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### Power transfer between management generations at famous hotels in Vietnam

<sup>1</sup> Vo Khac Truong Thanh, <sup>2</sup> Dinh Hoang Anh Tuan

<sup>1</sup> University of Phan Thiet, Vietnam

<sup>2</sup> HCMC University of Technology and Education, Vietnam

Corresponding Author: **Vo Khac Truong Thanh**

#### Abstract

From palatial, magnificent hotels to simple, cheap hotels that tourists we have the opportunity to visit to relieve stress in study, work and a place for us to rest after A long business trip will bring us services to create satisfaction for our guests. The job seems simple, but the hotels are always attentive and meticulous in style and attitude. the level of management, of the staff every day. They always want to give their guests the best experience of their hotel. However, their styles, attitudes, services and customers have different characteristics. Long-term retention or not is also a thorny issue that business leaders have to face. When the hands of the clock continue to rotate at the same time as age and

health are not as good as before, they have to find people. have enough ability to help them continue to maintain the development of a business in general and the hotel in particular. Some people will find talented people in management, but others will not. I want to pass it on to my next generation. And will the next generation have enough knowledge, experience and experience to take over? On the basis of analysis of power transfer between generations, the article proposes a number of solutions to maintain and develop to improve the quality of the new generation at Vietnamese-speaking hotels.

**Keywords:** Power Transition, Famous Hotel, Management Generations, Vietnam

#### 1. Introduction to research problem

“The biggest challenge that family businesses face during the transition is reconciling the difference in ideology between the transferring generation and the next generation.” Generation transfer is not simply a change of power or a "shift" from the "father" to the "son" generation, but behind it is also a transfer of career and fortune that many Vietnamese businesses have worked so hard to build. for many years, not to mention the "huge" fortune in influential family businesses. With many conflicting factors that can occur during the transition, the two generations will face challenges, which can easily lead to consequences. Therefore, in order to avoid risks on business owners, hotels must have a long-term investment strategy, establishing game rules from the very beginning. In countries around the world, generations of family businesses have a large and wide scale. Inheritance is clearly defined. When it comes to business, we often include family and vice versa. To solve this problem, it is necessary to separate it into 2 separate problems.

When children are born, they know their inheritance rights, when they reach what age they will participate in running the business. In case they do not participate in the operation, they still have the right to inherit the benefits that their family business has built. But in Vietnam, family businesses often do not attach importance to legal issues. Their business is owned and operated, but sometimes they ask their aunt and uncle to name the business. When there is a dispute, disagreement or the business owner is no longer there, they may lose all their assets because of the above. papers, their business is in someone else's name.

On the other hand, the governance rules in Vietnamese family businesses still lack the rules from the very beginning, and there is no clear legal copy of shareholder rules. Therefore, it is necessary to build a clear and transparent organizational structure; then clearly distinguish at home and at work. "If you set up the "rules of the game" right from the start of the business operators, it will limit the risks for businesses and hotels."

#### 2. Research issues overview

Power transfer is not simply the replacement of the leader's face but the restructuring of power networks. Power transfer between generations in Vietnam is an urgent matter to maintain and develop. famous hotel enterprises in Vietnam.

Each business organization always consists of many people, each individual has its own personality, unique circumstances and different positions. However, the task of the head of an enterprise or the successor to the transfer of power in an enterprise must be the one who is always responsible, always in a ready-to-work posture, with an appropriate leadership style. With subordinates, giving ideas, plans, strategies to promote business development, an excellent leader is able to bring the company to success even though the plan and organization are not really good, but will inevitably fail if leadership is poor. The selection of people to transfer power is a difficult issue, which can be seen in family businesses or large companies in Vietnam "choose the right way." Choose the people and choose the time. So, what are the signs that herald the right time to transfer generations?

According to data from the Vietnam Chamber of Commerce and Industry, out of a total of 750,000 enterprises in the country, up to 76% are private enterprises. The region is contributing 43% of the country's GDP. Of which, the 100 largest family businesses alone contribute 25% of GDP. Despite its important position, family businesses currently face many challenges, especially the issue of transferring to the next generation.

