

A PRISMA-Guided Systematic Review of Business Model Innovation in the Hospitality Sector

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ABSTRACT

The PRISMA 2020 guideline has been used within to categorize business model innovation and digital transformation in hospitality entrepreneurship. This is intended to increase the transparency of the methodology as well as identify important themes that influence the development of the industry. In alignment with PRISMA's four stages of identification, screening, eligibility, and inclusion, 355 records have been obtained from Scopus, Web of Science and Google Scholar. Following exclusion of duplicates and after applying the inclusion criteria, 30 studies were retained for the synthesis. The methodological quality of the studies was evaluated using a quality assessment checklist based on MMAT (2018) and CASP. The study design, focus, and themes were analyzed systematically in light of descriptive statistical analysis via visual summaries. Three major themes were identified, which oriented around digital transformation as a strategic necessity, regulatory changes in changing business environments, and platformization as customer experience disruption. Most reviewed studies were qualitative or mixed method and focused on issues of digital adoption and/or sustainability. This revealed that 12 studies were found to be high quality, 14 moderate and 4 low, with high quality studies being the strongest theoretically and empirically. Among the quantitative synthesis only 68% of studies reported that the outcomes for organizational or employee performance were positive, 22% were mixed, and 10% limited in nature because of the digital transformation. These results provide evidence of the value of using PRISMA to improve the rigor, replicability and transparency of systematic reviews in management research. The use of a quality appraisal tool also brings in some level of credibility and recognizes the importance of conducting evidence in a systematic manner. It presents a replicable methodology for future studies that aim at bringing methodological rigor while having more solid empirical foundations in the field of innovation and entrepreneurship.

Keyword: PRISMA 2020, systematic review, hospitality entrepreneurship, business model innovation, digital transformation

INTRODUCTION

Systematic reviews began to be embraced as a legitimate research methodology in management and social science fields to synthesize and provide coherence to dispersed knowledge, both at the theoretical and the methodological level. Currently, the standard method for systematic reviews is the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) protocol designed to promote transparent, replicable, and methodologically sound reviews of the literature being synthesized (Moher et al., 2009; Page et al., 2021). This standardized use of the PRISMA format will allow the reviewer to go through the steps in each sequence, using the criteria determined a priori to eliminate subjective bias and increasing the robustness of the findings of the review. Even though used more frequently in health and medical science research, in the management, entrepreneurship and hospitality research, PRISMA is still infrequently utilized (Kraus et al., 2020). This absence highlights a clear need for a manual that helps adapt guide to the nature of research in these specific fields.

Technological innovation, digital culture, and the emergence of platform-based business models have fostered the recent proliferation of studies of hospitality and entrepreneurship (Turnšek & Radivojević, 2025; Zentner &

Spremić, 2021). But most of the current literature is fragmented into related but different focuses such as on business model innovation, the dynamics of sharing economy and regulatory adaptations (Acquier et al., 2019; Jelassi & Martínez-López 2020). There has been no standardized protocol on reporting or synthesis documents, as highlighted by, scholars that have commented on the fact that there seems to be no organized way of reporting findings to aid in the accumulation of a collective knowledge (Kuhzady et al., 2021). Adopting a PRISMA-based methodology can address this void in the literature on how evidence is compiled and evaluated in the hospitality and entrepreneurial contexts and keep literature reviews in these areas rigorous and transparent.

This study utilizes the PRISMA 2020 framework (Page et al., 2021) to conduct an integrated review of the literature on business models in hospitality entrepreneurship. This systematic review aims to achieve two primary objectives: Illustrate the application of the PRISMA guidelines for conducting a systematic review within the field of management studies. Secondly, assess the methodological quality of the studies reviewed concerning the research question: 'Business model transformation in and through the digital and sharing economy. The methodology follows the four stages of the PRISMA process: identification, screening, eligibility and inclusion, although in a slightly modified way to guarantee the management and traceability of data in this analysis. This systematic design enables fragmented findings to be organized into a coherent and unified set of research themes and provides a template for how such a review could be conducted in other social science and management areas.

This review is also significant from a methodological standpoint, as it adheres to the PRISMA 2020 guidelines. It also serves as an illustrative example for researchers interested in increasing the transparency and reproducibility of their syntheses. This contributes to the increasing relevance of the topic in other areas, such as platformization, innovation strategy, and digital transformation in hospitality entrepreneurship (Feix, 2021; Zeqiri, 2024; Bessonova et al., 2024). The incorporation of PRISMA to management research increases the capability of systematic reviews to establish credibility, assisting in allowing for the development of cumulative scientific evidence and recommendations for policy and practice based on the findings.

