

## **Managing knowledge in the context of gastronomy and culinary tourism: A knowledge-based view**

Duarte Alonso, A. and O'Shea, M. and Kok, S.K.

### **Abstract**

This study examines the nexus between knowledge management and gastronomy, and associated implications for the development of a region's culinary destination image. The journey of three model restaurateurs is investigated considering key perspectives of the knowledge-based view of the firm. Face-to-face, unstructured interviews conducted on-site revealed the significance of capacity for aggregation, appropriability, specialisation, and knowledge requirements of production in defining the path of the business, including by adopting sustainable food sourcing and production practices, with transferability being partly manifested. Complementing these findings, a distinctive dimension of capacity for aggregation emerged. Indeed, along with their growing expertise and knowledge of culinary arts, participants advocated for stronger principles, including with regard to the consistency of product and service delivery across their industry, seemingly taking a leadership role, setting standards and seeking to inspire others. The links between the knowledge-based foundations and the findings are illustrated through a proposed theoretical framework.

**Keywords:** Knowledge; knowledge-based view; regional cuisine; restaurateurs; Argentina

### **Introduction**

The fields of gastronomic, culinary, or food tourism have received increased interest among scholars (e.g., Ellis et al., 2018), resulting in “a specialized branch of tourism studies” (Presenza & Del Chiappa, 2013, p. 182). Indeed, in the last decade, a number of developments have encouraged a renewed interest in food and tourism (Ellis et al., 2018). These developments include refereed articles discussing food heritage, food and tourism synergies (Duarte Alonso, 2013; Duarte Alonso & Krajsic, 2013; Ellis et al., 2018; Pérez Gálvez et al., 2017), or the socioeconomic significance of gastronomic tourism and destination development (Sormaz et al., 2016). Earlier research (Hall & Mitchell, 2001) conceptualises food tourism as visitation to restaurants, food festivals, primary and secondary food manufacturers, and other locations where the central purpose is food degustation. By sourcing local foods, restaurateurs contribute to the establishment of impactful relationships with local food stakeholders, to the enhancement of local food production, and to shaping the image of a destination and place identity (Presenza & Del Chiappa, 2013).

Thus, there is significant potential for both food and culinary tourism to make contributions to people, destinations, and overall, to sustainability (Hall, 2019). Given the resulting implications from visitation (demand side) and food production (supply side), there is noteworthy economic and sociocultural merit in supporting existing food tourism scholarship. Such scholarship comprises the understanding of regional gastronomy and food tourism, and even its frequent strong links to the wine product, notably through wine tourism. Research by Duarte Alonso and Liu (2011) emphasised these links when pointing to the ‘marriage’ between local wine and local gastronomy. Kivela and Crotts (2006) referred to gastronomy to symbolise wine, food, and ‘culinaria’, with this last term encompassing a region's or a country's food or dishes, among other elements. Further, Etcheverria (2016) recognised the increasingly important role gastronomy plays in wine tourism, and López-Guzmán, Vieira-Rodríguez, and Rodríguez-García (2014) ascertained “the relationship between wine, local cuisine, and the growing interest of travellers in everything related to wine culture” (p. 63).

### *Knowledge gaps and the study's objectives*

Despite the increasing prominence of food tourism as a scholarly research area, “critical studies are still needed concerning the conceptual and practice-oriented aspects of food tourism” (Andersson, Mossberg, & Therkelsen, 2017, p. 1). Thus, unique and impactful opportunities for ongoing scholarship in this area remain.

This study responds to various calls, including Andersson et al.'s (2017), and will extend the extant body of scholarly research on food and culinary tourism both conceptually and empirically, delivering four distinct objectives. First, the study investigates food tourism from a regional context; in doing so, the study addresses an area that has received scant academic attention. The chosen geographic context of this research is represented by Argentina's regional cuisine. According to López-Guzmán et al. (2017), Latin America is “characterised by a recognised gastronomy but still little studied in the scientific literature” (p. 267). Similarly, despite recent growth in the number of academic contributions (e.g., Carvache-Franco et al., 2019; González Santa Cruz et al., 2020; Rodríguez-Gutiérrez et al., 2020), international academic research focusing on Latin American culinary tourism remains critically under-developed (Duarte Alonso et al., 2018). Such is the case of gastronomy, food and wine tourism from an Argentinian perspective.

Related to the first objective, while culinary tourism and its associated themes and dimensions is receiving increased interest, there are additional critical gaps. Fundamentally, and as Presenza and Del Chiappa (2013) identified, while interest in traditional and local food and cuisine is mainly carried out “from the consumers' perspective... little research has been carried out from that of the suppliers” (p. 183). Presenza and Del Chiappa (2013) refer to restaurateurs and chefs, and how they perceive, for instance, local food as a medium to influence travellers' choices; moreover, the authors refer to the scarce research on the supplier side of culinary tourism as a “neglected area of tourism research” (p. 183). In view of the continuous predominance of studies focusing on visitors or consumers, several years on since the study by Presenza and Del Chiappa (2013), this gap remains. Moreover, production and supplier perspectives are indirectly marginalised, and frequently overlooked by the academic literature. Moreover, research emphasising restaurateurs' and chefs' perceptions and experiences in how they perceive the potential impacts of local foods on visitor travel choices remains inadequate (Presenza & Del Chiappa, 2013). Thus, a second objective of this study is to examine the supplier side of gastronomy and culinary tourism, thereby addressing the above research gap.

Through this research, the following overarching research question will be investigated:

To what extent can knowledge among individual food entrepreneurs contribute to the development of culinary tourism in their respective region?

Exploring the journey of developing a restaurant business that strongly focuses on regional-local foods and which draws visitor patronage could inform more nuanced and broader awareness among other relevant stakeholders, including tourism agencies and associations, government entities and the media. Increased stakeholder understanding and appreciation regarding the socioeconomic and cultural effects- alongside the economic multiplier effects- of food tourism development and consolidation could be invaluable, both in the short and long-term.

Third, from a theoretical perspective, and as a means of enhancing the understanding of the theme addressed by the above research question, various insights of the knowledge-based view (KBV) of the firm (Grant, 1996; Grant & Baden-Fuller, 1995), discussed in the following section, will be considered. Fourth, aligned with the selected inductive approach, this study will propose a theoretical framework that informs the research concerning the role

of knowledge and aggregated factors in the field of food tourism. Essentially, the framework is designed to evaluate the extent to which the KBV, and its multiple characteristics, facilitates a better understanding of knowledge of food and wine as key resources in the development of a region's culinary tourism.

Utilising a case study methodology, the study seeks to provide deeper understanding into the various issues within the area, developing a representative theoretical framework. Both, the empirical and theoretical contributions of the study will seek to address the gaps recognised in recent research (e.g., Andersson et al., 2017; López-Guzmán et al. (2017).