In the current trend, there are two ways of transferring power in leadership. That is transfer to relatives, also known as nepotism and transfer to trained people who have the capacity and qualities suitable for the general development of the company in accordance with the proposed orientation.

According to Mr. Phan Duc Hieu, Deputy Director of the Central Institute for Economic Management (CIEM), he has identified the failure of power transfer of business generation in Vietnam: "the big challenge that family businesses face encountered during the transition is to reconcile the difference in ideology between the transitioning generation and the succeeding generation." Or a recent study by the Global Integration Business Consulting Company (GIBC) shows that very few family companies have a methodical transfer plan, the rest are very emotional and unprofessional. Assets shrink. Explaining this issue, he said that Vietnamese private enterprises have 30 years of development but are still considered young by two factors.

Firstly, the quality of corporate governance in Vietnam is still weak when the CG scorecards of listed companies are always very low in the ASEAN region. For public and unlisted companies, the level of corporate governance weakness is even lower. Second, the leadership class of private enterprises after 30 years began to grow old and weak, so there is an increasing need to transfer leadership rights to children and grandchildren. "The above fact shows that many businesses are currently struggling with the problem of transferring businesses to the next generation". Currently, the governance model is usually the centralized management of power in the father's generation, the child's generation is the delegating school. Conflict between two generations may arise, the child is unfamiliar with the job leading to unable to control the business. Therefore, to avoid this risk, the expert believes that business owners must have long-term strategic thinking.

In the event that the first generation loses or does not participate in governance, the second generation will either unite or will begin to split. If the second generation does not build strong relationships and friendships, the third generation will find it harder to unite. And the consequential

fall of an empire may begin in this generation. According to the Family and Business Institute (TFFI), only 30% of family businesses survive to a second generation and only 12% can pass on to a third generation. But a successful transfer doesn't mean everything will go smoothly. The most noticeable is the education gap between the first and second generations. Therefore, the adaptation to technology is still slow. For the transferee generation, they will have to satisfy criteria such as attachment to the family business, ability to match and clear goals. Only when both generations (transferring and receiving transfer) find a common voice, then the transfer process will be able to take place smoothly and beneficial to the long-term development of an enterprise. And whether it is transferring executive and management positions to personnel inside or outside the family, the important thing that business owners must persistently pursue is to always have a sense of improving the quality of management. Company in accordance with international standards and good practices.

Not a family business with a large business that has been operating stably and developing successfully, choosing a successor to make the company strong without slipping is always a difficult problem for businesses. Vietnam. A visionary business owner is one who knows how to find and train the next generation of leaders.

In addition to transferring power to relatives holding key positions of the business, the search and selection of a CEO who can shoulder the responsibility is also of interest to business owners. With these businesses, the path of survival and development will have breakthroughs if you really choose the right people. An economic expert commented that the new leaders of the selected company will face more requirements than their predecessors. Therefore, in order to persuade and lead the whole apparatus, the leader gives an innovative, creative and more important direction than the ability to execute.

In fact, many private enterprises, when transferring, have chosen the option of choosing talented people suitable for the job rather than choosing a family member. However, things do not always go smoothly. There are problems that cause the transition of power in the enterprise to fail, possibly because the shadow of the first generation of leaders is too large. They can be the founders, who shape the company's culture as well as shape the company's development strategy. Therefore, to replace is a difficult choice for many businesses.

Going to the next step is to test the ability to endure, the battlefield bravery of the likely successor. After this period, let them slow down to reflect and gain experience. Finally, give them a boost to see how likely they are to break out. The time of transfer is when the successor receives the trust of shareholders, partners and even talents in the organization. Otherwise, the transfer of power will fail, because shareholders may turn away, talented people do not obey, and competitors seize the opportunity to attack. After finding a suitable person and selecting one of them, the business leader must announce it to everyone. It is very important to note this point because the culture in Vietnam is hidden. When choosing, it is hidden, but when selected, it must be made public. Must let everyone know that this person has the opportunity to replace or succeed so that people around can help the chosen person.

