donthu et al., 2021), and analysing how this academic discipline has evolved, considering the intellectual, social and conceptual structures (Zupic & Čater, 2015). It is often combined with other techniques, such as scientific maps, that visualise the intellectual structure extracted after applying the bibliometric process (Cobo et al., 2011b; Santana & Cobo, 2020).

According to Köseoglu et al. (2015), there are two great bibliometric methods. The first consists of a basic bibliometric technique called the evaluative method (Benckendorff & Zehrer, 2013). With this technique, research projects are evaluated by analysing their content and a series of indicators, such as impact indexes, to evaluate their performance and authors (Hall, 2011; Köseoglu et al., 2016; Okumus et al., 2019). The second method encompasses more advanced procedures (relational techniques), including co-citation analysis, co-author analysis, and co-keyword analysis. Relational techniques establish a series of relationships within an academic field (Benckendorff & Zehrer, 2013; Donthu et al., 2021). These techniques allow researchers to synthesise their discipline's intellectual and conceptual structure and generate new research directions (Leydesdorff & Vaughan, 2006; Su & Lee, 2010; Ronda-Pupo & Guerras-Martín, 2012; Zha et al., 2020).

The term co-citation refers to the frequency with which two units are jointly cited by a different one (Small, 1973). Therefore, the co-citation analysis counts the times when such a situation occurs. This analysis allows building relationships or similarities between various authors, documents, or journals (McCain, 1990). In this way, when two publications are observed to be frequently cited together, there is a high probability that they are related (Benckendorff & Zehrer, 2013; Donthu et al., 2021). Co-word analysis looks at how often two keywords appear

together within a specific academic field. This technique measures the number of publications in which two key concepts appear (Whittaker, 1989). Therefore, the idea extracted is that those frequently appearing together are near related to each other. Consequently, a complex network of concepts with their respective relationships is obtained, making it possible to characterise the analysed discipline's conceptual map (Köseoglu et al., 2016; Farrukh, Meng, Raza & Tahir, 2020).

Because each of these individual techniques has its strengths and weaknesses, bibliometrics tends to combine them to investigate patterns and trends within an academic field (Chang et al., 2015). Specifically, applying a co-citation analysis and a co-word analysis has allowed us to confirm that the overlap between the two techniques is minimal and that combining them yields better results (e.g., Åström, 2002; Chang et al., 2015). In fact, Chang et al. (2015) proclaim that combining a co-word analysis with a co-citation analysis can create the structural discipline map and understand the development it has undergone.

In business and management, bibliometrics has been used in many disciplines, such as marketing, advertising and strategic management, such as tourism itself (Leung, Sun & Bai, 2017). It has also been observed that this method is increasingly being applied to new sustainability issues (e.g., García-Berná, Fernández-Alemán, Carrillo de Gea, Nicolás, Moros, Toval, Mancebo, García & Calero, 2019). At the same time, it needs to be pointed the important trend consisting on applying this approach directly to the content of a high-impact journal. This is the case of the recently developed research to summarize twenty-seven years of Sustainable Development Journal (Farrukh et al., 2020).

The main application of bibliometrics in the tourism area has been focused on evaluating journals and authors (Hall, 2011). Palmer et al. (2005) were the first authors to apply a co-word analysis in the tourism field by reviewing the statistical methods used in this field. Meanwhile, other analyses, such as co-citation, have not been used until recently (Leung et al., 2017). However, some good examples of such analysis in tourism have recently been published (e.g., Benckendorff & Zehrer, 2013; García-Lillo et al., 2016; Okumus et al., 2018; Jiménez-García, 2020). It is evident that all these investigations prefer to focus on the study of a specific topic within tourism itself (Leung et al., 2017); for example, the main routes in medical tourism (Chuang et al., 2014), trends in tourism research considering gender (Figuerola-Domecq et al., 2015), innovation in hospitality and tourism (Gomezelj, 2016), gastronomic tourism (Okumus et al., 2018), sports tourism (Jiménez-García et al., 2020), and trust in the field (Palácios, De Almeida & Sousa, 2021). However, no research has been published focusing on analysing CSR's



definition, evolution, and trends in the tourism sector through bibliometrics. Consequently, the present study tries to respond to this research opportunity.

### **3. METHODOLOGY**

This section summarises the methodology of each stage of the process. This includes explaining how the data were searched and collected, what the analysis creation consists of, and finally, how the findings are visualised.

#### **3.1. Data selection.**

When conducting bibliometric research, it is crucial to define the search criteria correctly so that the information obtained is relevant and accurate. Due to database selection affects the value that a bibliometric indicator takes for a given unit of analysis, the validity of bibliometric analyses for research evaluation primarily lies in the databases' representativeness of the scientific activity studied (Mongeon & Paul-Hus, 2016).

Bibliographic databases like Scopus and Web of Science are the most commonly used selective databases for bibliometric analyses, even though both have a bias against non-English publications and poor coverage of areas in which research often has a local projection (Martín-Martín, Orduna-Malea & López-Cózar, 2018). Different authors have shown a comparison of Scopus and Web of Science for the coverage of journals, quality of content, bibliometric statistics, subject categorization, features and capabilities, citations count, tracking and indexing, author, university and country rankings, language coverage, longitudinal and cross-disciplinary comparisons, content comprehensiveness, and searching capabilities (Archambault, Campbell, Gingras & Larivière, 2009; Galvagno & Giaccone, 2019; Liu, Huang & Wang, 2021). Most of the conclusions indicate a high correlation in the number of papers and citations in Web of Science and Scopus, and their coverage is very similar from 1996. Therefore, according to the search strategy, they are complementary tools (Celdrán-Bernabeu, Mazón, Ivars-Baidal & Vera-Rebollo, 2018). However, the Web of Science has greater coverage than Scopus has. It also has a more significant impact in terms of most-cited authors and publications, and for the studied subject, because the Web of Science exhibits journals with a higher impact factor and productivity than Scopus (Álvarez-Melgarejo & Torres-Barreto, 2018). Additionally, it turns out that Web of Science performs significantly better than Scopus in terms of the accuracy of its journal classification system (Wang & Waltman, 2016). For these reasons, many authors claim that Web of Science is the most complete and reliable bibliographic source, and a great number of publications in high-impact journals which focuses on bibliometrics use Web of Science as the



main database source (e.g., Bhatt, Ghuman & Dhir, 2020; Castillo-Vergara, Alvarez-Marin & Placencio-Hidalgo, 2018; Danvila-del-Valle, Estévez-Mendoza & Lara, 2019; Leung et al., 2017; Merigó, Mas-Tur, Roig-Tierno & Ribeiro-Soriano, 2015; Sánchez-Camacho, Martín-Consuegra & Carranza, 2021). Consequently, the choice of this database is justified according to its superior coverage of scientific journals with a higher impact factor and productivity related to the main objective of this research.

Consequently, data were extracted from the Emerging Sources Citation Index (ESCI) and the Social Sciences Citation Index (SSCI) databases, corresponding to the complete list of journals indexed in the 'Hospitality, Leisure, Sport & Tourism' category within the Web of Science database, by searching for documents whose keywords, abstract or title contained the following terms: "CSR", "Corporate Social Responsibility", "Sustainability", and "Green Marketing". As a result, 126 journals were included in the analysis. When running the search, 50 of them were evaluated and classified in the Social Sciences Citation Index, and the remaining 76 were indexed in the Emerging Sources Citation Index.

The choice of keywords also follows from a preliminary evaluation and reasoning process. This choice is based on an exhaustive review of the academic literature that considers how the previous work of other authors combines some relevant ideas within the academic field; ideas such as the triple bottom line (where the importance of the environmental dimension is identified) or those extracted from previous bibliometric studies (e.g., Sarkar & Searcy, 2016), highlighting the role of "sustainability" as one of the six significant dimensions of the literature on CSR.

It must also be remembered that this research is part of a particular industry: tourism. Thus, the review of specific literature on this sector highlights how CSR practices within tourism are strongly associated with the idea of sustainable tourism. Therefore, the inclusion of the concepts "sustainability" and "CSR" (both its acronym and the full name) is essential for this research. Thus, these three terms constitute a proper and sufficient keyword selection to perform the search. However, Green Marketing has been added to them. An interesting area of study has been identified in tourism marketing as an approach within sustainable tourism, as various authors indicate (Jamrozy, 2007; Papadas et al., 2017; Szabo & Webster, 2020).

The search was filtered to limit the analysis to articles published in English (excluding conference proceedings, editorial comments, reviews, and books). Subsequently, the abstract of each article was read by all the authors to remove those which, while addressing CSR in tourism, focused on

aspects considered irrelevant to the research. This final selection made it possible to identify an ultimate set of 1800 articles.

### **3.2. Analysis creation and standardisation.**

Once the data were collected, the entire bibliometric process of creating and analysing the scientific map was performed using the SciMAT software. To achieve this study's objective, the analytical process with SciMAT focused on a co-word analysis's performance within a long-term study framework. Co-word analysis is based on an evaluation by the co-occurrence of terms. That is, the similarity between two units of analysis (in this case, words) is recorded by counting the number of times that two units appear together in the documents. (Cobo et al., 2011b; Santana & Cobo, 2020). The entire process was carried out by applying the method developed by Cobo et al. (2011a).

After carrying out the corresponding pre-processing of the database used (the 1800 documents downloaded), creating the analysis and executing it, SciMAT offers complete visualisation of the results. This visualisation is segregated into two types of views. The periods' view is obtained first, allowing extracting a representation of the existing conceptual structure within each period individually. A long-term view is also output, which shows the evolution of the discipline's complete conceptual structure over time.

The periods' view provides a strategic diagram. This figure visually represents how the entire conceptual structure is built within the period in question. The diagram is built according to the values of two parameters whose range is between 0 and 1: centrality and density (Sánchez-Camacho et al., 2020). Centrality is defined as the degree of external cohesion of a topic/cluster with the rest of the period's topics (Callon et al., 1991). Density is the degree of internal cohesion between the elements (keywords) that make up the topic/cluster.

