

Well-Being Human Resource Model in the Collaborative Economy: The Keystone of ESG Strategy in the Tourism Sector

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Abstract: Sharing Economy is widely used in recent years and describes the commercial activity through online platforms, where third parties transact with each other and provides access to available resources or to resources that they do not use enough, with mainly financial motivations. Furthermore, Sharing Economy in collaboration with ESG archetypes can contribute to the sustainability of tourism and enables to the social well-being and economic growth of the sector. Thus, the aim of this study is threefold: (i) to investigate the role of the Sharing Economy and ESG practices in the well-being of Human Resources Management (HRM) in the tourism sector, (ii) to illustrate the research trends in the topic and (iii) to build a pillar framework for a culture well-being for businesses in the sector, which will be based on the principles of both Sharing Economy and ESG archetypes. To approach the research topic a five-step bibliometric analysis with R package has been applied. The bibliometric tools of Biblioshiny and VOSviewer have been applied for the analysis and the visualization of the results that come from the consideration of 593 original articles. The data were retrieved from Scopus database. The analysis indicates the role of gig economy, as the most important in the improvement of the well-being of the workforce in the tourism sector. The rapid growth of the gig economy is changing the future of employment, while can reconsider the work-life experience by allowing the workforce to select where, when and with whom they want to work. Today, businesses have the comfort of recruiting highly qualified, on-demand staffing talent day-to-day or as seasonal needs arise. Therefore, findings of this study present that tourism industry can not only survive but thrive through gig economy and offer to its human resource a work environment that will be characterized by agility, safety, balance, and sustainability.

Keywords: Collaborative economy model, Sustainability, Human resources management, ESG, Agility, Tourism sector

1. Introduction

A novel method of making goods and services available and using them is that of Sharing Economy. To satisfy customers' demands for goods and services, the economic activity of Sharing Economy provides them with the opportunity to exchange with one another online (Cheng, 2016). The Sharing Economy business model has been expanded to a variety of sectors, including real estate, agriculture, etc. The key factors of the growth of this new model are mainly social (urbanization, lifestyle), economic (income limitation) and technological (possibilities internet), while it is evolving into a new form of entrepreneurship, where its fundamental basis is trust between users-consumers. However, the sharing economy model presents growth in the tourism industry, where homeowners make their properties available to visitors - tourists, against a pre-agreed price. In the last decade, the increase in demand for tourist accommodation and the various forms of crisis (economic and pandemic crisis) led to the flowering of the phenomenon (Cheng, 2016; Curtis and Lehner, 2019; Hossain, 2020). For example, the pandemic of Covid-19 came to change almost all our daily habits, to be the main regulator of the next day and at the same time to highlight and/or change data that until now were considered as milestones in the tourism sector (Hossain, 2021). By implementing the Sharing Economy model, a growing number of hosts are easily and uncommitted to using their properties for tourist accommodation, creating opportunities to increase their income.

Proponents of the sharing economy emphasize that this alternative economic activity offers multiple benefits to the labor market. They note that this type of economic activity contributes to the better utilization of human resources, while the forms of work that provides let the employee to be free from the routine of mandatory hours and enable him to work where he wants, as much as he wants and as he wants. Moreover, supporters of the sharing economy counter that businesses are not burdened with permanent staff, which may not always be necessary (Ioannides, Röslmaier and van der Zee, 2018). Instead, they claim that businesses always search the labor market for people who want and are skilled in a particular job that the company needs at a particular time,

and that once the work is completed, their contracts with those individuals expire. They underline how the sharing economy is fundamentally altering how firms run, including the requirement for facilities (offices, warehouses, infrastructure, etc.) and employee compensation (since there is no fixed salary, often a company that needs staff for a specific project gives better pay to attract the best) (Murillo, Buckland and Val, 2017). However, just as serious are the arguments of those who criticize this particular model of economic activity, who point out that it deregulates what is left of workers' conquests: it completely elasticizes work, turning it into "work to order", abolishes the concept of salary (now the pay largely depends on the employee himself) and drains huge insurance resources, since in the sharing economy the employee is treated more or less as a contractor. Even so, sociologists and labor experts point out that because the sharing economy heavily relies on new technology, those who do not fully own it run the risk of being shut out of the labor market in general because the worker is completely cut off from his work and gradually drifts away from the idea of "career."

