BOOK OF ABSTRACTS

The 3rd INTERNATIONAL CONFERENCE ON TOURISM AND BUSINESS 2019
27–29 August 2019

“Innovation, Sustainability and Entrepreneurship in Tourism and Business”

Hosted by: Mahidol University International College (Thailand)
and Lucerne University of Applied Sciences and Arts (Switzerland)
The Third International Conference on Tourism and Business jointly organized by Mahidol University International College (Thailand) and Lucerne University of Applied Sciences and Arts (Switzerland) is an international forum for the presentation of studies and research findings in the fields of tourism and business.

As it is coming back to Thailand for the third edition, the conference is a conundrum whereas experienced researchers and graduate students can share their knowledge and discoveries, as well as fostering research networks and global partnerships. Moreover, the participants can no doubt discuss the most recent situation, the practical challenges encountered and the solutions adopted in order to develop potential concepts for the near future and create alliances to improve their works.

As a representative of the forum committee, we would like to give all the participants a very warm welcome to the “Land of Smiles”. In addition, warmest thanks are extended to our working staff committees for their dedication, enthusiasm, and hard work to help organize the conference a productive and memorable one.

Lastly, the conference committee sincerely hope that all participants will gain more or less useful knowledge and that the forum stimulate interest in the fields of tourism and business that can be applied for their future use.

The organizing committee
The cooperation with Mahidol University International College is of great importance for our University of Applied Sciences in Lucerne and I hope that it will be intensified by many joint projects.

Development in this area is very demanding. On the one hand it is about business models: innovation, innovative marketing strategies, the use of digital technology and creative forms of visitor experiences. On the other hand, it's important to avoid overtourism and to handle our natural resources responsibly.

The value of concepts and research results is measured not only by their practical relevance, but also by whether they stand up to the critical debate of experts dealing with similar issues. In this respect, conferences are very important – despite the diverse possibilities offered by digital communication. Nothing can replace face-to-face encounters and conversations.

The ICTB is an international forum for the presentation of research findings in the broad fields of tourism and business. The conference is an opportunity for academics, consultants and professionals to present their research and practical experiences in the tourism and hospitality sectors.

I wish a productive conference with fruitful discussions to all the participants.

Professor Dr. Christine Böckelmann,
Dean of Lucerne University of Applied Sciences and Arts
It is my great pleasure to welcome all of you to the 3rd International Conference on Tourism and Business jointly organized by Mahidol University International College (Thailand) and Lucerne University of Applied Sciences and Arts (Switzerland), to be held at Mahidol University International College, Thailand between 27th - 29th August 2019.

Under the timely theme, “Innovation, Sustainability and Entrepreneurship in Tourism and Business”, the International Conference on Tourism and Business will provide a platform for international academics, researchers, and students to present their studies and research findings in the fields of tourism and business. The conference includes a variety of topics bringing together insights and perspectives from scholars working in different parts of the world. It is indeed an opportunity to share ideas within tourism and business, as well a wonderful networking opportunity.

I am pretty sure that this conference will be mutually beneficial to everyone and I sincerely hope that all participants will have a fruitful and enjoyable time in the beautiful surroundings of the Salaya Campus, Thailand.

Associate Professor Chulathida Chomchai, MD
Dean of Mahidol University International College
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Assoc. Prof. Dr. Veera Bhatiasevi

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• Prof. Dr. Carlo Amatucci
## Conference Program

### 27th August 2019

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<td>• Speech by <strong>Prof. Dr. Christine Böckelmann</strong>,</td>
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<td>• <strong>Speech by Dr. Roberto Gozzoli</strong>,</td>
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<td>• <strong>Prof. Dr. Rob Law</strong>,</td>
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<td>School of Hotel and Tourism Management, The Hong Kong Polytechnic</td>
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<td>• <strong>Assoc. Prof. Dr. Pravit Akarasereenont</strong>,</td>
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<td></td>
<td>Faculty of Medicine Siriraj Hospital, Mahidol University, Thailand</td>
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<td></td>
<td>Topic: “Role of Thai Traditional Medicine in Health and Well-being”</td>
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<td>Coffee/Tea Break</td>
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<td>• Speech by Prof. Dr. Jürg Stettler,</td>
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<td>Head of Institute of Tourism, Switzerland</td>
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The programme for each presentation room will be available on the conference website and also on the TV screen at the conference venue.

### 29th August 2019

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<td>• Mr. Gerrit Kruger,</td>
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<td>Managing Director of UNWTO Affiliate Member</td>
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<td>Chameleon Strategies, Thailand</td>
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<td>Topic: “Sustainable Tourism in the Mekong Region”</td>
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<td>11:00</td>
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Digital Mini-museum as an Innovative and Affordable Presentation of Local Heritage for Tourists: Example from Serbia

Branislav Antonić*, Aleksandra Djukić
University of Belgrade, Serbia
Radomir Stanković, Dušan Tatić
University of Niš, Serbia

With the rise of offer in cultural tourism globally, modern tourists with a lot of experience and miles travelled ask for more and innovative. Thus, new ‘niches’ in tourist offer are to be found, experimented, and, eventually, exploited. One of them is the use of digital technologies to adequately present and promote local cultural heritage. This is particularly significant for the heritage with certain obstacles, such as those with limited access, poor physical state, property issues, during unpleasant weather conditions or even lost recently, but with decent historical records. Digital technologies can be a critical element to add new value in these examples, extending the consumers’ real experience of cultural heritage in new ways, though augmented and virtual reality.

Nevertheless, the digitisation of the presentation of cultural heritage also requires a lot of financial, organisational, and professional resources, which have proven to be a challenge for many emerging and underdeveloped tourist destinations. Hence, the affordability of digital technologies is an important prerequisite for them. Considering previous, the rare examples of how to merge the introduction of modern technologies and their affordability should be presented as role-models. One of them is a Digital mini-museum in Niš in Southern Serbia. The city is one of the ancient ones in the country, with a lot of historical strata, further embedded in local cultural heritage. Niš is also internationally w-known as a birthplace of Constantine the Great, the first Christian leader of the ancient Roman Empire.

However, this legacy has not been appropriately presented for tourists due to the aforementioned problems with finances and professional limitations. This was a motivation for a team from local Faculty of Electronic Engineering to try to create the affordable pilot project of a digital mini-museum, where they show local heritage using different approaches: (1) 3D-manipulation and gaming by users, (2) 3D-presentation of lost or invisible cultural heritage, (3) 3D-reconstruction of heritage buildings, and (4) the reconstruction and transformation of black-and-white photos to colored ones. These approaches are in the focus of this research. Before their explanation, theoretical fundamentals and the short explanation of Niš and its heritage are given. Merging these segments, final conclusions target to underlines the potential of the affordable use of digital technologies in the presentation of cultural heritage for prospective tourism.

Keywords: digitised heritage, augmented reality, museum, innovative tourist presentation, affordability, Niš, Serbia

*Corresponding author
The Effect of Personalized Advertising on People’s Recalling

Tugay Arat*, İmran Kazan
Selcuk University, Turkey

As digitalization and new technologies become more common all around the world, personalization issue with its versatile kinds has become more popular for the last few decades. Developing new digital technologies in communication may cause a decrease in traditional advertising’s effectiveness, but it causes an increase in personalized advertisements in worldwide (Morimoto and Chang, 2006:271–279). Personalization has become an effective, new and frequently preferred method in many industries of many countries. In the advertising industry, personalization is also applied to the advertisements with the help of some personal data of the customers. By using personalization in advertisements, it is possible to make advertising more meaningful for individuals. Personalized ads may have higher levels of expectations for the brand. Effective communication with the brand can be established with personalized advertisements, thus creates effective impressions for the brand and its products Pramataris et al., 2001: 17–25). In this study, experimental design was followed and tried to find if the personalized advertisements are effective in remembering the brand and the product names. By the help of this study, it was tried to reveal the comparison between the personalized and non-personalized advertising and their effects on people’s recalling the items in advertisements. According to the research results, the positive contribution of personalized advertising to people's recalling products and brands was figured out.

Keywords: advertising, personalized advertising

*Corresponding author
Many academics and professionals believe that there is a strong connection between a positive image and continued tourism growth. Thailand is considered to be one of the strongest tourism brands in Asia and tourism remains its dominant industry, accounting for 9.4% of its annual GDP in 2017. Over the past decade, the country has suffered many crises, such as natural disaster, terrorist attacks, and internal political tensions. As can be expected, all of these crises were reported in the international media and hurt the flow of tourism into the country. The "multi-step model for altering place image," - which offers three types of strategies to use to repair a destination’s negative image during and after a crisis: source, message and audience, is adopted here. This study includes qualitative content analysis of news reports, press interviews and relevant elements of the country’s advertising campaigns in order to uncover media policy, strategies, events and marketing initiatives used by the Tourism Authority of Thailand, marketers and officials in order to restore a positive image of their country and bring back tourists after crises. Previous studies dealing with tourism crises in general, and Thailand in particular, focused primarily on examining individual case studies but did not propose a long-term analysis of image restoration efforts throughout the years, nor did they rely on the knowledge that exists in the field of crisis communications and destination image repair. The analysis shows that three types of strategies were used by Thailand marketers to repair the country’s image: source (such as cooperation with the media, hosting opinion leaders, social media campaigns), message (such as limiting the scale of the crisis, acknowledged the crisis) and audience (such as targeting resilient audiences and niche markets). A variety of other marketing initiatives and means such public relations, events and other techniques, were used since 2004.

