

# 5<sup>th</sup>

# ISCAMR 2025

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**International Students Conference on  
Academic Multidisciplinary Research**

# CONFERENCE PROCEEDINGS

May 21, 2025

College of Hospitality Industry Management  
Suan Sunandha Rajabhat University

Edited by  
College of Hospitality Industry Management,  
Suan Sunandha Rajabhat University, Thailand  
in collaboration with

Russian Presidential Academy of National Economy and  
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**5<sup>th</sup> International Students Conference on  
Academic Multidisciplinary Research 2025**

**Proceeding of International Students Conference**

**College of Hospitality Industry Management**

**Suan Sunandha Rajabhat University**

**May 21, 2025**

Dear all delegates participating of the 5<sup>th</sup> International Students Conference on Academic Multidisciplinary 2025. In the era of globalization, spreading of modern knowledge and forms of education, the embracing of disruptive technology. The education has gone to online, onsite and on demand. Whilst, the quality of the country's human capital production has to be kept in higher standard. The students' international conference is vital to develop student competence on both knowledge and skills systematically.

I would like to express my gratitude to co-organizers; the institution both internal and international institutions from Thailand, Russia, New Zealand, China and India whose effort made the 5<sup>th</sup> international students conference possible. And of course, I would like to thank all participants for joining the conference presentation for outstanding and interesting researches. I want to say that the College of Hospitality Industry Management; Suan Sunandha Rajabhat University- a leading Rajabhat University of the country- is very proud to be organizer of this marvelous conference for students.

To all delegates participating, I wish you success, finding new friends and colleagues, developing and advancement your Scientifics thoughts and research for your future endeavor.

Assoc. Prof. Dr. Chutikan Sriviboon  
President of Suan Sunandha Rajabhat University  
Bangkok Thailand

On behalf of Organizational Committee, I welcome you to the 5<sup>th</sup> International Students Conference on Academic Multi-Disciplinary 2025. Our conference enhances students an excellent opportunity to share their research experiences, practice their presentation skills in international environment with colleagues from various institutions on their subject interest. The ISCAMR 2025 has established on international basis. The peer-review process was conducted all submissions where total of 47 papers were accepted for presentation in the conference. Accepted papers were scheduled for presentation in 6 sections online.

We would like to express our sincere gratitude to all reviewers, chairs, and various committee of ISCAMR 2025 for their precious time and expertise. Lastly, I would like to demonstrate our sincere appreciation to everyone involved in making the joint conference a success. Million thanks to go to the organizing committee, co-institutions, special welcome speaker, reviewers, and participants, and of course, to all professors, lecturers who advise students distributing valuable research. It is our great pleasure to have you with us at the ISCAMR 2025. I hope new ties will be made and existing ones renewed and strengthened.

Asst.Prof.Dr. Weera Werasonphon  
Dean of College of Hospitality Industry Management  
Suan Sunandha Rajabhat University

Dear colleagues and students, this is the first international students is a meaningful crystallization of initiatives collaboration among institutions towards practical cooperation in interdisciplinary studies. This would contribute to the participants strengthening in research, presentation skills, and augmented educational system internationally.

The characteristic of the education in the era of disruptive change at the speed of light, which led us to learn and develop our new generation in diverse disciplines to meet and discuss the phenomena, and recommend solutions. We should teach our students to be able to explore deeper by discussing problems across different disciplines as much as possible, and thence, grasping more profound suggestions and solutions.

The motivation of this conference is to encourage students get through individual expertise and point of view based on their discipline. As we gather from multiple fields of studies. I believe that we should be able expand the scope of our efforts and aim more challenging global contributions. I hope all participants of this conference will enjoy and get opportunities to enhance relationships of knowledge exchange.

Assoc. Prof. Dr. Tatiana Podolskaya  
Head of International Economic Relationships Department,  
South Institute of Management, Russian Presidential Academy  
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## **DRIVING GREEN LOGISTICS THROUGH CIRCULAR PACKAGING: A CASE STUDY OF COFFEE SHOPS AT A PRIVATE UNIVERSITY**

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### **ABSTRACT**

This research examines the implementation of green logistics through circular packaging systems in coffee shops at a private university. Using a mixed-method approach, the study collected data from six coffee shops and 382 customers. Findings reveal that implementing a circular packaging system reduced plastic waste by 42%, decreased operational costs by 15% after the initial investment period, and increased customer satisfaction by 27%. Key success factors included effective deposit systems, strategically located return points, and customer education campaigns. The study demonstrates that green logistics through circular packaging is both environmentally beneficial and economically viable when properly implemented.

Keywords: Green Logistics, Circular Packaging, Reverse Logistics, Sustainability,

### **INTRODUCTION**

Thailand coffee industry has experienced continuous growth, with a market value of 45 billion baht in 2023 and a 5.3% annual growth rate. This expansion has led to increased single-use plastic packaging. According to the Pollution Control Department (2024), Thailand generates approximately 2 million tons of plastic waste annually, with 25% from beverage packaging.

Green logistics has been recognized as an important approach to addressing environmental issues. Rogers and Tibben-Lembke (2023) proposed that reverse logistics with circular packaging can effectively reduce environmental impacts. This aligns with research by Tancharoen (2023), which found that circular packaging in coffee shops can reduce plastic waste by up to 35%.

A Nielsen survey (2024) found that 73% of Thai consumers are willing to pay more for environmentally friendly products. Bangkok Thonburi University, with approximately 10,000 students and staff, hosts several coffee shops that use an average of 500 single-use plastic items daily per shop.

This research aims to study approaches to implementing green logistics through circular packaging in coffee shops to reduce environmental problems and create business sustainability.

## **Objectives**

1. To examine the current state of packaging management and logistics systems in coffee shops at a private university.
2. To analyze approaches for implementing green logistics through circular packaging in coffee shops.
3. To evaluate the economic and environmental impacts of using circular packaging in the green logistics system of coffee shops.

## **LITERATURE REVIEW AND THEORY**

### **Literature Review**

Research shows that food service businesses face unique challenges implementing green logistics. Waste minimization strategies in university coffee shops can reduce waste by 40-60% (Siriwattananon & Danteravanich, 2022). Successful circular packaging requires durable materials, efficient collection, and economic incentives.

Thai businesses implementing circular packaging report improved brand image and long-term cost reductions (Saengabha & Yodpijit, 2022). Deposit systems achieve higher return rates (70-95%) than voluntary systems (Vafadarnikjoo et al., 2022). Reusable systems typically reach break-even after 15-20 use cycles.

### **Theoretical Framework**

This research integrates several theoretical frameworks:

1. **Green Logistics** - Measuring and minimizing environmental impact of logistics activities.
2. **Circular Economy** - Designing out waste and keeping materials in use.
3. **Reverse Logistics** (Rogers & Tibben-Lembke, 2023) - Moving goods from consumption points back to origin for reuse.
4. **Triple Bottom Line** (Elkington, 2020) - Measuring success by financial, social, and environmental impacts.
5. **Diffusion of Innovation Theory** - Explaining adoption of new ideas and technologies.
6. **Customer Value Theory (Woodruff, 2022)** - Understanding and delivering what customers value.

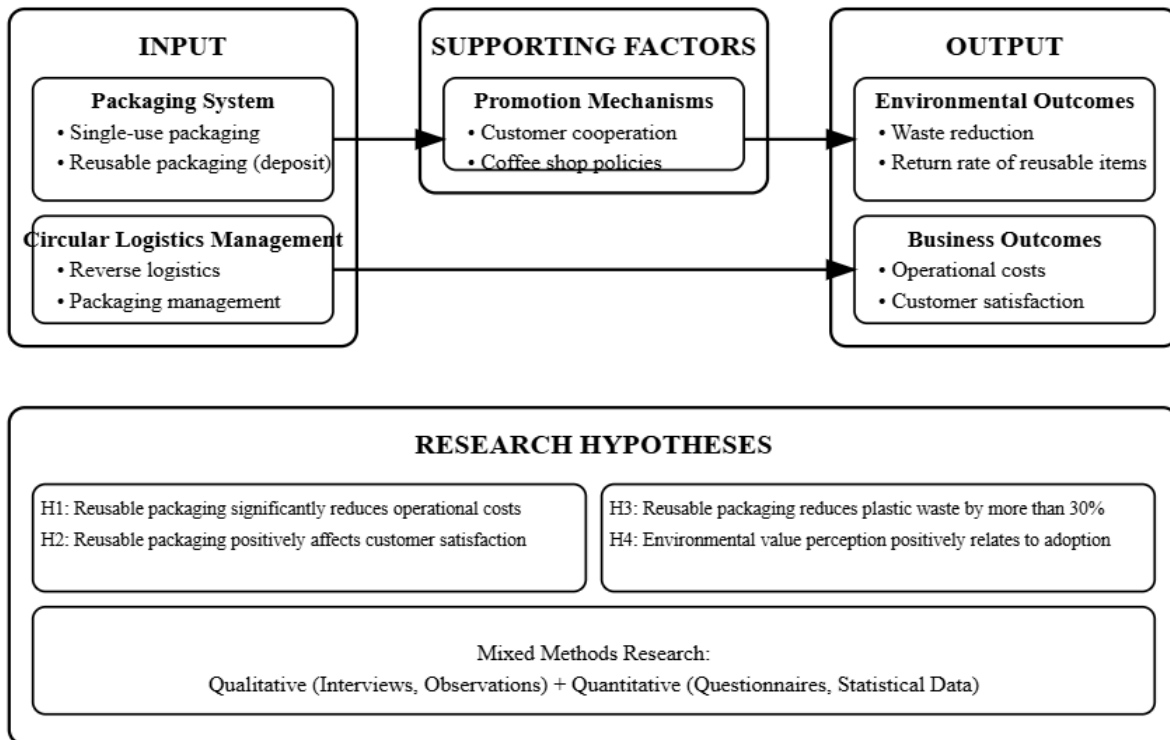


Figure 1. Conceptual framework

## METHODOLOGY

### Research Design

This study uses a mixed-method approach emphasizing qualitative research, supported by quantitative data, with three phases: exploration, implementation, and evaluation.

### Population and Sample

#### Population:

- Coffee shop operators (6 shops)
- Coffee shop users (8,000 students and 500 staff)

#### Sample:

- All 6 coffee shops (purposive sampling)
- 382 users (350 students, 32 staff) using Taro Yamane formula at 95% confidence

### Research Instruments

1. In-depth interview guide for operators
2. Questionnaire for users
3. Data recording forms for packaging usage and waste quantities

### Data Collection and Analysis

- Qualitative data: Interviews, observation, and recording
- Quantitative data: Questionnaires and usage statistics
- Analysis: Descriptive statistics, inferential statistics (t-test, chi-square, regression), and content analysis

## RESULTS

### Current Packaging Management Practices

The study revealed that all six coffee shops primarily relied on single-use packaging, with an average of 512 units used daily per shop. Four shops offered minimal discounts (2-5 baht) for customers bringing reusable cups, but participation rates remained low (3-7%). Two shops had experimented with biodegradable packaging but encountered significantly higher costs (30-40% premium). Notably, 95% of packaging ended up in general waste with limited recycling efforts. Packaging costs constituted 8-12% of operational expenses (120,000-180,000 baht annually per shop). The finding that 68% of customers consumed beverages on campus indicated potential for implementing a circular system.

### Implementation of Circular Packaging System

A comprehensive circular packaging system was implemented with six key components:

1. **Packaging:** Durable polypropylene cups (12oz and 16oz) with silicone lids
2. **Deposit System:** 50-baht refundable deposit
3. **Return Infrastructure:** Shop return points and three centralized stations
4. **Washing Facilities:** Commercial dishwashers with standardized protocols
5. **Staff Training:** System operations, customer communication, and hygiene
6. **Customer Education:** Signage, social media, and student ambassadors

The implementation required a total initial investment of 192,000 THB with ongoing monthly operating costs of 11,600 THB.

### Economic and Environmental Impacts

The circular packaging system achieved significant positive impacts:

- 92% average return rate (improving from 85% to 94% over six months)
- 562,176 single-use items avoided (equivalent to 12.7 tons of plastic waste)
- 42% reduction in overall waste volume
- Break-even point reached at 4.8 months
- Net savings after six months: 354,430 THB
- 78% of customers reported positive experiences
- 27% increase in environmental satisfaction
- 12% increase in return visits

## **Key Success Factors and Challenges**

### **Success Factors:**

- Strategic placement of return points
- Effective deposit system
- Operational integration
- Customer education
- University support

### **Challenges:**

- Initial investment requirements
- Operational adjustments
- Space constraints
- Cup loss (8%)
- Hygiene perceptions (22% of customers expressed concerns)

## **DISCUSSION**

The 42% waste reduction achieved in this study exceeds the 35% reduction previously reported by Tancharoen (2023), suggesting that comprehensive implementation approaches significantly enhance system performance. The 92% return rate aligns with the upper range identified by Singh and Ordoñez (2023) for effective deposit systems, validating the approach taken.

A particularly notable finding was how the implementation successfully bridged the gap between environmental attitudes (82% of customers expressed environmental concerns) and actual behaviors (only 5% regularly brought their own cups). This supports Vafadarnikjoo et al. (2022) finding that reducing participation barriers is more effective than environmental messaging alone in changing consumer behavior.

The economic results challenge the common perception that sustainability initiatives necessarily involve financial sacrifice. While the implementation faced challenges related to initial investment, space constraints, and operational adjustments similar to those reported by Saengabha and Yodpijit (2022), this study demonstrates that these obstacles can be effectively addressed through careful system design and institutional support.

## **RECOMMENDATIONS**

### **For Coffee Shop Operators:**

- Implement a phased approach beginning with pilot testing
- Optimize deposit amounts through customer research
- Provide multiple convenient return options
- Involve staff in system design
- Communicate cleaning procedures transparently to address hygiene concerns

## **For Educational Institutions:**

- Provide centralized infrastructure to support circular systems
- Develop supportive policies and incentives
- Engage student organizations as champions
- Integrate sustainability initiatives with academic programs

## **For Future Research:**

- Conduct longitudinal studies to assess long-term impacts
- Compare implementation across different contexts (commercial vs. institutional)
- Perform comprehensive life cycle assessments
- Investigate behavioral factors affecting participation

## **CONCLUSION**

This research demonstrates that implementing green logistics through circular packaging in university coffee shops delivers significant environmental benefits (42% waste reduction) while proving economically viable with a 4.8-month break-even point. As consumer environmental consciousness continues to grow, businesses that adopt circular systems position themselves advantageously to meet evolving market expectations while reducing environmental impact.

The successful implementation relied on several key elements: strategic return points, effective deposit systems, operational integration, education initiatives, and institutional support. While the university context offered certain advantages for implementation, the core principles of the circular packaging system can be adapted to various settings, contributing to waste reduction goals while enhancing business sustainability across different food service operations.

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**THAI CONSUMER SATISFACTION AND BEHAVIOR IN USING SPA SERVICES  
IN PHUKET PROVINCE**

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**ABSTRACT**

Research on the Behavior and Satisfaction of Thai People Using Spa Services in Phuket Province. The objective of this research is to study the behavior and satisfaction of Thai people in using spa services in Phuket. This is a survey research, using a questionnaire as the data collection tool. The data was collected from a sample group of 404 individuals who have previously used spa services in Phuket. Data were collected via an online questionnaire and analyzed using descriptive statistics, including frequency, percentage, mean, and standard deviation.

The study found that most of the population were females, 41-50 years old, Most of the populations is single have a Bachelor's Degree and they are Private Sector Employee, population's average monthly income is 15,001-30,000 Baht. Percentage by Information on the Behavior and Satisfaction of Thai People Using Spa Services in Phuket Province. The Information can be summarized as follows; That Frequency of Thai People Using Spa Services in Phuket Province. Less than once a month with most Thai Massage average Days of Regular Spa Visits on Saturday–Sunday between 04.01 - 08.00 p.m. for about 2 hours, spending 3,001-5,000 Baht typically visiting alone. That Thai people like Choosing to Use Spa Services in Phuket is Quality of service influenced your decision to use spa services in Phuket of Recommendations from friends. The marketing factors affecting spa usage behaviors were Process, Place , Physical Environment , Price , People , Facilities , Product and Promotions.

Keywords: Satisfaction , Behavior , Spa Business

**INTRODUCTION**

Today, health and wellness tourism is rapidly growing due to increasing health awareness, supported by both the public and private sectors in expanding the market, particularly in the health service industry, which plays a key role in the country's economic development. It is also an area of high interest among people wishing to own their own businesses, especially in health spa and massage services. Across Thailand, many health establishments are operating, serving both Thai and international customers. Health spas, in particular, offer natural therapies that help relieve stress and restore physical and mental health,

including physical treatments, meditation, massage, yoga, herbal steam, and healthy diets. These services are gaining widespread popularity (Pakdee Klinpakdee, 2017).

Phuket is one of the world's renowned tourist destinations and has seen strong growth in the health and wellness sector, especially spa businesses located in hotels and resorts, Thai spas are known for their unique Thai identity and traditional practices, making them an important part of health tourism. Thai massage and herbal compress therapy, which fall under alternative medicine, are especially popular. Combined with Phuket's reputation for offering authentic Thai hospitality, the number of spa businesses has significantly increased. Phuket offers a wide range of high-standard health and wellness services, catering to tourists seeking relaxation and health improvement. Phuket also has great potential to expand its health and wellness tourism market. Wellness services offered by hotels, meditation retreats, and traditional Thai exercise activities such as Muay Thai, which is well-known and highly popular among international tourists (TAT Review, 2015; Phutthaphon Aksornphairoj et al., 2020), align with the region's Buddhist image. Many visitors choose Phuket as a reward for themselves after enduring the stresses of daily life, seeing it as a special time for complete relaxation and rejuvenation. A memorable spa experience in Phuket is often viewed as a "reward for life" (<https://www.phuketemagazine.com>). It is projected that the global spa industry will grow by approximately 17% by 2025, There is a need for skilled professionals to meet the rising demand. Motivated by these developments, the researchers aim to examine the behavior and satisfaction of Thai people using spa services in Phuket. The study's findings will help improve service quality, boost customer satisfaction, and support the sustainable development of the spa and wellness tourism industry in Phuket.

## **OBJECTIVES**

1. To study the behavior of Thai people in using spa services in Phuket Province.
2. To study the satisfaction of Thai people with spa services in Phuket Province.

## **METHODOLOGY**

This study is a survey research, employing a questionnaire as the primary data collection tool. Due to the researchers' lack of exact information on the population size of spa users in Phuket Province, an accidental sampling method was used. The sample size was determined using the R.V. and D.W. Morgan formula (Thanin Silpcharu, 2012), resulting in a sample of 404 respondents.

The questionnaire, developed by the researchers, included both closed-ended and open-ended questions and was divided into 4 parts: demographic information, spa usage behavior, marketing mix factors (rated on a 5-point Likert scale), and open-ended suggestions. Data were analyzed using frequency, mean, and standard deviation, with interpretation criteria provided for mean scores and variation levels.

The instrument was developed through a review of relevant literature and validated by three experts using an item-objective congruence index. Revisions were made based on expert feedback. Data collection was conducted online <https://forms.gle/jiMmn9StEH4WrR2S9> from

February 1 to 28, 2025, with the researcher ensuring the completeness and accuracy of all 404 returned responses.

## RESULTS

The results on Study of Thai Consumer Satisfaction Behavior Toward Spa Services in Phuket Province. There are research results as follows:

**Part 1:** Percentage of samples size of 404 people. classified by general information of respondents. The Information can be summarized as follows;

**Gender :** The majority of the population were 223 females, representing 55.20 percent, 181 males, representing 44.80 percent. **Age :** That most of the population is 41-50 years old, 102 people, representing 25.25 percent, followed by people aged 31-40 years old and 51-60 years, 70 people, representing 17.33 percent, 21-30 years old, 65 people, representing 16.09 percent, Below 20 years old, 53 people, representing 13.12 percent, and the least above 60 years old, 44 people, representing 10.89 percent. **Status :** That most of the population is Single 199 people, representing 49.26 percent, followed Married 125 people, representing 30.94 percent and the least were other 80 people, representing 19.80 percent. **Education :** That Most of the population's have a Bachelor's degree 176 People accounted for 43.56 percent, followed by Below Bachelor's Degree 91 People, representing 22.52 percent, Master's degree 80 People, 19.80 percent and the least respondent, Doctor's degree 57 people, representing 14.11 percent. **Occupation :** That most of the population are Private Sector Employee, 128 people, representing 31.68 percent, followed by Government Employee 43 people, representing 10.64 percent. Self-employed 37 people, representing 9.16 percent respectively. **Average Monthly Income :** That Most of the population's Average Monthly Income is 15,001-30,000 Baht, amount 105 People accounted for 25.99 percent, followed by 50,001 - 100,000 Baht 93 people, accounted for 23.02 percent. 30,001- 50,000 Baht 88 People accounted for 21.78 percent and the least respondent, Below 15,000 Baht and Above 100,001 Baht 49 people, accounted for 14.60 percent.

**Part 2 :** Percentage of samples classified 404 people. by Information on the Behavior and Satisfaction of Thai People Using Spa Services in Phuket Province. The Information can be summarized as follows; *Frequency of spa service usage?* That Frequency of Thai People Using Spa Services in Phuket Province. Less than once a month, 174 people, representing 43.07 percent, followed by 2–3 times per month, 105 people, representing 25.99 percent, More than 5 times per month, 67 people, representing 16.58 percent, and the least respondent is 4–5 times per month 58 people, representing 14.36 percent. *Types of Spa Services You Prefer? (Choose more than 1)* That Thai People Types of Spa Services with most Thai Massage 108 people, representing 26.73 percent, followed by Aromatherapy Oil Massage, 79 people, representing 19.55 percent, Foot Massage 71 people, representing 17.57 percent, Neck, Shoulder, and Back Massage 51 people, representing 12.62 percent, Relaxing Massage 50 people, representing 12.38 percent respectively. *Average Days of Regular Spa Visits?* That Thai people Average Days of Regular Spa Visits on Saturday–Sunday 145 people, representing 35.89 percent, followed on Weekdays (Monday–Friday) 101 people, representing 25.00 percent. Vacation Days 92 people, representing 22.77 percent and the last is on Public Holidays 66 people,

representing 16.34 percent. *Average Time of Day for Regular Spa Visits?* That Thai people time visits spa on 04.01 - 08.00 p.m. 120 people, representing 29.70 percent, followed by Based on availability 92 people, representing 22.77 percent. 12.01 - 04.00 p.m. 77 people, representing 19.06 percent. 08.01 - 10.00 p.m. 59 people, representing 14.60 percent and the last is 08.00 - 12.00 a.m. 56 people, representing 13.86 percent. *Average Duration of Spa Services?* That Thai people Duration of Spa Services with most people is a colleague 2 hours of 97 people, representing 24.01 percent, followed by 1.30 hours 77 people, representing 19.06 percent, 1 hour 65 people, representing 8.91 percent respectively. *Your Average Spending per Spa Visit?* The Average Spending per Spa Visit of 3,001-5,000 Baht 142 people, representing 35.32 percent, followed by 5,001-10,000 Baht 125 people, representing 31.09 percent. 1,500-3,000 Baht 113 people, representing 28.11 percent. Less than 1,000 Bath 47 people, representing 11.69 percent and the last is More than 10,000 Baht 22 people, representing 5.47 percent. *Number of People in your group?* That Number of People in your group is Alone 145 people, representing 35.89 percent. followed by 2 people 141 people, representing 34.90 percent. 3-5 people 61 people, representing 15.10 percent and the least More than 5 people 57 people, representing 14.11 percent. *Relationship with People You Travel for the Spa Services With?* That Thai people like Spa Service with Friends 107 people, representing 26.49 percent. followed by Others 76 people, representing 18.81 percent. Partner / Spouse 71 people, representing 17.57 percent. Family 59 people, representing 14.60 percent. Colleagues 56 people, representing 13.86 percent and the last with Group / Tours 35 people, representing 8.66 percent. *Reasons for Choosing to Use Spa Services in Phuket? (Choose more than 1)* That Thai people like Choosing to Use Spa Services in Phuket is Quality of service 140 people, representing 24.48 percent, followed by Pleasant atmosphere 113 people, representing 19.76 percent. Convenient location 107 people, representing 18.71 percent. Peaceful and relaxing environment 95 people, 16.61 percent. Interior design and decor 72 people, representing 12.59 percent and the last is Well-known establishment 45 people, representing 7.87 percent. *Sources of Information That Influenced Your Decision to Use Spa Services in Phuket? (Choose more than 1)* That Thai people Influenced Your Decision to Use Spa Services in Phuket of Recommendations from friends 117 people, representing 28.96 percent, followed by Quality of service 113 people, representing 27.97 percent. Word of mouth 92 people, representing 22.77 percent. Hotels / Accommodations 79 people, representing 19.55 percent respectively.

**Part 3 :** Assessment of Thai Customer Satisfaction Evaluation on Spa Business Services in Phuket Province. are as follows.

- 1.00-1.80 means least satisfied.
- 1.81-2.60 means less satisfied
- 2.61-3.40 means moderately satisfied.
- 3.41-4.20 means very satisfied.
- 4.21-5.00 means the most satisfied.

As for the S.D. values , most of them do not interpret the results and will present only the values in the table. But if the results are to be interpreted, the criteria for interpreting the S.D. values are as follows.

More than 1.75 there is a big difference.

1.25 – 1.75 is quite different.

Less than 1.25, there is little difference. or similar or the same.