## **Literature Review**

### *Knowledge-based view of the firm*

While the academic literature extensively addresses knowledge-based resources, this area has “received little attention in the field of hospitality firms” (Nieves, Quintana, & Osorio, 2014, p. 71). This knowledge gap is also ubiquitous in gastronomy or food tourism research. Nevertheless, the usefulness of the KBV in examining the impacts of internal and external knowledge for firms' competitiveness has been considered by authors focusing on tourism and hospitality firms (Garrido-Moreno, Lockett, & García-Morales, 2014; Magno, Cassia, & Bruni, 2017; Toylan, Semerciöz, & Hassan, 2020; Utami et al., 2017). Consequently, this research will consider key dimensions of the KBV to examine culinary tourism, in this case, in the context of an emerging economy.

The seminal work of Grant (1996) provides a strong and clear foundation of the KBV. One key premise of this framework is the conceptualisation of a firm “as an institution for integrating knowledge” (p. 109). Further, knowledge is perceived to reside within the individual, while the fundamental role of a firm is to incorporate the specialist knowledge of its members, with implications for its organisational capabilities, design (Grant, 1996), and ultimately, competitiveness (Grant & Baden-Fuller, 1995). Thus, firm performance is associated with its ability to create, store, integrate, apply (Grant & Baden-Fuller, 1995), and so absorb and manage knowledge (Magno et al., 2017).

The foundation of the KBV is comprised of the following five fundamental characteristics. Figure 1 provides a visual representation of these characteristics and their associations with culinary and food tourism, and with the holistic notions of the RBV. Moreover, the representation underlines the insightfulness of both knowledge and the characteristics of the RBV to generate a more nuanced understanding of the role of restaurateurs and chefs in being ‘instigators’ of regional culinary tourism development.

*1) Transferability:* Being able to transfer knowledge, especially within a firm, is crucial (Grant, 1996). Against this background, a clear distinction must be made between ‘knowing how’, and ‘knowing about’, related to tacit and explicit knowledge, respectively (Grant, 1996). Building upon the work of Polanyi (1966), Nonaka (1994) explains that explicit knowledge is codified knowledge that can be “transmittable in formal, systematic language” (p. 16). In contrast, tacit knowledge is difficult to communicate and formalise; it “has a personal quality” (Nonaka, 1994, p. 16), and is deeply rooted in involvement, commitment, and action “in a specific context” (p. 16). Individuals may possess certain skills, but these “may indeed be difficult to pass on” (Kogut & Zander, 1992, p. 387). Thus, whereas explicit knowledge can be communicated, tacit knowledge can be revealed through its application (Grant, 1996), though its transferability can be complex (Kogut and Zander, 1992).

In the absence of literature discussing the KBV in the context of wine or culinary tourism, contributions in the hospitality, culinary arts and culture literature are considered. For example, despite the complexity surrounding knowledge transfer (Kogut & Zander, 1992), Okumus (2013) argues that hospitality organisations can share tacit knowledge, as well as

turn this knowledge into practical skills or mental models, notably, through informal discussions, practice, imitation, or observation. To illustrate his reasoning, Okumus (2013) presents the case of chefs making improvements to dishes or creating new ones. If chefs opt to share their knowledge, there is an opportunity to transfer tacit knowledge (Okumus, 2013). Similarly, in the case of culinary culture, Hoffman, Kempf, and Lim (2018) contend that tacit knowledge can be transferred through shared and repeated experiences.

Figure 1 Here

2) *Capacity for aggregation*: Grant (1996) posits that at both organisational and individual levels, absorbing knowledge is dependent upon the ability of recipients to complement existing knowledge with new knowledge. This notion is related to absorptive capacity, which predicates that, in order to use or assimilate new knowledge, organisations need prior related knowledge (Cohen & Levinthal, 1990). The ability of aggregating knowledge is improved “when knowledge can be expressed in terms of common language” (Grant, 1996, p. 111) that can be communicated or understood within an organisation. In the hospitality industry, Okumus (2013) highlights the need for businesses to generate new internal knowledge continuously, ensuring that their knowledge assets are durable and up-to-date.

3) *Appropriability*: Reflecting on the research by Teece (1987) and Levin et al. (1987), Grant (1996) conceptualises appropriability as the ability by the ownership of a resource to obtain an equal return to the value that same resource has generated. As a resource, knowledge faces various intricate issues of appropriability (Grant, 1996). For instance, tacit knowledge cannot be appropriated directly due to its lack of transferability, though it can be appropriated through applications to productive activities (Grant, 1996). Apart from copyrights or patents, usually knowledge appropriability cannot be realised; much knowledge is developed within a business, and therefore it is firm-specific (Grant, 1996). Thus, in terms of market transactions knowledge is unsuitable due to the ambiguity of its ownership (Grant, 1996). Conversely, it could be argued that firm-specific knowledge can be a fundamental asset to some firms who through that knowledge are capable of achieving competitiveness. Not surprisingly, Okumus (2013) underlines the importance for hospitality firms to “protect their intellectual assets from competitors” (p. 66) when they create new knowledge internally.

4) *Specialisation in knowledge acquisition*: In agreement with the premises of bounded rationality (Simon, 1981), Grant (1996) highlights the limited capacity of the human brain in acquiring, processing or storing knowledge. Consequently, to become efficient in producing knowledge, that is, in having the capacity to acquire, create and store knowledge involves specialisation in specific areas of knowledge (Grant, 1996), or more focus on depth of knowledge as opposed to breadth. Partly linked with these premises, Utami et al.’s (2017) study among Indonesian cafes and restaurants revealed a positive impact of the depth of firms’ internal knowledge sources on their innovation capabilities. Another study on culinary arts (Tricarico & Geissler, 2017) identified the importance of informal networks between chefs attached to culinary traditions in the city of Lyon. These informal networks enable valuable exchanges of tacit knowledge, and to building relationships within other related sectors, with implications for sustainable institutional innovation (Tricarico & Geissler, 2017).

5) *The knowledge requirements of production*:

The process of production is dependent upon transforming inputs into outputs; thus, a key assumption is that knowledge is at the core of production and a fundamental source of value (Grant, 1996). In the case of hospitality businesses, fully exploiting knowledge can be a

complex undertaking. Ottenbacher (2007) reflects on the high failure rate among hospitality businesses, and acknowledges that one key reason for such outcome is related to limited knowledge about ways to make successful innovations. Furthermore, many hospitality businesses face the predicament of having to develop new services; however, firms lack sufficient knowledge to succeed in this crucial domain of their business (Ottenbacher, 2007).

This study will consider the above notions of the KBV to examine the significance of knowledge in the field of gastronomy. Fundamentally, the study focuses on the nexus between knowledge, participants' knowledge of food and wine, including local products, and the development of culinary tourism in their respective regions.