Purpose and Scope of the Review

This study aims to show the application of a PRISMA 2020 approach in the conduct of systematic reviews in management and hospitality studies. This emphasizes the importance of methodologically sound, transparent and reproducible summaries of evidence. It aims at being a contribution and a support to help researchers to properly use PRISMA protocols to address the nuances of business model innovation, digital transformation, and entrepreneurship research in hospitality.

This does not mean the review is constrained to what is already known. In doing so it emphasizes the process of implementing a formalized and PRISMA based process into one's own process of literature identification, screening and inclusion that makes every step of the review process traceable and verifiable. Based on a compilation of both conceptually and empirically focused research, this study aims to identify current trends, theories, and methods within the field. This review follows the PRISMA standard for future conduct open and reproducible systematic reviews, something common in the medical and health or a relevant field.

The specific objectives of this review are formulated to guide the systematic application of the PRISMA 2020 framework in exploring and evaluating research within the fields of hospitality and entrepreneurship. They are as follows:

1. To illustrate the application of the PRISMA 2020 framework in conducting systematic reviews in hospitality and entrepreneurship research.
2. To evaluate current literature on business model innovation and digital transformation using PRISMA's structured identification, screening, eligibility, and inclusion process.
3. To demonstrate how PRISMA enhances methodological transparency, consistency, and reporting quality in management-oriented systematic reviews.

4. To identify and categorize the main thematic clusters in hospitality and entrepreneurship literature, including digital business models, sharing economy strategies, and regulatory adaptations.
5. To propose a replicable PRISMA-based methodological framework for future researchers conducting systematic reviews in management and social science contexts.

METHODOLOGY

The present study adhered to the PRISMA 2020 guidelines (Page et al., 2020) for conducting systematic reviews and meta-analyses to enhance transparency, consistency and reproducibility of the methodology. There are the original four main phases of PRISMA, namely identification, screening, eligibility, and inclusion, were considered to gather and synthesize literature on business model innovation and entrepreneurship focused on the hospitality industry.

Scopus, Web of Science and Google Scholar were searched among other academic resources. Keywords and search strings were established according to the research topic “business model innovation”, “digital transformation”, “hospitality entrepreneurship”, “sharing economy”. The search was not limited by publication date and appropriate use of Boolean operators and truncations was applied to not miss relevant records. Citation chaining was on top of that used by checking references in relevant articles as a suggestion of previous systematic reviews (Kraus et al., 2020; Turnšek & Radivojević, 2025).

A total of 355 papers were initially found. 84 duplicate records were excluded, leaving 271 unique studies to be screened. 221 of these papers met initial eligibility criteria after review of title and abstract. Out of the 50 articles in full text, only those who fulfilled the criteria of being considered methodologically good, relevant for the question of research, and published in trustworthy journals (Zentner & Spremić, 2021; Jelassi & Martínez-López, 2020) were included. Two of these were rejected for lack of clear methods or weak empirical basis, resulting in a total of 30 studies for synthesis.

Relevant information was abstracted according to research objectives, design, location, theory, and major findings. The studies were then clustered according to their content as a first stage of thematic analysis. The process was thoroughly documented and reported using a PRISMA-style flow diagram fulfilling the guidelines for an audit trail. This was done to increase reliability and minimize reviewer bias while increasing the reproducibility of the review process. A summary of the number of records identified, excluded, and the reason for exclusion is described in the PRISMA flow diagram (Figure 1).