Thus, the integration of Environmental, Social and Corporate Governance (ESG) factors in the business model followed by tourism industry can contribute to the mitigation of the challenges that are created in employment by the collaborative economy (Alkaraan *et al.*, 2022, 2023). For example, social component of ESG standards can contribute to employees' training and development that are crucial for maintaining talent, enhancing customer service, and lowering employee turnover, which is a problem that is prevalent in the sector. Therefore, the scope of this scientific work is threefold: (i) to investigate the role of the Sharing Economy and ESG practices in the well-being of Human Resources Management (HRM) in the tourism sector, (ii) to illustrate the research trends in the topic and (iii) to build a pillar framework for a culture well-being for businesses in the sector, which will be based on the principles of both Sharing Economy and ESG archetypes. To approach the research's question a four-step bibliometric analysis based on R package has been applied. Findings of the analysis presented that an alternative form of sharing economy, which is known as gig economy, has been risen and in combination with the ESG factors can affect positively Human Resource Management (HRM). A sustainable workforce in the tourism industry will be facilitated by an HRM business model that is founded on the norms of the gig economy and ESG. Sustainability in tourism employment may lead to job creation, income growth, increased alternatives for people, and the chance to enhance employees' quality of life. The rest of this study is organized as follows. The material and methods that were used are described in Section 2. In Section 3, are presented the results of the bibliometric analysis, and Section 4 conclude the paper by discussing the findings, outlining any drawbacks, and offering suggestions for further future study.

2. Materials and Methods

A four-step bibliometric methodological approach (Figure 1) was applied to answer the current study's research question (Aria and Cuccurullo, 2017; Ragazou *et al.*, 2022). Step 1 refers to the data collected through a systematic literature review. Step 2 consists of two parts: the first one (2a) focuses on the comprehensive assessment of the field with a bibliometric citation analysis, and the second one (2b) presents the network analysis to identify the research trends of the publications of the most influential journals, and research works, while aims in highlighting the collaboration network between scholars worldwide. Step 3 presents cluster analysis by integrating Multiple Correspondence Analysis (MCA). The final step, step 4, presents the findings and explores possible research directions. To collect the data for the bibliometric analysis, the well-known database Scopus was used as the basis of this research. The bibliographic data, that were analyzed in the current research work, were retrieved from Scopus in September 2022, while our search in the Scopus database for the terms "sharing economy", "ESG", "tourism sector", and "Human Resource Management" return a sum of 499 results. However, the usage of selected criteria resulted in 370 papers. So, the final formula that arise was the following: ALL (("sharing economy" OR "collaborative economy" OR "gig economy"*) AND ("tourism"* OR "tourism sector" OR "tourism industry") AND ("employment" OR "cloud employment" OR "gig employment") AND "environmental" AND "social" AND (corporate governance" OR "governance")) AND (LIMIT-TO (DOCTYPE, "ar"))). Concerning the use of Boolean operators, these are terms that researchers may apply to filter or investigate further into search results. Additionally, we only evaluated original articles for analysis, excluding other types of publications including book chapters, conference proceedings, and white papers to improve the clarity and quality of the results. English was used in the search since it is one of the languages with the highest growth in the modern world. The time period for which the chosen publications were collected and evaluated was limited to 2016–2022. The authors utilized the Biblioshiny and VOSviewer software for data processing and visualization.

