

Chapter 1

Organizational Structure at the Contemporary Interface

Le Minh Thanh
Hoa Sen University, Vietnam

ABSTRACT

Organizational structure in today's complex ecosystems of the hospitality industry should be redesigned to secure their well-connected, leading, and adaptable position for success in the digital age. The combination of both traditional hierarchical and network structure has been used in this chapter as a practical framework to foster hospitality firms' corporate culture in triggering a virtuous cycle of growth. It also provides an operational insight into the opening question of how the organization as networks could be nimble, swift, and creative enough to grab opportunities at the social and digital interface. For this purpose, development of digital capabilities is one of the most critical needs for most leaders, from both customer and employee perspectives. An integrated corporate entrepreneurship attribute is also presented in a well-connected organizational structure that further provides various digital HR solutions of how to design tri-dimensional value propositions with real-time decision-making capability.

INTRODUCTION

Combination of Both Structures in Triggering Virtuous Cycle for Growth

In this chapter it is highlighted the integration of locally designed servant leadership in empowering quick operation mechanisms to redefine the customer experiences in a way to create a competitive edge over rivals; the corporate entrepreneurship processes

DOI: 10.4018/978-1-5225-5760-9.ch001

from global best practices; and the fostering of corporate culture combining both traditional hierarchical organizational structure and network structure in triggering a virtuous cycle of growth for firms.

Organizational learning plays a significant role in any organization's digital transformation. It is the ongoing process through which the task performance experience of hoteliers interacts within the organizational context (structure, culture, technology, goals, incentives, and strategy) and over the environmental context outside the boundaries of the organization (competitors, customers, and governments) to create knowledge. Moreover, the increasingly blurring boundaries between the real world and the virtual world enabled by growing technologies have exponentially called for the digital links to both business and social networks where the business web and the social web intersect at a critical point of digital transformation.

Organizational learning as a long-term internal process of e-trust building. The organizational learning model in the hospitality industry could be built on the integrated applications with social media. This built model of application in integration with social media will provide the management team with multiple options at the innovative capability of application and evaluate these options for appropriate investment. Social networking media can facilitate efficient individual and organizational learning by capturing real-time feedback from different stakeholders involving into the same transaction. By having guests share advice on popular places to dine, entertain, the social knowledge held by a hotelier can turn such positive consumer experiences into referral through the power of social media (Lorden & Creamer, 2012). Through innovative social strategies, shared consumer experiences enable operators to turn a transaction into a relationship while enhancing targeted promotion, inspiring more transactions and creating potential upsell opportunities (Sareen, 2013).

Similarly, the organizational capability to catch up well with real-time social feedback requires that company must have an alignment of the ready intangible assets and a sound strategy (Kaplan & Norton, 2004). As the social networking media can capture real-time feedback when functional daily operations are "managed" by social transactions, it is another effort to create the organizational capability to catch up well with real-time social feedback to quickly direct customer relationship (Lorden & Creamer, 2012). A network of teams is there to support firm operations by aligning goals, providing feedback and coaching for performance in continuous and multidirectional real-time. A network of teams truly thrives on empowerment and open dialogue.

In order to create favorable conditions for organizational learning based on the success factors derived from a well-developed state of e-commerce, priorities will be given to the technology application that helps firm's property to improve its customers' and partners' capabilities to build a new value co-creating system together. A network of teams should be able to look for opportunities that may be discovered

22 more pages are available in the full version of this document, which may be purchased using the "Add to Cart" button on the publisher's webpage: www.igi-global.com/chapter/organizational-structure-at-the-contemporary-interface/210376

Related Content

Perspectives on Community Involvement in the Revitalisation of Cultural and Natural Heritage for Sustainable Tourism: A Case of an Island in Hong Kong
Dora Agapito and Chung-Shing Chan (2020). *Handbook of Research on Resident and Tourist Perspectives on Travel Destinations* (pp. 115-139).

www.irma-international.org/chapter/perspectives-on-community-involvement-in-the-revitalisation-of-cultural-and-natural-heritage-for-sustainable-tourism/258646

Role of ICT And Tourism in Economic Growth of India

Surender Kumar, Karuna Chauhan and Abhay Kumar Srivastava (2017). *International Journal of Tourism and Hospitality Management in the Digital Age* (pp. 1-16).

www.irma-international.org/article/role-of-ict-and-tourism-in-economic-growth-of-india/177119

Impact of Crisis on Tourist Destination: A Case of Kashmir, India

Natasha Saqib (2020). *Contemporary Management Approaches to the Global Hospitality and Tourism Industry* (pp. 78-95).

www.irma-international.org/chapter/impact-of-crisis-on-tourist-destination/251669

The Role of Self-Confidence in the Criteria of Aesthetic Labour Recruitment

Chien-Wen Tsai (2019). *International Journal of Tourism and Hospitality Management in the Digital Age* (pp. 1-22).

www.irma-international.org/article/the-role-of-self-confidence-in-the-criteria-of-aesthetic-labour-recruitment/218906

The Role of Self-Confidence in the Criteria of Aesthetic Labour Recruitment

Chien-Wen Tsai (2019). *International Journal of Tourism and Hospitality Management in the Digital Age* (pp. 1-22).

www.irma-international.org/article/the-role-of-self-confidence-in-the-criteria-of-aesthetic-labour-recruitment/218906