Each topic/cluster has a centrality and a density value associated with it within a period. Based on these two values, each topic will be located in one of the four quadrants of the strategy diagram. Thus, the topics are classified as follows: (1) Motor themes, located in the top-right quadrant (high centrality and density); (2) Highly developed but isolated themes, located in the top-left quadrant (low centrality and high density); (3) transversal themes, located in the bottom right quadrant (high centrality, and low density); (4) Declining or still emerging themes, located in the bottom left quadrant (both density and centrality ranges are low).

Finally, it is highlighted that the sphere representing each topic/cluster includes some values associated with it within the strategic diagram. The number shown inside the sphere represents

the number of journal papers that address this topic. The two values that appear outside the sphere, next to it (X, Y), represent the h-Index and the total number of citations associated with that topic, respectively.

On the other hand, the long-term view represents the entire evolutionary breadth of the investigation. The figure showing these results is the evolution map. In it, there are as many columns as there are periods. Its usefulness is apparent by how the conceptual structure has changed over time and how the themes are related. It is built using the *inclusion index*, which is the most useful for evaluating the similarity between two sets since the result is not influenced by the number of items each has (Cobo et al., 2011a). All detected clusters/themes are arranged in each column or period. On this evolution map, every line linking two themes from different periods shows a relationship between them. Sánchez-Camacho et al. (2020) explain that different line formats might be observed according to the relationship between the themes the line is linking. A solid line linking two themes indicates that they share the main keyword, while a dashed line shows that those themes share some keywords, but none of them is the main one. Moreover, the line thickness indicates whether those themes share a greater or lesser number of keywords. These technical details should be detailed to understand better what the figures are showing in the results section.

## **4. RESULTS.**

This section presents the results according to the visualisation previously explained. On the one hand, the results are presented for each period (period-based view). Afterwards, the results of the longitudinal study are presented (longitudinal view).

### **4.1. Period-based view.**

This view shows a strategic diagram representing each period. The role of this diagram, and its methodology, is explained in section 3.2. Analysis creation and standardisation. The first period is established by the year the first journal paper from the database was published (1994). The final period ends nowadays.

4.1.1. Exploratory Period (1994-2005). Figure 2 shows the strategic diagram corresponding to the Exploratory Period. The arrangement of the 24 clusters (themes) detected for this first-time interval is shown in it.

*Insert Figure 2 here*

The motor themes identified in this first period, with their respective values of centrality and density, are the following: *INDICATOR* (0.96, 0.54), *CULTURE* (0.83, 0.92), *SUSTAINABLE-TOURISM* (0.75, 0.62), *SUSTAINABLE-DEVELOPMENT* (0.67, 0.58), *GEOGRAPHIC-INFORMATION-SYSTEM* (0.71, 1), *EVOLUTION* (0.58, 0.71), and *MASS-TOURISM* (0.54, 0.83). However, despite their high centrality and density, the impact measures of these motor themes are low. Given the total number of themes, the number of motor themes and the low homogeneous impact, it was decided to call this period "exploratory". On the other hand, despite not being a motor theme, the *SUSTAINABILITY* theme's role merits special consideration (1, 0.04). This theme has a maximum centrality, but its density is almost zero, so it does not meet a motor theme's conditions. Besides, it is the topic with the highest impact measures, present in 20.7% of the documents of the period.

4.1.2. Maturity Period (2006-2015). Using the same method as with the previous period, Figure 3 shows, in this case, the strategic diagram corresponding to the second interval, called the Maturity Period, due to its characteristics. In this case, there are 20 clusters (themes) that have been generated from all the scientific data published during this period. Figure 3 shows the arrangement of all the clusters for this period according to their centrality and density values, allowing us to identify the motor themes.

*Insert Figure 3 here*

In this case, the diagram shows a much more defined role for each theme/cluster in this period. In addition, unlike the Exploratory Period, the large number of documents and keywords included in this second period allowed the software to produce a complete synthesis of the information, as evidenced by the much more defined topics and the more distinct lines of research. It is, in short, a period that reveals the maturity of certain study topics. That is what gives its name to the period itself. The identified motor themes, with their centrality and density values, are: *FINANCIAL-PERFORMANCE* (1, 0.85), *CUSTOMER-LOYALTY* (0.80, 0.90), *ATTITUDE* (0.90, 0.65) AND *CLIMATE-CHANGE* (0.70, 0.80). As in the first period, we must pay attention to the *SUSTAINABILITY* (0.85, 0.35) issue due to its high centrality and impact measures, although it is not a motor theme due to its low density. On this occasion, this topic is present in 13.3% of the publications in the period (a total of 140 documents).

4.1.3. Consolidation period (2016-present). The study of views by periods ends with identifying the themes within the final interval of the study, called the Consolidation Period, because of the

ideas that can be extracted. Figure 4 shows the strategic diagram for this period, revealing a total of 21 thematic clusters, classified according to their centrality and density values. Of these, only four achieve motor theme status.

*Insert Figure 4 here*

Figure 4 shows four well-defined motor themes according to their centrality and density values: *FINANCIAL-PERFORMANCE* (0.90, 0.95), *HOTEL* (1, 0.71), *ATTITUDE* (0.95, 0.62) and *CUSTOMER-LOYALTY* (0.76, 0.76). How the *FINANCIAL-PERFORMANCE* theme is consolidated is key, considering its almost maximum centrality and density. The maximum centrality and strong impact measures of the *HOTEL* cluster are also notable (it is present in 22.7% of the period's documents). Outside of the motor themes' category, the *SUSTAINABLE-TOURISM* cluster's role also stands out, remaining very close to the category, with high centrality (0.86) and high-impact measures (present in 14% of the period documents). Another key issue with this cluster is that it has absorbed the *CLIMATE-CHANGE* theme, a motor theme in the previous period, meaning it has not disappeared.

#### **4.2. Longitudinal view**

The longitudinal view represents the analytical component related to the evolution of the evaluated discipline's entire conceptual structure: CSR and tourism. This evolution is illustrated by a figure within the field that links bibliometrics and scientific maps: the evolution map. Section 3 of this document (Methodology) explains how this key figure is created and interpreted.

The evolution map of this research is shown in Figure 5. In it, the themes are organised according to the strength of the relationships that occur between periods. Thus, a series of large thematic areas are built. Each central subject area is represented with a coloured box or zone. Therefore, the evolution map can identify large thematic areas formed by the clusters/themes shown in the periods' view. These, as it is already known, are formed by a network of keywords.

Figure 5 shows that all scientific research on CSR and tourism is structured into eight major thematic areas, which have been named (1) BUSINESS ACTIVITY-FINANCIAL PERFORMANCE RELATIONSHIP, (2) ATTITUDE AND BEHAVIOUR, (3) MARKETING PERSPECTIVE, (4) SUSTAINABLE TOURISM, (5) SUSTAINABILITY, (6) GOVERNMENTAL ACTION, (7) ENVIRONMENTAL AWARENESS AND MOTIVATION, (8) IMPACT OF MAJOR EVENTS.

*Insert Figure 5 here*

Each of the thematic areas identified does not exhibit the same relevance within the discipline based on its impact measures, the central role of the themes that comprise them and the historical evolution. For example, thematic area 1 (COMPANY PERFORMANCE-FINANCIAL PERFORMANCE RELATIONSHIP) has enormous weight within the entire conceptual structure. This area is made up of the *Hotel*, *Financial-Performance* and *Industry* clusters as the most important topics. It might be pointed out that the construction of this thematic area is based on the strong relationship between the *Hotel* and *Financial-Performance* themes. It is the dominant theme within the scientific research on CSR and tourism.

Subject area 3 is also critical (MARKETING PERSPECTIVE). This area is heavily based on a theme/cluster: *Customer-Loyalty*. In addition, its growth has been progressive throughout the periods, demonstrating the increasing interest in commercialising CSR in the tourism sector. Within this area, it should be noted that the topic *Job-Satisfaction*, which emerged in the last period, was part of the *Customer-Loyalty* cluster in the previous period. Very interesting conclusions can be drawn from this result.

Thematic area 5 also merits attention (SUSTAINABILITY). Its size can be considered as important as area number 1, although the clusters that comprise it offer somewhat smaller impact measures. The cluster that acts as the cornerstone of this area is the theme of the same name. This topic (*Sustainability*) is the most important item of many articles in which it appears during the second period. The appearance of new themes, such as *Ecotourism* and *Innovation* in more contemporary research, is interesting. These new themes share the main point with the *Sustainability* theme (a solid line links them). Therefore, it seems clear there is an interest in innovation and new forms of ecotourism that make achieving sustainability in the sector possible.

Significant attention must be paid to other minor, interesting subject areas concerning the appearance of new topics. This is the case of area 8 (IMPACT OF LARGE EVENTS), which did not exist during the first period. Its composition (*Olympic-Games*, *Professional-Sport* and *Mega-event*) shows the growing research interest on the impact of a new tourism type: tourism linked to mega-events. These do not have to be limited to sports since the *Mega-event* cluster comprises keywords like "*event-tourism*" and "*festival*". The concern for new trends, such as the rise of music macro music festivals, seems clear. Attention should be given to the potential for considerable growth in this subject area in the future.

## **5. DISCUSSION.**

A large amount of information collected and analysed has made it possible to draw a comprehensive list of conclusions. First of all, without any doubt, is the general conclusion generated by the evolution map: all scientific research on CSR and tourism is made up of eight major thematic areas, which are: interest in financial performance, attitude and behaviour studies, the interest in operationalising CSR from a marketing perspective, sustainable tourism, sustainability from a broad perspective, government action, environmental awareness and motivation, and the impact of large events.

The second major conclusion revolves around consolidating a series of motor themes within this structure by thematic areas. Topics related to studying the company's financial performance, consumer loyalty, and attitude occupy a central position throughout the long-term investigation. Other topics, such as research focused on hotels and studies on climate change, are motor themes of the academic field in some of the most current periods. In addition, in periods where this type of study does not act as motor themes, they form other themes. Likewise, it is possible to verify which issues are the most important if the impact measures are considered. When this criterion is combined with centrality and density, it is demonstrated that these methods converge and that the protagonism belongs to four principal themes: financial performance, consumer loyalty, attitude, and hotel.

