sdmimd
Shri Dharmasthala Manjunatheshwara Institute for Management Development, Mysuru, India
11th International Economics Conference on Economic Growth and Sustainable Development: Innovation, Inclusion and Resilience – November 26-27, 2026

From Supply Chain Practices to Sustainable and Resilient Hospitality Performance: A Structured Integrative Review with a UAE Contextual Lens

Mansurali A
Assistant Professor,
mansurali@cutn.ac.in

Ashokkumar J
Assistant Professor
ashokkumarj@cutn.ac.in

Pragadeesh M
Research Scholar
ICSSR Doctoral Fellow
Department of Management
Central University of Tamil Nadu
Thiruvarur
pragadeeshm24@students.cutn.ac.in

Abstract

Performance in the hospitality industry is increasingly linked to the efficiency, sustainability, and resilience of supply chains. Nevertheless, research on hospitality supply chain management (SCM) has remained disconnected when it comes to the individual practices, technologies, and performance outcomes. This paper presents a structured review of the literature to demonstrate the relationship between SCM practices and hospitality performance from the perspective of sustainability and resilience, presenting a case study of the United Arab Emirates (UAE). The search process in Scopus was the main source but was achieved in combination with targeted searches through Google Scholar as well as backward chain citation analysis. The searched revealed a total of 309 publications in the chosen field, with 259 remaining once filtering for subject matter. From these, 27 publications focused specifically on issues of hospitality SCM while an additional 14 were included in the study as either foundational or invoked in their conceptual approach. The review revealed five core domains in which practices fell: supplier relationships and sustainable procurement; digital integration and information sharing; inventory management, resource management and logistics; process and quality management; logistics and distribution. The findings suggest that the relationship between practices and performance will not be the same in each domain

ISBN code 978-81-999803-3-4

as creating value through practices relies on the intermediate capabilities of integration and visibility; coordination and innovation; resource efficiency and process efficiency; and agility and resilience. Each of these then influences proximal outcomes and further economic, social, environmental, service and competitive outcomes. Additionally, the review assesses relevant contextual factors affecting the outcomes of the relationship such as management commitment, maturity regarding digitality, dependence on suppliers, demand uncertainty, and institutional pressures. Through both the international literature as well as UAE based case studies, the paper has developed a practice-capability- performance framework.

Keywords

Hospitality supply chain management; Sustainable performance; Supply chain resilience; Supply chain capabilities; Digital integration; UAE hospitality

Introduction

The performance of hospitality is often dependent on the complex supply networks that function mostly behind the scenes of the customer's experience. In fact, a hotel is heavily reliant on suppliers, logistics partners, and information technology to deliver food and beverages, linens, amenities, supplies, etc. on time. Disruptions in supply chains may quickly result in product shortages, delays in delivery, inconsistencies in service quality, waste, and increased costs. Thus, SCM includes coordination of flow of materials, information, and services in hospitality, and not just the act of purchasing and transportation.

Hospitality supply chains are also different from conventional manufacturing systems, as they contain dependent players and there is variable demand for goods and services, and perishability of raw materials and services because they are produced and consumed at the same time. These differences necessitate more coordination, data exchange, and responsiveness across the borders of organizations. Matters of sustainability and resilience have broadened this agenda, since it has forced hospitality companies to control consumption of resources, waste, and impacts on the environment and suppliers through ensuring service continuity in case of disruption.

Despite the increased attention towards the research topic of supply chain management (SCM) in hospitality, it remains a divided area of exploration in terms of the studies focusing on various supplier relationships, sustainable sourcing, lean and green methods, always-on vs. physical methods and their subsequent relations. Most studies published tend to focus solely on the method being utilized thus making it complicated to explain how relatively disconnected methods in the SCM field can contribute via these methods.

According to the newest empirical studies, the relations are seldom directly. It is demonstrated by the study by Espino-Rodríguez and Taha (2022) that showed that the innovations of the suppliers led to several types of integration in the supply chain, but the sustainable results were noticed only because of the integration of customers and through integration in one's internal processes. Al-Husain et al. (2024) likewise proved that digital integration has a mediating impact on the relationship between the food supply chain quality management and sustainable functioning. Thus, it proves that in the case of SCM practice real value creation occurs on the basis of going through a few intermediate levels.

The evidence from the UAE confirms the current understanding. The first researchers defined the implications of the green and lean integration in the hotel market. Hussain et al. (2019) connected the implementation of the integrated lean-green practices with one's economic, ecological, and social performance, while Tajeddini et al. (2024) pointed out the positive effect of resource orchestration and strategic sharing of information on hotel supply chain performance through the innovations within this chain. Nevertheless, there was no influence from the perspective of digital orientation. Therefore, the newest results indicate that the effectiveness does not relate to the implementation of certain methods, but rather to how these methodologies are utilized.

Accordingly, this study conducts a structured integrative review of hospitality SCM research, using the UAE as a contextual lens rather than as a geographical restriction. It addresses three questions:

RQ1: What SCM practices are most relevant to sustainable and resilient performance in hospitality?

RQ2: Through which intermediate capabilities do SCM practices translate into operational, sustainability and broader business-performance outcomes?

RQ3: How do contextual conditions shape these relationships, with particular reference to the UAE hospitality environment?

The study contributes by integrating fragmented SCM practice streams, distinguishing managerial practices from the capabilities through which they create value, and developing a contextualized practice–capability–performance framework linking operational mechanisms with sustainable, resilient and broader business outcomes.

Literature Review and Evidence Synthesis

Hospitality supply chains and performance

The management of hospitality supply chains involves coordination of materials, information flows, services through various suppliers, and logistics partnerships and is reflected in the coordination also involving the company. There are complications in managing hospitality supply chains based on issues such as demand variability, perishability of products, and dependence on outside parties. Therefore, sustainable hospitality supply chain management goes beyond monitoring costs and delivery processes and includes social, environmental, and long-term economic goals.

