



## MANAGEMENT PERSPECTIVE IN THE SUPPLY CHAIN OF SERVICES IN THE TOURISM SECTOR

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### Abstract:

The purpose of this article is to provide an overview of the evolution of supply chain management in the tourism and hospitality sector. It starts from general concepts until arriving at the analysis of the supply chain of services in the tourism and hotel sector. It is a qualitative and transactional research, in this study information was searched in databases and relevant articles published between 2016 and 2022 were chosen for analysis. From this review, it was observed that good communication in the supply chain contributes to reducing costs and improving the flow of information between the actors in the chain. This is a methodological review of supply chain research in service supply management, service demand management, service integration management, and service coordination management, by categorizing the literature reviewed and the status of each investigation. The main findings show that in the reviewed literature the evolution of the supply chain and the studies that contribute to a better administration to improve the structuring of the processes are appreciated. Therefore, this article integrates background, trends and theories applied in the supply chain of hotel services and tourism.

**Keywords:** Supply chain management, hospitality, services, tourism

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## **PERSPECTIVA DE GESTIÓN EN LA CADENA DE SUMINISTRO DE SERVICIOS EN EL SECTOR TURÍSTICO**

### **Resumen:**

El propósito de este artículo es proporcionar una visión general de la evolución de la gestión de la cadena de suministro en el sector del turismo y la hostelería. Se parte de conceptos generales hasta llegar al análisis de la cadena de suministro de servicios en el sector turístico y hotelero. Es una investigación cualitativa y transaccional, en este estudio se buscó información en bases de datos y se escogieron para su análisis artículos relevantes publicados entre 2016 y 2022. De esta revisión se observó que una buena comunicación en la cadena de suministro contribuye a reducir costos y mejorar el flujo de información entre los actores de la cadena. Esta es una revisión metodológica de la investigación de la cadena de suministro en la gestión de la oferta de servicios, la gestión de la demanda de servicios, la gestión de integración de servicios y la gestión de coordinación de servicios, mediante la categorización de la literatura revisada y el estado de cada investigación. Los principales hallazgos muestran que en la literatura revisada se aprecia la evolución de la cadena de suministro y los estudios que contribuyen a una mejor administración para mejorar la estructuración de los procesos. Por ello, este artículo integra antecedentes, tendencias y teorías aplicadas en la cadena de suministro de los servicios hoteleros y turísticos.

**Palabras clave:** gestión de la cadena de suministro, hostelería, servicios, turismo,

## **PERSPECTIVA DA GESTÃO NA CADEIA DE FORNECIMENTO DE SERVIÇOS NO SETOR DO TURISMO**

### **Resumo:**

O objetivo deste artigo é fornecer uma visão geral da evolução da gestão da cadeia de suprimentos no setor de turismo e hotelaria. Parte-se de conceitos gerais até chegar à análise da cadeia de fornecimento de serviços no setor de turismo e hotelaria. É uma pesquisa qualitativa e transaccional, neste estudo as informações foram buscadas em bancos de dados e artigos relevantes publicados entre 2016 e 2022 foram escolhidos para análise. A partir dessa revisão, observou-se que uma boa comunicação na cadeia de suprimentos contribui para reduzir custos e melhorar o fluxo de informações entre os atores da cadeia. Esta é uma revisão metodológica da pesquisa da cadeia de suprimentos em gerenciamento de fornecimento de serviços, gerenciamento de demanda de serviços, gerenciamento de integração de serviços e gerenciamento de coordenação de serviços, categorizando a literatura revisada e o status de cada investigação. Os principais achados mostram que na literatura revisada são valorizados a evolução da cadeia de suprimentos e os estudos que contribuem para uma melhor administração para melhorar a estruturação dos processos. Portanto, este artigo integra antecedentes, tendências e teorias aplicadas na cadeia de suprimentos de serviços hoteleiros e turísticos.

**Palavras-chave:** gestão da cadeia de suprimentos, hotelaria, serviços, turismo.

## 1. INTRODUCCIÓN:

Service has become a significant driving force in the development of the world economy (Wang et al., 2015). In this context, the service has been introduced into different research fields such as service marketing, service operations management and service supply chains. According to Youngdahl & Loomba (2000), in traditional supply chain management, each stage of the supply chain presents managers with opportunities to incorporate service roles and improve supply chain effectiveness, thus increasing intimacy with the customer and attracting more attention.