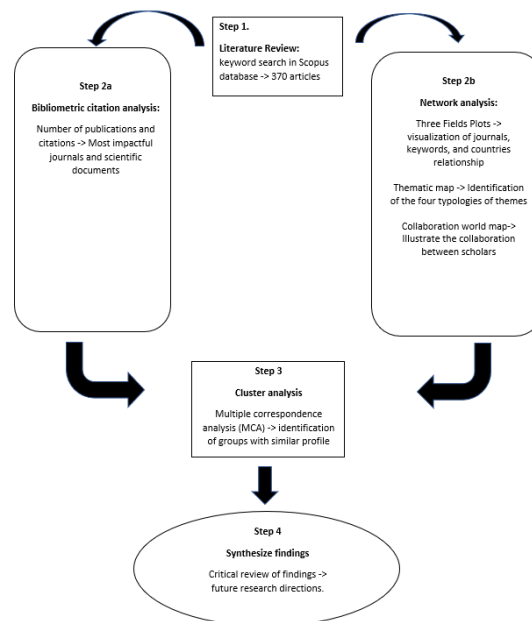


Figure 1: Methodological Workflow. Source: Own Elaboration

3. Results

Table 1 lists the journals which published the most closely linked scientific papers within the study's time frame, from 2016 to 2022. The most relevant sources, with the highest number of articles produced in accordance with the research formula, have been incorporated into this Table, which is found in Section 2. Sustainability is highlighted as the journal with the highest number of most relevant published articles on the research field (43 articles) during the examined period. Journal of Cleaner Production is ranked in the second position with 13 published articles related to the contribution role of sharing economy and ESG in the development of a business model that will focus on the enhancement of HRM in the tourism sector. Moreover, International Journal of Hospitality Management has published ten articles, while the International Journal of Contemporary Hospitality Management, Journal of Business Research, Journal of Sustainable Tourism and Technological Forecasting and Social Change have published seven articles each. Also, Table 1 illustrates that the majority of the selected journals are integrated to the subject area of Tourism, Leisure and Hospitality Management, while it is noteworthy that there are journals that belong to the scientific field of social sciences and psychology, which indicate the need of an anthropocentric business model that will be based not only on the principles of sharing economy model but on the ESG standards and especially on the social pillar. Furthermore, the selected journals are listed in the Scopus, Scimago, and ABS lists as well as various other indexes. The average h-index for the topic under study is close to 121, indicating that each published research article receives more than 121 citations. This is an acceptable measure that emphasizes the relevance, importance, and wide-ranging effects of research on business modeling for HRM in the tourist industry based on the sharing economy and ESG principles.

Table 1: Most Relevant Sources. Source: Scopus/Biblioshiny

Sources	Number of Publications	Subject Area	h-Index	Ranking by ABS list	Ranking by Scimago list
Sustainability (Switzerland)	43	Renewable Energy, Sustainability and the Environment	109		Q1
Journal of Cleaner Production	13	Strategy and Management	232	2**	Q1
International Journal of Hospitality Management	10	Tourism, Leisure and Hospitality Management	136	3***	Q1

Sources	Number of Publications	Subject Area	h-Index	Ranking by ABS list	Ranking by Scimago list
International Journal of Contemporary Hospitality Management	7	Tourism, Leisure and Hospitality Management	100	3***	Q1
Journal of Business Research	7	Business, Management and Accounting	217	3***	Q1
Journal of Sustainable Tourism	7	Tourism, Leisure and Hospitality Management	114	3***	Q1
Technological Forecasting and Social Change	7	Management of Technology and Innovation	134	3***	Q1
Proceedings of the Annual Hawaii International Conference on System Sciences	6				
Tourism Economics	6	Tourism, Leisure and Hospitality Management	64	2**	Q1
Tourism Management	6	Tourism, Leisure and Hospitality Management	216	4****	Q1
Current Issues in Tourism	5	Tourism, Leisure and Hospitality Management	82	2**	Q1
Economic Research-Ekonomska Istrazivanja	5	Economics and Econometrics	35		Q2
Annals of Tourism Research	4	Tourism, Leisure and Hospitality Management	187	4****	Q1
Electronic Commerce Research and Applications	4	Management of Technology and Innovation	82	2**	Q1
Frontiers in Psychology	4	Psychology	133		Q1
Journal of Open Innovation: Technology Market and Complexity	4	Social Sciences	28		Q1
Peer-To-Peer Accommodation and Community Resilience: Implications for Sustainable Development	4		75		Q1
Urban Geography	4	Social Sciences			

Sources	Number of Publications	Subject Area	h-Index	Ranking by ABS list	Ranking by Scimago list
Cities	3	Tourism, Leisure and Hospitality Management	102	2**	Q1
Environment and Planning A	3	Tourism, Leisure and Hospitality Management	139	3***	Q1

Table 2 illustrates the most cited scientific articles in the studied field of the current research. Among the scientific papers the most cited one is that of Cheng (2016) entitled “Sharing economy: A review and agenda for future research”. This research focuses on two areas in tourism and hospitality, namely the sharing economy's effects on tourist destinations and services as well as its effects on individual tourists. Also, it examines the role of sharing economy business models and their effects on the tourism industry, as well as the sharing economy's nature and sustainability development. However, the article with the most citation in a year is that of Nambisan, Wright and Feldman (2019) entitled “The digital transformation of innovation and entrepreneurship: Progress, challenges and key themes”, which highlights the importance of digital transformation in the new forms of entrepreneurship and economic activities that have been emerged, such that of gig and platform economy in the tourism sector.