Keywords: destination marketing, nation branding, tourism crisis, image repair
The variety of sport tourism products is a crucial component in alpine destinations. Considerable research exists on winter sports tourism in general and alpine ski tourism in particular, due to the substantial economic relevance for alpine destinations. The offer of alpine summer sports products is a vital but insufficiently researched phenomenon apart from studies on specific activities such as hiking, mountain biking, mountaineering or climbing. However, in alpine regions, we can although observe an increase in professional football camps in pre-season preparation. Those camps allow new strategic business models to foster alpine summer tourism by achieving awareness in source markets and reaching new target groups. The purpose of this paper is to identify and compare different approaches to hosting professional football training camps as a tourism product. Due to the novelty of this issue, we choose a qualitative approach to collect data from different destinations in Austria and Switzerland. Therefore, we conduct semi-structured interviews with representatives of destination management organisations (DMO). The findings show different business models for hosting professional football camps. In some regions, the DMO is the driving force behind football camps. Additionally, we discovered close and contractually governed cooperation’s between the DMO, the football club, accommodation services and the local sports club, which mainly has to provide the football pitches. Perennial cooperation consists mostly of destination appearance in the clubs own media channels and stadiums, as well as of special events for junior teams and sponsors of the clubs to accumulate overnight stays. In contrast to this approach, one single hotel operator hosts the camps all by his own in other regions, and there is no alignment with the DMO in terms of marketing or similar purposes. This study is also subject to some limitations, which may serve as useful starting points for further research. The demand-perspective is not taking into account. It remains an open question of how source markets or rather the fans of the particular football clubs perceive those host destinations. It can be discussed if findings are comparable to other emerging training destinations such as Northern America or Asia. The findings contribute to destination management research as they highlight stakeholder dialogue for new business models in alpine regions. Furthermore, they benefit practitioners as they provide important insights in terms of evaluating and improving current approaches in hosting professional training camps and of further enhancing sport tourism infrastructure and environments.

**Keywords:** tourism, business models, professional training camps
A Study of Four Thai Generations on Their Perceived Values of Luxury Products

Ka Tat Nixon Chen
Mahidol University International College, Thailand

This study examines the perceived values of luxury products of four Thai generations, Baby Boomers, Generation X, Generation Y, and Generation C., mostly devoted to the following research question: What are the values of luxury products perceived by the four Thai generations?

The preliminary stage will be to run qualitative research asking 40 interviewees who are Thai nationals their conceived values of luxury products. After the completion of the preliminary stage, full scale quantitative research using data from previous qualitative research will focus on Thai customers. A quota sampling technique will be applied to divide the sample population into Baby Boomers (born between 1945 and 1964), Generation X (born between 1965 and 1977), Generation Y (born between 1978 and 1989), and Generation C (born in 1990 onwards), based on the major demographic groups. As for the data collection and its venue, customers leaving Emporium and Siam Paragon, two luxurious shopping malls in Bangkok will be the focus of the research.

Keywords: luxury products, perceived value, Bangkok
Understanding Consumer Motives for Participating in the Charity Sporting Event in Thailand

Warapon Dansiri
Ministry of Commerce, Thailand

Supawat Meeprom
Khon Kaen University, Thailand

The concept of consumer-special event identification is relatively new in the context of a special event. The application of consumer-special event identification plays a critical role in the understanding of how, when, and why special events assist consumers in shaping their identifications. This study proposes and tests an integrative theoretical framework of the antecedents of consumer-special event identification. Five drivers of consumer-special event identification and a moderator variable are postulated and tested with online survey data from respondents who participated in charity sporting event in Thailand. The series of regression analysis was used to confirm the hypothesis development of this study. The results of this study confirm five drivers, namely physical, social, charity, enjoyment, and exhibitionism motives, facilitate consumer-special event identification. Further, this study shows that genders are moderated in the relationship between five antecedents and consumer-special event identification. Further, the results of this study are offered for the theoretical and practical implications.

Keywords: motives for charity sporting event, consumer-special event identification, Thailand
Mapping Data to Strengthen Tourism Perspective: The Case of Tourist Infrastructure in Golubac Town in the Iron Gates Gorge, Serbia

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Jugoslav Joković
University of Niš, Serbia

Branislav Antonić
University of Belgrade, Serbia

The Iron Gates are the longest gorge of the Danube, which is the second longest river in Europe and its leading inland waterway. Apart from its length, the gorge is characterized by the impressive landscape and many small locations of cultural and natural heritage, which presents huge potential for tourism. This aspect was already recognized in the decades following World War II when the Iron Gates became an important destination for domestic tourists. However, this has changed recently. Many foreign tourists have visited the Iron Gates, usually in organized tours, by cruises and coaches from Belgrade, the Serbian capital. Self-organizing is still rare. One of the reasons is certainly the inherited underdevelopment of local level to embrace the modern ways of international tourist promotion and logistics. Therefore, although new trends in tourism have opened new prospects for the gorge, local communities are still struggling to promote it properly at a foreign market.

The only way to bridge this gap is to interconnect better all resources related to tourism. This research has an aim to investigate this issue spatially. The research polygon is Golubac Town at the western edge of the Iron Gates and one of the main tourist locations in the region. Two methods with their geodata representation are used for this aim. The first one is conducted by on-site investigation: the collection of the local stakeholders engaged in tourism. It used the data attached to the local context and thereby pretty unknown to foreigners. The second is internet-based – it considers the subjects in tourism from Booking.com and TripAdvisor.com. Both aggregator websites are well-known internationally, but rather limited from a local perspective. By this dichotomy, the research findings are obtained from the comparison of the geodata extruded these methods. The conclusion is formed on them, intending to propose new sustainable ways to meet local potential and international demand in tourism appropriately.

Keywords: mapping, geodata, space syntax, stakeholder, aggregator website, Iron Gates

*Corresponding author
In the context of increasing tourism growth in European cities (+14.2% bed nights from 2012 to 2016, see ECM Benchmarking Report, 2017) the issue of ‘overtourism’ is becoming centre stage on the research agenda of tourism studies. Academic literature (Dodds and Butler, 2019; Colomb and Novy, 2017; Füller and Michel, 2014) and numerous institutional studies (UNWTO, 2018; WTTC, 2017) are currently addressing this development. As is tourism on a global scale, tourism in Lucerne (Switzerland) is subject to similar quantitative growth (+11.30% increase of bed nights from 2012 to 2016, see Lucerne Tourism Board), but simultaneously to qualitative change. Latter is in particular observable concerning the structure of tourism demand (source market, group size, mode of transport, length of stay) but also in tourism offerings (shopping, sights, restaurants, etc.). While there are many quantitative studies on this issue, the social practices of both hosts and guests that lead to tensions in cities from a qualitative perspective are rather under researched.

Based on an empirical exploration, using a practice theory approach (Schatzki et al., 2001) and applying anthropological research methods like qualitative interviews, participant observation and mobile methods (Büscher et al., 2011) - in particular commented walks (Parcours Commentés, see Thibaud 2001) - this paper problematizes the current tourism situation of the city of Lucerne. It demonstrates how urban space is co-produced through various patterns of practices of travellers, visitors, commuters, locals, natives, and further involved actors (Bærenholdt et al., 2017; Coleman and Crang, 2002; Edensor, 2001). In doing so, the research starts from the hypothesis of intrusion of tourism practices into urban actor’s everyday life and describes tourism as a complex issue, entangling different spheres of life and several domains of urban cohabitation (Stock, 2007).

The paper categorizes social practices into several distinct dimensions, such as support, adaptation, indifference, critical reflection, nostalgia, irony, protest, and resistance. Thus, the study unveils tourism-induced transformation processes of the cityscape, the adaptation of tourism and non-tourism offers and services as well as associated forms of protest and resistance. Manifold practices observed in the city of Lucerne are exemplarily supporting these categories and are therefore illustrating divergent attitudes towards tourism. By contextualising this wide variety of practices within the suggested category system, the research contributes to the ongoing debate of ‘overtourism’ by providing an initial overview of a specific case study.