A clear key idea is drawn from the above conclusion: the research interest in operationalising CSR in tourism is perfectly consolidated. This fact is observed from two perspectives: a purely financial one (financial results) and a commercial or marketing one (consumer loyalty). This interest is also growing over time.

Another relevant conclusion is the significance taken on by the concept of sustainability within the tourism industry. It appears to demonstrate that when CSR is linked to tourism, it evolves towards what is known as sustainability or sustainable tourism. However, there is a crucial nuance. While CSR refers to the actions carried out by a company, the concept of sustainability has a broader scope, including all the participants involved in the tourism product's development and enjoyment, including the residents themselves and, of course, the tourists. Despite this, it seems evident that when researchers and professionals talk about CSR in tourism, they automatically consider sustainability. Furthermore, despite appearing to be synonymous, research has shown that the theme of sustainable tourism and the theme of sustainability are grouped into two large, different areas. In any case, the general conclusion drawn is that tourism sustainability (through its two thematic areas) acts as the cornerstone of all research.



Finally, it should be noted that interest in certain more contemporary issues is emerging and/or growing. Specifically, four cases are identified. One of them is climate change, which was not present in the first period, and appears as a motor issue in the second before being finally integrated as part of another motor issue in the third (sustainable tourism). Another very interesting case is that of job satisfaction. This theme appears in the second period as part of a motor theme (consumer loyalty), and, finally, it emerges from this theme to form its theme. In addition, it maintains its relationship with consumer loyalty, acting as an essential issue within the thematic area that CSR in tourism deals with from a marketing perspective. Another grand appearance is related to the impact of large events. This study subject follows a trajectory parallel to the advent and growth (in recent years) of mega-events related to sports and music. Finally, a research line emerges focused on tourism innovation to achieve sustainable tourism (strongly related to concepts such as ecotourism). All these are topics that may achieve a very relevant role within the discipline in the coming years. Therefore, researchers and professionals should be very mindful of these concepts shortly.

This research aims to contribute to professional development related to CSR in the tourism industry, both indirectly and directly. On the one hand, indirectly, this work is expected to serve as a turning point in the academic field, letting researchers use these results as a building block to generate valuable new knowledge. Thus, findings from those new potential research are expected to extract some concise managerial implications straightly. On the other hand, and more importantly, directly because of the professional implications presented.

### **5.1. Academic implications and recommendations.**

From a purely scientific perspective, the interpretation of results highlights some significant implications for the academic field. In turn, these implications lead us to propose a set of future specific research lines recommendations. Firstly, it is observed that the dominant thematic area is the one dedicated to relating CSR to financial performance (FP). In addition, its enormous weight within the entire field is constant, and it keeps strongly focused on hotels. Thus, this trend shows that it will remain the same in the future, and many publications will be focused on the link between CSR and FP within the hotel industry. This situation is reflected in several high-impact publications (from our database) by authors such as De Grosbois (2012); or Leonidou, Leonidou, Fotiadis & Zeriti (2013). The academic field will reach a point where there will be a significant saturation. Therefore, researchers are proposed to follow two recommendations. The first one consists of developing meta-analysis studies due to the need to contribute qualitatively rather than quantitatively. A meta-analysis of all those investigations on CSR and

FP in the hotel industry will work as a statistical inference tool to synthesize the results. The other proposal consists of raising studies on CSR and FP focusing on tourism sectors other than the hotel industry. For example, the cruise industry, airlines, theme parks, or the organization of mega-events. All these tourism activities not only do not appear as areas or clusters but even as keywords.

The mega-events mentioned above leads us to propose other implications for this subject area. The mega-events theme is a young and growing area, which is discussed in several high-impact publications from our database by authors such as Andersson & Lundberg (2013); or Collins, Jones, & Munday (2009). However, it is yet to be developed. In addition, within it, the mega-event cluster is perfectly developed internally, but it is still far from being a central theme. The trend indicates that this cluster will acquire a greater centrality. Together with it, the entire area will grow, receiving a greater interest. However, everything revolves around sports (Olympic Games and professional sports in general). Therefore, to contribute to its growth, researchers are proposed to expand this line by including other types of events, such as film festivals, theatre festivals, religious festivals, overcrowded popular celebrations, and, especially, macro-music festivals when conducting analyses of CSR in mega-events. In addition, it must be considered that the global pandemic during 2020 and 2021 might significantly affect this thematic area. It may happen that the number of investigations will decline until the pandemic is wholly overcome. At the same time, new lines focused on this issue are likely to emerge: capacity limitation, special health measures, or control and tracking measures. Investigations conducted on this topic will be very interesting to contribute to the development of this area. For example, measure how being socially responsible through the adoption of hygiene and health measures would help the sustainability of this sector.

A third set of implications and proposals should be highlighted. The marketing perspective thematic area is a growing area too, with constant increasing importance in this academic field. The interest in relating job satisfaction (tourism employee) to tourist loyalty is increasing within this area. This is shown in several high-impact articles from our database by authors such as Lee, Song, Lee, Lee & Bernhard (2013); or Martínez & Del Bosque (2013). The trend leads to infer that this is a booming topic. Moreover, its interest is not limited to a specific proposal. It is a crucial trend that allows us to make many different suggestions. First, researchers are proposed to carry out additional systematic studies. There will be enough articles for that purpose but not plenty to apply a bibliometric analysis. Therefore, content analysis and meta-analysis methodologies are proposed to statistically synthesize the explanatory models of this relationship (job

satisfaction and tourist loyalty). Another proposal consists of developing empirical studies basing on three different relationships. Firstly, determining what type of internal CSR actions (towards the employees) are most effective in achieving their satisfaction. Secondly, the approach to the following question: is the satisfaction of the tourist employees explained in the same way if they work for a hotel, an airline, a cruise ship, or a casino? Thirdly, new internal CSR actions that are directly related to Covid-19 are likely to emerge. How does it affect employees? For example, what about if the company they work for requires them to be vaccinated or wear a mask? Or how does it affect them that being vaccinated is voluntary to be allowed to work?

Finally, a last implication is outlined that leads us to propose a new specific line of research. The attitude and behaviour thematic area has a meaningful presence over time. In addition, the interest in this area is growing. In the last period, the attitude cluster refers to residents. This did not happen before. The trend shows that scientific production is increasingly interested in the resident's attitude towards certain tourist activities, relating perception, attitude, and support to tourism. It reflects on several high-impact studies from our database by authors such as Frauman & Banks (2011); or Vargas-Sánchez, Porras-Bueno & Plaza-Mejía (2014). This is evaluated through structural equation modelling, according to the results presented in those papers. Therefore, two recommendations are proposed. On the one hand, apply a meta-analysis methodology to these models to infer general results. On the other hand, in such a globalized world, we suggest developing cross-cultural studies on this thematic area (e.g., are there cultural differences in how residents perceive certain types of tourism as harmful activities?)

## **5.2. Managerial implication and recommendations.**

Similarly, from a practical approach, some important and specific suggestions are proposed to be considered from a professional perspective. In particular, these proposals underlie some of the findings related to two major thematic areas: mega-events and tourist loyalty. Firstly, we suggest leveraging some of the ideas drawn around mega-events impact. The significant rise in macro music festivals has a strong environmental impact associated with the location where it is held (which, in many cases, is the coast). Therefore, this type of event's promoters can create a sustainable action framework to achieve strong engagement with a young audience increasingly aware of environmental impacts. Simultaneously, research can be carried out to evaluate the effect of this type of action on public engagement, financial results, and the natural environment's impact. It might lead to an interesting managerial-academic collaboration to determine the keys to developing such a framework as a mechanism to increase audience

engagement to the brand (music festivals). The final goal would be to increase the financial performance of the company and other companies located in the area and the community.

Finally, the results show the importance of the relationship between job satisfaction and tourist loyalty, which is why professionals in the sector should consider launching internal CSR campaigns; that is, towards the employee. The results show that job satisfaction is related to the quality of the service provided and tourist satisfaction. This, in turn, generates loyalty. Therefore, internal CSR practices can be the best tool to ensure satisfied and loyal tourists. This is essential because of the possibility that the tourist will return and because a loyal tourist recommends the location (a hotel, a restaurant, a destination, a national park) to other potential tourists. As was proposed in the case of mega-events, researchers can conduct studies in parallel. As a summary, findings highlight a cause-effect relation between some of the motor themes presented as follows: (1) CSR practices towards the employees as an essential stakeholder group; (2) Job satisfaction; (3) Tourism service quality; (4) Consumer satisfaction; and (5) Loyalty.

### **5.3. Limitations.**

The bibliometric methodology used in this research is not without limitations. These will probably be eliminated over time as the methodology is developed and improved. The first major limitation is related to data collection. Despite maintaining utmost rigour when selecting the database and keywords, it is logical to think that the search parameters found not all CSR and tourism documents. While all relevant publications were included in the analysis, some specific academic articles might not have been considered in the study. Therefore, extend the analysis to additional thematic categories of the WoS (Economics or Business) could add interesting articles to the database.

Additionally, the bibliometric analysis is preceded by a pre-processing stage of the database. This is a manual process that must be performed thoroughly by the authors. In this step, the user is likely to make small mistakes when debugging the database and grouping terms. For example, special attention should be given to deciding if two words are synonymous (for example: behavior and behaviour, CSR and Corporate Social Responsibility). These words' basis is so broad that it may be challenging to identify and indicate all synonyms. After the automatic grouping initially performed by SciMAT, the authors were presented with a word bank consisting of more than 6,000 terms, from which they managed to create a total of 612 groupings. This fact may also become an opportunity shortly since the authors got a large database of more than

#### Author Accepted Manuscript (AAM)

This is the author's accepted manuscript of an article that has been peer-reviewed and accepted for publication. It may differ in formatting and minor edits from the final published version.