Table 2: Most Cited Scientific Articles. Source: Scopus/Biblioshiny

Paper	Authorship	Total Citations	TC per Year	Normalized TC
Sharing economy: A review and agenda for future research	(Cheng, 2016)	501	71,571	4,9686
The digital transformation of innovation and entrepreneurship: Progress, challenges and key themes	(Nambisan, Wright and Feldman, 2019)	463	115,75	15,5448
Promises and paradoxes of the sharing economy: An organizing framework	(Acquier, Daudigeos and Pinkse, 2017)	379	63,167	7,8776
The limits of trust-free systems: A literature review on blockchain technology and trust in the sharing economy	(Hawliitschek, Notheisen and Teubner, 2018)	334	66,8	8,6231
Algorithms at Work: The New Contested Terrain of Control	(Kellogg, Valentine and Christin, 2020)	309	103	15,5481
The sharing economy and digital platforms: A review and research agenda	(Sutherland and Jarrahi, 2018)	279	55,8	7,2031
When the sharing economy becomes neoliberalism on steroids: Unravelling the controversies	(Murillo, Buckland and Val, 2017)	196	32,667	4,0739
Coworking-spaces: how a phenomenon of the sharing economy builds a novel trend for the workplace and for entrepreneurship	(Bouncken and Reuschl, 2018)	168	33,6	4,3373
The Culture for Open Innovation Dynamics	(Yun <i>et al.</i> , 2020)	152	50,667	7,6482
Progress on Airbnb: a literature review	(Guttentag, 2019)	131	32,75	4,3982
A review of research into paid online peer-to-peer accommodation: Launching the Annals of Tourism Research Curated Collection on peer-to-peer accommodation	(Dolnicar, 2019)	123	30,75	4,1296
The effect of the Covid-19 on sharing economy activities	(Hossain, 2021)	117	58,5	13,9926
Sharing economy: A comprehensive literature review	(Hossain, 2020)	116	38,667	5,8368

Paper	Authorship	Total Citations	TC per Year	Normalized TC
The sharing economy and the future of the hotel industry: Transaction cost theory and platform economics	(Akbar and Tracogna, 2018)	116	23,2	2,9948
The COVID-19 pandemic: Lessons on building more equal and sustainable societies	(van Barneveld et al., 2020)	114	38	5,7362
Sharing versus collaborative economy: how to align ICT developments and the SDGs in tourism?	(Gössling and Michael Hall, 2019)	108	27	3,626
Poster child and guinea pig – insights from a structured literature review on Airbnb	(Dann, Teubner and Weinhardt, 2019)	106	26,5	3,5589
Defining the Sharing Economy for Sustainability	(Curtis and Lehner, 2019)	101	25,25	3,391
Airbnb as an instigator of ‘tourism bubble’ expansion in Utrecht’s Lombok neighbourhood	(Ioannides, Röslmaier and van der Zee, 2018)	96	24	3,2231
What makes an Airbnb host a superhost? Empirical evidence from San Francisco and the Bay Area	(Gunter, 2018)	92	18,4	2,3752

Sankey diagrams or three-field plot graph is presented in Figure 2. Sankey diagrams are often used to illustrate how energy or materials move across various networks and processes. With quantitative details, they depict flows, linkages, and their transformation. Sankey diagrams are representations of weighted, directed graphs with flow preservation properties. The inflow weights at each node have the same size as their outgoing effects. Sankey diagram procedures are envisioned, and communications can be investigated. To visually evaluate the relationships between sources, nations, affiliations, keywords, prominent authors, cited sources, author-keywords, etc. Biblioshiny uses a three-field layout. Rectangular diagrams are used to illustrate important aspects in a variety of colors. The relationship between many aspects, including countries, sources, authors, authors’ keywords, etc., is shown by the height of the rectangle. More connections between different components are implied by a greater rectangle's size. Figure 2 shows the relationship between author (left), countries (middle) and keyword (right). It shows how different authors from various countries matching the scientific terms of sharing economy, ESG, HRM and tourism sector.