### *The geographic context of the study*

As previously stated, the study takes place in regional Argentina, more specifically, in the provinces of Mendoza and Salta. These two provinces, particularly Mendoza, have strongly developed their wine industry, and as a result, wine tourism offerings, which has strong links to gastronomy and food tourism. Mendoza's wine regions (e.g., Uco Valley, Lujan), for instance, host dozens of wineries that feature their own restaurant or food preparation facility (Adobe wood-fired oven, 'parrilladas' or barbecue grills), or offer a-la-carte choices of regional or national cuisine, including the 'asado' (grilled meat). Both wine and gastronomic tourism are strongly rooted in Argentina, with one illustration being the National Wine Festival, celebrated in the province of Mendoza since 1936 (Schlüter & Thiel Ellul, 2008). In 2018 alone, Mendoza's wineries hosted 1.15 million visitors; the average expenditure of wine tastings and tours per winery and per person was US\$46 (Argentine Viticulture Corporation, COVIAR, 2019).

However, in the case of Salta, other forms of tourism, including tourism based on cultural landscapes and natural settings (Moreno et al., 2019) afford commercial opportunities. Data from the Salta Provincial Government's Tourism Office (SPGTO, 2019) estimate that 1.8 million visitors travelled to the province in 2018. Of these, 269,198 visited Cafayate, the location of one of the participating businesses; on average, each visitor spent approximately US\$47 per person (dollar exchange rate as of January of 2018). The close integration of food and wine (Mason & O'Mahony, 2007), manifested through wine and culinary tourism, as in the cases of 'New World' wine regions (Jones, Singh, & Hsiung, 2015; Stewart, Bramble, & Ziraldo, 2008), suggest the potential for Argentina's regional gastronomy to play a key role in its tourism offerings.

### **Methodology**

The present study's unit of analysis, or who or what is being studied (Babbie, 2016), including an individual or an organisation (Sjoberg et al., 1991), is manifested in this research by the perceptions of owners and managers of restaurants. Further, these perceptions concern knowledge-based aspects, and their links to the development of regional gastronomy and a region's culinary tourism. Utilising a case study methodology, the study focuses on a particular element or object of examination to undertake empirical query (Harrison et al., 2017). A case study is defined by interest in the analysis of a single or collective case (Stake, 1995), with an overarching objective to advance understanding of an object of interest (Hyett et al., 2014). Similarly, case studies have been extensively applied to explain, describe and explore various issues in differing contexts (Yin, 2009). This study also employs an inductive approach, "a theory building process" (Hyde, 2000, p. 83), with three model restaurant firms being selected. Inductive reasoning begins with observations of particular instances, with the intent of establishing generalisation regarding the phenomenon under examination (Hyde, 2000).

In line with this approach, the study employs purposeful sampling, which entails the selection of information-rich cases associated with the phenomenon of interest (Palinkas et al., 2015; Patton, 2015). ). This method is in line with Yin (2009) where ‘critical cases’ are selected as key respondents for the needs of the study and who would be best placed to provide vital information. One fundamental reason for the selection of these model firms concerns their direct relevance with the geographical and socioeconomic areas of regional Argentina. Such relevance includes their support of their regions’ culinary identity, as well as regional culinary tourism throughout the years.

First, for over a decade, the first chosen firm has been an iconic gastronomic destination in the town of Cafayate. The second firm, a restaurant-winery in regional Mendoza, has won international awards and recognition. The third establishment, a restaurant, is located in Mendoza city, has existed for over 27 years, and similarly garnered culinary awards and long standing recognition. These establishments were contacted through email correspondence, where the purpose and objectives of the research were explained. Their positive response towards the research led to travel to Argentina in the following months and years. For instance, P1 and P2 from Firm 1 were interviewed in 2017, while the other two participants (P3 from Firm 2, and P4 from Firm 3) were met and interviewed in 2018.

In all three cases, the semi-structured, face-to-face interviews were conducted at the businesses’ premises, with overall four individuals, three owners and one chef-manager, participating in the research. The interviews were audio-recorded with the participants’ consent, and lasted over two hours each. This lengthy interview time allowed for conducting on-site observations, including a tour, and for acquiring archival information about the studied firms, both in hardcopy and electronically, thus, overall contributing to triangulation of the primary and secondary data. To complement these data collection efforts further, electronic correspondence was maintained with the participants over the following year, which allowed for further communication and up-to-date information regarding business-related changes or new developments.

In light of the scant research focusing on the KBV in the fields of wine and culinary tourism from the perspectives of the supply side, contributions from the hospitality, culinary culture and culinary arts literature were instead considered in the development of the interview question (e.g., Abdullah, Ingram, & Welsh, 2009; Nieves et al., 2014; Okumus, 2013; Ottenbacher, 2007). The considered scholarly contributions emphasise the significance of knowledge in hospitality environments, including in restaurants (Abdullah et al., 2009). In fact, the contributions identify relevant links between knowledge (Nieves et al., 2014; Okumus, 2013; Ottenbacher, 2007), the KBV framework (Okumus, 2013), and tacit knowledge (Abdullah et al., 2009), which has been discussed in the context of both knowledge and the KBV framework (Okumus, 2013). Thus, choosing this literature was appropriate in the process of elaborating a specific, poignant question that would elicit relevant and insightful data concerning the significance of knowledge. Moreover, the selected literature is in alignment with the aims of the question, which emphasised the importance of knowledge, including knowledge-gathering and accumulation of knowledge for individuals with expertise and understanding of the restaurant business.

The interview protocol began with questions regarding the demographic variables of participants and the restaurant or wine business (Table 1), followed by the following open-ended question, which was divided into two sub-questions:

How would you describe your journey of accumulating knowledge of gastronomy, including:  
Knowledge of the restaurant industry and  
Knowledge of this region’s food and wine?

In addressing these open-ended questions, it was expected that participants' comments would also provide evidence to ascertain the extent to which their knowledge can contribute to the development of their region's culinary tourism. Similarly, by posing the above questions, and being in the proximity of wine regions, and by extension wine tourism settings, the significance concerning the relationship between wine and food were expected to emerge, and at the same time contribute to evaluating the usefulness of the RBV framework.

Upon the completion of the interviews, the audio files were transcribed and translated from Spanish into English by one of the members of the researcher team, who is fluent in both languages. Subsequently, all team members contributed to cross-checking the transcribed content, and thereafter qualitative content analysis was undertaken. This method consists of careful readings and interpretations of the data to create themes or segments containing similar material; thus, it entails creating broad and subjective code categories (Morgan, 1993). Table 1 provides various demographic characteristics of the four participants and the firms.

Table 1 Here

## **Results and Discussion**

### *The journey of accumulating knowledge in the context of the RBV*

When participants were asked to describe their journey in the restaurant industry, the extended comments revealed various key relationships with characteristics of the RBV. In the following sections, the questions asked to participants will be addressed, and linkages with the various characteristics of the RBV will be identified.