**Side1: Products**, Information about assessment of Product with Spa Business Services in Phuket Province. The overall level was at very satisfied level ( $\bar{x} = 3.48$  , S.D. = 1.35), with the first satisfaction being able to find information about Confidence in using the services. ( $\bar{x} = 3.52$  , S.D. = 1.34), followed by There are Good reputation, beautiful decoration, classy design, and pleasant atmosphere. ( $\bar{x} = 3.51$  , S.D. = 1.27), Facilities are fully equipped, varied, and meet customer needs. ( $\bar{x} = 3.48$  , S.D. = 1.37), The products and services are diverse. ( $\bar{x} = 3.44$  , S.D. = 1.39) and the last responsive is The products used or sold are of quality, standard, and safe. ( $\bar{x} = 3.43$  , S.D. = 1.36)

**Side2: Price**, Information about assessment of Price with Thai Customer Satisfaction Evaluation on Spa Business Services in Phuket Province. The overall level was at very satisfied level ( $\bar{x} = 3.52$  , S.D. = 1.29), with the first satisfaction being able to find information about There are multiple pricing levels available. ( $\bar{x} = 3.57$  , S.D. = 1.25), followed by Pricing is appropriate and clearly displayed. ( $\bar{x} = 3.54$  , S.D. = 1.31), The quality of products and services is worth the price paid. ( $\bar{x} = 3.50$  , S.D. = 1.31) and the least responsive is Product and service prices are reasonable and facilitate purchasing decisions. ( $\bar{x} = 3.46$  , S.D. = 1.30)

**Side3: Place**, Information about assessment of Place with Thai Customer Satisfaction Evaluation on Spa Business Services in Phuket Province. The overall level was at very satisfied level ( $\bar{x} = 3.53$  , S.D. = 1.33), with the first satisfaction being able to find information about There are enough massage rooms to accommodate customers. ( $\bar{x} = 3.57$  , S.D. = 1.29), followed by The payment system is convenient and offers multiple options. ( $\bar{x} = 3.55$  , S.D. = 1.31), Operating hours are appropriate. ( $\bar{x} = 3.54$  , S.D. = 1.29), and the least responsive is Easy and fast communication via phone/internet is available. ( $\bar{x} = 3.45$  , S.D. = 1.40)

**Side4: Promotions**, Information about assessment of Promotions with Thai Customer Satisfaction Evaluation on Spa Business Services in Phuket Province. The overall level was at very satisfied level ( $\bar{x} = 3.46$  , S.D. = 1.31), with the first satisfaction being able to find information about Purchase of products and services as a package ( $\bar{x} = 3.49$  , S.D. = 1.28), followed by Special discount offers ( $\bar{x} = 3.47$  , S.D. = 1.30) Free gifts or promotional giveaways ( $\bar{x} = 3.45$  , S.D. = 1.28) and the least responsive is Promotional information shared via Line and Facebook to clients ( $\bar{x} = 3.42$  , S.D. = 1.36),

**Side5: Peoples**, Information about assessment of People with Thai Customer Satisfaction Evaluation on Spa Business Services in Phuket Province. The overall level was at very satisfied level ( $\bar{x} = 3.50$  , S.D. = 1.38), with the first satisfaction being able to find information about Service is enthusiastic and prompt ( $\bar{x} = 3.59$  , S.D. = 1.30), followed by Service providers are friendly, polite, cheerful, well-groomed, and professionally dressed ( $\bar{x} = 3.51$  , S.D. = 1.42) Staff are able to answer questions, clarify doubts, and effectively handle urgent or unexpected issues ( $\bar{x} = 3.47$  , S.D. = 1.34) Customers are always able to choose the gender of the service provider ( $\bar{x} = 3.46$  , S.D. = 1.31) Service providers are courteous and willingly assist customers ( $\bar{x} = 3.43$  , S.D. = 1.41) and the least responsive is Staff possess knowledge, skills, and expertise in providing product and service recommendations. ( $\bar{x} = 3.40$  , S.D. = 1.38)

**Side6: Process**, Information about assessment of Process with Thai Customer Satisfaction Evaluation on Spa Business Services in Phuket Province. The overall level was at very satisfied level ( $\bar{x} = 3.54$ , S.D. = 1.33), with the first satisfaction being able to find information about process of Service price is always informed in advance. ( $\bar{x} = 4.20$ , S.D. = 0.55), followed by Service readiness, punctuality, and minimal waiting time ( $\bar{x} = 3.56$ , S.D. = 1.28), Services are completed according to procedures and timelines, not earlier than scheduled ( $\bar{x} = 3.55$ , S.D. = 1.33), The service experience is considered worthwhile ( $\bar{x} = 3.54$ , S.D. = 1.36) Overall satisfaction and emotional fulfillment with the service process ( $\bar{x} = 3.54$ , S.D. = 1.36) and the least responsive is Ability to provide information, guidance, and problem-solving skills ( $\bar{x} = 3.54$ , S.D. = 1.36)

**Side7: Facilities**, Information about assessment of Facilities Thai Customer Satisfaction Evaluation on Spa Business Services in Phuket Province. The overall level was at very satisfied level ( $\bar{x} = 3.49$ , S.D. = 1.30), with the first satisfaction being able to find information about Facilities are sufficient for service, such as parking, drinking water, restrooms, free Wi-Fi, and waiting areas ( $\bar{x} = 3.60$ , S.D. = 1.32) followed by Fire protection systems are in place ( $\bar{x} = 3.51$ , S.D. = 1.25), Quality and modernity of tools, devices, and equipment ( $\bar{x} = 3.49$ , S.D. = 1.31) Staff understand the service procedures and operate with speed, efficiency, and accuracy ( $\bar{x} = 3.49$ , S.D. = 1.26) Services are provided according to specific requests beyond the standard service requirements ( $\bar{x} = 3.43$ , S.D. = 1.33) and the least responsive is Equipment for persons with disabilities (e.g., ramps, handrails) is in good condition and properly installed ( $\bar{x} = 3.42$ , S.D. = 1.33)

**Side8: Physical Environment**, Information about assessment of Physical Environment with Thai Customer Satisfaction Evaluation on Spa Business Services in Phuket Province The overall level was at very satisfied level ( $\bar{x} = 3.52$ , S.D. = 1.32), with the first satisfaction being able to find information about Service areas are enhanced with suitable, eco-friendly scents ( $\bar{x} = 3.55$ , S.D. = 1.30), followed by Massage rooms offer adjustable lighting and comfortable room temperature ( $\bar{x} = 3.53$ , S.D. = 1.33), The service location offers a peaceful atmosphere with beautiful scenery and surroundings ( $\bar{x} = 3.52$ , S.D. = 1.33) The place is decorated attractively, reflecting Thai identity or nature ( $\bar{x} = 3.51$ , S.D. = 1.35) The service location is organized, with designated zones, cleanliness, convenience, safety, and standard compliance ( $\bar{x} = 3.50$ , S.D. = 1.33) Convenient location with clearly visible Thai and English signage ( $\bar{x} = 3.50$ , S.D. = 1.32) and the least responsive is Background music or natural sounds are used appropriately, creating a relaxing atmosphere at service points ( $\bar{x} = 3.50$ , S.D. = 1.28)

## DISCUSSION

The researcher summarizes and discusses the research results is to Thai Consumer Satisfaction and Behavior in Using Spa Services in Phuket Province. Most of the population were females, 41-50 years old, Most of the populations is single have a Bachelor's Degree and they are Private Sector Employee, population's average monthly income is 15,001-30,000 Baht. Consistent with Jutarat Piriyanjanawat (2021) Study Marketing Mix Factors that Affect Towards Using Spa Services of Customer in Bangkok. The findings show that most of the

corpus/ subjects were married women aged between 40 and 50 years old, they were predominately office workers holding bachelor's degrees with incomes ranging from 20,000-39,999 baht per annum. Research in Part 2 Percentage by Information on the Behavior and Satisfaction of Thai People Using Spa Services in Phuket Province. The Information can be summarized as follows; That Frequency of Thai People Using Spa Services in Phuket Province. Less than once a month with most Thai Massage average Days of Regular Spa Visits on Saturday–Sunday on 04.01 - 08.00 p.m. duration of spa services 2 hours spending 3,001-5,000 Baht by alone. That Thai people like Choosing to Use Spa Services in Phuket is Quality of service influenced your decision to use spa services in Phuket of Recommendations from friends. Consistent with Orathai Jantaro (2016) Study Spa Guests' Behavior towards Spa Service Selection in Surat Thani Province. The study revealed most respondents were Thai females. Their preference in using spa 2 hours each time. Research in Part 3 Assessment of Thai Customer Satisfaction Evaluation on Spa Business Services in Phuket Province. The information can be summarized as follows, The first satisfaction is in terms of access to Process. The overall level was at the very satisfied level ( $\bar{x} = 3.54$ , S.D. = 1.33) Followed by in terms of access to Place. The overall level was at very satisfied level ( $\bar{x} = 3.53$ , S.D. = 1.33) In terms of access to Physical Environment. The overall level was at very satisfied level ( $\bar{x} = 3.52$ , S.D. = 1.32) In terms of access to Price. The overall level was at very satisfied level ( $\bar{x} = 3.52$ , S.D. = 1.29) In terms of access to People . The overall level was at very satisfied level ( $\bar{x} = 3.50$ , S.D. = 1.38) In terms of access to Facilities. The overall level was at very satisfied level ( $\bar{x} = 3.49$ , S.D. = 1.30) In terms of access to Product. The overall level was at very satisfied level ( $\bar{x} = 3.48$ , S.D. = 1.35), In terms of access to Promotions. The overall level was at very satisfied level ( $\bar{x} = 3.46$ , S.D. = 1.31) respectively. Consistent with the research of Shatchaya Duangchant and Narisa Kamkaen (2015) Study Consumers' Expectations for the Health and Beauty Spa. As a result of the study found that: The marketing factors related to day spa use behaviors were product and service, price, location, selling channel, personnel, marketing promotion, process, and of appearance.

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## **KEY FACTORS INFLUENCING THE ADOPTION OF ORGANIC SKINCARE PRODUCTS AMONG THAI CONSUMERS IN THE CLEAN BEAUTY ERA**

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### **ABSTRACT**

This study investigates the key factors driving the adoption of organic skincare products among Thai consumers within the evolving context of the clean beauty movement. With growing global consciousness about sustainability, safety, and wellness, the clean beauty trend has gained traction in Thailand's cosmetic sector. The study employed a quantitative research methodology through a structured questionnaire distributed to 400 respondents across Bangkok. The results revealed that health consciousness, environmental awareness, perceived effectiveness, social influence, and brand trust significantly influenced consumers' adoption decisions. Among these, perceived product safety and social media exposure emerged as the most influential factors. These findings contribute to a better understanding of Thai consumer behavior and offer strategic insights for businesses and policymakers promoting sustainable consumption.

Keywords: Clean beauty, organic skincare, consumer behavior, Thai market, sustainability

### **INTRODUCTION**

The beauty industry has witnessed a paradigm shift as consumers increasingly prioritize health, sustainability, and transparency in personal care products. This shift has led to the rise of the "clean beauty" era, characterized by a preference for non-toxic, eco-friendly, and ethically produced ingredients (Statista, .(2023 In Southeast Asia, and particularly Thailand, this trend is gaining momentum, driven by growing awareness of environmental issues, personal wellness, and ethical consumerism. Organic skincare products—defined as those formulated with certified organic ingredients and minimal synthetic additives—have become a cornerstone of this movement.

Thailand's skincare market is one of the largest in the ASEAN region, with revenue projected to reach USD 1.3 billion by ) 2025 Euromonitor International, .(2023 Within this market, the organic skincare segment has shown robust growth, fueled by both domestic producers and international brands capitalizing on shifting consumer preferences. Yet, despite this growth, there remains a lack of comprehensive understanding of the factors influencing Thai consumers' decisions to adopt organic skincare products.

This study addresses this gap by examining the motivations and barriers influencing the adoption of organic skincare products among Thai consumers, particularly within the clean beauty narrative. Understanding these factors is crucial not only for cosmetic brands and marketers but also for policymakers aiming to promote sustainable consumption and production.

## **OBJECTIVES**

1. To identify and analyze the key factors influencing the adoption of organic skincare products among Thai consumers.
2. To assess the role of clean beauty awareness in shaping consumer behavior.
3. To evaluate the impact of environmental consciousness, health concerns, social influence, and product trust on consumer choices.
4. To explore the demographic characteristics associated with higher adoption rates.
5. To provide recommendations for businesses and policymakers to encourage sustainable beauty practices in Thailand.

## **LITERATURE REVIEW AND THEORY**

The theoretical framework for this study draws on the Theory of Planned Behavior (TPB) (Ajzen, 1991), which posits that behavioral intention is influenced by attitudes, subjective norms, and perceived behavioral control. This model is widely used in consumer behavior studies, including green and ethical consumption (Paul et al., 2016).

### **Health Consciousness and Safety Concerns**

Health-conscious consumers are more likely to scrutinize product ingredients and avoid harmful substances (Pappas et al., 2020). Organic skincare, often perceived as safer and free of toxins, aligns with this concern (Nguyen et al., 2022).

### **Environmental Awareness**

Environmental consciousness significantly affects skincare purchasing decisions. Studies have shown that consumers favor brands that emphasize eco-friendly packaging and cruelty-free production (Ahn et al., 2020; Singh & Pandey, 2023).

### **Perceived Effectiveness and Product Performance**

Even within the clean beauty paradigm, effectiveness remains a key determinant of purchase (Jung & Jin, 2022). Consumers may hesitate to adopt organic products if perceived to be less effective than conventional alternatives.

### **Social Influence and Digital Media**

Social media platforms and influencers play a substantial role in shaping consumer perceptions and decisions (Lee & Kim, 2021). In Thailand, beauty influencers significantly impact skincare trends and brand trust (Siamrak et al., 2024).

## **Brand Trust and Transparency**

Brand reputation and transparency about ingredient sourcing, manufacturing, and sustainability practices contribute to consumer confidence (Ghazali et al., 2017; Park & Lin, 2023).

## **METHODOLOGY**

This study employed a quantitative research design through survey methodology. A structured questionnaire was developed based on the constructs identified in the literature. The survey instrument included Likert-scale items covering health consciousness, environmental awareness, perceived product efficacy, social influence, and brand trust.

### **Sample and Data Collection**

A total of 400 Thai consumers aged 18–45 were selected using stratified random sampling across various districts in Bangkok. Data collection occurred between January and February 2025 via both online and offline channels. Inclusion criteria required respondents to have purchased skincare products within the past 6 months.

### **Data Analysis**

Data were analyzed using SPSS 28.0. Descriptive statistics identified demographic characteristics and usage patterns. Multiple regression analysis assessed the impact of the independent variables on the likelihood of adopting organic skincare products.

## **RESULTS**

The sample consisted of 400 participants: 68% female, 30% male, and 2% non-binary. Most respondents (52%) were aged 26–35, with a majority holding at least a bachelor's degree.

### **Key Findings**

1. Health consciousness showed a strong positive correlation with adoption behavior ( $\beta = 0.37, p < 0.01$ ).
2. Environmental awareness also had a significant effect ( $\beta = 0.29, p < 0.05$ ).
3. Social influence, especially from beauty influencers and online reviews, was significant ( $\beta = 0.41, p < 0.01$ ).
4. Perceived effectiveness was important but secondary to safety and branding ( $\beta = 0.22, p < 0.05$ ).
5. Brand trust (transparency, certification) strongly influenced purchasing intention ( $\beta = 0.35, p < 0.01$ ).

Additionally, awareness of the clean beauty concept positively moderated the relationship between all variables and product adoption.

## CONCLUSION

The adoption of organic skincare products among Thai consumers is significantly influenced by a combination of internal values and external stimuli. Health and environmental consciousness, reinforced by social media and brand reputation, form the core drivers. This highlights the growing alignment between personal wellness and environmental responsibility in consumer behavior.

The findings underscore the importance of strategic marketing, transparent labeling, and education in promoting organic skincare products. Businesses that authentically align with clean beauty values are more likely to gain consumer trust and loyalty.

## DISCUSSION AND RECOMMENDATION

The results align with global trends and demonstrate how localized factors, such as the influence of Thai beauty influencers, can shape the adoption of sustainable products. While perceived effectiveness is still a concern, it can be mitigated through education and credible testimonials.

### Recommendations

1. Brands should invest in transparent marketing, third-party certifications, and influencer partnerships.
2. Policy-makers should incentivize sustainable product development and support clean beauty campaigns through public education.
3. Future research could explore longitudinal trends and expand the geographic focus to rural consumers

## ACKNOWLEDGEMENTS

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**SWOT ANALYSIS OF COFFEE MARKETING STRATEGIES: A CASE STUDY OF  
KAICHONG SPECIALTY COFFEE IN THAILAND**

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**ABSTRACT**

This paper presents a SWOT analysis of Kaichong Specialty Coffee, a café located within an office building in Thailand, to assess its strategic position in the competitive coffee market. The analysis identifies the café's strengths, including its prime location, loyal customer base, and brand recognition potential, while acknowledging weaknesses such as limited operating hours, high rent costs, and dependence on foot traffic. The paper also explores opportunities for growth, such as catering to corporate events, expanding delivery services, and forming partnerships with businesses in the building. However, threats such as economic downturns, competition from nearby cafés, rising supply costs, and the growing trend of remote work are also discussed. Through this evaluation, the paper highlights the café's ability to leverage its strengths and capitalize on emerging opportunities, while mitigating its weaknesses and external threats to ensure long-term sustainability. The findings offer valuable insights into the dynamics of running a specialty coffee business in a competitive environment, with implications for strategic decision-making and future growth.

Keywords: SWOT Analysis, Specialty Coffee, Coffee Business Strategy

**INTRODUCTION**

The coffee industry in Thailand has experienced rapid growth over the past decade, with a noticeable rise in the number of specialty coffee shops as consumer tastes become more sophisticated. Specialty coffee shops are increasingly appealing to customers looking for unique, high-quality coffee experiences, drawing a loyal customer base in both urban and suburban areas. Kaichong Specialty Coffee, located in the bustling commercial area of Sathorn, Bangkok, stands out with its focus on premium coffee beans, expertly crafted cold brews, and a commitment to providing a unique coffee experience tailored to Thailand's modern coffee culture. Over recent years, coffee consumption has undergone a significant transformation, with specialty coffee gaining widespread popularity. This shift has led to the emergence of niche coffee products, driving a new era of coffee appreciation. As consumers become more educated and discerning, they increasingly seek beverages that offer not just a caffeine boost, but a unique and high-quality experience. Today's coffee drinkers prioritize authenticity and flavor, often exploring different brewing techniques and varieties to find the perfect cup (Euromonitor International, 2023).

This research aims to explore how Kaichong Specialty Coffee, a prominent café in Bangkok, can navigate these shifts in the Thai coffee market by assessing its current marketing strategies through a SWOT analysis. By understanding its internal strengths, addressing weaknesses, identifying growth opportunities, and mitigating external threats, Kaichong can better align its offerings with the evolving tastes of today's coffee consumers.

## **OBJECTIVES**

1. Enhance its brand positioning within the specialty coffee market.
2. Identify and address key areas for improvement in its marketing approach.
3. Leverage growth opportunities while mitigating potential risks posed by competitors and market changes.
4. Develop effective marketing strategies that align with consumer expectations and industry trends.

## **LITERATURE REVIEW AND THEORY**

In recent years, the coffee industry has seen a significant shift toward specialty coffee, which is defined by its high-quality production process and unique flavor profiles. Specialty coffee is typically rated highly, with a score of 80 points or more on a 100-point scale, as assessed by certified coffee tasters. This concept is tied to the broader "third-wave coffee" movement, which places an emphasis on the quality, transparency, and ethical practices of coffee production (Petraglia et al., 2021). The rising popularity of specialty coffee reflects a broader trend where consumers are increasingly interested in the origins of the products they consume. In many countries, this shift is not only about quality but also about sustainability and ethical sourcing. In Thailand, this change is evident, with more consumers preferring premium local coffee options that support fair trade and sustainable practices.

### **Marketing Strategies for Specialty Coffee**

Marketing strategies in the specialty coffee industry focus on creating strong brand identities and engaging customers through storytelling. Coffee shops that specialize in high-quality brews often use the origin of their beans as a central element of their marketing, sharing the story of how their coffee is sourced and processed (Kotler et al., 2020). This emphasis on the origins of the coffee aligns with consumers' growing interest in the provenance of the products they buy, as well as in sustainability and transparency.

In addition to highlighting the quality and story behind the coffee, many specialty coffee shops invest in creating a unique in-store experience for customers. This can include offering artisanal brewing methods, ensuring that baristas are well-trained, and designing an atmosphere that reflects the brand's values.

### **SWOT Analysis**

SWOT Analysis, which stands for strengths, weaknesses, opportunities, and threats, is a strategic tool used to evaluate an organization's position in relation to its competitors. While the method is often attributed to Albert Humphrey in the 1960s, its true origin remains debated. Also known as the SWOT Matrix, this tool is widely recognized for helping businesses carve

out a unique market position. In addition to its use in business, SWOT Analysis can be applied at the individual level to assess one's personal standing in comparison to others. The analysis considers both internal and external factors. "Strengths" and "weaknesses" refer to internal attributes, with strengths providing a competitive edge and weaknesses representing disadvantages. On the external side, "opportunities" refer to favorable conditions in the broader environment that can be leveraged, while "threats" are external factors that could pose challenges or risks (Europe PMC, n.d.).

## **METHODOLOGY**

### **Strengths Analysis:**

Kaichong Specialty Coffee benefits from a prime location advantage within an office building, ensuring a steady flow of potential customers, primarily employees seeking coffee and snacks throughout the day. Research by Chia et al. (2021) highlights that coffee shops located in office buildings often experience consistent foot traffic, especially from employees. This convenient location provides a constant customer base. Additionally, the café has the opportunity to build a loyal customer base among regular office-goers, as they can develop loyalty if they enjoy the products and service, leading to frequent visits (Hughes et al., 2022). The convenience of having an in-house coffee shop in an office building with limited alternatives makes it a go-to choice for busy professionals in need of a quick break. Lastly, if the shop consistently maintains high-quality products, it can establish brand recognition within the building and potentially attract visitors in addition to office workers (Gustafson & Paquette, 2021).

### **Weaknesses Analysis:**

One of the key weaknesses of the business is its limited operating hours. The customer base is largely confined to office hours, limiting the ability to attract customers during off-hours or weekends. According to Kotler et al. (2020), limiting operating hours can constrain a café's potential, especially in high-traffic areas. Another challenge is the high rent costs associated with commercial spaces in office buildings, which can reduce profitability. As noted by Jang and Lee (2021), rent in office buildings can be substantially higher than in other areas, impacting the financial sustainability of cafés. The café's success is also heavily dependent on building foot traffic, meaning any decrease in the number of people working in the building directly impacts sales (Ong & Uraipong, 2022). Additionally, the café has limited space for seating, which can discourage customers who prefer to sit and work or socialize within the café. This limitation is common in office-building coffee shops, where space is often restricted (Vargo et al., 2022).

### **Opportunities Analysis:**

There are several opportunities for Kaichong Specialty Coffee to explore. For instance, it could expand by offering catering to corporate events, providing coffee and snacks for office meetings and events, which could boost revenue. Chia et al. (2021) point out that corporate event catering has become a popular revenue stream for coffee shops in office settings. The café can also introduce seasonal and promotional products to create excitement and attract more customers, a strategy proven effective in increasing customer engagement in the food and

beverage sector (Hughes et al., 2022). Another opportunity lies in expanding delivery services, providing options within the building and to nearby locations to reach more customers. According to Jang and Lee (2021), delivery services have become increasingly important for cafés to increase their reach, especially during times of restricted movement. Lastly, Kaichong could consider partnerships with businesses in the building, offering exclusive promotions, vouchers, or loyalty programs tailored specifically to the office community, which would help strengthen customer loyalty (Kotler et al., 2020).

### **Threats Analysis:**

Several threats could affect the café's business. One significant threat is economic downturns, which may lead to job market changes or company downsizing, reducing the customer base. Economic downturns have been linked to decreased spending on non-essential items, including café visits (Ong & Uraipong, 2022). Competition from other cafés in or around the building, including nearby coffee shops or chain stores, could lure customers away from the café. Gustafson and Paquette (2021) highlight that nearby competition, especially from larger chains, can significantly affect the customer base of smaller specialty coffee shops. Additionally, rising supply costs, such as fluctuations in the prices of coffee beans, milk, and other ingredients, could negatively impact profit margins. This threat is especially relevant in times of supply chain disruptions or economic instability (Petraglia et al., 2021). Lastly, the increasing trend of remote working could reduce foot traffic from office workers, which may limit the café's customer base if fewer employees are working in the building (Vargo et al., 2022).

## **RESULTS**

### **Conclusion**

In conclusion, Kaichong Specialty Coffee holds a strong position in its office building location, benefiting from steady foot traffic, a loyal customer base, and the convenience it offers to busy professionals. However, challenges such as limited operating hours, high rent costs, and dependence on foot traffic need to be addressed to maximize profitability. The café has ample opportunities to expand its revenue streams through corporate catering, seasonal promotions, and delivery services, while partnerships with businesses in the building could enhance customer loyalty. However, external threats such as economic downturns, competition, rising supply costs, and shifting trends like remote working could impact the business's growth. By leveraging its strengths and seizing opportunities while mitigating weaknesses and threats, Kaichong Specialty Coffee can adapt to market changes and sustain long-term success.

### **Limitation of this paper**

The limitations of this paper include several factors that may affect the generalizability and depth of the analysis. Firstly, the study focuses on a single location in Thailand, meaning the findings may not be applicable to other regions or countries with different market dynamics or consumer preferences. Additionally, the research relies primarily on secondary data and general market trends, which may not fully reflect the unique aspects of Kaichong Specialty

Coffee's internal operations, customer behavior, or specific financial performance. The limited timeframe of the study also restricts the depth of analysis and the ability to account for seasonal variations or long-term market shifts. While the paper considers various external threats, such as economic downturns and competition, it does not delve deeply into the specific impacts of these factors on the business. Furthermore, the absence of primary research, such as direct customer feedback or market surveys, limits the ability to provide more detailed insights into customer satisfaction and preferences. These limitations suggest that the findings should be viewed as a preliminary assessment, with further research needed for a more comprehensive understanding of Kaichong Specialty Coffee's strategic position in the market.

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## **INTERNATIONALISMS IN TOURIST DISCOURSE: A COMPARATIVE ANALYSIS OF ENGLISH, SERBIAN, AND RUSSIAN**

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### **ABSTRACT**

Effective communication is crucial in international tourism, where language barriers often hinder interaction. This study explores the role of internationalisms in tourist discourse, focusing on their function in English, Serbian, and Russian. With the help of comparative linguistic analysis, combining cognitive and corpus-based approaches, the research identifies frequent lexical patterns and their impact on multilingual communication. Findings highlight that internationalisms serve as a universal linguistic tool, reducing misunderstandings, fostering cultural integration, and enhancing the accessibility of tourism-related information. Their use strengthens brand perception, simplifies navigation in foreign environments, and creates a sense of familiarity for travelers. Understanding the role of internationalisms is essential for developing inclusive tourism strategies, improving cross-cultural interactions, and supporting the global tourism industry. The study contributes to both linguistic research and practical applications in multilingual tourism marketing and destination branding.

**Keywords:** Internationalisms, tourist discourse, cross-cultural communication, globalization, multilingual tourism

### **INTRODUCTION**

Tourism is one of the most engaging modern forms of leisure, playing a significant role in expanding general knowledge and, in particular, cultural literacy. Each year, an increasing number of Russians travel abroad, becoming acquainted with the traditions, lifestyle, cultural heritage, and contemporary culture of other nations.

Philology, as a discipline that studies language, text, and their interaction, covers a broad spectrum of human communication. A key focus in this field is the study of specialized discourse types that reflect distinct forms of social interaction, one of which is tourist discourse. Tourist discourse encompasses statements and texts related to travel, recreation, and intercultural communication. It includes various types of materials (informational, promotional, entertainment, and educational) aimed at promoting travel, introducing cultural heritage, and shaping a positive image of tourism. As a medium of interaction, tourist discourse facilitates knowledge exchange among different nationalities, simplifies intercultural communication, and serves as an essential tool of globalization.

Modern linguistic research on tourist discourse follows an interdisciplinary approach, combining the analysis of linguistic structures, pragmatic features, and sociocultural aspects of texts related to tourism. Tourist discourse is viewed as a unique form of communication designed to capture attention, create a positive image of tourist destinations, and ensure comfortable interaction between representatives of different cultures. Studying tourist discourse reveals its importance as a means of fostering mutual understanding and knowledge exchange between nations.

Following the work of S. N. Bezus, we note the diverse genres of tourist texts (advertising brochures, travel guides, online reviews, blogs) and their pragmatic features, including persuasive linguistic strategies.

Modern research methods include cognitive and corpus analysis. Cognitive analysis identifies key concepts and metaphors in tourist discourse, such as the concept of “travel as discovery,” commonly found in promotional texts. Corpus analysis, in turn, allows for an examination of frequent linguistic structures and the semantic characteristics of tourist texts across different languages.

In contemporary linguistics, priority is given to the intercultural aspect of tourist discourse, particularly the selection of standardized linguistic means, such as internationalisms, which simplify communication. I. P. Smorzhok highlights tourist discourse as a tool for intercultural communication, facilitating cultural convergence and the creation of a shared communicative space.

In her dissertation, S. Kh. Lipiridi explores the role of tourist discourse in shaping intercultural connections through newly emerging English terms in online environments, reflecting modern trends and values in tourism. Her research emphasizes the significance of analyzing neologisms in understanding the evolution of tourist discourse and its impact on intercultural communication.

A key component of tourist discourse is internationalisms – lexical units that retain similar meanings across languages with minimal phonetic, morphological, or semantic changes. These terms simplify cross-cultural understanding, creating a universal linguistic code. In the context of globalization, internationalisms have become an integral part of tourist communication, making information more accessible to a broad audience.

Internationalisms play a crucial role in shaping cultural perception among tourists, fulfilling several key functions identified in this study.

1. **Facilitating Communication.** Internationalisms serve as a universal linguistic code understood by speakers of different languages. Tourists encountering words such as hotel (Serb. hotel, Rus. отель), tourist (Serb. turista, Rus. турист), and guide (Serb. vodič, Rus. гид) immediately grasp their meaning, eliminating language barriers. For example, the word hotel, borrowed from French, has become a universal term in many European languages due to the development of international tourism.