The transition of power can be likened to a relay marathon. No one can run as quickly as someone else. Let the

newcomer catch up with the old one. At that time, the old person slows down and leaves the game. If there is no preparation and training to give the newcomer the flag right away, surely at some point, the business owner will see that the successor is doing very badly, leading to a failed transfer. The day you have never worked as an employee, you will not know how to love employees. If you don't love your employees, why don't you have employees so that you can become the head of the department. But, on a day when you are not the head of the department, you do not know the suffering of the head of the department, when it comes to the director, you do not know how to share it. Finding a successor and successfully transferring power is the noblest task of a business leader if he wants that business to continue to grow forever. However, a lot of businesses have failed and are paying the price for this problem. Vietnamese enterprises prepare to transfer power to the next generation: Transparency in governance and willingness to dialogue are solutions chosen by many businesses when starting a plan to transfer power.

1. Clear division of power.
2. Must be responsible for their work.
3. Need a voice to advise insiders.

In the industrial revolution 4.0, without quick decisions may not exist. The most important thing is to choose the right person, not the best one. That person must be responsible for doing, know how to preserve and continue to build. The hotel is also considered a business, so the primary goal is to make a profit. And the transfer of power after management is also a difficult problem, choosing the right person, the right person, at the right time is not only in terms of the person being transferred but also the problem is in reality. The current competition for how to make a hotel business stand firm and keep its reputation in the market. Competition in business is, after all, competition in terms of cultural quality, civilized quality, and service quality. On the other hand, the fierce competition in all fields, including the hotel business, requires businesses to improve service quality. Determining that importance, each business needs to set out for themselves a strategy, a business goal. An important factor to bring businesses to good performance is service quality - a sharp weapon of sustainability, which is the key to the success of each business, helping businesses gain a brand name and position in the market. In the business process of any hotel and restaurant, in order to be successful and attractive to customers, the important factor is the service staff and how the development strategy, vision strategy of leading a hotel.

The transfer of power between generations of famous Vietnamese hotels is a careful consideration between choosing a person and choosing a strategy, not only choosing a good person will be smooth but also trusting the transfer, the ability to between the transferee and whether the transferee meets the economic needs of the organization, is responsible for the job, and the organization completes the job well. Therefore, a visionary business is one who knows how to find and train the next generation of leaders right from the top. Only in this way can we avoid the risk of a leadership crisis in the process of transferring power between generations in an enterprise.

### 3. Current state

The most fragile stage in the transfer of power is when the business in general or the hotel in particular is the stage of

transferring power from one generation to another. Over the past few years, many business families in Vietnam have entrusted senior management positions to their children. Generation F1, F2 has become popular; gradually creating a business tradition in the private corporations in Vietnam. When referring to the phrase "power transfer", many people immediately think of an internal transfer such as a parent transferring to a child, a sibling transferring to a younger brother, an aunt transferring to a grandchild, but whether "old bamboo, bamboo shoots will grow"? In fact, the problem of finding a suitable successor is still left open.

According to a recent study by Deloitte globally, only 30% of family businesses successfully transfer to the 2nd generation and only 12% successfully transfer to the 3rd generation, only 3% to the 3rd generation. 4 and subsequent generations. Therefore, when thinking about the story of generational transfer, businesses need to establish a specific plan and the transferred generation needs to meet a number of factors: Training people with passion and ambition from a young age; foreign Language; as well as accumulate experience in the field of implementation for a long period of time. After all, in any relationship, it is also an asset of the business - how to be able to connect, be trusted from your own business.

Many business families face difficulties because of conflicts of opinion because each person has different personalities, sometimes children do not accept their parents' inheritance or parents are often dominated by prejudices and automatically do not accept their children. something other than your own. Each individual is unique, no two alike leading to frequent disagreements. "Creating a career is difficult, maintaining a career is even harder." Most of the businessmen's children go to study abroad, when they return to take over the company, they bring integration knowledge and international relations network, helping the business to "expand the territory" But the downside is many. Conflict has occurred due to the difference in international environment and domestic business, the culture of the F2, F3 generation has a difference with the F1 generation. F1 will feel the burden of responsibility is too great for their strength, how to overcome the shadow of the previous generation. According to Mr. Tran Phong Lan (Chairman and General Director of Seagroup), the F1 generation must do something to help F2 maintain its business and reduce their burden by corporate governance with two platforms.