The supply chain has been analyzed by many researchers. Wang et al. (2015) have reviewed operating models in the service supply chain, covering a variety of topics including service acquisition, service outsourcing, contract design, pricing, and quality decision making. However, considering the complex interactions and dynamic behavior factors of the service supply chain, it is necessary to review some of the premises of the existing literature, provide tools and recipes to help decision makers with tactical operational decisions (Nagarajan & Sošić, 2008). In fact, decision makers do not simply pursue the optimization of their own material reward, but the "most satisfactory result" according to social preferences.

Researchers have conducted in-depth discussions in the fields of research in Service Supply Chain Management (SSCM). As the service depends to a great extent on human participation (Boshoff & Leong, 1998); (Sengupta et al., 2006), therefore, it is necessary to consider that the operating environment in the service industry (Bendoly et al., 2006), to know the research situation of the service supply chain management (SSMC), and optimal decisions will be affected after considering various behaviors of supply chain members (Weihua Liu & Wang, 2015); (Weihua et al., 2018); (Dan et al., 2012). The objective of this study is to review the existing literature of the Service, Tourism and Hotel Supply Chain from the perspective of behavioral operations in order to identify gaps in research and the future research, thus facilitating the understanding of the development and potential of this area of research.

## 2.. THEORETICAL FRAMEWORK

A supply chain is seen as a network of critical links connecting companies (stakeholders and partners) and linking each organization's inputs to its results. Managing such a network often involves the set of activities and relationships that contribute to customer value and achieve sustainable competitive advantage. For a service supply chain, as defined by Ellram et al., (2004), this includes the management of information, processes, capacity, service performance, and funds from the first provider to the end customer. Service supply chains are often characterized by high customer involvement, less structured processing, and intangible products that may not be standardized or stocked (Hussain et al., 2016). The supply chain is a network of organizations dedicated to providing different hotel services to customers. Such a network works through the flow of information (for example, reservations), monetary transactions (for example, payments and charges) and physical items (for example, food and beverages), (Al-Aomar & Hussain, 2017).

Supply Chain (SP). The growing attention to service quality and customer satisfaction has led many service managers to take action in the area of Service Supply Chain performance; For example, the purchasing processes to provide complex services that require technical knowledge are apparently different from standard services, such as travel and tourism services. In the case of tourism and hotel services that are clearly intangible, their structure in the supply chain is different from that of manufacturing companies (Guo & He, 2012). Therefore, it is necessary to design a framework consisting of intangible resources, service support networks. The supply chain must be seen under the fundamental logic of services (Thomas-Francois et al., 2018). Good supply chain management is key to reducing the degree of uncertainty in terms of supply and demand in companies (Giannakis, 2011b).

### Supply Chain Management (SCM)

The supply chain is the integration of all processes in the company from suppliers, customers and other interested parties that generate value through original products and services, as well as the information that is generated that adds value for customers. (Lambert et al., 1998). A supply chain is characterized by a

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forward flow of goods and a backward flow of information and comprises seven major business processes: customer relationship management (CRM), demand management (DM), order fulfillment, manufacturing flow management, development acquisition and marketing of products (Cooper et al., 1997). SCM generates benefits for companies in the chain. For example, companies can benefit from reduced costs, increased revenue, increased customer satisfaction, and improvements in product or service delivery and quality (Baltacioglu et al., 2007).

In general, the efficiency of the Supply Chain Management influences the performance evaluation of business tourism (Wai & Kuan, 2011); (Tippayawong et al, 2015). The Supply Chain Management operation consists of procedures and functions that effectively integrate with suppliers, manufacturers, distributors, and customers to improve supply chain performance (Chopra & Meindl, 2007). Effective performance measurement not only influences activities along the chain, but also assesses the performances made by members of the tourism supply chain (Zhang et al., 2009). To achieve maximized supply chain potential and increase competitiveness, improvement measurements and analysis are required throughout the supply chain.