Final version published in: Sustainable Development, Vol. 30, No. 3 (2022)

<https://doi.org/10.1002/sd.2260>

6,000 words. This database represents a very usable and exploitable source to develop new analysis. Therefore, an analysis that focuses just on the latest period within the period-based view could be carried out, determining the composition of every theme and setting accurate keywords relationships. Furthermore, the database includes a considerable amount of information related to authors, citations, countries, and affiliations. Consequently, researchers could develop a further analysis that focuses on the other bibliometrics' scope: impact and production analysis.

#### ACKNOWLEDGEMENTS

This work was financed by group grants from the University of Castilla–La Mancha and co-financed by the European Union through the European Regional Development Fund (Project reference: 2020-GRIN-28990). Research Group: Research and Modelling in Marketing and Tourism (RMMT).

#### REFERENCES

Alonso-Martínez, D., De Marchi, V., & Di Maria, E. (2020). Which country characteristics support corporate social performance?. *Sustainable Development*, 28(4), 670-684.

<https://doi.org/10.1002/sd.2018>

Álvarez-Melgarejo, M., & Torres-Barreto, M. L. (2018). Resources and Capabilities from Their Very Outset: a Bibliometric Comparison Between Scopus and the Web of Science. *Review of European Studies*, 10(4), 1-15. <https://doi.org/10.5539/res.v10n4p1>

Andersson, T. D., & Lundberg, E. (2013). Commensurability and sustainability: Triple impact assessments of a tourism event. *Tourism management*, 37, 99-109.

<https://doi.org/10.1016/j.tourman.2012.12.015>

Aqueveque, C., Rodrigo, P., & Duran, I. J. (2018). Be bad but (still) look good: Can controversial industries enhance corporate reputation through CSR initiatives? *Business Ethics: A European Review*, 27(3), 222–237. <http://doi.org/10.1111/beer.12183>

**Author Accepted Manuscript (AAM)**

This is the author's accepted manuscript of an article that has been peer-reviewed and accepted for publication. It may differ in formatting and minor edits from the final published version.

Final version published in: Sustainable Development, Vol. 30, No. 3 (2022)

<https://doi.org/10.1002/sd.2260>

Archambault, É., Campbell, D., Gingras, Y., & Larivière, V. (2009). Comparing bibliometric statistics obtained from the Web of Science and Scopus. *Journal of the American Society for Information Science and Technology*, 60(7), 1320-1326. <https://doi.org/10.1002/asi.21062>

Asmelash, A. G., & Kumar, S. (2019). Assessing progress of tourism sustainability: Developing and validating sustainability indicators. *Tourism Management*, 71, 67-83. <http://doi.org/10.1016/J.TOURMAN.2018.09.020>

Åström, F. (2010). The Visibility of Information Science and Library Science Research in Bibliometric Mapping of the LIS Field. *The Library Quarterly: Information, Community, Policy*, 80(2), 143-159. <https://doi.org/10.1086/651005>

Ayuso, S. (2006). Adoption of voluntary environmental tools for sustainable tourism: Analysing the experience of Spanish hotels. *Corporate Social Responsibility and Environmental Management*, 13(4), 207-220. <http://doi.org/10.1002/csr.103>

Benckendorff, P., & Zehrer, A. (2013). A network analysis of tourism research. *Annals of Tourism Research*, 43, 121-149. <http://doi.org/10.1016/j.annals.2013.04.005>

Bhatt, Y., Ghuman, K., & Dhir, A. (2020). Sustainable manufacturing. Bibliometrics and content analysis. *Journal of Cleaner Production*, 260, 120988. <https://doi.org/10.1016/j.jclepro.2020.120988>

Bohdanowicz, P., Zientara, P., & Novotna, E. (2011). International hotel chains and environmental protection: an analysis of Hilton's we care! programme (Europe, 2006–2008). *Journal of Sustainable Tourism*, 19(7), 797-816. <https://doi.org/10.1080/09669582.2010.549566>

Buckley, R. (2012). Sustainable tourism: Research and reality. *Annals of Tourism Research*, 39(2), 528-546. <http://doi.org/10.1016/j.annals.2012.02.003>

Butler, R. W. (1991). Tourism, environment, and sustainable development. *Environmental Conservation*, 18(3), 201-209. <http://doi.org/10.1017/S0376892900022104>

Callon, M., Courtial, J. P., & Laville, F. (1991). Co-word analysis as a tool for describing the network of interactions between basic and technological research: The case of polymer chemistry. *Scientometrics*, 22(1), 155-205. <https://doi.org/10.1007/BF02019280>

**Author Accepted Manuscript (AAM)**

This is the author's accepted manuscript of an article that has been peer-reviewed and accepted for publication. It may differ in formatting and minor edits from the final published version.

Final version published in: Sustainable Development, Vol. 30, No. 3 (2022)

<https://doi.org/10.1002/sd.2260>

Camilleri, M. A. (2015). Valuing stakeholder engagement and sustainability reporting. *Corporate Reputation Review*, 18(3), 210–222. <http://dx.doi.org/10.1057/crr.2015.9>

Camilleri, M. A. (2016). Responsible tourism that creates shared value among stakeholders. *Tourism Planning & Development*, 13(2), 219–235. <https://doi.org/10.1080/21568316.2015.1074100>

Camilleri, M. A. (2020). Strategic corporate social responsibility in tourism and hospitality. *Sustainable Development*, 28, 1–3. <https://doi.org/10.1002/sd.2059>

Caruana, R., Glozer, S., Crane, A., & McCabe, S. (2014). Tourists' accounts of responsible tourism. *Annals of Tourism Research*, 46, 115–129. <http://doi.org/10.1016/j.annals.2014.03.006>

Castillo-Vergara, M., Alvarez-Marin, A., & Placencio-Hidalgo, D. (2018). A bibliometric analysis of creativity in the field of business economics. *Journal of Business Research*, 85, 1–9. <https://doi.org/10.1016/j.jbusres.2017.12.011>

Celdrán-Bernabeu, M. A., Mazón, J. N., Ivars-Baidal, J. A., & Vera-Rebollo, J. F. (2018). Smart Tourism. Un estudio de mapeo sistemático. *Cuadernos de Turismo*, (41), 107–138. <https://doi.org/10.6018/turismo.41.326971>

Chang, Y. W., Huang, M. H., & Lin, C. W. (2015). Evolution of research subjects in library and information science based on keyword, bibliographical coupling, and co-citation analyses. *Scientometrics*, 105(3), 2071–2087. <http://doi.org/10.1007/s11192-015-1762-8>

Chhabra, D. (2009). Proposing a sustainable marketing framework for heritage tourism. *Journal of Sustainable Tourism*, 17(3), 303–320. <http://doi.org/10.1080/09669580802495758>

Chiu, Y. T. H., Lee, W. I., & Chen, T. H. (2014). Environmentally responsible behavior in ecotourism: Antecedents and implications. *Tourism Management*, 40, 321–329. <http://doi.org/10.1016/j.tourman.2013.06.013>

Choi, H. M., Kim, W. G., Kim, Y. J., & Agmapisarn, C. (2019). Hotel environmental management initiative (HEMI) scale development. *International Journal of Hospitality Management*, 77, 562–572. <http://doi.org/10.1016/j.ijhm.2018.08.020>

Chuang, T. C., Liu, J. S., Lu, L. Y., & Lee, Y. (2014). The main paths of medical tourism: From transplantation to beautification. *Tourism Management*, 45, 49–58. <http://doi.org/10.1016/j.tourman.2014.03.016>



**Author Accepted Manuscript (AAM)**

This is the author's accepted manuscript of an article that has been peer-reviewed and accepted for publication. It may differ in formatting and minor edits from the final published version.

Final version published in: Sustainable Development, Vol. 30, No. 3 (2022)

<https://doi.org/10.1002/sd.2260>

Cobo, M. J., López-Herrera, A. G., Herrera-Viedma, E., & Herrera, F. (2011a). An approach for detecting, quantifying, and visualising the evolution of a research field: A practical application to the fuzzy sets theory field. *Journal of Informetrics*, 5(1), 146-166.

<http://doi.org/10.1016/j.joi.2010.10.002>

Cobo, M. J., López-Herrera, A. G., Herrera-Viedma, E., & Herrera, F. (2011b). Science mapping software tools: Review, analysis, and cooperative study among tools. *Journal of the Association for Information Science and Technology*, 62(7), 1382-1402. <http://doi.org/10.1002/asi.21525>

Coles, T., Fenclova, E., & Dinan, C. (2013). Tourism and corporate social responsibility: a critical review and research agenda. *Tourism Management Perspectives*, 6, 122-141.

<http://doi.org/10.1016/j.tmp.2013.02.001>

Collins, A., Jones, C., & Munday, M. (2009). Assessing the environmental impacts of mega sporting events: Two options?. *Tourism management*, 30(6), 828-837.

<https://doi.org/10.1016/j.tourman.2008.12.006>

Cummings, S., & Daellenbach, U. (2009). A guide to the future of strategy?: The history of long range planning. *Long Range Planning*, 42(2), 234-263. <http://doi.org/10.1016/j.lrp.2008.12.005>

Dahlsrud, A. (2008). How corporate social responsibility is defined: an analysis of 37 definitions. *Corporate Social Responsibility and Environmental Management*, 15(1), 1-13.

<http://doi.org/10.1002/csr.132>

Danvila-del-Valle, I., Estévez-Mendoza, C., & Lara, F. J. (2019). Human resources training: A bibliometric analysis. *Journal of Business Research*, 101, 627-636

<https://doi.org/10.1016/j.jbusres.2019.02.026>

De Grosbois, D. (2012). Corporate social responsibility reporting by the global hotel industry: Commitment, initiatives and performance. *International Journal of Hospitality Management*, 31(3), 896-905. <https://doi.org/10.1016/j.ijhm.2011.10.008>

Donthu, N., Kumar, S., & Pattnaik, D. (2020). Forty-five years of journal of business research: a bibliometric analysis. *Journal of Business Research*, 109, 1-14.

<http://doi.org/10.1016/j.jbusres.2019.10.039>

Donthu, N., Kumar, S., Mukherjee, D., Pandey, N., & Lim, W. M. (2021). How to conduct a bibliometric analysis: An overview and guidelines. *Journal of Business Research*, 133, 285-296.