**Keywords:** urban tourism, overtourism, destination management, sustainable tourism development
The Investigation of How Asianess Is Applied to Luxury Asian Hotel Brands and Non-Asian Hotel Brands

Pipatpong Fakfare
Bangkok University, Thailand
Arunotai Pongwat
Chiang Mai University, Thailand
Suwadee Talawanich
Mahidol University International College, Thailand
Kaye Chon
Hong Kong Polytechnic University, Hong Kong

The development of the tourism industry contributes to economic expansion and job recruitment, especially in the tourism-related business. In 2017, the international arrivals worldwide increased by over 100 per cent compared to the year 2000, while the number also raised to 1.33 billion (UNWTO, 2018). This phenomenon has a great impact on competition in the hospitality industry, globally. As a consequence, many international hotel brands try to penetrate and develop their business in well-known destinations aside from their regions of origin (Cai & Hobson, 2004).

This paper aims to understand the impacts of Asianess by investigating the implication of Asianess among luxury Asian and non-Asian hotel brands in the business district of Bangkok (Silom and Sathorn). The assumption of Asianess practice among the selected hotels arises from their location in Asia, Asian local staff members, and the main hotel clients, which are the Asian market. Many scholars have explored the differences between practice in Asian and non-Asian hotel brands. The context of luxury hotel brands is still missing. The exploration should provide a deeper understanding of how Asian and non-Asian brands present and deliver their luxury services and products. Therefore, the research Objectives are:

1). To observe luxury services offered by the selected Asian and Non-Asian hotel brands
2). To explore the concepts and presentations of Asianess implemented by luxury Asian and non-Asian hotel brands in Bangkok.

Correspondingly, the two research questions are as follows:

1). How do Asian and non-Asian hotel brands in the main business district of Bangkok define the luxury concept?
2). Do these Asian and non-Asian hotel brands apply Asianess into their luxury service delivery process differently?

In terms of the theoretical contribution, the findings could add more evidence to confirm that in the main business district of Bangkok, Thailand, the Asianess concept is embraced by both Asian and non-Asian hotel brands when delivering luxury services to guests, to different extents. According to the data derived from the interview, documentation and ethnography methods, the discrepancy between the Asianess-related concepts drawing luxury sense presented by hoteliers (local adaption, being customer-centric and customization) and perceived by guests (being customer-centric, customization, and Thai smile), it could reflect that these concepts create guest satisfaction and should be maintained and enhanced to the better level by the hoteliers.

Keywords: Asianess, service delivery, hotel industry, luxury hotel, Bangkok
Thai government also set up the ambitious 20-year strategy to develop the country more advanced level and be out of middle-income trap. The government, thus, set up the Thailand 4.0 policy to promote innovation, creativity and research and development. Thailand’s Medical hub, a part of the Thailand 4.0, is designated to spur the medical, health and wellness as a holistic medical development, from diagnose to rehabilitation and recreation, from modern technologies to local wisdom. However, Thailand needs more collaboration in all stakeholders, high technologies and advanced knowledge, more digital platform to achieve the medical hub policy, since it is not only health and medical but also wellness service. Besides, there are high competition in the medical business, particularly among the country in Asia, such as Singapore, South Korea, Malaysia and India.

Therefore, the research studies the development of the medical hub of Thailand from the strategic concept to the implementation. It also analyses all relevant factors, effected the policy. It shows several gaps that the Thai medical hub need to fill in to improve quality and outcome of health care delivery. Experience from Singapore’s medical tourism is the very good one to learn. One of the key successful factor of Singapore is the Public-Private Partnerships (PPPS) which make Singapore succeeded in medical tourism industry.

This paper suggests that the PPPS, including public agencies, private sectors and civil society should work together to create synergy for Thai medical tourism, and inclusive health development. The government should play an important role to create soft power and hard power, such as medical and health policies; advanced technologies and education, and facilitated regulations for the medical investment. The hard power includes physical infrastructure and well-equipped health professionals. Meanwhile, private sectors should play a key part to gain health accreditation, access international markets and help to develop R&D in health technology. Moreover, civil society has to be built awareness and contribute in wellness and sustainable tourism.

**Keywords:** medical tourism, medical hub, Thailand 4.0, Public Private Partnerships (PPPs)

Santosh Kumar Gurung
Pokhara University, Nepal

Home-stay tourism is a community-based program introduced by the Government of Nepal, where tourists can have interaction and direct experience of the day-to-day life of the community. The concept of home-stay addresses the theme of eco-tourism in Nepal. Village tourism and home stays are part of ecotourism. It offers a unique opportunity for comfortable cultural immersion. Development of the tourism sector has contributed to increasing employment and income generation, flourish the culture and customs of the country. As an extended form of community participation in tourism, the home stays concept seeks to empower individual households to earn an income from tourism directly.

The major objective of the study is to assess the impact of homestay tourism in the livelihood status of homestay operators in Gandaki Province of Nepal. The quantitative approach has been employed using descriptive and analytical research design. The population parameter for the study comprised of three districts popularly operating homestay arrangements and 130 homestay operators of three districts were selected as a sample purposively. The study is based on primary data collected from the home-stay operators employing structured interview. The data analysis is based on both descriptive and inferential analysis. Descriptive statistics like frequency, cross-tabulation and arithmetic mean have been computed. Parametric inferential analysis using Chi-square test has been employed for drawing inferences. Moreover, Cramer’s V has been calculated to examine the degree of association between the variables used in the study. Similarly, correlation and regression analysis have been used to find the relationship between dependent and independent variables.

The study result indicates that the operators of home-stay businesses in Gandaki Province of Nepal found it attractive and appealing. The home-stay operators are strongly and keenly motivated towards it primarily because of its economic benefits and exposure that it provides to the community and themselves. The study also reveals that almost all of the socio-economic benefits as included in the scales have positive inclination which means the operators of home-stay believe that the home-stays are the best medium for them to uplift their socio-economic statuses. The study also concludes that home-stays enhances women empowerment with the increased level of income it generates and also believed that it leads toward better financial condition and living standard not only of the individual but also of the community. The study results conclude that home-stay operators require basic knowledge and skills, especially computer and internet skills, which are imperative skill needed for home-stay operations.

Keywords: home-stay tourism, home-stay operators, livelihood status, Gandaki province
7 Success Factors of Communities in Sponsoring Management

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The main objective of sponsorships is image transfer, empowered by advertising messages or the presence of a brand, e.g. on banners. However, with the advent of social media and community platforms formerly passively addressed target groups become participatory. From the sponsors’ perspective, this opens new opportunities, such as accessing new target groups. Closely connected to this new chance, it also unlocks inherent questions, such as which content is relevant for which community, what could annoy potential customers, even to the point of losing them? At the same time, sponsored parties could become more powerful through the value of their communities and their members.

Our research project focused on the question of whether and how sponsors could leverage the value of their sponsorships by communicating and interacting with the communities of the sponsored parties. Sponsoring theories (Grohs/Reisinger 2014; Kim et al. 2015), as well as community building literature (Chan et al. 2014; Dessart et al. 2015; Homburg et al. 2015) provide potential determinants of community-oriented sponsoring success. Based on both these sources, we identified the following three determinants of community participation:

- “Interactivity”: Activities allowing involvement of community members are more likely to induce community engagement.
- “Exclusivity”: When community members get exclusive information or the exclusive opportunity to participate in special events, their engagement is more probable.
- “Fit/Affinity”: The higher the fit between sponsor and sponsoring object, the more probable community members’ participation.

As dependent variables, we defined: (1) Perceived attractiveness of community measures, (2) Perceived value of community measures, (3) Willingness to participate in community measures. Focusing on sports and cultural sponsorship, we designed a qualitative study involving 15 user and expert interviews to define different types of community-oriented activities. In the following quantitative survey, we examined the impact of the three determinants mentioned above. Participants were community members of 13 communities of five Swiss business partners. In an online experiment, each respondent evaluated a scenario representing one of eight types of community-oriented sponsoring activities which vary according to the three determinants.

The empirical results gained were based on a sample of ca. 1,500 respondents. For the first time, the effectiveness of sponsorships had been extended towards community relationships in the triangle sponsor – sponsoring object – communities. We came up with seven success factors which serve as recommendations for successful sponsoring management, reflecting the nature of participatory community communication.

**Keywords:** sponsoring, communities, social media, communication, COS community-oriented communication
Information Technology Adoption in Enhancing Tourism Stakeholder Participation: A Case Study of Hua Hin, Prachuap Khiri Khan Province

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The impressive reputation of beach destinations is well documented in Thailand. Due to their popularity, many beach destinations are affected by negative environmental and social impacts and require special attention from stakeholders, especially about destination management. It is known from the tourism literature that stakeholder participation plays an essential role if a destination is to be developed sustainably. More importantly, given the information technology driving force, adopting the information technology could be considered as a potential solution to enhance tourism stakeholder participation in the digital era. Thus, this study aims to examine the adoption of information technology in tourism stakeholder participation. Five segments of tourism stakeholders (central government, local government, business sector, civil society and local residents) answered 539 questionnaires. In the case of Hua Hin, this study investigated the level of agreement in information technology adoption in six dimensions, which are 1) perceived usefulness, 2) perceived ease of use, 3) attitude toward usage, 4) intention to use, 5) technology readiness, and 6) social influence. Furthermore, a one-way Analysis of Variance (ANOVA) was employed in order to reveal the level of agreement in information technology adoption for each stakeholder. The results also showed that the different segments of stakeholders differ in the level of agreement in information technology adoption. This is essential information as it provides the necessary data to gain a better understanding and thus to improve the capacity building of each stakeholder segment.

