

Challenging Organisations and Society

reflective hybrids®

Grasping the Multiple Facets of Intelligence

Editors: Maria Spindler and Christian Stary

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COS is the first journal to be dedicated to the rapidly growing requirements of reflective hybrids in our complex 21st-century organisations and society. Its international and multidisciplinary approaches balance theory and practice and show a wide range of perspectives in and between organisations and society. Being global and diverse in thinking and acting outside the box are the targets for its authors and readers in management, consulting and science.

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Sonja Wimmer and Maria Spindler

Interview: Future of AI in the High Quality Boutique Hotel Business

Maria: You are owner and CEO of one of the leading boutique hotels in Vienna. Your open secret is high quality. Over the last 10 years you've developed your own model to introduce high quality into your hotel, and to the hotel business in Vienna. What is your secret and what role does AI play in your hotel?

Sonja: Our open secret is a “harmonious overall experience for the guest”. What I know for sure is: in my hotel business, the future is with AI because it has the advantages of increasing quality and individualising service, and it is cost efficient. For instance, robots can support routines and increase quality. They have access to knowledge, like Alexa today. They can answer questions of the guests like, “Do you have food for people with allergies?” They can find out what allergy the guest has and what the hotel could offer. This knowledge about the guest's special needs can be distributed to all involved hotel employees. So we can improve our individualised service for this special guest, who can thus better experience the “harmonious overall experience for the guest”.

Maria: To be in contact with a robot is special for humans¹; at the same time we are becoming more and more used to it. How do the guests respond to robots nowadays? And how do you see the future?

Sonja: Robots can support guests with knowledge and translation work and can connect their individualised requests with the service units and employees of the hotel. AI can address not only the guest in the hotel but also the

1 Cf. <https://www.independent.co.uk/life-style/gadgets-and-tech/features/robot-carer-elderly-people-loneliness-ageing-population-care-homes-a8659801.html>.

potential guest with programmatic advertising. The more the system is in use, the more data it collects, the more specifically and holistically the target groups are addressed. Live ads can be placed on the guest's device, varying with conditions such as weather or location.

Maria: Innovative technology is a big investment. The hotel business is known for tight budgets; the competition is high, especially when the strategy is not unique. At the same time, you challenge your organisation and management to combine high quality and cutting-edge technology. This implies that you really know what you want, that you have a strong strategic desire for your hotel and an excellent management. How do you invest in creating future, leadership and corporate culture?

Sonja: I am interested in programmatic advertising (PA). Individualised ads in live time, e.g. when the outdoor temperature is very cold, the hotel sends an ad about its spa to a selected group of potential guests with their special preferences regarding activities. Therefore we have to collect data from our guests and potential guests. It is forbidden by law to use personal data, but what can be used is behaviour and reactions to ads on the hotel website. This programme combines what guests clicked on the campaign under which circumstances. The system learns by itself: the more often it is used, the more it can learn. Thus future campaigns become more and more effective. The data collected in the system interacts with the people on the website. Targeting develops especially when a client buys something, as this decision is a strong indicator for generating business. The system is programmed to react to decisions more strongly. Programmatic advertising in Austria is still in its infancy; at the moment it is more realised in Scandinavian countries.

At the moment I am installing a revenue management system that integrates data from the PMS (property management system), google analytics about the behaviour of our potential guest on our own website, the weather, arrivals at the airport in Vienna, the guest rating and the rates of our competitors. It calculates the optimised rates for the room per day using an algorithm

which includes complex data and develops itself by collecting lookalikes over the time.

Maria: Robots are machines, they don't get tired, they can always be friendly when so programmed, they can learn and expand their knowledge. You have a 365/24/7 service. What are the opportunities regarding AI?

Sonja: The opportunities are to provide a high standard of information for our multicultural guests in all languages over the world. Chinese guests for instance are very ambitious; they only book a hotel when the service standards (payment methods, twin rooms) are the same as at home, and AI helps to support such guests on their customer journey 24/7 without providing an employee who speaks Chinese.

Maria: At this point I have to raise the ethical question: How does this influence us as humans, our society? What do we have to be considerate of and aware of?