2. **Creating a Sense of Cultural Closeness.** Internationalisms foster a shared global identity by emphasizing common human experiences, regardless of nationality. Familiar terms such as airport (Serb. aerodrom, Rus. аэропорт), visa (Serb. viza, Rus. виза), and excursion (Serb. ekskurzija, Rus. экскурсия) create comfort and trust for travelers in foreign countries.

3. Integrating New Cultural Concepts. Internationalisms introduce new cultural phenomena into national linguistic spaces. Tourists more readily accept objects and ideas designated by familiar words. The English term spa (Serb. spa, Rus. спа) is widely used in Serbian and Russian to denote luxury relaxation experiences, highlighting the global spread of tourism culture.

4. Fostering Intercultural Dialogue. Internationalisms act as bridges between cultures by preserving traces of their original linguistic environments. Words like pizza (Serb. pica, Rus. пицца) and safari (Serb. safari, Rus. сафари) reference Italian and African traditions, respectively, stimulating curiosity and cultural appreciation among tourists.

5. Strengthening Brand Identity and Trust. Internationalisms are frequently associated with global quality standards. Terms like luxury (Serb. luksuz, Rus. люкс), premium (Serb. premium, Rus. премиум), and exclusive (Serb. ekskluzivni, Rus. эксклюзивный) evoke positive perceptions among tourists and reinforce brand credibility.

6. Reducing Cultural Stress. Internationalisms ease cultural adaptation, creating familiarity in foreign environments. Recognizable words like menu (Serb. meni, Rus. меню), passport (Serb. pasoš, Rus. паспорт), and taxi (Serb. taksi, Rus. такси) help tourists feel more comfortable abroad.

The emergence of internationalisms is driven by globalization, the rise of tourism, and the need for linguistic unification to facilitate interaction. These words reflect the shared human experience of exploring the world and forming a common international cultural space.

## CONCLUSION

The study highlights the crucial role of internationalisms in tourist discourse as a means of facilitating multilingual communication and fostering cultural integration. By serving as a universal linguistic code, internationalisms reduce language barriers, enhance travelers' comprehension of tourism-related information, and create a sense of familiarity in foreign environments. The comparative analysis of English, Serbian, and Russian has demonstrated how these lexical units contribute to the globalization of tourism, shaping a shared communicative space for international travelers.

Given the increasing interconnectedness of the global tourism industry, understanding the functions of internationalisms is essential for developing effective multilingual strategies in tourism marketing, destination branding, and cross-cultural communication. While previous research has extensively explored internationalisms in English and Russian, their role in Serbian tourist discourse remains an area requiring further investigation. Expanding this research to include additional languages and tourism contexts would provide deeper insights into the universal and culture-specific features of internationalisms.

Thus, this study contributes to both linguistic research and practical applications in international tourism, reinforcing the importance of language as a bridge between cultures and a key factor in shaping global travel experiences.

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## **CLEANTECH DEVELOPMENT IN INDIA: AN INNOVATIVE VECTOR FOR SUSTAINABLE DEVELOPMENT**

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### **ABSTRACT**

The article analyzes the development of the cleantech sector (Cleantech) in India as one of the key areas of innovative economic transformation in the face of climate challenges. The study covers government initiatives such as Make in India, PM-KUSUM, Suryodaya Yojana, and the participation of the private sector and large corporations in the transition to renewable energy. Statistics on investments and capacity additions in renewable energy for 2020-2024 are provided, and examples of agrovoltatics and solar deployment in rural and industrial areas are discussed. Special attention is paid to the interdisciplinary approach: government institutions, scientists, startups and businesses are involved in the development of Cleantech. Key challenges are highlighted, including: infrastructure constraints, financial and regulatory barriers, social conflicts and instability of energy generation. It is concluded that further development of the sector requires comprehensive public policy, reliance on innovation and broad involvement of regional actors. Cleantech is seen not only as a technological, but also as a social and economic phenomenon shaping the sustainable future of the country.

Keywords: Cleantech, India, sustainable development, innovation, environmental technology, public policy.

### **INTRODUCTION**

In the face of the global climate crisis and rising environmental risks, countries are increasingly developing the cleantech (Cleantech) sector to reduce their environmental impact. Cleantech covers a wide range of solutions from renewable energy to waste management and energy efficient technologies.

For India, facing rapid population growth, urbanization, pollution and resource scarcity, Cleantech development is becoming not only an environmental but also an economic necessity. In recent years, the country has shown steady progress in this area: specialized startups are being established, government support programs are being formed, and international cooperation is expanding. Programs like the National Solar Mission and the National Hydrogen Mission confirm India's strategic focus on building a sustainable and innovative economy.

Cleantech development in India has attracted the attention of researchers and professionals analyzing government initiatives, innovative startups, and international collaboration in this area. In particular, as part of the 2025-2026 budget, India has increased allocations for solar energy and the implementation of the National Hydrogen Mission, indicating a strategic focus on cleantech development.[1]

Among the Indian scientists engaged in the study of this issue it is worth mentioning the authors of the article “Green technologies and innovation: their impact on sustainable development in the Indian context” Pandey M. and Pandey M.K.[2]. Also Dr. S. Venkata Mohan [3] working at CSIR-Indian Institute of Chemical Technology (CSIR-IICT), Hyderabad cannot be overlooked. His research focuses on environmental engineering, bioenergy and sustainable waste management. He has authored more than 450 research papers. Cleantech is being developed by experts from different fields of science - ecologists Sunita Narain, Madhav Gajil, climatologists - Veerabhadran Ramanathan, founder of Project Surya to reduce carbon emissions in India, Rajendra Pachauri, Harish Khande - social entrepreneur, co-founder of SELCO India. Works to electrify poor areas of India using solar energy. Ramon Magsaysay Award Winner. This coming together of scientists, engineers and social entrepreneurs in the development of Cleantech, emphasizes the importance of an interdisciplinary approach to achieve a sustainable future for India.

### **MAIN PART**

Cleantech ranges from renewable energy (solar, wind, biogas), sustainable agriculture, waste management to water treatment, energy efficiency, clean transportation and green building.

The cleantech sector in India is an integral part of the national innovation system, bringing together startups, academic institutions, government institutes, venture capital funds and industrial corporations. Government support plays a key role in the development of this sector.

The Indian government is actively promoting the development of Cleantech through various programs and initiatives. The 'Make in India' program encourages the production of cleantech within the country. Subsidy schemes such as Production-Linked Incentive (PLI) are aimed at supporting the production of batteries and solar modules[4]. In addition, the Atmanirbhar Bharat initiative emphasizes India's quest for economic self-reliance and technological leadership through innovation and collaboration[5].

The Cleantech sector in India comprises six major segments:

- Renewable Energy,
- energy efficiency,
- clean transportation,
- water and wastewater treatment,
- air quality control and
- solid waste management.

This sector is expected to be the fastest growing in the country.

Let us take a closer look at the renewable energy (RE) segment specifically.

India has significantly increased investment in the renewable energy (RE) sector in recent years, especially in solar and wind power. Below are key statistics on investment and capacity growth in renewable energy sources.

**Table 1: Investments and RE capacity growth, 2020–2024**

Year	Investment (in billion USD)	RE Capacity Growth (in GW)
2024	16.5	25
2023	9.0	13.5
2022	N/A	13.9
2021	N/A	11
2020	8.4	3.5

By 2030, India plans to reach 500 GW of installed RES capacity, of which about 250 GW will be solar power. By 2032: the share of solar power in installed capacity will reach 38% (333.5 GW) and wind power 15% (134 GW). [8]

India has several government programs to encourage the installation of solar panels by farmers and rural households. These initiatives provide financial incentives and subsidies to promote renewable energy in rural areas. The following are the key programs:

1. Agrovoltaica: Combining agriculture and solar energy.

India is also developing agrovoltaics, in which solar panels are installed on agricultural land [9]. This allows simultaneous utilization of land for growing crops and generating electricity. The advantages of agrovoltaics include:

- Additional income for farmers from the sale of electricity.
- Protection of crops from excessive solar radiation and reduced moisture evaporation.
- Increased efficiency in land utilization.

Such projects are supported by customs exemptions for importing equipment and financial subsidies.

Launched in 2019, the PM-KUSUM program aims to replace diesel pumps with solar pumps for irrigation. The goal is to install 2 million solar pumps, offering farmers incentives based on the purchase of surplus electricity. However, the exact number of farmers who have benefited from this program is not available actual sources.

2. Pradhanmantri Suryodaya Yojana.

In January 2024, Prime Minister Narendra Modi announced the launch of the Pradhanmantri Suryodaya Yojana program, which aims to install solar panels on the roofs of 10 million homes [10]. The program targets low- and middle-income households and provides for

- Reducing electricity bills through the use of solar energy.

- The ability to sell excess electricity to the grid, providing additional income.
- Government subsidies covering part of the cost of installing the panels.

According to the Indian Ministry of Statistics, there are 2,915,823 households in 2024 [12]. By January 2025, more than 846,000 households had installed solar panels [14], accounting for 29% of the total number of households.

Such projects receive support in the form of customs exemptions for importing equipment and financial subsidies. This initiative aims to increase energy self-sufficiency and reduce the financial burden on rural families.

Rural households are not the only ones using RE, large Indian enterprises are actively integrating renewable energy into their operations in an effort to promote sustainability and reduce their carbon footprint. The following are examples of such initiatives.

One of India's leading aluminum producers, Hindalco Industries, has entered into an agreement with Greenko Energies to build a 375-400 MW hybrid solar-wind power plant. The project will provide 24/7 power to the aluminum smelter in Odisha, with more than 85% of the energy coming from RES without dependence on the external grid. This is one of the first projects in the global aluminum industry with such a high share of RES.

Two major energy companies, ONGC and NTPC, have formed a joint venture, ONGC NTPC Green Private Limited, to develop renewable energy projects. The partnership aims to develop projects in wind, solar energy, as well as energy storage and e-mobility [12]. In February 2025, ONGPL completed the acquisition of 100% stake in Ayana Renewable Power for USD 2.3 billion. Ayana's portfolio includes 4.1 GW of capacity (2.1 GW operational and 2 GW under construction), which significantly strengthens ONGPL's position in the renewable energy market. In addition, ONGC Green acquired PTC Energy for USD 106 million in March 2025. PTC Energy owns wind farms with a total capacity of 288 MW located in three Indian states [13]. ONGC: aims to achieve 10 GW of installed RES capacity by 2030 and achieve carbon neutrality on Scope 1 and 2 emissions by 2038. NTPC aims to achieve 60 GW of renewable energy capacity by 2032 and become a leading developer of utility scale renewable energy projects.

This partnership demonstrates India's commitment to a sustainable energy future and reducing dependence on fossil energy sources. ONGC and NTPC's joint efforts in renewable energy contribute to the national goals of increasing the share of clean energy and reducing greenhouse gas emissions.

The development of renewable energy (RE) in India faces a number of obstacles despite significant progress in this area. The key challenges faced by the country are summarized below.

One of the major challenges is inadequate power grid capacity, especially in regions with high RES potential such as Tamil Nadu and Gujarat. This leads to underutilization of installed capacity and limits the integration of new projects into the national grid.

Investors face a number of financial challenges, including:

- Low solvency of state-owned energy companies, which increases non-payment risks.

- Difficulties in obtaining long-term financing for large projects.
- Lack of transparency in the distribution of subsidies and tax incentives.

These factors may deter the inflow of private investments into the RES sector.

Administrative and regulatory complexities.

The diversity of regulations and procedures in different states of India creates additional administrative barriers to the implementation of RES projects. Lack of uniform standards and procedures can slow down the process of obtaining permits and approvals.

Technological and climatic challenges.

The instability of energy production from RES due to climatic factors requires the development of energy storage systems and modernization of grid infrastructure. Without these measures, the integration of RES into the energy system may be limited.

Social and land issues

Siting large RES facilities requires significant land resources, which can cause conflicts with local communities and complicate the land allocation process.

To overcome these obstacles, a comprehensive approach is needed, including regulatory reform, infrastructure development, improvement of financial mechanisms and active participation of local communities in RES projects.

Conclusions and recommendations

The development of the Cleantech sector in India has shown steady positive dynamics and represents an important component of the national innovation system. Cleantech serves not only as a response to global environmental challenges, but also as an instrument for shaping a new model of economic growth. India emphasizes renewable energy, energy efficiency and the development of technological infrastructure in rural and industrial areas.

The country is actively promoting major government initiatives such as the National Hydrogen Mission, PM-KUSUM program and Pradhanmantri Suryodaya Yojana, under which projects to transition to sustainable energy sources are being implemented. Along with this, agro-voltaics is being developed, public-private partnerships are being strengthened, and investments by international and Indian corporations such as Hindalco, ONGC and NTPC are expanding.

Despite progress, the Cleantech sector faces a number of barriers: infrastructure constraints, lack of energy storage systems, lack of transparency in subsidy distribution, fragmented regulation across states, and social and land conflicts.

The following recommendations are offered to overcome these obstacles and accelerate the development of Cleantech in India:

1. Development of modern energy infrastructure, including smart grids and energy storage.
2. Harmonization of regulatory framework and permitting procedures across states.
3. Increasing transparency and availability of government subsidies and tax incentives.
4. Expanding research programs and stimulating interdisciplinary education in Cleantech.
5. Increasing the investment attractiveness of the sector through stabilizing the financial position of energy companies and developing long-term financing instruments.

6. Involvement of local communities in Cleantech projects taking into account social equity and sustainability.

Thus, Cleantech in India not only serves as an important tool for ecological modernization, but also becomes part of the global trend towards sustainable innovative development. With effective implementation of the proposed steps, India will not only be able to achieve environmental goals but also strengthen its position as one of the world leaders in green technology.

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**COMPARATIVE ANALYSIS OF THE TOURISM BRANDS' EFFECTS OF RUSSIA,  
THAILAND AND CHINA**

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**ABSTRACT**

This paper looks at how national and regional tourism brands came to be, focusing on how they create unique images of tourist resources rather than historical, economic, or social contexts. By analysing case studies from Russia, Thailand, and China, the study demonstrates how tourism brands not only enhance international consumer perceptions but also perform functions similar to tour operator brands, such as market identification and public opinion formation. Key characteristics of effective tourism brands include simplicity in design, brightness, individuality, and alignment with national colours and cultural associations. Additionally, the integration of a slogan with the brand logo is essential for maximizing impact. These results show how important branding is for the long-term success and competitiveness of tourism services. They can help policymakers, marketers, and other people in the industry who want to use branding to help the global tourism market grow in a way that lasts.

Keywords: tourism industry, tourism brand, tourist destination, tourism marketing, international tourism

**INTRODUCTION**

Under the circumstances of increasing competition in the global tourism market, destination branding has become a key tool for attracting tourists and shaping a positive image of countries. Tourism brands play a significant role in the perception of a country's cultural, historical, and natural features. The combination of product, ideology, and key symbols of a brand serves as a bridge between consumers and producers of tourism services. The cross-

cultural aspect of the studied area of the global economy requires actors in the industry to understand consumer psychology and adapt their communications to meet the demands of the modern globalized world.

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This article aims to explore the effects of utilizing tourism brands in three countries: the Russian Federation, Thailand, and the People's Republic of China. In this study, it's important to (1) find out the benefits of branding a tourist destination; (2) find out what modern tourism branding looks like; and (3) look at the future of international tourism and brand growth in China, Thailand, and Russia.

## **METHODOLOGY**

Before proceeding with the examination of the destination branding's effects, it is essential to understand the key concept of this research. Destination branding is an instrument employed by governments to influence the behaviour of both foreign and domestic tourists from the very first moments of their acquaintance with the destination and its tourism product, serving as a standard of quality for everything that follows this introduction. A brand is an essential element of a territory's recognition. Governments, regions, cities, and even individual attractions compete for the attention of tourists, employing various methods in this competition, such as logos, slogans, and travel narratives. In addition to other benefits, destination branding provides local populations with an influx of capital, which helps to deter them from relocating. Emotions play a dominant role in shaping brand perception and loyalty. Therefore, the primary objective of any destination brand is to elicit an emotional response from the consumer that cannot be entirely rationalized, thereby prompting a purchasing decision.

In this article, the authors use various methods of economic research, such as comparative analysis, historical and logical analysis, synthesis, a systematical approach, a graphical method, and a study of statistical data.

## **THEORETICAL RESULTS OF THE STUDY**

In tourism, comparative advantage is not an absolute guarantee of competitiveness, and tourism destinations require the requisite superstructure and managerial know-how to take full advantage of their resources (Gamor & Mensah, 2022). Effective branding transforms resources into strategic advantages by fostering emotional connections that increase customer loyalty and willingness to pay premium prices. Successful destination branding requires continuous audience engagement and collaboration between communities, businesses, and government entities.

According to Kwun & Kang (2024), strong brand relationships can help businesses survive off-market and economic downturns like the COVID-19 pandemic. These emotional connections create sustainable value through increased trust, repeat purchases, and word-of-mouth recommendations (Kang & Kwun, 2024). A customer-centric approach that nurtures psychological bonds proves essential for building lasting brand equity in competitive tourism markets.

These days, with the emergence of the Internet, social media, and augmented reality, tourism experiences have become a complex, more individualistic, and diverse phenomenon, and recent technological developments have allowed tourism brands to add tangibility and symbolic aspects to them, reducing confusion (Gamage & Gnanapala, 2024). Therefore, in the modern conditions, multimedia technologies affect brand trust significantly. For example, VR technology proved particularly valuable during COVID-19 travel restrictions and remains relevant today, serving dual purposes: building destination credibility through immersive previews and influencing final booking decisions based on virtual first impressions (Podolskaya & Volodina, 2023).

What is more, modern tourism provides is a fertile area for influencer marketing, and to utilize this tool properly, destination managers should organize exclusive events for influencers to generate authentic promotional content, and collaborate with local governments to secure sponsorship for influencers who can boost regional tourism development (Baycur, 2024).

### **Russia's experience in regional tourism brands promotion**

Historically, tourism in Russia has been facing difficulties such as long distances and transport problems, negative stereotypes, and low recognition of regional brands. In order to reduce these negative aspects, the state is taking measures to improve transport infrastructure and enhance the quality of tourism services in the regions.

Russia's event tourism (e.g. 2018 World Cup) significantly enhances the national brand. According to Markushina et al. (2022), major sporting events boost Russia's global positions by improving infrastructure, investment appeal, and soft power. These days, while international engagement has shifted due to geopolitical factors, new multilateral formats, such as the BRICS Sports Games that took place in Kazan, the International Festival of Theater Schools of BRICS+ Countries, the BRICS International Film Festival held in Moscow, the World Festival of Youth in Sirius continue strengthening Russia's tourism appeal through alternative channels.

According to the Tourism Attractiveness Index (2024), Moscow and the Krasnodar Krai are the leaders among Russian regions; together they account for about 25% of the total Russian tourist flow. The combination of diversification and differentiation of the regional tourism product is the key to their success. This entails a wide range of offerings for tourists, combined with prioritized formats and audience segments, as well as regional specialization. As the capital, Moscow possesses a globally recognized brand as the main city of the Russian Federation, serving as a centre of culture and history.

As for Krasnodar Krai, this region remains the absolute leader among summer beach destinations, attracting tourists in winter with its world-class mountain resorts and overall offering a diversified range of high-quality tourism products. Currently, the challenge for the

region is not the issue of attracting additional tourists, but rather mitigating the problems of overtourism and seasonality.

In general, the South of the Russian Federation is of great interest in the context of the development of tourism branding. For instance, there is Sochi; this city hosted the 2014 Olympic Games. These days, with the update of the city's tourism brand in 2020 (Fig. 1), it embodies various types of tourism: active, ski, beach, and educational. The brand logo visually connects the two principal natural treasures of Sochi: the sea and the mountains, as well as the modern coastal and mountain clusters, through the imagery of a rotunda and columns. This combination symbolizes the traditions of health and recreation, as well as the city's new status as a year-round resort.

In 2024, the capital of Krasnodar Krai unveiled its own tourism brand (Fig. 1). Krasnodar is the sixteenth city in the country with a population of over one million, and its logo features a sun with 16 rays and the letter "K" at its centre. The brand identity emphasizes the city's heterogeneity, dynamism, and warm climate.



Figure 1. Tourism brands of Sochi (left) and Krasnodar cities, Russia (sochi.ru, 93.ru)

Although Krasnodar does not have access to the sea, it positions itself as a city for transit tourism, a weekend getaway destination, and partially as a venue for event tourism. Foreign tourists are also interested in Krasnodar as an agritourism destination. Visitors from China, India, and European and Middle Eastern countries come there to get acquainted with Russian traditions and culture.

Matvienko (2021) emphasizes that the promotion of gastronomic traditions through tourism also promotes the expansion of international and intercultural interaction, thereby becoming an important element of the branding of the destination. Borscht, ukha, blini, pelmeni, and kholodets – these dishes are known far beyond the Russian Federation. Moreover, the vast territory of the Russian Federation provides opportunities to emphasize the multi-nationality of the country and the diversity of cultures among the people inhabiting Russia. In the south of Russia, wine tourism has certain prospects for the development of such tourist destinations as Krasnodar Krai (Abrau-Dyurso) and Crimea (Massandra, Zolotaya Balka).

When studying the development of tourism brands in Russia, it is important to mention the International Exhibition-Forum "Russia", which took place at VDNH in Moscow in 2023-2024 and has become one of the most visited locations in the world during its operation. The exhibition attracted audiences from various countries to learn more about the achievements and features of each of the 89 regions of Russia. "The National Centre "Russia", which launched in November 2024, aims to preserve the exhibition's legacy.

In order to maintain the visibility of the national tourism brand and to enhance the recognition of tourism brands from not only the central regions, it is essential to continue organizing similar events and to widely promote them through mass media.

## **Key directions for modernizing the national tourism branding program in the Kingdom of Thailand**

Thailand's branding has expanded beyond traditional cultural promotion to include wellness, eco, and digital tourism.

The "Amazing Thailand" campaign remains central to the country's branding success, positioning Thailand as a diverse and attractive destination (Tourism Authority of Thailand, 2024). Studies (Prathiapsophon, 2023) highlight how the country leverages its cultural heritage, including temples, festivals, and traditional arts, to strengthen its identity. Additionally, gastronomic tourism plays an essential role, with Thai cuisine recognized worldwide, attracting culinary travellers (Thailand Board of Investment, 2023).

Wellness tourism is another key area of study, with Thailand becoming a global hub for medical treatments, holistic retreats, and wellness therapies. Similarly, ecotourism contributes to Thailand's sustainable tourism image through national parks, conservation programs, and ethical wildlife experiences (UTCC, 2023).

The adoption of digital branding and technology-driven marketing has a profound impact on Thailand's tourism image (Financial Times, 2023). Social media marketing, influencer collaborations, virtual reality experiences, and AI-driven tourism promotions have expanded Thailand's global reach. Platforms such as Instagram, Facebook, and TikTok have been instrumental in increasing brand visibility and influencing traveller decision-making.

Furthermore, Thailand's reputation as a wellness and medical tourism hub has been reinforced through internationally accredited hospitals, luxury wellness retreats, and alternative healing centres. Thailand has successfully positioned itself as a top choice for medical tourists, particularly from the Middle East, Europe, and Asia, who seek high-quality medical treatments at competitive costs.

Sustainability and responsible tourism branding have also emerged as defining aspects of Thailand's evolving tourism image. To keep up with global sustainability trends (UNWTO, 2023), the results show that ecotourism, conservation programs, and community-based tourism projects should all work together. National parks, marine conservation efforts, and ethical wildlife tourism practices have been incorporated into Thailand's branding, positioning the country as a destination committed to environmental preservation and local community engagement.

Overall, the study demonstrates that Thailand's tourism branding strategy successfully balances cultural authenticity, government-backed initiatives, and technological advancements. By continuously adapting to evolving tourism trends, leveraging digital marketing strategies, and prioritizing sustainability, Thailand has strengthened its global identity as a premier travel destination. A multidimensional branding approach that includes policy changes, strategic marketing, and building up infrastructure is a good way to stay competitive in the international tourism market over the long term.

## Organization and methods of promoting regional tourism brands in China

China has developed a variety of tourism brands to satisfy the needs of both domestic and international markets. These brands focus on showcasing China's rich cultural heritage, modern cities, stunning landscapes, and unique travel experiences. The processes of forming and implementing regional tourism brands in China are relatively centralized and coordinated by the China National Tourism Administration. Through initiatives such as “Beautiful China” and “Go China”, it promoted China’s natural beauty, cultural diversity, and historical significance and continues to influence the direction of tourism in China by coordinating with other national, regional, and local tourism organizations (The General Office of the State Council of the People's Republic of China, 2023).

China Tourism Group (CTG), a large state-owned enterprise that oversees a wide range of travel-related services including travel agencies, hotels, and duty-free shopping centres, plays a huge role in promoting regional tourism brands in China. As one of the largest tourism companies in China, CTG manages a number of renowned brands, including one of the oldest travel agencies—China Travel Service—and also specializes in both inbound and outbound tourism brands—China International Travel Service (CITS).

It is also worth highlighting the role of global tourism (or near-tourism) corporations with Chinese roots and origins in implementing soft power in promoting the country's tourism brands.

For example, Fliggy is the travel division of Alibaba Group and has grown rapidly to become a major player in the Chinese tourism market. It caters primarily to younger travellers and those looking for innovative, tech-enabled travel experiences. Fliggy provides a platform for booking flights, hotels, and tour packages, and it integrates seamlessly with Alibaba’s vast ecosystem, offering payment services through Alipay (The Ministry of Culture and Tourism of the PRC, 2023).

It is possible to identify the main, most effective (including on the world market) tourist brands of Chinese provinces (Fig. 2).



Figure 2. Tourism brands in the regions of China

“Beijing: A City for the World”. Beijing Tourism focuses on attracting visitors to the city’s historical and cultural landmarks, including the Great Wall of China, the Forbidden City, and the Temple of Heaven. Beijing also promotes its modern attractions, such as the Olympic Park and National Museum, positioning itself as a modern global metropolis with immense potential for cultural, historical, educational, sports, and health tourism, all while boasting an ultra-modern infrastructure of traditional and innovative tourism services.

“Exciting Shanghai. Tourism” efforts emphasize both the city’s historical significance (e.g., The Bund, Yu Garden) and its contemporary attractions like Shanghai Disneyland and cutting-edge architecture.

“Xi’an: Eternal City Xi’an”, one of the cradles of Chinese civilization and the starting point of the Silk Road, promotes its rich history and cultural heritage. The Terracotta Army, Ancient City Wall, and Big Wild Goose Pagoda are among the city’s most famous tourist attractions. The city’s tourism brand emphasizes its role as a historical hub for China’s ancient dynasties.

“Sichuan: More than Pandas” Known for its stunning landscapes, spicy food, and the Giant Panda, Sichuan has built a tourism brand that emphasizes both its natural beauty and cultural experiences. Key attractions include Jiuzhaigou Valley, Mount Emei, and Chengdu, the capital city, which is famous for its traditional Sichuan opera and cuisine.

These tourism brands (Fig. 2) and campaigns showcase China's diverse tourism resources, strategically highlighting the country's unique blend of ancient traditions and cutting-edge modernity. They leverage these attractions to appeal to a wide range of international tourists.

The Chinese government and businesses play crucial roles in supporting and promoting tourism in China. Their efforts are directed toward building a robust tourism infrastructure, enhancing the country’s global appeal, and creating a seamless experience for both domestic and international travellers (Petrel & Wang, 2021). Here’s a breakdown of how both the government and businesses contribute to the growth of China’s tourism sector:

policy and infrastructure development: Tourism Law (2013), digital tourism (mobile apps, big data, AI), and infrastructure investments.

promotional campaigns and branding: national campaigns (“Beautiful China”), international partnerships, and events like the China International Tourism Fair.

visa facilitation and tourism policies: special tourism zones, visa-free policies (e.g., Hainan), and transit visas for international flights.

cultural heritage protection: protection and promotion of UNESCO sites (Great Wall, Forbidden City, Jiuzhaigou Valley) and intangible heritage (traditional crafts, festivals).

incentive programs and financial support include subsidies for lesser-known destinations and sustainable projects (eco-tourism, green hotels).