### *Transferability*

As their extended comments illustrated, respondents had accumulated explicit knowledge, which over the years emerged as valuable tacit knowledge for their future entrepreneurial path. While not in all instances, there was however evidence that, as discussed in the culinary culture literature (Hoffman et al., 2018) repeated or shared experiences were conducive to building tacit knowledge. Further, in the three cases, the participants developed a strong bond with food from an early age, which helped them build much-needed knowledge and skills for running their business. First, P1's reflected on his youth and his early interest in preparing foods: *"I cooked as a child with my granny, preparing traditional meals, with my aunty 'locro' (corn-based stew), and with my mum, who did fusion Spanish and French cuisine... later, we incorporated Arabic food..."* P2, had worked at her father's restaurant business all her life, subsequently taking it over after his retirement together with her husband (P1).

These two participants had successfully operated Firm 1 for the last 13 years; extending from such success, they opened a second branch in Cafayate in 2014. This second venue was managed by one of her daughters during her university breaks. Thus, the importance of transferability of (tacit) knowledge between members of the family was apparent. Indeed, between her newly acquired skills (e.g., business management, communication), and her acquired knowledge since her childhood in the family business, the daughter was able to operate the branch on her own (P1, P2). At the same time, other young members of the family were involved in various activities, including in service and as kitchen help. This finding supports another of Hoffman et al.'s (2018) assertions, notably, that a variety of means can result in transferring knowledge of cuisines related to one's culture among young family members, in this case, by allocating management and other responsibilities.

Second, P3's journey illustrates how an early attachment with food and place is developed and re-produced: *"I grew up surrounded by agriculture and cattle."* P3 soon discovered his true passion, and began his journey of acquiring and accumulating knowledge:

*Once I completed my education, I decided that this was the way I wanted to live... I started working in this industry at age 14; today, I am 34, with almost 20 years of working experience. I lived and worked in France, at a 2-star Michelin restaurant.*

In his journey, P3 did not allude to any previous family or similar influences, suggesting limited potential for knowledge transferability. Indeed, the participant contended that his leadership and expertise were not being followed by other kitchen team members during his absence: “People tell me that when I am not here [at work] that the quality is not the same...” Instead, the participant had carved his own place in the restaurant industry through his knowledge, passion and individual effort.

Third, the family and professional background of P4 highlights the significance of creating and accumulating knowledge, partly through tacit knowledge transfer within the family:

*Here in Mendoza, almost every household has a barbeque. Grilled meat is Sunday’s dish... my father often called me to help him out in the grill. So, I started barbequing on his side... I learned how to start the grill with his techniques based on physics and flow of air...*

As a young man, P4 moved to Bariloche (Patagonia region) and started his career at his own ‘parrillada’ (barbecue grill) business. After a 14-year spell, he returned to Mendoza, opening another grill business that was now nearing three decades of uninterrupted activity. However, similar to the case of P3, while transferability was manifested in P4’s youth, learning the fundamental technics of grilling meat, he also recognised the limited potential to extend this knowledge to others, especially given the demanding nature of the business, in providing a memorable dining experience: “You cannot delegate grilling meat because there is only one way of doing it...” Thus, among the three restaurateurs, transferability only emerged strongly in the case of Firm 1.

#### *Capacity for aggregation*

In all three cases, respondents engaged through different paths and means to make improvements, introduce new ideas and creations, clearly illustrating the significance of capacity for aggregation. Overall, their comments align with Okumus’s (2013) point regarding the strategic relevance of undertaking efforts to generate new knowledge in order to render a firm’s knowledge assets durable and current. P1’s and P2’s comments illustrate the importance of utilising while also elevating the image of the local cuisine.

*Much of Argentina’s culinary culture, particularly in Northern Argentina, is related to the empanada (pasty)... I try to rediscover and find the flavours I remember from my youth and replicate these and communicate them to our guests from the kitchen.*

In the case of the other participants, aggregation manifested itself through their increased involvement and knowledge acquisition, including with regard to pairing or ‘marrying’ the local wines with the regional dishes:

*P3: My work is the opposite of that of any chefs. Usually, chefs make a dish and try to pair it with a wine. I already have the wines. Therefore, I get together with the winery’s wine maker, and we get the notes of wine tastings. Subsequently, I develop a profile of a dish based on the available ingredients, and these guide the*



*process.*

*P4: We also try and focus on wines that go well with the meat... When I was young, we had lots of good wines at home... When I asked my dad what wines to drink, he usually would say: the best wines are those you like the best... And from those you like the best you have to try and visit the winery, and learn about the wine maker, about where the vineyards are located...*

### *Appropriability*

According to Scott and Laws (2006), knowledge can manifest itself in various ways, including with regard to ownership or accessibility. Participants' comments illustrate that appropriability of knowledge emerged in various yet powerful ways that underline their strategic value for three firms. Through experimenting and with the support of his wife, who collaborated in the food preparation, P1, for instance, was eager to contribute to maintaining the regional identity of the food using his own creations: "*We try for local dishes to be preserved and work on that*", without rejecting others that could equally become popular among his patrons. Consequently, for the past 10 years, P1 had added a range of different types of pasties to the restaurant's repertoire, some of which incorporated and purposefully showcased local wines through their recipes:

*Every one of the 12 pasties has its own story... and they are all strongly related to the local products...I then invented the 'Cafayateña', and started macerating local products, like corn, meat, chilli peppers, cumin... I also invented a vegetarian pasty, with all products we grow here, all macerated in Torrontés wine...we also try to go along with trends, for instance, using local Malbec wines with some of the fillings or dishes we offer.*

Arguably, this form of blending the local wines and local foods provides a component of uniqueness, which cannot be entirely replicated by potential competitors. This uniqueness is supported by previous research (Duarte Alonso, 2013; Duarte Alonso & Krajsic, 2013) discussing the significance of the wine and olive industries, for instance, in enhancing a region's or country's food heritage. Along these lines, gastronomy has strong links with heritage, and has the capacity to create images that visitors can take away with them (Schlüter, 2011).

Similarly, but in a much more meticulous and quantifiable fashion, which involved considerable personal involvement and attention to detail, P3 was on a mission to enhancing the restaurant's self-sufficiency. In fact, through the laborious process of selecting, collecting, and preserving seeds, and with the assistance of agronomists and other collaborators, P3 had managed to experiment and grow over the seasons numerous types of vegetables and herbs on-site. These included 52 varieties of tomatoes, 35 of pumpkins, 23 of potatoes, 16 of corn, 15 of melon, seven of watermelon, seven of mustard, and six of beetroot. Unsurprisingly, P3's demonstration of knowledge appropriability had important implications for the restaurant's strategy, clearly suggesting a value proposition hardly replicable by potential competitors:

*We bake three different types of bread; one with 28, one with 48 and one with 72 hours of fermentation... With so many varieties of vegetables, we can actually prepare up to 95% of the entire dish; the rest comes from products we are unable to produce here. We have bees, lamb, chickens, rabbits, and cows. Therefore, we can produce cheeses, hams, and overall, maximise our food production.*

Despite his best intentions, and given the enormous physical and emotional investments required in the above activities, P3's comments demonstrate the limited potential for appropriability by others, as well as of transferability of his knowledge and expertise: "...to date, I have not found anyone who wants to share my philosophy." Finally, P4 had developed difficult-to-replicate expertise in the process of sourcing and grilling meats:

*I introduced the concept of a large wooden platter with the meat on top. Also, you need to cook fresh, not to pre-grill the meat under the pretext that it takes time... I have developed strong relationship with four meat suppliers. I am always looking for special meats for my grills...*

The various comments also highlight Muller's (1999) point that without "a knowledge-based system whose primary management function is to accumulate, secure, and maximize intellectual capital" (p. 403), restaurant enterprises will be unable to compete or survive.