Sonja: We as humans are becoming completely transparent. Data can be used in so many different ways. Will our society go in the same direction as China, where humans are evaluated socially, e.g. one person does not recognise the president, and thus negative behaviour is collected and made transparent? Social ostracism can lead to disadvantages for my future options, e.g. a place for my kid in a kindergarten, jobs, health, carbon footprint.

Maria: Thank you, Sonja. Talking to you shows again that as we humans become more exposed, we have to consider the impacts of AI together and raise our awareness of the benefits, prejudice and losses.

About the Authors

Stefan Doblhofer studied Catholic theology, MBA at INSEAD in Fontainebleau/France, formation as a Systemic Organizational Consultant. Head of the Afro-Asian Institute of Graz, founder of a software company in Chile. 1997 – 2004 consultant and Deputy Head of Hernstein Institute, one of the leading German-speaking management institutions. Since 2004, freelance consultant, facilitator and coach. Focuses on change projects, organisational and leadership development, and innovation. Worked throughout Europe, the Americas, China and Eastern Asia, and Africa. Author of a German book and numerous articles on management topics. Partner of ZukunftsInstitut. Visiting fellow at Warwick University, UK and TU Graz, Austria.

Gregor Famira holds degrees in both law and business. He is an attorney-at-law and partner of an international law firm. Gregor spends most of his business life in Austria and the southeast-European region, building organisations and helping his clients to do so. As a lawyer, he is involved in several AI-driven businesses, and their challenges both from a legal and social perspective.

Alexandra Rotter has been working as a journalist for various magazines in the fields of economics and technology. She is specialised in the topics Artificial Intelligence, Robots, Human Enhancements and Cyborgism as well as leadership, power and digitisation. Alexandra studied art history at the University of Vienna and the University of Lausanne. She lives in Ahungalla, Sri Lanka and Vienna, Austria.

Christian Stary is currently head and full professor of Business Informatics-Communications Engineering, and JKU Knowledge Management Competence Centre at Johannes Kepler University in Linz, Austria. His research interests are knowledge elicitation and representation, and distributed socio-technical system development for learning support and organisational development. He regularly chairs various international projects and events,

such as the Journal of Interaction Science (editor-in-chief), the International Council on Knowledge Management (head of board), and COS. His recent work targets contextual process design, method appropriation, and digitalisation of production. As elected member of the Leibniz Society Berlin (a German Academy of Sciences) he reflects on transhumanist developments in the Emergent Systems working group.

Maria Spindler, PHD, has been an international organisational consultant for 25 years in the area of economics as well as for NGOs. She has lectured at universities in Europe and the US on the subjects of organisation and leadership, corporate culture, power, strategy development, and group dynamics. Her book publications deal with new power, co-creating a shared future, inventing tailor-made organisations, leadership systems and structures and artificial intelligence. Maria founded the COS-Journal in 2011 and has been its chief editor since then. She co-founded the COS Collective EEIG in 2016 and is currently its CEO.

Liselotte Zvacek, Dr, management consultant, leadership coach and lecturer at different universities in Austria; teaching trainer (train the trainer) of OEGGO (Austrian Society of Group Dynamics and Organisational Development) and member of the board of OEGGO (2000-02 and 2012-18); facilitator at the Graduate School of Business of Stanford University (USA) 2011-15; member of the faculty of the Hernstein Institute; member of NTL (National Training Laboratories Institute, USA), photographer. liselotte@cos-collective.com

Sonja Wimmer, Mag., is Managing Director and General Manager of the boutique hotel The Harmonie Vienna in Vienna's ninth district. In 2003 she completed her studies of business administration at the Wirtschaftsuniversität Wien. In 2013 she led a complete refurbishment and new hotel concept with focus on continuous sustainable quality development. In 2017 she was chosen as Austria's hotelier of the year. Her innovative approaches guarantee her continual presence in the media. Artificial Intelligence is an important part of the future digitalisation of the tourism branch.

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For more information please contact:

Dr. Andrea Schueller: andrea@cos-collective.com

Dr. Maria Spindler: maria@cos-collective.com

Costs approx.: € 5.600,- + VAT

Become a Friend & Member of COS!

Join the COS movement and become a Friend&Member of COS! COS is a home for reflective hybrids and a growing platform for co-creation of meaningful, innovative forms of working & living in and for organizations and society, between and beyond theory and practice. We invite you to become an active member of COS.