The first is to learn management to build a solid legal foundation for the company; clear and transparent management processes, rules and regulations, with specific titles for each member. A family business is also a business, so it needs a good governance system. If the company's general director is the husband, the wife is the chief accountant, and the children work in marketing, it is not necessarily good in the long run because Mr. Lan believes that a body with three heads will not work.

The second foundation that Mr. Lan thinks is very important and has been doing for three years is building the soul, culture, and value chain of the enterprise. Those two means will help F2 ensure a sustainable career, because they share the same beliefs and share the future.

One of the difficult problems for the F2 generation is how to treat the gods and close associates of F1 when transferring the generation. In fact, the gods and associates of F1 have also reached retirement age and it is often difficult to work with F2. The positive point is that the followers can learn

from the development of the previous generation. As family businesses survive and thrive for generations, this will be a place to preserve national identities and bring pride to the nation.

With so many choices today, we can easily find a hotel that suits our needs. Among them, it is impossible not to mention the famous high-quality hotels in Vietnam that have been loved by many customers: Intercontinental Danang Sun Peninsula Resort, Metropole Ha Noi, JW Marriott Hotel Hanoi, Four Seasons, Muong Thanh hospitality, Rex Hotel, Laguna Lang Co, Dalat Palace, Intercontinental Nha Trang, Vinpearl Resort and Grand Hotel Saigon. To have a reputation, these hotels must have talented leaders and transfer of power that is key to the future success of the hotel. Notably, the power transfer between generations of Muong Thanh hotel group (the largest private hotel chain in Indochina).

From the first hotel located in Dien Bien Phu, Vietnam, Muong Thanh Hotel Group has developed into a chain of high-class international standard hotels with nearly 60 member hotels, 11,500 rooms covering all localities. in Vietnam and Southeast Asian countries and there are four hotels under construction. Muong Thanh hotel system with 4 segments: Muong Thanh Luxury, Muong Thanh Grand, Muong Thanh Holiday and Muong Thanh aims to serve the diverse needs of all domestic and international tourists. From the unspoiled nature of the high mountains, through the rich plains, the sea stretches to follow the vibrant cities, big cities. Muong Thanh hotel system parallels and brings satisfaction, trust for domestic and foreign tourists. In 2013, Mr. Than attracted attention when he appointed his first daughter Le Thi Hoang Yen, then 26 years old, as general director of the largest hotel chain in Vietnam. Born in 1987, before joining the family company, Hoang Yen spent seven years studying in the UK, majoring in financial accounting, Birmingham University. She said that before studying abroad, her family did not have a plan to expand a large hotel chain as in the future. Returning home, initially interning at Muong Thanh Hanoi Hotel, she fell in love with the service industry and was especially aware of her father's development orientation, so she dared to try.

Present in Forbes Vietnam's list of 10 female entrepreneurs to succeed in 2018, Yen said: "In fact, when taking over the job, there were more challenges and difficulties than I imagined. But when I think about the responsibility of the next generation for the future of the corporation, I have more motivation to gradually adapt, manage and build a specific development strategy." As with any other family business transition, things did not go smoothly.

When there is a management system, when there is a "head" of activities of Muong Thanh in the localities, it begins to become uniform, with a decentralized management model from top to bottom. One of the biggest challenges facing the service industry is the quality of human resources. Solving the current difficult problem, the CEO of Muong Thanh accepts on-the-job training and cross-training solutions, by transferring experienced employees to work at newly opened locations. If you have the qualifications, you can be appointed according to the motto "Young, enthusiastic, professional can be trained later" but also have the principle: "Moral qualities must be standard. Morality is not hard to forge."

What to do so that more Vietnamese people have the conditions to enjoy services in high-class hotels, equivalent

to 4-5 star international-class hotels; Building a Vietnamese hotel brand so that Vietnamese people can be proud that there is nothing they cannot do is a constant concern in the thoughts of CEO 8X. With the experience of learning from abroad, Yen has applied flexibly to work after learning and understanding the unique characteristics of Muong Thanh. Incorporating a vertical management system into the Group to ensure totality and transparency in management. However, unlike the traditional vertical management model, in Muong Thanh, subordinates are empowered to make more decisions. In just the past few years, Muong Thanh Hotel Group has added nearly 7,000 skilled and dedicated employees.

