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MANAGING DUAL MODEL BUSINESS IN AMBIDEXTERITY PERSPECTIVE

(Case Study at Archipelago International)

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Abstract:

One of the leading industries and has a broad market share in Indonesia is tourism. The tourism industry has several types of businesses that are also potential in Indonesia, one of which is the accommodation accommodation business. The breadth of market share and intense competition requires the lodging accommodation business to require ambidexterity and dual business models. This study aims to examine deeper about dual business models in the perspective of ambidexterity conducted by one of the accommodation service companies, namely the Archipelago International Yogyakarta hotel management network in two different business units, for the low cost class that is Neo Maliboro Hotel and for the premium cost class namely Grand Aston Hotel Yogyakarta. This research results that the Grand Aston Hotel for premium cost class is more focused on exploitation to generate profits for the company compared to exploring company development. As for the Neo Malioboro Hotel, the low cost class is more focused on exploration or development for companies that are carried out in almost all divisions, especially marketing, HR, and food & beverage. Considering the price competition of hotels in the medium class that is rampant so that exploitation cannot generate huge profits for the company.

Keywords: Ambidexterity, Dual Model Business, Tourism, Hotel

A. Introduction

In Yogyakarta, there are several hotels that are incorporated in the same hotel management network or a kind of holding company, but have a hotel business segment for different customers or are referred to as dual business models. For hotels to still exist and be able to compete in the market, it is necessary to be able to manage good exploration and exploitation simultaneously.

In addition to being demanded to innovate, hotels are also required to be able to produce maximum profits for the company. The ability to manage well between the two in this study is called the ambidexterity concept. This study uses a 5-star Grand Aston hotel and a 3-star Neo Malioboro as the object of research to find out how hospitality service companies implement dual business models based on ambidexterity.

Talking about the hotel business and Yogyakarta as a tourist city that is visited by many tourists both domestic and foreign. This study will discuss two of the seven hotels in Yogyakarta that are under the same management, namely Archipelago International but have different market segments, the Neo Malioboro Hotel and the Grand Aston Hotel. Neo Malioboro Hotel as a research object for low cost class 3 star hotel and Grand Aston Hotel as research object for 5 star premium cost hotel class.

In conditions of intense competition, increasingly uncertain market wants and demands, the ability of companies to develop and reap maximum profits and be able to explore and exploit well together in the two businesses is run. So that the business concept carried out between the two can work together and complement each other to market demand. The ability to balance between the two together or often called ambidexterity.

Research on ambidexterity has begun to expand in certain contexts and there are still many contexts that have not been studied. So that research on ambidexterity can be very broad and provide opportunities for further research. As in this study, the focus of the research is ambidexterity in the field of hospitality services which is certainly different from the others so that it becomes a distinct characteristic or uniqueness. And can be categorized as a novelty in thesis research so that it is expected that in the future it can become a reference or new reference for future authors.

Previous research based on 11 case studies in Western companies uses a qualitative approach and applies a low-cost business model in parallel with the premium business model in Indonesia. In the study it was found that the company can be ambidextrous in the business model it does and there is a separation between the two. Companies can separate value chain activities aimed at new customers in different markets. This research contributes to topics that emerge from multiple business models and provides a foundation for future research on ambidexterity in a global context (Winterhalter, Zeschky, & Gassmann, 2016).

Other research also reviews ambidexterity which states that companies are able to ambidextrous by doing exploration and exploitation in developing their business so as to generate profits and success. In addition to achieving success in exploration and exploitation, it also supports the survival of the company. Exploration and exploitation can also increase a challenging tension. In addition, ambidextrous organizations can excel in exploiting existing products and then to allow for additional innovations and explore new opportunities to encourage more radical innovations but related research is still limited (Andriopoulos & Lewis, 2009).

It was also stated by other studies that to explore the multi-faceted role of metaroutine in facing the challenges of ambidexterity experienced during the introduction of new products or New Product Introduction (NPI) at Tata Motors. Even though the largest automotive giant in India is not easy and many experience obstacles and pressures of business competition that must be dealt with quickly and precisely. The findings of this study are certain indicators such as customer voices, similarities and performatives as leadership roles and creative recombination of metaroutine aspects helping the learning of exploration and exploitation across levels in Tata Motor (Snehvra & Dutta, 2017).

Some of the previous studies have proven that very few discuss dual business models in the perspective of ambidexterity, especially in the hospitality industry. Therefore this study will discuss and examine more deeply about dual business models in the perspective of ambidexterity conducted by service companies namely Archipelago International Yogyakarta hotel management network in two different business units, for the low cost class that is Neo Maliboro Hotel and for the premium cost class namely Grand Aston Hotel Yogyakarta.