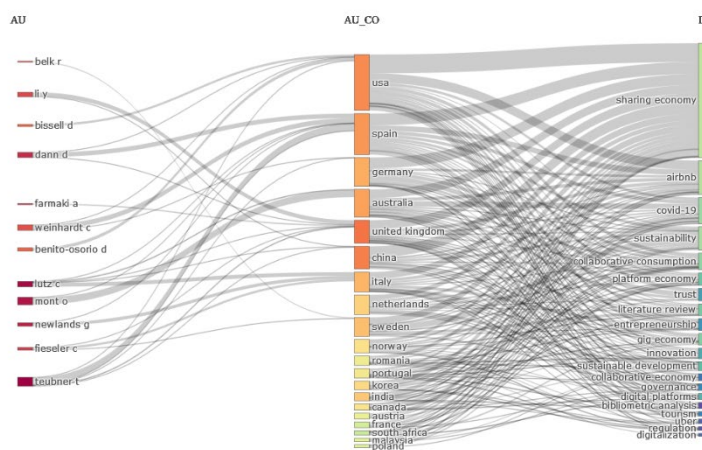


Figure 2: Three Field Plot Author (Left), Countries (Middle) and Keyword (Right). Source: Scopus/Biblioshiny

For example, Teubner T. from Berlin has focused on the emergence of a new alternative economic activity in tourism, which is called platform economy. The platform economy is one of the frameworks and instruments

that will shape and direct our social and economic life since it is built on the power of the internet. The basis of this digital transformation is the algorithmic revolution, which involves applying a wide range of computational algorithms to a variety of activities, from consumption and leisure to services and industry. Nowadays, digital "platforms" are built on algorithms that exist in the cloud. For the needs in tourism industry, "platforms" are "frameworks that let collaborators—users, peers, and providers—to execute a range of activities, frequently setting de facto standards, forming entire ecosystems for value generation and capture. Moreover, according to the results of Sankey diagram Teubner T. relates platform economy in tourism with entrepreneurship, as it is a new tool that create new entrepreneurial opportunities for the human resource in the tourism sector.

Figure 3 displays the research themes that were discovered by Bibliometric analysis. Each cluster in the graph denotes a study subject, and the size of the clusters illustrates how closely related the themes are to the quantity of keywords. Additionally, every quadrant on the diagram stands for a particular study subject. The figure's up-right quadrant exemplifies the motor themes, which are distinguished by their strong centralization and density. The thematic map's upper-left quadrant, which represents niche topics, is distinguished by its high density and low centrality. In addition, themes placed in the low-right quadrant of the thematic map are referred to as basic themes, whereas emergent themes, which are characterized by low centrality and density, are represented in the low-left quadrant. Platform economy is presented on the niche themes, while platform governance is emerged as an economic revolution for the tourism sector. The tourism industry has completely changed how enterprises in the sector create and provide services by transforming how they use online and mobile app-based platforms. They have thereby altered the market and upended their respective businesses, pushing competitors to follow suit or quickly lose market share. Although these businesses have seen success in contrast to traditional businesses, there are no policies in place to regulate and safeguard the users (customers and workers) of these platforms. The labor market, organizations, and society all face new issues and problems because of the economic transition. Moreover, niche themes indicate that another issue that concerns businesses in the tourism industry is that of the decrease of the emissions of carbon dioxide. Thus, tourism sector to mitigate the above challenges should develop a business model that will combine principles of sharing economy and ESG standards, which will help workforce in the sector to adjust in the new circumstances and achieve a sustainable working environment.