Keywords: stakeholder participation, technology adoption, urban beach destination, tourism participation
As the aim is to investigate the important skills for an entrepreneur of a startup, this paper identified them into three prioritized skills that consist of team assembly skill, market analysis skill, and product design skill. The first skill is the ability in team assembly; in what an agile team is, and how differences exist between the traditional and agile team, and what the scrum is. The second skill is the ability in market analysis; what and how important cognitive consumer decision making is, it defined the disciplinary in psychology, biology, social science, anthropology, and behavioral science. The reason(s) why a consumer purchase or not purchase some product or service, sometimes it is an irrational answer under any circumstances. Therefore, studying in consumer insight with consumer data including all customer journeys by integrating Omni-channel to build 360 degrees for a seamless shopping experience that depends on the ability of an entrepreneur to analyze these big data. Nevertheless, this paper also described the value of data analytics, big data, their applications, on the other hand, it covers the dark sides of big data for concerning.

Furthermore, third skill is product design, namely; creative and innovation is the important component of a startup, how startup created innovation. The sources of innovation are internal and external of a firm. Not only elicit closed innovation from smart human resources but explore open innovation from other stakeholders as well. Generally, there are three types of innovation as the following: incremental, breakthrough, and radical innovation, respectively. It clarified the context of each process with product samples. Undeniably, learning the iterative innovation process indicated the revolution and development of the market for survival competition in disruptive changing.

Finally, seeking the right opportunity, understanding in cognitive consumer decision making with data analysis, assembling smart team and fulfilment in product design with innovation is quite challenging for a startup.

**Keywords:** team, marketing, design, innovation, and consumer behavior
Key Success Factors for Destination Mascots of Kumamoto, Japan

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Branding the destination can be one of the dynamic marketing strategies. The use of a brand mascot is one of the prime marketing tools to enhance brand awareness and create engagement with people. In this study, the researcher proposes that the use of a destination mascot for a destination branding will provide positive benefits to a destination. By using Kumamon (a local mascot representing Kumamoto prefecture in Japan) as the subject of this study, the researcher aims to investigate the successful implementation of the mascot to a destination branding. The study employs qualitative methodology to investigate the key success factors in using a Kumamon mascot for promoting Kumamoto Tourism. By applying content analysis to investigate the key success factors of Kumamon, the result reveals the success factors into five domains, comprising 1) distinctive marketing strategies 2) mascot elements 3) governmental support 4) local community involvement and 5) other specific factors. The results contribute to an academic’s body of knowledge on how to use a mascot for marketing a destination and enhance the success of destination branding strategy of Destination Marketing Organizations' (DMOs).

Keywords: destination, branding, mascots, success factors
Innovative Exhibition Management of Enterprises in Bangkok

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The MICE industry is one of the most important service industries in Thailand. As part of the Thai tourism industry so-called – business travel, the growth of the MICE industry is very significant. Though there are many studies regarding the MICE industry, it is found that there are very few researches in the exhibition industry in particular. Hence, the objectives of this study are (1) to study the innovation of exhibition management by enterprises and (2) to study the readiness of personnel within the exhibition industry. The paper develops a qualitative research using in-depth interviews with seven key informants, who are professionals in the exhibition industry. The triangulation method was being used to test the data within this research through the observation by the researchers; then, the content analysis was used to interpret the results. It has been found that the personnel within the exhibition industry in Thailand are highly professional and has a competitive advantage compared to their counterparts in the Southeast Asian region. Moreover, the Thai exhibition organisers are highly professional, which leads to new innovative shows to let Thailand being the leader within the exhibition industry in Southeast Asia. All in all, it can be concluded that professional personnel is a crucial part of the development of the exhibition industry.

Keywords: exhibition industry, innovative exhibition management, exhibition personnel, exhibition organiser
Determining Potential Visitors’ Willingness to Pay for Community Based Tourism (CBT) Services in Cambodia

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In Cambodia tourism is regarded as one of the country’s key industry sectors as acknowledged in the government’s Rectangular Strategy for Growth, Employment, Equity and Efficiency (Royal Government of Cambodia, 2013). For the sector’s development, five main principles have been set out by the Royal Government of Cambodia and are embedded in the Development Strategic Plan 2012-2020 (Royal Government of Cambodia, 2012). One stating: Encourage and afford any possibility for people to get engaged in tourism development, especially in various community-based tourism (CBT) sites to ensure sustainability of development, protection and benefit sharing, job creation, reduction of migration and poverty alleviation for people. CBT is defined as development that would seek to strengthen institutions designed to enhance local participation and promote economic, social and cultural well-being of the popular majority (Brohman, 1996).

As for Cambodia in 2013, there were 56 ecotourism sites in various regions. It is predicted that by 2020, ecotourism could attract one million international and five million national tourists (Rann, 2013; Reimer & Walter, 2013). Currently, very little knowledge is available regarding CBT in Cambodia.

Only a few research articles have been published (Carter, Thok, O’Rourke, & Pearce, 2015; Lonn et al., 2018; Pawson, D'Arcy, & Richardson, 2017; Reimer & Walter, 2013; Ven, 2016; Walter & Reimer, 2012)

Research Problem and Aim
To be successful CBT-sites need to offer market-driven pricing for their services. However, previous research found a causal relationship amongst visitors’ willingness to pay and their ecotourism experience, environmental attitude and behavior awareness. Thus, some visitors are willing to commit to slightly inflated fees as there is a premise that additional funds will be used to improve the livelihood of the local community (Meleddu & Pulina, 2016).

Literature review and onsite evaluation have shown that there is no obvious pricing structure of CBT offers in Cambodia. This exposed two main points of friction regarding the pricing: (1) lack of transparency about costs, and (2) high and inflated prices for foreign visitors. Occasionally, there might be a pricing table at the project’s website, but often the prices differ when one gets to the site. Additionally, a lack of customer service skills within the sector, and a strong focus on the
short term gains lead to a deficient understanding of this issue. Consequently, pricing structures are one of the most contentious topics for the CBT sector in Cambodia and an area of disappointment for many who visit these sites.

To craft more effective pricing strategies, tourism administrators need a reliable estimation of visitors’ willingness to pay (WTP) (Hultman, Kazeminia, & Ghasemi, 2015). To address this issue, this exploratory study aims at grasping a preliminary understanding of the visitors’ WTP for CBT-sites in Cambodia and their demographic profile to help design a clearer and more transparent pricing structure.

Among other issues, the study aims to:
Learn more about how tourists’ characteristics (gender, age and country of origin) impacts the prices potential visitors are willing to pay for CBT services such as meals, accommodation, and excursion to a community project.

Methods
During autumn 2018, an exploratory survey (n=266) was conducted, involving four segments of potential visitors: long-term expats (+ 6 months) and short-term expats (3 – 6 months) living in Cambodia, international tourists and Cambodian nationals. A total of 14 questions were presented with fixed alternatives to choose from, aiming at accommodation services’, F&B services’ and extra services’ prices, even adding on donations.

Results
The villagers manage CBT homestays in Cambodia and on rotation provide accommodation services to visitors. Unsurprisingly, the interviewees regard a private room more valuable than a shared room. The main cluster of preference is in the range of $4-7 (69%), with the highest preference being $5 (33%). Whereas for a shared room, 76% would be willing to pay up to $5 for a shared room with a strong preference for the $4 mark (34%).

Long-term expats were found to have higher spending willingness than any other type of tourism market segments. On average long-term expats would be willing to pay $7 for a private room. The overall average value is at $6. Similarly, long-term expats were also found to have higher spending willingness for other services such as meals and guides.

Overall, the data shows that age and country of origin are the two biggest determining factors when considering CBT prices, with older age groups, and ‘Global North’ countries willing to pay more for services. This research was a first attempt to gather more insights into the demand perspective of CBT in Cambodia and will be used as a starting point for further research.

Keywords: community based tourism, ecotourism, willingness to pay, Cambodia
The Exploration of Consumer Behavior in Using Social Media on Selecting a Restaurant to Visit

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With the advancement of information and communication technologies, people have been able to access the news and knowledge from all over the world easier and faster than before. Together with the emergence of social media, other than the way people communicate and connect, social media has changed the way people do businesses, especially in terms of social media marketing. Nowadays, social media have been widely used for marketing purpose by many business sectors, including restaurant businesses. Restaurant sector in Thailand has been growing year by year. Being competitive in this digital era, and understanding consumer behavior on digital platforms are very crucial for restaurateurs to develop an effective social media marketing strategy.

