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Platformized Hospitality Ecosystems: Reconfiguring Service Innovation, Customer Engagement, and Organizational Architecture Through SaaS-Driven Digital Infrastructures

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ABSTRACT: The hospitality industry is undergoing one of the most profound structural transformations in its history, driven by the convergence of cloud computing, software-as-a-service (SaaS), artificial intelligence, data analytics, and digitally mediated service ecosystems. Traditional hospitality models, historically grounded in human-centered concierge services, standardized property management systems, and vertically integrated operational structures, are increasingly giving way to platform-based, software-mediated, and data-driven forms of value creation. This transition does not merely represent a technological upgrade but signifies a paradigmatic shift in how hospitality organizations conceptualize service, customer engagement, innovation, and competitive advantage. Recent scholarship has emphasized that SaaS platforms in hospitality are not neutral tools but institutional architectures that restructure power, agency, and value within hospitality ecosystems (Goel, 2025). This insight positions SaaS not as a peripheral support system but as the infrastructural backbone of contemporary hospitality.

This study develops a theoretically grounded and empirically informed conceptualization of how SaaS-driven architectures reconfigure hospitality as a socio-technical service system. Drawing upon service-dominant logic, service innovation theory, business process as a service (BPaaS), and digital platform theory, the paper situates hospitality within broader transformations of the service economy. By synthesizing prior research on customer engagement, IT infrastructure flexibility, collaborative innovation, big data, and cloud-based business processes, this study constructs a multi-layered analytical framework that explains how SaaS platforms reshape operational routines, customer journeys, and inter-organizational collaboration.

The methodological approach is qualitative and theory-integrative, employing comparative conceptual analysis and literature-based interpretive synthesis. Rather than generating new numerical datasets, the study re-examines how existing hospitality, information systems, and service innovation literature collectively reveals emergent patterns of digital transformation. The results demonstrate that SaaS-enabled hospitality ecosystems increasingly function as modular, adaptive, and data-intensive networks in which value is co-created through continuous interactions among guests, employees, digital interfaces, and algorithmic systems.

The discussion advances a critical perspective, arguing that while SaaS platforms expand innovation capacity, personalization, and operational scalability, they also generate new risks related to data governance, technological dependency, labor displacement, and algorithmic opacity. By integrating legal, organizational, and service-theoretical perspectives, this article contributes to a more nuanced understanding of digital hospitality and provides a conceptual foundation for future empirical research and managerial practice.

Keywords: Hospitality platforms, Software-as-a-Service, service innovation, customer engagement, digital ecosystems, business process as a service.

INTRODUCTION

The hospitality industry has historically been understood as one of the most human-centered segments of the service economy, in which interpersonal interactions, physical environments, and emotional labor have been central to value creation. From the traditional concierge desk to face-to-face front-office interactions,

hospitality has long been framed as a domain where service quality is inseparable from human touch, empathy, and localized knowledge. However, over the last two decades, this traditional model has been progressively destabilized by the rapid diffusion of digital technologies, cloud computing, and platform-based business models. The emergence of SaaS-driven hospitality infrastructures has transformed not only how hotels and tourism organizations operate but also how they conceptualize the very nature of service itself (Goel, 2025).

At the theoretical level, this transformation can be understood through the lens of service-dominant logic, which reconceptualizes service not as an output delivered by a firm but as a process of value co-creation among multiple actors within a service ecosystem (Hollebeek & Andreassen, 2018). SaaS platforms intensify this co-creation dynamic by embedding digital interfaces, data flows, and algorithmic decision-making into every stage of the customer journey. In this sense, hospitality organizations are no longer merely providers of rooms, food, or leisure experiences but orchestrators of digitally mediated service networks (Goel, 2025).

The growing importance of SaaS in hospitality must also be situated within broader shifts in information technology infrastructure. Research on IT infrastructure flexibility has shown that organizations capable of rapidly reconfiguring their digital assets gain strategic advantages in dynamic environments, particularly during mergers, acquisitions, and competitive disruptions (Jose et al., 2018). In hospitality, this flexibility manifests in the ability to integrate booking engines, customer relationship management systems, dynamic pricing tools, and AI-based recommendation engines into a unified digital architecture. SaaS platforms provide precisely this form of modularity, allowing hospitality firms to scale, customize, and innovate without the heavy capital investments traditionally associated with proprietary IT systems (Goel, 2025).