### Supply Chain Management in Hotels

The implementation of the supply chain in hotels has increased in recent years, this concept is still limited compared to other disciplines (X. Zhang et al., 2009); (Szpilko, 2017). While Dragan, Kramberger and Topolsek (2015) highlight that good supply chain management improves service quality and customer satisfaction. Therefore, strategies should be considered at the levels of cooperation between the members of the chain and coalition between the suppliers (Vachon and Klassen, 2008).

he supply chain of a hotel chain incorporates characteristics of both manufacturing and service supply chains. For this reason, six characteristics of a hotel supply chain have been identified (X. Zhang et al., 2009); (Xu & Gursoy, 2015). The first is the perishability of the products and services provided and, therefore, impossible to store. The second characteristic deals with the dependence on the presentation and interpretation of the products offered to customers so that there is a good quality hotel-customer interaction in order to generate new demands, since the hotel industry is a highly interactive industry. The third

characteristic is the inherent complexity of products and services, which results in a greater number of providers. The fourth characteristic refers to the uncertainty of demand derived mainly from two reasons: high competition and external factors, such as seasonal variations and economic performance. The fifth characteristic is the inseparability between the production of services and the end customer (Mithas et al., 2005). Finally, the sixth feature involves the traditional sale of tourism service packages, so the relationship and cooperation between tourism organizations is crucial (Moyses & Moori, 2008); (Cho et al., 2012)

### Tourism Supply Chain Management

Companies have realized that customers appreciate the value of the products and services provided by supply chains without differentiating between the different actors involved (Seuring et al., 2005). This has allowed companies to develop a better understanding of the interrelated dimensions of sustainability as defined by the Brundtland Commission (WECD, 1987). Economic, social and environmental sustainability challenges can only be addressed through joint efforts in the supply chain. The tourism supply chain was recognized in 1975 by the United Nations World Tourism Organization (UNWTO) in a report published on the distribution channels of the tourism industry. TSCs are "a set of approaches used to effectively manage tourism supply chain operations within a specific tourism destination to meet the needs of customers in specific markets and meet the business objectives of different businesses within the TSC" (Zhang et al., 2009). Therefore, in providing an efficient TSC, companies must interact with suppliers and customers. The unique feature of the tourism product is that customers have to search for the product. The tourism product also requires a lot of coordination and information (Ujma, 2001).

Carter & Rogers (2008) have pointed out that sustainability practices in the supply chain are those practices that are found at the intersection of economic, environmental and social factors. The attributes identified for the study are considered taking into account the sustainability practice that may be at the supply chain interface. Vachon & Klassen (2006) have pointed out that the integration of sustainability practices such as environmental monitoring and

environmental collaboration with suppliers and immediate customers at the supply chain interface has a positive impact.

#### Services supply chain management

As the service industry grew in importance, academics began to integrate the impact of service into the traditional manufacturing supply chain, resulting in the service supply chain (Anderson & Morrice, 2000). It is widely identified that supply chain management is heavily focused on manufacturing (Baltacioglu, Ada, Kaplan, Yirt, and Cem Kaplan 2007; Spring 2008; and Stock, Boyer, and Harmon 2010). However, service supply chains reflect this heritage and refer to product service systems (PSS), where PSS are defined as a marketable set of products and services capable of jointly satisfying the needs of a user (White, Stoughton and Feng 1999; Mont 2001).

The service supply chain involves all processes and activities such as planning, which is the post-sale support of the company's products. Ellram et al. (2004) built a SCC management framework and identified the main service functions. With the deepening of research, scholars have gradually recognized the service characteristics and differences between supply and manufacturing supply chains (Sengupta et al., 2006); Baltacioglu et al., 2007); (Liu, 2007); (Ivanov et al., 2018). Sengupta et al. (2006) argued that service supply chains differ in terms of standardized and centralized procedures and controls in manufacturing supply chains, with many supply chain decisions made locally and greater product variation and uncertainty as a result. of human participation in service supply chains. Liu (2007) differentiates between service and manufacturing supply chains based on supply chain structure, product shape, stability, and supply chain coordination.

A widely accepted structure of the service supply chain is: "Service Provider (SP) - Integrated Services (IS) - Clients" (Choy et al., 2007); (Liu et al., 2018). IS's generally have stronger control power and may outsource functional services to SPs to maintain competitive advantages. They then integrate these functional services into service solutions at end customers. Based on this structure, many scholars have expanded and enriched service supply chain research in the logistics industry (Liu et al., 2018), the advertising industry (Zhao et al., 2017), the consulting industry (Breidbach et al., 2015), call center industry

(Coyle, 2010); (Xia et al., 2015) and professional services industry (Harvey, 2016). (Wang et al., 2015) subdivide the service supply chain into two categories based on the specific form of the product: namely, the service-only supply chain (SOSC) and the product service supply chain (PSSC). In SOSC, the product is a pure service, such as health/body checks in healthcare, while the product in PSSC is the combination of a physical product and an intangible service. The service supply chain focuses on the PSSC, introducing service elements in the research context (Stock et al., 2010); (Maull et al., 2012); (Li et al., 2016). Few SOSC studies focus explicitly on the service sector and consider service characteristics, including those of intangibility, simultaneity, heterogeneity, perishability, and (client) labor intensive. These features make it difficult to visualize and measure the service and more difficult to manage the service supply chain. (Baltacioglu et al., 2007) (Maull et al., 2012).