This research aims to explore consumer behavior on the use of social media channels regarding restaurant choice decision. Following the AIDA model, there are four objectives for this research. First is to explore the use of social media channels of customers that lead to their attention toward a restaurant. Second is to explore that, through social media, what kinds of information that customers look for after they are interested in a restaurant. The third is to explore what are the influential factors on social media that lead to customers’ intention to visit a restaurant. Fourth is to explore what are the influential factors on social media that lead to customers’ actual visit to a restaurant.

To study consumer’s behavior, a large sample size of the population is required. Consequently, it would be appropriate to use a quantitative approach for data gathering. The research data will be collected electronically. An online survey will be conducted via social media channels and messenger applications such as Facebook and Line using ‘Snowball Sampling Technique’, and QR Code link of the questionnaires will also be provided for random sampling.

The population for the study is defined as people who live in Thailand aged above 18-year-old, who have experience in using social media to search for information before choosing a restaurant to dine at. Following Taro-Yamane’s sample size calculation, as the population size is approximately 47.4 million, at least 400 sample populations will be needed.

The questionnaire will consist of 4 sections, including demographic and personal information, social media behavior on restaurant information receiving, social media behavior on restaurant information search, and the influences of the social media channel utilities.

Keywords: consumer behavior, social media channels, social media marketing, restaurant choice selection
The Selection Criteria of Factors Influence Customer Decision Making toward Car Rental Services in Thailand

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In the past years, the car rental industry has been growing globally. For Thailand, like the other countries, car rental services have been playing an important role in the tourism industry as a choice of transportation for travellers, both for leisure and working aspects. Moreover, since Thailand is one of the world’s leading tourism destinations and is expected to have significant long-term growth over the next decade, car rental services are relatively expected to have significant growth relatively. In Thailand, there are various car rental service providers, both existing competitors who have been in the market for decades and new players who see the opportunities. Hence, the competition in the car rental industry is getting intense, along with the expanding market share in the tourism industry. Therefore, to be competitive in this situation, understanding consumer’s needs is a prior factor to be focused on to capture market share of this growing industry.

This study aims to identify factors that affect consumer decision making toward car rental selection in Thailand. According to literature reviews regarding car rental businesses, there are three objectives developed for this research. First is to identify tangible factors that influence customer decision making toward car rental services in Thailand. These tangible factors are price, variety of products, promotions and cleanliness. Second is to identify intangible factors that influence customer decision making toward car rental services in Thailand. These intangible factors are reliability, empathy, and responsiveness. Lastly is to identify how different demographic factors can impact on customer decision making toward car rental services in Thailand. These demographic factors are gender, age, and income.

In this study, a quantitative survey was chosen as the data collection method since large samples are needed. The data will be collected using the same questionnaires through both online and offline channels. For online channels, the surveys would be conducted via Facebook and LINE, whereas offline channels would be a self-administered paper via car rental desks. The population of interest are people who had experience using car rental services and is limited for people aged over 18 years old, due to Thai driving law. The survey will be conducted in English only since the study samples are both Thais and non-Thais.

As the population size is unknown, therefore, Russell T Warne’s infinite sample size assumption is applied for calculation, which gives a minimum sample size of 384 members needed.

Keywords: car rental, decision making process, social media
This current study examines potential reasons as to why a Thai student would choose to study in America and the perceived effects of such a decision. This study relies heavily on qualitative measures, although a survey was utilized as well to create a mixed-method approach. Six Thai students provided insight into their personal experiences, and 100 Thai students were surveyed to gain more information. The interviewees all expressed to having much more confidence and a sense of individuality after their time in America. The overall sense is that it was a positive experience that they all believe will enhance their futures in Thailand. The survey indicated that an overwhelming percentage of Thai students perceive English to be very important in finding success in their careers in Thailand, and moreover, want a position where they can utilize English.

Keywords: social interaction, English immersion, English language, ESL, study abroad in America, Thai students
Factors Influencing Customer Loyalty toward Mobile Application Food Delivery Service in Bangkok area

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Ordering food online was once restricted to fried chicken or pizza. Recently, the food delivery mobile application market is heating up; competition is becoming intense. The major food delivery service providers competing for the top position are Food Panda, Line Man and Grab food which diners can now enjoy a greater variety of cuisines. This research aims to investigate factors influencing customer loyalty toward food delivery services on mobile application platform in Bangkok. The research objective can be separated into three main objectives, which are examining motivation factors, expectation factors and customer satisfaction influence customer loyalty toward food delivery services on mobile application platform in Bangkok. Also, the research is quantitative research, and the scope area involves customers who are experienced in using Food Delivery Service applications in the past one month, so it helps in coming up with the latest statistics and aids in coming towards more logical conclusions. A survey questionnaire will be used to collect the data from the participants, with a minimum of 385 respondents. The survey questionnaire will be composed of close-ended questions based on Likert Scale so that to the point, answers can be collected. The first 30 sets of the questionnaire will be tested using Cronbach’s Alpha to test the reliability of the questions. Furthermore, for testing the hypotheses of this research, Regression analysis will be used to analyse and model numerous variables, in which relationship involves a dependent and one or more than one independent variables.

Keywords: online food delivery, Bangkok
Impact of Training and Development Programs on Employee Performance and Organizational Competitiveness in a Telecommunications Company

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Training and development programs are indispensable to enhance the performance of employees in any company. Thus, successful companies spend money in implementing different training programs to empower and equip employees and to prepare their physical, emotional and intellectual beings in performing their duties.

The purpose of the study is to assess the effectiveness of training and development programs on employee performance and organizational competitiveness in a telecommunications company. Eight (8) training and development programs were identified. These programs include on-boarding, leadership, sales and marketing, network, professional, informational technology, safety, and product management.

Using regression analysis, results show that training and development have a positive impact on both employee performance and organizational competitiveness.

Implications of this study and recommendations for future research are provided

Keywords: training and development, employee performance, organizational effectiveness, telecommunications, Taguig City University
Environmental Conditions Influence on Diverse Team’s Performance

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Diversity has been highlighted as a source of creativity that provides a basis for innovation, competitiveness, and organizational achievements in the academic literature such as Amadeo (2017), Bassett-Jones (2005), McGuire & Bagher (2010), Rocío et al. (2017) and Saxena (2014). Lately, many have questioned whether diversity itself is a guarantor for firms’ success in reaching prospected aims. Rocío et al. (2017), for example, find that diversity does not affect innovation directly. Amadeo (2017) found diversity in the workforce only brings advantages if it is part of the organisation’s philosophy, and if all members of a diverse team are dedicated to a common goal. Steele and Derven (2015) highlighted that the environmental work condition, for example, an inclusive work environment where everyone has a voice and be listened, is a critical factor that reinforces a positive relationship between diversity and team performance.

The paper aims to explore further working environmental conditions that are crucial to foster diverse team spirit and enhance organizational performance. A framework for analysis was modified from Malik et al. (2011) and Rocío’s et al. (2017) to examine the influence of five aspects of working environmental condition on diverse team performance, namely (1) social support, (2) job characteristics, (3) training and development, (4) communication process, and (5) strategic orientation towards diversity. Sixteen in-depth semi-structured interviews were conducted with sixteen international companies based in Switzerland, Germany, and Korea. This research confirms the importance of all environmental conditions, except training and development.

Keywords: diversity, innovativeness, environmental conditions, managing diversity
Identification of Goals under Four Perspectives of Balanced Scorecards and Relationship among These Perspectives: A Survey of SMEs in Hotel Industry in Phuket

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Performance measurement has been an important issue for businesses for many years. In the late 1980s, balanced scorecard (BSC) was developed and became the most common measures by managers (Kaplan and Norton, 1992). BSC translates mission and strategy into goals, and from this, goals are then turned into measurement tools and targets which are to be achieved. Many companies that adopted the BSC found that the scorecard assists them in increasing customer satisfaction, increasing in revenues, and profitability, reducing costs, improving service quality, increasing management efficiency, and improve teamwork (Kaplan 2002).

The hotel sector in Thailand relies directly on tourism situation. The tourism industry in Thailand is one of the strongest industries within the service sector, directly contributed about 17% of total national GDP in 2018; it has shown sustainable growth rate over the past few years, and is expected to continue in the future. Investment in the hotel sector is also expected to grow in tourist destinations due to the increase in the number of tourists coming to Thailand and domestic tourists. Key players in Thailand’s hotel industry include the well-known international chained hotels and domestic chained hotel groups with a high degree of brand reputation. The new forms of accommodation; such as Airbnb, also get high acceptance due to its lower price. The local or domestic hotel own and operate by Thai owners, another key hotel player, must look for new strategies to sustain their businesses, and is studied in this research.