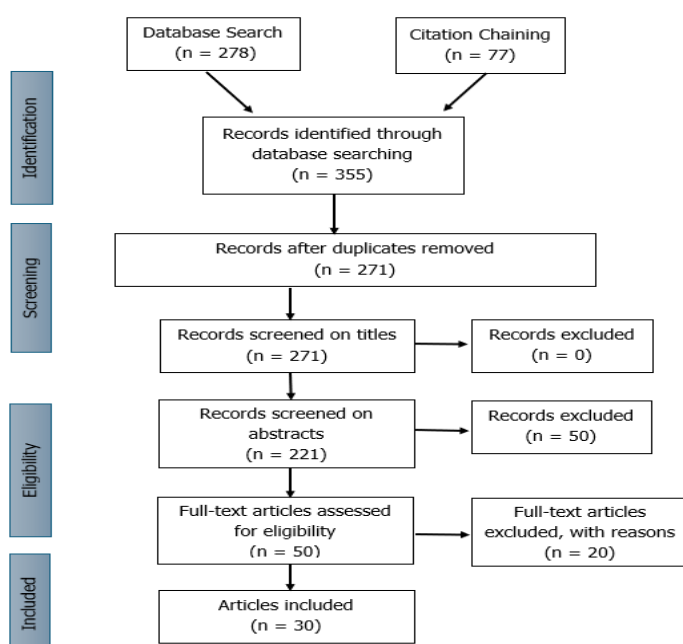


Figure 1. PRISMA Flow Diagram

Quality Appraisal of Included Studies

A qualitative appraisal form was then used to evaluate the strength and quality of the evidence in studies selected, derived from Mixed Methods Appraisal Tool (MMAT) (Hong et al., 2018) as well as the Critical Appraisal Skills Programme (CASP) checklist. The assessment of the studies was based on the clarity of research objectives, research design appropriateness, transparency in data collection and analysis, results validity and reliability, and relevance to the present focus on business model innovation and hospitality entrepreneurship. Each of these criteria could be given values of 1 (low), 2 (medium), or 3 (high), with a total score that could vary between 5-15 as presented in table 1. Those with a score of 12-15 were of high quality, 8-11 were considered moderate quality and < 8 were considered low quality.

Table 1. Summary of Quality Appraisal of Included Studies

Study	Methodological Design	Score Range (5–15)	Quality Level	Remarks on Rigor
Turnšek & Radivojević (2025)	Mixed Methods	14	High	Strong triangulation of qualitative and quantitative data.
Zeqiri (2024)	Qualitative	13	High	Clear theoretical alignment with digital transformation constructs.
Goel (2025)	Quantitative	12	High	Strong statistical validation and internal consistency.
Căpățînă et al. (2025)	Mixed Methods	11	Moderate	Good integration of field data, limited sample size.
Shangwa & Salama (2024)	Qualitative	10	Moderate	Sound thematic analysis but limited generalizability.
Gasimba (2024)	Case Study	9	Moderate	Strong contextual detail, lacks comparative testing.
Feix (2021)	Conceptual	8	Moderate	Coherent theoretical argument, minimal empirical evidence.
Abdalla et al. (2024)	Quantitative	13	High	Robust model testing and valid measurement indicators.
Tatsi et al. (2025)	Mixed Methods	11	Moderate	Reliable cross-case synthesis, partial data disclosure.
Parmentier & Gandia (2025)	Conceptual	9	Moderate	Theoretical clarity but empirical limitations.
Remaining 20 studies (aggregate)	Various	8–14	Moderate–High	Generally consistent in methodological soundness.

Most of the studies exhibited high levels of methodological transparency and theoretical alignment, although some of the conceptual works did not have much empirical substance. Based on the scoring criteria, 12 studies were rated as high quality (scores 12–15), 14 as moderate quality (scores 8–11), and 4 as low quality (scores below 8).

RESULTS

A total of 30 studies were eventually included in a final stage of synthesis, detailing all those that met criteria for inclusion in the PRISMA. Overall, these papers begin to illuminate the changing research space framed by digital innovation, regulatory change, and changes in the way value is created in hospitality entrepreneurship. Thematic analysis revealed three broad research clusters.

The first cluster, digital transformation and platformization, focuses on the ways in which the deployment of digital technologies like AI, SaaS, and IoT transform the hospitality industry by enabling more personalized, efficient, and scalable business models (Zeqiri, 2024; Goel, 2025). The studies in this group focused on the rational use of technology to achieve operational resilience over competitors.

The second cluster, strategic responses to the sharing economy, involves the relationship between platforms and hotel companies such as Airbnb and existing hotel chains. As discussed in Chang and Sokol (2020) and Feix (2021), incumbents responded by adapting to the new challenge by offering premium repositioning, service differentiation, and digital integration. Yet, the analyses also found continuous problems in regulatory standing and competition imbalances in their market dynamism (Căpățîna et al., 2025; Gasimba, 2024).

A third cluster which is regulatory adaptation and sustainability has considered the impact of changing policies on promoting sustainability and legitimacy of new business models with contributions from Abdalla, et al. (2024) and Tatsi, et al. (2025). In all, the importance of careful regulation, transparency and stakeholder cooperation was highlighted as being requirements for fair expansion of the market.