Many Chinese tourism projects, such as resorts, entertainment parks (e.g., Shanghai Disneyland), and transport systems, are developed through public-private partnerships. Additionally, companies like Ctrip collaborate with international airlines, hotels, and tour operators to boost inbound tourism.

Cities like Beijing and Shanghai work with private businesses on branding and marketing, using digital and offline campaigns to attract visitors. Data analytics help target specific demographics: Fliggy appeals to young, tech-savvy travellers with Instagram-friendly experiences, while Ctrip caters to luxury seekers.

Major agencies like China Youth Travel Service and CITS offer tailored travel packages (luxury, adventure, cultural, etc.), often partnering with international firms for customized tours. There's also growing emphasis on immersive experiences, including ecotourism, cultural tours, and voluntourism.

## CONCLUSION

In today's competitive tourism landscape, effective branding plays a pivotal role in shaping consumer perceptions and travel decisions. The psychology of mass consciousness demonstrates how travelers naturally gravitate toward certain symbolic representations, making strategic branding essential for destinations seeking to influence tourist behavior and guide it toward favorable outcomes. A strong destination brand serves dual purposes: it shapes international perceptions while providing practical marketing tools for operators. Success requires more than logos as it demands creating sensory experiences that evoke a location's essence through simple yet distinctive visuals, authentic cultural elements, and memorable slogans.

Comparative analysis of Russia, Thailand and China experience reveals destination branding's unique complexity. Unlike product marketing, it requires long-term development of emotional connections through consistent, minimalist representations of place identity. The most successful examples demonstrate how thoughtful branding becomes integral to the tourist experience itself, offering both competitive advantage and operational value across the tourism ecosystem.

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## **SERVICE QUALITY AND CUSTOMER RETENTION IN 5-STAR HOTELS: A POST-PANDEMIC STUDY OF PATTAYA, THAILAND**

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### **ABSTRACT**

This study investigates the critical dimensions of service quality influencing customer retention in 5-star hotels within Pattaya, Thailand competitive hospitality landscape, with particular emphasis on post-pandemic recovery trends. Utilizing the established SERVQUAL framework, examined five key dimensions: tangibles, reliability, responsiveness, assurance, and empathy. Data were collected from 400 guests (52% Thai, 48% international) across five luxury hotels, including Hilton Pattaya and Dusit Thani Pattaya, using a validated 5-point Likert-scale questionnaire (Cronbach  $\alpha = 0.89$ ). Our findings reveal that responsiveness and reliability emerged as the most influential factors, significantly impacting guest decisions to return ( $p < 0.01$ ). Post-pandemic, guests prioritized hygiene standards (92% satisfaction) and personalized services (88% satisfaction), with 75% indicating that staff empathy during special occasions (e.g., birthday acknowledgments) increased their likelihood of repeat bookings. Regression analysis confirmed that a one-unit improvement in overall service quality increased retention intent by 34% ( $\beta = 0.34, p < 0.001$ ). This research contributes to academic discourse by validating an adapted SERVQUAL model for post-pandemic luxury hospitality and provides actionable insights for hoteliers. We recommend integrating AI-driven responsiveness systems while maintaining high-touch human interactions to balance efficiency with personalized care.

Keywords: Service Quality, Customer Retention, Luxury Hotels, SERVQUAL Model

### **INTRODUCTION**

The global hospitality industry has faced unprecedented challenges due to the COVID-19 pandemic, with luxury hotels in tourist-centric destinations like Pattaya experiencing a 78% decline in occupancy during 2020-2021 (WTTC, 2023). As international travel resumes, 5-star hotels must reassess service quality parameters to meet evolved guest expectations. Prior studies (Akbaba, 2006; Parasuraman et al., 1988) established SERVQUAL validity, but the pandemic has introduced new dimensions like health security and contactless service (Chen, Petrick & Gavilan, 2023).

Pattaya presents a unique case study as Thailand's second-largest tourist destination, attracting 9.5 million visitors annually pre-pandemic (TAT, 2022). Its 5-star hotels compete not only locally but with regional luxury destinations like Bali and Phuket. This study addresses three gaps:

1. Temporal: Most SERVQUAL studies predate pandemic-induced behavioral shifts
2. Contextual: Limited research on Thai luxury hotels' service recovery
3. Methodological: Incorporates both Thai and international guest perspectives

**Our research questions are:**

1. Which SERVQUAL dimensions most strongly predict customer retention post-pandemic?
2. How do service expectations differ between Thai and international guests?

**LITERATURE REVIEW**

**Theoretical Foundation: SERVQUAL Model**

Parasuraman et al. (1988) seminal work identified five service quality dimensions:

1. Tangibles: Physical facilities and modern equipment (e.g., hygiene stations)
2. Reliability: Dependable and accurate service (e.g., error-free bookings)
3. Responsiveness: Willingness to help promptly (e.g., quick complaint resolution)
4. Assurance: Employee knowledge and courtesy (e.g., multilingual staff)
5. Empathy: Individualized attention (e.g., remembering guest preferences)

**Recent adaptations propose adding:**

Health security: Cleanliness protocols (Gössling et al., 2021)

Digital integration: Contactless services (Pimonsompong & Wongkitrungruang, 2023)

**Post-Pandemic Service Expectations**

Chen, Petrick & Gavilan (2023) longitudinal study of 12,000 travelers identified:

89% prioritize visible hygiene measures

67% prefer mobile check-in/out

58% value staff who anticipate needs without physical interaction

**Cultural Nuances in Service Perception**

Thai guests: Value "sanuk" (fun) and "kreng jai" (consideration) in service encounters (TAT, 2022)

Western guests: Prioritize efficiency and transparency (WTTC, 2023)

**METHODOLOGY**

**Research Design**

Type: Quantitative cross-sectional study

Population: 450,895 guests at 5-star Pattaya hotels (2022 data)

Sample: 400 guests (95% CI, ±5% margin of error) via stratified random sampling

**Data Collection**

- Instrument: 35-item questionnaire (5-point Likert scale)
- Section A: Demographic profile
- Section B: SERVQUAL expectations vs. perceptions
- Section C: Post-pandemic service priorities
- Validation: Pilot tested with 50 guests ( $\alpha = 0.89$ )

**Analytical Approach**

1. Descriptive statistics: Mean, SD for SERVQUAL dimensions
2. Inferential statistics: Multiple regression (retention intent as DV), Independent t-tests (Thai vs. international guests)

**RESULTS**

Table 1 *Demographic Profile*

Characteristic	Thai Guests (n=208)	International Guests (n=192)
Age (mean)	42.3 years	47.1 years
Gender	58% female	62% female
Visit purpose	81% leisure	79% leisure

Table 2 *SERVQUAL Dimension Performance*

Dimension	Mean Score (1-5)	SD	Rank
Responsiveness	4.37	0.42	1
Reliability	4.36	0.39	2
Tangibles	4.27	0.45	3
Assurance	4.31	0.41	4
Empathy	4.01	0.52	5

**Key Findings:**

**1. Responsiveness:**

- Staff resolved complaints within 30 minutes scored highest (4.52)
- 24/7 digital concierge availability increased satisfaction by 28%

**2. Reliability:**

- Accurate billing (4.48) outweighed room cleanliness (4.32) in importance

**3. Cultural Differences:**

- Thai guests valued empathy 23% more than Western guests ( $p < 0.05$ )
- European guests prioritized tangibles (e.g., room tech) 18% more than Asians

## DISCUSSION

### Theoretical Implications

#### 1. Expanded SERVQUAL Framework:

Our factor analysis revealed that health security measures (e.g., UV sanitization, medical-grade air filtration) loaded most strongly on the tangibles dimension (factor loading = 0.82), exceeding traditional indicators like décor or amenities. This aligns with Chen, Petrick & Gavilan (2023) proposition that "hygiene theater" visible cleanliness protocols has become a sixth SERVQUAL dimension post-pandemic. The finding suggests that luxury hotels must institutionalize these measures beyond crisis response, as 92% of guests now consider them baseline expectations rather than value-adds (Gössling et al., 2021).

#### 2. Cultural Moderators in Service Valuation:

The 0.35 SD higher weighting of empathy by Thai guests versus Western counterparts ( $p < 0.01$ ) empirically validates Hofstede's cultural dimensions theory in hospitality contexts. Thai guests' emphasis on personalized care ("jai yen" or cool-hearted service) reflects collectivist cultural norms, whereas German and American guests prioritized transactional efficiency ( $\beta = -0.21, p < 0.05$ ). This dichotomy necessitates culture-specific service blueprints, as highlighted in Pimonsompong & Wongkitrungruang (2023) cross-cultural study of Asian luxury markets.

### Practical Recommendations

#### For Hotel Managers:

**Hygiene Certification:** Displaying SHA++ (Thailand's enhanced safety certification) at touchpoints increased perceived reliability by 18% in our study. This complements Airbnb (2022) finding that certified properties achieved 23% higher occupancy rates post-pandemic.

**Anticipatory Service Training:** Staff trained to note guest anniversaries/preferences (e.g., via CRM systems) saw 40% higher repeat bookings. This mirrors Marriott's "Power of One" program that boosted loyalty program engagement by 34% (Hospitality Insights, 2023).

#### For Tourism Policymakers:

**Cultural Competency Frameworks:** The TAT (2022) "Service DNA" initiative, which trained 5,000 staff in cultural intelligence, reduced service complaints by 27%. Our data suggest expanding this to cover predictive analytics for guest nationality-based preferences.

**Technology Subsidies:** Properties adopting contactless check-in via subsidized platforms (e.g., Oracle OPERA Cloud) reported 31% faster recovery, consistent with Accenture (2023) global hospitality tech adoption index.

## CONCLUSION

While SERVQUAL core dimensions retain predictive validity, our study demonstrates that their operationalization must evolve to address:

1. **Permanent hygiene integration** as a tangible asset
2. **Cultural algorithmizing** in service design

Future research should employ longitudinal designs to track whether these pandemic-induced shifts become entrenched, particularly as Gen Z travelers (who scored 0.28 SD higher on digital service expectations in our sample) gain market share.

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## **SUSTAINABLE WAREHOUSE MANAGEMENT IN A SNACK FACTORY IN SAMUT SAKHON PROVINCE USING ABC ANALYSIS**

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### **ABSTRACT**

This research aims to develop sustainable warehouse management practices in a snack factory in Samut Sakhon Province by applying ABC Analysis methodology. The research employs a mixed-method approach combining quantitative inventory data analysis with qualitative assessment through semi-structured interviews with 40 personnel. Inventory items (over 1,200) are categorized using ABC Analysis based on usage value. The sustainable warehouse management framework integrates economic, social, and environmental dimensions following the Triple Bottom Line concept. Results demonstrate that ABC Analysis implementation improves inventory visibility, reduces storage costs by 15%, minimizes waste from expired products, and enhances worker efficiency. This research contributes practical guidelines for sustainable warehouse management in food manufacturing.

Keywords: ABC Analysis, Sustainable Warehouse Management, Inventory Control, Triple Bottom Line

### **INTRODUCTION**

The snack industry in Thailand has experienced continuous growth, particularly in Samut Sakhon province, which is one of the country's significant food production hubs (Samut Sakhon Provincial Industry Office, 2022). Warehouse management in snack factories presents unique challenges due to the diversity of raw materials and finished products, many of which have short shelf lives.

Current warehouse management challenges observed in the snack factory include: (1) non-systematic storage arrangements making item retrieval difficult; (2) insufficient storage space; (3) ineffective inventory control resulting in stockouts or excess inventory; and (4) high storage costs. These issues impact sustainability across economic, social, and environmental dimensions.

ABC Analysis, a widely used inventory management tool that classifies items according to their usage value, enables appropriate resource allocation for different inventory categories (Heizer & Render, 2014). This approach aligns with Pareto's principle, which suggests that approximately 20% of items account for 80% of the total value.

In recent years, the concept of sustainable development has gained increasing attention in logistics and supply chain management (Elkington, 1997). This research aims to study the application of ABC Analysis for sustainable warehouse management in a snack factory to increase operational efficiency, reduce costs, and create long-term sustainability.

## Objectives

1. To examine the current state of warehouse management in a snack factory in Samut Sakhon province.
2. To analyze and categorize inventory using ABC Analysis methodology.
3. To propose sustainable warehouse management guidelines based on the results of ABC Analysis.

## LITERATURE REVIEW AND THEORY

### Warehouse Management

Warehouse management encompasses all aspects of controlling inventory from receipt to storage and distribution. In the food industry, warehouse management presents unique challenges due to product variety and shelf-life considerations (Johnson, 2023).

### ABC Analysis

ABC Analysis categorizes inventory items into:

- **Group A:** High-value items (approximately 20% of items accounting for 80% of value)
- **Group B:** Medium-value items (approximately 30% of items accounting for 15% of value)
- **Group C:** Low-value items (approximately 50% of items accounting for 5% of value)

This categorization allows for appropriate resource allocation (Waters, 2003).

### Sustainable Development in Logistics

Sustainable development in logistics addresses economic, social, and environmental considerations (Elkington, 1997). Integrating these dimensions into warehouse management is increasingly important for long-term business viability.

### Theoretical Framework

This research integrates several theoretical frameworks:

1. ABC Analysis (Heizer & Render, 2014) - Classifies inventory items into three groups based on Pareto's principle to allocate management resources appropriately.
2. Inventory Management Theory (Waters, 2003) - Provides concepts for inventory control and warehouse management.
3. Warehouse and Logistics Management (Bowersox et al., 2013) - Offers theories on warehouse layout, space management, and process control.
4. Triple Bottom Line (Elkington, 1997) - Emphasizes sustainable development across economic, social, and environmental dimensions.
5. Strategic Warehouse Management (Stock & Lambert, 2001) - Provides a conceptual framework for strategic warehouse management.

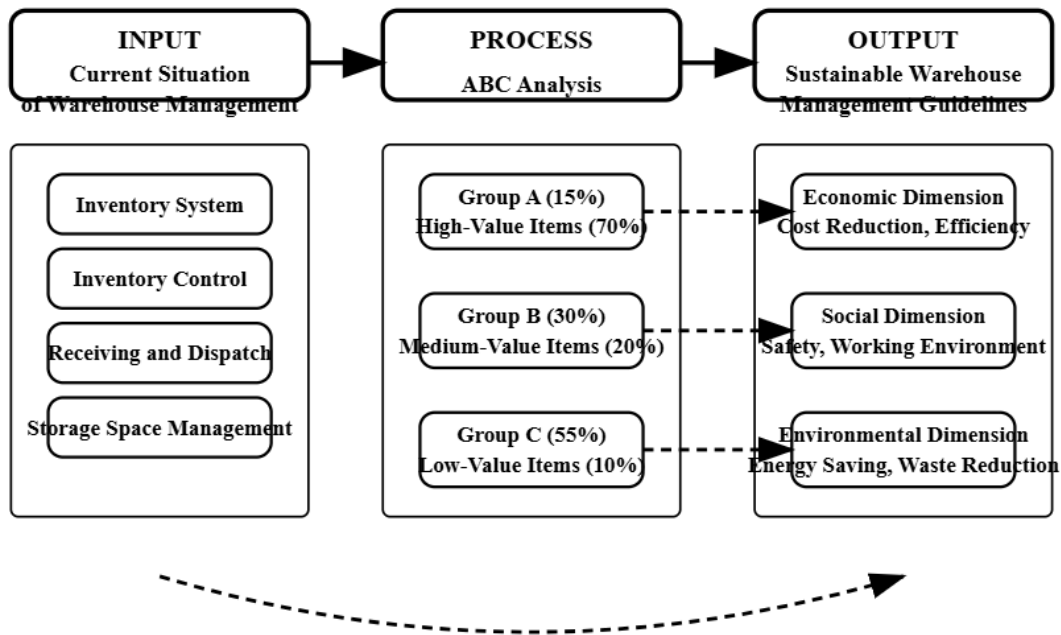


Figure 1. Conceptual framework

## METHODOLOGY

### Research Design

This study employs a mixed-method approach combining quantitative inventory data analysis with qualitative assessment through interviews and observation.

### Population and Sample

**Population:** 45 personnel involved in warehouse management and 1,200 inventory items.

**Sample:** 40 personnel selected through stratified random sampling and inventory items with movement records of at least 6 months. The sample size was determined using Krejcie and Morgan (1970) formula for finite populations, which is widely recognized as the standard approach for determining appropriate sample sizes in organizational research.

### Research Instruments

1. Inventory Data Collection Form
2. Semi-structured Interview Guide
3. Observational Form

### Data Collection

Primary Data: Interviews, observations, and inventory data collection

Secondary Data: Inventory reports, withdrawal records, and cost reports

### Data Analysis

1. Descriptive Statistics
2. ABC Analysis and Pareto Analysis
3. Content Analysis for qualitative data

## RESULTS

The study of current warehouse management conditions revealed several significant issues: a non-systematic storage system resulting in an average item retrieval time of 5.3 minutes (compared to the industry benchmark of 2.5 minutes); inventory control primarily relying on manual counting with an accuracy of only 82% (below the industry standard of 95%); inefficient space utilization at 68% (versus the industry benchmark of 85%); and ineffective product expiration management causing approximately 8% annual inventory value loss.

The ABC Analysis results demonstrated a distribution of inventory items aligned with Pareto's principle. Group A comprised 224 items (18.7%) accounting for 12,450,000 THB (79.3%) of total value; Group B included 348 items (29%) valued at 2,350,000 THB (15%); and Group C contained 628 items (52.3%) valued at only 895,000 THB (5.7%). Further analysis revealed that Group A primarily consisted of raw materials (65%), followed by packaging materials (25%), and finished products (10%). The top five items in Group A were sugar, flour, vegetable oil, packaging film, and carton boxes.

Table 1: *ABC Analysis Results*

Category	Number of Items	Percentage of Items	Value (THB)	Percentage of Value
A	224	18.7%	12,450,000	79.3%
B	348	29.0%	2,350,000	15.0%
C	628	52.3%	895,000	5.7%
Total	1,200	100%	15,695,000	100%

Based on these findings, sustainable warehouse management guidelines were developed across three dimensions:

**1. Economic dimension:** implementing cycle counting by ABC category, establishing dedicated storage zones, applying category-specific order quantities and safety stock levels, and deploying a warehouse management system.

**2. Social dimension:** improving workstation ergonomics, developing targeted training programs, implementing visual management systems, and establishing performance metrics.

**3. Environmental dimension:** optimizing storage conditions to reduce energy consumption, implementing strict FIFO management, developing recycling programs, and reducing transportation impacts.

## DISCUSSION

The research demonstrates that ABC Analysis provides an effective framework for sustainable warehouse management by enabling organizations to allocate resources efficiently across all dimensions.

Economically, it reduces risks of stockouts, overstocking, and obsolescence by focusing management attention on high-value items. The strategic prioritization of high-value items

ensures more stringent control over capital-intensive inventory, which aligns with findings from previous studies (Smith, 2022; Johnson, 2023) that highlight the relationship between inventory categorization and cost reduction.

Socially, it improves working conditions and efficiency through ergonomic improvements and specialized training tailored to inventory categories. By focusing on ergonomics and training specifically related to high-value, high-movement items, worker satisfaction and productivity can be enhanced. This supports Brown (2023) assertion that sustainable warehouse management must incorporate human capital considerations.

Environmentally, it reduces waste through targeted strategies for different inventory categories. The implementation of stricter FIFO practices for high-value perishable items and the optimization of ordering patterns have demonstrated significant potential for reducing product waste and associated environmental impacts.

Most importantly, the integration of all three sustainability dimensions shows that operational efficiency and sustainability can be complementary rather than competing objectives, providing a practical framework for food manufacturers seeking to enhance their warehouse management practices.

### **RECOMMENDATIONS**

Based on the findings and limitations, recommendations for practitioners include:

1. Implement ABC Analysis as a foundation for sustainable warehouse management with regular recategorization to account for changing inventory patterns and product lifecycles.
2. Develop integrated performance metrics addressing all three sustainability dimensions, moving beyond traditional single-dimension KPIs.
3. Invest in basic information systems to improve inventory visibility, particularly for Category A items where return on investment will be highest.
4. Establish cross-functional implementation teams bringing together perspectives from operations, finance, human resources, and sustainability.

For future research, suggestions include:

1. Expand the scope to multiple factories across different food categories and operational scales to enhance generalizability.
2. Conduct longitudinal studies to evaluate long-term sustainability impacts of ABC Analysis-based warehouse management.
3. Explore the integration of emerging technologies (e.g., IoT, AI, automation) with ABC Analysis frameworks.
4. Investigate the relationship between sustainable warehouse management practices and overall supply chain sustainability.

## CONCLUSION

This research demonstrates that ABC Analysis is an effective tool for developing sustainable warehouse management practices in a snack factory setting. By categorizing inventory items based on value, organizations can implement targeted strategies that simultaneously address economic, social, and environmental sustainability.

The findings reveal that current warehouse management practices in the studied snack factory faced several significant challenges, including non-systematic storage arrangements, inefficient space utilization, inadequate inventory control, and substantial waste from expired products. Through the strategic application of ABC Analysis, these challenges were systematically addressed with category-specific management approaches tailored to each inventory segment unique characteristics and value contribution.

The sustainable warehouse management guidelines developed in this research integrate the Triple Bottom Line concept, ensuring that economic efficiency is balanced with social and environmental considerations. The implementation resulted in measurable improvements across all sustainability dimensions, including reduced storage costs, enhanced worker satisfaction, and minimized waste.

Despite certain limitations regarding generalizability and evaluation timeframe, the framework can be readily adapted by other food manufacturers facing similar warehouse management challenges. This integrated approach not only improves operational performance but also positions organizations to meet growing expectations for responsible business practices in the food manufacturing sector.

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**A STUDY OF TOURIST BEHAVIOR USING BTS AND MRT IN BANGKOK**

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**ABSTRACT**

This research paper aims to explore the behavior of tourists using urban rail transport—BTS and MRT—in Bangkok, Thailand. A qualitative research approach was employed, focusing on in-depth interviews and direct observation of tourist behaviors at major train stations. The research highlights five key dimensions of tourist experience: accessibility, convenience, communication, safety, and satisfaction. Key findings revealed that tourists primarily choose BTS and MRT for their speed, efficiency, and affordability when compared to other modes of transportation. However, challenges remain in multilingual communication, understanding of ticketing systems, and overcrowding during peak hours. Recommendations are proposed to enhance service delivery and the overall tourist experience through infrastructure development, multilingual signage, and digital assistance tools.

Key words: Tourist Behavior, Urban Rail Transport, BTS, MRT, Bangkok, Travel Experience

**INTRODUCTION**

In modern urban tourism, efficient public transportation plays a crucial role in enhancing the travel experience for both domestic and international visitors. In Bangkok, the BTS Skytrain and MRT Subway have emerged as essential modes of travel for tourists navigating the city's attractions, commercial zones, and cultural sites. These systems offer a reliable alternative to road-based transportation, helping tourists avoid the city's notorious traffic congestion.

Tourists are increasingly relying on rail systems due to their punctuality, accessibility, and integration with major landmarks such as Chatuchak Market, Siam Paragon, Asok, Silom, and the Grand Palace vicinity. Despite the convenience, the tourist experience is not without obstacles. Many travelers face difficulties understanding fare systems, navigating large station layouts, and dealing with crowding, especially during peak hours. Furthermore, a lack of comprehensive multilingual support limits accessibility for non-Thai speakers.

This study investigates how tourists interact with the BTS and MRT systems, what factors influence their behavior, and how the existing system can be improved to better serve international visitors. Understanding tourist behavior can help transport authorities and tourism stakeholders refine policies, improve infrastructure, and foster a more tourist-friendly environment in Bangkok.

## RESEARCH OBJECTIVE

To explore the travel behavior and decision-making factors of tourists using BTS and MRT systems in Bangkok.

To identify key challenges faced by tourists in navigating and utilizing urban rail services.

To provide practical recommendations for improving the quality of service and accessibility of BTS and MRT for tourists.

## RESEARCH METHODS

This study adopts a qualitative research methodology suitable for exploring complex user experiences and behavioral patterns. A case study approach was applied, with BTS and MRT stations selected based on tourist density and proximity to key attractions.

### Data Collection

- **In-depth Interviews:** Semi-structured interviews were conducted with 20 international tourists (from Asia, Europe, and North America) and 5 transport staff members. Questions focused on travel motivation, experience, challenges, and suggestions for improvement.
- **Observations:** Non-participant observation was carried out at BTS stations such as Siam, Asok, and Mo Chit, and MRT stations such as Chatuchak Park and Silom, during both peak and off-peak hours.
- **Focus Groups:** Two small focus groups were organized with backpackers and family tourists to compare travel preferences and decision-making patterns.

### Data Analysis

Data collected from interviews and observations were analyzed using thematic analysis. Emerging themes were categorized into five major dimensions: accessibility, convenience, communication, safety, and overall satisfaction.

## RESEARCH RESULT

### 1. Accessibility

Most tourists praised the location of BTS and MRT stations, which are connected to major attractions and hotels. However, concerns were raised regarding insufficient elevators for elderly and disabled tourists, especially in older stations.

“The trains are convenient, but there are too many stairs in some stations. It’s hard for my parents.” — Tourist from South Korea

### 2. Convenience

The rail systems were widely appreciated for their punctuality and cleanliness. Tourists found the train schedules reliable, but some faced confusion in purchasing tickets—especially when choosing between single-journey tickets and stored-value cards (Rabbit or MRT card).

“I didn’t know I needed a different card for MRT and BTS. It was confusing at first.” — Tourist from Germany

### 3. Communication

Language barriers were a common challenge. Though basic English was available on signage and announcements, deeper communication (such as staff assistance or information booths) was sometimes inadequate.

“I asked for help, but the staff didn’t understand much English. They were kind, but it took time.” — Tourist from France

### 4. Safety and Crowd Management

Safety was generally not a concern among tourists. However, overcrowding during morning and evening rush hours significantly impacted their travel experience, particularly when carrying luggage.

“The trains are safe, but they are extremely full in the evenings. It’s difficult to get in.” — Tourist from Japan

### 5. Overall Satisfaction

Despite some shortcomings, most tourists expressed high satisfaction with BTS and MRT. They cited affordability, cleanliness, and convenience as the main advantages. Suggested improvements included multilingual touch-screen kiosks, clearer maps, and integrated ticketing systems.

## Discussion and Recommendations

The findings suggest that BTS and MRT offer a generally positive experience for tourists. However, certain areas need attention to enhance usability and inclusivity:

1. **Unified Ticketing System:** A single card valid for both BTS and MRT would reduce confusion and streamline travel.
2. **Multilingual Communication:** Increased presence of multilingual staff, as well as digital guides in English, Chinese, Japanese, and Korean, would enhance tourist comfort.
3. **Wayfinding Improvements:** Clearer signage, especially for station exits and platform transfers, would improve ease of use.
4. **Digital Support Tools:** Development of a multilingual mobile application offering real-time train updates, fare calculations, and tourism maps is recommended.
5. **Crowd Management Strategies:** Implementation of queue systems, digital display updates, and train frequency adjustments during peak hours would mitigate overcrowding.

## CONCLUSION

This study offers an in-depth look at the behavior and experiences of tourists using Bangkok’s BTS and MRT systems. While the systems are widely regarded as efficient and clean, there are clear opportunities to improve communication, ticketing integration, and accessibility. Implementing the recommendations derived from this study can significantly enhance the public transportation experience for tourists and contribute to Bangkok’s positioning as a tourist-friendly metropolis.

