



NATIONAL RESEARCH
UNIVERSITY

Network forms of organization in hospitality and tourism

Emerging research paths

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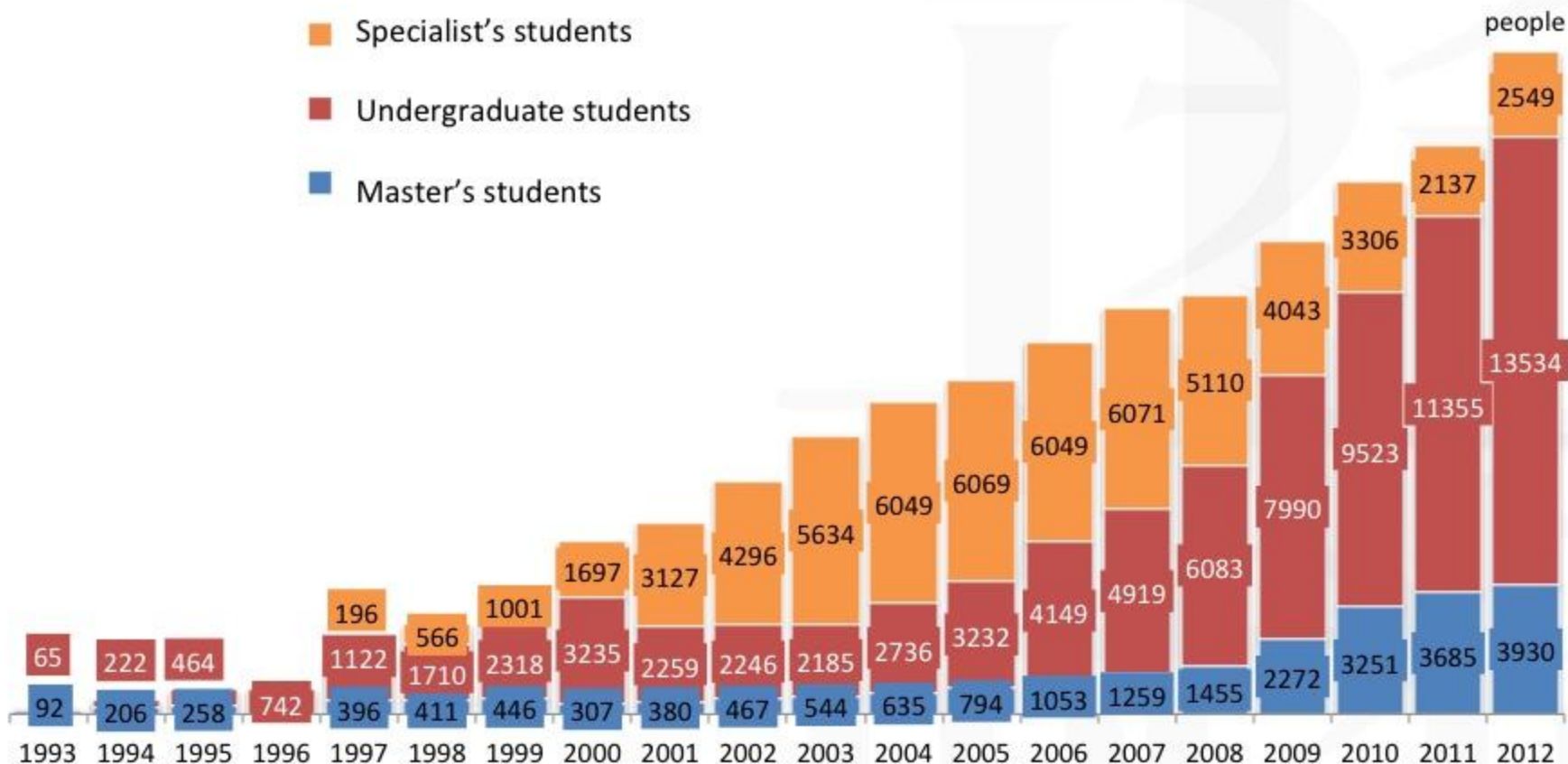
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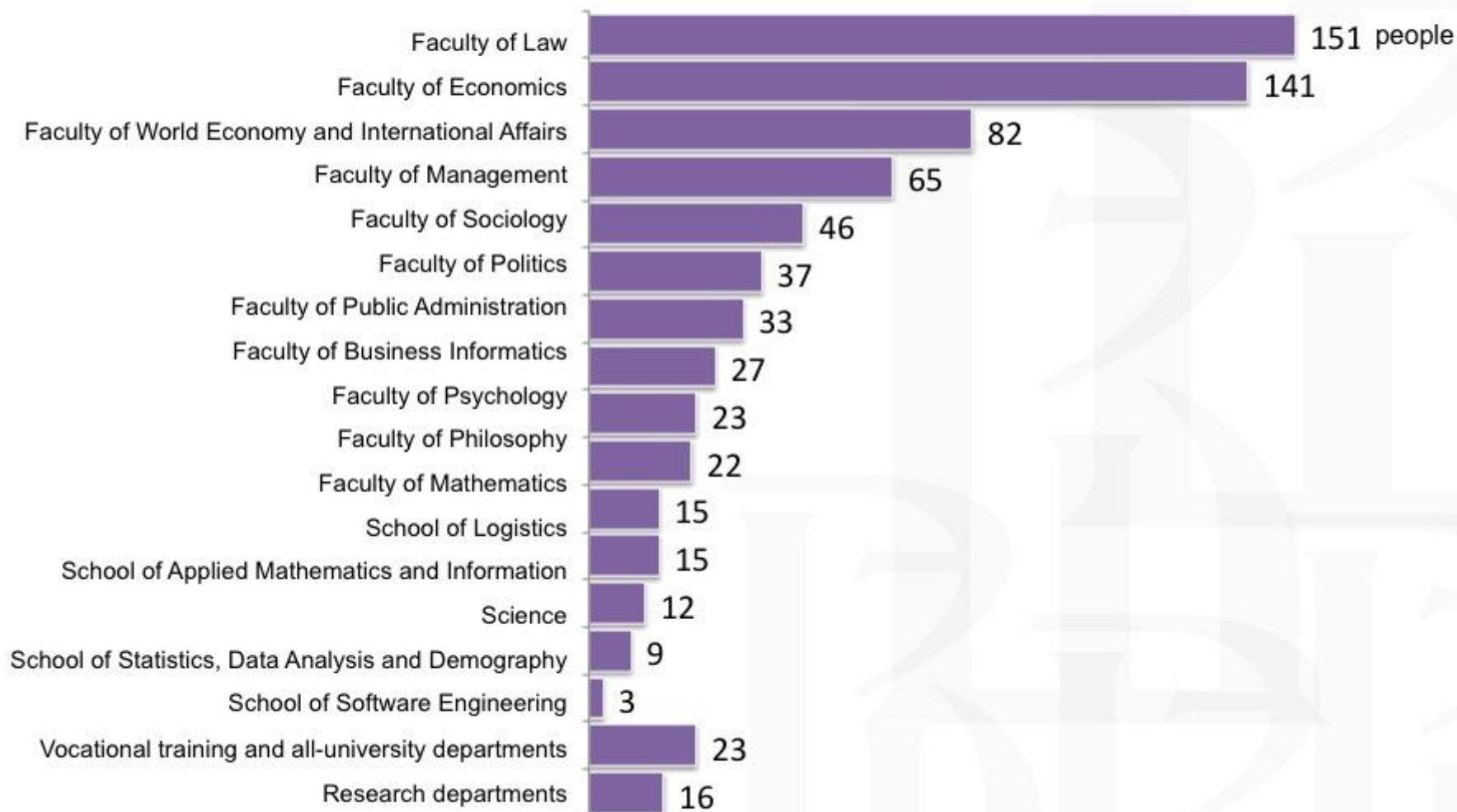
Agenda