The purpose of this study is to identify the main goals of BSC perspectives and the strength of relationships among these perspectives, which should lead to performance improvement for the hotels. The study explores the opinions of managers and/or owners about the perspectives for small-to-medium size hotel, related to the importance and the use of performance measures to sustain their hotel business. The study will use a questionnaire survey to determine the goals under each BSC perspectives and to determine the relationship among those goals. Phuket is the most well-known tourist destination in Thailand; with variety of tourists’ classes and preferences, and a variety of hotels are located. Thus, this study chooses to study hotels in Phuket province. The researchers expect that the findings should benefit small to medium-sized hotels in Thailand to identify goals, and to assist managers and/or owners to maintain the sustainability of their business.

Keywords: performance measurement, balanced scorecard, hotel industry
The Effects of CSR Practice on Customers' Future Intentions - The Insights of Small and Medium Hotels in Thailand

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The topic of corporate social responsibility (CSR) has received increasing attention from both researchers and practitioners over the past few decades, and CSR practices have become mainstream business activities. In Thailand’s hospitality industry, CSR also plays an important role in determining a hotel’s environmental, social and economic performance. However, the knowledge of the impact of CSR performance on customer behaviours is still limited. It appears to be particularly the case for small and medium-sized hotels. Focusing on the customers of small and medium-size hotels located in the southern part of Thailand, preliminary findings highlighted main CSR practices amongst the participating hotels. Also, findings revealed the relationships between CSR performances, attitude toward the hotel, re-visit intention and electronic word-of-mouth (eWOM). This paper helps to understand how CSR performance influence on the future intentions of the customer.

Keywords: corporate social responsibility, hotel, attitude, re-visit intention, eWOM
The Examination of Travel Blogs Reader Behavior

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The travel industry has become a fast-growing industry that drives around world economic, including Thailand. Nowadays, tourists have various sources of information to find and explore the tourist destination. Recently, (thus) personal travel blogs have to gain popularity among traveler. This source of information is not only where people can get information about traveling destination, but it also one of the sources where we can explore about other people travel experience which can be considered to be another form of E-WOM. However, despite the growth of personal travel blog reader, no specific research has ever been conducted to identify the behavior of the travel blog reader in the Thai consumer context. This study aims to understand Thais tourist information search and destination choice behavior, and to explore the factor that creates relevance between perceived enjoyment of blog usage and intention to visit a tourist destination. This study uses novelty, reliability, understandability, and topicality of content measure, blog usage enjoyment and behavior intention to visit a travel destination for its analysis.

Keywords: information search, destination image, E-WOM, perceived enjoyment, intention to visit tourist destination
Business Model Innovation of Coworking Spaces in Touristic Mountain Regions and Urban Areas of Switzerland

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Digitalisation has opened new forms of work organisation characterized by mobile and digital workforce. This phenomenon can be seen in a remarkable globally growth of coworking spaces (CWS), a kind of shared workspaces ‘on-demand’, that seek to meet the needs and preferences of the workforce. Since mobile and digital workers often concentrate in knowledge industries clustered in cosmopolitan cities, CWS are commonly located in urban areas. However, in recent years a new trend of CWS has also emerged in rural areas, for instance in the USA, Netherlands and Finland. In Switzerland, they are found particularly in touristic mountain regions. At the time of writing this paper, the authors have observed about a dozen new CWS in the process of opening in these regions, partly thanks to governmental initiatives. Like elsewhere, mountain regions in Switzerland are lagging behind its urban areas in terms of digitalisation, low levels of innovation and lack of workforces with knowledge skills. Furthermore, tourism was once one of the driving forces for economic development in the Swiss mountain regions is facing a decline in tourism demand. This situation poses intriguing questions: What attracts CWS to operate in touristic mountain regions of Switzerland? What makes their business models innovative in compared with those operating in urban areas?

At the same time, the research interest in CWS privileges cities and urban centres. That means existing research leaves the phenomenon CWS in rural areas largely unexplored. Moreover, in the current scholarship discourse, there is little known about how business models of CWS in rural areas work, given their location disadvantages. Therefore, to fill in this gap in the literature, this current paper seeks to investigate how business models in less favourable regions, i.e. mountain areas, work and what make them innovative in comparison with those CWS models in urban areas. We ask the following research questions: (1) How CWS providers in the touristic mountain and urban areas create and capture value in their business models? (2) What roles do institutional and human factors play in the establishment and operation of CWS in touristic mountain areas? The analysis will be based on a case study of CWS in the touristic mountain and urban Switzerland both from the supply and demand side. We will adopt a mixed method of qualitative interviews with CWS providers and a survey with CWS users.

Keywords: coworking space, business models, touristic destination, Switzerland

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Tourism and Indigenous Micro-Entrepreneurship in the South Pacific

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There is a common misconception that indigenous people are either not involved in commerce or – if they have become entrepreneurs – they get absorbed into capitalism and leave behind indigenous values including notions of collectivity which seem to constitute a barrier in a successful economy (Wuttunee, 2007). The notion of ‘indigenous entrepreneurship’ overlaps with general ideas of entrepreneurship but suggests the inclusion of non-economic factors such as attachment to land and environment (Movono, 2017; Scheyvens et al. 2017), reciprocity, social obligations, and collectivism that play a role in running and succeeding a business. Social relationships to other community or kin members, therefore, play a central role and can be conceptualised as social capital (Bourdieu, 1986). Research has shown that community relations constitute a form of social capital for small businesses that can both strengthen and undermine the sustainability of microbusinesses (Trupp, 2017).

There is evidence that tourism development can lead to socioeconomic betterment as a tool to create jobs and empower communities. Particularly the notion of tourism micro-entrepreneurship offers prospects of self-determination, income and further career outlooks (Hispscher 2017; Morais et al., 2017). However, tourism development has also been criticised for creating uneven development and transforming host communities in passive tourists (Dolezal & Trupp, 2015; Weaver, 2017).

Against this background, the authors of this paper have started to implement the ‘P1tourism’ initiative in Fiji (and will commence further fieldwork in Vanuatu and Tonga later this year). P1t has initially been developed by scholars from North Carolina State University and today forms a global network of academic tourism programs which creates research, publication, and teaching opportunities while creating an innovative marketplace for buying and selling genuine tourism experiences provided by indigenous communities (Morais et al., 2012).

In order to understand tourism micro-entrepreneurship in a South Pacific context, the authors briefly outline the economic, sociocultural and touristic context, and subsequently discuss how indigenous groups view and value their entrepreneurial engagement about individual versus collective aspirations and benefits. On the one hand, there is a strong commitment and tradition towards collective and community orientation, which is also inherent in tourism micro-businesses’ production, organization, and profit sharing. On the other hand, the ongoing socioeconomic, political, and technological transformation also have an impact on economic practices.

Keywords: tourism micro-businesses, indigenous entrepreneurship, South Pacific, socio-economic impacts

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The Use of Short-Term Demand Forecasts for Tourism Providers.  
An Empirical Analysis from Switzerland

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In today’s competitive business environment, companies collect large amounts of data about customer behavior, capacity utilization, or prices. However, they are often facing challenges directly using these data for short-term decision-making to enhance productivity. One way to exploit the abundance of data in order to enable informed decisions is to use forecast tools that systematically process, prepare and represent relevant information. The tourism and travel industry is characterized by a high degree of short-term variability in demand. For most of the Swiss (mountain) railways, leisure customers and tourists are the most important segments. These passenger flows feature high daily and seasonal variations and have important impacts on operations and marketing. Thus, overuse or underuse of resources during peak or low demand is a considerable risk.

Moreover, this may result in the reduction of local residents’ quality of life and even social conflicts between tourists and the local community. Touristic demand is well understood. External variables such as seasonality, weather, snow conditions or the day of the week are the main drivers of short-run variability in demand. Swiss railway companies, in our case the “Zentralbahn”, react with additional coaches, additional trains or shorter trains to prevent overuse or underuse of its products. However, these decisions are based on average demand numbers of the past. In our research, we developed a simple automatised forecast tool to predict short-term passenger numbers on a daily basis. The predictions are built upon historical passenger numbers, daily updated weather forecasts, and numerous other variables like holidays or day of the week. We test the practical benefit of the forecasts by comparing decisions made by the company using status quo procedures and decisions that would have been based on the forecast tool. The hypothesis is that using the tool leads to significantly better decisions in terms of matching service quantity with the actual demand. The financial benefits of better decisions through the optimised allocation of rolling stock will be substantial. Further, prevention of crowding enhances customer satisfaction. Accurate forecasts can help decision-makers to enhance the efficiency of their strategic planning and reduce the risk of decision failures. Therefore, both scholars and practitioners have been exploring methods to improve the accuracy of seasonal tourism demand forecasting. The present study seeks to add to this ongoing endeavour. Specifically, we address the following questions: Which variables and econometric models are suitable for such forecasts?