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Please send your application for membership to office@cos-collective.com

Join COS, a Home for Reflective Hybrids

The future is an unknown garment that invites us to weave our lives into it. How these garments will fit, cover, colour, connect and suit us lies in our (collective) hands. Many garments from the past have become too tight, too grey, too something...and the call for new shapes and textures is acknowledged by many. Yet changing clothes leaves one naked, half dressed in between. Let's connect in this creative, vulnerable space and cut, weave and stitch together.

Our target group is reflective hybrids – leaders, scientists, consultants, and researchers from all over the world who dare to be and act complex. Multi-layered topics require multidimensional approaches that are, on the one hand, interdisciplinary and, on the other hand, linked to theory and practice, making the various truths and perspectives mutually useful.

If you feel you are a reflective hybrid you are very welcome to join our COS movement, for instance by:

- Visiting our website: www.cos-collective.com
- Getting in touch with COS-Creations. A space for personal & collective development, transformation and learning. Visit our website: www.cos-collective.com
- Following our COS-Conference online: www.cos-collective.com
- Subscribing to our newsletter: see www.cos-collective.com
- Subscribing to the COS Journal: see www.cos-collective.com
- Ordering single articles from the COS Journal: www.cos-collective.com
- Becoming a member of our LinkedIn group: go to www.linkedin.com and type in "Challenging Organisations and Society.reflective hybrids" or contact Tonnie van der Zouwen: office@cos-collective.com

SAVE THE DATE: 9. – 13. November 2020, Venedig

Fokussierte Teamintelligenz erleben Selbstorganisationstraining, 5-tägig

Auf dieser Lernreise zur Quelle der Selbstorganisation schärfen Sie Ihren Kompass für wirksames, co-kreatives Handeln im Team. Sie verfeinern ihr Sensorium für innere und äußere Prozesse und lernen, wie Sie durch fokussierte Aufmerksamkeit Steuerungsimpulse aus der Tiefe ihres Organismus generieren.

Als Teil eines werdenden Teams auf Zeit steigern Sie Ihre Fähigkeiten für kreative high performance und tanken Impulse, wie Sie Teamintelligenz für Wandel und Innovation in Organisationen und größeren Feldern nutzen.

Inhalte

- Bausteine erfolgreicher Teamentwicklung: Intention und Zielfindung in Komplexität und Ungewissheit – common ground und individuelle Freiheit balancieren – Fähigkeiten erkennen & nutzen – aneinander wachsen – Schwellen überwinden – Geschichte schreiben & immer wieder Neuland betreten ...
- Selbstsicher und berührbar im Kontakt die eigene Wirkung erfahren & entfalten
- Konstruktiver, achtsamer Umgang mit Unterschieden und Konflikt
- Geteilte Führung und Einfluss auf Augenhöhe; Vertrauen
- Flow generieren und halten: Engagement, Energiehaushalt und Begeisterung
- Freiraum schaffen wenn sich alles im Kreis dreht: Eigendynamik auflösen oder nutzen? Negative Teamtrancen erkennen und verändern – positive Verstärkung initiieren
- Das Eigene im Ganzen leben
- ...

Zielgruppe

GestalterInnen, Führungskräfte, Kreative aller Felder & Branchen; Menschen, mit Bezug und Interesse für Teams und Selbstorganisation, individuell und kollektiv. Alle, die ihr Repertoire jenseits von und in Ergänzung zu digitaler Fremdsteuerung, Hierarchie, (agiler) Programme ausweiten wollen und notwendigen Wandel, neue Arbeitsformen, Innovation in Organisationen und Gesellschaft – digital und analog – vorantreiben.

Motto: Mehr Maschine braucht mehr Mensch! ... die COS Conference 2019 und dieses COS Journal lassen grüßen! :-)

Termin & Ort

9. – 13. November 2020, Palazzo Contarini della Porta di Ferro, Venedig

Die Geografie von Stadt, Lagune und der Palazzo aus dem 14. Jahrhundert bieten die ideale Lernumgebung: endloser Formenreichtum zwischen fest und flüssig, Verbindung von Tradition und Zukunft und Balance von Verfall, einfachem Leben und Superlativ.

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