<http://doi.org/10.1016/j.jbusres.2021.04.070>

**Author Accepted Manuscript (AAM)**

This is the author's accepted manuscript of an article that has been peer-reviewed and accepted for publication. It may differ in formatting and minor edits from the final published version.

Final version published in: Sustainable Development, Vol. 30, No. 3 (2022)

<https://doi.org/10.1002/sd.2260>

Edwards, D. (2007). Corporate social responsibility of large urban museums: the contribution of volunteer programs. *Tourism Review International*, 11(2), 167-174.

<http://doi.org/10.3727/154427207783948874>

Erkuş-Öztürk, H., & Eraydın, A. (2010). Environmental governance for sustainable tourism development: Collaborative networks and organisation building in the Antalya tourism region. *Tourism Management*, 31(1), 113-124. <http://doi.org/10.1016/j.tourman.2009.01.002>

Farrukh, M., Meng, F., Raza, A., & Tahir, M. S. (2020). Twenty-seven years of Sustainable Development Journal: A bibliometric analysis. *Sustainable Development*, 28(6), 1725-1737. <https://doi.org/10.1002/sd.2120>

Figuerola-Domecq, C., Pritchard, A., Segovia-Pérez, M., Morgan, N., & Villace-Molinero, T. (2015). Tourism gender research: A critical accounting. *Annals of Tourism Research*, 52, 87-103. <http://doi.org/10.1016/j.annals.2015.02.001>

Font, X., Walmsley, A., Cogotti, S., McCombes, L., & Häusler, N. (2012). Corporate social responsibility: The disclosure-performance gap. *Tourism Management*, 33(6), 1544-1553. <http://doi.org/10.1016/j.tourman.2012.02.012>

Font, X. & Lynes, J. (2018) Corporate social responsibility in tourism and hospitality. *Journal of Sustainable Tourism*, 26(7), 1027-1042. <https://doi.org/10.1080/09669582.2018.1488856>

Franco, S., Caroli, M. G., Cappa, F., & Del Chiappa, G. (2020). Are you good enough? CSR, quality management and corporate financial performance in the hospitality industry. *International Journal of Hospitality Management*, 88, 102395. <http://doi.org/10.1016/j.ijhm.2019.102395>

Frauman, E., & Banks, S. (2011). Gateway community resident perceptions of tourism development: Incorporating Importance-Performance Analysis into a Limits of Acceptable Change framework. *Tourism Management*, 32(1), 128-140. <https://doi.org/10.1016/j.tourman.2010.01.013>

Frey, N., & George, R. (2010). Responsible tourism management: The missing link between business owners' attitudes and behaviour in the Cape Town tourism industry. *Tourism Management*, 31(5), 621-628. <http://doi.org/10.1016/j.tourman.2009.06.017>

Frynas, J. G., & Stephens, S. (2015). Political corporate social responsibility: Reviewing theories and setting new agendas. *International Journal of Management Reviews*, 17(4), 483-509. <http://doi.org/10.1111/ijmr.12049>

**Author Accepted Manuscript (AAM)**

This is the author's accepted manuscript of an article that has been peer-reviewed and accepted for publication. It may differ in formatting and minor edits from the final published version.

Final version published in: Sustainable Development, Vol. 30, No. 3 (2022)

<https://doi.org/10.1002/sd.2260>

Galvagno, M., & Giaccone, S. C. (2019). Mapping creative tourism research: Reviewing the field and outlining future directions. *Journal of Hospitality & Tourism Research*, 43(8), 1256-1280.

<https://doi.org/10.1177/1096348019862030>

García-Berná, J. A., Fernández-Alemán, J. L., Carrillo de Gea, J. M., Nicolás, J., Moros, B., Toval, A., ... & Calero, C. (2019). Green IT and sustainable technology development: Bibliometric overview. *Sustainable Development*, 27(4), 613-636. <https://doi.org/10.1002/sd.1927>

García-Lillo, F., Úbeda-García, M., & Marco-Lajara, B. (2016). The intellectual structure of research in hospitality management: A literature review using bibliometric methods of the journal. *International Journal of Hospitality Management*, 52, 121-130. <https://doi.org/10.1016/j.ijhm.2015.10.007>

Garrod, B., & Fyall, A. (2000). Managing heritage tourism. *Annals of Tourism Research*, 27(3), 682-708. [http://doi.org/10.1016/S0160-7383\(99\)00094-8](http://doi.org/10.1016/S0160-7383(99)00094-8)

Gomezelj, D. O. (2016). A systematic review of research on innovation in hospitality and tourism. *International Journal of Contemporary Hospitality Management*, 28(3), 516-558. <https://doi.org/10.1108/IJCHM-10-2014-0510>

Goodwin, H. (2011). *Taking responsibility for tourism*, Goodfellow, Oxford.

Goto, M., & Sueyoshi, T. (2020). Sustainable development and corporate social responsibility in Japanese manufacturing companies. *Sustainable Development*, 28(4), 844-856. <https://doi.org/10.1002/sd.2035>

Haji, A. A., Coram, P., & Troshani, I. (2021). Effects of integrating CSR information in financial reports on investors' firm value estimates. *Accounting & Finance*, 61(2), 3605-3647. <https://doi.org/10.1111/acfi.12713>

Hall, C. M. (2011). Publish and perish? Bibliometric analysis, journal ranking and the assessment of research quality in tourism. *Tourism Management*, 32(1), 16-27. <https://doi.org/10.1016/j.tourman.2010.07.001>

Henderson, J. C. (2007). Corporate social responsibility and tourism: Hotel companies in Phuket, Thailand, after the Indian Ocean tsunami. *International Journal of Hospitality Management*, 26(1), 228-239. <http://doi.org/10.1016/j.ijhm.2006.02.001>

**Author Accepted Manuscript (AAM)**

This is the author's accepted manuscript of an article that has been peer-reviewed and accepted for publication. It may differ in formatting and minor edits from the final published version.

Final version published in: Sustainable Development, Vol. 30, No. 3 (2022)

<https://doi.org/10.1002/sd.2260>

Hur, W. M., Moon, T. W., & Choi, W. H. (2019). When are internal and external corporate social responsibility initiatives amplified? Employee engagement in corporate social responsibility initiatives on prosocial and proactive behaviors. *Corporate Social Responsibility and Environmental Management*, 26(4), 849-858. <http://doi.org/10.1002/csr.1725>

Iazzi, A., Pizzi, S., Iaia, L., & Turco, M. (2020). Communicating the stakeholder engagement process: A cross-country analysis in the tourism sector. *Corporate Social Responsibility and Environmental Management*, 27(4), 1642-1652. <https://doi.org/10.1002/csr.1913>

Jamrozy, U. (2007). Marketing of tourism: a paradigm shift toward sustainability. *International Journal of Culture, Tourism and Hospitality Research*, 1(2), 117-130. <http://doi.org/10.1108/17506180710751669>

Jiménez-García, M., Ruiz-Chico, J., Peña-Sánchez, A. R., & López-Sánchez, J. A. (2020). A bibliometric analysis of sports tourism and sustainability (2002–2019). *Sustainability*, 12(7), 2840. <https://doi.org/10.3390/su12072840>

Kang, K. H., Lee, S., & Huh, C. (2010). Impacts of positive and negative corporate social responsibility activities on company performance in the hospitality industry. *International Journal of Hospitality Management*, 29(1), 72-82. <http://doi.org/10.1016/j.ijhm.2009.05.006>

Kolk, A., & Van Tulder, R. (2010). International business, corporate social responsibility and sustainable development. *International business review*, 19(2), 119-125. <http://doi.org/10.1016/j.ibusrev.2009.12.003>

Köseoglu, M. A., Rahimi, R., Okumus, F., & Liu, J. (2016). Bibliometric studies in tourism. *Annals of Tourism Research*, 61, 180-198. <http://doi.org/10.1016/j.annals.2016.10.006>

Köseoglu, M. A., Sehitoglu, Y., & Craft, J. (2015). Academic foundations of hospitality management research with an emerging country focus: A citation and co-citation analysis. *International Journal of Hospitality Management*, 45, 130-144. <https://doi.org/10.1016/j.ijhm.2014.12.004>

Lee, C. K., Song, H. J., Lee, H. M., Lee, S., & Bernhard, B. J. (2013). The impact of CSR on casino employees' organizational trust, job satisfaction, and customer orientation: An empirical examination of responsible gambling strategies. *International Journal of Hospitality Management*, 33, 406-415. <https://doi.org/10.1016/j.ijhm.2012.10.011>

**Author Accepted Manuscript (AAM)**

This is the author's accepted manuscript of an article that has been peer-reviewed and accepted for publication. It may differ in formatting and minor edits from the final published version.