B. Literatur Review

Previous research related to this research will try to be studied as a benchmark and comparison so as to obtain a renewal of previous research. Previous studies related to ambidexterity include Winterhalter, Zeschky, Gassmann (2016). Analyze the ambidexterity literature and investigate questions about how companies integrate or separate business models at the level of value chain activities, which are core operational activities in each business model. The findings of this study highlight the multiple business models that have become challenges for companies when they compete with different business models in the market. Based on the ambidexterity literature, this research investigates how companies integrate or separate business models at the level of value chain activities, which are core operational activities in each business model.

Seidle (2018) examines how the order of types of organizational learning (experience and representation) supports the process of exploratory and exploitative innovation. Collecting data with 16 interviews conducted with senior personnel in two companies in the biopharmaceutical sector, this study illustrates structural differentiation and integration mechanisms to foster organizational ambition. The findings of this study are intermediaries of the role of technology that emerge as the main means, organizations can reconcile learning sequentially that underlies exploration and exploitation. For exploration, combining existing technology is then proposed innovation development. For exploitation, the use of technology is recommended during the innovation development phase.

This integration can be achieved through cross-unit activities to combine the two types of intermediary roles during the implementation process. This research also considers the way organizations focus on separate types of learning in the innovation process stage. New knowledge is given into the way companies mobilize knowledge internally and externally to advance the project independently, and to link it so ambidexterity can occur.

Andriopoulos, Lewis (2009) analyzes a single conceptual and anecdotal approach that offers an architectural or contextual approach. Next analyze Ambidexterity architecture which proposes two structures and strategies to differentiate efforts, focusing actors on one or another form of innovation. Instead, the contextual approach uses behavioral and social methods to integrate exploitation and exploration. This research develops a more comprehensive model of five ambidextrous companies that lead the product design industry. The findings of this research are that exploitation and exploration can improve the survival of companies which may also increase challenging tensions. Ambidextrous organizations excel at exploiting existing products to further innovate and explore new opportunities to encourage more radical innovation. On the other hand the ambidexterity approach to architecture proposes two structures and strategies to differentiate its efforts, focusing on one form of innovation. Instead, the contextual approach uses a behavioral and social approach to integrate exploitation and exploration. To develop a more comprehensive model, this research seeks to learn from five ambidextrous companies that lead the product design industry.

The results of this study offer an alternative framework for examining the tensions of exploitation and its management. More specifically this study presents the paradox of innovation: strategy, customer orientation, and control. From this description, this study theorizes about how integration and differentiation tactics can help manage the paradoxes that occur so as to produce a policy. So managing the paradox becomes a shared responsibility not only top management but across organizational levels.

Snehvra, Dutta (2017) explores the multi-faceted role of metaroutine in facing the ambidexterity challenges experienced during the introduction of new products (NPI) at Tata Motors, an Indian automotive giant is not easy and experiences many obstacles and pressures that must be dealt with quickly and precisely. The findings of this study are certain indicators such as customer voices, similarity and performative as the role of leadership and creative recombination of aspects of metaroutine helping exploratory and exploitative learning across levels in Tata Motor.

Priyono et al. (2019) used a dual case study research design used to explore ambiguity in two SMEs. This research uses an inductive approach. This study shows that SME managers must consider the availability of resources and the characteristics of international customers served before devising strategies to manage ambidexterity. This study contributes to the limited empirical evidence about how SMEs manage ambidexterity in international markets.

C. Research Method

In this research, the case study design that will be used is the type-1 case study design or holistic single case study design. A holistic single case study according to Yin (2015) is a case study that includes more than one unit of analysis. This case design is advantageous if none of the logical subunits can be identified and if the relevant theory underlying the case study is holistic. A single case study presents a critical test of a significant theory. Besides the rationality for a single case study is that the case presents a case with extreme and unique (Yin: 2015).

The holistic case study research design chosen in this research is the reason in the Archipelago International Yogyakarta hotel management network company in the two hotel business units it owns, Grand Aston Hotel for premium cost class and Neo Malioboro Hotel for low cost class running dual business models in the perspective of ambidexterity with exploration and exploitation.

D. Result

Separating and comparing the case of the dual business model implementation carried out in two hotel business units with different classes, namely the Grand Aston Hotel as a 5 star premium class and the Neo Malioboro Hotel as a low cost 3 star class + which will be explained in table 5.1 below.

