Cover Page.

Introduction.

# Description of the company.

1. Agoda, a subsidiary of Booking Holdings, is a well-known online travel company and is renowned for its cutting-edge technology and extensive offerings in travel, accommodations, flights, and airport transfers.

# Company History.

The predecessor of Agoda originated from a partnership between two startups, plantheholiday.com and precisionreversation.com. According to Agoda's website, Agoda was officially co-founded by Michael Kenny and Robert Roenstein in Singapore with over 7,

## Management Team

Omri Morgenshtern – Chief Executive Officer

## Omri Morgenshtern assumed the position of CEO at Agoda in July 2022. With a background in technology and data, Morgenshtern has led Agoda to strong growth in the post-pandemic period. Throughout his career, he has contributed to Agoda in

Robert Rosenstein – Co-founder and Chairman of the Board.

Robert Rosenstein is one of the two co-founders of Agoda. He held the positions of CEO for 10 years before transitioning to the role of Chairman in 2018. Additionally, Rosenstein is also a strategic consultant for Booking Holdings Inc. [4

Damien Pfirsch – Chief Commercial Officer

Damien joined Agoda in 2012 and in his role as Chief Commercial Officer, Damien Pfirsch is responsible for establishing strategic relationships and partnerships with stakeholders across various industries. He oversees Agoda's Strategic Partnerships, Key

Idan Zalzberg – Chief Technology Officer

Idan Zalzberg has held multiple roles within the company since 2014 and is currently Agoda's Chief Technology Officer. In addition, he is also the co-founder of Qlika along with Morgenshtern.

Mai-Linh Bui – Chief Financial Officer

Mai-Linh Bui became Agoda's Chief Financial Officer in 2022. Her job is to manage the company's finance functions across all branches worldwide.

ITTAI Chorev – Chief Product Officer.

1. Ittai Chorev is the Chief Product Officer at Agoda.

Eliana Carmel – Chief People Officer.

Eliana Carmel is currently the Chief People Officer at Agoda, leading the company's Human Resources team.

Matteo Frigerio – Chief Marketing Officer.

1. Matteo Frigerio - Agoda's Chief Marketing Officer

Tom Thomas – General Counsel.

With nearly 20 years of legal experience, Tom Thomas is the General Counsel at Agoda and leads Agoda's global legal department. His job is to handle various legal matters and risk management. [11]

Timothy Hughes – Vice President, Corporate Development.

Timothy Hughes, the Vice President of Corporate Development at Agoda, focuses on investment and acquisition activities, joining the company in 2012 with previous roles in marketing and business development. His background includes positions at Travelport, Expedia, and Orbitz, and experiences

Company Size.

Agoda's scale of operations includes 53 offices worldwide in 96 countries [2]. This proves that Agoda offers diverse travel and accommodation experiences according to customers' various preferences and travel needs.

## 1. With more than 3.9 million hotels and accommodations across 200 countries and territories, Agoda has become one of the leaders in the online travel and accommodation booking industry [2].

Based on this large scale, the number of employees at Agoda reaches 6,700 people [2]. A large workforce dictates the need for significant organizational structure to support expanding operations, technology infrastructure, customer service, and other business functions.

According to Zalzberg - CTO of Agoda, they manage a massive technology infrastructure, including half a million CPU cores that process approximately two trillion Kafka messages and 200 TB of data written per day. Agoda's services operate primarily on its own private cloud, with

Geographical Location.

1. As a multinational company, Agoda has offices and workforce in more than 50 cities around the world.

## Mission statement, vision, objectives, and goals.

According to Agoda's official website, the main mission is to simplify travel for diverse customers by offering affordable options for accommodation, air travel, and various travel activities. The company places a high priority on ensuring a smooth and user-friendly booking experience, aiming to make the travel planning process

## In pursuing long-term growth, Agoda has strategically focused on key business innovations and expanding its market reach. The central goal is to boost sales through increased bookings, anticipating positive impacts on customer satisfaction, company profits, and employee morale. The company also emphasizes enhancing

Concurrently, Agoda is working on extending its influence in the market, particularly in North America, aiming to establish itself as a leader in the online travel sector. This involves strengthening media relations, raising public awareness through targeted engagement with prominent media outlets, and actively seeking business-

For 2023, Agoda's primary goal is to facilitate travel experiences centered around reuniting with loved ones. The company's survey identifies key travel trends, including wellness, culinary exploration, arts and culture, adventure, and celebrating milestones. This

Services Description.

Agoda has partnerships with many travel and accommodation providers, including hotels, private hosts, and airlines. This allows the company to offer a variety of travel deals. Specifically, Agoda's platform allows customers to access services at preferential prices at over 2.9 million hotels and

## Target market.

Agoda's potential market includes two main customer groups: individual tourists and hotels. The company attracts tourists with its wide range of accommodation options and travel services as well as its convenient and easy access. Meanwhile, hotels are an integral part of Agoda's operations because they provide the accommod

## Competitors and competitive advantages.

Agoda operates in the highly competitive online travel agency (OTA) market, with some of its key competitors including major companies such as Expedia, Airbnb, Google Travel, Vrbo, TripAdvisor, Hotels.com, and Trivago, etc. [

## 1. The key differentiating factors for these companies are their geographic focus and brand strategy.

Although Agoda competes in a dynamic and diverse market with many large companies, each with its own strengths and strategies, Agoda still affirms its position in this competitive context.