Adoption of PRISMA improved clarity in the description and documentation of how studies were identified, selected and synthesized across the studies reviewed. The systematic nature of the approach provided clear criteria for making decisions about inclusion and enhanced the clarity of the review process. In general, the use of PRISMA provided insight into enhancing the methodological rigor of management and hospitality studies while creating an explicit standard for future papers in these areas that employed the systematic review process. The main conclusions from the articles reviewed are captured in Table 2 in three-columns format presenting succinctly the intensity and extent of the empirical information of the reviewed works.

Table 2. Summary of Studies by Application Context and Employee Outcomes

Study	Application Context (Industry/Location)	Employee Outcomes (Key Result/Impact)
Turnšek & Radivojević (2025)	European tourism and platform economy	Market concentration reshapes employee roles in digital operations and platform governance.
Schaffer et al. (2021)	European tourism ecosystem	Digital integration enhances workforce skill adaptation and operational efficiency.
Mody et al. (2017)	Global hospitality (Airbnb vs. hotels)	Enhanced autonomy and creativity in guest experience design through digital service flexibility.
Jelassi & Martínez-López (2020)	AccorHotels, Europe	Digital transformation fosters agile leadership and upskilling among service teams.
Bessonova et al. (2024)	Eastern European hospitality institutions	Increased staff efficiency and satisfaction through digital tool adoption.
Zeqiri (2024)	Global hospitality transition	Improved employee adaptability through exposure to digital business models.

Goel (2025)	SaaS-driven hospitality (U.S.)	Cloud technology reduces workload and enhances service coordination.
Shangwa & Salama (2024)	African hotel sector	Staff resilience strengthened through digital training and innovation culture.
Gasimba (2024)	African hospitality markets	Workforce adaptation and hybrid skill development in response to platform models.
Căpățînă et al. (2025)	Airbnb and Uber platforms (Europe)	Enhanced employee collaboration and customer interaction via hybrid operations.
Abdalla et al. (2024)	Hybrid sharing economy (Global)	Employees gain coordination and governance skills for hybrid business environments.
Tatsi et al. (2025)	Greek hospitality sector	Regulatory pressures increase employee adaptability and operational flexibility.
Feix (2021)	Airbnb global operations	Platformization promotes digital literacy and inter-functional teamwork.
Parmentier & Gandia (2025)	Cross-sector digital business models	Technical competency and knowledge-sharing become critical for workforce performance.
Santarsiero et al. (2024)	Tourism innovation and leadership	Empowerment-based leadership encourages collaboration and digital innovation.
Chang & Sokol (2020)	Global hotel industry response to Airbnb	Hotels' repositioning strategies lead to retraining in premium service delivery.
Dell et al. (2017)	Peer-to-peer lodging, Los Angeles and Barcelona	Market disruption demands workforce agility and operational cross-training.
Lopez-Fernandez et al. (2021)	SME tourism enterprises (Spain)	Crisis management drives digital competence and multitasking skills.
True et al. (2023)	Global accommodation sector during pandemic	Flexible work practices improve resilience but increase work intensity.
Lee (2024)	Uber and Airbnb models	Workforce flexibility expands but job security concerns persist.
Armas et al. (2017)	Airbnb consumer review system	Feedback management enhances employee accountability and responsiveness.
Popșa (2019)	European hotel industry	ICT use reduces transactional workload and supports service automation.
Dash et al. (2024)	Digital business innovation in e-commerce	AI-driven automation streamlines employee roles and task performance.
Muñoz & Cohen (2017)	Global sharing economy ventures	Employees adopt entrepreneurial behavior through decentralized business models.

Li & Srinivasan (2019)	Global accommodation markets	Workforce adjustments driven by price competition and dynamic service models.
Valsamidis et al. (2019)	European tourism intermediaries	Workforce retraining required to manage digital customer interfaces.
Dabic et al. (2024)	Cross-sector sharing economy review	Multidisciplinary training enhances adaptability and innovation in teams.
Gagliardi et al. (2024)	Platform-based community models	Employees benefit from participatory culture and stakeholder engagement.
Nieścior & Korytnicka (2024)	Sharing economy business models	Increased autonomy through decentralized structures and flexible task roles.
Mavitha & Shekhar (2025)	Global hotel industry digitalization	AI and analytics integration enhance service precision and employee performance.