How good are the forecasts? Can the approach improve management decisions significantly? What is the (financial) benefit of the tool through improved resource allocation and increased customer satisfaction?

Keywords: customer behavior, customer demand forecast, data-based decision making, resource allocation, optimization
“I Cooked with Poo and I Liked It!” - Online Tourist Valorization of a Bangkok Slum Cooking Class

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While slum tourism is a niche tourism phenomenon deserving scholarly attention (Tzanelli, 2018), the majority of slum tourism research has been focused on a few areas: the history of slumming, slum tourist motivation, slum tourism operations and the economics of slum tourism (Frenzel et al, 2015). Regarding slum tourist experience, while user-generated content has been acknowledged as an important source for understanding tourists’ subjective experiences and its effects on other tourists (Lu & Stepchenkova, 2016), only a few studies have been conducted to examine slum tourists’ representation of their experience on the internet (Iqani, 2016; Mkono, 2016; Muldoon & Mair, 2016). Among these studies, the coverage of slum tourism cases from Southeast Asia is lacking, while the methodology skewed towards textual analysis to the exclusion of photographic elements.

“Cooking with Poo” is a unique cooking class offered in a Bangkok slum district (Klongtoey), combining the activities of a visit to a wet market and a cooking class. From its beginning in 2008, the program has been widely reported in various media and have attracted many tourists. A significant amount of texts and images of “Cooking with Poo” has been circulated on the internet. What are the values tourists attribute to this activity through their texts and images? And what are the effects of these discourses?

By adopting a netnographical study (Kozinets, 2015) of tourists’ online discourses on “Cooking with Poo”, both textual and photographic data of twenty-six blog posts will be examined to understand the values tourists construct on this slum tourism activity. The study aims at (1) studying a unique case of slum tourism from Southeast Asia; (2) understanding the values tourists attribute to the slum tourism activity in an unobtrusive approach, (3) advocating the adoption of netnography in understanding tourist experience (Mkono & Markwell, 2014) and (4) applying the creativity of visual research in the study of tourism phenomenon.

Keywords: slum tourism, tourist media, blog, netnography, visual research
Tourism Policy Evaluation and the Synthetic Control Method

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The empirical comparisons of tourism policy, such as, e.g. price policies, play an important role both in research as well as for tourism organizations and governments to document the success of their measures (i.e., higher demand). Although rarely used in tourism research so far, the synthetic control method serves as an appropriate and promising research approach to compare and contrast the effects after changing system attributes. This econometric method enriches the classical comparative case study in tourism, providing scholars and practitioners new insights based on a quantitative approach that compares policies within the destination (or a state/country) with a synthetic counterpart. The choice of appropriate comparison units is a step of crucial importance in comparative empirical studies. Thus, the selection of inappropriate comparison units may lead to erroneous conclusions. To overcome this problem, the synthetic control method uses a data-driven procedure to construct such an appropriate comparison unit (the synthetic counterpart), which represents a comparison that excludes the treatment. This group is a weighted average of available control units. The weights for the comparisons are restricted to be positive and sum to one.

Based on this approach, the paper seeks to fill the research gap mentioned above in tourism policy comparisons. Therefore, we apply the synthetic control method to a tourism policy research of a Swiss Alpine destination. Mountain destinations’ business environment suffers from a declining trend: Fewer and fewer people are skiing in the mountains. Because of the declining trend, the tourism industry in Alpine destinations is under pressure to counter this descending demand with innovative offers. Saas-Fee, a Swiss destination particularly hard hit by the decline of visitors, reacted with an impressive price discount of 80% on ski passes. The goal was to give an economic incentive for consumers to buy ski passes, purchase services in the skiing area and boost demand and benefit in the whole destinations’ business. The paper estimates the effect of this discount on hotel overnight stays – a proxy for tourism demand – in the destination Saas-Fee. We use the synthetic control method to compare the development of overnight stays in Saas-Fee with a suitable synthetic counterpart after the introduction of the treatment (the impressive price discount on ski passes). In the result section, we will assess whether this price policy of Saas-Fee has led to higher demand concerning overnight stays as the dependent variable.

Keywords: tourism policy evaluation, synthetic control method, Swiss Alps
Food truck business has been a new business trend in Thailand since the 2010s. It has attracted many entrepreneurs to the industry as well as supported products and services from other industries. With the increase of supplies in the market, food truck business becomes more competitive, and food trucks have to come up with strategies to survive in the market. This research aims to explore marketing strategies of food trucks based on the marketing mix, using a qualitative approach to lay groundwork for future studies about the food truck business.

The data collection combines two methods; semi-structured interviews with food truck owners to get in-depth information about their practices and Netnography, observing the feedback of food trucks on their online channels and reviews from their customers. The data collection process goes on until a repetition of pattern is found. In total, ten food trucks participated in this research. It is found that the majority of food trucks are small businesses whose owners have some background in the food and beverage industry; they often choose dishes that they are interested in and can prepare fast as their main products and then add on values or differentiations. Value-based pricing strategy is therefore widely used. There are two placements among food trucks; permanent rental spots, and temporary events or fairs. Either way, clustering pattern is found in all their locations. To promote their products, they mostly rely on free online channel, especially social media as a communication tool with their customers and create awareness because it does not require a big learning curve, and they have tight budgets. Moreover, the majority of them use event marketing for their offline channel to expand their customer bases and gain awareness.

**Keywords:** food truck, marketing mix
How Much Tourism is Too Much Tourism? 
Experimenting with Indicators for the Determination of Overtourism 

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Tourism is a rapidly growing industry with a far-reaching economic, social and environmental impact across the world. The rapid growth of tourism is a challenge for many destinations. More and more places struggle to cope with the impacts of high tourism intensities (overtourism). Since overtourism is a collective term that is used for many different challenges of tourism destinations, the situations at different places can hardly be compared and defining general thresholds is not possible. Therefore, the goal of the study is to identify the challenges of monitoring overtourism and to experiment with indicators that could help to determine the phenomenon and that are easy to manage. For this purpose, the development of tourism in different destinations is analyzed by applying and discussing various indicators. The study examines ten different cases in countries from all over the world to determine useful indicators for overtourism and to derive challenges that have to be considered when measuring overtourism. The selected cases are destinations (cities) from various countries with indications of overtourism. A special focus lies on the diverse contexts (economic, political, environmental, social, and cultural) in the countries analyzed.

For the study, a comparative case study approach has been chosen. Case studies are a useful and appropriate method when complex phenomena should be investigated. Comparative case studies emphasize comparison within and across contexts. They involve the analysis and synthesis of the similarities, differences and patterns across two or more cases that share a common focus or goal. Based on extensive desk research, existing literature and previous studies are being analyzed, and a set of indicators is developed and applied in different cases. Then, the application of the indicators is critically reflected, and limitations are demonstrated. After comparing the different cases, similarities and differences are being analyzed to draw general conclusions. Finally, the comparison should allow deriving principles and guidelines for the measurement and early detection of overtourism.

Keywords: overtourism, tourism, indicators, monitoring, case study
Non-Medical Services and Facilities for Myanmar Patients in International Hospitals in Bangkok, Thailand

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In the 21st century, medical tourism has emerged as a prosperous industry. Its growth has been fostered by increasing healthcare costs, long waiting lists for nonemergency operations, and a lack of service availability in many developed countries. Therefore, some developing countries, in particular, have established a variety of strategies to benefit from this profitable market.

The prospering global medical tourism market today requires more instructive studies to understand the importance of customer satisfaction better. It is desirable to provide high-quality service and fulfil medical tourists' expectations according to the analysis and segmentation so that customer services can be improved.

The purpose of the study was to investigate medical service quality, customer satisfaction, and to examine the validity and reliability of the current non-medical services. It is also determining the dimensions used in judging the hospital services quality; to develop a tool for measuring perceived services for hospitals; and finally, to use the results of the data collected to suggest improving services for patients.

A cross-sectional field study was conducted at four famous international hospitals specialized in medical tourism services, which are located in Bangkok, Thailand. Data were collected using a SERVQUAL questionnaire to investigate which attributes are more or less important based on customers' satisfaction and dissatisfaction criteria. The five SERVQUAL subscales dimensions; tangibility, reliability, responsiveness, assurance, and empathy results found that customers had more expectations than perceptions on medical service quality. A total of 450 hospital foreign out-patients and in-patients participated in the questionnaire survey from February to March 2019. This research applied the SERVQUAL model to assess the applicability of these service quality attributes provided by the four international hospitals in Bangkok, Thailand.

The mean scores of medical service quality, satisfaction, and revisit intention were very high and indicated a high satisfaction level, as well as non-medical service quality and patient satisfaction, were positively correlated. Findings from data analysis indicate a good fit for gaining a deeper understanding of how customers evaluate non-medical services.