Table 5.1. Comparative Implementation of the Dual Business Model

| Dual Business Model Implementation | Related Division | Explanation |
|------------------------------------|---|--|
| Business Model Integration | <ol style="list-style-type: none"> 1. Finance 2. HR | Finance and HR are integrated because they are fully managed by Archipelago International and regular HR training is held regularly every 3 months in an effort to develop both the premium and low cost business lines. |
| Separation of Business Models | <ol style="list-style-type: none"> 1. Finance 2. Marketing 3. HR 4. Operational 5. Food & Beverage | The five divisions are also separated in the sense that each business unit in both Grand Aston and Neo Malioboro has been separated based on location, assets, employees, and market share. |

| | | |
|--------------------|---|--|
| | | So it's technically and operationally separate. However, integrated reporting. |
| Overcoming Duality | There is no duality between divisions | Because specialization per division within the business units in both Grand Aston and Neo Malioboro has been specifically separated so that there is no duality or overlap between divisions within the business unit. |
| Domain Separation | Domain separation occurs in business units, namely different target markets | Domain separation which means here is between Grand Aston as a premium cost business from Archipelago International and Neo Malioboro as a low cost business. |

In implementing ambidexterity in relation to exploration and exploitation, there are found many differences that form the basis of the uniqueness of this research. The following shows the comparison of implementation of ambidexterity between exploration and exploitation with table 5.3. Signs (√√√) indicate strong findings of dual business model implementation, signs (√√) indicate moderate findings on the implementation of dual business models and signs (√) indicate weak findings. dual business model implementation. Letter A represents the marketing division, letter B represents the operational division, letter C represents the financial division, letter D represents the HR division, and the letter E represents the food & beverage division.

Table 5.2. Comparative Implementation of Ambidexterity

| Division | GRAND ASTON | | NEO MALIOBORO | | Case Findings |
|---------------|-------------|--------------|---------------|--------------|--|
| | Exploration | Exploitation | Exploration | Exploitation | |
| Marketing (A) | √√ | √√√ | √√√ | √√ | <ul style="list-style-type: none"> ➤ Division A for Grand Aston is more influential in exploitation than exploration because the focus is more on the search for profits that are certainly in the hands of loyal customers who stay and transaction there so that there is not too much exploration in marketing. ➤ It is different from Neo Malioboro which explores a lot in Division A because there is competition for the low cost class so that more exploration must be carried out so that exploitation or the profit generated cannot be too much. |
| Operational | √√ | √√ | √√√ | √√ | <ul style="list-style-type: none"> ➤ Division B at the Grand Aston is still being explored or exploited because |

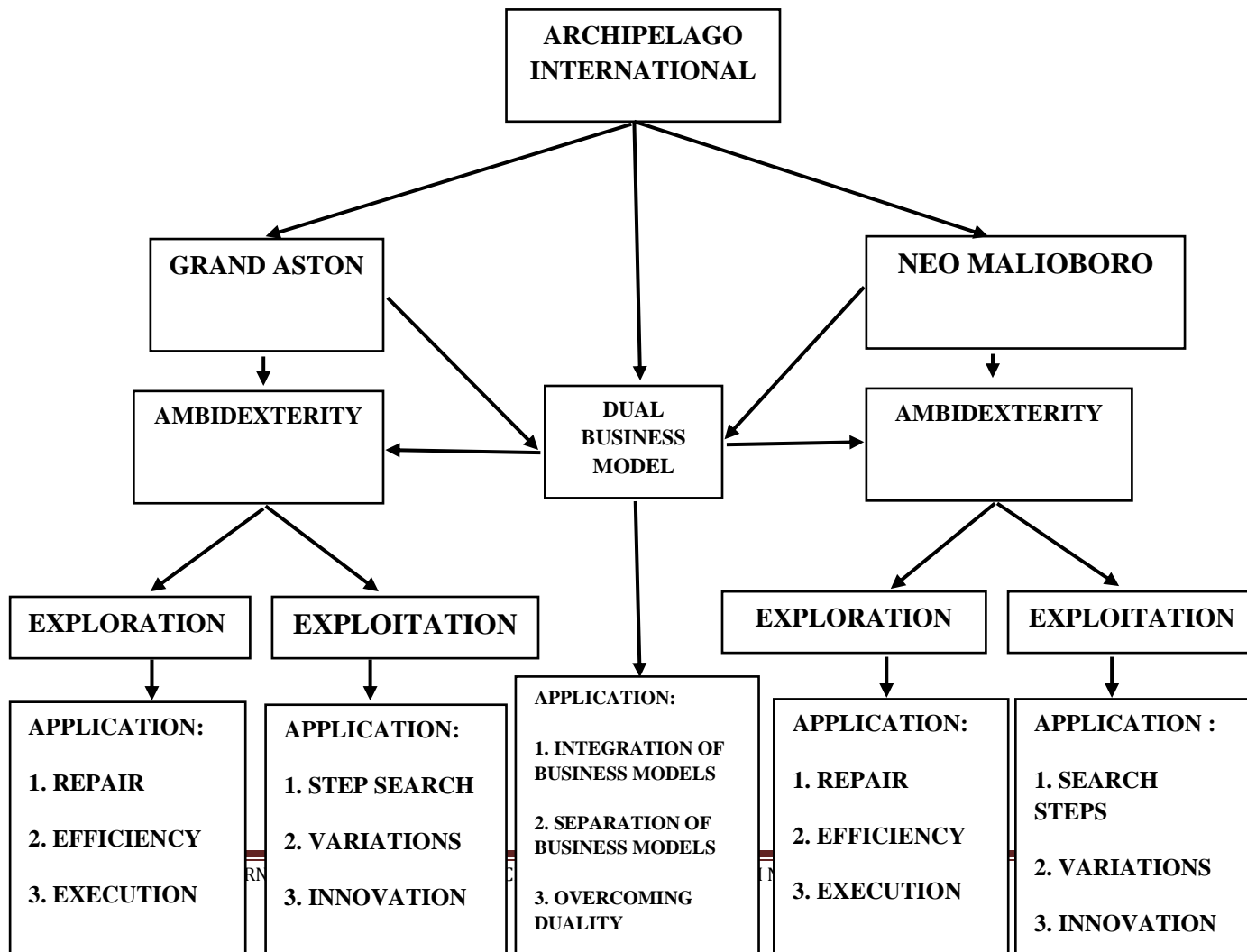
| | | | | | |
|-----------------------------------|-----|-----|-----|-----|--|
| (B) | | | | | <p>it is a division that has SOP provisions to run.</p> <p>➤ Division B for Neo Malioboro is exploratory in high quality because operations are more out of the office promotion and sometimes extra budget during high season during holidays. But the exploitation of the medium because of price competition.</p> |
| Finance (C) | √ | √√ | √√ | √√ | <p>➤ The financial division for both Grand Aston and Neo Malioboro is low-medium because it is system managed by Archipelago International</p> |
| HR (D) | √√√ | √√√ | √ | √√√ | <p>➤ HR Division for Grand Aston is very high because of the 5-star hotel class, of course excellent service to consumers is very much a concern for their competitive advantage. Both in exploration and exploitation is very necessary to do.</p> <p>➤ For Neo Malioboro, exploration is low because the service is only standard. However, exploitation is high because employees are required to be multi-tasking.</p> |
| <i>Food & Beverage</i> (E) | √√ | √√√ | √√√ | √√ | <p>➤ Grand Aston's food & beverage division emphasizes more on the quality of food and premium ingredients so that it is more focused on making profits or called exploitation rather than exploration. There is a small possibility that only the rendang sauce steak is a typical Indonesian food, the rest is all premium ingredients so the price is certainly expensive.</p> <p>➤ While in Neo Malioboro there is more exploration because with relatively affordable prices, consumer demand for food is quite diverse, so the food menu created must be varied.</p> |