At the same time, hospitality has become increasingly embedded within data-intensive environments. The proliferation of mobile devices, online travel agencies, social media platforms, and IoT-enabled hotel rooms has generated unprecedented volumes of customer data, transforming how firms understand and engage their guests (Murphy et al., 2016; Ogrean, 2018). SaaS platforms act as the central hubs through which this data is collected, analyzed, and operationalized, enabling real-time personalization, predictive analytics, and automated service delivery (Goel, 2025). From a service innovation perspective, this represents a shift from episodic service encounters to continuous digital engagement loops, in which every interaction becomes a source of learning and value creation.

Yet, despite the growing prominence of SaaS in hospitality, much of the existing academic literature remains fragmented. Studies of service innovation tend to focus on conceptual models of value co-creation and engagement (Hertog & Bilderbeek, 1999; Hollebeek et al., 2018), while information systems research emphasizes infrastructure flexibility, cloud computing, and business process outsourcing (Jose et al., 2018; Rekik et al., 2016). Hospitality research, in turn, has examined customer adoption of self-service technologies and employee responses to technological change (Kumar & Vikas, 2018; Nathalie & Béchir, 2018). However, these strands have rarely been integrated into a coherent theoretical framework capable of explaining how SaaS platforms restructure hospitality ecosystems as a whole (Goel, 2025).

This theoretical gap is particularly significant because SaaS platforms are not merely technological artifacts but institutional arrangements that redistribute power, redefine professional roles, and reshape organizational boundaries. The shift from on-premise property management systems to cloud-based SaaS solutions, for example, alters who controls data, how decisions are made, and how quickly new services can be introduced. As Hintze and Mike (2018) argue, the increasing use of connected products and cloud services raises fundamental questions about data ownership, privacy, and regulatory compliance, particularly under frameworks such as the GDPR. In hospitality, where customer trust and brand reputation are paramount, these issues become strategically and ethically critical (Goel, 2025).

Moreover, SaaS-driven hospitality must be understood within the context of collaborative and networked innovation. Tourism and hospitality increasingly operate within multi-actor ecosystems that include technology vendors, online platforms, logistics providers, and marketing intermediaries (Alessandra et al., 2018). SaaS platforms serve as the connective tissue of these ecosystems, enabling the rapid coordination of services, the sharing of data, and the co-development of new offerings. This aligns with research on customer engagement in networked environments, which emphasizes that value creation extends beyond dyadic firm-customer relationships to include broader constellations of stakeholders (Hollebeek et al., 2018).

Against this backdrop, the central problem addressed by this study is the lack of an integrated, theoretically

grounded understanding of how SaaS platforms reconfigure hospitality as a socio-technical system. While Goel (2025) has compellingly argued that SaaS is reimagining hospitality from concierge-centered models to cloud-based experiences, there remains a need to situate this transformation within the broader literature on service innovation, IT infrastructure, business process management, and digital ecosystems. Without such integration, scholarly and managerial debates risk either technological determinism, which overstates the power of digital tools, or organizational myopia, which underestimates their transformative potential.

The objective of this article is therefore to develop a comprehensive conceptual framework that explains how SaaS-driven architectures reshape hospitality at multiple levels: operational, experiential, organizational, and institutional. By synthesizing insights from diverse but complementary literatures, this study seeks to answer three interrelated questions. First, how do SaaS platforms transform the nature of service innovation and customer engagement in hospitality? Second, how do cloud-based and BPaaS architectures alter organizational flexibility, collaboration, and control? Third, what are the broader implications of these transformations for governance, labor, and strategic positioning within hospitality ecosystems (Goel, 2025; Schulte et al., 2015)?

In addressing these questions, the article makes three primary contributions. Theoretically, it extends service-dominant logic and service innovation theory by incorporating digital platform and cloud infrastructure perspectives, thereby offering a more comprehensive account of contemporary hospitality. Empirically, it provides a systematic synthesis of existing research that reveals emergent patterns of SaaS-driven transformation across hospitality contexts (Kumar & Vikas, 2018; Murphy et al., 2016). Practically, it offers hospitality managers and policymakers a deeper understanding of both the opportunities and risks associated with platformized service architectures (Hintze & Mike, 2018; Goel, 2025).

The remainder of this article proceeds by elaborating a rigorous methodological approach to theory integration, followed by a detailed presentation of results grounded in the literature, an extensive discussion of theoretical and practical implications, and a concluding synthesis that outlines directions for future research.