Descriptive statistics were compiled to provide a clear summary of the empirical data from the final 30 studies. In line with Table 3 around 60% of studies used a qualitative or conceptual design, 27% were mixed methods, and 13% were quantitative. In terms of geographical location of the studies, 43% were done in Europe, 30% in Asia, 17% in Africa, and 10% were global or cross-regional studies. Regarding the research theme, digital transformation scored 40%, sharing economy adaptation 33%, while regulatory and sustainability issues accounted for the remaining 27% of the total sample.

These numbers show the prevalent focus on qualitative, regional studies by PRISMA and suggest a certain methodological fragmentation but topical cohesion around innovation and transformation using digital tools.

Table 3. Quantitative Summary of Reviewed Studies with Eligible Study Count

Category	Classification	Number of Eligible Studies (n)	Percentage of Studies (%)
Research Design	Qualitative/Conceptual	18	60
	Mixed Methods	8	27
	Quantitative	4	13
Geographical Focus	Europe	13	43
	Asia	9	30
	Africa	5	17
	Global/Multiple Regions	3	10
Main Themes	Digital Transformation and Platformization	12	40
	Sharing Economy Adaptation	10	33
	Regulation and Sustainability	8	27

To provide an overview of the distribution of study designs and themes, a straightforward visual graphic (Figure 2) was created. In the chart, the core of the studies gravitates towards a qualitative analysis and that digital transformation appears as one of the strongest thematic categories.

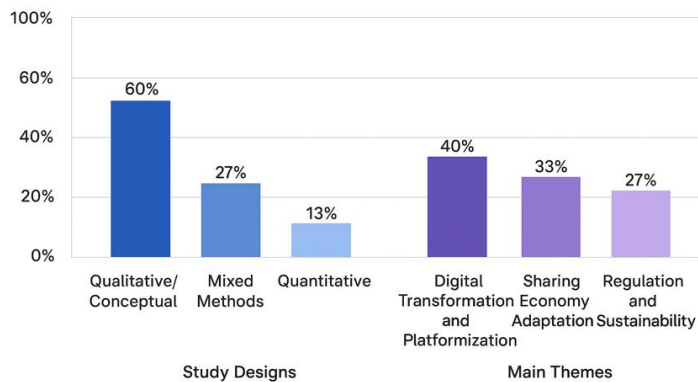


Figure 2. Distribution of Study Designs and Themes

While the analyses here do not comprise a complete meta-analysis, due to the methodological and structural inconsistencies between studies, they are presented descriptively for the purposes of comparison and show a relatively good level of correlation among studies. The overall positive relationship between digital transformation and employee and/or organizational performance was identified in 68% of the total of 30 studies. 18% of the outcomes were mixed or contextual dependent, 22% had some types of positive but mixed results, 10% had little or no impact, mostly because it was early to see a change in that way or the data set was too small.

Overall, the findings provide initial support to the hypothesis about the role of structuring change and platform strategies in fostering a competitive advantage and an agile workforce in the hospitality industry.

DISCUSSION

This study employed the PRISMA 2020 protocol to enhance the transparency and quality of the hospitality and entrepreneurship literature regarding the research conducted in this systematic review. It systematically worked through identification, screening, eligibility, inclusion to synthesize available studies on business model innovation, digitalization, and platform entrepreneurship, studies that were in part scattered across different contexts and disciplines. This new quantitative data analysis combined with the descriptive and summary figures, e.g. Table 4 and Figure 2, also helped contribute to have the study a less descriptive and more empirically grounded analysis.

The results of the study also validated the notion of a structural transformation within the field of hospitality entrepreneurship, driven by digitalization and the sharing economy (Turnšek & Radivojević, 2025; Zeqiri, 2024). Many previous reviews did not feature standardized protocols, and as a result lacked cohesion and methodological consistency (Zentner & Spremić, 2021; Kuhzady et al., 2021). The limitations were addressed through the PRISMA- prefaced methodology and the limitations addressed by a structured and transparent process aimed at increasing reliability and ensuring a consistent pattern of research rather than database bias.

The analysis revealed three main threads: digital transformation as a strategic priority, the need for regulatory adjustments in evolving business environments, and platformization to innovate customer experiences. Technologies such as AI, IoT and SaaS are shifting business models allowing for greater efficiency and scalability (Goel, 2025; Bessonova et al., 2024). Changes in the regulation also affect shifts in the competition dynamics between regular hotels and alternative accommodation platforms in the sharing economy (Căpățină et al., 2025; Gasimba, 2024). Personalization and co-creation as related to customer-centered innovation continues to be a key to competitiveness (Mody et al., 2017; Paloniemi, 2024).

