**Revisitingda Actorar Netwqwork Theorysss: Digiqwetally Transfoqrming Hosepitality anxd Touvrism iln deveqeloping couqntries**

# Introduction

Tourism and hospitality are important drivers of economic growth and development in many developing countries. Tourism is often one of the largest foreign currency earners for many developing countries and a major contributor to job creation and poverty reduction (World Tourism Organization, 2019). The hospitality industry, which includes accommodation, food and beverage services, and transportation, is a key component of the tourism industry and plays a critical role in supporting the growth of tourism in many developing countries.

# Related research

## Digital transformation

We can see that little or no research has discussed the digital transformation in the context of condotel which is completely different from traditional form of ownerships of resort or hotel. Also, there is not much discussion on how digital transformation take places in brand-newly established hotels or resorts. Our study can contribute to that gap.

## ANT and translation

Actor-network theory (ANT) has been widely used in various fields, such as science and technology studies, sociology, and anthropology, to understand the dynamic process of translation. Translation in ANT refers to the process of how actors and networks are connected and translated into different forms and meanings (Latour, 2005).

The literature also suggests that the translation process in ANT is not linear but rather cyclical and dynamic, with the phases often overlapping and recurring (Law & Hassard, 1999). Additionally, the literature suggests that the translation process can have significant impacts on both social and technical systems, and the process is always a continuous and dynamic process that involves the constant negotiation and renegotiation of relationships among actors (Callon, 1986).

## Our proposed theoretical framework

Digital transformation can be seen as a translation process due to its complexity, involving multiple stakeholders, a mix of human and non-human actors, and the need for mobilization, negotiation, and communication to establish stability. We will use the concept of translation as our theoretical framework to analyze the digital transformation process of the condotel resort project.

# Research methods

# The case

TheA resort is a largest condotel project located in a world top beautiful beach located in a central provinces of Vietnam. The resort is built on a 29-hectare area, consisting of 4 hotel towers and 126 shopvillas. The resort are designed to standard, 90% of the apartments are facing the sea. The resort is a combination of entertainment and leisure "All in one" to become an effective investment destination with sustainable profits from diverse and abundant customers throughout the year, bringing the best quality vacation experiences.

TheA Resort project in Cam Ranh was approved by the provincial government in 2008, alongside other projects in the Long Beach area. Initially, the project was planned to consist solely of villas. In 2018, a new investor, referred to as TACom, acquired the project and applied for an amendment to the investment license to include four 22-floor towers and 126 shophouse villas. TACom collaborated with various partners to design the architecture and landscaping, as well as with major real estate companies to market and sell the project. These companies launched extensive marketing campaigns through social media, newspapers, and billboards.

With prices ranging from $50,000 to $100,000 per apartment, the project was well-received by investors interested in luxury vacations. TACom's ownership policy also proved attractive, offering three options: owners could use the apartments for their own stay, self-manage them, or entrust them to TACom for yearly share profits. However, the project faced several setbacks. The Ministry of Defense required that two of the towers be reduced in height to accommodate future airport expansion plans, leading to significant downsizing and the need to return deposit money to affected customers. Additionally, the project encountered several scandals, as TACom's application for a plan amendment had not been officially approved, leading to a halt in construction.

This caused anger among customers, many of whom gathered and hired attorneys to request that TACom cancel the contract and return their money. TACom rejected these requests. In late 2019, TACom received approval for the amendment and became more aggressive in rejecting customers' requests to cancel the contract. Then, the Covid-19 pandemic hit the country, and in 2020 and early 2021, Vietnam was under strict disease control. To avoid penalties for project delays, TACom decided to hand over the apartments to customers, offering a one-year rental policy as a compromise.

First was the service price, TACom wanted a high amount which made owners have no profit. After some negotiation, TACom agreed to give a discount of 30% for 3 months. Second was the criteria of things used in the room. TACom required all the detailed list of things must be included. A team was missioned to plan what need to be supplied. All the coordination was done via Zalo and Google spreadsheet. In two days, all the things were shipped to the resort for approval. Despite these efforts, the payment collection issue remained a problem. TACom insisted that the owners directly contact guests to ask for money, which caused difficulties for the owners as they were unsure of how to handle this aspect of the business. The group members were still grappling with how to effectively manage the resort and make it profitable. They were considering different options, such as hiring a professional company to help with negotiations and management, but the situation was still uncertain. Overall, the group members were facing many challenges in running their self-run business at the resort and were still trying to find solutions to these issues.

# Findings and discussions

As argued earlier, we conceptualize the digital transformation process in a self-running business group at the multi-owners resort as a translation process. We now use theoretical lens to analyze our data.

Parallel problematization

* TACom: provide equal standard to guests
* Owner group: monopoly to service provision is bad for business

Time-series translations

* Self-provisioned services
* Use OTAs services

A silent obligatory passing point

* OTAs

Instant messengers and Spreadsheet

* Taken for granted
* Hidden infrastructure
* Roles of these tools in digital transformation