Overall, the above findings point at the validity of the following proposition:

Proposition 1: *Participants' journey of accumulating knowledge not only is fundamental in the success of their hospitality operation, but also in contributing to the region's culinary tourism.*

#### *Specialisation in knowledge acquisition*

As with other characteristics of knowledge that could enhance the strategic potential of their restaurants, specialising in knowledge acquisition appeared to be a natural occurrence for all participants. P1's reflection demonstrated an earlier ability that had been perfected over time to assimilate knowledge-based principles that were more business focused: "*I learned how to shop to cook as a child, which is fundamental in gastronomy... I used to argue with the butcher, to get more meat and less fat... I have implemented marketing, customer service, trade marks (merchandise) strategies.*" P2, on the other hand, perceived herself as a 'generalist', supporting in all key facets of the restaurant business: "*I help out with the cooking, setting up tables, looking that everything runs smoothly...*" In agreement with the work of Utami et al. (2017), the depth of knowledge that results from previous knowledge acquisition and experiences can positively affect a firm's innovation capabilities. In the case of these participants, knowledge acquisition can render the day-to-day operations more organised or formalised, while becoming a generalist can also contribute to more responsiveness and professionalism.

P3's drive and passion, together with his knowledge and constant involvement in producing the foods for the restaurant, was also indicative of embracing a philosophy that supported the rise and positioning of local foods and products: "*We are working towards an image of Argentine cuisine or 'locally, Argentina-made' at a chef level... 15-20 years ago, you only ate Italian or French cuisine in Argentina. However, today, there is increasingly an Argentine cuisine...*"

As was the case of P1, with several decades of experience, P4 had acquired a more nuanced knowledge of the art of grilling meats, including seemingly peripheral aspects that nevertheless were factors determining the overall quality of the end product. In this context, P4 demonstrated practical and at the same time strategic in-depth knowledge of the restaurant industry, that was also difficult to transfer through tacit knowledge:

*I grill meat dozens of times every weekend, and that for nearly 30 years already... Grilling depends on a combination of factors, including the chosen wood, or the height of the grill. Some types of wood are harder than others; they take longer to*

*create hot coal, but maintain the heat longer... Sometimes, the weather (wind) can affect the grill because you also need a constant temperature.*

*The knowledge requirements of production:*

The findings also illustrate the multifaceted nature in which participants' knowledge contributed to the transformation of inputs into outputs (Grant, 1996), with implications for production and value of the restaurant experience. As previously indicated, participants executed creative and innovative strategies, whereby they focused on proposing local as well as more authentic culinary propositions. Extending the product repertoire (P1, P2), working towards self-sufficiency (P3), or acquiring knowledge of crucial production aspects (P4) were various ways in which the knowledge requirements of production were revealed. Conversely, however, learning about the region's foods and food culture was at the core of three of the participants, thereby preserving traditions. First, as P1 noted:

*The entire Calchaqui Valley lends itself to producing good foods. Cafayate is a wine producer, but the rest of the valley is a good producer of other foods, such as chilli peppers, onions, rosemary, and saffron. We have a 60-year tradition of regional cuisine...*

P3's labour of love demonstrated both the uniqueness of providing a different type of value to the restaurant and winery experience by seeking self-sufficiency while preserving the cultural richness of local foods, even when doing so demanded significant sacrifices:

*I often travel 50 or more kilometres to grow vegetables; I am selecting seeds today to dehydrate them and plant them in 6 months, so that plants will grow, and will produce seeds for the following year. In the case of the 'white' tomato, I only bought seeds once in the last 10 years; every year, I produce the seeds of this tomato for the next planting... the whole process is beyond simply producing a tomato... it becomes a sentimental process.*

Often, these sacrifices were transmitted, thus, contributing to the image of the establishment: "I tell my clients this story...", and to the region's culinary assets: "You need to work internally among consumers to elevate the gastronomy to a different level..."

Transforming inputs into outputs through knowledge was also demonstrated in P4's case. Indeed, the participant underlined the strategic significance of knowledge in food preparation, which had direct effects on the final product, and ultimately on consumers' perceptions of quality:

*To be successful, a grill must be attended by the owners, and must be small in size, otherwise, you move from artisan to mass production... I make the cuts tailored to my system and that of the grill... some cuts are not appropriate for a grill. People who return to our restaurant they often say that they tried grilled meat elsewhere but that the experience was not the same.*

The above sections presenting the findings and their links with the different characteristics put forward by Grant (1996) demonstrate a general alignment. However, the characteristic of transferability was less obvious. One plausible reason for this findings is the lack of a family nucleus running the firm, as was the case of P1 and P2; while this situation did not prevent P3 and P4 from absorbing tacit knowledge, their comments suggest that further transferring knowledge was challenging. In light of the corresponding findings, the following proposition addressing the fourth aim of the research is presented:

Proposition 2: *The characteristics of the KBV facilitate a greater understanding of how the participating restaurateurs are contributing to the development of culinary tourism in their region. In turn, due to the importance for the participant to hold on to aggregated knowledge, the relevance of transferability is less obvious.*

Further reinforcing the above proposition, and based upon the inductive paradigm chosen in this research, a theoretical framework (Figure 2) is proposed. This framework considers the previously discussed characteristics of knowledge as predicated by the KBV and associates them with the findings. One key dimension observed in this study was the aggregation of knowledge in ways that were not associated with participants' core activities or business acumen. For instance, extending from the notions of KBV, and from the notions proposed by Okumus (2013) regarding the generation of internal knowledge, this new knowledge represented a stepping stone, from the existing focus on gastronomic experiences to focusing on a more strategic and managerial dimension. This progression illustrated a more leading role locally or regionally among participants, with clear implications for hospitality and culinary tourism. For instance, P1 and P2 discussed their efforts to change the status quo of existing service standards in their industry, as well as extending the element of seasonality:

*When we started (2007) everyone used to shut at 2 PM. If you were still having lunch, they would rush you to finish, even though Cafayate was a tourist town. We are now one of the pioneers who started opening until late... We now have nine strong months of work in Cafayate. We need to provide better service so that people want to come back and continue the cycle of absorbing and 'consuming' the local culture...*