Based on table 5.3 of the comparative implementation of ambidexterity obtained a "high level finding" of this study which will be illustrated in table 5.4 in each case.

Table 5.3. "High level finding" in each case

| Division | GRAND ASTON | | NEO MALIOBORO | |
|----------------------------|-------------|--------------|---------------|--------------|
| | Exploration | Exploitation | Exploration | Exploitation |
| Marketing | Medium | <u>High</u> | <u>High</u> | Medium |
| Operational | Medium | Medium | <u>High</u> | Medium |
| Finance | Low | Medium | Medium | Medium |
| HR | <u>High</u> | <u>High</u> | Low | <u>High</u> |
| <i>Food & Beverage</i> | Medium | <u>High</u> | <u>High</u> | Medium |

Based on studies in the field in this study prove the difference more clearly with the existence of core findings in each case. It can be seen in the Grand Aston Hotel that is more dominant towards exploitation, which is more focused on how to produce maximum profits by prioritizing service and quality, although it must be with a budget that is certainly more extra compared to Neo Malioboro Hotel. Whereas in Neo Malioboro Hotel, it looks more dominant in exploration, which is more focused on development and experimentation in the field in all its divisions.



E. Conclusion

In the previous section it was mentioned that this research aims to find out the results of the implementation of dual business models based on ambidexterity case studies on the Archipelago International Yogyakarta hotel management network in two hotel business units namely Grand Aston Hotel for premium cost class and Neo Malioboro Hotel for low cost class . Based on the results of the analysis of case studies of empirical findings, this study obtained two conclusions, namely:

1. The conclusions at the Grand Aston Hotel for premium cost class are more focused on exploitation to generate profits for the company compared to exploring the company's development.
2. As for the Neo Malioboro Hotel, the low cost class focuses more on exploration or development for companies that are carried out in almost all divisions, especially marketing, HR, and food & beverage. Considering the price competition of hotels in the medium class that is rampant so that exploitation cannot generate huge profits for the company.

From these conclusions, it turns out that there were no contradictions between business units in the company but instead they worked together. And there is an interesting finding at the corporate level as a holding company in the business unit.

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