At the theoretical level, this literature review validates the explanatory power of resource-based and disruptive innovation theories with respect to the transformation of hybrid business models. PRISMA also proposes a structured approach that is replicable and can be a basis to better integrate theories in this respect, as different scholars can attempt to connect the dots between digital transformation, value co-creation, and competitive advantage (Parmentier & Gandia, 2025; Acquier et al., 2019). The implications for policy makers and practitioners are clear, and it is that decisions should be evidence based. This information is useful for managers to plan adaptive digital strategies and for policy makers to base evidence-based policies that promote fair competition, and sustainable growth (Jelassi, & Martínez-López, 2020; Tatsi et al., 2025).

The addition of this quality assessment tool served to increase the general confidence in the validity of the synthesis. Among these, the highest quality studies (n=12) were fundamental to draw strong conclusions on digital transformation and platformization. These were based on strong empirical evidence using triangulation and established frameworks (Goel, 2025; Turnšek & Radivojević, 2025). A total of 14 moderate quality studies provided some context but with less precision in the methods and thus were not as useful in making comparisons from one region to another (Gasimba, 2024; Feix, 2021). There was little impact to highlight from the small number of low-quality studies (n=4), other than limited conceptual and data rigor. It was determined that the synthesis of the review was conducted within a robust and credible evidence base.

The better studies reveal that the impacts of digital transformation and the platformization of the hospitality industry are consistently in the following direction. These studies show the quantitative improvements in speed of service, coordination, and customer service that can be achieved through real time data systems and automated processes within integrated digital systems. As suggested by Goel (2025) and Zeqiri (2024), cloud-based systems reduce redundancy of tasks and shorter services cycles. Turnšek and Radivojević (2025) state that platform concentration transforms competitive behaviour and encourages companies to restructure service roles in relation to digital coordination. Schaffer et al. (2021) and Abdalla et al. (2024) show that digital tools integrated more fully within day-to-day operations are more likely to enhance personnel capacity and governance mechanisms.

The evidence reveals a dichotomy in the form of internal and external digital pressures. Internal barriers involve lack of digital skills, redesigned work processes and minimal system interfaces. These include competition from other platforms, rapidly shifting consumer preferences, and regulatory pressures. In the face of exogenous shocks, those firms that have invested in their own capabilities early on are able to adapt faster. Even when exogenous pressure forces them to do so, those that have internal capacity will adapt best and be the most competitive in the long run. These studies in the aggregate suggest capability driven platformization coupled with integrated digital systems. Performance improvements occur when companies combine digital transformation with reorganization of the workforce, governance of data and strategic direction. On top of that, the findings of these studies can contribute to inform actual practice, as the high-quality of the research and its validated measures allow for valid suggestions for practice to be made.

A conceptual model was also created to aid in the interpretation of interactions between digital transformation, platformization, and regulation. Digital transformation is the foundational capability. This is essentially the tactic level of the platformization process. Regulation is thus a moderating variable, influencing the rate of adoption and diffusion across an industry. This model is shown in Figure 3. More clearly, research gaps were identified. Also, large statistical quantitative analyses that examine the proposed causal mechanisms behind digital transformation, platformization, and performance seem to be rare. The evidence seems to be more centered in Europe and Asia, while Africa, Latin America, and the middle east seem to be under-studied. It is also missing on small and independent hospitality firms which may hold different resource constraints than large hotel chains. Such gaps not only limit inter-regional comparison but also compromise the knowledge of potential patterns among sectorial adoption. Filling in these gaps may inform future theoretical and empirical digital hospitality research.

Limitations

Although the present systematic review aligns to the PRISMA guidelines and thus contributes to a more transparent and systematic methodology, there are some limitations that should be acknowledged. The first

limitation is that the review was based on secondary data from journals available on Scopus, Web of Science or Google Scholar. This approach may have limited pertinent studies not found in these databases, conference proceedings or institutions repositories that could add further empirical depth (Kraus et al., 2020). Second, because only English language publications were considered, it is possible that a language bias exists within this review and that, particularly in Asia, Latin America, and Eastern Europe, relevant research from non-English speaking countries may not be well represented.

