



We do think locally but we act globally within our strategy process. What usually happens is that service employees often have more accurate information about hotel guests because they are dealing with them every day. Mintzberg pointed out that often, operational employees are really the ones who are handling strategic information directly from guests. It is all about establishing the proper communication channels and methods to make that information arrive to the Corporate Offices.

How are managers analyzing this? How are getting out from much information the strategic data?

Since much of the knowledge, communication and information, such as testing projects, are shared also in the Intranet, managers, together with our Intranet Manager, should also be conscious of promoting best practices and business opportunities.

## Chapter 9:

# THE INTRANET

Within the company Intranet, relevant information and knowledge meet. Within this Intranet Community there are no hierarchies when workers participation is happening. The organization Intranet follows Internet and open collaboration principles by being an organization Community who believes that openness, transparency, organizational learning, job improvements and shearing, are key. All these principles and efforts should also bring us to innovation results; as well as better company financial performance.

This vision consists of a knowledge Community better reflected within this Intranet. Like in every learning organization, knowledge, has to be there for the purpose of be sharing, and taking advantage from it. There is no point in boosting knowledge and

enhancing learning within a hotel group if company know-how cannot be shared and back-fed. What differentiates learning organization from a more tayloristic or bureaucratic one is basically its know-how knowledge.

The purpose, though, in Collective Management, wouldn't be accomplished if it does not include producing financial results from al this corporate knowledge. This method of working must take advantage from knowledge synergies. Nowadays, technology is also helping us; since technology has removed geographical boundaries, company knowledge and communication can get enormous benefits. However, what matters in the end in technology is the people who are behind it to make it more effective and productive.



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The problem often is that many hotel organizations overrate technology, because they don't realize that, in the end what differs between good social media strategies, or perhaps one CRM software program and another, is all the people who are there high performing with their commitment, creativity and skills. Tools – technology, should be made available for human intelligence and no the other way around.

How could this Intranet vision work? I have to confess that this part has never been put in practice. At the moment, I've come up with an abstract vision and what should be in my mind. However, the important fact is that once we get to here in Collective Management, everything else should become easier; yet the hardest step involves making the vision more clear, boosting the appropriate leadership and knowledge service working, developing real team sharing values and installing the working method. Although organizations may have started developing their Intranet, it is not going to produce significant results until the pillars of Collective Management are well established. They may be using it for information or communication purposes, still Collective Management knowledge won't be maximized until we start developing skills and creating service knowledge workers from our service hotel workers.

Another important question to ask by developing this Intranet knowledge Community system is how could we encourage worker's participation, but not forgetting, at the same time, service priorities and other work issues. After all we have to admit that before knowledge, they are service workers and they should be attending to guests as their first

commitment. Should everyone reliable then be exposed to that strategic information? Should everyone capable be participating in projects within the Intranet and being productive? Could we free up some employees –maybe the most capable- to invest more time-sharing and enriching knowledge within the Intranet? Or, even participating in organization projects within hotels through discussion forums. Could we implant a sort of Google 20% rule by liberating certain people working in-group projects within the Intranet?

There must be also a moderator and Intranet leader. This person in charge will lead what's happening there. Among much information, what ought to be highlighted? Or, what shall we emphasize the most? Who is benefitting from this knowledge? How could we better structure information, participation, clean up, or procedures within the Intranet?

I see the Intranet Community Manager (I-CM) a very important and strategic position within the company in Collective Management. After all he or she, will be the gatekeeper and "gate-master" of all company knowledge. Participation within the Intranet, to be productive, must follow certain rules, so he is the key person to put order. The whole system wouldn't work either way, if top management is not there encouraging; could we evaluate the quality of Intranet participation within the job evaluation performance?

The I-Community Manager must also have a high managerial position if the purpose is boosting and sharing Company knowledge; when the organization gathers "tons" of information from service knowledge workers and hotels.





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**Financial information and advances in Cost Saving Balance Score Card from every hotel:**

In our Open-Book-Management working philosophy we share all financial results and performance with the purpose of taking all advantage; and, why not to say it, to compete with the appropriate behaviour.

**Company processes, work flow**

**charts:** We all recognize the best standard, but C-M purpose is to improve it constantly, and to share it with everyone. What's the

current working process? Has the best practice improved –and be proved with results- and could it be set as a new standard?

**Vision and values:** The whole system, by its participation, must continually enhance C-M values and vision: team work, sincerity, transparency, commitment, humility, self-confidence, company and individual knowledge, innovation, job improvement, shared leadership.