### **3. RESEARCH METHOD:**

A literature review must take into account rigorous, replicable, scientific and transparent factors (Spina et al., 2013). Figure 1 illustrates the specific steps of the research method: source identification, source selection and extraction, and source evaluation and category generation (Agrawal et al., 2015); (Liu et al., 2017). Following these steps, the structured classification and the corresponding categories were obtained.

This study consists of a systematic literature review carried out in the months of July and August 2022, using keywords such as service supply chain, supply chain in the hotel sector and tourism supply chain. These words were combined with each other using boolean operators "and", "or", "not" and "or" for this study the following bases were used: Wiley, Emerald, ScienceDirect, Springer, IEEE Google Scholar, Taylor and Francis, mathematics. The objective is to carry out a knowledge balance on the administration of the supply chain of services, classifying academic articles, reviewing titles, abstracts and manuscripts in

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traditional format, as well as electronic library systems. See Annex

After conducting the search, the results were verified according to the established methodology. and the following articles that met the established criteria are shown listing 52 articles with titles, authors and main research topics, presenting a variety of findings in the supply chain and their possible implications for sustainability. Table 1 shows the different academic articles in this field of research.

**Table 1.** Academic articles focused on the supply chain of services, tourism and hospitality research.

Article title	Authors	Year	Topic	Approach
Supplier innovativeness in supply chain integration and sustainable performance in the hotel industry	Tomas F. Espinoza, Mahmud Gebriel Taha	2022	SCM Hotel Sector	Innovation, Confidence in the Integration of the Supply Chain, Sustainable performance, Hotel sector
The Impact of COVID-19 Disruptions on Hotel Supply Chain Resilience and Robustness: The Role of Risk Alleviation Practices	Mahmud Sayed Abou Kamar	2022	SCM	Covid-19 disruption; Supply Chain resilience; sturdiness; risk mitigation practices; Hotels

Exploratory research on the relationship between digital service supply chain capability and supply chain performance	Yuan Ji	2022	SCM Service	Logistics; Information flow; capital flows; digitization; digital service supply chain.
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Research on the Resilient Evolutionary Game of Logistics Service Supply Chain with Government Participation	Guangheng Zhang, Xiaowang, Yanling Wang and Jiayun Kang	2022	SCM Service	Logistics service supply chains; government reward and punishment; evolutionary game; resilient ability
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Cloud supply chain: Integrating Industry 4.0 and digital platforms in the “Supply Chain-as-a-Service”	Dmitry Ivanova, Alexandre Dolguib, Boris Sokolov	2022	SCM Service	Cloud Supply Chain, Supply Chain as a Service Industry 4.0, Digital Supply Chain Feasibility, Reconfigurable Supply Chain.
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The impact of COVID-19 on the hotel supply chain management	Vesna Milovanović, Mihailo Paunović, Stefan Avramovski	2021	SCM Hotel Sector	COVID-19, supply chain management (SCM), information and communications technologies (ICT), hotel
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Transforming Hotel Supply Chain Using Intelligent	Mahmud Sayed Abou	2021	SCM Hotel Sector	Digital transformation; Supply chain; IDSS; hotel sector
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Decision Support System: Prospects and Challenges	Kamar				
The impact of covid 19 on supply chains of all-inclusive hotels	Salih tellioglu	2021	SCM Hotel Sector	Purchasing, Supply chain, Supplier selection, All-inclusive hotels, COVID-19	
Surviving the hectic early phase of the COVID-19 pandemic: a qualitative study to the supply chain strategies of food service firms in times of a crisis	Néomie Raassens, Hans Haans, Shantanu Mullick	2021	SCM Service	Food service supply chain, COVID-19, Crisis, Resilience, Crisis management strategies, Resource management, Diversification, Collaboration, Communication.	
The effects of human resource management, customer satisfaction, organizational performance on tourism supply chain management	Tran Minh Nguyet, Nguyen Van Dung, Tran Thi Thu Trang, Tran Tuan Anh and Nguyen Duc Duong	2021	SCM Tourism	Human Resource Management, Customer Satisfaction, Organizational Performance, Supply Chain Management, Tourism Supply Chain	
Research on the Sustainable Operation of Low-Carbon Tourism	Lu Zhang, Deqing Ma and	2021	SCM Tourism	Low carbon tourism supply chain, sudden crisis event, big data marketing,	