Analysis and Recommendations.

Leadership approaches of Agoda's leaders.

# Omri Morgenshtern – CEO of Agoda.

## In the interview with Agoda's CEO, the leadership approach of Omri Morgenshtein includes transformational, participative, situational, technocratic, and inclusive leadership. [20]

### 1. Transformational leadership, as conceptualized by Burns [21] and later expanded by Bass [22], is characterized by leaders who inspire and motivate their followers beyond immediate self-interests, focusing on company needs.

1. The participative (democratic) leadership approach is rooted in the work of Lewin et al. [23], which emphasizes participatory processes in decision-making, encouraging group members to share their ideas and opinions, thus fostering a sense of group equality and collaboration.

1. Situational leadership is developed by Hersey and Blanchard [24], which posits that effective leadership is dependent on the readiness and competence of the followers.

Technocratic leadership focuses on leaders who have expert knowledge and skills in their domain. These leaders use their technical expertise and understanding to guide their teams and organizations towards success. [25] Morgenshtern's strong technical background and his focus on leveraging technology for Agoda's growth are

Hollander [26] defines inclusive leadership as creating an environment of respect, connectedness, and diversity where different perspectives are valued and encouraged. Inclusive leaders are aware of their own biases and seek to create diverse teams to leverage the full potential of their workforce. M

Mai-Linh Bui – Chief Financial Officer of Agoda.

According to her interview, Mai-Linh Bui's leadership style at Agoda is a combination of servant, transformational, inclusive, participative, and visionary leadership style [27]. This multifaceted leadership approach is instrumental in leading a diverse and dynamic Finance team, ens

### Servant leadership is characterized by the leader's focus on serving the needs of their team members, fostering their development, and facilitating their performance, conceptualized by Greenleaf [28]. This approach emphasizes empathy, listening, and the nurturing of individuals and communities. B

Similar to Morgensgtern, Bui also has a transformational leadership style. Bui’s approach to creating a diverse, skilled, and engaged Finance team, and her aspirations to innovate in the fintech space, reflect transformational leadership qualities, particularly in terms of inspirational

As described above, the core principle of inclusive leadership is evident in Bui's appreciation for the diverse backgrounds, personalities, and working styles of her team members. Besides, this leadership style is completely suitable as she enjoys the richness of ideas that discussions with the group bring.

\* Instead of "Besides," use "In addition to."

Bennett and Nanus [29] highlight that visionary leadership involves articulating a clear and compelling vision for the future, inspiring people to engage with this vision, and enabling them to realize it. Visionary leaders are known for their ability to see beyond the present, anticipate future

Justification for the chosen leadership approaches applicability at Agoda.

Both leaders' approaches are appropriate for Agoda due to the dynamic nature of the travel industry. Morgan's technological innovation aligns with the need for continuous advancements, while Bui's focus on fintech innovation ensures financial operations stay aligned with industry trends.

## Morningstar's adaptability and collaboration are essential for Agoda's culture of moving fast and being entrepreneurial. Buir's inclusive and diverse leadership fits well with Agoda's global workforce, creating an environment that values different perspectives and backgrounds.

Morningstar's customer-centric approach and Bui's emphasis on employees' contributions are in line with Agoda's strategic objectives. The combination of visionary and servant leadership creates a balance between long-term goals and day-to-day operational effectiveness.

Agoda's organizational structure.

1. As of 2023, Agoda's organizational structure follows a hierarchical structure, including functional departments.

## Agoda's Challenges and Strategies.

In the online travel industry, Agoda faces challenges related to customers, competitors, and the complexity of partnerships.

## Customer-related challenges.

Customer preferences and expectations pose significant challenges to the online travel industry. Modern consumers are increasingly concerned about environmental issues when deciding on travel options. According to a report by the American Hotel & Lodging Association, 68% of consumers consider climate change to be an emergency. This

To deal with customer-related challenges, Agoda needs to adopt strategies that focus on personalized experiences.

Competitors-related challenges.

The adhesion (not adhesion) of various non-travel units into the travel booking field signals a change in consumer behavior and increased competition in the online travel industry. In such a competitive environment, differentiation (not difference) becomes a decisive factor for survival and development. Agoda

To address competitive challenges, Agoda should focus on developing exclusive partnerships, loyalty programs, and implementing cutting-edge technology to help Agoda stand out in the competitive market.

Partnership-related challenges.

Partnerships have always been extremely important for the online travel industry, including relationships with hotels, airlines, and other service providers. Managing these partnerships is complex, involving adjusting to partners' different goals and expectations. Therefore, effective cooperation is important to bring the best experience to customers as

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