- National Research University
Higher School of Economics
- LaNet research projects
- Network forms of organization in
hospitality and tourism: emerging
paths of joint research

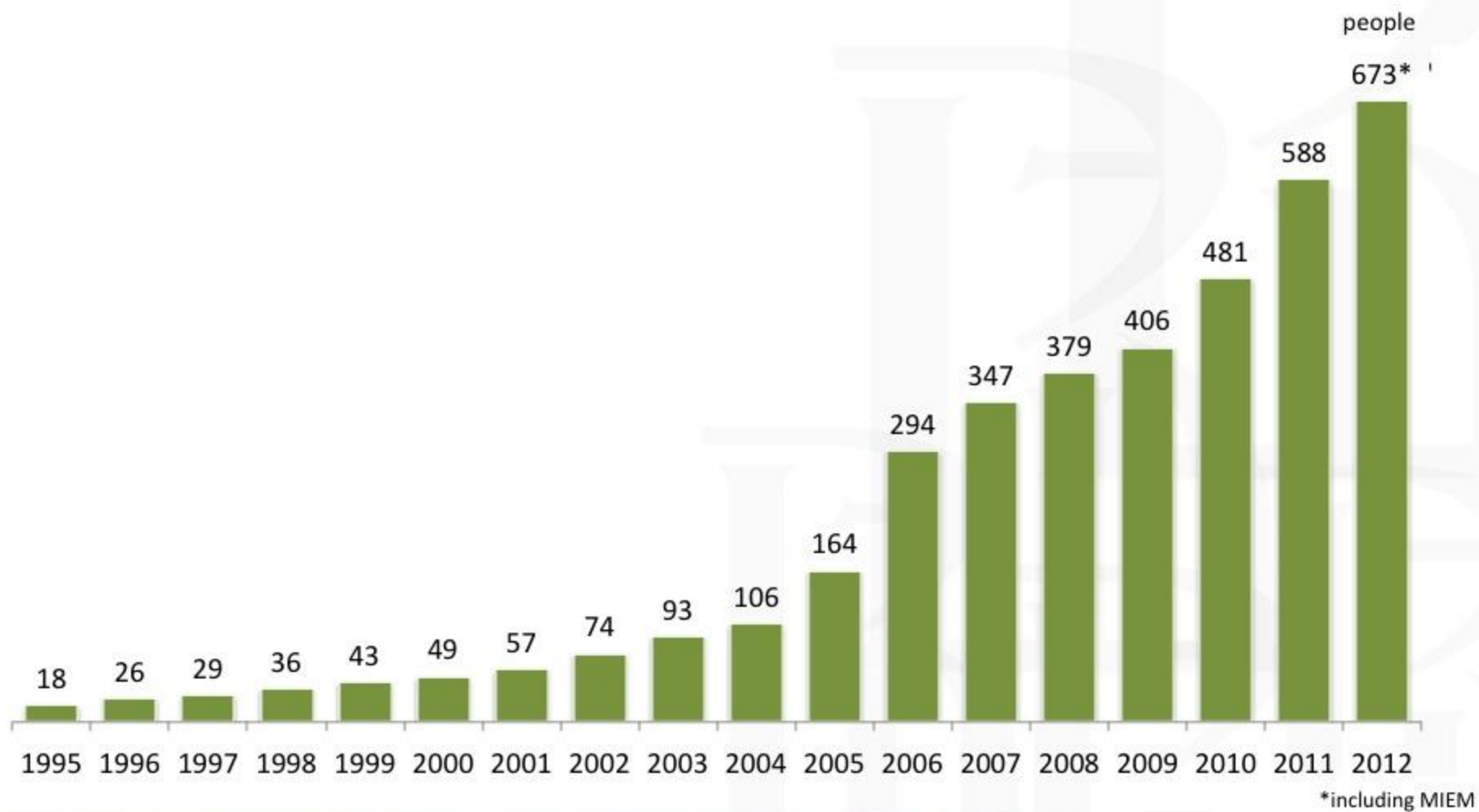
Students of the NRU HSE undergraduate, specialist's and master's courses (Moscow and regional campuses), in 1993–2012, people



HSE aspirantura students, Moscow, 2012, by faculty, people



Staff HSE researchers, Moscow, 1995–2012, people





Laboratory for Network Organisational Forms



LaNet research field

- **Inter-firm cooperation** as a phenomena (the concept introduced by Alfred Marshall, 1890) => contemporary networked and knowledge-based economy requires firms to create **different forms of collaborative networks**
- Papers in EconLit (title containing “network”):
 - 1974 – 1983 : 18
 - 1994 – 2003 : 1.127 (Galeotti, 2005)
 - 2004 – 2012 : 20.000+
- **Quasi-integration** (Blois, 1972; Monteverde, Teece, 1982; Jarillo, 1988; Dietrich, 1994; Fernandez et al, 2000; Mason et al, 2006)
- **Co-opetition** (Brandenburger, Nalebuff, 1996; Levy et al, 2003; Eikebrokk , Olsen, 2005; Katsanakis et al, 2011)
- **Clusters** (Porter, 1998, 2000; Rabelotti & Schmitz, 1999; Gordon & McCann, 2000; Maskell & Kebir, 2005; Bode et al, 2011)
- **Orchestration** (Dhanaraj & Parkhe, 2006; Hurmelinna-Laukkanen & Nätti, 2009; Hurmelinna-Laukkanen et al, 2012)
- **research methodology to study network forms of business organization? definition? typology? performance?**