Recent reviews have indicated that hospitality chain studies are increasingly exploring several issues including green procurement, resource use, management of technology, and waste reduction techniques. However, the literature available has remained scattered with studies dealing with independent practice.

There are five themes that have been identified in order to categorize the information presented. These domains refer to categories of supplier relationships; sustainable procurement; digital integration; management of materials and inventory.

ISBN code 978-81-999803-3-4

Supplier relationships and sustainable procurement

Supplier-related practices include establishing trust, supplier selection and development, information sharing, collaborative problem solving, and sustainable sourcing. The role of these practices becomes even more vital in hospitality since the service quality and continuity are affected directly by external inputs. This relational approach conforms to the general field of SCM highlighting the significance of interorganisational governance and integration on performance (Williamson, 2008; Flynn et al., 2010).

Evidence suggests that relational quality creates value when it strengthens integration and joint capability. Ku et al. (2020) linked supplier relationships and development capabilities with restaurant supply-chain performance, while Le et al. (2021) connected relationship quality, supply-chain integration and supply-chain quality performance in hotels. Espino-Rodríguez and Taha (2022) found that supplier innovativeness improved customer, supplier and internal integration, but sustainable performance was supported particularly through customer and internal integration; supplier integration itself was not significant in the mediated model. Related hotel evidence also links absorptive capacity and supply-chain integration with service performance (Espino-Rodríguez & Taha, 2023).

Sustainable purchasing is similarly shaped by organizational and market conditions. Morales-Contreras et al. (2019) identified management commitment, customer expectations, government pressure, market conditions and buyer–supplier tensions as important influences on implementation. Overall, supplier practices appear most effective when relational resources are converted into innovation, integration and coordinated internal action.

Digital integration and information exchange

Digital integration is one of the more consistently supported themes in hospitality SCM research. It encompasses information systems, strategic information exchange, big-data capabilities and digitally enabled coordination across procurement, inventory, operations and logistics.

Al-Husain et al. (2024) noted that the digital integration acted as a partial mediator between quality management aspects of the food supply-chain and its sustainable performance. In the Emirate of UAE, Tajuddin et al. (2024) found that by orchestrating resources and creating a flow of information in the form of strategies, the performance of hotels' supply-chain would improve via innovation in supply-chain management. Nevertheless, it is worth mentioning that the technology-driven approach did not impact the anticipated relationship between the capability and innovation as technologies on their own did not lead to any performance enhancement.

There are studies that support these conclusions. The relevant capabilities of big-data contribute to both social and economic sustainability of the food supply-chain (Alzboun, 2023); the concept of digital transformation and the existent mechanisms based on blockchain were regarded as essential for sustainable competitiveness (Sarfraz et al., 2023). Moreover, Mandal and Dubey (2020) discussed how the adoption of Technologies in Tourism has an impact on agility, resilience, and performance in sustainable tourism.

Thus, through the improvement of visibility, coordination, integration, and innovation, digitalization adds value rather than through the mere use of technology.

ISBN code 978-81-999803-3-4

Inventory, material and resource management

Although inventory and material management may not attract quite as much empirical scrutiny as digitalization or resilience, they remain important in hospitality because hotels are large consumers of food, linens, amenities, chemicals, water and energy.

Al-Alomar and Alshraideh (2019) have recommended that hotel material management be conceptualized as a system of interrelated components such as sourcing, transportation, inventory, service processing, recycling, reuse and waste disposal, thereby illustrating the manner in which economic decisions can influence environmental decisions. Likewise, Torrejón-Ramos et al. (2025) broadened the scope of resource management in HORECA by stressing the importance of circularity, waste prevention, stakeholder connection and value creation.

As an example of research on UAE lean, just-in-time practices, supplier delivery, waste minimization and inventory-related issues have been recognized as operations issues (Al-Aomar & Hussain, 2018) and more recent work has involved prioritization in terms of the importance of lean techniques in hotel supply-chain operations (Al-Aomar & Hussain, 2019). Notably, some of the variables originally identified such as inventory control were not included in the final measurement instrument (Hussain et al., 2019).

In sum, it appears that inventory and resource management will have the greatest efficacy when they are combined with sourcing, logistics, demand planning and waste management as opposed to being an independent control process.

Quality and process management

Quality and process management are associated with supplier compliance, process consistency, safety, ongoing improvement, and service dependability. This influence becomes particularly apparent in hospitality, where upstream problems can be directly seen in the customer experience.

According to Hussain et al. (2019), quality-related lean practices are still significant within the UAE lean-green model, though their impact varies across different aspects. Al-Husain et al. (2024) offer recent findings that quality strategy and leadership, process integration, and supply chain management lead to sustainable performance with the help of digital integration. Previous research similarly points out how green SCM implementation has a connection with the economic and operational performance but nowhere near equally (Masa'deh et al., 2017).

The findings of Migdadi (2023, 2024) explain that hotel green SCM can be represented as the combination of the management commitment, internal processes, procurement, relationship management, and environmental practices versus any single action. Overall, quality and process management seem to work well when incorporated into structured and technology-supportive routines.

Logistics and distribution

Logistics in hospitality comprises inbound transportation, storing, movement of materials, delivery reliability and reverse flows. Although the service is consumed mainly within the hotel, effective physical supply is very vital for continuity.

According to Al-Aomar and Alshraideh (2019), transportation costs, distance of delivery, emissions inventory and utilization of resources are included in hotel material management decisions. In the UAE, delivery reliability from suppliers as well as waste associated with flow has been addressed as an

operational problem (Al-Aomar & Hussain, 2017, 2018). Recent information has shown that usage of green purchasing and green distribution helps to promote better quality of green services and enhance customers' satisfaction (Awaluddin et al., 2026).