Supply Chain under Sudden Crisis Prediction	Jinsong Hu				low carbon trading fund
Tourism Supply Chain Management : A Catalyst to Development in Africa	Portia Pearl, Siyanda Sifolo	2020	SCM Tourism	Comparative theory, tourism, supply chain, Africa, REC's, value.	
Supply chain digitisation trends: An integration of knowledge management	Dara G. Schniederjans, Carla Curado, Mehrnaz Khalajhedayati,	2020	SCM Service	Digitalization, Knowledge Management, Forecasting Supply Chain	
A Dynamic Game Theory Model for Tourism Supply Chains	Kerim Keskin, Meltem Ucal	2020	SCM Tourism	Tourism supply chain; holiday packages; game theory; dynamic models; competition; collaboration.	
A Conceptual Model of Medical Tourism Service Supply Chain	Saliha Karadayi-Usta, Seyda SerdarAsan	2020	SCM Tourism	Medical tourism, supply chain medical tourism services, commercial supply chain processes, triangulation, conceptual model.	
Facing market disruptions: values of elastic logistics in service supply chains	Tsan-Ming Choi, Stein Wallace and Yulan Wang	2020	SCM Service	Market disruptions; elastic logistics; domino effect; service supply chain systems; service capacity; supply chain management; risk aversion.	

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Connecting relational mechanisms to performance measurement in a digital service supply chain	Juhani Ukko, Minna Saunila & Tero Rantala	2020	SCM Service	Relational mechanisms; performance measurement; digital service; supply chain; supply chain management; buyer-supplier relations.
A systematic literature review on the service supply chain: research agenda and future research directions	Tonmoy Toufic Choudhury, Sanjoy Kumar Paul, Humyur Fuad Rahman, Zhengu o Jia & Nagesh Shukla,	2020	SCM Service	Supply chain management; service design; service supply chain; systematic review; service industries.
The prospect of using concurrent engineering for enhancing supply chain efficiency and reducing costs in the hospitality sector	Ali Hilal Union, Hatem Karim Kadhim, Ahmed Maher Mohamad Ali,	2020	SCM Hotel Sector	Concurrent engineering, supply chain, cost, efficiency, performance.
Service supply chain management : a behavioural operations perspective	Weihua Liu, Di Wang, Shangso ng Long, Xinran Shen and Victor Shi,	2019	SCM Service	Service industry, Service supply chain management, Behavioral operations, Research agenda.
Service Quality of the Gauteng Hotel Industry Supply	Joseph Roberson, Alufheli Edgar Nesamvuni	2019	SCM Hotel Sector	Expectations, hotel industry, perceptions, quality of service, SERVPERF, suppliers.

Chain				
Price and Service Competition in a Tourism Supply Chain	Sarat K. Jena, Purushottam L. Meena	2019	SCM Tourism	Tourism supply chain, price competition, service competition, coordination.
Realistic evaluation as a volunteer tourism supply chain methodology	Claudia Eckardt, Xavier Font and Albert Kimbu,	2019	SCM Tourism	Voluntary tourism; evaluation; supply chain management; stakeholder collaboration.
Information technology competency and knowledge management in the hospitality industry service supply chain	Mohamad Reza Jalilvand, Javad Khazaei Pool, Masood Khodadadi and Mehdi Sharifi	2019	SCM Tourism	Hotel sector, Knowledge management, Service supply chain, Information technology competence.
Multiobjective decision for the provider selection and order allocation considering the position of CODP in the logistics service supply chain	Guanxiang Wang, Xiaojian Hua, Xiaozhen Lia, Yue Zhanga, Shuai Fenga, Aifeng Yanga	2019	SCM Service	Mass Customization, CODP Position, Supplier Selection and Order Allocation, Genetic Algorithms.
Advance booking pricing in O2O commerce with demand leakage using game theory for tourism supply chains	Mahsa Noori-daryan, Ata Allah Taleizadeh and Masoud Rabbani	2019	SCM Tourism	pricing; O2O trading; reservation; electronic advertising platform; demand flight; game theory; supply chain