LaNet research projects

- **Research methodology to study networks (2010)**
 - Main approaches; comparative analysis of network definitions & typologies; specific features, strengths and weaknesses of different networks
- **Innovation networks & clusters (2010-2012)**
 - Pilot field study of institutional environments based on WEF data, modeling of changes in conditions and results of inter-firm networks in Russia
- **Network formation through peering and service agreements in Russia (2011)**
 - Professional services firms - KIBS (knowledge-intensive business services) - industrial services - technology-based services - E-services - information services - independent internet exchange points in Russia
- **Impact of inter-firm networking on management performance at the operational, functional, and cross-functional levels (2011-2012)**
 - study of companies operating at different levels of integration; guidelines to monitor the indicators to measure performance on the inter-organizational level
- **Network forms of business organization in emerging markets (2012-2013)**
 - special attention to the economic, cultural and institutional specifics which can influence inter-firm networking on emerging markets; cross-cultural analysis; main differences and similarities in networking

FoM research projects in hospitality and tourism (2012)

The impact of social media on the development of the management system of the hospitality industry

- social media/digital media to change customer preferences and the process of consumer choice in the hospitality industry; adapted methodology and design of the study conducted in the U.S. by the partner university (The Center for Hospitality Research (CHR), Cornell University)

Study of relationship between customer satisfaction and financial performance of hotels

- social media/digital media to change customer preferences and the process of consumer choice in the hospitality industry

Network Strategies of Hospitality Companies in Russia

- basic business models and strategy of hotel chains on the Russian market

Network forms in hospitality

- hotel chains, strategic alliances, supply chains, inter-firm networks (Garcia-Almeida, Bernardo-Vilamitjana, Hormiga, & Valls-Pasola, 2010; Chathoth & Olsen, 2003; Cunill & Sung Chon, 2006; Go & Pine, 1995; Ingram & Baum, 1997; Ingram, 1996; Powers & Barrows, 1999; Ingram, 1996):
 - Economy of scale and scope
 - Value for customer: better service quality
 - Unified standards, knowledge transfer, best practices transfer
- International hotel chains' strategy (Chathoth & Olsen, 2003; Chen & Dimou, 2005; Cunill & Sung Chon, 2006; Go, 1993; Go & Pine, 1995; Hoffman & Schniederjans, 1990; Leo & Philippe, 2011):
 - Success factors of international hotel business
 - Modes of market entry
 - Brand portfolio
 - Relationships
- Research on the hotel chains activities in Russia is scarce =>

Exploratory study

NRU HSE, 2011-2012: developments in the Russian hospitality sector, with the main focus on the international hotel chains activity

- General observation of the local environment
- Statistical analysis
- Qualitative methods:
 - in-depth interviews with managers & industry experts
 - case study
- Secondary data to verify the general market situation and some questionable statements of the respondents

Balaeva, O., Burnatseva, E., Predvoditeleva, M., Sheresheva, M., Tretyak, O. *Network Strategies of Hospitality Companies in Emerging and Transitory Economies: Evidence from Russia*, in: Service Science Research, Strategy and Innovation: Dynamic Knowledge Management Methods. N. Delener, ed. Hershey, Pennsylvania (USA): IGI Global, 2012.

Sheresheva, M. *International hotel chains on the Russian Market*. Proceedings for AHTMMC 2012, Corfu, Grece. ISBN - 978-960-287-139-3.