Muong Thanh is one of the typical examples of successful generation transfer in the hotel industry. Besides, there are still hotels and businesses in Vietnam that fail to transfer, such as the endless lawsuits of Trung Nguyen Group, the series of property disputes in the newspaper, etc. evidence for the failure of intergenerational transfer. Vietnamese private enterprises in general and Vietnamese hotels in particular have undergone 30 years of development but are still considered young. We must really put more effort in the steps of transferring power between generations.

In fact, in Vietnam today, there are still no professional and methodical training programs on domestic power management. Meanwhile, in the world, many famous universities have put their knowledge of domestic use into research and teaching, such as: NUS Business School has a Faculty of Training, Research and Consulting on Enterprises. family; Kellogg Business School has a center specializing in researching, training and consulting Family businesses from start-up - management - capitalization and internationalization; or Harvard University, MIT all have training programs, research centers, scientific journals discussing this issue.

"I think that, in the context of Vietnam, the domestic use model will develop and contribute more to the economy in the future, then majors in management training, entrepreneurship or innovation need to address the following issues: topic of family business in research and teaching" - MSc. Huynh Phuoc Nghia - Deputy Director of Innovation Institute, University of Economics Ho Chi Minh City (UEH).

#### 4. Solution

The transfer of power is not a small matter, we still face many great difficulties, typically in the part of the situation that has been clearly stated above. The phrase "inheritance" has been heard by each of us. quite a lot, families with their own companies, all want their children to be the heirs and take over the inheritance of their parents, but it's not easy. Everyone has their own dreams, so do you, your family builds and develops a company, but you don't want to follow the business, what should you do? From grandparents to parents, then continue to pass it on to generations F1, F2. In life, there is a saying "Starting a career is difficult, maintaining a career is even harder". To be able to continue the family line, to follow in the footsteps of parents to take over the company, it takes a long time to both study and practice knowledge from people around, from different industries, and also from other industries. from other countries .... Parents always carry in themselves the thought that their children must take over the family's career, the old-fashioned difficulty is that they only let their sons have

the right to inherit, these thoughts I think that has added a part of the pressure, more difficult for both parents and children. It is not difficult to wish for our children to continue the lineage we have countless solutions.

The first thing, parents have to relax their thoughts and thoughts to be able to get closer to our children, not to impose antiquated or outdated thoughts on our children to limit their children as much as possible. more sympathetic to this job.

The second thing, if you want to deepen your understanding, let your children practice instead of forcing theory, you can let them in the company to experience. You must have a passion for the business industry, with inheriting the family company to be able to do it. Instead of forcing and forcing you to be like this or that, let's expand your horizons. them and pose many benefits to the work they have to do.

For those who have a lot of faith and desire to be the heir to the family, it can lead to conflicts and conflicts in the family, because everyone wants to be the chosen one, although it is not guaranteed that they will complete it. do that job well. Each person has a personality, a thought, and no one is the same. As first seen, the transfer of power is not a small thing, the bigger the hotel, the more powerful the hotel, the better the leader must be, the more pressure there is. They have to know many things, from things in their own field and in other fields, from their own thoughts to the thoughts of all the clients.... Get the job. It is not an overnight decision, so parents must sympathize with our children

The second difficulty in transferring power is other powers in the hotel. The decision to transfer power cannot be decided by one person. We have to go through the fans, the seniors as well as the staff in the hotel to be able to transfer power. Whether a person can lead or not, everyone can observe how they perform. They must be really talented, have dignity and morality and many other factors to see if they are really worthy of the position they are about to take. Everything is through voting, which are opinions that may or may not be sincere from those around them.

The third difficulty is how the following generations handle the work of the previous generation. Previous generations will have a solution to A, the next generation will have a solution to B, which will again be a big change in the environment they work in. The solution of the next generation may be more effective, and it will also bring a significant loss.

When starting to follow the previous generations, the first thing they need to do is to build relationships with the seniors, the "closet collaborators and associates" of the previous generation to gain more knowledge from the previous generation. Those people will be the people who have a lot of experience here, and we will have to rely on them all the time to be stronger. If there is a way to solve and think about the previous generations, it is all good, but it is still necessary to think and learn carefully before making a decision.