Compared with digital integration, quality or resilience, fewer hospitality studies directly isolate logistics–performance relationships. Even so, the available evidence suggests that logistics contributes through reliability, responsiveness, environmental efficiency and continuity of supply.

2.7 Intermediate capabilities: integration, innovation and resilience

Across the five practice domains, a recurring pattern is that SCM practices influence performance through intermediate capabilities rather than through uniformly direct effects. Supplier-related practices contribute through integration and innovation (Espino-Rodríguez & Taha, 2022), quality management is strengthened through digital integration (Al-Husain et al., 2024), and resource orchestration and information exchange operate through supply-chain innovation (Tajeddini et al., 2024).

Resilience research extends this logic. Hussain and Malik (2022) found that supply-chain agility mediated important dynamic-capability relationships with hotel resilience in the UAE. Ghaderi et al. (2024) linked green SCM and environmental-cost reduction with agility, resilience and green supply-chain performance, while Erol et al. (2024) identified organizational and interorganizational forces shaping resilience in tourism and hospitality supply chains. Mandal and Saravanan (2019) also show that strategic orientations can influence agility and resilience differently.

The evidence therefore points to four recurring capability clusters: integration and visibility; coordination and innovation; resource and process efficiency; and agility, resilience and reconfiguration. These capabilities provide the mechanism through which otherwise separate SCM practices become operationally meaningful.

Performance outcomes and contextual conditions

The reviewed studies distinguish relatively immediate operational outcomes from broader organizational outcomes. Proximal effects include supply reliability, availability, quality consistency, responsiveness, waste reduction, resource efficiency and service continuity. Broader outcomes include economic, environmental and social sustainability, customer responses, competitiveness and financial performance. Sustainable SCM has also been linked to customer attitudes and behaviour in hospitality settings (Xu & Gursoy, 2015b; Modica et al., 2020).

This multidimensional approach matches with well-researched performance-measurement literature, indicating to the problems associated with evaluating supply chains or hospitality firms solely by looking at financial metrics (Beamon, 1999; Brewer & Speh, 2000; Neely et al., 1995; Sainaghi, 2010).

These associations are contextual. Aspects such as environmental uncertainty, management support, organization size, digital competence, customer pressure, institutional contexts, and supplier dependence are variables that decide whether practices achieve the required capabilities and whether these capabilities deliver performances (Abou Kamar et al., 2023; Morales-Contreras et al., 2019).

Thus, there are four essential elements that forms the basis of the following analysis: SCM practices, relevant capabilities, outcomes of performance and contextual conditions. In Section 4, all of the above elements are integrated without having presuppositions of positive practice-performance relationship existing in all cases.

ISBN code 978-81-999803-3-4

Table 1

Thematic Synthesis of Hospitality Supply-Chain Evidence

SCM practice domain	Representative studies	Main capability / mechanism	Main outcomes	Evidence pattern
Supplier relationships & sustainable procurement	Ku et al. (2020); Le et al. (2021); Espino-Rodríguez & Taha (2022); Morales-Contreras et al. (2019)	Trust, supplier innovation, collaboration, integration	SC performance, sustainable performance, procurement implementation	Positive but conditional; effects depend on internal/customer integration
Digital integration & information exchange	Al-Husain et al. (2024); Tajeddini et al. (2024); Alzboun (2023); Sarfraz et al. (2023); Mandal & Dubey (2020)	Visibility, information exchange, innovation, digital coordination	Sustainability, agility/resilience, SC and competitive performance	Consistent support; technology alone is insufficient
Inventory, material & resource management	Al-Aomar & Alshraideh (2019); Al-Aomar & Hussain (2018); Hussain et al. (2019); Torrejón-Ramos et al. (2025)	Resource efficiency, waste reduction, circularity, material flow	Cost/resource efficiency, waste reduction, continuity	Relevant but comparatively narrower and context dependent
Quality & process management	Masa'deh et al. (2017); Hussain et al. (2019); Migdadi (2023, 2024); Al-Husain et al. (2024)	Process integration, quality consistency, continuous improvement	Operational and sustainable performance	Comparatively well-supported, especially with digital/process integration
Logistics & distribution	Al-Aomar & Hussain (2017, 2018); Al-Aomar & Alshraideh (2019); Awaluddin et al. (2026)	Delivery reliability, flow coordination, green distribution	Service quality, continuity, environmental/resource efficiency	Positive but fewer direct hospitality tests

Source: Authors' synthesis based on the structured integrative review.

ISBN code 978-81-999803-3-4

Study Objectives and Review Methodology

Study objective and review design

This study aims to create a comprehensive synthesis of the hospitality supply-chain management (SCM) literature to show how SCM practices support sustainable and resilient performance as well as the capabilities that provide the relevant effects. Furthermore, the relationships between the constructs are analyzed from the unique context of the UAE.

An integrative review is appropriate for this study as hospitality SCM literature discusses the topics of sustainability, resilience, operations, digitalization, and tourism management through the use of different empirical, qualitative, modelling, and review approaches. An integrative review is appropriate to generate conceptual synthesis rather than apply pooled effects of the fragmented interdisciplinary literature (Snyder, 2019; Torraco, 2005). Thus, it should be noted that this study is not a PRISMA-based systematic review, meta-analysis, or bibliometric study.

Search and study identification

Scopus served as the principal database for structured literature discovery. The search expression was:

TITLE-ABS-KEY((hospitality OR hotel OR restaurant) AND ("supply chain" OR "supply chain management") AND (sustainab* OR resilien* OR "sustainable performance"))**

The search took place from 2015 to 2026 and were limited to the English language articles and reviews. It covered the Scopus subjects Business, Management and Accounting; Social Sciences; Decision Sciences; Economics (includes Econometrics and Finance) and finally Environmental Sciences. This search has generated 309 records; however when limited to the Scopus disciplines, only 259 records remain.