Keywords: public hospitals, Bangkok, Thailand, non-medical services, SERVQUAL.
Exploring the Job Embeddedness Construct as a Predictor of Intention to Leave in Hospitality Workers

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It has frequently been claimed that the hospitality industry is plagued by high employee turnover rates. However, there is evidence to suggest that a significant proportion of hospitality staff remain with employers for many years (Taylor & Finley, 2010; Yam and Raybould, 2018). Research into employee tenure in the hospitality industry has focused on the causes of turnover, but there has been little research into the factors that contribute to retention, even though these factors may have more valuable lessons for the design of human resource strategies.

This study investigates the factors that contribute to employment stability and retention and provides the first examination and comparison of the job embeddedness construct (Mitchel et al., 2001) with traditional attachment measures, and intent to leave, in a hospitality environment.

A survey instrument comprising several well validated, scales was used to collect data from 360 employees in four and five-star hotels in Australia. Confirmatory Factor Analysis supports a two-factor structure for each of the dimensions of the job embeddedness scale. This is consistent with findings by Zhang et al. (2012) and provides more support for a rethink of the original three-factor structure proposed by Mitchel et al. (2001).

Multiple regression analysis using only the two dimensions of job embeddedness as independent variables shows that job embeddedness within the organisation was a significant predictor of intention to leave an employer, but the community dimension was not. More importantly, in a combined model that included traditional predictors of turnover, job satisfaction, organisational commitment and perceived organisational support were all significant predictors of intention to leave an employer but neither of the job embeddedness dimensions was significant when controlling for the other predictors.

Keywords: hospitality, retention, employment, turnover, embeddedness
This study was set out to achieve two objectives, which were (1) to explore restaurant owners’ perceptions of success and (2) to identify factors affecting the restaurant success. To reach the aims, the qualitative method and semi-structured interview were implemented. The result showed that some participants related their success to financial performance while the majority suggested happiness at work, job satisfaction and employees’ success. This research finding identified 14 CSFs which were (1) staff selection and training, (2) staffs’ happiness and success, (3) employee empowerment, (4) knowledge and work experience in restaurant industry, (5) partnership, (6) loyalty customers, (7) authentic ethnic flavour and high quality of food, (8) long term relationship with suppliers, (9) clear concept, (10) well planning restaurant system, (11) cost control, (12) make use of social media, (13) differentiation and (14) prime location. Above findings would help improving restaurant performance, assist the longevity of restaurant and support restaurant success.

**Keywords:** restaurant success, critical success factors, ethnic restaurants, Thai restaurants, and restaurant viability
Women Empowerment, Financial Literacy and Entrepreneurial Intention in the Hospitality Industry

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Entrepreneurs have important roles in driving the hospitality industry to grow and expand in response to the fast-growing in tourist expectations and demands. In order to develop the competitiveness of the hospitality industry, the increase in the quality and quantity of entrepreneurs can create positive impacts on the long-term growth of the industry. Furthermore, diversity in human resources can directly improve business development. The lack of women and minorities in entrepreneurship in many societies is also known as the ‘Entrepreneur Gap’.

The study extended the theory of planned behaviors by including new factors, such as financial literacy, to study their relationships in the context of hospitality businesses. Past research studies highlighted the underrepresentation of women in entrepreneurship and the focus of the current study is on the factors supporting entrepreneurial intentions of female employees who possessed the important skills and years of experiences in their work environments, including restaurant and wellness businesses. The main research objective is to identify key drivers to support the entrepreneurship and therefore, the guidelines for the long-term development of women entrepreneurial skills can be further developed.

The samples were female employees who had at least one year working experience and held the key skills in their businesses, including restaurant and wellness business. The study was conducted in Thailand, representing the context of the emerging economies. The data were collected from several major tourist destinations, such as Bangkok and Phuket.

Several factors included in the study, including empowerment, financial literacy, attitude and subjective norm. With structural equation modeling, several factors, such as attitude towards and empowerment, indicated significant impacts on entrepreneurial intention. The discussions and practical implications were included. Directions for future research were also provided.

Keywords: women empowerment, entrepreneurial intention, hospitality industry, financial literacy
Residents’ Perceptions toward Overtourism in Urban Destinations: 
A case study of Bangkok, Thailand

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Bangkok is a well-known destination in the tourism world. With continuous growth in the past several years, the number of tourist arrival has been constantly increased and the higher target number of international tourists were set by the Thai government, while the critical situations, such as the carrying capacity of the tourist destination and quality of life of the local residents, were directly affected and uncontrollable. In the current study, the author aims to investigate the factors of attitudes, perceptions, overtourism and supports for tourism.

The research study was conducted with the data from local residents of Bangkok, mainly related to the fast-growing numbers of international tourists, including Chinese and Russian. For data analysis, structural equation modeling was used to analyze the relationship between attitudes, perceptions, and supports for tourism. Despite some problems arising from overtourism, the results of this research indicated that the residents had a positive attitude toward tourism and support for tourism. Furthermore, the discussions with the past literature showed the differences from the prior studies and cultural issues were raised to have the impacts for the support for tourism. Practical contributions for public and private organizations are included. Directions for future research were also discussed.

Keywords: overtourism, attitudes, residents’ perceptions, support for tourism, urban destination
A mandatory requirement for survival in volatile and highly competitive business environments (Anderson, Potočnik and Zhou, 2014), creativity, innovation, and entrepreneurship captured the attention of hospitality and tourism scholars who investigated pertinent topics from an array of different perspectives (Chen, 2011; Hjalager and Flagestad, 2012). The underlying relationship between the three terms received extensive coverage with scholars exploring their complementary nature. In her seminal work, Amabile (1988, p. 126) makes a convincing case as to the nature of this relationship by suggesting that creativity is "...the production of novel and useful ideas by an individual or a small group of individuals working together", whereas innovation is defined as "...the successful implementation of creative ideas within an organization". In simple terms, creativity entails the intellectual capability of an individual or a group in formulating a new idea, whereas innovation is the process of implementing the idea in practice (O'Shea and Buckley, 2007). Innovation is considered by many (see, Zhao, 2005) as the cornerstone of entrepreneurship, which is according to Stevenson (1983, p. 23) "...the pursuit of opportunity beyond resources controlled".

Following the detrimental effects of the prolonged financial crisis and the collapse of the country’s banking sector in March of 2013, which prompted an IMF-EU bail-in intervention, innovation took the center-stage in Cyprus urgent scramble for economic rejuvenation. Espousing the reasoning of numerous European Union initiatives, the country focused its efforts on innovation as a viable means for growth via the attraction of European Union research funds. Despite the overall pro-innovation business climate, and scholarly declarations as to tourism’s immense innovation potential (Hjalager, 2010), the industry made no significant steps in seizing this opportunity.

Echoing the call for additional research on this contemporary topic (Hon and Lui, 2016), the study investigates the association of the organization's perceived innovation culture and relevant support practices with the employee's service innovation actions and subsequent behaviors. The aim is to enrich our conceptual clarity as to the role of human capital towards such initiatives and pave the way for further empirical investigations. It is important to note that the study is based on the conceptual foundations of Praxis, which means action informed by theory. In simple terms, Praxis implies informed change, the pure essence of innovation, and according to Benson (1977) it has both a reflective element which enables individuals to appraise the existing situation, rethink or re-evaluate conditions, identify problems or inadequacies, and search for alternative solutions, and an active process which calls for action.
Reflecting on a thorough investigation of related literature and by adopting a quantitative methodology, a two-section bilingual survey (Greek and English) was developed in order to address the following three postulated hypotheses:

*H1:* There is a positive association between the perceived organization’s innovation culture and the individual’s innovation actions (Praxis) at the hospitality workplace.

*H2:* There is a positive association between the perceived organization’s support towards innovation and the individual’s innovation actions (Praxis) at the hospitality workplace.

*H3:* There is a positive association between the employees’ innovation actions (Praxis) at the hospitality workplace and their overall behavior towards innovation.

The study's population comprised of individuals working as full-time managerial-level employees in 3-4- and 5-star hotels, hotel apartment complexes, restaurants, and other industry-related operations in Cyprus. Face-to-face random administration of surveys was conducted by an experienced research assistant at the premises of each establishment, upon receiving formal authorization. In regards to statistical analysis, the aim and objectives of the study necessitated the utilization of a multivariate statistical analysis tool, namely Structural Equation Modeling, in order to holistically examine the relationships between the constructs depicted in the hypothesized.

The study's findings suggest that managerial employees' innovation actions in the hospitality workplace (Praxis) are positively affected by both their organizations' perceived innovation culture and the organizational support towards such initiatives. Subsequently, this enhances employees' overall behavior towards innovation, thus their willingness to take risks in promoting creative and innovative ideas and concepts; the ideal scenario for any hospitality organization in the 21st century. Moreover, subsequent mediation analysis highlights the vital role of Praxis, which fully mediates this relationship.

**Keywords:** Praxis, innovation, human capital, SEM
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