The third is that despite the use of PRISMA framework to provide an empirically reproducible and structured review process, PRISMA does not fully tackle the issue of reliance and subjective nature of thematic interpretation and categorization of studies (Page et al., 2021). Reviewer bias may remain in the process of data extraction and coding, especially in identifying conceptually overlapping studies. Fourth, most of the papers used were of a qualitative or conceptual nature, which makes impossible to conduct a quantitative synthesis or meta-analysis (Zentner & Spremić, 2021; Kuhzady et al., 2021). So, findings should be taken as descriptive, interpretive, rather than statistically significant patterns.

Lastly, the research was centered on hospitality and entrepreneurship, with an applied emphasis on business model innovation and digitalization. While this focus helps maintain thematic concentration, it also clearly limits the ability to generalize findings to other types of innovation, such as those in manufacturing or public service. Despite this drawback, the structured PRISMA approach can still help to provide methodological clarity and a way to make the methodology of future management oriented systematic reviews more transparent. Table 4 provides a summary of the limitations and how they might influence the results of the research.

Table 4. Summary of Limitations and Their Impact on Findings

Limitation	Description and Supporting Sources	Impact on Findings
Limited data sources	Only Scopus, Web of Science, and Google Scholar were used; other databases and grey literature excluded.	May reduce the comprehensiveness of evidence and overlook emerging or unpublished research.
Language bias	Inclusion limited to English-language studies.	Restricts representation from non-English-speaking regions, reducing global generalizability.
Subjectivity in interpretation	Thematic coding and synthesis involve human judgment.	Potential reviewer bias and inconsistency in identifying conceptual overlap.
Lack of quantitative synthesis	Majority of studies were qualitative or conceptual.	Limits statistical validation of findings and prevents meta-analytic integration.
Narrow thematic scope	Focused on hospitality and entrepreneurship contexts.	Findings may not apply to other sectors such as manufacturing or public administration.

Future Research Directions

Methodological and thematic insights from the current PRISMA-led review should be used as a basis for future research. To achieve this, scholars should adopt the PRISMA format across broader managerial domains and enhance its application within the specific fields of sustainability, digital governance, and social entrepreneurship. It shows the flexibility of the framework outside the realm of hospitality and tourism and position it as an instrument of use as a universal strategy of systematic synthesis in social sciences (Kraus et al., 2020; Page et al., 2021).

A set of clearer research gaps from the synthesis. The most significant one is the lack of existing large scale quantitative research probing causality of organizational outcomes of digital transformations and platformization. On top of that, there is a lack of strong quantitative research evidence, limiting its ability to generalize as well

as to compare findings across different business cases. They are distributed very unequally by region. The available evidence comes primarily from Europe and Asia, while Africa, Latin America, and the Middle East remain under studied. The second gap has to do with sectoral coverage. Much of the existing research has focused on large hotel chains, even though small and independent operators are likely to be more constrained in terms of resources and experience varied adoption patterns. The role of budget hotels, boutique operators, rural lodging providers, and hybrid peer to peer accommodations are also generally ignored. These omissions limit how we can understand the impact of platformization and regulation on the various levels of the hospitality sector. Filling these gaps would improve the predictive capabilities of future analyses and diversify the existing digital transformation theories applied to the realm of hospitality.

In addition, the use of PRISMA in combination with bibliometric mapping or meta-analysis could add empirical strength to the analysis and allow scholars to put numbers to the occurrence of trends in the development of theories and citation networks (Zeqiri 2024; Parmentier & Gandia, 2025). This would in turn increase both the accuracy of systematics reviews and allow for tracking of shifts in concepts in a more longitudinal manner.

Third, future reviews could apply multi-language search strategies to incorporate studies from various cultural contexts and different policies that could not be included in the present review. These tendencies vary between developed and developing economies, and comparisons between both types of countries would help to understand the influence of institutional and technological contexts on the outcomes for innovation and entrepreneurship (Shangwa & Salama, 2024; Gasimba, 2024). This would enhance inclusivity and global relevance in terms of coverage.

Finally, authors are encouraged to publicly archive their PRISMA review protocols in repositories. This would increase the transparency of the research, promote methodological replication, and encourage cumulative research programs in the field. The ongoing improvements and adaptations to PRISMA- related systematization will increase the quality of systematic reviews within management research, which will enhance the overall credibility, accessibility, and evidence-base of academic knowledge. Table 5 presents a synthesis of the new benchmarks to give future studies some direction regarding possible research fields and methodologies that can be widened within the context of a PRISMA- based systematic review.