Titles and abstracts were screened based on the agreed-upon criteria for relevance. Relevance was determined by identifying a specific SCM practice, process, or capability; the study of hospitality, hotels, restaurants, or tourism supply chains or closely related services; the theme of sustainability, resilience or general performance; and relevance to the research question.

The Scopus discovery was supplemented by additional targeted retrieval of reviews and research articles through Google Scholar and backward citation chaining in order to identify significant studies in hospitality SCM, research on the UAE and studies that were more relevant on issues like sustainable purchasing, materials management, and logistics.

3.3 Evidence extraction and synthesis

Following screening, full-text assessment and targeted supplementary retrieval, 27 hospitality-SCM papers formed the detailed evidence-extraction set. An additional 14 foundational and contextual sources were retained selectively for conceptual framing and interpretation, resulting in a substantive review corpus of 41 sources. Methodological references used to justify the review design were treated separately.

A structured evidence matrix captured author and year, geographical and hospitality context, research design and sample, SCM practice/domain, intermediate capability or mechanism, sustainability/resilience and performance outcomes, key findings, and relevance to the UAE context.

Greater interpretive emphasis was placed on hospitality-specific empirical studies that directly examined practice–capability–performance relationships. Review, qualitative and modelling studies

were used primarily for thematic identification, contextual interpretation and boundary conditions rather than being treated as methodologically equivalent evidence.

The synthesis proceeded across three analytical levels: SCM practice domains; intermediate capabilities; and proximal versus broader outcomes. Contradictory and non-significant findings were retained to identify boundary conditions and avoid a uniformly positive interpretation of SCM practices. International hospitality evidence was used to establish broader patterns, while UAE-specific studies were examined for contextual relevance and limitations. The UAE therefore functions as a contextual lens rather than a geographical restriction on the evidence base.

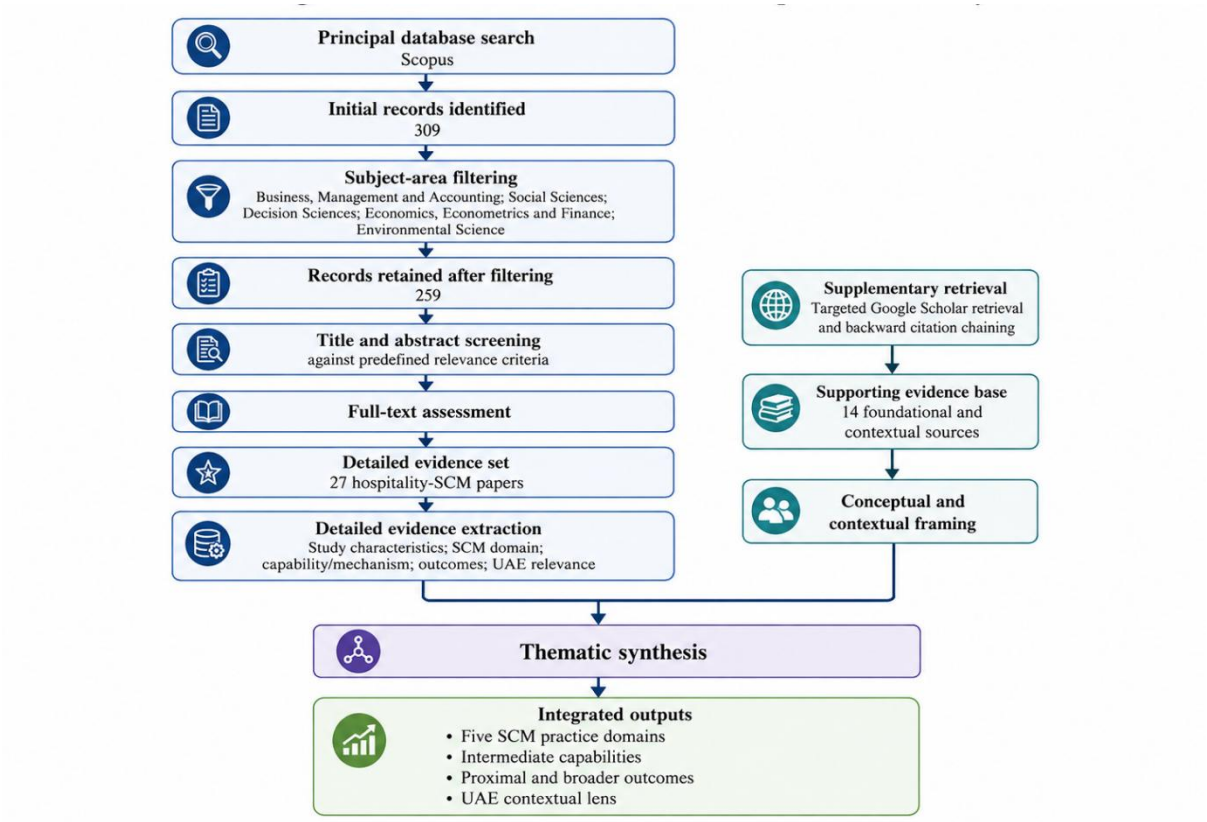


Figure 1

Structured Review Process Adopted in the Study

Source: Developed by the authors.

Analysis and Discussion

Practice–capability–performance interpretation

The cross-study synthesis indicates that hospitality SCM is better understood as a capability-conversion process than as a collection of independent practices. Supplier relationships, digital systems, resource-management routines, quality practices and logistics arrangements provide enabling conditions, but their presence alone does not ensure improved sustainability, resilience or business performance.

This interpretation is consistent with resource- and capability-based research, which argues that resources and management practices create advantage when they are transformed into organizational and supply-chain capabilities (Barney, 1991; Li et al., 2006; Tracey et al., 2005).