Figure 2 Here

This finding stresses the importance of market knowledge for firms to be competitive (Chen and Lee, 2017), in this case, understanding customers' needs and being empathetic. Similarly, P3's concluding comments emphasised the importance for the restaurant to lead by example: *"We have to focus our energy and provide more authentic experiences."* Such leadership is also part of a holistic view (P3), which assumes that the involvement of other gastronomy stakeholders with similar objectives and philosophies could contribute to elevating current standards, and with it, the potential for culinary and wine tourism development:

*As I see it, Mendoza is now the second gastronomic capital of Argentina after Buenos Aires. Many chefs' visions and souls are focused on Mendoza, because there is a lot of space and land in Mendoza... We have not maximised our potential and still have a long way to go.*

Partly in agreement with the above observations, P4's comments highlighted the significance of consistency of product delivery across the local restaurant industry as a tool to draw food and wine enthusiasts, and create future business opportunities. In doing so, this participant shared concerns regarding the consistent delivery of culinary experiences, in that some local restaurants and winery restaurants were favouring volume in exchange for quality:

*For gastronomic and wine tourism to be strongly developed, you have to be able to reach consistency in the quality of foods and service. You cannot just have a very different standard, and explain to patrons that meat is not consumed in large*

*volumes... [Instead,] Come back another day and try a different cut, or try it at another restaurant where similar standards should prevail.*

As illustrated (Figure 2), that capacity for aggregating knowledge, in this case, knowledge that can be implemented to take a leadership role, can help lead the way in taking current standards across the local industry to a different level. Ultimately, this crucial step can spill over into other establishments, with implications for the enhancement and consistency of culinary experiences, which then can translate into a robust development of a regional culinary identity, and a region's destination image. Complementing these points, Mielnikowicz (2017) underlines the significance of developing a strong brand identity for succeeding in today's gastronomic market. Further, in hospitality environments, there is an urgent need to achieve a shared understanding among stakeholders involved in service experiences, notably, "of the ever-growing importance of creating an unforgettable service experience for customers" (King et al., 2019, p. 424).

### **Conclusions**

This study investigated links between knowledge management and gastronomy from the perspective of restaurateurs operating in an emerging Latin American economy; in this context, the study considered the insights of the KBV (Grant, 1996). In doing so, the study addressed several knowledge gaps associated with empirical and conceptual aspects recognised in the contemporary academic literature (e.g., Andersson et al., 2017; López-Guzmán et al., 2017; Presenza & Del Chiappa (2013). The face-to-face interviews demonstrate both alignments with and extensions from the RBV framework.

More specifically, participants' comments revealed links with the characteristics of capacity for aggregation, appropriability, specialisation in knowledge acquisition, and knowledge requirements of production. However, while transferability was a key factor for participants to undertake day-day activities and build upon these, the potential for this constantly evolving knowledge to be transferred further was marginal. For instance, while in the case of a family enterprise (P1, P2) knowledge was being transferred among family members, P3 recognised difficulties for others to absorb, assimilate or practice his knowledge reservoir. In addition, an extension of capacity for aggregation emerged from the findings. This characteristic manifested itself through an increasing leadership role among participants, who advocated for more rigorous and professional food and service delivery standards.

### *Implications*

The proposed framework illustrates two key findings, with associated theoretical implications. First, it identifies the emergence of two levels of capacity for aggregation, with one being more firm-specific, and the second being the consideration of industry-wide aggregation in order to 'standardise' or create a culture of consistent service delivery and food production. Moreover, the case of P3 demonstrates the significance of leadership in undertaking more radical forms of knowledge implementation, predicating the importance of sustainable food production by example, with clear implications for a region's culinary identity.

Second, while the findings demonstrate the usefulness of understanding knowledge management in food production and delivery through the tenets of the KBV, they also illustrate the rather marginal significance of transferability. Further, this conceptual finding also has practical implications. In the first case (Firm 1, P1, P2), there was evidence of absorption of both explicit and tacit knowledge by other family members, with impacts for the firm in the medium to long-term. Arguably, this lack of strength of the characteristics of transferability is partly due to the absence of a family business culture among participants. Indeed, P3 was an employee of the organisation, with no guarantee of staying indefinitely

should other professional opportunities arise, while P4 recognised the lack of generational renewal in the business. Thus, transferability in the context of gastronomy or gastronomic tourism from the perspective of restaurateurs may have to be reframed, taking into consideration this potential vacuum, including in the generational continuation of the business.

Nevertheless, transferability of tacit knowledge could to some extent be facilitated, for instance, through nurturing talent, particularly among individuals who have a genuine interest in expanding their knowledge in food production and delivery. Transferability thus further provides a platform for managerial analysis and refining of training opportunities that, based upon the notions of the KBV, could develop future talent and knowledge transfer. This aspect is fundamental in the context of regional food and gastronomy, notably, as a contributor to the ‘perpetuation’ of memorable- even ‘authentic’- culinary experiences. To some extent, this element of uniqueness or authenticity intersects with ‘craft authenticity’ (Carroll and Wheaton, 2009), whereby not only the skills, techniques and (tacit) knowledge of chefs are fundamental, but also the sourcing and identification of appropriate ingredients, tools, or supplies. Arguably, craft authenticity and its associated links to knowledge, skills, and more holistic elements of operationalising knowledge, notably, through the mastering of ingredient or tools in ‘preparing experiences’ are closely associated with local and consequently regional food and cuisine.

The nurturing of talent could not only generate interest in food preparation and establish a stronger gastronomic culture within the region, but also help extend certain recipes, techniques, and overall knowledge and expertise of particular local dishes. The cases of P1 and P2 partly illustrate this notion, providing opportunities for local youth to gain basic food preparation and service tools by working at their restaurants. These practical experiences could be extended, with other hospitality operations providing opportunities. Nurturing local talent could be reciprocated through beneficiaries’ commitment, effort, and passion, with important ramifications for patrons’ experiences. The opportunity to share knowledge, including by developing local talent, can help safeguard traditional or new unique local dishes, as well as have positive implications for the future positioning of the region’s culinary image. The framework therefore represents a strategic tool for organisational as well as regional development, enhancing gastronomy and culinary tourism through facilitating knowledge sharing while retaining uniqueness and identity.

To help perpetuate memorable experiences, extend knowledge, and safeguard the ‘locality’ of the region’s food and gastronomy also requires ‘instigators’; this initiating process was clearly manifested in the case of this study’s participants. Associated with these points, Le et al. (2019) claim that perceived authenticity in culinary experiences among customers is not confined to the dining setting. Le et al. (2019) therefore call for further investigations to pinpoint which determinants restaurateurs could control to evoke those perceptions of authenticity. The proactive role of ‘instigators’ and that of future knowledgeable chefs and restaurateurs could offer a window into the wider spectrum of culinary experiences, including the ‘story’ behind the processes and sourcing, thus, adding to ‘craft authenticity’ (Carroll and Wheaton, 2009), and overall memorable gastronomic experiences.