Blockchain technology: implications for operations and supply chain management	Rosanna Cole, Mark Stevens, James Aitken	2019	SCM Service	Technology, Operations Management, Supply Chain Management, SCM Practices.
Service supply chain management : a behavioural operations perspective	Weihua Liu, Di Wang, Shangsong Long and Xinran Shen, Victor Shi,	2019	SCM Service	Service Industry, Service Supply Chain Management, Behavioral Operations, Research Agenda
Consumer perceptions towards sustainable supply chain practices in the hospitality industry	Patrizia Daniela Modica, Levent Altinay, Anna Farmaki, Dogan Gursoy and Mariangela Zenga,	2018	SCM Hotel Sector	Service industry, Service supply chain management, Behavioral operations, Research agenda.
Performance evaluation of tourism supply chain management : the case of Thailand	Daraka Palang, Korrakot Yaibuaht, Tippayawong,	2018	SCM Tourism	Analytical hierarchy process, supply chain performance.
An assessment of green practices in a hotel supply chain: A study of UAE hotels	Raid Aomar, Matloub Hussain,	2018	SCM Hotel Sector	Green management Waste analysis Green practices Hotel supply chain Hotel industry.
Analysis of tourist satisfaction in tourism supply chain management	Zahed Ghaderi, Pezhman Hatamifar & Jalayer	2018	SCM Tourism	Tourism supply chain; Neural networks; customer satisfaction; tourists; supply

	Khalilzadeh			chain management.
A modeling approach for evaluating green performance of a hotel supply chain	Kazim Saria, Murat Suslub	2018	SCM Hotel Sector	Green practices Hotel supply chain Multi-criteria decision making Performance evaluation.
Consumer perceptions towards sustainable supply chain practices in the hospitality industry	Patrizia Daniela Modica, Levent Altinay, Anna Farmaki, Dogan Gursoy and Mariangela Zenga,	2018	SCM Hotel Sector	Sustainability; supply chain practices; hospitality; consumer perceptions.
Developing the framework of sustainable service supply chain balanced scorecard (SSSC BSC)	Fahimeh Aliakbari Nouri, Mohsen Shafiei Nikabad and Laya Olfat	2018	SCM Service	Sustainability, Balanced Scorecard, Interpretive structural modeling, Fuzzy Delphi method, Service supply chain.
Sustainability practices in tourism supply chain: importance performance analysis	Deepak Eldho Babu, Kaur Arshinder, Chandrasekharan Rajendran,	2018	SCM Service	Hotels, sustainability practice, tourism supply chain, important performance analysis, action grids.
Integración y importancia de su implementación conjunta	Javier Del Cid Carrasco, Cesar H. Ortega Jiménez	2018	SCM Hotel Sector	Supply chain, Information and communication technologies (ICT), business performance.