In the studies reviewed, the impact of SCM practices on capabilities like integration, visibility, coordination, innovation, resource efficiency and agility has been a recurring theme. This capability impacts the immediate outcomes including supply reliability, service continuity, responsiveness, quality consistency and waste reduction which in turn causes positive effect on the greater sustainability and competitive outcomes.

This logic is supported by empirical findings. Tajeddini et al. (2024) proved that resource orchestration and strategic information exchange can influence the performance of hotel supply chain through supply chain innovation. Al-Husain et al. (2024) show that digital integration enhances the performance effect on food supply chain quality management. Hussain and Malik (2022) find agility to be an important link between dynamic capabilities and hotel resilience. Ghaderi et al. (2024) find environmental cost reduction related to agility, resilience and green supply chain performance.

The main conclusion to be drawn is that SCM effectiveness is determined not by whether a practice is used, but rather which capability is developed through the application and whether that capability is effective in improving the operations of the supply chain.

Why SCM effects are not uniform

The literature does not endorse the notion that all SCM practices have the same effect on outcomes. This aspect is especially important because it helps to ensure that the model does not degenerate into a usual argument that more SCM is always better.

According to Espino-Rodríguez and Taha (2022), while supplier innovativeness supports various types of supply-chain integration, supplier integration as such is not a significant predictor of sustainable performance in the given context. As a result, internal and customer integration were more significant too, which suggests that supplier links provide value only when external knowledge is integrated with the processes on internal level or processes directed to customers.

Similar condition can be illustrated by the UAE findings. According to Tajeddini et al. (2024), resource orchestration, information exchange, and supply-chain innovation were found to be important issues in practice. However, digital orientation was not found to moderate the expected connections in a significant way. There is a difference between digital orientation and digital capability: mere use of technology does not bring visibility, coordination, and innovation necessarily.

According to Hussain et al. (2019), lean-green practices were practically accepted as an effective solution, while some of the initially proposed aspects turned out to be irrelevant afterwards. Moreover, Mandal and Saravanan (2019) demonstrated the fact that strategic orientations demonstrate different impact on agility and resilience.

These results suggest that a contingency perspective is acceptable. The impact of SCM practice is dependent on the supporting capacities and the circumstances in which it takes place. The level of uncertainty, commitment of management, pressure from customers and regulators, corporate structure, and supplier partnerships can define whether the desired result is achieved or not (Abou Kamar et al., 2023; Morales-Contreras et al., 2019).

ISBN code 978-81-999803-3-4

UAE contextual synthesis

The literature on UAE hospitality-SCM indicates clear evidence of progress. Initial literature mostly underscored availability of tools for lean and green operations, operational wastage, supplier delivery and environmental deployment in hotels (Al-Aomar & Hussain, 2017, 2018). In the more recent studies, there has been increasing attention to process of using these tools for achieving better performance.

As demonstrated by Hussain et al. (2019), now, integrated lean-green practices need to be associated with economic, environmental and social performance. With respect to Hussain and Malik (2022), the study focused on how the idea of capability could be understood through agility and resilience, while in the study carried out by Tajeddini et al. (2024), emphasis was on resource orchestration, strategic exchange of information and innovation in SCM for hotels in UAE.

In conclusion, all the findings related to UAE have helped in realizing that hospitality SCM needs to be perceived not only through the isolated concept of ''lean," ''green," or "digital," but should be understood in terms of combination of different capabilities that can be used by the hotel industry.

The UAE evidence therefore supports the broader practice–capability–performance interpretation while reinforcing its context-dependent rather than universal character.

