This study analyzes internal factors that make it difficult to develop the absorptive capacity of participating hotels in a hotel cooperation network. Descriptive research was carried out by means of survey and interviews, with quantitative and qualitative approach of the data, together with 21 managers of the hotels selected for the research. The results revealed that the factors involved in R & D investments, previous knowledge, relational capacity, learning culture and size of the organization are perceived by the interviewed members as hindering the development of the absorptive capacity of the hotels that operate in the network. There was a positive relation between the absorptive capacities of acquisition, assimilation, transformation and application however not between these variables and the organizational performance of these hotels. These evidences suggest the confirmation of the theoretical model of the absorptive capacity analysis, observed in this research as a set of routines and processes developed by the companies, which allow it to acquire, assimilate, transform and commercially apply new external knowledge accessed through networked cooperation. However, this capacity is developed differently among the different member hotels, which suggests that, because of such differences, these hotels can not translate the benefits of network cooperation into better performance. These results have important implications for this field of study, since the literature of interorganizational relationships establishes that the success of cooperation is determined by the level of cooperation established in the network.

KEY WORDS: Absorptive capacity, business cooperation networks, organizational performance.