Advances in Hospitality and Tourism Marketing & Management

Hot topics in the field of network forms

- use of social networking in hospitality and tourism (Kossyva et al, 2011; Giménez et al, 2012; Kuttainen et al, 2012)
- advances through value creation networks (Racherla, Hu, 2010; Kossyva et al, 2012)
- the relevance of cluster concept implementation in tourism industry (Nordin, 2003; Novelli et al, 2006; Erkuş-Öztürk, 2009; Negruşa, Toader, 2012)
- relationship marketing in hospitality and tourism (Cravens, Piercy, 1996; Antunes, 2012; van den Broek Chávez et al, 2012; Papaioannou et al, 2012)
- managing tourism business networks & alliances (Lemmetyinen, Go, 2009; Ford et al, 2012)

Tourism destinations

- one of the most popular topics in the tourism literature (e.g. di Benedetto & Bojanic, 1993; Enright & Newton, 2004; Pavlovich, 2003; Pearce, 1997; Phelps, 1986; Pike, 2002; Weaver, 2000; etc.)
- up to the last decade almost no attention was paid to **network features of destinations**
- value chains & networks (Baggio et al, 2010; Kossyva et al, 2012; Kimbu, Ngoasong, 2013)
- quantitative methods for investigating the network characteristics of tourism destinations with the help of methodologies derived from the network analysis (Shih, 2005; Lee et al, 2013)

LaNet: paths of future research in hospitality and tourism

- Investigating the network characteristics of tourism destinations: value chains of tourism destinations, tourism clusters, managing tourism business networks & alliances, evolutionary focus (prof. Salvador Anton Clavé!): pathways for change (path dependency / creation / 'plasticity')
- The use of information technology and social networks: CRM, global distribution systems, social network sites (SNS) in promoting tourism products, events and destinations
- Hotel chains: the degree of business models' standardization / adaptation in Russia, strategies for the brand loyalty development, customer satisfaction and financial performance of hotels, co-branding,...

LaNet research project in tourism and hospitality, 2013

Network forms of business organization in hospitality and tourism



Cluster policy in development of tourism destinations
(Ass. Prof. Yuri L. Vladimirov, PhD)



Alliances of travel agencies, hotels, and air carriers
(Ass. Prof. Natalia A. Porotnikova, PhD)



Social Network Sites (SNS) in promoting tourism
products, destinations & events
(Ass. Prof. Margarita R. Zobnina, PhD)

Tourism clusters



The Competitiveness Institute is collecting information concerning cluster initiatives developed worldwide. These are stored in the [Cluster Initiative Database](#) containing basic information and key indicators with contact references available for TCI members

[Aktiv in der Natur GbR](#), Germany, ["Dornoch Firth"](#), Scotland, UK, [Greater Speyside](#), UK, [Bartın Tourism Cluster](#), Turkey, [Leading Tourism Cluster](#), Guadeloupe, [Business Tourism Cluster](#), Colombia, [Cluster for accessible tourism](#), Bugaria, ...



<http://www.tci-network.org/>



The 1st TCI global thematic conference on Tourism Clusters was held in Punta Cana, Dominican Republic, 7-10 April 2010

LaNet tourism clusters project

Partners:

TCI - The Competitiveness Institute

Lomonosov Moscow State University, Prof. Anna Aleksandrova

Volga State University of Technology, Prof. Anna Polukhina

The Northern Caucasus Resorts <http://www.ncrc.ru/en>

Mari El ethno-tourism cluster

- conceptual approaches to the design of tourism and recreation clusters, in conjunction with the strategic management of tourism in the region based on the cluster paradigm and evolutionary theory
- spatial and functional organization of tourism on emerging markets, based on the cluster principles
- tourism clusters in Russia in comparison with clusters from other countries

LaNet SNS project

Partners:

Lomonosov Moscow State University
Russian tourism agencies
Local administrations

UNIBO?



<http://kazan2013.ru/>



<http://www.sochi2014.com/>

- methods of using social media, especially social networking sites, to promote tourism products, taking into account the specifics of network forms of business in emerging markets
- social networking to promote tourism products in the domestic tourist market of Russia, on the case of tourist products for young people "Universiade 2013" and "Sochi 2014"
- field study to evaluate the interactions of tourism companies and young consumers in RuNet
- develop and test a relevant model of sustainable relationships with young consumers using SNS in the Russian travel market

Conference in Moscow, October 22-24, 2013

**NATIONAL RESEARCH UNIVERSITY HIGHER SCHOOL OF ECONOMICS,
FACULTY OF MANAGEMENT
& HARVARD BUSINESS REVIEW RUSSIA**



**6th ANNUAL CONFERENCE
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Thank you for your attention!

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