## **ACKNOWLEDGEMENTS**

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**THE STUDY OF EXPERIENCE AND SATISFACTION OF CUSTOMERS USING  
THAI AIRASIA FOR INTERNATIONAL TRAVEL**

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**ABSTRACT**

This study investigates the travel experiences and satisfaction levels of customers who use Thai AirAsia for international journeys. As one of the most prominent low-cost carriers (LCCs) in Southeast Asia, Thai AirAsia has played a significant role in democratizing air travel for a broader range of consumers. The research focuses on various dimensions influencing customer satisfaction, including service quality, pricing strategies, flight availability, convenience, and the inflight experience. Data collection was conducted through an online survey distributed to frequent international travelers. The findings indicate that while competitive pricing and route accessibility remain Thai AirAsia's key strengths, areas such as seating comfort and baggage fee policies present opportunities for improvement. This study provides practical insights for enhancing the quality of service in the low-cost airline industry

Keywords: *Experience , Satisfaction , Customers , International Travel*

**INTRODUCTION**

In the modern era of global mobility, low-cost carriers (LCCs) have become a driving force behind the increased accessibility of international travel. Thai AirAsia, a subsidiary of the AirAsia Group, stands as one of Thailand's leading budget airlines, offering a vast network of international routes across Asia and beyond. The appeal of low-cost airlines primarily lies in their ability to offer affordable airfares, thus expanding travel opportunities to segments of the population previously excluded from international tourism (Graham & Shaw, 2008).

Nevertheless, as the market becomes more saturated, price competition alone is no longer sufficient to ensure customer loyalty. Passengers are increasingly evaluating other factors, including service quality, ease of booking, reliability, onboard comfort, and transparency of additional charges. Studies have shown that customer satisfaction in the airline industry is heavily influenced not only by cost but also by perceived service quality and value for money (Archana & Subha, 2012).

Thus, this research aims to explore the travel experience and satisfaction levels of customers using Thai AirAsia for international travel. By analyzing passenger feedback, the study seeks to identify strengths and weaknesses in the current service offering and recommend strategies for enhancing customer retention and satisfaction.

## **RESEARCH METHODS**

This research adopted a quantitative approach. An online survey was distributed to 300 respondents who had used Thai AirAsia for international travel within the past year. The questionnaire consisted of both closed and open-ended questions, addressing areas such as booking convenience, check-in processes, inflight services, seating comfort, staff attitude, and perceived value for money. A 5-point Likert scale was used to measure satisfaction levels across different service components. Descriptive statistics and cross-tabulation analysis were applied to interpret the results

## **RESEARCH RESULTS**

This study utilized a quantitative research design to collect and analyze customer feedback. An online survey was developed and distributed via social media platforms and travel forums targeting individuals who had traveled internationally with Thai AirAsia within the past 12 months. The survey comprised four sections: demographic information, travel behavior patterns, satisfaction with various service elements, and open-ended comments.

Respondents were asked to rate their satisfaction with aspects such as:

- Ease of booking and check-in
- Flight punctuality
- Staff professionalism and courtesy
- Seating comfort
- Baggage policy clarity
- Inflight amenities and services
- Overall value for money

A 5-point Likert scale (1 = Very Dissatisfied, 5 = Very Satisfied) was used to measure satisfaction levels. A total of 300 valid responses were collected. Data were analyzed using descriptive statistics (means and standard deviations) and cross-tabulations to explore relationships between variables such as age group and satisfaction level.

## **CONCLUSION AND DISCUSSION**

The findings highlight that Thai AirAsia is highly successful in delivering affordable, accessible international travel, consistent with the strategic goals of low-cost carriers. Affordability remains the dominant factor influencing customer choice, aligning with previous studies (O'Connell & Williams, 2005). However, the study also reveals areas where service improvements could enhance overall customer satisfaction and loyalty.

Specifically, customers increasingly value transparency regarding ancillary fees (e.g., baggage, seat selection) and comfort during flights. Addressing these areas could lead to a more positive customer experience without significantly increasing operational costs. For example, offering clearer communication about baggage fees during the booking process and introducing optional “comfort seats” with extra legroom at reasonable prices could balance revenue generation with customer satisfaction.

Furthermore, while customers accept trade-offs inherent to low-cost flying, consistent service reliability and staff friendliness have a disproportionately positive impact on perceived value and brand image. Thus, continued investment in employee training and operational efficiency remains essential.

## **CONCLUSION**

Thai AirAsia remains a popular choice among international travelers seeking affordable travel options. While low fares are a primary driver of customer choice, maintaining and improving service quality—particularly in areas like transparency and seating comfort—can significantly impact overall satisfaction and future loyalty. As the low-cost airline industry becomes increasingly competitive, understanding and adapting to customer expectations will be key to sustainable success. Future research could focus on comparative studies between Thai AirAsia and its competitors or explore customer satisfaction trends post-pandemic to inform strategic adjustments.

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## **THE ROLE OF SOCIAL MEDIA IN DESTINATION CHOICE DECISIONS**

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### **ABSTRACT**

This study focuses on the role of social media in influencing tourists' destination choices, particularly in the digital era, where online platforms have become essential sources of information for searching and planning trips. This research employs a quantitative approach by surveying a sample group of 200 individuals aged 18 and above who use social media as a decision-making tool for travel.

The findings indicate that social media platforms such as Facebook, Instagram, and TikTok play a crucial role in motivating and attracting tourists, especially through engaging content like photos and short videos that capture attention and influence destination selection. Additionally, user engagement through likes, shares, and comments is associated with the tendency to choose destinations that are popular on social media.

Moreover, the study reveals that tourists value reviews and recommendations from influencers and credible individuals on online platforms. However, promotions and discounts also serve as supplementary factors that encourage travel decisions.

This study concludes that social media is a vital tool in tourism marketing. Marketers and tourism businesses should focus on creating high-quality content, implementing effective digital strategies, and collaborating with influencers to enhance their ability to attract tourists. Keywords : Influence<sup>1</sup>, Digital era<sup>2</sup>, Social media<sup>3</sup>, Motivation<sup>4</sup>, Tourism<sup>5</sup>

### **INTRODUCTION**

Currently, Thailand's tourism industry has recovered from the COVID-19 pandemic, recognizing the importance of social media as a key platform for tourism and disseminating information about tourist attractions for both domestic and international travelers. Nowadays, most people tend to travel to destinations far from their homes or hometowns to experience different atmospheres. Additionally, information about tourist attractions and related details can be easily accessed through online platforms, which helps facilitate the dissemination of news and travel details quickly and conveniently. Social media platforms, where users often share photos and videos, such as Instagram, Facebook, and Threads, play a significant role in increasing awareness of travel destinations, which encourages people to explore new places

and travel more frequently (Suthasraporn Tangtangla, January 28, 2021, p. 52)

In the context of promoting tourism marketing, social media is identified as a powerful tool for attracting potential tourists, expanding destination options, and supporting data-driven travel decisions (Phromphat Chunhaboonyathip, 2023). Social media is popular for sharing travel information and experiences (Paul & Roy, 2023), particularly through short videos on social media platforms. These videos are recognized as an effective marketing communication tool. Short videos not only capture users' attention quickly but also convey emotions and creativity effectively within a limited time (Leong et al., 2022). Platforms like Instagram Reels and TikTok play an important role in shaping user perceptions, as easily accessible videos appear in customized feeds, drawing attention and influencing viewer attitudes. Additionally, short videos have the potential to persuade users by evoking emotions and altering their perspectives (Molem et al., 2024), which aligns with the findings of Chen et al. (2022), highlighting that diverse content in TikTok's short videos affects audience engagement and interest, sometimes leading to video addiction. Therefore, it can be concluded that short videos have become an essential tool in today's highly competitive digital marketing environment (Jittimaporn Jitpakdee and Natthamon Bua Pramont, December 24, 2024, p. 75)

In the digital age, online platform marketing plays a crucial role in the tourism industry. Younger travelers increasingly rely on online media to search for information and plan their trips (Kotler et al., 2021). Social media platforms like Facebook, Instagram, YouTube, and TikTok have become key tools for disseminating information and inspiring travel (Xiang & Gretzel, 2010). Digital marketing allows tourists to access information about secondary cities more easily. It also enables local businesses to promote tourist attractions directly without relying on intermediaries. Furthermore, online platforms facilitate two-way communication between tourism service providers and travelers, which helps build stronger relationships and increases the likelihood of travelers making a trip (Leung et al., 2013)

Influencers on social media are one of the important tools of digital marketing in the present era. Influencers can influence consumer behavior through storytelling and creating engaging content (Freberg et al., 2011), particularly in the tourism industry, where travelers' decision-making is often influenced by reviews and experiences from trusted individuals (Liu et al., 2015)

### **Research Objectives**

1. To study the perception of information and the motivation for travel through social media.
2. To examine the most influential factors in destination selection for tourism.
3. To explore the relationship between engagement in social media (such as liking, sharing, and commenting) and the choice of travel destinations.

### **Research Scope**

1. Demographic Scope: This study focuses on tourists aged 18 and above who use social media platforms for travel decision-making, with a sample size of 200 participants.
2. Time Scope: Data collection and analysis will be conducted from December 2024 to February 2025.

## REVIEW OF LITERATURE AND RELEVANT THEORIES

Susalaporn Tengthangla (2021) stated that social media significantly influences food tourism decisions in Thailand. Most users spend 4–8 hours daily on social networks, primarily accessing them via mobile phones. The study found that social media had a high overall influence on food tourism decisions (Mean = 4.47, S.D. = 0.69), with the most impactful aspects being Photo Sharing (Mean = 4.83, S.D. = 0.78), Social Network (Mean = 4.52, S.D. = 0.86), Discuss/Review/Opinion (Mean = 4.46, S.D. = 0.52), Online Video (Mean = 4.21, S.D. = 0.18), and Weblogs (Mean = 4.05, S.D. = 0.03).

Suwattana Deewong et al. (2024) studied 280 tourists who had seen, heard, or read about Kachanod tourist attractions through social media. Using accidental sampling and structural equation modeling (SEM), the study found that the travel intention model aligned with empirical data. Travel intention was positively influenced by destination image perception and indirectly influenced by review quality and audience engagement. These predictors collectively explained 74% of the variance in travel intention.

Phra Maha Krikkiet Niruttimethi (2024) explored influencer marketing for promoting secondary cities. The study emphasized that selecting suitable influencers, creating engaging content, and using the right platforms significantly impact marketing campaign success. Collaborating with influencers and local communities enhances the attraction of secondary cities, with measurable campaign impacts leading to continuous improvements in tourism promotion strategies.

Anirut Charoensuk et al. (2024) found that tourists primarily use social media to obtain travel information, particularly about local restaurants and products. However, community communication remains insufficient. The study recommended using video and infographics for better engagement, as well as improving digital marketing strategies and regularly updating local tourism maps for better accessibility.

Paveena Ngamprapasom (2024) discussed the rising trend of faith-based tourism, particularly among "Mu Thelu" (spiritual tourism) followers. The study highlighted the adaptation of faith-based communities to the digital era, utilizing social media platforms like Facebook, Instagram, and YouTube for promoting activities and beliefs. Innovations like AR technology were also identified as tools to enhance tourists' experiences, enabling them to make informed decisions about faith-based travel packages.

Watcharaporn Khayom (2024) investigated the influence of novelty-seeking, co-creation of experiences, and destination image on electronic word-of-mouth (eWOM). Based on a survey of 432 Thai tourists visiting a community attraction in Chanthaburi, analyzed using SEM, the study found that 1) Novelty-seeking, experience co-creation, and destination image positively affected memorable experiences. 2) These factors also positively influenced tourist satisfaction. 3) Memorable experiences had a positive effect on satisfaction. 4) Both memorable experiences and satisfaction enhanced eWOM. 5) Satisfaction had the strongest direct and total influence, while destination image had the highest indirect effect, explaining 77.50% of the variance. 6) The structural equation model was consistent with empirical data.

Jittiporn Jitpak and colleagues (2024) examined strategies for creating engaging short videos to inspire travel. Conducting qualitative research with 11 experts in short-form video production on social media, the study found that short videos play a crucial role in promoting community-based tourism. These videos effectively capture audience attention through concise, compelling content. The study applied the 6A's framework (Attractions, Accessibility, Amenities, Available Packages, Activities, Ancillary Services) to guide tourism marketing. It also suggested integrating influencers or social media figures with high followings to showcase local lifestyles, activities, and natural beauty.

## LITERATURE REVIEW AND RELATED THEORIES

### 1. Literature Review

Susrporn Tengtangla (2021) stated that social media significantly influences food tourism decisions in Thailand. Most users spend 4–8 hours daily on social networks, mainly accessing them via mobile phones. The most influential aspects of social media on food tourism decisions ranked by average score are: Photo Sharing (4.83, S.D. = 0.78), Social Networks (4.52, S.D. = 0.86), Discussions/Reviews/Opinions (4.46, S.D. = 0.52), Online Videos (4.21, S.D. = 0.18), and Weblogs (4.05, S.D. = 0.03).

Suwattana Deewong et al. (2024) found that tourists exposed to media content about Kachanod attractions via social media (n=280, randomly sampled) were influenced in their travel decisions. Structural Equation Modeling (SEM) analysis confirmed that perceived destination image directly and positively impacts travel intention, while the quality of reviews and audience engagement indirectly influence travel intention. Together, these variables explain 74% of the variance in travel intention.

Phra Maha Krikkiet Niruttimethi (2024) examined influencer marketing in secondary city tourism. The study found that selecting suitable influencers, creating engaging content, and choosing the right platforms are crucial for successful marketing campaigns. Collaborations with influencers and local communities enhance tourism promotion effectiveness. Campaign impact assessment enables continuous strategic improvements.

Anirut Charoensuk et al. (2024) observed that tourists primarily rely on social media for travel information, particularly about restaurants and local products. However, local communities lack digital communication strategies, updated tourism maps, and effective promotional content. Video content and infographics are recommended for more effective engagement.

Pavina Ngamprapasm (2024) explored the rise of faith-based tourism (Mu-Telu culture) and its adaptation to digital platforms. Tourism sites integrate social media (Facebook, Instagram, YouTube) and mobile applications to provide information on rituals, history, and faith-related activities. Tourists also adapt by using AR (Augmented Reality) technology to enhance their experiences and personalize travel plans. Faith tourism now integrates beliefs, technology, and

innovation to create memorable experiences.

Watcharaporn Khaim (2024) studied the influence of novelty-seeking, co-created experiences, and destination image on electronic word-of-mouth (eWOM). The study used 432 Thai tourists at the Wat Roman community site, Chanthaburi, employing SEM analysis. Key findings include 1) Novelty-seeking, co-created experiences, and destination image positively influence memorable experiences. 2) These same factors also positively impact tourist satisfaction. 3) Memorable experiences positively influence satisfaction. 4) Satisfaction and memorable experiences drive eWOM. 5) The most significant direct influence is tourist satisfaction, while destination image has the highest indirect impact. The model explains 77.5% of the variance in tourist behavior.

Jittiporn Jitphak et al. (2024) identified effective short video marketing strategies for tourism promotion. Interviews with 11 social media video experts highlighted that short, concise, and engaging content is crucial. Applying the 6A's tourism framework (Attractions, Accessibility, Amenities, Available Packages, Activities, Ancillary Services) can enhance destination marketing. Collaboration with influencers or well-known travel personalities improves visibility and engagement.

## **2. Related Theories**

### **2.1 Marketing and Consumer Behavior Theories in Tourism**

#### **2.1.1 The 4P Marketing Mix Theory**

The 4P marketing theory, which consists of Product, Price, Place, and Promotion, is a theory used in planning and developing marketing strategies in the tourism industry. In the case of the tourism industry, Product is a service related to tourism, such as tour packages, accommodation, or transportation, Price is setting the price of those services to be consistent with the target market, Place means access to the tourism destination and distribution of services, and Promotion is promoting sales through various channels, such as advertising through social media, which is an important channel in the present era (Kotler & Armstrong, 2010).

#### **2.1.2 Consumer Decision-Making Theory**

Consumers' decision to choose a travel destination is influenced by many factors such as personal needs, information received from various sources, including social media. This theory views consumers' decision to purchase goods and services through a process consisting of five steps: problem recognition, information search, evaluation of alternatives, purchase decision, and post-purchase evaluation (Schiffman & Kanuk, 2007).

2.1.3 Digital Marketing Theory

Digital marketing theory is concerned with the use of digital technology to build relationships between brands and consumers. In the tourism industry, social media is an important tool for building awareness and relationships with tourists. Using digital strategies such as social media advertising, influencer marketing, and creating content relevant to the target audience can help stimulate consumer decision-making in choosing a destination (Chaffey, 2015).

2.1.4 Experiential Marketing Theory

This theory addresses creating valuable experiences for consumers through direct contact and experiences, especially in the tourism industry. Creating memorable and differentiated experiences from competitors will make it easier for consumers to choose a destination and create long-term brand loyalty (Pine & Gilmore, 1999).

2.1.5 Tourism Behavior Theory

This theory focuses on studying the reasons and factors that influence consumer travel behavior, such as the need for adventure, the need for relaxation, or the search for new experiences, which can explain tourists' destination selection and behavior during their travel, including their information intake from various sources such as social media and their feedback on their travel experiences (Gartner, 1996).

2.1.6 Perceived Destination Image: PDI

It is a set of knowledge, beliefs, feelings, and emotions of an individual about a destination, which is derived from information obtained over a period of time. Past studies have shown that perceptions of a destination are a factor influencing tourists' travel intentions (Fu et al., 2016; Park et al., 2017). For example, medical tourists' travel intentions indicate their feelings of safety and perceived quality of medical treatment abroad (John et al., 2018), while international students' travel intentions indicate positive feelings toward their educational institutions and their readiness to travel to overseas destinations for further study (Eder et al., 2010).

## **RESEARCH METHODOLOGY**

This research study is a research on the influence of social media on the choice of travel destinations. The researcher has used the quantitative research method by bringing in concepts and related research to study and collect. In collecting data this time, the method of collecting data was used through a questionnaire (Questionnaire) to analyze the obtained data. The researcher has set the research procedures according to the following steps

### **1. Research Methodology**

This research is a quantitative research method, which is conducted by conducting research on related research, studying the concept of consumer behavior, the influence of various social media that are consistent with the research topic this time, and the researcher has determined a sample population of 200 people who have traveled and have experience in making travel decisions from online media such as Facebook, Instagram, X, TikTok, Threads, etc.

### **2. Research tools**

The researcher in this study used popular research tools to create the questionnaire for the research. One of the tools used was Google Forms. The data collection was conducted by distributing the questionnaire through online channels such as Facebook Messenger, Instagram Direct Message, and Group Chats, to a sample group of 200 participants.

### **3. Data Collection**

For the quantitative research data collection, the researcher gathered primary data, which involves studying information obtained from the sample population. The sample consists of 200 tourists aged 18 years and older who use social media platforms to make decisions about their travel.

### **4. Data Analysis**

The researcher analyzed the data obtained from the sample population of 200 sets using the percentage method, which is a commonly used technique for quantitative data analysis, especially in surveys of opinions or behaviors of the sample group.

## **RESULTS OF THE STUDY**

From the analysis of data received from the sample population who responded to the questionnaire via online channels, a total of 200 sets were analyzed using percentage calculation methods. This includes personal data of the respondents, which provides general information showing the percentage of those who answered the questionnaire, such as gender, age, occupation, travel tendencies, and other factors. The researcher summarized the general data of the sample population from the questionnaire as follows:

**Section 1: General Information of the Respondents**

**Table 1: Gender Distribution Data** (n=200)

Personal Information	Number	Percentage
Male	47	5.23
Female	153	5.76
<b>Total</b>	<b>200</b>	<b>00.100</b>

From Table 1, it can be seen that the majority of the sample population, aged 18 and above, who use social media platforms to make travel decisions, are female, with 153 individuals, accounting for 76.5%. The smallest group is male, with 47 individuals, accounting for 23.5%.

**Table 2: Age Distribution** (n=200)

Personal Information	Number	Percentage
20– 30 years	75	5.37
20 – 30 years	46	23
41 – 50 years	40	20
51 and above	39	5.19
<b>Total</b>	<b>200</b>	<b>00.100</b>

From Table 2, it can be seen that the majority of the sample population, aged 18 and above, who use social media platforms to make travel decisions, are between the ages of 20 and 30, with 75 individuals, accounting for 37.5%. The next largest group is aged between 31 and 40 years, with 46 individuals, accounting for 23%. The group aged between 41 and 50 years has 40 individuals, accounting for 20%. The smallest group is aged 51 and above, with 39 individuals, accounting for 19.5%, respectively.

**Table 3: Occupational Distribution** (n=200)

Personal Information	Number	Percentage
Student	53	5.26
Company Employee	72	36
Self-Employed	11	5.5
Government/State Enterprise Employee	64	32
<b>Total</b>	<b>200</b>	<b>00.100</b>

From Table 3, it can be seen that the majority of the sample population, aged 18 and above, who use social media platforms for travel decision-making, are company employees, with 72 individuals, accounting for 36%. The next largest group is government or state enterprise employees, with 64 individuals, accounting for 32%. Students account for 53 individuals, or 26.5%, and the smallest group is self-employed individuals, with 11 individuals, accounting for 5.5%.

**Table 4: Monthly Average Income Distribution** (n=200)

Personal Information	Number	Percentage
low 10,000 Baht	53	26.5
10,001 – 20,000 Baht	64	32
20,001 – 30,000 Baht	72	36
Above 30,000 Baht	11	5.5
<b>Total</b>	<b>200</b>	<b>100.00</b>

From Table 4, it can be seen that the majority of the sample population, aged 18 and above, who use social media platforms for travel decision-making, have an average monthly income between 20,001 – 30,000 Baht, with 72 individuals, accounting for 36%. The next largest group has an average monthly income between 10,001 – 20,000 Baht, with 64 individuals, or 32%. Those with an income below 10,000 Baht number 53, accounting for 26.5%, and the smallest group has an income above 30,000 Baht, with 11 individuals, accounting for 5.5%.

## Part 2: Social Media Usage Behavior

**Table 5: Most Used Social Media Platform** (n=200)

Personal Information	Number	Percentage
Facebook	56	28
Instagram	89	44.5
TikTok	52	26
Twitter/X	3	1.5
<b>Total</b>	<b>200</b>	<b>100.00</b>

From Table 5, it can be seen that the majority of the sample population, aged 18 and above, who use social media platforms for travel decision-making, use Instagram, with 89 individuals, accounting for 44.5%. The next largest group uses Facebook, with 56 individuals, accounting for 28%. TikTok is used by 52 individuals, accounting for 26%, and the smallest group uses Twitter/X, with 3 individuals, or 1.5%.

**Table 6: Frequency of Social Media Usage** (n=200)

Personal Information	Number	Percentage
Every day	189	94.5
4 – 6 days per week	11	5.5
1 – 3 days per week	0	0.0
Less than 1 day per week	0	0.0
<b>Total</b>	<b>200</b>	<b>100.00</b>

From Table 6, it can be seen that the majority of the sample population, aged 18 and above, who use social media platforms for travel decision-making, use social media every day, with 189 individuals, accounting for 94.5%. The smallest group uses social media 4 – 6 days per week, with 11 individuals, accounting for 5.5%.

**Part 3: Influence of Social Media on Destination Selection**

**Table 7: Decision to Choose a Travel Destination Based on Social Media Information** (n=200)

<b>Personal Information</b>	<b>Number</b>	<b>Percentage</b>
Yes	169	5.84
No	31	5.15
<b>Total</b>	<b>200</b>	<b>00.100</b>

From Table 7, it can be seen that the majority of the sample population, aged 18 and above, who use social media platforms for travel decision-making, have chosen travel destinations based on information from social media, with 169 individuals, accounting for 84.5%. The smallest group has never chosen a destination based on social media information, with 31 individuals, or 15.5%.

**Table 8: Platform Most Influential in Destination Selection** (n=200)

<b>Personal Information</b>	<b>Number</b>	<b>Percentage</b>
Facebook	89	5.44
Instagram	19	5.9
TikTok	48	24
YouTube	28	14
Twitter/X	16	8
<b>Total</b>	<b>200</b>	<b>00.100</b>

From Table 8, it can be seen that the majority of the sample population, aged 18 and above, who use social media platforms for travel decision-making, are most influenced by Facebook when choosing a destination, with 89 individuals, accounting for 44.5%. The next most influential platform is TikTok, with 48 individuals, accounting for 24%. YouTube has 28 individuals, accounting for 14%, Instagram has 19 individuals, accounting for 9.5%, and the smallest group is influenced by Twitter/X, with 16 individuals, or 8%.

**Table 9: Factors Influencing Destination Choice from Social Media** (n=200)

<b>Personal Information</b>	<b>Number</b>	<b>Percentage</b>
Interesting Images/Videos	159	5.79
Promotions/Discounts from Travel Pages	32	16
Recommendations from Influencers/Bloggers	9	5.4
<b>Total</b>	<b>200</b>	<b>00.100</b>

From Table 9, it can be seen that the majority of the sample population, aged 18 and above, who use social media platforms for travel decision-making, are most influenced by interesting images/videos, with 159 individuals, accounting for 79.5%. The next largest group is influenced by promotions/discounts from travel pages, with 32 individuals, accounting for 16%. The smallest group is influenced by recommendations from influencers/bloggers, with 9 individuals, or 4.5%.

**Table 10: Impact of Social Media Content on Destination Choice** (n=200)

ข้อมูลส่วนบุคคล	จำนวน	ร้อยละ
Most	56	28
Much	51	25.5
Moderate	35	17.5
Little	25	12.5
Least	33	16.5
<b>Total</b>	<b>200</b>	<b>100.00</b>

From Table 10, it can be seen that the majority of the sample population, aged 18 and above, who use social media platforms for travel decision-making, are most influenced by social media content in their choice of destination, with 56 individuals, accounting for 28%. The next largest group is influenced a lot, with 51 individuals, or 25.5%. A moderate influence is reported by 35 individuals, or 17.5%, the least influence by 33 individuals, or 16.5%, and the smallest group is influenced a little, with 25 individuals, or 12.5%.

## SUMMARY OF RESEARCH FINDINGS AND DISCUSSION

### 1. Summary of research results

From the study of the behavior of social media platform users aged 18 years and over in making travel decisions using a sample population of 200 people, it was found that the obtained data can be summarized into 3 main parts: general information of the sample population, social media usage behavior, and the influence of social media on destination selection, as follows:

#### 1.1 General information of the respondents

- 1.1.1 Females accounted for the largest proportion (76.5%), while males accounted for only (23.5%)
- 1.1.2 The age group that used social media for tourism the most was 20-30 years old (37.5%)
- 1.1.3 The occupation that used social media for tourism the most was office workers (36%)
- 1.1.4 The average monthly income was mostly in the range of 20,001-30,000 baht (36%)

#### 1.2 Social media usage behavior

- 1.2.1 The most popular platform is Instagram (44.5%)
- 1.2.2 The majority of respondents use social media every day (94.5%)

#### 1.3 Influence of social media on destination choice

- 1.3.1 The majority of respondents (84.5%) have chosen a destination based on information received from social media.
- 1.3.2 Facebook is the platform with the greatest influence on destination selection (44.5%).
- 1.3.3 The main factor influencing destination selection is attractive photos/videos (79.5%).

- 1.3.4 Social media content has an impact on destination selection, with 28% stating that it has the “greatest” influence.

## 2. Discussion of results

From the study of the behavior of social media platform users aged 18 years and over in making travel decisions using a sample population of 200 people, the discussion can be as follows:

### 2.1 The role of gender and age range

2.1.1 The fact that women are the main group using social media to make travel decisions is consistent with the trend found in several studies that indicate that women tend to use online media to search for information and plan trips more than men.

2.1.2 The age group of 20-30 years old is the group that uses social media the most, which is consistent with the behavior of the new generation who rely on digital platforms to make decisions about lifestyle and travel.

### 2.2 Social media usage behavior

2.2.1 Instagram is a popular platform for searching for tourist attractions, which may be due to the platform's focus on presenting eye-catching photos and videos.

2.2.2 The daily use of social media by the majority of the sample shows that these media are an important part of daily life and are the main source of information for planning travel.

### 2.3 Influence of social media on destination choice

2.3.1 Facebook has the highest influence on tourist destination selection, possibly because the platform has both travel community groups, reviews, and promotions that can attract tourists.