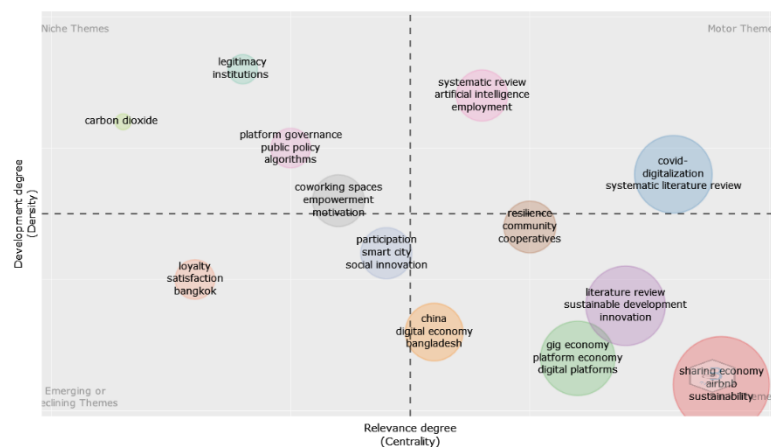


Figure 3: Thematic map. Source: Scopus/Biblioshiny

Figure 4 further emphasizes the geographical cooperation amongst the researchers in the topic under study. With the contribution of the bibliometric tool Biblioshiny, the mapping of the scientific collaboration of researchers throughout the world was created. This geographical cooperation analysis's objective is to outline the social organization of the research community in the area under investigation. The authors are represented by each node in the graph, and the co-authorship is shown by the linkages between the nodes. Most scientific partnerships in the field of the sharing economy's and ESG standards' contributions to the creation of a new business model focused on human resources in the tourist industry are shown to have originated in the United States on the map. Additionally, the USA-China and USA-Europe connections have the strongest scientific channels.

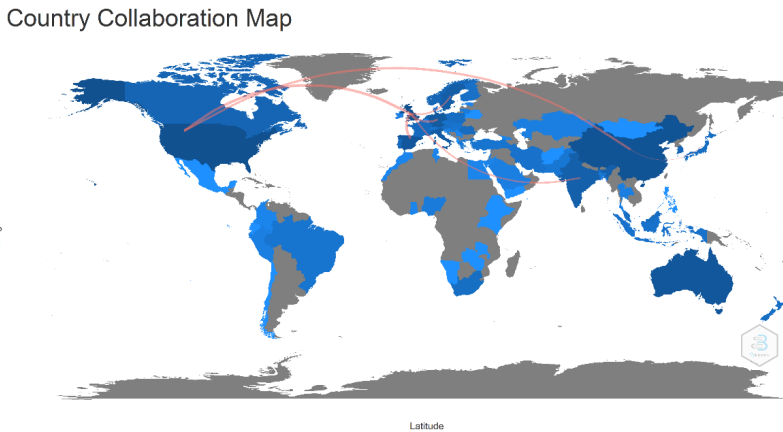


Figure 4: Country Collaborations map. Source: Scopus/Biblioshiny

Finally, Figure 5 presents the Multiple Correspondence Analysis (MCA), which is a method that cluster the documents that were retrieved from Scopus database and indicated the road for future research. Two clusters are illustrated in Figure 5: the one in the red color highlights the current situation in the studied field and the cluster in blue color indicates the future research directions. Cluster in red highlights the importance of the development of a new business model in tourism sector oriented to its workforce, which will help in achieving a sustainable sector with higher trust and less losses in terms of employees. Cluster in blue color indicates the important role of gentrification, which can be characterized as touristification too (Ioannides, Rösler and van der Zee, 2018). Gentrification in tourism is a process of changing the personality of a traditional neighbourhood through the influx of tourists and tourism-related businesses. This is the reason for which gentrification is linked in the blue cluster with urban tourism.

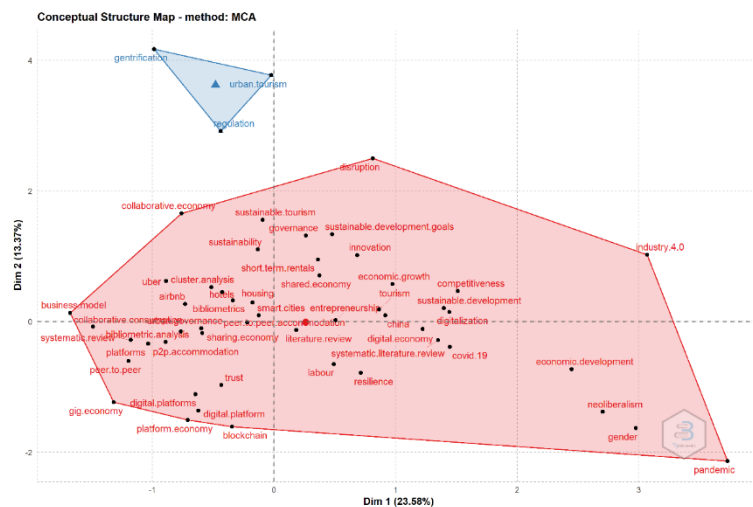


Figure 5: Multiple Correspondence Analysis (MCA). Source: Scopus/Biblioshiny

4. Discussion and Conclusions

A new economic model known as the "sharing economy" leverages Internet information technology to create a platform and share different types of resources to meet the needs of various customers. Sharing economic app platforms are constantly penetrating all spheres of life and are continually growing both domestically and overseas (Sutherland and Jarrahi, 2018; Gössling and Michael Hall, 2019). The sharing economy has expanded across many industries, although in certain cases it has penetrated more deeply like tourism sector. The core of participating in the tourism industry is mainly offering housing to a guest who is interested in spending just a short amount of time in the region where the property of the owner is located.