METHODOLOGY

The methodological foundation of this study is grounded in qualitative, theory-driven integrative analysis designed to synthesize heterogeneous bodies of scholarship into a coherent explanatory framework for SaaS-driven transformation in hospitality ecosystems. Given that the research problem is not merely empirical but fundamentally conceptual and institutional, a quantitative or purely positivist methodological design would be insufficient to capture the depth of structural change that platformization introduces into hospitality. Instead, this study adopts an interpretive, comparative, and literature-integrative methodology that treats academic texts, industry analyses, and theoretical models as analytical data, enabling the reconstruction of patterns of transformation across organizational, technological, and service dimensions (Hertog & Bilderbeek, 1999; Schulte et al., 2015).

At the core of this methodology lies the assumption that digital transformation in hospitality is best understood as a historically situated, socio-technical process rather than as a series of isolated technological adoptions. This assumption is consistent with the view that software systems evolve through complex interactions between organizational needs, market pressures, regulatory frameworks, and technological affordances (Lee, 2018). By adopting this perspective, the study avoids technological determinism and instead emphasizes the co-evolution of SaaS platforms, organizational structures, and service practices (Goel, 2025).

The primary analytical strategy employed is comparative conceptual synthesis. This involves identifying key constructs across the reference corpus, such as service innovation, IT infrastructure flexibility, customer engagement, business process as a service, and data governance, and examining how these constructs interact within the hospitality context. For example, research on IT infrastructure flexibility in mergers and acquisitions demonstrates how modular, cloud-based architectures enable rapid organizational integration and strategic agility (Jose et al., 2018). When this insight is mapped onto hospitality, it reveals how SaaS platforms allow hotel chains and hospitality groups to integrate new properties, brands, and service modules with unprecedented speed and consistency, thus reshaping competitive dynamics (Goel, 2025).

Another central methodological component is process-oriented interpretation, which draws on business process management and BPaaS literature to analyze how SaaS platforms reconfigure operational

workflows. Cloud-based business process models enable hospitality firms to externalize, standardize, and dynamically reconfigure core functions such as reservations, housekeeping coordination, billing, and customer relationship management (Barton & Seel, 2014; Woitsch & Utz, 2015). Rather than treating these processes as static routines, the methodology examines them as dynamic, digitally mediated flows that are continuously optimized through data analytics and algorithmic control (Schulte et al., 2015; Han et al., 2016). This processual lens aligns with the service-dominant logic view that value emerges through ongoing interactions rather than discrete transactions (Hollebeek & Andreassen, 2018).

In addition to process analysis, the study employs network-level synthesis to capture how SaaS platforms embed hospitality firms within broader service ecosystems. Research on customer engagement in networked environments emphasizes that value co-creation increasingly involves multiple stakeholders, including technology providers, online travel agencies, and digital marketing platforms (Hollebeek et al., 2018). By integrating this literature with hospitality-specific studies of collaborative innovation (Alessandra et al., 2018), the methodology reconstructs hospitality as a platform-mediated network rather than a closed organizational system. This networked perspective is essential for understanding how SaaS-driven ecosystems redistribute agency and control across institutional boundaries (Goel, 2025).

The interpretive rigor of this study is ensured through systematic triangulation across theoretical traditions. Service innovation theory provides a lens for understanding how new value propositions emerge (Hertog & Bilderbeek, 1999), while information systems research explains how technological infrastructures enable or constrain these innovations (Jose et al., 2018; Neville-Neil, 2018). Legal and governance perspectives on data controllers and processors contribute insights into the regulatory and ethical dimensions of cloud-based hospitality (Hintze & Mike, 2018). By juxtaposing these perspectives, the methodology avoids single-theory bias and produces a more holistic account of SaaS-driven hospitality transformation (Goel, 2025).

The limitations of this methodology must also be acknowledged. Because the study is based on secondary sources and theoretical integration, it does not generate primary empirical data such as surveys, interviews, or observational metrics. As a result, the findings are necessarily interpretive rather than statistically generalizable. However, this limitation is also a strength in the context of a rapidly evolving digital landscape, where theoretical clarity and conceptual frameworks are essential for guiding future empirical research (Lee, 2018; Goel, 2025). Moreover, by drawing on a diverse and well-established body of literature, the study ensures that its conclusions are grounded in cumulative scholarly knowledge rather than anecdotal evidence.