Table 2

RQ-wise Synthesis and Derived Pathways

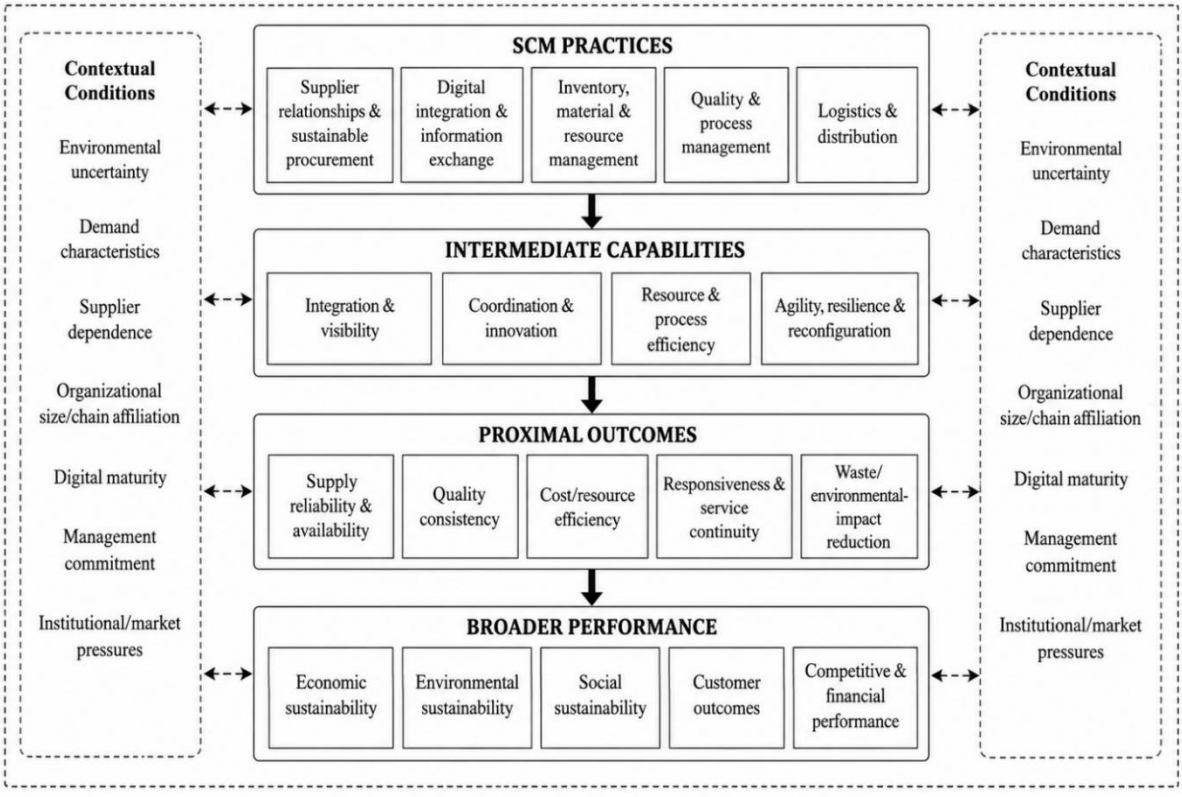
Research question	Synthesis from the review	Derived pathway / interpretation	UAE/contextual qualification
RQ1. What SCM practices are most relevant to sustainable and resilient hospitality performance?	Five recurring domains: supplier relationships and sustainable procurement; digital integration and information exchange; inventory, material and resource management; quality and process management; logistics and distribution.	**SCM practices → capability development.** The domains operate as complementary rather than isolated interventions.	Their relevance varies with sourcing structure, service positioning, organizational scale, management commitment and digital maturity.
RQ2. Through which intermediate capabilities do SCM practices translate into performance?	Four recurring capability clusters: integration and visibility; coordination and innovation; resource and process efficiency; agility, resilience and reconfiguration.	**Practices → capabilities → proximal outcomes → broader sustainable, resilient and business performance.**	The pathway is not automatic; weak or non-significant effects arise when practices fail to generate the required capability.
RQ3. How do contextual conditions shape these relationships, particularly in the UAE?	Environmental uncertainty, demand characteristics, supplier dependence, organizational size/chain affiliation, digital maturity, management commitment and	**Context shapes both Practice → Capability and Capability → Performance relationships.**	UAE evidence supports the framework while reinforcing a contingency rather than universal best-practice interpretation.

	institutional/market pressures influence capability realization.		

Source: Authors' synthesis based on the structured integrative review.

Integrated framework

The synthesis is consolidated in Figure 2, which presents the proposed practice–capability–performance framework for hospitality supply chains.



Source: Developed by the authors based on the integrative review.

Figure 2

Integrated Practice–Capability–Performance Framework for Hospitality Supply Chains

This framework breaks SCM practices, intermediate effects, immediate impact, and overall performance apart, thus removing the assumption that one specific practice produces sustainable results or financial returns on investment. It also recognizes the importance of the contextual factors,

from uncertainty in the environment, digital maturity, dependency on suppliers, management commitment, and organizational characteristics to the development of capabilities and subsequent performance.

Sustainability and resilience are considered as being complementary objectives. Factors such as visibility, coordination, resource-use efficiency, and reconfiguration help achieve both objectives.

Managerial implications

The review indicates that hotel management should evaluate supply chain management (SCM) initiatives according to the capabilities they provide rather than through merely looking at if the specific initiative has been implemented.

Therefore, supplier management initiatives should be evaluated according to reliability, information sharing, innovation, and cooperative problem-solving rather than just by cost alone. The effectiveness of digital investment should be evaluated based on its ability to create visibility, integration, and unified decision-making. Inventory and resource management implementations should consider the trade-offs between availability, perishability, waste, and continuity, while quality and logistics management implementations should facilitate process consistency, responsiveness, and service reliability.

Performance measurement should be conducted in line with the previous logic. Operational performance indicators such as delivery reliability, quality consistency, waste minimization, responsiveness, and service continuity will indicate the effectiveness of SCM at a much closer point in time compared to attributing indirect financial performance impact of practice implementation.

With respect to hotels in UAE, findings support the use of selective capability investment based on sourcing structure, service positioning, digital maturity, and amount of uncertainty opposed to solely implementing a general best practice model.

Research implications

This review highlights some ways in which hospitality SCM can be researched. First, research should be aimed at identifying the effect of practice-calm-performance on the supply chain. That is, focus on how integration, visibility, innovation, resource efficiency, agility, and resilience can influence practice-calm-performance.

Second, further study is needed on context. Future research could seek to establish which elements of environmental uncertainty, supplier dependence, digital maturity, organization size, chain belonging, and management commitment will help convert SCM practices into capability and performance.

Third, the evidence-based practice field is still uneven. While digital integration, sustainability, and resilience have received more attention, inventory management and logistics shows much less development in hospitality-specific studies. Opportunities for sense-making may arise from further studies of this area.

Finally, further studies could test the proposed framework with different types of hotels and hospitality industries over time with comparative or multi-source designs. This will help establish the most successful combination of SCM practices and capabilities across the variety of hospitality sectors without assuming the best practice model.

ISBN code 978-81-999803-3-4

Conclusion and Scope for Further Study

The structured integrative review examined how supply chain management practices contribute toward sustainable and resilient performance in the hospitality sector. The output was structured along five recurring practice fields: supplier relations and sustainable procurement, digital integration and information sharing, inventory, material, and resources management, quality and process management, and logistics and distribution.

The findings of this review indicate that the utility of these practices is not automatic or homogeneous in nature. Their contribution depends significantly on the capabilities that they generate. This means capabilities of integration and visibility; coordination and innovation; resource and process efficiency; and agility and resilience and reconfiguration, as they will affect the short-term operational consequences and then the more general economic, social, environmental, competitive and customer-related performance.