Final version published in: Sustainable Development, Vol. 30, No. 3 (2022)

<https://doi.org/10.1002/sd.2260>

Lee, T. H., Jan, F. H., & Yang, C. C. (2013). Conceptualising and measuring environmentally responsible behaviors from the perspective of community-based tourists. *Tourism Management*, 36, 454-468. <http://doi.org/10.1016/j.tourman.2012.09.012>

Leonidou, L. C., Leonidou, C. N., Fotiadis, T. A., & Zeriti, A. (2013). Resources and capabilities as drivers of hotel environmental marketing strategy: Implications for competitive advantage and performance. *Tourism Management*, 35, 94-110. <https://doi.org/10.1016/j.tourman.2012.06.003>

Leung, X. Y., Sun, J., & Bai, B. (2017). Bibliometrics of social media research: A co-citation and co-word analysis. *International Journal of Hospitality Management*, 66, 35-45. <http://doi.org/10.1016/j.ijhm.2017.06.012>

Leydesdorff, L., & Vaughan, L. (2006). Co-occurrence matrices and their applications in information science: Extending ACA to the Web environment. *Journal of the Association for Information Science and Technology*, 57(12), 1616-1628. <http://doi.org/10.1002/asi.20335>

Lin, K., Peng, M. Y. P., Anser, M. K., Yousaf, Z., & Sharif, A. (2020). Bright harmony of environmental management initiatives for achieving corporate social responsibility authenticity and legitimacy: Glimpse of hotel and tourism industry. *Corporate Social Responsibility and Environmental Management*. <https://doi.org/10.1002/csr.2076>

Liu, W., Huang, M., & Wang, H. (2021). Same journal but different numbers of published records indexed in Scopus and Web of Science core collection: causes, consequences, and solutions. *Scientometrics*, 126(5):4541–4550. <https://doi.org/10.1007/s11192-021-03934-x>

Mao, Y., He, J., Morrison, A. M., & Coca-Stefaniak, A. J. (2020). Effects of tourism CSR on employee psychological capital in the COVID-19 crisis: from the perspective of conservation of resources theory. *Current Issues in Tourism*, 1-19. <https://doi.org/10.1080/13683500.2020.1770706>

Marano, V., & Kostova, T. (2016). Unpacking the institutional complexity in adoption of CSR practices in multinational enterprises. *Journal of Management Studies*, 53(1), 28-54. <http://doi.org/10.1111/joms.12124>

Martin, F., Rivera, J. P., & Gutierrez, E. L. (2020). Framework for creating sustainable tourism using systems thinking. *Current Issues in Tourism*, 23(3), 280-296. <https://doi.org/10.1080/13683500.2018.1534805>

**Author Accepted Manuscript (AAM)**

This is the author's accepted manuscript of an article that has been peer-reviewed and accepted for publication. It may differ in formatting and minor edits from the final published version.

Final version published in: Sustainable Development, Vol. 30, No. 3 (2022)

<https://doi.org/10.1002/sd.2260>

Martín-Martín, A., Orduna-Malea, E., & López-Cózar, E. D. (2018). Coverage of highly-cited documents in Google Scholar, Web of Science, and Scopus: a multidisciplinary comparison. *Scientometrics*, 116(3), 2175-2188. <https://doi.org/10.1007/s11192-018-2820-9>

Martínez, P., & Del Bosque, I. R. (2013). CSR and customer loyalty: The roles of trust, customer identification with the company and satisfaction. *International Journal of Hospitality Management*, 35, 89-99. <https://doi.org/10.1016/j.ijhm.2013.05.009>

Matten, D., & Moon, J. (2008). "Implicit" and "explicit" CSR: A conceptual framework for a comparative understanding of corporate social responsibility. *Academy of management Review*, 33(2), 404-424. <http://doi.org/10.5465/amr.2008.31193458>

McCain, K. W. (1990). Mapping authors in intellectual space: A technical overview. *Journal of the American Society for Information Science*, 41(6), 433. [http://doi.org/10.1002/\(SICI\)1097-4571\(199009\)41:6%3C433::AID-ASI11%3E3.0.CO;2-Q](http://doi.org/10.1002/(SICI)1097-4571(199009)41:6%3C433::AID-ASI11%3E3.0.CO;2-Q)

McMichael, A. J. (2013). Globalization, climate change, and human health. *New England Journal of Medicine*, 368(14), 1335-1343. <http://doi.org/10.1056/NEJMr1109341>

Merigó, J. M., Mas-Tur, A., Roig-Tierno, N., & Ribeiro-Soriano, D. (2015). A bibliometric overview of the Journal of Business Research between 1973 and 2014. *Journal of Business Research*, 68(12), 2645-2653. <https://doi.org/10.1016/j.jbusres.2015.04.006>

Mongeon, P., & Paul-Hus, A. (2016). The journal coverage of Web of Science and Scopus: a comparative analysis. *Scientometrics*, 106(1), 213-228. <https://doi.org/10.1007/s11192-015-1765-5>

Moyeen, A., Kamal, S., & Yousuf, M. (2019). A content analysis of CSR research in Hotel Industry, 2006–2017. In *Responsibility and governance* (pp. 163-179). Springer, Singapore. [http://doi.org/10.1007/978-981-13-1047-8\\_10](http://doi.org/10.1007/978-981-13-1047-8_10)

Okumus, B., Köseoglu, M. A., & Ma, F. (2018). Food and gastronomy research in tourism and hospitality: A bibliometric analysis. *International Journal of Hospitality Management*, 73, 64-74. <http://doi.org/10.1016/j.ijhm.2018.01.020>

Okumus, F., Köseoglu, M. A., Putra, E. D., Dogan, I. C., & Yildiz, M. (2019). A bibliometric analysis of lodging-context research from 1990 to 2016. *Journal of Hospitality & Tourism Research*, 43(2), 210-225. <https://doi.org/10.1177/1096348018765321>

**Author Accepted Manuscript (AAM)**

This is the author's accepted manuscript of an article that has been peer-reviewed and accepted for publication. It may differ in formatting and minor edits from the final published version.

Final version published in: Sustainable Development, Vol. 30, No. 3 (2022)

<https://doi.org/10.1002/sd.2260>

Palácios, H., de Almeida, M. H., & Sousa, M. J. (2021). A bibliometric analysis of trust in the field of hospitality and tourism. *International Journal of Hospitality Management*, 95, 102944.

<https://doi.org/10.1016/j.ijhm.2021.102944>

Palmer, A. L., Sesé, A., & Montano, J. J. (2005). Tourism and statistics: Bibliometric study 1998–2002. *Annals of Tourism Research*, 32(1), 167-178.

<https://doi.org/10.1016/j.annals.2004.06.003>

Papadas, K. K., Avlonitis, G. J., & Carrigan, M. (2017). Green marketing orientation: Conceptualisation, scale development and validation. *Journal of Business Research*, 80, 236-246.

<http://doi.org/10.1016/j.jbusres.2017.05.024>

Peng, K. H., & Tzeng, G. H. (2019). Exploring heritage tourism performance improvement for making sustainable development strategies using the hybrid-modified MADM model. *Current Issues in Tourism*, 22(8), 921-947. <https://doi.org/10.1080/13683500.2017.1306030>

Piowar-Sulej, K. (2021). Core functions of Sustainable Human Resource Management. A hybrid literature review with the use of H-Classics methodology. *Sustainable Development*, ahead-of-print. <https://doi.org/10.1002/sd.2166>

Pritchard, A. (1969). Statistical bibliography or bibliometrics. *Journal of documentation*, 25(4), 348-349.

Ronda-Pupo, G. A., & Guerras-Martin, L. Á. (2012). Dynamics of the evolution of the strategy concept 1962–2008: a co-word analysis. *Strategic Management Journal*, 33(2), 162-188. <http://doi.org/10.1002/smj.948>

Sáez-Fernández, F. J., Jiménez-Hernández, I., & Ostos-Rey, M. D. S. (2020). Seasonality and Efficiency of the Hotel Industry in the Balearic Islands: Implications for Economic and Environmental Sustainability. *Sustainability*, 12(9), 3506. <https://doi.org/10.3390/su12093506>

Sánchez-Camacho, C., Martín-Consuegra, D., & Carranza, R. (2021). An analysis of the scientific literature produced on bank marketing through bibliometrics and scientific mapping – what has been the role of sales in banking?" *International Journal of Bank Marketing*, 39(6), 927-954. <https://doi.org/10.1108/IJBM-06-2020-0336>



**Author Accepted Manuscript (AAM)**

This is the author's accepted manuscript of an article that has been peer-reviewed and accepted for publication. It may differ in formatting and minor edits from the final published version.

Final version published in: Sustainable Development, Vol. 30, No. 3 (2022)

<https://doi.org/10.1002/sd.2260>

Santana, M., & Cobo, M. J. (2020). What is the future of work? A science mapping analysis. *European Management Journal*, 38(6), 846-862.

<https://doi.org/10.1016/j.emj.2020.04.010>

Sarkar, S., & Searcy, C. (2016). Zeitgeist or chameleon? A quantitative analysis of CSR definitions. *Journal of Cleaner Production*, 135, 1423-1435.

<http://doi.org/10.1016/j.jclepro.2016.06.157>

Sharif, A., Ullah, S., Shahbaz, M., & Mahalik, M. K. (2021). Sustainable tourism development and globalization: Recent insights from the United States. *Sustainable Development*.

<https://doi.org/10.1002/sd.2187>

Sheehy, B. & Camilleri, M.A. (2021). Corporate Sustainability and Corporate Social Responsibility. In Idowu, S., Schmidpeter, R., Capaldi, N.; Zu, L., Del Baldo, M. & Abreu, R. (Eds.), *Encyclopedia of Sustainable Management*, Springer, Cham, Switzerland. [https://doi.org/10.1007/978-3-030-02006-4\\_397-1](https://doi.org/10.1007/978-3-030-02006-4_397-1)

Small, H. (1973). Co-citation in the scientific literature: A new measure of the relationship between two documents. *Journal of the Association for Information Science and Technology*, 24(4), 265-269. <http://doi.org/10.1002/asi.4630240406>

Starr, F. (2013). *Corporate responsibility for cultural heritage: Conservation, sustainable development and corporate reputation*, Routledge, Abingdon.

<http://doi.org/10.4324/9780203078075>

Su, H. N., & Lee, P. C. (2010). Mapping knowledge structure by keyword co-occurrence: a first look at journal papers in Technology Foresight. *Scientometrics*, 85(1), 65-79.

<http://doi.org/10.1007/s11192-010-0259-8>

Szabo, S., & Webster, J. (2020). Perceived greenwashing: the effects of green marketing on environmental and product perceptions. *Journal of Business Ethics*, 162(1) 1-21.

<http://doi.org/10.1007/s10551-020-04461-0>

Telfer, D. J., & Sharpley, R. (2015). *Tourism and development in the developing world*, Routledge, London. <http://doi.org/10.4324/9781315686196>

Uduji, J. I., Okolo-Obasi, E. N., & Asongu, S. A. (2019). Does CSR contribute to the development of rural young people in cultural tourism of sub-Saharan Africa? Evidence from the Niger Delta

**Author Accepted Manuscript (AAM)**

This is the author's accepted manuscript of an article that has been peer-reviewed and accepted for publication. It may differ in formatting and minor edits from the final published version.