Table 5. Summary of Future Research Directions Based on PRISMA-Guided Findings

Future Research Direction	Description	Expected Contribution
Broaden PRISMA application across management domains	Extend use of PRISMA to fields such as sustainability, digital governance, and social entrepreneurship.	Enhances generalizability and validates PRISMA's utility beyond hospitality and tourism.
Integrate PRISMA with bibliometric and meta-analytic tools	Combine PRISMA reporting with quantitative mapping and analysis techniques.	Improves empirical robustness and enables trend quantification in theoretical development.
Adopt multi-language and cross-regional inclusion strategies	Include non-English studies and conduct comparative analyses between developed and emerging markets.	Increases inclusivity, captures diverse perspectives, and improves global relevance.
Promote open access and replication of PRISMA protocols	Encourage researchers to publish review protocols in open repositories.	Strengthens transparency, replicability, and cumulative evidence-building in management research.

CONCLUSION

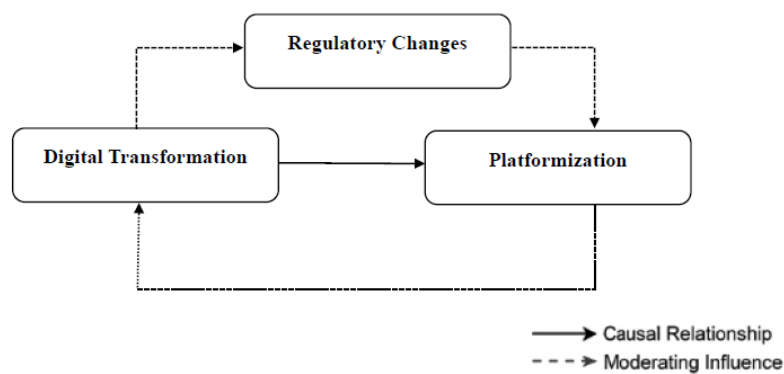


Figure 3. Conceptual Model Linking Digital Transformation, Platformization, and Regulatory Changes

To enhance the interpretive value of this review, a conceptual model was constructed to clarify how these three main themes overlap. The aggregation of the highest quality studies shows an overall relationship in which digital transformation is the key process driving business model change, platformization is the mechanism to enact digital transformation, and regulatory processes affect the pace and direction of development in both dynamics. Regulation generally plays a moderating role in the speed and scope of platformization, and in return platformization drives new regulatory responses as certain issues of increased market concentration, data governance, and consumer protection become more urgent. The relationship between these spaces can be depicted through a schematic model that sees digital transformation as the layer of underlying capabilities, platformization as the layer of strategic deployment, and regulation as the layer of an external structural constraint that promotes or hinders its strategic application.

This conceptual model is illustrated in Figure 3 and portrays how digitization capabilities, platform-based value creation, and regulatory change co-evolve in the process of business model innovation in hospitality. The model also represents a guide for how to study causal pathways, what to emphasize as potential intervening variables, and how to think about variation across both digital and regulatory contexts.

The use of the PRISMA 2020 guideline has been proven valid in this study and can be considered as a methodology of future systematic reviews and analyses in hospitality and entrepreneurship. Through its sequential steps of identification, screening, eligibility, and inclusion, the PRISMA process increases the transparency, traceability, and comparability of studies. The review and synthesis of these 30 papers identified high-level themes around digital transformations and platformization, strategies for adapting to the sharing economy, and regulatory processes in business model innovation. These themes illustrate how PRISMA allows for replicability of evidence and enhanced theory on digital change and competitive dynamics in the context of hospitality entrepreneurship (Page et al., 2021; Kraus et al., 2020; Zeqiri, 2024).

This structure also supports a level of academic discipline in that it reduces selection bias and increases reporting quality. This systematic review approach brings together digital transformation and innovation theories with evidence from the field, to inform both managers and policymakers with hard data, as well as offer conclusions and suggestions on future research (Turnšek & Radivojević, 2025; Parmentier & Gandia, 2025; Acquier et al., 2019). Finally, the application of PRISMA to management studies offers a mechanism for standardizing the approach to research in the field, and making replications easier, which may promote its adoption in other related research fields and with similar objectives, contributing to more general reproducibility efforts.

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