Finally, the methodological approach explicitly recognizes the reflexive relationship between technology and society. SaaS platforms are not merely tools adopted by hospitality firms; they actively shape organizational cognition, employee roles, and customer expectations (Nathalie & Béchir, 2018; Kumar & Vikas, 2018). By treating these platforms as socio-technical institutions, the methodology captures the depth of transformation described by Goel (2025), in which hospitality is reimagined not simply as a service industry but as a digitally orchestrated experience economy.

RESULTS

The integrative analysis reveals a set of interrelated patterns that collectively demonstrate how SaaS-driven architectures are reshaping hospitality ecosystems. These patterns emerge across operational, experiential, organizational, and institutional dimensions, confirming that SaaS platforms function not merely as technological enablers but as transformative infrastructures that redefine how hospitality creates and captures value (Goel, 2025; Schulte et al., 2015).

One of the most significant results concerns the transformation of service innovation processes. Traditional hospitality innovation was historically incremental and localized, relying on frontline employees, property managers, and guest feedback to identify and implement improvements (Hertog & Bilderbeek, 1999). The integration of SaaS platforms introduces a fundamentally different logic, in which innovation becomes data-driven, modular, and continuously iterative. Cloud-based customer relationship management systems, AI-powered recommendation engines, and dynamic pricing algorithms generate real-time insights into guest behavior, enabling hospitality firms to experiment with new service features at unprecedented speed (Kietzmann et al., 2018; Goel, 2025). This shift from episodic to continuous innovation aligns with the broader move toward platform-based service ecosystems, where software updates and feature rollouts become primary vehicles of competitive differentiation.

A second major finding relates to customer engagement. Studies of customer engagement in networked environments emphasize that digital touchpoints extend the scope and intensity of firm-customer interactions beyond physical encounters (Hollebeek et al., 2018). In SaaS-driven hospitality, guests interact with digital interfaces before, during, and after their stays, generating a continuous stream of data and feedback (Murphy et al., 2016). This enables a form of hyper-personalization in which room preferences, dining habits, and activity choices are algorithmically inferred and dynamically adjusted (Kumar & Vikas, 2018; Goel, 2025). The result is a shift from standardized service delivery to individualized experience orchestration, mediated by SaaS platforms that function as the memory and intelligence of the organization.
Operationally, the results demonstrate a profound reconfiguration of business processes. The literature on business process as a service and cloud-based BPM highlights how organizations can externalize and standardize workflows while maintaining strategic control (Barton & Seel, 2014; Rekik et al., 2016). In hospitality, this manifests in the outsourcing and platformization of functions such as reservations, billing, housekeeping coordination, and loyalty management. SaaS platforms integrate these processes into unified dashboards, enabling managers to monitor performance, identify bottlenecks, and implement changes in real time (Woitsch & Utz, 2015; Han et al., 2016). This operational transparency and flexibility are central to the competitive advantages described by Goel (2025), particularly in multi-property and multinational hospitality groups.
Another key result concerns organizational flexibility and scalability. Research on IT infrastructure flexibility demonstrates that modular, cloud-based systems enable organizations to respond more effectively to mergers, acquisitions, and market volatility (Jose et al., 2018). In the hospitality context, SaaS platforms allow firms to onboard new properties, integrate third-party services, and launch new brands with minimal disruption. This capability is especially critical in a globalized industry characterized by fluctuating demand, geopolitical uncertainty, and rapidly changing consumer preferences (Goel, 2025; Neville-Neil, 2018). The SaaS model thus supports a form of strategic agility that would be difficult to achieve with traditional, on-premise IT systems.
The results also highlight the growing centrality of data as a strategic resource. Big data analytics, enabled by SaaS platforms, allow hospitality firms to move from descriptive to predictive and prescriptive decision-making (Ogrean, 2018). For example, demand forecasting algorithms can optimize room pricing and inventory allocation, while sentiment analysis tools can detect emerging issues in customer reviews and social media (Kietzmann et al., 2018; McCracken, 2017). This data-driven approach enhances both revenue management and service quality, reinforcing the strategic logic of platformized hospitality described by Goel (2025).
However, the analysis also reveals significant risks and tensions. One major issue concerns data governance and regulatory compliance. As hospitality firms increasingly rely on cloud-based SaaS providers, questions of data ownership, privacy, and accountability become more complex (Hintze & Mike, 2018). Under regulatory regimes such as the GDPR, hospitality organizations must ensure that customer data is processed lawfully and securely, even when it is stored and analyzed by third-party platforms. This creates new forms of inter-organizational dependency and legal risk that did not exist in traditional, internally managed IT environments (Goel, 2025).
Another important result relates to labor and organizational culture. Research on frontline employee responses to technological change suggests that digital systems can both empower and alienate workers (Nathalie & Béchir, 2018). In SaaS-driven hospitality, employees increasingly interact with digital dashboards, automated scheduling systems, and AI-powered customer insights. While these tools can enhance efficiency and decision-making, they can also reduce professional autonomy and increase surveillance (Kumar & Vikas, 2018; Lee, 2018). This tension underscores the need for careful change management and organizational learning, as emphasized by Goel (2025).
Collectively, these results demonstrate that SaaS-driven hospitality ecosystems are characterized by increased innovation capacity, deeper customer engagement, and greater operational flexibility, but also by heightened governance complexity and socio-technical tension. These patterns provide a rich foundation for the deeper theoretical interpretation developed in the following discussion.

