

AN EXPLORATION OF THE TRANSITION OF A STARTUP ENTERPRISE IN THE SHARED ACCOMMODATION BUSINESS

Maria Socorro (Marrisa) C. L. Fernando¹

Abstract: *The study is a qualitative research using interview data to determine the characteristics of the startup enterprise in the shared accommodation business. The data was analyzed using inter-coding analysis for qualitative study. The startup reveals characteristics typical of the organizations the creativity phase of Greiner's organization growth were systems needs to be organized and leadership and management need to set up the strategic direction for the company including better operational management systems. The management and employees aspire to survive this initial phase amidst steep market competition in the sharing accommodation. They need internal process development and set out with a shared future direction. The recommendations in this study is a response to its current situation transitioning to its desired future phase of development.*

Keywords: transition, startup enterprise, shared accommodation, organization growth, service management, inter-coding

Introduction

The focal system of the study is a startup enterprise which is a sharing economy condominium vacation rental which started operations in 2014. The sharing economy business is a disruptive business model highlighting the ability and preference of individuals to rent or borrow goods rather than owning or buying them. This study utilized concepts from Greiner's Organization Evolution (1972, 1998, cited in Jones, 2015); Service Model Canvas (Turner, 2015), the and SOAR (Stavros and Hinrichs, 2009) to analyze the transition stage of the startup.

Organization growth curve Greiner (1972,1998, cited in Jones, 2015) describes the various stages of organization growth into various phases as follows:

Creativity. In the initial stage of an organization, the emphasis is on creating both a product and a market. The founders of the company are usually technically or entrepreneurially oriented, and they generally disregard management activities; their physical and mental energies are absorbed entirely by making and selling the services or the product. Communication with and among employees is frequent and informal. Work is rewarded by modest salaries and the promise of ownership benefits. Decisions and motivation highly consider the feedback from the customers or marketplace; management acts as customers react. Creative activities are essential for a company to get started and as the company grows, these very activities become the problem. At this

stage, a crisis of leadership arises with the need for a strong manager who has the necessary knowledge and skills to introduce new business strategies and practices.

Direction. As the company survives the first phase by putting in a capable business manager, the company usually embarks on a period of sustained growth with the able and directive leader. A

¹Maria Socorro (Marrisa) C. L. Fernando, Ph.D. Associate Program Director and Lecturer, MMOD Graduate School of Business Assumption University of Thailand