However, sharing economy model offers to the employees of the tourism sector plenty of opportunities. Therefore, Human Resource Management should focus on the challenges that may arise from the emergence of the sharing economy model and the new forms of it like platform economy. Compared to typical businesses in tourism sector, shared platforms have a distinct approach to managing their human resources. Along with the

core employees in charge of platform operation and strategy management, a sizable number of idle resource suppliers are among its management objectives. Human resource management will represent a new development trend in the shared economy era. The shared economy is a knowledge-based economy built on the Internet's big data. Excellent talent is crucial to businesses. The main driver of value creation is human capital. On the one hand, human capital itself is the most active and prospective force in value creation, and it is a key component of all aspects of business growth. In contrast, investing in and developing human capital is more important than investing in financial capital. It also contributes to the distribution of an enterprise's excess value and engages intelligently in corporate governance.

Thus, to mitigate the challenges and adjust in the new business arena, companies in the tourism sector should develop a business model that will be based not only on the principles of sharing economy but on those of ESG as well, to help their employees to adjust in the new circumstances. Building a sustainable human capital is a significant priority for tourism businesses, particularly in the light of the current pandemic of Covid-19 (Hossain, 2021; Guo *et al.*, 2022). Businesses operating in the industry must consider sustainability from a standpoint different from their corporate strategy. Their identity and methods of operation ought to be at the core of their mission. To restructure the organization for recovery and to implement long-term sustainable improvements, employees will play a crucial role. Figure 6 presents a theoretical framework of a business model that will help businesses in tourism to achieve a sustainable human capital. In addition, this roadmap will help employees in the sector to align with their goals and those of businesses, while will help them to live and work in a sustainable business environment. The proposed business model for tourism sector is consisted of six levels, while the common dimension of them is that of sustainability, which is a basic component of sharing economy and ESG. This new business model will demonstrate how employees in tourism sector may connect with the organization's mission through culture, strategy, leadership, and HR practices. People can further influence environmental and social sustainability through day-to-day activities.

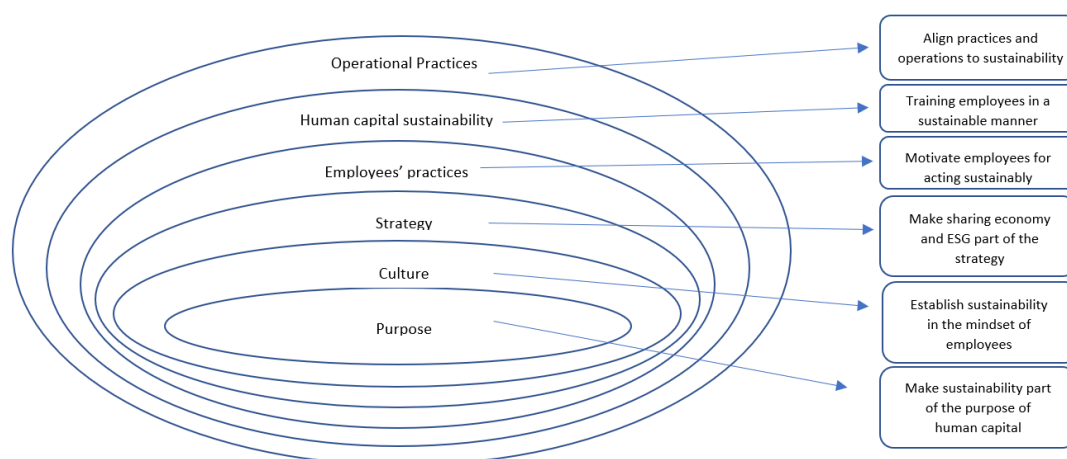


Figure 6: Theoretical Framework of a New Business Model Based on Sharing Economy and ESG Principles.

Source: Own elaboration

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