DISCUSSION

The results of this integrative analysis point toward a fundamental reconfiguration of hospitality as a digitally mediated, platform-based service ecosystem. Rather than functioning primarily as a collection of

physical assets and human service routines, contemporary hospitality increasingly operates as a socio-technical system in which SaaS platforms orchestrate interactions among guests, employees, partners, and data streams. This transformation can be most productively interpreted through the convergence of service-dominant logic, platform theory, and cloud-based organizational design, each of which sheds light on different dimensions of the changes observed (Hollebeek & Andreassen, 2018; Schulte et al., 2015; Goel, 2025).

From the perspective of service-dominant logic, the rise of SaaS in hospitality intensifies the shift from value delivery to value co-creation. Traditionally, hospitality firms designed standardized offerings that guests consumed, with limited scope for real-time adaptation. In contrast, SaaS-enabled systems allow every customer interaction to become an input into ongoing service design. Data collected through booking platforms, mobile apps, and in-room devices feeds directly into analytics engines that personalize experiences and inform managerial decisions (Murphy et al., 2016; Ogrean, 2018). This continuous feedback loop transforms guests from passive recipients into active co-creators of their own experiences, consistent with the engagement-focused models articulated by Hollebeek et al. (2018). Goel (2025) extends this logic by demonstrating how SaaS platforms operationalize co-creation at scale, turning individual preferences into algorithmically actionable insights.

At the same time, platform theory highlights how SaaS architectures restructure power and control within hospitality ecosystems. In traditional models, hotels maintained direct control over their operational systems and customer data. Under SaaS regimes, much of this control is ceded to cloud providers and software vendors, who become critical intermediaries in the value chain (Barton & Seel, 2014; Woitsch & Utz, 2015). This creates a form of platform dependency, in which hospitality firms must align their strategies with the technological and commercial priorities of SaaS providers (Goel, 2025). While this dependency can generate efficiencies and innovation, it also raises concerns about strategic autonomy, vendor lock-in, and the distribution of economic rents within the ecosystem (Lee, 2018; Neville-Neil, 2018).

The organizational implications of this shift are profound. Research on IT infrastructure flexibility suggests that modular, cloud-based systems enable organizations to reconfigure their operations more rapidly than those relying on rigid, proprietary architectures (Jose et al., 2018). In hospitality, this translates into the ability to launch new service offerings, integrate acquisitions, and respond to market shocks with greater agility. However, this flexibility is not purely technical; it requires organizational cultures that can absorb continuous change and employees who are capable of working alongside algorithmic systems (Nathalie & Béchir, 2018; Kumar & Vikas, 2018). Goel (2025) emphasizes that successful SaaS adoption in hospitality depends as much on leadership and organizational learning as on software functionality.

A particularly important theoretical implication concerns the nature of innovation in platformized hospitality. Hertog and Bilderbeek's (1999) model of service innovation identifies multiple dimensions, including new service concepts, client interfaces, delivery systems, and technological options. SaaS platforms simultaneously affect all of these dimensions by enabling new digital touchpoints, automating service delivery, and embedding analytics into strategic decision-making (Kietzmann et al., 2018; Goel, 2025). Innovation thus becomes less about isolated breakthroughs and more about the continuous recombination of modular service components, a process facilitated by cloud-based architectures (Schulte et al., 2015; Han et al., 2016).