For business people, a leader must be a person full of moral qualities and have a deep background. Most of the people who are transferred to power are family members and descendants. So what if the person being transferred power is someone outside the family? What is the solution to be able to choose a leader who is an outsider? Whether you are a person inside or outside the family, first of all, you must be a talented person, have good morals, master domestic and

foreign market information to be able to take your hotel to a new level and not get lost. later on. Next have to look at their ethics. Leaders must be people who bring together many elements of quality. The most important quality of a leader must be honesty, heart and passion for the work he does. The hotel is not only a place for customers to come and rest, but it is also a place to welcome domestic and foreign guests to stop when they travel. Services such as restaurants, entertainment venues, gyms. Leaders must also grasp the market situation, social trends to bring the hotel's reputation to the public more. Today's society is extremely modern, if they don't catch up with the trend, their hotel will definitely fall behind. It's too easy for young people these days.

In a working environment where there are always disagreements with each other, the transfer of power is an important thing, it is inevitable to disagree. When a person A wants to put a person B to continue to hold that position, but the people C, D, E do not agree with the choice of person B to take power, what to do? It is also quite frustrating and difficult when it comes to the transition of power. Each person has a different thought and point of view, some people think it's okay to bring anyone up, others don't agree with that decision, it's very difficult for the delegator to resolve. But we still have quite a few solutions to solve this problem. As mentioned above, the person who is transferred to power and holds a leadership position must be a person who is good in all aspects and has good morals. The first solution, the person transferring power must see and evaluate the person being transferred by the way they behave and behave at work. If they are normally a talented, virtuous, energetic person at work, always helping people around, then they deserve to be in that position. The second solution is to let them try the job for a while to decide if they can take the position. Before entering a job anywhere, we all have to go through a probationary period, if good, we will be passed and enter the official stage. When you step up to a new level, it also means that you have to bear an additional part of the difficulty and pressure from work. No job is easy, you have to handle large-scale jobs and manage your employees.

Transfer of power is not only transferring the position you are holding to the next person, but also having to transfer jobs, records, customers and many other things. This stage is an extremely difficult and time-consuming stage, just a little mistake in choosing people or during the handover of work, it will generate quite a lot of unexpected things. We need to make a plan of what to do to avoid mistakes and to avoid problems and regrets. Regarding the selection of people, we can through the votes of other staff in the hotel, everyone's evaluation is the fairest, the last is recognition and evaluation. Regarding the handover of work, handover from the easiest things to the most difficult things. We need to be careful in the job transfer step, if any work we are doing is unfinished and can be completed quickly, we have to finish it to avoid having to explain and guide people from the beginning. The above is for family members, but if the person being transferred is someone in the hotel and they already know all the rules and ways of working of the hotel, it will be even easier during the handover.

Each leader will be a different way of handling work. For example, when meeting a difficult guest, in 2018 person A chooses to refuse to cooperate with that guest, in 2022, person B will be transferred to power and choose to accept

and create more benefits. to be able to receive that guest. The hotel environment is much more difficult because one day we have to receive many guests, each customer has each opinion, we cannot meet all those requirements. Each handover is a restructuring of the networks in a new order. It doesn't matter how you work, the important thing is that it works or not, people don't look at how you do it, they only see what you bring is effective or a consequence.

## 5. Conclusion

The transition period is considered a challenging time for hotels. Players who have prepared a long-term strategy will face firmly and successfully complete the assigned tasks. On the other hand, lack of preparation for the long road will easily lead to failure. So how to successfully transfer to another generation and develop the hotel?

Every human being is born with a certain mission, everything in life has a meaning, we have to find it." Each individual is different and the leader will be the one who will play the role of harmonizing all opinions of a group, connecting members together. Since then, leaders receive trust from their own businesses. A dilemma still exists is the sensitivity, lack of transparency, lack of broad vision in the generation transfer process. Therefore, a long-term plan within many years of preparation before the official handover is necessary. The period of contemplation, working to accumulate experience of the successor therefore plays a role as a stepping stone to accelerate the hotel's reach.