By focusing on the UAE context, it was shown that the efficiency of supply chain management practices is influenced by such factors like degree of environmental uncertainty, digital maturity, supplier dependence, commitment of management and organizational characteristics. Thus, the established practice-capability-performance framework underscores the significance of context specificity and the necessity of capability building instead of the use of generalized best-practice tools.

This study has limitations due to its integrative-research design, unevenness of hospitality-specific evidence across supply chain management domains, as well as a relatively low number of UAE-centred articles. Future research needs to test empirically the proposed framework in various hospitality-related contexts, especially concerning inventory and material management, logistics, and context-specific circumstances.

References

Abou Kamar, M., Albadry, O. M., Sheikhelsouk, S., Ali Al-Abyadh, M. H., & Alsetoohy, O. (2023). Dynamic capabilities influence on the operational performance of hotel food supply chains: A mediation-moderation model. Sustainability, 15(18), 13562. https://doi.org/10.3390/su151813562

Al-Aomar, R., & Alshraideh, H. (2019). A service-oriented material management model with green options. Journal of Cleaner Production, 236, 117557. https://doi.org/10.1016/j.jclepro.2019.07.032

Al-Aomar, R., & Hussain, M. (2017). An assessment of green practices in a hotel supply chain: A study of UAE hotels. Journal of Hospitality and Tourism Management, 32, 71–81. https://doi.org/10.1016/j.jhtm.2017.04.002

Al-Aomar, R., & Hussain, M. (2018). An assessment of adopting lean techniques in the construct of hotel supply chain. Tourism Management, 69, 553–565. https://doi.org/10.1016/j.tourman.2018.06.030

Al-Aomar, R., & Hussain, M. (2019). Exploration and prioritization of lean techniques in a hotel supply chain. International Journal of Lean Six Sigma, 10(1), 375–396. https://doi.org/10.1108/IJLSS-10-2017-0119

Al-Husain, R. A., Elshaer, A. M., Alzuman, A., Albadry, O. M., Sheikhelsouk, S., Al-Monawer, N. S., & Alsetoohy, O. (2024). Toward sustainable performance in the hotel food supply chain: Influences of quality management practices and digital integration. Administrative Sciences, 14(12), 314. https://doi.org/10.3390/admsci14120314

Alreahi, M., Bujdosó, Z., Dávid, L. D., & Gyenge, B. (2023). Green supply chain management in hotel industry: A systematic review. Sustainability, 15(7), 5622. https://doi.org/10.3390/su15075622

Alzboun, N. M. (2023). Big data analytics capabilities and supply chain sustainability: Evidence from the hospitality industry. Uncertain Supply Chain Management, 11, 1427–1432. https://doi.org/10.5267/j.uscm.2023.8.004

Awaluddin, A., Awaluddin, M., Efendi, A., Nofri, O., & Indriyani, E. M. S. (2026). Green distribution and purchasing strategies: Effects on green service quality and customer satisfaction in the service supply chain. Journal of Distribution Science, 24(4), 55–66. https://doi.org/10.15722/jds.24.04.202604.55

Barney, J. (1991). Firm resources and sustained competitive advantage. Journal of Management, 17(1), 99–120. https://doi.org/10.1177/014920639101700108

Beamon, B. M. (1999). Measuring supply chain performance. International Journal of Operations & Production Management, 19(3), 275–292. https://doi.org/10.1108/01443579910249714

Brewer, P. C., & Speh, T. W. (2000). Using the balanced scorecard to measure supply chain performance. Journal of Business Logistics, 21(1), 75–93.

Erol, I., Oztel, A., Dogru, T., Peker, I., Onder Neuhofer, I., & Benli, T. (2024). Supply chain resilience in the tourism and hospitality industry: A comprehensive examination of driving and restraining forces. International Journal of Hospitality Management, 122, 103851. https://doi.org/10.1016/j.ijhm.2024.103851

Espino-Rodríguez, T. F., & Taha, M. G. (2022). Supplier innovativeness in supply chain integration and sustainable performance in the hotel industry. International Journal of Hospitality Management, 100, 103103. https://doi.org/10.1016/j.ijhm.2021.103103

Espino-Rodríguez, T. F., & Taha, M. G. (2023). Absorptive capacity and supply chain integration and their impact on hotel service performance. Administrative Sciences, 13(12), 247. https://doi.org/10.3390/admsci13120247

Flynn, B. B., Huo, B., & Zhao, X. (2010). The impact of supply chain integration on performance: A contingency and configuration approach. Journal of Operations Management, 28(1), 58–71. https://doi.org/10.1016/j.jom.2009.06.001

Ghaderi, Z., Shakori, H., Bagheri, F., Hall, C. M., Rather, R. A., & Moaven, Z. (2024). Green supply chain management, environmental costs and supply chain performance in the hotel industry: The mediating role of supply chain agility and resilience. Current Issues in Tourism, 27(13), 2101–2117. https://doi.org/10.1080/13683500.2023.2223911

Gruchmann, T., Topp, M., & Seeler, S. (2022). Sustainable supply chain management in tourism: A systematic literature review. Supply Chain Forum: An International Journal, 23(4), 329–346. https://doi.org/10.1080/16258312.2022.2085504

Hussain, M., Al-Aomar, R., & Melhem, H. (2019). Assessment of lean-green practices on the sustainable performance of hotel supply chains. International Journal of Contemporary Hospitality Management, 31(6), 2448–2467. https://doi.org/10.1108/IJCHM-05-2018-0380

Hussain, M., & Malik, M. (2022). How do dynamic capabilities enable hotels to be agile and resilient? A mediation and moderation analysis. International Journal of Hospitality Management, 106, 103266. https://doi.org/10.1016/j.ijhm.2022.103266