Yet, this innovation logic also introduces new forms of risk and inequality. The concentration of data and computational power in the hands of large SaaS providers raises concerns about market dominance and informational asymmetry (McCracken, 2017). Smaller hospitality firms may find themselves dependent on platforms they cannot influence, potentially limiting their ability to differentiate and compete. Moreover, the use of AI and big data in service personalization can reproduce biases and create opaque decision-making processes that undermine customer trust (Kietzmann et al., 2018; Goel, 2025). These issues highlight the need for governance frameworks that balance innovation with accountability and fairness (Hintze & Mike, 2018).

Data governance is another critical dimension of the discussion. As hospitality becomes increasingly data-driven, the boundaries between data controllers and data processors blur, complicating legal and ethical responsibilities (Hintze & Mike, 2018). Under GDPR and similar regulations, hospitality firms must ensure that customer data is handled transparently and securely, even when processed by third-party SaaS providers. This requires new forms of contractual, technical, and organizational coordination, reinforcing

the view that SaaS platforms are institutional as well as technological actors (Goel, 2025; Rekik et al., 2016).

The labor implications of SaaS-driven hospitality also warrant careful consideration. While digital systems can augment employee capabilities by providing real-time information and decision support, they can also deskill certain roles and increase surveillance (Nathalie & Béchir, 2018; Lee, 2018). Frontline workers may find their discretion constrained by algorithmic scripts, while managers may become overly reliant on data dashboards at the expense of experiential judgment. Balancing technological efficiency with human agency thus emerges as a central managerial and ethical challenge in the platformized hospitality environment described by Goel (2025).

From a broader socio-economic perspective, SaaS-driven hospitality reflects the wider transformation of service industries into digitally mediated ecosystems. Similar dynamics are observed in advertising, retail, and logistics, where AI and cloud platforms reorganize value chains and competitive landscapes (Kietzmann et al., 2018; McCracken, 2017). Hospitality is distinctive, however, in that it combines high emotional labor, physical infrastructure, and regulatory complexity. This makes the successful integration of SaaS particularly demanding, requiring not only technical competence but also institutional alignment and stakeholder trust (Alessandra et al., 2018; Goel, 2025).

The theoretical synthesis developed in this study suggests that future research should move beyond binary debates about technology versus human service and instead focus on the hybrid configurations that characterize platformized hospitality. Empirical studies could examine how different organizational cultures, regulatory environments, and market segments shape the outcomes of SaaS adoption. Comparative analyses across regions and hospitality formats would further illuminate the conditions under which digital platforms enhance or undermine service quality and equity (Jose et al., 2018; Kumar & Vikas, 2018).

In sum, the discussion underscores that SaaS-driven hospitality is neither a purely technical evolution nor an inevitable destiny. It is a contested and negotiated transformation in which multiple actors, technologies, and institutions interact. By situating Goel's (2025) insights within a broader theoretical landscape, this article provides a foundation for understanding both the promises and the perils of reimagining hospitality through the cloud.

CONCLUSION

This study has developed a comprehensive, theory-driven account of how SaaS platforms are reshaping hospitality as a digitally mediated service ecosystem. By integrating insights from service-dominant logic, service innovation theory, business process management, and information systems research, the analysis demonstrates that SaaS-driven architectures fundamentally alter how hospitality organizations create value, engage customers, and coordinate operations. The transition from concierge-centered service models to cloud-based experience platforms, as articulated by Goel (2025), is not a superficial technological shift but a deep structural transformation with far-reaching organizational and societal implications.

The findings indicate that SaaS platforms enable unprecedented levels of personalization, operational flexibility, and innovation by embedding data analytics and modular software into the core of hospitality operations. At the same time, they introduce new forms of dependency, governance complexity, and socio-technical tension that require careful managerial and regulatory attention. Hospitality firms must therefore approach SaaS adoption not merely as an IT investment but as a strategic and institutional choice that reshapes their relationships with customers, employees, and partners.

By providing an integrated conceptual framework, this article lays the groundwork for future empirical research and informed managerial practice. As hospitality continues to evolve within an increasingly digital service economy, understanding the dynamics of platformized service ecosystems will be essential for sustaining competitiveness, trust, and social value in the years ahead (Goel, 2025; Hollebeek et al., 2018).

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