Concerning the delivery of culinary and service experience, the findings also highlight the importance of knowledge management and knowledge-sharing in processes of working towards consistency of quality standards. This point is reinforced in recent research (King et al., 2019), namely, in regard to the creation of distinguishable and memorable service encounters, where different stakeholders coordinate their efforts and collaborate.

### *Limitations and future research*

While the cases of three participating model restaurant enterprises provide useful practical and theoretical insights, several limitations must be acknowledged; these limitations, however, could be addressed in future investigations. First, given the limited number of participants, future research could extend the scope of the present research, investigating larger numbers of restaurateurs. Second, given that the study only focuses on restaurants in Argentina, future studies could also consider integrating a comparative element, recruiting restaurateurs in different regions or nations. The extension of the present research in both numerical and geographic contexts could reveal a wider variety of knowledge-related dimensions and aspects, and illuminate valuable complementing factors. Furthermore, studies could also endeavour validating the proposed framework (Figure 2), confirming its robustness, potentially improving it through the addition of characteristics or dimensions associated with knowledge management, or even considering additional theoretical concepts.

## References

- Abdullah, F., Ingram, A., & Welsh, R. (2009). Managers' perceptions of tacit knowledge in Edinburgh's Indian restaurants. *International Journal of Contemporary Hospitality Management*, 21(1), 118-127.
- Andersson, D., Mossberg, L., & Therkelsen, A. (2017). Food and tourism synergies: perspectives on consumption, production and destination development. *Scandinavian Journal of Hospitality and Tourism*, 17(1), 1-8.
- Babbie, E. (2016). *The practice of social research* (14<sup>th</sup> ed.). Boston, MA: Cengage Learning.
- Carroll, G. R., & Wheaton, D. R. (2009). The organizational construction of authenticity: An examination of contemporary food and dining in the US. *Research in Organizational Behavior*, 29, 255-282.
- Carvache-Franco, M., Carvache-Franco, O., Carvache-Franco, W., Orden-Mejía, M., Zamora-Flores, F., & Macas-López, C. (2019). Segmentation by Motivation in Typical Cuisine Restaurants: Empirical Evidence from Guayaquil, Ecuador. *Journal of Culinary Science and Technology*, 18(4), 270-287.
- Chen, K. Y., & Lee, C. F. (2017). Market knowledge of the travel industry from knowledge-based view: a case of two Taiwanese travel agencies. *Asia Pacific Journal of Tourism Research*, 22(7), 781-797.
- Cohen, W. M., & Levinthal, D. A. (1990). Absorptive capacity: A new perspective on learning and innovation. *Administrative Science Quarterly*, 35(1), 128-152.
- COVIAR (2019). Large numbers of wine visitors to Mendoza. Retrieved from <http://coviari.com.ar/grande-numeros-del-enoturismo-en-argentina/>
- Duarte Alonso, A., Kok, S., & O'Brien, S. (2018). 'We are only scratching the surface'—A resource-based and dynamic capabilities approach in the context of culinary tourism development. *Tourism Recreation Research*, 43(4), 511-526.
- Duarte Alonso, A. D., & Liu, Y. (2011). The potential for marrying local gastronomy and wine: The case of the 'fortunate islands'. *International Journal of Hospitality Management*, 30(4), 974-981.
- Duarte Alonso, A., & Krajsic, V. (2013). Food heritage Down Under: Olive growers as Mediterranean 'food ambassadors'. *Journal of Heritage Tourism*, 8(2/3), 158-171.
- Duarte Alonso, A. (2013). Tannat: The positioning of a wine grape as symbol and 'referent' of a nation's gastronomic heritage. *Journal of Heritage Tourism*, 8(2/3), 105-119.
- Ellis, A., Park, E., Kim, S., & Yeoman, I. (2018). What is food tourism? *Tourism Management*, 68, 250- 263.

- Etcheverria, O. (2016). Wine tourism and gastronomy. In Peris-Ortiz, M., Del Río Rama, M.C. and Rueda-Armengot, C. (eds.), *Wine and tourism: A strategic segment for sustainable economic development* (pp. 161-177). Cham, Switzerland: Springer International Publishing.
- Garrido-Moreno, A., Lockett, N., & García-Morales, V. (2014). Paving the way for CRM success: The mediating role of knowledge management and organizational commitment. *Information and Management*, 51(8), 1031-1042.
- González Santa Cruz, F., Moral-Cuadra, S., Choque Tito, J., & López-Guzmán, T. (2020). Gastronomic motivations and perceived value of foreign tourists in the city of Oruro (Bolivia): An analysis based on structural equations. *International Journal of Environmental Research and Public Health*, 17(10), 3618.
- Grant, R. M. (1996). Toward a knowledge-based theory of the firm. *Strategic Management Journal*, 17, 109-122.
- Grant, R. M., & Baden-Fuller, C. (1995). A knowledge-based theory of inter-firm collaboration. *Academy of Management Best Paper Proceedings*, 17-21.
- Hall, C. M. (2019). Improving the recipe for culinary and food tourism? The need for a new menu. *Tourism Recreation Research*, 45(2), 284-287.
- Hall, C. M., & Mitchell, R. (2001). Wine and food tourism. In N. Douglas, N. Douglas, and R. Derrett (eds.). *Special interest tourism: Context and cases* (pp. 307-329). Brisbane, Australia: John Wiley and Sons.
- Harrison, H., Birks, M., Franklin, R., & Mills, J. (2017). Case study research: Foundations and methodological orientations. *Forum Qualitative Sozialforschung/Forum: Qualitative Social Research*, 18(1), Article 19. DOI: 10.17169/fqs-18.1.2655
- Hoffman, F., Kempf, B., & Lim, A. (2018). Knowledge management and transfer: The role of cuisine in transferring cultural knowledge. *Issues in Information Systems*, 19(1), 159-169.
- Hyde, K. F. (2000). Recognising deductive processes in qualitative research. *Qualitative Market Research: An International Journal*, 3(2), 82-89.
- Hyett, N., Kenny, A., & Dickson-Swift, V. (2014). Methodology or method? A critical review of qualitative case study reports. *International Journal of Qualitative Studies on Health and Well-Being*, 9(1), 23606.
- Jones, M. F., Singh, N., & Hsiung, Y. (2015). Determining the critical success factors of the wine tourism region of Napa from a supply perspective. *International Journal of Tourism Research*, 17(3), 261-271.
- King, C., Murillo, E., Wei, W., Madera, J., Tews, M. J., Israeli, A. A., & Kong, L. (2019). Towards a shared understanding of the service experience—a hospitality stakeholder approach. *Journal of Service Management*, 30(3), 410-428.
- Kivela, J., & Crotts, J. C. (2006). Tourism and gastronomy: Gastronomy's influence on how tourists experience a destination. *Journal of hospitality and Tourism Research*, 30(3), 354-377.
- Kogut, B., & Zander, U. (1992). Knowledge of the firm, combinative capabilities, and the replication of technology. *Organization Science*, 3(3), 383-397.
- Le, T. H., Arcodia, C., Novais, M. A., & Kralj, A. (2019). What we know and do not know about authenticity in dining experiences: A systematic literature review. *Tourism Management*, 74, 258-275.
- Levin, R. C., Klevorick, A. K., Nelson, R. R., & Winter, S. G. (1987). Appropriating the returns from industrial research and development. *Brookings Papers on Economic Activity*, 3, 783-820.
- López-Guzmán, T., Uribe Lotero, C. P., Pérez Gálvez, J. C., & Ríos Rivera, I. (2017). Gastronomic festivals: Attitude, motivation and satisfaction of the tourist. *British*