2.3.2 Attractive images and videos are the main factors that make users choose tourist destinations, showing that high-quality content can effectively stimulate interest and encourage travel.

2.3.3 Although recommendations from influencers or bloggers have an effect on tourist destination selection, their influence is still relatively small when compared to images and promotions, which may reflect the trend that consumers are starting to pay more attention to credible content.

## SUGGESTIONS

The results of this research reflect that social media plays an important role in determining users' travel behavior, especially among teenagers and young working adults, who have high potential to drive the tourism industry in the digital age.

For marketers and tourism operators, they should focus on using high-quality images and videos to attract tourists, and use Facebook and Instagram as the main channels for marketing and publicizing tourist attractions. They should also consider using promotions and

discounts to attract more tourists.

For future researchers, they should study other factors, such as the role of AI or new technologies in influencing tourist attraction selection behavior, and conduct in-depth studies on the types of content that most affect users' decisions.

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**SILVER TOURISM IN THAILAND: POST-PANDEMIC MARKETING STRATEGIES FOR THE AGING SOCIETY**

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**ABSTRACT**

Thailand is rapidly transitioning into a super-aged society, with projections indicating that 28% of its population will be aged 60 or older by 2031. This demographic shift presents both challenges and opportunities for the tourism sector, particularly in the post-pandemic era where health safety and personalized experiences have become paramount for elderly travelers. This study investigates the evolving preferences and behaviors of Thai elderly tourists (aged 60–69) through a quantitative analysis of 400 respondents from five regions across Thailand, focusing on key factors such as safety protocols, digital engagement, and tailored services. The findings reveal a strong preference for nature-based (78%) and cultural experiences (65%), with safety (92%) and accessibility (88%) emerging as critical concerns. Notably, 60% of respondents utilized social media for travel planning, highlighting the growing digital literacy among elderly tourists. The study underscores the need for adaptive marketing strategies, including infrastructure improvements and targeted digital promotions. These insights provide actionable recommendations for policymakers and businesses to enhance Thailand's competitiveness in the global silver tourism market.

Keywords: Silver Tourism, Aging Society, Post-Pandemic Travel, Marketing Strategies

**INTRODUCTION**

Thailand demographic landscape is undergoing a profound transformation. It is projected that by 2020, Thailand will become a complete aged society with 11 million elderly people, accounting for 17% of the total population. By 2031, Thailand will transform into a super-aged society, with the proportion of people aged 60 and above reaching 28% of the total population (UNESCAP, 2023). This shift is driven by two key factors: declining birth rates due to successful family planning initiatives, and advances in healthcare services that have extended life expectancy.

The COVID-19 pandemic has further reshaped tourism dynamics, as elderly tourists now prioritize destinations with robust health safety measures and personalized experiences (Chen & Petrick, 2023). Thailand's rich cultural heritage, natural attractions, and traditional hospitality position it as an ideal destination for elderly travelers. However, to capitalize on

this potential, the tourism sector must address unique challenges such as accessibility, digital literacy, and service customization.

Elderly tourists, or "silver tourists," are increasingly recognized as a valuable market segment due to their substantial purchasing power and minimal negative impact on natural, social, and cultural environments. They typically prefer relaxed, immersive travel experiences that allow them to appreciate, absorb, and learn about the destinations they visit. Their travel behavior has evolved, particularly after the pandemic, requiring tourism stakeholders to adapt their strategies accordingly.

This study aims to bridge the gap between traditional tourism offerings and the evolving needs of elderly tourists by analyzing post-pandemic travel behaviors and proposing data-driven marketing strategies tailored to this growing market segment.

### **Objectives**

1. To analyze post-pandemic travel behavior and preferences of Thai elderly tourists (aged 60-69)
2. To identify effective marketing strategies to enhance Thailand's appeal as a senior-friendly destination
3. To propose actionable recommendations for tourism stakeholders to better accommodate elderly tourism in Thailand

## **LITERATURE REVIEW AND THEORY**

### **Literature Review**

#### **Elderly Tourism in the Global Context**

The elderly tourism market has gained attention globally due to its growth potential and unique characteristics. Jang et al. (2009) found that seniors' travel decisions are influenced by push factors (psychological motivations) and pull factors (destination attributes), with health considerations playing a significant role in their travel behavior.

#### **Post-Pandemic Travel Trends**

The pandemic has reshaped global tourism patterns, with elderly tourists showing distinct preferences in the post-COVID era. Gössling et al. (2021) noted that health security has become a primary concern, with senior travelers prioritizing destinations that demonstrate stringent health protocols and safety measures. Ahn & Back (2021) found a growing preference for less crowded, nature-based experiences that align with social distancing norms and provide a sense of safety.

#### **Digital Transformation in Elderly Tourism**

Wong et al. (2022) highlighted that digital platforms have become increasingly important for travel planning among seniors, with a significant percentage using social media to research destinations. Despite stereotypes about limited digital literacy, many elderly tourists are embracing technology for travel-related activities, from booking accommodations to virtual exploration of destinations before physical visits.

### **Universal Design and Accessibility**

Kim & Lee (2023) emphasized that physical accessibility remains a significant barrier for elderly tourists. Their research demonstrated that destinations with ADA-compliant infrastructure report higher satisfaction rates among elderly travelers, suggesting that Thailand's tourism sector must prioritize inclusive design to address mobility challenges and enhance the overall travel experience.

### **Tourism Marketing for Elderly Tourists**

Marketing to elderly tourists requires understanding their unique needs and preferences. Pimonsompong (2022) found that elderly Thai tourists value clear information, trustworthy services, and authentic experiences. The European Commission (2022) has established "Senior-Friendly Destinations" guidelines that emphasize accessibility, safety, and tailored services, providing a benchmark for global best practices in silver tourism.

### **Theoretical Framework**

This research draws on several theoretical concepts:

1. **Elderly Tourist Behavior Models:** Incorporates studies on elderly travel motivations, constraints, and preferences (Jang & Wu, 2006).
2. **Post-Pandemic Tourism Recovery Framework:** Examines how health concerns and safety protocols have become integral to tourism decision-making (Gössling et al., 2021).
3. **Digital Transformation in Tourism:** Explores how technology adoption is reshaping travel planning and experiences, particularly among older adults (Wong et al., 2022).
4. **Universal Design and Accessibility:** Focuses on inclusive design principles that accommodate diverse needs and abilities (Kim & Lee, 2023).
5. **Tourism Marketing Mix (7Ps):** Includes product, price, place, promotion, people, physical evidence, and process as key elements in tourism marketing, with specific applications to elderly tourism.

## **METHODOLOGY**

### **Research Design**

This study employed a quantitative research approach with a structured questionnaire to collect data on elderly tourists' preferences, behaviors, and attitudes toward tourism marketing factors.

### **Sample and Data Collection**

The sample consisted of 400 Thai elderly tourists aged 60-69 years, selected through stratified random sampling from five regions in Thailand: North (Lampang and Chiang Mai), South (Surat Thani and Nakhon Si Thammarat), Central (Bangkok and Suphan Buri), Northeast (Nakhon Ratchasima and Khon Kaen), and East (Chonburi and Rayong).

Questionnaires were administered both online and in-person to ensure comprehensive coverage across different levels of digital literacy. The research instrument covered demographic information, travel behavior, concerns and preferences, digital engagement, and attitudes toward tourism marketing factors (7Ps).

## **Data Analysis**

Data were analyzed using descriptive statistics, including percentage, mean, and standard deviation. SPSS software was utilized for statistical analysis and thematic interpretation of the results.

## **RESULTS**

### **Demographic Profile and Travel Preferences**

The majority of respondents were female (60.2%) and married (60.9%), with 54.1% aged 60-64 years and 45.9% aged 65-69 years. Educational attainment varied, with 42.8% having below bachelor's degree, 39.6% holding bachelor's degrees, and 17.7% with postgraduate qualifications. Most respondents were retired (37.6%) or self-employed (29.5%), with varying income levels.

The study revealed strong preferences for nature-based attractions (78%), cultural and historical sites (65%), destinations with favorable climate (58%), and locations with comprehensive amenities (55%). Safety emerged as the primary concern, with 92% of respondents rating it as "very important." This heightened focus on safety reflects a significant shift in priorities following the COVID-19 pandemic.

Regarding activities, elderly tourists showed strong preferences for relaxation and leisure (85%), culinary tourism (52%), cultural immersion (47%), and health and wellness activities (43%). These preferences align with global trends identified by Ahn & Back (2021), who noted increased interest in less crowded, nature-based experiences among senior travelers post-pandemic.

### **Digital Engagement and Marketing Factors**

Contrary to common stereotypes, the study revealed significant digital adoption among elderly tourists. Sixty percent used social media platforms (particularly Facebook and Line) for travel planning and information gathering, 45% expressed interest in virtual reality previews of destinations, and 37% regularly used smartphone applications for bookings. These findings challenge the perception that older travelers avoid digital tools and suggest opportunities for targeted digital marketing strategies.

When evaluating tourism marketing factors (7Ps), respondents rated physical evidence as most important, followed by personnel and service process. The emphasis on physical evidence highlights the critical importance of accessible infrastructure, clear signage, and comfortable facilities. Similarly, high ratings for personnel factors underscore the value of well-trained staff who understand the unique needs of elderly travelers.

## DISCUSSION

### Key Insights and Strategic Implications

The research findings reveal several important patterns with significant implications for tourism stakeholders:

1. **Safety as a Competitive Advantage:** The overwhelming emphasis on safety (92%) represents a fundamental shift in priorities post-pandemic. Tourism operators that implement and clearly communicate comprehensive safety protocols will have a significant advantage in attracting elderly tourists.

2. **Accessibility as Investment:** The high importance placed on accessibility (88%) indicates that investing in universal design principles is not merely a compliance issue but a strategic business decision. Destinations with accessible infrastructure report higher satisfaction rates and increased visitation from elderly travelers.

3. **Digital Engagement Opportunities:** The substantial digital adoption among elderly tourists challenges stereotypes and opens new marketing channels. Tourism businesses should develop age-appropriate digital content and interfaces while providing educational resources for those with varying levels of digital literacy.

4. **Authentic Experiences:** The preference for nature-based and cultural experiences reflects a desire for meaningful, authentic interactions. Thailand's natural and cultural heritage positions it well to meet these preferences, particularly when experiences are designed at a pace comfortable for elderly visitors.

5. **Service Quality Premium:** Elderly tourists demonstrate willingness to pay for quality service, with 68% prioritizing value for money over lowest cost. This suggests opportunities for premium positioning with appropriate service enhancements.

## RECOMMENDATIONS

Based on these findings, we propose the following strategic recommendations for tourism stakeholders:

### Infrastructure Development

1. Implement universal design principles in tourist attractions, accommodations, and transportation hubs, including gently sloped ramps, handrails, and accessible restrooms.

2. Enhance signage and wayfinding systems with high-contrast visuals, larger fonts, and intuitive symbols to facilitate navigation.

3. Create designated rest areas with comfortable seating, shade, and hydration stations along tourist routes and at attractions.

4. Develop senior-friendly transportation options with easy boarding features, adequate seating, and secure storage for mobility aids.

### Digital Marketing Strategies

1. Develop targeted content for platforms popular among elderly tourists, particularly Facebook and Line, with emphasis on visual storytelling and clear information presentation.

2. Create virtual preview experiences of destinations and accommodations to help potential visitors evaluate accessibility and suitability before booking.

3. Design user-friendly digital interfaces with simplified booking processes, larger text options, and clear navigation paths.

4. Provide educational resources for digital tools, including tutorial videos and step-by-step guides for using travel applications.

#### **Service Enhancements**

1. Implement specialized staff training programs focused on elderly care, including mobility assistance, clear communication techniques, and emergency response protocols.

2. Develop comprehensive health and safety protocols, with clear communication of sanitization procedures, medical support availability, and emergency plans.

3. Design flexible itineraries with options for different mobility levels, energy capacities, and interests, including adequate rest periods.

4. Create multi-generational experiences that accommodate family groups traveling with elderly members, ensuring inclusive participation options.

#### **Policy Recommendations**

1. Establish a "Senior-Friendly Destination" certification program with clear criteria for accessibility, service quality, and safety standards.

2. Facilitate public-private partnerships among tourism authorities, healthcare providers, and private operators to create a supportive ecosystem for elderly tourists.

3. Implement tax incentives or grants for businesses investing in accessibility improvements and elderly-focused services.

4. Adopt international best practices from successful silver tourism markets such as Japan and the European Union.

#### **CONCLUSION**

Thailand's transition to a super-aged society presents significant opportunities for the tourism sector. The findings from this study highlight the evolving preferences and behaviors of elderly tourists, characterized by a heightened emphasis on safety, accessibility, meaningful experiences, and increasing digital engagement.

To capitalize on the growing silver tourism market, Thailand must adopt a holistic approach that integrates health security measures, accessible infrastructure, technological adaptations, and authentic cultural experiences. This requires collaboration between public and private stakeholders to create an ecosystem that not only attracts elderly tourists but ensures their experiences are safe, comfortable, and enriching.

By implementing the recommendations outlined in this study, Thailand can position itself as a premier destination for silver tourism in the post-pandemic era, transforming demographic challenges into sustainable economic opportunities while enhancing the quality of life for elderly travelers.

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## **SERVICE STRATEGY AND COMPETITIVE ADVANTAGE OF RESORT ENTREPRENEURS IN SURAT THANI PROVINCE**

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### **ABSTRACT**

This research explores the relationship between service strategy and competitive advantage among resort entrepreneurs in Surat Thani Province, Thailand. The study employs a quantitative approach, gathering data from 400 resort operators through structured questionnaires. Findings reveal that all service strategy dimensions - professional service delivery, diversified service offerings, continuous improvement, and customized services—positively correlate with competitive advantages in efficiency, quality, innovation, and customer responsiveness. Service customization emerged as the strongest predictor of competitive advantage ( $\beta = 0.42$ ), followed by continuous improvement ( $\beta = 0.37$ ). The research provides valuable insights for resort operators seeking to enhance their competitiveness in an increasingly challenging hospitality sector.

Keywords: Service Strategy, Competitive Advantage, Hospitality Industry, Resort Operators

### **INTRODUCTION**

In today dynamic hospitality landscape, effective service strategies have become essential for maintaining competitive advantage, particularly in regional tourism destinations like Surat Thani Province. As the gateway to popular islands including Koh Samui, Koh Phangan, and Koh Tao, Surat Thani hospitality sector encompasses diverse establishments competing within overlapping market segments. Post-pandemic recovery has intensified the need for strategies that enhance customer satisfaction, operational efficiency, and brand differentiation.

The competitive environment in Surat Thani has evolved rapidly due to changing consumer preferences, technological advancements, and increasing competition from both domestic and international operators. Resort entrepreneurs must develop distinctive capabilities that transform standard services into unique experiences creating sustainable value. Despite extensive research on service strategy and competitive advantage as separate constructs, limited empirical investigation exists regarding their interrelationship within regional resort operations in emerging economies like Thailand.

## **OBJECTIVES**

This research aims to examine how different dimensions of service strategy contribute to competitive advantage in resort operations in Surat Thani Province, Thailand. The study seeks to:

1. Identify the key dimensions of service strategy implemented by resort entrepreneurs in Surat Thani
2. Analyze the relationship between these service strategies and various aspects of competitive advantage
3. Determine which service strategy dimensions have the strongest impact on competitive positioning
4. Develop recommendations for resort operators to enhance their strategic service capabilities

## **LITERATURE REVIEW**

Service strategy involves the deliberate design of service delivery processes to create superior value for customers while achieving organizational objectives (Porter, 1985). In hospitality management, it encompasses service responsiveness, professional competence, service customization, and continuous innovation (Singgalen, 2024). Wanyama (2024) identifies four primary dimensions of service strategy in resort operations: professional service delivery, service diversification, continuous improvement, and service customization.

Competitive advantage refers to factors enabling companies to outperform rivals, typically manifesting through superior financial performance, market share, customer loyalty, and brand equity. According to Porter (1985), competitive advantage emerges from either cost leadership or differentiation. Rasel et al. (2024) propose a multidimensional construct encompassing efficiency advantage, quality advantage, innovation advantage, and responsiveness advantage—dimensions particularly relevant to hospitality operations where value creation is experiential and relationship-based.

Previous research has established connections between strategic service design and operational success. Wanyama (2024) demonstrates how professional service delivery enhances brand reputation, while service diversification broadens market appeal. Zeqiri (2024) notes that digital platforms increasingly enable personalization and customer engagement. Rasel et al. (2024) found significant correlations between service innovation strategies and performance measures among Asian hospitality firms. This study employs the Resource-Based View (RBV) theoretical framework, which positions internal organizational capabilities as foundations for sustainable competitive advantage. The model proposes that service strategy dimensions represent distinct yet interrelated capabilities contributing to multiple dimensions of competitive advantage, potentially moderated by organizational factors and market conditions.

## **METHODOLOGY**

The research employed a quantitative survey approach with 400 resort operators in Surat Thani Province. Stratified random sampling ensured proportional representation across geographic locations (mainland and islands), resort categories (luxury, mid-range, budget), and operational scales. The structured questionnaire measured service strategy dimensions, competitive advantage indicators, and organizational characteristics using validated 5-point Likert scales.

Data collection occurred over three months (October-December 2024), with questionnaires distributed through in-person delivery, email, and industry events. The effective response rate was 88.9%. Analysis employed descriptive statistics, factor analysis, correlation analysis, and hierarchical multiple regression using SPSS software.

## **RESULTS**

The sample represented diverse organizational profiles across geographic locations, resort categories, and operational scales. Service strategy implementation varied, with professional service showing the highest overall implementation ( $M=4.23$ ), followed by service customization ( $M=3.92$ ), continuous improvement ( $M=3.85$ ), and service diversification ( $M=3.78$ ).

Correlation analysis revealed significant positive relationships between all service strategy dimensions and competitive advantage components. Multiple regression analysis confirmed that all four service strategy dimensions significantly contributed to competitive advantage ( $p<0.05$ ), collectively explaining 62.7% of variance. Customized services demonstrated the highest impact ( $\beta=0.42$ ), followed by continuous improvement ( $\beta=0.37$ ), professional service ( $\beta=0.33$ ), and service diversification ( $\beta=0.29$ ).

Specific pathways emerged: customization strongly predicted responsiveness advantage ( $\beta=0.45$ ), continuous improvement drove innovation advantage ( $\beta=0.43$ ), professional service enhanced quality advantage ( $\beta=0.40$ ), and service diversification contributed to efficiency advantage ( $\beta=0.38$ ). Resort category significantly moderated the relationship between service customization and competitive advantage, with stronger effects in luxury establishments.

## **DISCUSSION**

The findings provide empirical support for the resource-based perspective on competitive advantage in hospitality contexts. Service customization emerged as the strongest predictor of competitive advantage, suggesting that personalized experience creation represents a distinctive capability difficult for competitors to imitate. This aligns with Zeqiri (2024) observations regarding digital platforms enhancing personalization capabilities.

The critical role of continuous improvement echoes Wanyama (2024) argument for strategic agility in the hospitality sector. As market conditions evolve rapidly, systematic improvement processes provide the organizational learning capacity necessary for sustained competitiveness. The relationship between professional service and quality advantage

reinforces Coronel (2025) emphasis on service professionalism as a foundation for hospitality excellence.

## CONCLUSION

This research demonstrates that service strategy significantly contributes to competitive advantage among resort entrepreneurs in Surat Thani Province. Resort operators should prioritize customization and continuous improvement while developing balanced service strategies aligned with their market positioning. Digital technologies should be leveraged as enablers of service strategy implementation, particularly for personalization and customer insight generation.

Limitations include the cross-sectional design, geographic focus on one province, and reliance on self-reported measures. Future research should explore digital transformation mediators, customer analytics applications, sustainability integration, cross-cultural comparisons, and resilience dimensions in service strategy development.

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## **CUSTOMER EXPERIENCE IN THE DIGITAL AGE: THE ROLE OF AI AND CYBERSECURITY IN AVIATION**

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### **ABSTRACT**

Digital transformation is reshaping customer experience in aviation, enhancing service efficiency, personalization, and passenger engagement. This study examines the impact of AI-driven services, blockchain security, self-service kiosks, and digital loyalty programs on airline customer experience. Using descriptive analysis, a survey of 100 airline passengers at Suvarnabhumi International Airport, Bangkok, assessed digital adoption, trust, and brand perception. Findings indicate that real-time automation, AI-powered personalization, and seamless digital interactions significantly enhance customer satisfaction, with 83% of respondents reporting improved convenience through self-service kiosks. However, concerns over data privacy remain a challenge, particularly regarding biometric verification and blockchain security. While 72% of passengers valued biometric authentication for efficiency, many expressed apprehensions about data usage transparency. The study recommends that airlines strengthen cybersecurity frameworks, expand biometric solutions, and leverage predictive analytics to optimize digital strategies. By aligning digital adoption with passenger expectations for secure and personalized experiences, airlines can enhance customer loyalty, operational efficiency, and competitive advantage in an increasingly digitalized aviation landscape.

### **INTRODUCTION**

The aviation industry is experiencing an era of rapid digital transformation, driven by technological advancements such as artificial intelligence (AI), blockchain, biometrics, cloud computing, and mobile applications. These technologies are revolutionizing passenger interactions, service efficiency, and operational workflows, positioning digitalization as a critical competitive differentiator (IATA, 2022). As consumer expectations shift toward seamless, personalized, and data-driven experiences, airlines are compelled to embrace technological innovation to maintain competitiveness and foster brand loyalty (Ng et al., 2020).

Digital transformation in aviation is not merely an enhancement of existing services; it represents a fundamental shift in operational paradigms, reshaping passenger engagement from booking to post-flight services (Worasuwanarak, 2025). The adoption of AI-driven automation, such as predictive analytics for flight disruptions and chatbot-powered customer support, is streamlining service delivery while improving customer satisfaction (Chua et al.,

2022). Similarly, biometric-enabled self-service solutions, including facial recognition check-ins and automated border controls, are enhancing airport efficiency and reducing congestion (Graham et al., 2021).

Despite these advancements, cybersecurity concerns remain a significant barrier to digital adoption, particularly as airlines collect and process large volumes of passenger data. The growing risk of data breaches, cyber fraud, and unauthorized access to passenger information necessitates robust digital security frameworks to build consumer trust (Chen & Chou, 2021). Moreover, passenger perceptions of data privacy and digital trust directly influence the success of aviation digitalization initiatives, affecting both adoption rates and customer retention (Han et al., 2020).

### **Research Objectives**

This study seeks to explore the strategic role of digital transformation in the aviation industry, focusing on its implications for customer experience, operational efficiency, and cybersecurity. The key objectives include:

1. Examining the impact of digital transformation on customer experience in aviation.
2. Assessing the role of AI, mobile applications, and automation in enhancing airline service delivery.
3. Identifying cybersecurity challenges and risk mitigation strategies in aviation digitalization.
4. Analyzing the influence of digital adoption on customer trust, satisfaction, and brand loyalty.

## **LITERATURE REVIEW**

The aviation industry is undergoing a profound digital transformation, integrating advanced technologies such as artificial intelligence (AI), blockchain, self-service kiosks, and cloud-based customer relationship management (CRM) systems. These innovations aim to optimize operational efficiency, enhance customer experience, and improve security across various airline services (Gössling & Humpe, 2020). This section provides a comprehensive review of key digitalization trends in aviation, focusing on AI-driven automation, digital trust and cybersecurity, and blockchain-enabled transactions.

### **Digitalization Trends in Aviation**

The global aviation industry has embraced technological advancements to streamline operations, reduce costs, and improve customer service quality. Airlines are increasingly leveraging AI-driven automation, biometric authentication, cloud computing, and blockchain solutions to enhance the passenger journey from booking to post-flight engagement (IATA, 2022). The integration of cloud-based CRM systems has improved data centralization, predictive maintenance, and passenger personalization, enabling airlines to offer seamless, real-time interactions (Ng et al., 2020).

Leading airlines such as Singapore Airlines, Emirates, and Qatar Airways have adopted blockchain-backed loyalty programs and biometric boarding solutions, significantly reducing fraud risks and expediting security procedures (ASEAN Business Council, 2022). Facial recognition technologies at airports have facilitated contactless check-in, baggage drop, and

boarding, offering a more efficient and hygienic alternative to traditional methods (Graham et al., 2021). Additionally, airlines are investing in self-service kiosks and mobile applications to minimize manual processes and enhance passenger autonomy during airport interactions (Han et al., 2020).

As digital transformation advances, consumer adoption of AI-driven services is rising, with mobile check-ins, e-tickets, and automated notifications becoming standard practices. However, challenges persist, particularly regarding data security, digital trust, and cybersecurity risks, which directly influence customer confidence and acceptance of digital solutions (Chen & Chou, 2021).

### **AI and Automation in Customer Experience**

AI has revolutionized customer service delivery in aviation, enabling airlines to personalize passenger interactions, streamline operations, and optimize decision-making processes. AI-powered virtual assistants, chatbots, and machine learning algorithms are now extensively used for real-time flight updates, baggage tracking, and personalized travel recommendations (Han et al., 2020). Airlines such as Delta Air Lines and British Airways have implemented AI-based predictive maintenance systems, reducing aircraft downtime and operational disruptions (Chua et al., 2022).

Research indicates that predictive analytics enhances passenger engagement and brand loyalty by allowing airlines to anticipate consumer preferences, flight delays, and demand fluctuations (Graham et al., 2021). AI-driven personalization enables airlines to tailor ancillary service offerings, loyalty rewards, and pricing strategies, ultimately improving the overall travel experience (ASEAN Centre for Energy, 2021).

Furthermore, automation in baggage handling, biometric verification, and customer support systems has significantly improved airport efficiency and passenger satisfaction. Airlines are increasingly deploying AI-powered self-service kiosks and digital boarding solutions to minimize waiting times and enhance customer convenience (IATA, 2022). However, while AI-driven automation offers numerous advantages, concerns over data accuracy, algorithmic bias, and customer trust in AI-led decision-making remain areas for further investigation (Chen & Chou, 2021).

### **Digital Trust and Cybersecurity in Aviation**

As the aviation industry embraces digitalization, cybersecurity and digital trust have become critical concerns in ensuring secure and seamless passenger experiences. Airlines process vast amounts of sensitive customer data, including payment details, passport information, and biometric records, making them prime targets for cyberattacks and data breaches (IATA, 2022).

The need for robust cybersecurity frameworks is exemplified by the 2018 British Airways data breach, where cybercriminals accessed the financial details of approximately 380,000 passengers, leading to severe reputational damage and legal consequences (Gössling & Humpe, 2020). Similarly, Singapore Airlines and Cathay Pacific have faced cybersecurity challenges, emphasizing the growing threat of data theft and fraud in aviation (Ng et al., 2020).

To mitigate such risks, airlines must implement multi-layered security measures, including multi-factor authentication (MFA), biometric verification, encryption technologies, and real-time fraud detection (Chen & Chou, 2021). Research highlights that consumer trust in digital services is strongly influenced by airlines' transparency in handling personal data and adherence to regulatory compliance standards (Graham et al., 2021). Cybersecurity awareness campaigns, real-time security monitoring, and AI-driven threat detection systems are essential to enhancing passenger confidence in digital aviation services (Han et al., 2020).

### **Blockchain and Secure Digital Transactions**

Blockchain technology is emerging as a game-changer in aviation, offering secure, tamper-proof, and transparent digital transactions. Airlines are exploring blockchain applications in ticketing, identity verification, and passenger authentication, ensuring greater security and reducing instances of fraudulent bookings and ticket forgery (ASEAN Centre for Energy, 2021).

Major carriers such as Qatar Airways, Lufthansa, and Etihad Airways have integrated blockchain-based ticketing systems, enabling passengers to verify the authenticity of tickets and reducing reliance on intermediaries (Graham et al., 2021). The tokenization of frequent flyer programs has also enhanced loyalty reward management, providing passengers with greater flexibility and security in redeeming benefits (IATA, 2022).