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Exploration and prioritization of lean techniques in a hotel supply chain	Raid Al-Aomar, Matloub Hussain,	2018	SCM  Hotel Sector	Analytical hierarchy process, adjusted management, waste reduction, hotel supply chain, SIPOC analysis.	multi-agent cases: service supply chain perspective	Oflaç, Oznur Yur			responsibility; sustainable tourism destination; governance.
Assessment of lean-green practices on the sustainable performance of hotel supply chains	Matloub Hussain, Raid Al-Aomar, Hussein Melhem	2018	SCM  Hotel Sector	Sustainability, Lean Management, Green Management, Hotel Supply Chain, LeGreen.	The role of control power allocation in service supply chains: Model analysis and empirical examination	Weihua Liua, Shuqing Wang, Lujie Chenb	2017	SCM Service	Control power Service supply chain Model analysis Case study Conceptual model Service level.
Intelligent agent technology: what affects its adoption in hotel food. Supply chain management ?	Omar Alsetoo hy, Baker Ayoun, Saleh Arous, Farida Megahed and Gihan Nabil,	2018	SCM  Tourism	TOE model, hotel food supply chain management, hotel technology, IAT adoption, Smart agent technology.	Pricing, environmental governance efficiency, and channel coordination in a socially responsible tourism supply chain	Yunzhi Liu, Tiaojun Xiaoa, Zhi-Ping Fanb, and Xuan Zhao	2017	SCM Tourism	Supply chain management; corporate social responsibility; tourism supply chain; channel coordination; game theory.
Sustainability of the tourist supply chain and governance in an insular biosphere reserve destination: the perspective of tourist accommodation Sustainability	M. Ángeles Sanfiel-Fumero, Yaiza Armas-Cruz & Olga González-Morales	2017	SCM  Tourism	Tourism supply chain; corporate social responsibility; sustainable tourism destination; governance	Tourism Supply Chain – Overview of Selected Literature	Danuta Szpilko,	2017	SCM Tourism	Tourism; supply chain; tourism supply chain management; knowledge map; research area; bibliometric analysis.
The doer effect of failure and recovery in	Cansu Yildirim, Bengu Sevil	2017	SCM  Service	Tourism supply chain; corporate social	The impact of employee's perception of implementing green supply chain management on hotel's economic and operational performance (GSCM)	Ra'ed Masa'deh, Omar Alananzeh, Noof Algiatheen, Rawan Ryati, Reem Albayyari, Ali Tarhini,	2017	SCM  Hotel Sector	Green Supply Chain Management, Tourist Perceptions, Employee Emotional Behavior, Economic Performance, Operational Performance, Jordan, SEM.
					Risk management and coordination	Tsan-Ming Choi, Stein W	2017	SCM Service	Service supply chain management; risk

in service supply chains: information, logistics and outsourcing	Wallace and Yulan Wang			management; coordination; logistics services; service outsourcing; information management.
The Influences of Demand Disruption on Logistics Service Supply Chain Coordination : A Comparison of Three Coordination Modes	Liu, W., Liu, Y., Zhu, D., Wang, Y., & Liang, Z.	2017	SCM Service	Supply chain logistics services; Demand disruption; FLSP competition; Service effort.
Towards conceptualizing reverse service supply chains	He, Q., Ghobadian, A., Galleary, D., Beh, L.-S., & O'Regan, N.	2016	SCM Service	Supply chain, reverse service, supply chains of forwarding services.
Service Channel Choice for Supply Chain: Who is Better Off by Undertaking the Service?	Xiang Li, Yongjian Li, Xiaoqiang Cai, Jun Shan,	2016	SCM Service	Channel choice; Service; supply chain management; game theory.
Professional service supply chains	Jean Harvey	2016	SCM Service	Professional services Supply chain Complexity science Adaptive systems Interprofessional interface Service experience Service episode Catastrophic failure.

Supply chain quality management : an empirical study	Jianlan Zhong Yizhong Ma Yiliu Tu Xia Li	2016	SCM Hotel Sector	Supply chain, quality management, quality in the supply chain, hotel.
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Source: Own production

#### 4. RESULTS

This study of service supply chains emerged as a disciplinary priority in the broader service management literature (Giannakis, 2011a); (Sampson & Spring, 2012); (Sengupta et al., 2006). A service-focused perspective is adopted, as mentioned by Lusch et al. (2010) and Breidbach et al. (2011) who study the formation of the service supply chain and the inherent coordination mechanisms and the implications for supply chain management. Likewise, exploring the contributions of clients and service providers, we address methodological deficiencies in service research more broadly (Heinonen et al., 2010). Therefore, this study attempts to transfer knowledge from traditional supply chain studies in service research by assuming the existence of a service supply chain (Akkermans & Vos, 2003); (Ellram et al., 2004); (Frohlich & Westbrook, 2001), and also contribute to the literature on service provision.

Espino-Rodríguez & Taha, (2022) point out that innovation in the integration in the supply chain allows sustainable performance and provides deep insight due to the interruptions of the covid-19 pandemic and provides solidity of supply chains (Abu Kamar, 2022).

That is why the supply chain explore key factors in the dynamic service capacity through the digital supply chain platform service capacity (Ji, 2022). On the other hand, Zhang et al. (2022) incorporates "resilient capacity" in the supply chain of logistics services, establishes a tripartite evolutionary game model between the government, manufacturers and integrators, and systematically analyzes the selection process of strategies. under government involvement. Similarly, Ivanov et al. (2022) conceptualizes the cloud supply chain as a new and distinct research area. Through the analysis of practical cases, through a

generalized, multistructural model of the supply chain and the dynamic composition of the service.