Final version published in: Sustainable Development, Vol. 30, No. 3 (2022)

<https://doi.org/10.1002/sd.2260>

in Nigeria. *Journal of Tourism and Cultural Change*, 17(6), 725-757.

<https://doi.org/10.1080/14766825.2018.1502777>

Umar, M., Ji, X., Kirikkaleli, D., Shahbaz, M., & Zhou, X. (2020). Environmental cost of natural resources utilization and economic growth: Can China shift some burden through globalization for sustainable development?. *Sustainable Development*, 28(6), 1678-1688.

<https://doi.org/10.1002/sd.2116>

Uyar, A., Kilic, M., Köseoglu, M. A., Kuzey, C., & Karaman, A. S. (2020). The link among board characteristics, corporate social responsibility performance, and financial performance: Evidence from the hospitality and tourism industry. *Tourism Management Perspectives*, 35, 100714. <https://doi.org/10.1016/j.tmp.2020.100714>

van Marrewijk, M. (2003). Concepts and definitions of CSR and corporate sustainability: Between agency and communion. *Journal of Business Ethics*, 44(2-3), 95-105.

<https://doi.org/10.1023/A:1023331212247>

Vargas-Sánchez, A., Porras-Bueno, N., & Plaza-Mejía, M. A. (2014). Residents' attitude to tourism and seasonality. *Journal of Travel Research*, 53(5), 581-596.

<https://doi.org/10.1177/0047287513506295>

Vogel, R., & Güttel, W. H. (2013). The dynamic capability view in strategic management: A bibliometric review. *International Journal of Management Reviews*, 15(4), 426-446.

<http://doi.org/10.1111/ijmr.12000>

Wang, H., Ko, E., Woodside, A., & Yu, J. (2020). SNS marketing activities as a sustainable competitive advantage and traditional market equity. *Journal of Business Research*.

<https://doi.org/10.1016/j.jbusres.2020.06.005>

Wang, Q., & Waltman, L. (2016). Large-scale analysis of the accuracy of the journal classification systems of Web of Science and Scopus. *Journal of Informetrics*, 10(2), 347-364.

<https://doi.org/10.1016/j.joi.2016.02.003>

Weaver, D. B. (2014). Asymmetrical dialectics of sustainable tourism: Toward enlightened mass tourism. *Journal of Travel Research*, 53(2), 131-140.

<http://doi.org/10.1177/0047287513491335>

**Author Accepted Manuscript (AAM)**

This is the author's accepted manuscript of an article that has been peer-reviewed and accepted for publication. It may differ in formatting and minor edits from the final published version.

Final version published in: Sustainable Development, Vol. 30, No. 3 (2022)

<https://doi.org/10.1002/sd.2260>

Wells, V. K., Manika, D., Gregory-Smith, D., Taheri, B., & McCowlen, C. (2015). Heritage tourism, CSR and the role of employee environmental behaviour. *Tourism Management*, 48, 399-413.

<http://doi.org/10.1016/j.tourman.2014.12.015>

Wells, V. K., Gregory-Smith, D., Taheri, B., Manika, D., & McCowlen, C. (2016). An exploration of CSR development in heritage tourism. *Annals of Tourism Research*, 58, 1-17.

<http://doi.org/10.1016/j.annals.2016.01.007>

Whittaker, J. (1989). Creativity and conformity in science: Titles, keywords and co-word analysis. *Social Studies of Science*, 19(3), 473-496.

<http://doi.org/10.1177/030631289019003004>

Wong, A. K. F., & Kim, S. S. (2020). Development and validation of standard hotel corporate social responsibility (CSR) scale from the employee perspective. *International Journal of Hospitality Management*, 87, 102507. <https://doi.org/10.1016/j.ijhm.2020.102507>

Wood, D. J. (2010). Measuring corporate social performance: A review. *International Journal of Management Reviews*, 12(1), 50-84. <http://doi.org/10.1111/j.1468-2370.2009.00274.x>

Yasir, M., Majid, A., Yasir, M., Qudratullah, H., Ullah, R., & Khattak, A. (2021). Participation of hotel managers in CSR activities in developing countries: A defining role of CSR orientation, CSR competencies, and CSR commitment. *Corporate Social Responsibility and Environmental Management*, 28(1), 239-250. <https://doi.org/10.1002/csr.2045>

Zha, D., Melewar, T. C., Foroudi, P., & Jin, Z. (2020). An assessment of brand experience knowledge literature: using bibliometric data to identify future research direction. *International Journal of Management Reviews*, 22(3), 287-317. <https://doi.org/10.1111/ijmr.12226>

Zupic, I., & Čater, T. (2015). Bibliometric methods in management and organisation. *Organizational Research Methods*, 18(3), 429-472. <http://doi.org/10.1177/1094428114562629>

**Author Accepted Manuscript (AAM)**

This is the author's accepted manuscript of an article that has been peer-reviewed and accepted for publication. It may differ in formatting and minor edits from the final published version.

Final version published in: Sustainable Development, Vol. 30, No. 3 (2022)

<https://doi.org/10.1002/sd.2260>

**FIGURE LEGENDS**

**FIGURE 1** CSR, sustainability and tourism. Source: conceptualized and designed by the authors based on Franco et al. (2020), Garrod & Fyall (2010), Lin et al. (2020), Piwowar-Sulej (2021), and Wells et al. (2015)

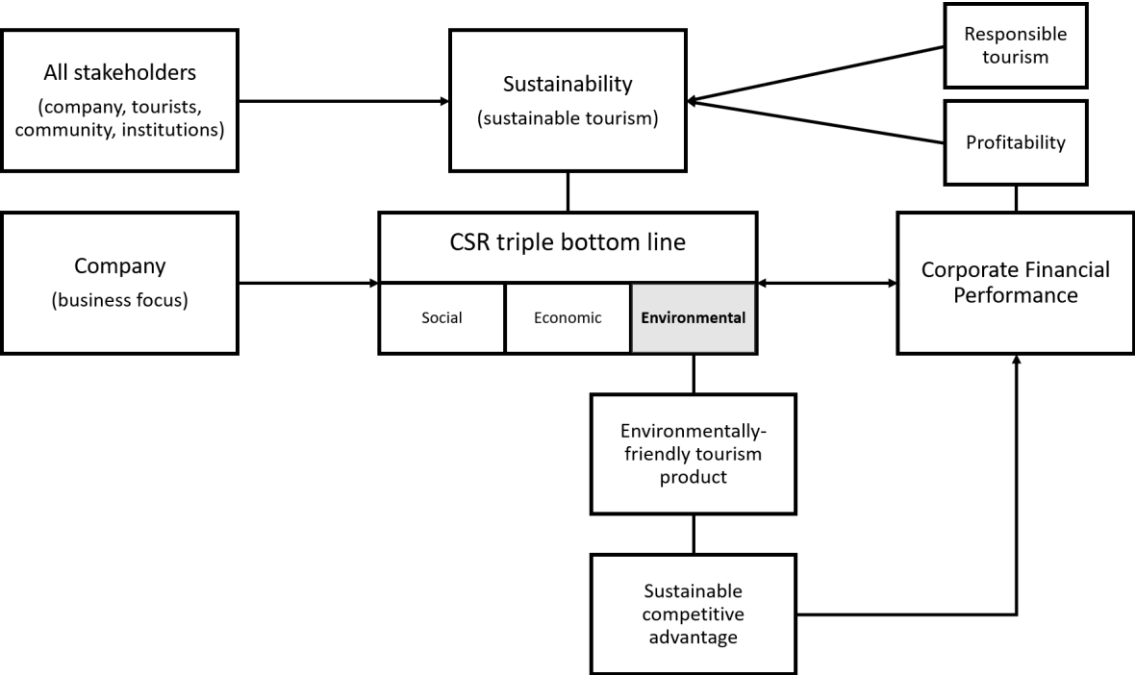
**FIGURE 2** Strategic diagram of the Exploratory Period

**FIGURE 3** Strategic Diagram of the Maturity Period

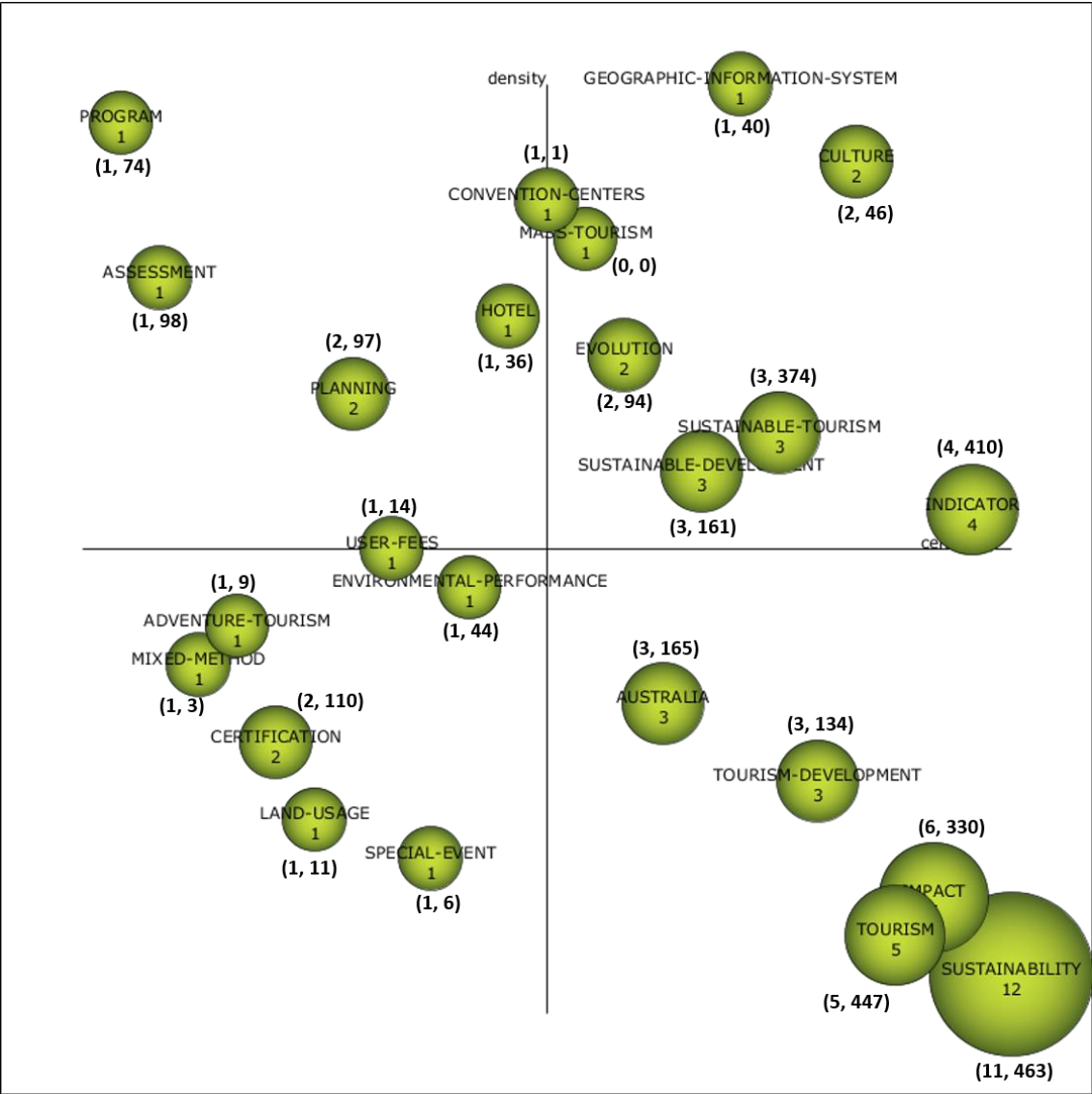
**FIGURE 4** Strategic Diagram of the Consolidation Period