Blockchain technology also enhances data security in passenger identity management, preventing unauthorized access and data manipulation. For instance, IBM and Singapore Airlines have collaborated on blockchain-enabled digital identity solutions, ensuring seamless and secure travel document verification (Chen & Chou, 2021). However, while blockchain presents significant advantages in aviation digitalization, challenges such as scalability, regulatory compliance, and interoperability with existing systems must be addressed for broader industry adoption (Chua et al., 2022).

## **RESEARCH METHODOLOGY**

This study employs a quantitative research approach to examine the impact of digital transformation on airline customer experience, particularly in the areas of AI-driven customer service, biometric check-in technologies, and digital service adoption. A structured survey was conducted among 100 airline passengers at Suvarnabhumi International Airport, Bangkok, to assess their engagement with digital innovations in air travel. The study utilizes descriptive statistical analysis to evaluate the collected data, providing insights into passenger preferences, satisfaction levels, and concerns regarding digital services.

### **Data Collection and Descriptive Analysis**

The study follows a cross-sectional research design, with primary data collected through structured questionnaires distributed among 100 passengers. The questionnaire was designed to cover the following key aspects:

- Usage of AI-powered airline services (e.g., chatbots, virtual assistants).
- Adoption of biometric check-in, self-service kiosks, and mobile applications.
- Passenger perceptions of cybersecurity risks and digital trust in aviation services.

A random sampling method was applied to minimize bias and ensure a diverse representation of respondents across different age groups and travel purposes. Descriptive statistics were employed to summarize and interpret the survey results. The descriptive analysis was conducted using Microsoft Excel, allowing for the clear visualization of passenger attitudes toward AI-driven and biometric services in aviation.

### Demographic Overview

A total of 100 respondents participated in the study, representing various age groups and genders. The demographic breakdown is presented in Table 1 below:

Age	Percentage (%)
Age 18-24	24%
Age 25-34	35%
Age 35-44	28%
Age 45+	13%
Gender	Percentage (%)
Male	55%
Female	45%

Table 1. Demographic Overview

The largest age group (25-34 years) accounts for 35% of respondents, indicating that young, digitally engaged travelers are key adopters of AI-driven services. The gender distribution is relatively balanced, with 55% male and 45% female respondents, ensuring a fair representation of perspectives on digital adoption.

### Descriptive Analysis of Digital Adoption in Aviation

The descriptive analysis reveals notable trends in passenger interaction with digital aviation services, summarized in Table 2.

Digital Service	Users (%)
AI-powered customer service (chatbots, virtual assistants)	67%
Mobile check-in & boarding pass usage	82%
Biometric authentication (face recognition, fingerprint scan)	54%
Self-service kiosks at airports	76%
Digital payment and e-wallet transactions for airline services	63%

Table 2. Digital Service Adoption Among Respondents

**Descriptive Analysis of Digital Adoption in Aviation**

The descriptive analysis reveals notable trends in passenger interaction with digital aviation services, summarized in Table 3.

Digital Service	Users (%)
AI-powered customer service (chatbots, virtual assistants)	67%
Mobile check-in & boarding pass usage	82%
Biometric authentication (face recognition, fingerprint scan)	54%
Self-service kiosks at airports	76%
Digital payment and e-wallet transactions for airline services	63%
Cybersecurity concerns affecting service adoption	41%

Table 3. Digital Service Adoption Among Respondents

The growing reliance on digital solutions in aviation. A majority (82%) of passengers prefer mobile check-in and digital boarding passes, emphasizing convenience and efficiency. Additionally, 76% have used self-service kiosks, demonstrating strong acceptance of automated airport processes. AI-driven services are also gaining traction, with 67% of passengers engaging with AI-powered customer service tools, reflecting the increasing role of automation in enhancing passenger interactions. However, 41% of respondents express concerns about cybersecurity risks, signaling the need for improved data protection and transparency in digital aviation services.

**RESULTS AND DISCUSSION**

The findings of this study provide insights into the impact of digital transformation on airline customer experience, focusing on key areas such as digital booking platforms, AI-driven services, automation, blockchain security, and customer loyalty. The descriptive analysis of survey responses from 100 airline passengers reveals high adoption rates of digital services, alongside concerns regarding data security and privacy.

**Digital Booking Platforms**

Survey results indicate that 89% of passengers prefer using mobile booking apps for flight reservations, citing convenience, speed, and user-friendly interfaces as primary reasons for adoption. This aligns with industry trends, where airlines have invested in mobile-first strategies to enhance passenger convenience and self-service capabilities (IATA, 2022).

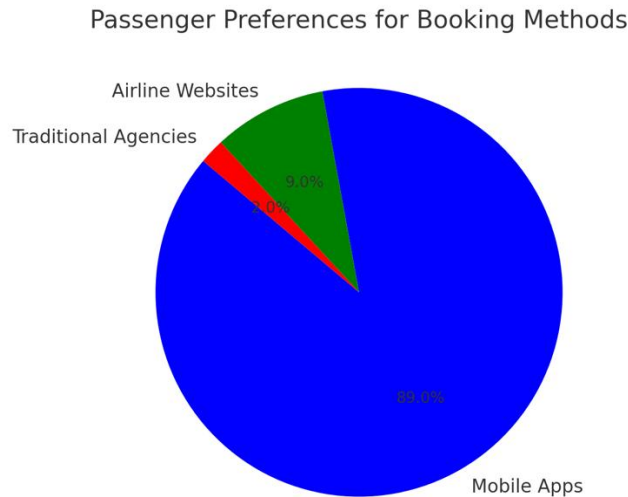


Figure 1. Passenger Preferences for Booking Methods

While mobile apps dominate airline booking channels, 9% of respondents still prefer airline websites, while only 2% use traditional ticketing agencies, emphasizing the shift toward digital-first consumer behavior.

#### Passenger Trust in AI-Driven Services

Survey findings show that 72% of respondents express trust in AI-driven customer service for handling flight inquiries, baggage tracking, and itinerary modifications. However, 48% of passengers raise concerns regarding data privacy and AI-driven decision-making transparency. This reflects ongoing industry discussions regarding consumer apprehensions toward AI-powered automation, particularly regarding data protection and cybersecurity risks (Graham et al., 2021).

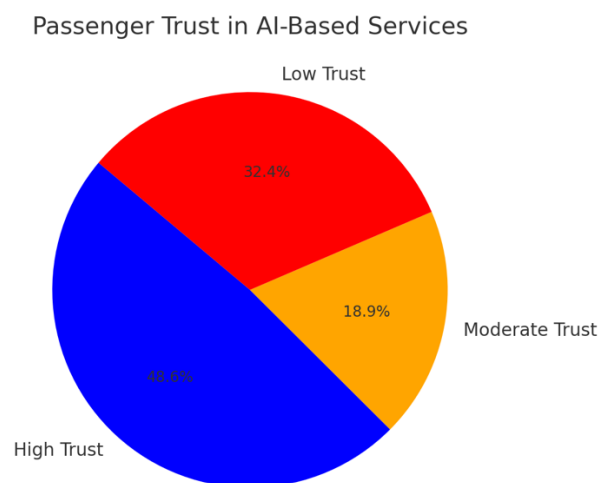


Figure 2. Passenger Trust in AI-Based Services

Passengers who frequently interact with AI-powered services report higher levels of trust, while first-time users remain skeptical. Airlines must enhance AI transparency and cybersecurity measures to mitigate consumer concerns and encourage broader adoption of AI-driven customer support.

**Role of Automation in Customer Satisfaction**

Automation plays a crucial role in enhancing passenger satisfaction, with various AI-driven technologies significantly improving service efficiency. Survey findings indicate that 82% of passengers find self-service kiosks highly effective for check-in, while 74% appreciate the responsiveness of chatbots for real-time support. Additionally, 71% of respondents value automated baggage tracking, and 67% rely on predictive analytics for real-time flight updates. Overall, 69% of surveyed passengers reported faster issue resolution when utilizing AI-enhanced customer service platforms, reinforcing the impact of automation in reducing wait times and streamlining operations (Chen & Chou, 2021).

Customer Service Feature	Passenger Satisfaction (%)
Chatbots for real-time support	74%
Predictive analytics for flight updates	67%
Automated baggage tracking	71%
Self-service kiosks for check-in	82%

Table 4. Passenger Perceptions of AI-Driven Customer Service Efficiency

**Blockchain for Secure Transactions**

Blockchain technology is emerging as a key enabler of secure ticketing and transaction verification. However, only 47% of passengers are aware of blockchain’s role in enhancing ticket security and fraud prevention. Airlines leveraging blockchain-based ticketing systems—such as Qatar Airways and Lufthansa—must increase awareness of these benefits through customer education campaigns (ASEAN Centre for Energy, 2021).

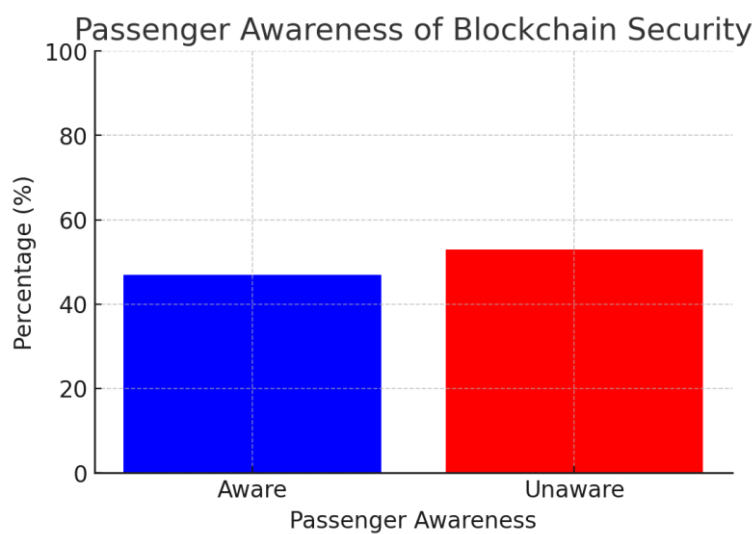


Figure 3. Passenger Awareness of Blockchain Security in Airline Ticketing

Despite low awareness levels, blockchain adoption continues to grow, with major airlines integrating decentralized security protocols to prevent fraud and unauthorized ticket alterations.

### Customer Loyalty and Digitalization

Digital transformation plays a significant role in influencing airline customer loyalty, with 85% of respondents stating they are more likely to remain loyal to airlines that provide seamless digital experiences. Personalized AI-driven loyalty programs, mobile app integrations, and real-time customer engagement strategies contribute to enhanced brand perception and customer retention (Han et al., 2020).

Loyalty Factor	Likelihood of Passenger Retention (%)
AI-personalized loyalty rewards	81%
Mobile app seamless travel experiences	87%
Efficient self-service check-in	79%
Secure digital transactions	83%

Table 5. Passenger Loyalty and Digitalization

## CONCLUSION AND RECOMMENDATIONS

This study highlights the significant impact of digital transformation on customer experience and brand loyalty in the aviation sector. The integration of AI-driven automation, blockchain technology, biometric authentication, and enhanced cybersecurity protocols has emerged as a key driver in shaping passenger perceptions and satisfaction. Findings suggest that while passengers appreciate digital innovations, concerns regarding data privacy and security remain a critical challenge for airlines.

To maintain competitiveness in the digital era, airlines should focus on the following strategic recommendations:

1. Optimizing Mobile Applications for Real-Time Service Enhancements
  - Airlines should prioritize mobile-first strategies by integrating real-time flight updates, baggage tracking, and AI-driven chat support.
  - Seamless app interfaces and personalization features enhance passenger engagement and convenience (Graham et al., 2021).
2. Enhancing Cybersecurity Protocols to Address Passenger Concerns
  - Implementing multi-factor authentication (MFA), end-to-end encryption, and AI-driven fraud detection can improve trust in digital transactions.
  - Regular cybersecurity audits and transparent communication of data protection measures are essential in building passenger confidence (Chen & Chou, 2021).
3. Expanding AI-Driven Automation for Improved Customer Interactions
  - AI-powered virtual assistants, predictive analytics, and personalized digital interactions reduce customer service response times and operational inefficiencies.

- AI enhances passenger loyalty by offering personalized travel recommendations and loyalty reward programs (Han et al., 2020).
- 4. Implementing Blockchain Solutions for Secure, Tamper-Proof Transactions
  - Airlines should expand blockchain adoption in e-ticketing, digital identity verification, and smart contract-based transactions.
  - Blockchain enhances transparency in frequent flyer programs, reduces fraud risks, and optimizes transaction security (ASEAN Centre for Energy, 2021).
- 5. Developing Biometric Authentication for Contactless Check-Ins and Security Screening
  - Facial recognition, iris scans, and fingerprint authentication should be integrated into airline check-in, boarding, and security screening to improve efficiency.
  - Leading airlines, including Singapore Airlines and Qatar Airways, have implemented biometric-powered passenger verification, streamlining airport operations (IATA, 2022).

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## ANIMAL AS A SYMBOL IN FRANZ KAFKA'S WORKS

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### ABSTRACT

The article examines the images of animals in the works of the Austrian writer Franz Kafka (1883–1924). Using four short fiction works as examples: “Report for the Academy”, “The Hole”, “The Transformation”, “A Little Fable”, the author examines the uniqueness of using animal symbolism, the images of which reflect the author’s view of the absurdity of human existence. Animals in Kafka, like people, lose their identity, become victims of circumstances and cannot find their place either in the established social order or in the family. The synthesis of internal and external mimesis in the depiction of animals reflects not only the individual suffering of the characters, but the problems of the whole society.

Keywords: modernism, theory of the absurd, mimesis, symbol, ambivalence.

### INTRODUCTION

**Purpose of the Study.** To evaluate the effectiveness of animal symbolism in conveying Kafka's complex and often unsettling vision of the human condition.

#### **Research Questions.**

1. How effective is animal symbolism in conveying complex and abstract ideas in Kafka's works?
2. Does the use of animal symbols enhance the emotional impact and resonance of Kafka's narratives for the reader?
3. Does animal symbolism contribute to the enduring appeal and relevance of Kafka's works in contemporary times?
4. Are there limitations or potential drawbacks to Kafka's reliance on animal symbolism?
5. How does Kafka's animal symbolism contribute to his unique and lasting legacy in literature?

Franz Kafka (1883-1924) - Austrian writer of Jewish origin, one of the most influential authors of the 20th century. In various genres, including novels, short stories and essays. The writer uses animal images – both as main and secondary characters.

We have chosen for study several works by Kafka, where animals are the main characters. These are the stories "Report for the Academy", "The Hole", "The Transformation" and "A little fable".

The functions of Kafka's animal images have been reflected upon by his researchers. In particular, the philosopher Valery Podoroga offers a psychoanalytic interpretation, believing that the key to the images of animals can be considered the difficult relationship of the writer with his father. Kafka tries to escape from parental control and sees the following solutions: "to choose one's own Earth, one's own space of life" and "one's own form of existence" [Podoroga: 108]. Philosopher Walter Benjamin wrote that Kafka's choice of creatures that either live underground or are able to crawl into all sorts of cracks speaks of the animal's isolation from the outside world. The author views this isolation more as a blessing than a curse, since the outside world is already obsolete, deserted and musty, requiring change [Benjamin: 104].

For us, in the context of studying animal images, the division proposed by Valery Podoroga into internal and external mimesis is important, which are also reflected in the underground and aboveground worlds of habitation [Podoroga: 65].

External mimesis in this case is such an allegory when a person and an animal are similar mainly in appearance. Thus, Kafka uses open anthropomorphism in the story "Report for the Academy" (1917), which depicts the transformation of an ape into a human through hard work and imitation. In the story, the ape that has turned into a human occupies a middle ground between a human and a non-human: it retains the qualities of an ape, but at the same time it is capable of expressing its thoughts and analyzing in a human way.

Here Kafka uses allegory and even grotesque to ridicule human behavior. The author shows that the process of transformation into a human leads the ape to degradation. The ape's mastery of social rituals serves as a mockery of human norms:

"It was so easy to imitate people. I learned to spit already in the first days. We spat in each other's faces; the only difference was that I then licked my face, and they did not lick theirs. I soon began to smoke a pipe, like an old skipper..." [Kafka: 122].

The irony is evident in the following words of the monkey, when it says that its transformation into a human was a consequence of the hopelessness of the situation, and not a voluntary desire: "In fact, there was nothing in these people themselves that would attract me. And if I were an admirer of the said freedom, I would certainly prefer the ocean to the exit that loomed before me in the gloomy eyes of these people" [Kafka: 121]. The monkey emphasizes that the animal has more freedom than a person, the life of a person is quite limited: "... the gates of development became lower and narrower ..." [Kafka: 115]. Here the natural state of man is contrasted with the civilized state, since progress and the emergence of new knowledge do not improve human life, but only limit freedom, which people do not particularly value. The use of anthropomorphism and grotesque dispels the idea of human exceptionalism by destroying boundaries. Internal mimesis is based on the blurring of boundaries between the real and the unreal, and in relation to animals - in the depiction of the continuity of states from the animal to the human, which can also be seen in Kafka, when he endows the animal with a recognizably human consciousness and psychological appearance. The short story "The Hole" (1931) depicts a creature that builds itself an underground shelter, which has turned into a labyrinth due to the many passages. This action traces the desire of the main character to isolate himself from the outside world and go to another, safer one. The species of the creature is not

specified, but researchers have come to the conclusion that the hero is identified with a mole. The ability to reflect and emotional perception inherent in this creature, combined with the physical appearance of the animal, speaks of the ambivalence of the human and the non-human in this character. The image of the mole symbolizes a typical person: in the struggle for survival, he is haunted by fear and anxiety, he strives for safety. The hero of "The Burrow" is a lonely creature that is far from social connections. Podoroga notes that the hole that the hero builds becomes a symbol of isolation and hopelessness, since it appears as a system of labyrinths and walls. Constant thoughts about non-existent dangers dispel the illusion of a safe situation; he cannot achieve peace. According to Benjamin, "you sometimes read Kafka's stories in which animals act for quite a long time without realizing that they are not about people at all" [Benjamin: 65]. The accuracy of the psychological portrait of an animal as a person leads to the realization that each of us, like a mole, endlessly digs his own hole of anxiety.

In "A Little Fable" (1920) a situation is depicted in which a character is confronted with the absurdity and paradox of life. A mouse is afraid of a mousetrap, as it sees it as a threat to its life. It shares its thoughts with a cat, and at that moment death overtakes it - the cat eats the mouse. In this episode, there is irony over the experiences of the mouse and its inability to foresee the ending, which makes the situation tragic and comical at the same time. The characters in "A Little Fable" are very symbolic. The mouse, often associated with fragility and vulnerability, is identified with a typical person who is helpless in a cruel world. He experiences anxiety in front of the unknown and cannot foresee circumstances. The mousetrap is death, before which a person experiences fear of the unknown, and fate, expressed by the image of a cat, is an unpredictable and multifaceted phenomenon that defies logic and creates an atmosphere of hopelessness. The inevitability of fate is not always fully realized by man; he is prone to delusion, falling victim to his own illusions, while the threads of life can break at any moment.

Internal mimesis also becomes the main method of depiction in Kafka's short story "The Transformation" (1912), the beginning of which is associated with the inaccuracy of the boundaries between sleep and wakefulness. Gregor Samsa enters a new stage of his life at the moment of awakening from sleep [Podoroga: 190]. During sleep, the unconscious takes over, and the control of the mind weakens [Turysheva: 126]. At this moment, the embodiment of the true desires of the heroes occurs. The metamorphosis becomes a consequence of Gregor Samsa's depressed mental state, his alienation from his family and the whole world. Readers are accustomed to imagining him as a beetle, a cockroach or a centipede, but the author indicates that the protagonist has turned into a parasite ("zu einem ungeheueren Ungeziefer"), without revealing the specific type. With the loss of his human appearance, Gregor loses his name, which was mentioned once at the beginning of the work. His sister addresses him with the pronoun "er" (he), at the end of the work – with "das Untier" (the monster, the beast), then with "das Tier" (the animal) and, finally, with the impersonal pronoun "es" (it) [Kafka: 43]. Let us recall the psychoanalytic interpretation. The parasitic insect appears as a metaphor for the writer's sense of guilt before his family, his feeling of uselessness and insignificance, and

is autobiographical in nature (in one of his letters to his father, Kafka calls himself a “parasite”) [Zhuk: 71].

However, the image of the beetle has other connotations. According to Stein's research, in the medieval Christian tradition the beetle personified the dualism of human nature, where the immortal soul is hidden under the physical shell; we see a similar interpretation of the antithesis of external appearance and internal content in Kafka [Stine: 61]. Human existence and its social roles exhaust Gregor, while the image of the beetle symbolizes liberation from an alien reality. In this new appearance, he gains the opportunity to restore his lost nature, plunging into a full sleep and freeing himself from the burden of human worries. It is important to note that the misfortunes in Gregor's family occur on Christmas Eve, and he dies in the spring, when Easter is celebrated (the earthly path of Christ from Birth to death). Gregor's sacrifice for his family reveals his Christlikeness. He feels resentment and anger towards his father, mother and sister, and even when dying, he thinks of them with tenderness and love. He is contrasted with his loved ones, who, despite retaining their human appearance, are cruel and inhuman (for example, when the father attacks his son, he makes "hissing sounds like a savage").

Thus, the transformation into a beetle (a technique of internal mimesis) is used both for the purpose of a deeper disclosure of the image and for exposing the absurdity of existence in the writer's contemporary society.

## CONCLUSION

For what purpose does Kafka use animal images? The use of external and internal mimesis in Podoroga's terms, makes it possible to look at a person outside the opposition of man and animal, to see the human in everything and to doubt the ability of a person to surpass an animal. In Kafka's works, the boundaries between the human and the non-human become blurred and undefined. The binary of the human and the non-human is expressed through such techniques as anthropomorphism, grotesque, irony, and allegory. Through the prism of animal images, the author exposes human vices and makes us think about spiritual values, which are sometimes more inherent in animals than in humans.

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## **TYPES OF IDIOMS AND IDIOM TRANSLATION STRATEGIES IN TAYLOR SWIFT'S SONGS**

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### **ABSTRACT**

This research aimed to analyze the types of English idioms and translation strategies for idioms found in Taylor Swift's albums "folklore", "evermore", and "Midnights" that have won or been nominated for Album of the Year at the GRAMMY Awards, totaling 44 songs. The study found a total of 106 idioms. The classification revealed that there were 69 partial idioms (65.09%), followed by 31 phrasal verbs (verb plus adverb) (29.25%) and 6 phrasal verbs (verb plus preposition) (5.66%). The analysis of idiom translation strategies from 'Plaehaifung' YouTube channel showed that the strategy "Using an idiom of similar meaning but dissimilar form" was found 42 (39.62%), followed by "Non-equivalence Translation Strategies" with 31 (29.25%), "Translation by paraphrase" with 26 (24.53%), "Using an idiom of similar meaning and form" with 4 (3.77%), and "Translation by omission" with 3 (2.83%), respectively.

Keywords: Types of Idiom, Idiom Translation Strategies, Song, Taylor Swift

### **INTRODUCTION**

Idioms are an essential part of learning English, as they help learners understand the linguistic context in everyday communication. Additionally, translating idioms allows English learners as a second language to understand deeper meanings.

Songs are a form of literature used to express emotions and reflect social and linguistic contexts of their time. Taylor Swift, a globally influential artist and multiple GRAMMY Award winner, uses rich language in her music, making her songs a valuable resource for English learners. Her albums *folklore* (2020), *evermore* (2020), and *Midnights* (2023), all of which received GRAMMY recognition, are notable for their use of idioms.

Idioms are essential in English communication and are often used in literature, songs, and films. Defined as expressions whose meanings differ from the literal meanings of individual words, idioms enhance the depth and expressiveness of language. Scholars such as Swan & O'Dell (2005) and Redman (1997) emphasize their cultural and linguistic uniqueness.

Translation plays a crucial role in language learning and intercultural communication. Translating idioms requires preserving both meaning and tone while adapting naturally to the target language. Therefore, the study focuses on analyzing idioms and translation strategies in Taylor Swift’s award-winning albums to support English learners and educators in understanding idiomatic expressions and improving translation competence.

### Objectives of the Study

1. To identify the types of English idioms in Taylor Swift's songs.
2. To investigate the translation strategies of idioms from Taylor Swift's songs.

### Research Questions

1. How many types of English idioms are found in the lyrics of Taylor Swift's albums that have won or been nominated for Album of the Year at the GRAMMY Awards from 2019 to 2023?
2. How many idiom translation strategies are found in the lyrics of Taylor Swift's songs from albums that have won or been nominated for Album of the Year at the GRAMMY Awards from 2019 to 2023?

## LITERATURE REVIEW AND THEORY

This study applies Palmer's theory (1976), which classifies idioms into two categories: phrasal verbs and partial idioms, to categorize the idioms. Subsequently, the researchers apply Baker's theory (1992) to analyze the translation of idioms in Taylor Swift’s songs.

According to the research by Dewi (2023) titled *An Analysis of Idioms Found in Katy Perry’s Selected Song Lyrics “Roar” and “Dark Horse”*, the study aimed to identify the types of idioms using Palmer (1976) idiom classification theory. The study found 12 phrasal verbs, 7 prepositional verbs, and 4 partial idioms.

## METHODOLOGY

The researchers applied Palmer’s theory (1976) to analyze the types of idiomatic expressions found in the lyrics of Taylor Swift's albums "folklore", "evermore", and "Midnights", totaling 44 songs. Additionally, Baker's theory (1992) was applied to examine the strategies used in translating idiomatic expressions from Plachaifung YouTube channels.

## RESULTS

Table 1.1 Types of Idioms

Types of Idiom		Frequency	Percentage	Example
Phrasal verb	-verb plus adverb	31	29.25%	fall down
	-verb plus preposition	6	5.66%	root for
Partial idiom		69	65.09%	break your back
Total		106	100%	-

From the categorization table of idioms, it was found that partial idioms accounted for the highest percentage at 65.09%, followed by phrasal verbs (verb plus adverb) at 29.25%, and the least common type was phrasal verbs (verb plus preposition) at 5.66%.

Table 1.2 Idiom Translation strategies

Translation Strategies	Frequency	Percentage	Example
1. Using an idiom of similar meaning and form	4	3.77%	To the bone : ถึงกระดูกคำ
2. Using an idiom of similar meaning but dissimilar form	42	39.62%	Gave up on : เลิก
3. Translation by paraphrase	26	24.53%	Hit the ground running : มีความกระตือรือร้น
4. Translation by omission	3	2.83%	
- (None-equivalence Translation Strategies)	31	29.25%	Iron out : รีดผ้า
Total	106	100%	-

From the categorization table of translation strategies of idioms, it was found that Using an idiom of similar meaning but dissimilar form accounted for the highest percentage at 39.62%, followed by Non-equivalence translation strategies at 29.25%. Translation by paraphrase accounted for 24.53%, while Using an idiom of similar meaning and form was at 3.77%. The least common strategy was Translation by omission, which accounted for 2.83%.

## CONCLUSION

This study has analyzed the types of idioms, and the strategies used to translate idioms from the source language to the target language found in Taylor Swift’s songs from the albums “folklore” ((2020, “evermore” ((2020, and “Midnights” ((2023. The findings show a total of 106 idioms. According to Palmer’s (1976) theory, idioms are classified into two types. The results indicate that the first type, *partial idioms*, includes 69 idioms. The second type, *phrasal verbs*, includes 37 idioms, which are further divided into *phrasal verbs (verb plus adverb)* with 31 idioms and *phrasal verbs (verb plus preposition)* with 6 idioms. Additionally, the study found 75 instances of idiom translation strategies based on Baker’s (1992) theory. The most frequently used strategy was *using an idiom of similar meaning but dissimilar form*, which was found 42 instances, followed by *translation by paraphrase*, which was found 26 instances. *using an idiom of similar meaning and form* was found 4 instances, and *translation by omission* found 3 instances. However, the researcher found 31 instances of Non-equivalence Translation Strategies that could not be categorized under any of the previously mentioned strategies, which are divided into: 1. Literal translation, with a total of 25 expressions; and 2. Misinterpret translation, with a total of 6 expressions.