Womack, Jones and Roos, (2021) analyze supply chain management with the introduction of information and communication technologies to face the difficulties due to the Covid-19 pandemic. Similarly, Abou Kamar, (2021) proposes a computerized information system that facilitates the decision-making process by creating alternatives in the hotel supply chain.

Covid-19 has had an impact on hotel companies, which is why Raassens et al. (2021) Supply chain management strategies during the initial phase of the covid-19 pandemic to survive and prepare for other pandemics. Zhang et al. (2021) develop dynamic strategies in the context of the crisis that make it possible to anticipate the events that affect the supply chain.

For an effective supply chain, it is important to have good communication through distribution channels (Sifolo, 2020). Therefore, the digitization of the supply chain allows improving processes through related mechanisms. They present that the digitization of the supply chain allows improving the performance measurement processes in supply chains in digital services (Keskin & Ucal, 2020).

Choudhury et al. (2020) provides a methodological description of the research in the service supply chain through a literature review, which allows theoretical and conceptual support that allows the identification of gaps in knowledge in relation to a problem. Thus, Union et al. (2020) in their research highlights the importance of the role of concurrent engineering in improving the efficiency of the supply chain, which allows reducing costs.

The findings in the service industry are that the trend of the implementation of information technologies such as the use of the Internet generate large amounts of information, which can be used in the supply chain and allow anticipating the demand for products and/or services. Likewise, it provides a theoretical and empirical contribution to the broader literature on service management, service supply and service supply chain through a set of propositions and a conceptual model.

Therefore, the efficiency of environmental governance, prices and coordination in the channels are important in the supply chain to have the formation of a successful management (Y. Liu, 2017). It is also important to face the challenges with good coordination and risk management in supply chain systems (Choi et al., 2016).

With the studies analyzed, an increase in demand can be provided, so it is important to have internally the knowledge and skills necessary to meet the demand (Li et al., 2016). This finding is supported by the work of Holland (1995) and Stevens (1989), who found that Supply Chain initiation is triggered by customer demand (for example, by new market opportunities). Furthermore, our findings support Kogut (1988), who argues that the desire to gain access to external resources (i.e., the capabilities of potential Service Supply Chain partners) is what motivates Supply Chain formation (service).

Interactions between actors in the service supply chain and access to information improve interpersonal working relationships between all actors (for example, with relationship management or commitment management); therefore, governance-related coordination mechanisms improve access to information.

Finally, it was found that the service supply chain consists of a logistics service integrator that can establish a unified price and then sell to the service market. Where it is shown that the effectiveness and efficiency of information exchanges enabled by technology that increase the service supply chain by maintaining interpersonal relationships between the links.

## 5. CONCLUSIONS

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The review of the literature allows us to infer that the supply chain in services is an integrating element that allows the coordination of logistics processes (input, internal and output) for which it generates a competitive advantage in the tourism sector. From the bibliographic

review, it was identified that there are few studies from a behavioral operations perspective. This document classified 52 academic articles with the most attention in the last 7 years where an analysis of the findings, suggestions, theories applied in the service supply chain, hospitality and tourism was carried out. These documents were systematically reviewed by analyzing the supply chain link, which includes service supply management, service demand management, service integration management and service coordination management as the factor. behavioral. Based on the analysis of the reviewed literature, the characteristics and needs of each stage of the supply chain were identified, noting that these mostly contribute to reducing costs, improving the flow of information and effectively synchronizing processes.

Based on the publications analyzed in the field of supply chain, and service coordination management, the studies analyze the demand for services and integration management. Although many studies present customer segments, the central considerations in these studies are optimal decision-making issues of other members of the supply chain rather than customer decision problems, and suggestions for managing demand and customers. clients are limited. Publications on the service, tourism, and hotel supply chain show that in the international scientific literature it continues to be a growing and interesting research topic. The results obtained should be treated as an introduction to an in-depth analysis of the literature related to the thematic scope. Despite the rather high level of generality of the analyzes carried out, which are interesting and important from the point of view of the development of companies, as well as the socio-economic development of regions and countries, which require an in-depth analysis of the literature related to the thematic scope that allows the search for solutions.

Finally, in the analyzes of the studies described in this article, it was identified that planning in the supply chain allows a good management of purchases and supplies that are essential as a competitive advantage and for the prosperity of any organization and to guarantee the customer satisfaction.

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