Ku, E. C. S., Hsu, S.-F., & Wu, W.-C. (2020). Connecting supplier–supplier relationships to achieve supply chain performance of restaurant companies. Journal of Hospitality and Tourism Insights, 3(3), 311–328. https://doi.org/10.1108/JHTI-10-2019-0113

Le, S., Wu, J., & Zhong, J. (2021). Relationship quality and supply chain quality performance: The effect of supply chain integration in hotel industry. Computational Intelligence, 37(3), 1388–1404. https://doi.org/10.1111/coin.12379

Li, S., Ragu-Nathan, B., Ragu-Nathan, T. S., & Rao, S. S. (2006). The impact of supply chain management practices on competitive advantage and organizational performance. Omega, 34(2), 107–124. https://doi.org/10.1016/j.omega.2004.08.002

Mandal, S., & Dubey, R. K. (2020). Role of tourism IT adoption and risk management orientation on tourism agility and resilience: Impact on sustainable tourism supply chain performance. International Journal of Tourism Research, 22(6), 800–813. https://doi.org/10.1002/jtr.2381

Mandal, S., & Saravanan, D. (2019). Exploring the influence of strategic orientations on tourism supply chain agility and resilience: An empirical investigation. Tourism Planning & Development, 16(6), 612–636. https://doi.org/10.1080/21568316.2018.1561506

Masa'deh, R. E., Alananzeh, O., Algiatheen, N., Ryati, R., Albayyari, R., & Tarhini, A. (2017). The impact of employee's perception of implementing green supply chain management on hotel's economic and operational performance. Journal of Hospitality and Tourism Technology, 8(3), 395–416. https://doi.org/10.1108/JHTT-02-2017-0011

Mentzer, J. T., DeWitt, W., Keebler, J. S., Min, S., Nix, N. W., Smith, C. D., & Zacharia, Z. G. (2001). Defining supply chain management. Journal of Business Logistics, 22(2), 1–25. https://doi.org/10.1002/j.2158-1592.2001.tb00001.x

Migdadi, Y. K. A. A. (2023). Identifying the best practices in hotel green supply chain management strategy: A global study. Journal of Quality Assurance in Hospitality & Tourism, 24(4), 504–544. https://doi.org/10.1080/1528008X.2022.2065657

Migdadi, Y. K. A. A. (2024). Typologies of hotel green supply chain management strategy. Current Issues in Tourism, 27(9), 1399–1420. https://doi.org/10.1080/13683500.2023.2205113

Modica, P. D., Altinay, L., Farmaki, A., Gursoy, D., & Zenga, M. (2020). Consumer perceptions towards sustainable supply chain practices in the hospitality industry. Current Issues in Tourism, 23(3), 358–375. https://doi.org/10.1080/13683500.2018.1526258

Morales-Contreras, M.-F., Bilbao-Calabuig, P., Meneses-Falcón, C., & Labajo-González, V. (2019). Evaluating sustainable purchasing processes in the hotel industry. Sustainability, 11(16), 4262. https://doi.org/10.3390/su11164262

Neely, A., Gregory, M., & Platts, K. (1995). Performance measurement system design: A literature review and research agenda. International Journal of Operations & Production Management, 15(4), 80–116. https://doi.org/10.1108/01443579510083622

Sainaghi, R. (2010). Hotel performance: State of the art. International Journal of Contemporary Hospitality Management, 22(7), 920–952. https://doi.org/10.1108/09596111011066617

Sarfraz, M., Khawaja, K. F., Han, H., Ariza-Montes, A., & Arjona-Fuentes, J. M. (2023). Sustainable supply chain, digital transformation, and blockchain technology adoption in the tourism sector. Humanities and Social Sciences Communications, 10, 557. https://doi.org/10.1057/s41599-023-02051-9

Snyder, H. (2019). Literature review as a research methodology: An overview and guidelines. Journal of Business Research, 104, 333–339. https://doi.org/10.1016/j.jbusres.2019.07.039

Tajeddini, K., Hussain, M., Gamage, T. C., & Papastathopoulos, A. (2024). Effects of resource orchestration, strategic information exchange capabilities, and digital orientation on innovation and performance of hotel supply chains. International Journal of Hospitality Management, 117, 103645. https://doi.org/10.1016/j.ijhm.2023.103645

Torraco, R. J. (2005). Writing integrative literature reviews: Guidelines and examples. Human Resource Development Review, 4(3), 356–367. https://doi.org/10.1177/1534484305278283

Torrejón-Ramos, M., Medina-Salgado, M. S., & Ortiz-de-Urbina-Criado, M. (2025). Food waste and loss management in HORECA: The 5C's route guidance. Journal of Industrial Engineering and Management, 18(1), 167–192. https://doi.org/10.3926/jiem.8027

Tracey, M., Lim, J.-S., & Vonderembse, M. A. (2005). The impact of supply-chain management capabilities on business performance. Supply Chain Management: An International Journal, 10(3), 179–191. https://doi.org/10.1108/13598540510606232

Williamson, O. E. (2008). Outsourcing: Transaction cost economics and supply chain management. Journal of Supply Chain Management, 44(2), 5–16. https://doi.org/10.1111/j.1745-493X.2008.00051.x

Xu, X., & Gursoy, D. (2015a). A conceptual framework of sustainable hospitality supply chain management. Journal of Hospitality Marketing & Management, 24(3), 229–259. https://doi.org/10.1080/19368623.2014.909691

Xu, X., & Gursoy, D. (2015b). Influence of sustainable hospitality supply chain management on customers' attitudes and behaviors. International Journal of Hospitality Management, 49, 105–116. https://doi.org/10.1016/j.ijhm.2015.06.003

Zhang, X., Song, H., & Huang, G. Q. (2009). Tourism supply chain management: A new research agenda. Tourism Management, 30(3), 345–358. https://doi.org/10.1016/j.tourman.2008.12.010

ISBN code 978-81-999803-3-4