The shadow of the successful predecessors invisibly created a psychological part for the next generation to be transferred. The heavy burden of responsibility is always a double-edged sword. If the next generation has good leadership with the right steps, and restructures the power networks well, the development of the hotel will be the story in the near future. And if they don't do better than their predecessors, it will be difficult for businesses and hotels to survive in this field. And one of the problems in the difficulties for the F2 generation is how to treat the close associates of F1 when transferring generations. In fact, the gods of F1 have also reached the age of retirement and it is often difficult to work with F2 because the views and working ways of the two generations are not small.

The advantage of family businesses is that when they have existed and developed for generations, this will be a place to preserve national identities and bring pride to the nation.

"Moral qualities must be standard. Ethics is not hard to forge. 'Employees' attitude always contributes to the success of a business, especially a hotel. A good example of that is when we go to a hotel. Sometimes, some places will bow to say hello to thank me for coming to use their services, but there are also some places that show their attitude and way of talking as well as handing over the room in an unprofessional way. And if you are a passenger, you will have a very different view of the two hotels above. A tourist or business trip that is expected to be full of joy will gradually lose interest. Managers or managers must train skills and attitudes to help their hotel gain prestige and quality in order to receive satisfaction and trust from their visitors. This is not just a matter of their own. Regarding only subordinate employees but also managers or leaders, in order to achieve high efficiency at work, it is necessary to always create values by the solidarity of the whole team, so when transferring When transferring power between

generations, it is necessary to train the next generation with a detailed view as well as practical experience, effective and creative work experience to help the hotel always maintain professionalism and prestige. trust and receive the support of visitors over time

Power transfer between generations is not only a problem of the past or present but also a problem in the future of an enterprise in general and a hotel in particular. The head of a business needs to be a brave person. to solve problems from simple, complex to arising problems. A person with knowledge will always find development solutions that create value quickly, creatively, but meticulousness is not Indispensable, especially in the hotel environment, must always require professionalism. An experienced and experienced person will always be careful, meticulous and have a realistic view of the service as well as attitude because of the past they have some time to consider, study and work in one or more environments to accumulate useful lessons to bring their customers a respect, quality that is always maintained. absolute prestige. To become an employee of a large hotel, you definitely must have good qualifications, knowledge and attitude. welcoming visitors, so becoming a leader or manager requires a long-term strategic vision and an attitude to treat employees appropriately. The respect and respect of lower-level employees for upper-level managers will be the key to breaking down pressures and difficulties in relationships in communication as well as at work. The next generation is transferred power. We must create a professional working environment but not too strict and especially create fun by creating games as well as organizing team building to relieve all stress at work. In the 4.0 era, when people's lives are full of industrialized and modernized markets, we are no stranger to websites or booking applications, typical examples are traveloka, trivago, agoda then the next generation must master computer-based software to process bookings because that's one of the most efficient and fast ways. When senior management leaders want to keep their traditions and services maintained for a long time, they must give that trust to an individual or a corporation with a lot of experience in the job. That. When qualifications, attitudes and effective ways of working will lead a business or hotel to develop, create quality for customers for the present and the future. In order to have an effective attitude and way of working, I have to practice and improve myself every day. That is not too difficult a problem for a business leader in general and a hotel in particular. "No pressure, no diamonds" Thomas Carlyle's saying has partly shown us that the outside of the head is that they have the flashiness and success, but inside they are the past of relentless training and learning to achieve today. Trade-off is always a necessary factor for us in future work, but we must know how to reconcile family life, people around and work. If successful at work, the leader must always find ways to maintain development and increase service quality, but if they fail, they must not give up, but continue to stand up to overcome the old and find new things. The transfer of power plays an indispensable role in all fields. Especially with the current GenZ generation in Vietnam accounting for 1/3 of the total country. GenZ generation is the successor living in the information technology age, digitizing in many areas of life, they have different abilities compared to previous generations. And is the next generation full of talents with creative and innovative thinking. As a genZ- a young

person, a young generation, let's try to hold well the transferred responsibility to make Vietnam rise to the world level, on par with businesses in general and global hotels in general. private. 'You don't always try to succeed, but always try not to regret when you fail'.

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