- Food Journal*, 119(2), 267-283.
- López-Guzmán, T., Vieira-Rodríguez, A., & Rodríguez-García, J. (2014). Profile and motivations of European tourists on the Sherry wine route of Spain. *Tourism Management Perspectives*, 11, 63-68.
- Magno, F., Cassia, F., & Bruni, A. (2017). Adoption and impact of marketing performance assessment systems among travel agencies. *International Journal of Contemporary Hospitality Management*, 29(4), 1133-1147.
- Mason, R., & O'Mahony, B. (2007). On the trail of food and wine: The tourist search for meaningful experience. *Annals of Leisure Research*, 10(3-4), 498-517.
- Mielnikowicz, M. (2017). The construction of brand identity in contemporary gastronomy and influence on consumer perception. *TURyDES: Revista Turismo y Desarrollo Local*, 10(22).
- Moreno, C. G., Faraldo, F., Duhart, J., & Dermol, V. (2019). Tourism as a state policy for local development: A comparative study in Argentina, the provinces of Salta and Jujuy. In *Thriving on future education, industry, business and society. Proceedings of the MakeLearn and THIM International Conference, 17-19 2019* (pp. 595-601). Piran, Slovenia: ToKnowPress.
- Morgan, D. L. (1993). Pearls, pith, and provocation – Qualitative content analysis: A guide to paths not taken. *Qualitative Health Research*, 3(1), 112-121.
- Muller, C. C. (1999). The business of restaurants: 2001 and beyond. *International Journal of Hospitality Management*, 18(4), 401-413.
- Nieves, J., Quintana, A., & Osorio, J. (2014). Knowledge-based resources and innovation in the hotel industry. *International Journal of Hospitality Management*, 38, 65-73.
- Nonaka, I. (1994). A dynamic theory of organizational knowledge creation. *Organization Science*, 5(1), 14-37.
- Okumus, F. (2013). Facilitating knowledge management through information technology in hospitality organizations. *Journal of Hospitality and Tourism Technology*, 4(1), 64-80.
- Ottenbacher, M. C. (2007). Innovation management in the hospitality industry: different strategies for achieving success. *Journal of Hospitality and Tourism Research*, 31(4), 431-454.
- Palinkas, L. A., Horwitz, S. M., Green, C. A., Wisdom, J. P., Duan, N., & Hoagwood, K. (2015). Purposeful sampling for qualitative data collection and analysis in mixed method implementation research. *Administration and Policy in Mental Health and Mental Health Services Research*, 42(5), 533-544.
- Patton, M. Q. (2015). *Qualitative research and evaluation methods: Integrating theory and practice* (4th ed.). Thousand Oaks, CA: Sage.
- Pérez Gálvez, J. C., Granda, M. J., López-Guzmán, T., & Coronel, J. R. (2017). Local gastronomy, culture and tourism sustainable cities: The behavior of the American tourist. *Sustainable Cities and Society*, 32, 604-612.
- Polanyi, M. (1966). *The tacit dimension*. London, UK: Routledge and Kegan Paul.
- Prezenza, A., & Del Chiappa, G. (2013). Entrepreneurial strategies in leveraging food as a tourist resource: a cross-regional analysis in Italy. *Journal of Heritage Tourism*, 8(2-3), 182-192.
- Rodríguez-Gutiérrez, P., Santa Cruz, F. G., Gallo, L. S. P., & López-Guzmán, T. (2020). Gastronomic satisfaction of the tourist: Empirical study in the Creative City of Popayán, Colombia. *Journal of Ethnic Foods*, 7(1), 8. DOI: 10.1186/s42779-019-0044-0
- Schlüter, R. G. (2011). Anthropological roots of rural development: A culinary tourism case study in Argentina. *Tourismos: An International Multidisciplinary Journal of Tourism*,

- 6(3), 77-91.
- Schlüter, R. G., & Thiel Ellul, E. (2008). Gastronomía y turismo en Argentina Polo gastronómico Tomás Jofré. *PASOS: Revista de Turismo y Patrimonio Cultural*, 6(2), 249-268.
- Scott, N., & Laws, E. (2006). Knowledge sharing in tourism and hospitality. *Journal of Quality Assurance in Hospitality and Tourism*, 7(1-2), 1-12.
- Simon, H. A. (1991). Bounded rationality and organizational teaming. *Organization Science*, 2(1), 125-134.
- Sjoberg, G., Williams, N., Vaughan, T., & Sjoberg, A. (1991). The case study approach in social research. In J. Feagin, A. Orum, and G. Sjoberg (Eds.), *A case for case study* (pp. 27-79). Chapel Hill, NC: University of North Carolina Press.
- Sormaz, U., Akmese, H., Gunes, E., & Aras, S. (2016). Gastronomy in tourism. *Procedia Economics and Finance*, 39, 725-730.
- SPGTO (2019), 2018 Executive summary - Tourism. Retrieved from [http://turismosalta.gov.ar/images/uploads/anuario\\_2018\(1\).pdf](http://turismosalta.gov.ar/images/uploads/anuario_2018(1).pdf)
- Stake, R. E. (1995), *The art of case study research*. Thousand Oaks, CA: Sage.
- Stewart, J. W., Bramble, L., & Ziraldo, D. (2008). Key challenges in wine and culinary tourism with practical recommendations. *International Journal of Contemporary Hospitality Management*, 20(3), 303-312.
- Teece, D. J. (1987), Profiting from technological innovation: Implications for integration collaboration, licensing and public policy. In D. J. Teece (ed.), *The competitive challenge* (pp. 185-219). Cambridge, MA: Ballinger.
- Toylan, N. V., Semerciöz, F., & Hassan, M. U. (2020). Knowledge sharing in strategic alliance relationships: An empirical research on hotels in Turkey. *European Journal of Tourism Research*, 24, 1-25.
- Tricarico, L., & Geissler, J. B. (2017). The food territory: cultural identity as local facilitator in the gastronomy sector, the case of Lyon. *City, Territory and Architecture*, 4(1), 16-24.
- Utami, T. L. W., Indarti, N., Sitalaksmi, S., & Makodian, N. (2017). The effect of knowledge sources on innovation capabilities among restaurants and café businesses in Indonesia. *Journal of Indonesian Economy and Business*, 32(1), 33-50.
- Yin, R. K. (2009). *Case study research: Design and methods* (4 ed.). Los Angeles, CA: Sage.