**FIGURE 5** Evolution map

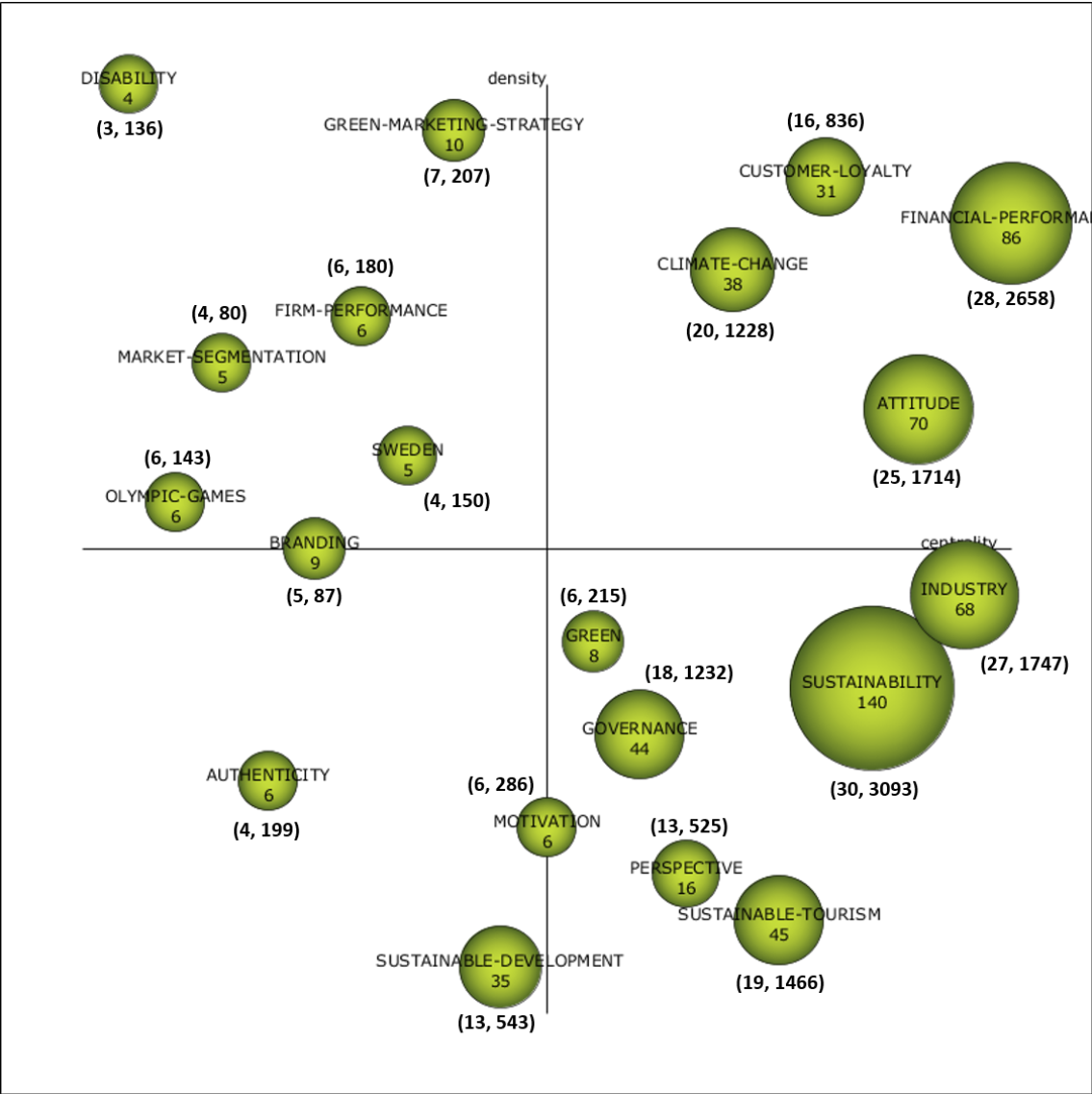
**FIGURE 1** CSR, sustainability and tourism. Source: conceptualized and designed by the authors based on Franco et al. (2020), Garrod & Fyall (2010), Lin et al. (2020), Piowar-Sulej (2021), and Wells et al. (2015)



**FIGURE 2** Strategic diagram of the Exploratory Period



**FIGURE 3** Strategic Diagram of the Maturity Period





**FIGURE 4** Strategic Diagram of the Consolidation Period

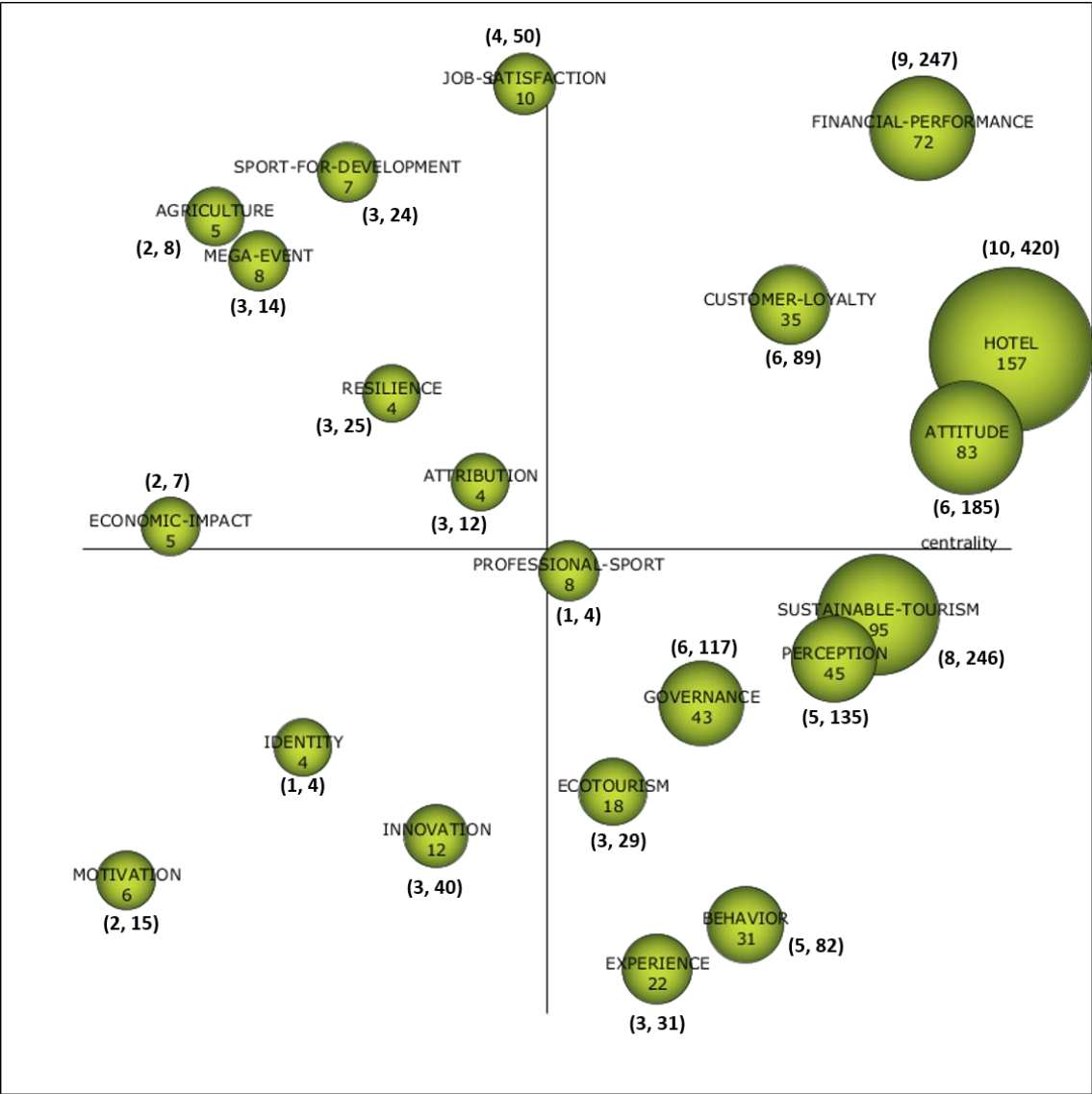


FIGURE 5 Evolution map