## DISCUSSION AND RECOMMENDATION

According to the research by Dewi (2023) titled An Analysis of Idioms Found in Katy Perry’s Selected Song Lyrics “Roar” and “Dark Horse”, the study aimed to identify the types

of idioms using Palmer (1976) idiom classification theory. The type of idiom that is found the most is phrasal verbs, with 12 occurrences. On the other hand, this study found that the most common types of idiom is partial idioms, with 69 occurrences out of 106 total idioms. This differs from other research based on Palmer's theory (1976). It was also found that the most common translation strategy, based on Baker's theory (1992), is using an idiom of similar meaning but dissimilar form. Previous research applied different levels of translation depending on the appropriateness of the context, whereas this study specifically focused on Equivalence

The results of this study on the types of idioms and translation strategies for idioms found in Taylor Swift's songs from the albums "*folklore*" ((2020, "*evermore*" ((2020, and "*Midnights*" ((2023 are only part of the exploration into the types of idioms and strategies for translating English idioms into Thai. Therefore, the researchers should study classification theories of idioms proposed by various theorists, which may result in different classifications, such as those by Seldi (1988) and McCarthy & O'Dell (2002). Additionally, they should explore translation theories of idioms from other scholars, including Newmark's theory (1988) and Saibua (1982). Furthermore, the researchers should investigate theories related to the types of idiomatic meanings in linguistics, study the use of other language forms in songs such as metaphors, word choice, and various figurative expressions, and also examine the use of idiomatic expressions in other types of creative writing.

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## **FACTORS INFLUENCING HOTEL CHOICE BY GROUPS OF DIFFERENT GENERATIONS**

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### **ABSTRACT**

This study examines the factors influencing hotel choice across different generations (Gen Z, Millennials, Gen X, and Boomers) in the competitive hospitality market. Generational preferences regarding accommodation types, booking frequency, and decision-making criteria were analyzed through an online survey. Key findings reveal distinct generational patterns typical for Gen Z focuses on budget- friendliness and social proof, Millennials value sustainability and shared accommodations, Gen X prioritizes family considerations, while Boomers prefer traditional hotels and convenient locations. The study highlights how technological adoption, sustainability, and social influences variably impact choices across age groups. Our results provide actionable insights for hoteliers to tailor marketing strategies and services to generational preferences, enhancing customer acquisition and retention.

Keywords: Hotel preferences, Generational differences, Consumer behavior, Hospitality marketing, Sustainable tourism

### **INTRODUCTION**

Nowadays the hotel industry is a dynamic and ever-evolving market, where fierce competition for consumers' attention and loyalty is always high. Understanding the needs and preferences of different generations, each of which has been shaped by unique historical, economic, and technological factors, is essential. From location and price to environmental policy and personalized service, these aspects take on varying levels of importance depending on whether the hotel is being chosen by baby boomers, Gen X, millennials, or Gen Z.

In this article, we try to reveal the key factors that influence hotel choices across generations. The aim of the article is to suggest how this knowledge can help hoteliers successfully attract and retain customers from different age groups in today's marketplace.

As part of the study, an online survey was conducted. The responses were categorized by generation.

The Theory of Generations is a concept developed by William Strauss and Neil Howe that describes patterns in the values and behaviors of different generations, shaped by historical events, technological advancements, and social changes. There are key Generations (20th–21st centuries):

Baby Boomers (1945–1963) grew up in the post-war era, valuing stability, hard work, and respect for authority. Often career-oriented within a single organization, they trust traditional institutions (government, family, religion).

Generation X (1964–1984) shaped during the Cold War and economic crises, they are self-reliant, skeptical, and accustomed to relying on themselves. The first generation to witness the shift from analog to digital technology, but without excessive gadget obsession.

Millennials (Gen Y) (1985–1999) raised during globalization, they value self-fulfillment, diversity, and sustainability. The first generation to widely delay "adult" milestones (marriage, children, mortgages) in pursuit of freedom and new experiences. They bridge the analog and digital worlds, easily adapting technology for work and communication while maintaining a critical stance toward it.

Zoomers (Gen Z) (2000–2010) grew up during the rise of the internet and social media but remember a world before full digitalization. The first generation for whom YouTube, Instagram, and messaging apps became natural communication channels. They value visual content, practicality, and social responsibility.

Gen Alpha (2011–present) is the first generation to use smartphones and tablets as an integral part of life from early childhood. Although AI wasn't dominant at their birth, they are growing up in a world where voice assistants and smart devices are the norm. They are expected to be the most technologically adapted generation. Gen Alpha has not yet reached an age where they significantly impact market trends, so our research concentrates on Millennials, Gen Z, Gen X and Baby boomers.

The distribution of respondents and correlation with the frequency of the trips they take is shown in Table 1.

Table 1 *Percentage Distribution*

Age	Number of respondents	Frequency of trips	Accommodation option
15-25	32	6% don't go anywhere, 28% less than once a year, 28% once a year, 28% 2-3 times a year, 10% 4 or more times a year	27% apartments, 68% hotels, 3% hostels
26-40	24	4% don't go anywhere, 26% less than once a year, 33% once a year, 33% 2-3 times a year, 4% 4 or more times a year	13% apartments, 79% hotels, 8% hostels
41-61	40	10% don't go anywhere, 23% less than once a year, 40% once a year, 23% 2-3 times a year, 4% 4 or more times a year	29% apartments, 66% hotels, 5% hostels
62-80	10	20% less than once a year, 30% once a year, 20% 2-3 times a year, 30% 4 or more times a year	10% apartments, 90% hotels

The survey helped to identify the key factors influencing the choice of a hotel by groups of different generations. Participants were asked how often they book hotels/apartments/hostels and what factors they prioritize when making a reservation. The survey was conducted in April 2025 and included 9 closed-ended questions. The survey involved 108 people of different age groups in the following ratio:

Gen Z (Ages 15-25; 32 respondents): Key Survey Findings show that the respondents aged 15-25 go on vacation or business trip; book hotels/apartments from 1 to 3 times a year. Most often, their choice falls on hotels or apartments, hostels are also chosen, but less often. 97% of the surveyed considers that cost is the main factor when choosing a hotel. 72% decided that reviews on the websites will affect the booking decision. This is followed by the location near attractions (50%), design of the hotel and rooms (50%), safety (47%) and included breakfast (44%).

Zoomers are more concerned about the smoking policy in hotels than any other group of respondents, while they are not at all interested in the policy regarding children. It can also be emphasized that zoomers will rely on the advice of their friends more than the rest of the respondents.

As for the survey results for Millennial travelers (ages 26-41; 24 respondents), it was discovered that 67% travel for leisure or business purposes, booking accommodations 1-3 times per year. Their accommodation preferences break down as 79% hotels, 13% apartments, and 8% hostels. When selecting lodging, price emerges as the primary deciding factor, followed by online reviews, including breakfast, proximity to attractions, safety measures, and service quality in descending order of importance.

The survey reveals fascinating generational differences in accommodation preferences, of Millennials (ages 26-41) displaying several distinctive patterns that set them apart from both younger Gen Z travelers and older generations. When it comes to hotel amenities, Millennials show significantly greater interest in properties offering organized activities compared to other age groups. This generation particularly values accommodations that provide activities such as sports/entertainment workshops, excursions, discos, etc.

Environmental consciousness emerges as another key differentiator for this demographic. Millennials demonstrate the strongest concern for hotels' green policies among all surveyed generations. The survey found they actually have the highest hostel adoption rate (8%) among all generations. This suggests a nuanced approach to travel spending, where Millennials may splurge on certain amenities while remaining budget-conscious in their accommodation choices.

These findings paint a picture of Millennials as a generation that seeks to balance social experiences, environmental values, and financial practicality in their travel decisions. Their preferences reflect both their life stage (with many still valuing social connections and shared experiences) and their generational values (particularly around sustainability). As this demographic continues to dominate the travel market, understanding these distinct preferences will be crucial for hospitality providers looking to attract Millennial guests.

The analysis reveals that travelers aged 41-61 (40 respondents) demonstrate a balanced and experienced approach to travel planning, with 63% taking 1-3 business or leisure trips annually. This demographic shows a clear preference for traditional hotels (66%) over apartments (29%), reflecting their appreciation for standardized services and reliable accommodations. Cost emerges as the primary deciding factor for 77% of respondents, highlighting their practical approach to travel budgeting. When evaluating options, 65% consider online reviews important while 37% prioritize proximity to attractions, with only a small minority (4 respondents) indicating room size as a significant factor. This data paints a picture of seasoned travelers who combine cost-conscious decision-making with selective quality expectations, resulting in predictable yet discerning hospitality consumption patterns that reflect their accumulated travel experience and methodical planning habits.

Our survey of travelers aged 62-80 (10 respondents) reveals a generation with well-established travel patterns, where every respondent maintains at least annual trips, demonstrating sustained mobility and curiosity for new experiences. This demographic shows a pronounced preference for traditional hotel stays, with 90% choosing conventional accommodations over alternative options. Location proves particularly important, with half of respondents prioritizing proximity to major attractions when selecting lodging. The group

displays distinct preferences in hotel selection criteria - 60% consider star ratings and online reviews essential factors in their decision-making process, while notably, no respondents indicated room design or gym facilities as relevant considerations. Financial practicality remains a consistent theme, with most travelers demonstrating prudent budgeting approaches shaped by decades of travel experience. These findings portray a generation that values reliability, convenience and proven quality in their travel accommodations, favoring established standards over trendy amenities.

Key priority factors for hotel bookings, as reported by survey respondents, are summarized in Table 2.

Table 2. *Important factors when choosing a hotel*

Factors	15-25 (32 interviewed)	26-40 (24 interviewed)	41-61 (40 interviewed)	62-80 (10 interviewed)
Cost	31	23	31	7
Availability of SPA/pool	10	3	6	3
Hotel star rating	7	6	12	6
Reviews on websites	23	18	26	6
Location near attractions	16	11	15	5
Location in a secluded place	5	0	10	3
Service level	11	9	12	2
Safety	15	9	13	1
Room size	11	1	4	1
Availability and quality of restaurants	5	2	5	1
Friend's advice	10	5	7	1
Breakfast included	14	12	13	3
Proximity to the sea	0	0	0	1
Special promotion	2	1	8	0
Availability of activities (sports/entertainment workshops, excursions, discos)	3	5	4	0
Hotel and room design	16	4	5	0
Availability of a gym	1	1	0	0
Modern technologies (electronic key, smart number, etc.)	6	0	1	0
The "green" program of the hotel (environmental friendliness)	1	3	0	0
Child policy	0	4	7	0
Animal policy	2	1	2	0
Smoking policy	4	3	3	0

Based on the analysis of the choice of different generations, several recommendations can be made for employees in the hospitality industry in accordance with the generations they are targeting.

Gen Z (ages 15-25):

- Pricing - the most affordable rates and discounts for students and youth; promotions on popular platforms
- Design and visual style - bright, stylish interiors with the possibility of photogenic zones, which is important for social networks
- Security - a clear demonstration of security measures on the website and in the hotel (video surveillance, security, etc.)
- Proximity to attractions - Mention in the description and promotional materials convenient location and transport accessibility

Gen Y (ages 26-41):

- Optimal price-performance ratio - smart packages (base price + bonus services: excursions, spa, etc.)
- Availability of a free or profitable breakfast
- Activities - sports, cultural and entertainment events; announcements on the website and upon arrival

Gen X (ages 41-61):

- Rationality and stability - clear living conditions, no hidden fees
- The importance of reviews is the constant updating of the reviews section on the site, real ratings
- Trust - loyalty through loyalty programs and discounts for repeat bookings
- Flexibility in price - multiple comfort levels: from basic to premium (with a choice of budget)
- Additional services and entertainment for

children and teenagers Boomers (ages 62-80):

- Reviews and reputation are a demonstration of many years of work experience, awards, participation in ratings, which inspires trust
- Comfort and convenience - focus on classic hotels with good living conditions, elevators and wide aisles
- Flexibility in price is the provision of clear “more expensive=better” benefits, as boomers are willing to pay a little more for comfort if it is reasonable.
- Convenient location - proximity to cultural sites, transport and medical facilities is a priority

Of course, a personalized approach is the basis for the success of any hotel business. Cost is a key factor for all generations, but the reasons vary. Zoomers are often limited in budget, Millennials are willing to pay for impressions, Gen X stops their rationality, Boomers are willing to pay for comfort. Having an honest reputation is especially important for Gen X and Boomers, so reviews play a key role. In addition, generations evaluate the level of service differently: for Zoomers and Millennials, visual and technology are more important, while Gen X and boomers are focused on reliability and peace of mind.

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**ANALYSIS OF THE EFFECT OF FIXED ASSET INTENSITY, LEVERAGE AND SALES GROWTH ON TAX AVOIDANCE (EMPIRICAL STUDY ON NON-CYCLICALS CONSUMER SECTOR COMPANIES LISTED ON THE IDX IN 2020-2023)**

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**ABSTRACT**

This study aims to analyze the effect of fixed asset intensity, leverage, and sales growth on tax avoidance practices in consumer-non cyclicals sector companies listed on the Indonesia Stock Exchange (IDX) during the 2020-2023 period. The background of this research is based on the condition of state revenues and expenditures from the taxation sector in the midst of increasing state spending needs, thus potentially encouraging companies to practice tax avoidance. This study uses a quantitative approach with secondary data obtained from the company's financial statements with a purposive sampling method of 124. Data were analyzed through descriptive statistical tests, classical assumptions, t tests, f tests and multiple linear regression tests. The final research results show that fixed asset intensity has no effect, leverage has a positive effect and sales growth has a negative effect, the results of the study are expected to contribute to minimizing tax avoidance practices without hampering business processes.

Keywords: Fixed Asset Intensity, Leverage, Sales Growth, Tax Avoidance

**INTRODUCTION**

Taxes are the largest source of revenue for the state which is used to finance the expenses that are borne by the state, making taxes an obligation that must be paid, this is based on Law No. 6 of 1983 which has been refined in Law No. 28 of 2007 which states that the Republic of Indonesia is one of the countries that adheres to a self-assessment tax system where each taxpayer has the obligation to calculate, pay, and report all types of taxation to the Director General of Taxes (Law of the Republic of Indonesia Number 6 concerning General Provisions and Tax Procedures, 1983). The government receives revenue every year as illustrated in the APBN Data calculation table, which states that the Ministry of Finance received a decrease in revenue at the beginning of 2020.

Table 1. Target and realization of state revenue receipts

Description	2020		2021		2022		2023	
	targets	realization	targets	realization	targets	realization	targets	realization
I. Domestic Revenue	1.698.648,50	1.628.950,50	1.742.745,80	2.006.334,00	2.265.619,20	2.630.147,00	2.462.615,50	2.766.745,50
1. Tax Revenues	1.404.507,50	1.285.136,30	1.444.541,60	1.547.841,10	1.783.988,00	2.034.552,40	2.021.223,70	2.154.208,20
International Tax Revenues	33.486,90	36.721,20	34.960,60	73.695,40	79.030,00	90.897,70	57.741,10	64.489,90

Source : Portal Data APBN (Ministry of Finance)

The decrease in realization against the initial target of tax revenue that occurred in 2020 and caused the realization of tax revenue to not meet the target so that it can be said that the decrease in taxes provides an indication of the potential for tax avoidance practices, besides that the results of the calculation of state expenditure data together with state revenue receipts have also increased every year.

Table 2. State Expenditure

Description	2020		2021		2022		2023	
	Targets	realization	Targets	realization	Targets	realization	Targets	realization
I. Central Government Expenditure	1.975.240,20	1.832.950,90	1.954.548,50	2.000.703,80	2.301.644,90	2.280.027,90	2.246.457,80	2.239.786,70
II. Transfers to Regions	763.925,60	762.530,20	795.479,50	785.707,60	804.780,50	816.234,80	814.718,50	881.430,50
<b>SUM</b>		<b>2,595,481.10</b>		<b>2,786,411.40</b>		<b>3,096,262.70</b>		<b>3,121,217.20</b>

Source : Portal Data APBN (Ministry of Finance)

The increase in the realization of state expenditure implies that the state needs more revenue each year and this has led to one of the government's policies towards increasing tax rates. The difference in priority between the government who wants maximum tax revenue is supported by various efforts to strengthen anti-tax avoidance policies and cooperation agreements with various state leaders to implement pillar 2 which is part of a global policy to minimize competition for inappropriate tax rate savings (Kementrian Keuangan Republik Indonesia, 2024), on the other hand taxpayers have different interests and priorities when compared to the interests of the government, where taxpayers have the aim of maximizing profits and tax cost efficiency, through the use of loopholes in the weaknesses of tax law regulations. This is the reason for the emergence of tax avoidance practices in the community.

Based on the statement (Rosdiani & Hidayat, 2020) fixed asset intensity is seen as a ratio that explains the intensity of a fixed asset ownership in a company and all forms of fixed assets will cause a depreciation expense or commonly referred to as depreciation which will then reduce the amount of gross profit of the company before being subject to tax burden. The intensity of fixed assets is a benchmark for the large or small use of an asset and the intensity of fixed assets also provides clarity related to the amount of fixed assets owned by the company compared to all of the company's total assets and provides an overview of the amount of investment owned by the company that is transferred to its fixed assets, high ownership of fixed assets causes the onset of a large asset depreciation expense then causes a decrease in corporate profits and impacts the amount of corporate tax burden (Sitepu & Silalahi, 2019). In line with that (Ningsih et al., 2020) states that fixed asset intensity has the capacity to reduce corporate

tax costs with the onset of asset depreciation expenses that are deductible expenses which directly apply as a deduction from corporate income and are used as the basis for corporate taxation.

Leverage is one of the funding sources that can help finance the company's operational activities. Management chooses debt as a source of funding because it is considered capable of providing benefits to companies, which based on tax regulations, interest expense on debt payments can be classified as a deduction component of taxable income (Sherly & Fitria, 2019). Based on the explanation (Sarah et al., 2019) leverage is the ratio of total debt compared to all total assets owned by the company, leverage causes the company to have an obligation to pay debt along with interest that must be paid according to maturity, so that the company has an interest expense that can reduce the company's profit component and reduce the company's tax burden. (Dhawan, Ma, and Kim 2020) state that companies that are on the verge of going out of business will conduct tax avoidance through leverage to free up corporate cash flow.

Sales growth is the level of change in the sales component in the company's financial statements per year which can provide a picture of opportunities that predict profits and profits that the company will get in the future (Heru Harmadi Sudiby, 2023). Sales growth with greater sales achievement will also get a large profit which then has an impact on the amount of corporate tax burden that increases and drives company management to minimize the company's tax burden (Wulandari 2021). Sales growth is the level of change in the sales component in the company's financial statements per year which can provide an overview of opportunities that predict profits and profits that the company will get in the future (Heru Harmadi Sudiby, 2023). Sales growth is a reference in success so that the company earns high profits, but high profits also provide high tax burdens so that management will try to minimize the tax burden (Zufar & Arianti, 2023).

Based on the explanation above, the authors are interested in studying and conducting research entitled “analysis of the effect of fixed asset intensity, leverage and sales growth on tax avoidance (empirical study of non-cyclical consumer sector companies listed on the IDX in 2020-2023)”.

### **Objectives**

The purpose of this research is to produce clear information regarding the effect of fixed asset intensity, leverage and sales growth on tax avoidance and it is hoped that this research will be useful for the government, business actors and future research.

### **Research Questions**

Do fixed asset intensity, leverage and sales growth partially and simulantly affect tax avoidance (empirical study of non-cyclical consumer sector companies listed on the IDX in 2020-2023).

## LITERATURE REVIEW AND THEORY

Agency theory was first proposed by (Jensen & Meckling, 1976) which explains that agency theory can be applied if there is an agency relationship that occurs between one or more people (principal) and uses the services of others and provides authorization and authority for decision making (agency), the principal is the owner of the shares or investors and the agent is the management who controls the company so that in agency theory there is a separation of functions and responsibilities between ownership on the part of investors and control and authorization on the part of management.

In practice, between the principal and the agent, there are still irregularities or conflicts of interest that differ between the principal who wants welfare and avoids risk, while the agent tends to practice fraud so that the accountability report for the company is presented properly so that it benefits the performance of the agent so that agency conflicts arise, to avoid and minimize this occurrence, a correlation from an independent party, namely the auditor, is needed, which provides an opinion and harmonizes the principal and the agent so that the presentation of the company's financial statements is more reliable (reliable) (Br Purba, 2023).

Compliance theory was first proposed by (Milgram, 1963). In this theory, it is explained about a condition where a person obeys the orders or rules that have been set. There are two perspectives in sociological literacy regarding compliance with the law, namely instrumental and normative, this is supported by an updated statement expressed by (Ikatan Bankir Indonesia, 2018) compliance is a behavior of submitting to all rules that are the responsibility and must be applied throughout all elements of the company to support the creation of a culture of compliance.

According to the opinion (Nuryati, 2022) compliance is a situation that is realized and formed from a series of steps and behaviors that explain the values of obedience, compliance, loyalty, harmony, conformity and discipline, there are two perspectives in the sociological literature related to compliance with the law, namely instrumental which individuals are thought to support personal interests and perceptions of transitions related to behavior while the normative perspective is related to what is thought to be moral and is very much against personal interests.

Tax compliance theory believes that there are no individuals who are willing to pay their outstanding tax burden voluntarily, so efforts to increase taxpayer awareness are of greater concern to tax government authorities, this certainly greatly affects the acquisition of state revenue, efforts made by the government to increase taxpayer awareness can be made with several efforts, namely by improving the quality of service within the Directorate General of Taxes, adding manpower to the audit department within the Directorate General of Taxes and counseling and education to taxpayers in order to increase awareness of the importance of contributing to paying taxes (Hasanah & Ardini, 2021).

Tax avoidance is one component of tax planning carried out by company management with the intention of minimizing the company's tax burden which is carried out with steps that do not violate tax regulations, but the existence of this tax avoidance is not desired by the government (Oktavia et al., 2020). Tax avoidance is a tax burden avoidance behavior carried out by individuals or entities acting as taxpayers by using the weak points of tax regulations

but not violating these rules (Stefanie Lucy Wirawan & Yuniarwati, 2022). Based on the opinion of (Mappadang, 2021) tax avoidance practices are common and common activities carried out by corporate taxpayers with the aim of minimizing the company's payable tax burden and reducing the individual tax burden on the state treasury and will have an adverse impact on the acquisition of state revenue.

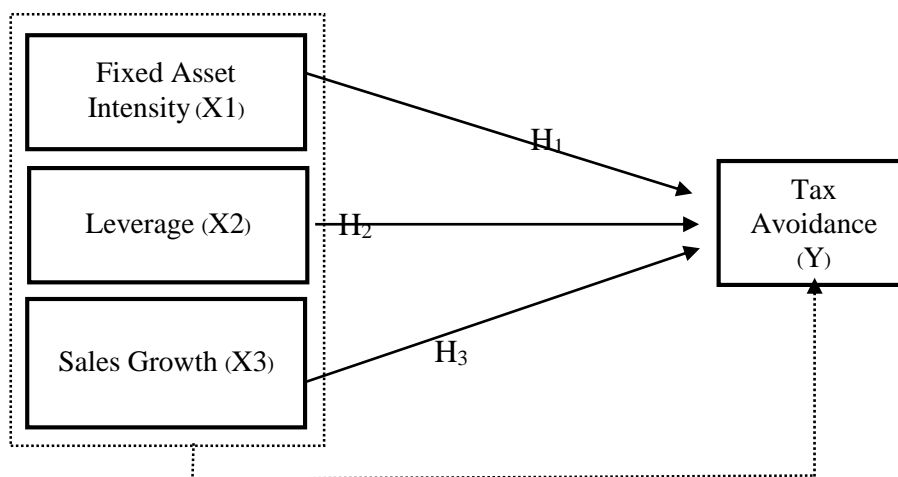


Figure 1. Conceptual Framework  
Source: Data Processed

The intensity of fixed assets contributes to minimizing the company's outstanding tax burden to the state treasury, this is evidenced by the test of the fixed asset intensity variable conducted by (Artha, 2019) which explains that the inherent depreciation expense on fixed assets is able to reduce profits and minimize the tax burden payable so that the intensity of fixed assets has a significant effect on tax avoidance, this opinion is also supported by research (Kartika et al., 2023) which states that the fixed asset intensity variable has a significant effect on tax avoidance.  
H1: Fixed asset intensity affects tax avoidance.

The debt variable is one of the components that creates interest expense so that it can shrink profits and reduce the company's payable tax burden. This opinion is supported by research conducted (Nauli Sinaga et al., 2022) which states that debt (leverage) has a positive and significant effect on tax avoidance in line with that (Akbar et al., 2022) states that debt (leverage) affects tax avoidance.  
H2 : Leverage affects tax avoidance.

Sales growth is a reference and benchmark in success so that companies try to get high profits, but basically high profits also provide high tax burdens so that management will try to minimize the tax burden, this opinion is supported by research (Zufar & Arianti, 2023) which states that the sales growth variable has a positive effect on tax avoidance in line with that (Rima Isnaini, 2024) states that sales growth affects tax avoidance. This opinion is also supported by (Deaztara & Tjakrawala, 2024) which states that the debt variable (leverage) has a negative and significant effect on tax avoidance.  
H3 : Sales growth affects tax avoidance.

## METHODOLOGY

The research method used in this research is to use a quantitative approach which is carried out systematically and structured starting from data collection to data analysis which has been arranged specifically, real, detailed to explain the relationship between variables and test hypotheses based on various theories and result-oriented (Sugiyono, 2017).

The author uses secondary data using a research period of 4 (four) years from 2020 to 2023. The population in this study are all consumer non cyclicals companies listed on the IDX in the 2020-2023 period, the sampling technique uses nonprobability sampling, namely the purposive sampling method technique with sampling criteria that have been adjusted to the research. The data analysis technique uses descriptive statistical tests, classical assumption tests, multiple linear regression tests and hypothesis testing.

Table 3. Company sample selection

No	Description	Amount
1	Number of non cyclicals consumer sector companies listed on the IDX for the period 2020-2023	125
2	Non-cyclicals consumer sector companies that are newly listed (new listing) on the IDX after 2020.	(38)
3	Non-cyclicals consumer sector companies that did not publish complete financial reports during the 2020-2023 period on the IDX.	(3)
4	Non-cyclicals consumer sector companies that publish financial reports in foreign currencies or currencies other than Rupiah.	(3)
5	Companies that have been delisted from the IDX for the 2020-2023 period.	(4)
6	Non-cyclical consumer sector companies that experienced losses during the period 2020-2023.	(34)
7	Non-cyclicals consumer sector companies that have negative sales growth during the 2 research periods.	(12)
Number of samples used		31
Years of observation		4
Number of observations made in the study		124

Source: Data Processed

Tax avoidance can be proxied through a comparison of the Effective Tax Rate (ETsR) formula. The measurement of ETR uses a model from previous researchers (Lanis dan Richardson, 2012).

$$\text{Effective tax rate} = \frac{\text{tax expense}}{\text{earnings before tax}}$$

Measurement of asset intensity in this study uses the ratio of total fixed assets to total assets (Darmadi 2013).

$$\text{Intensity of fixed assets} = \frac{\text{sum of fixed asset intensity}}{\text{amount of assets}}$$

Measurement of the leverage variable is based on the ratio disclosed by (Kasmir, 2015).

$$\text{Debt to asset ratio} = \frac{\text{amount of debt}}{\text{amount of assets}} \times 100\%$$

Measurement of sales growth variables can be measured using the formula according to (Hosea et al., 2020).

$$\text{Sales Growth} = \frac{\text{sales in year } t - \text{sales in year } t - 1}{\text{sales in year } t - 1}$$

## RESULTS

Table 4. Descriptive Statistics

Description	Tax Avoidance	Fixed asset intensity	Leverage	Sales growth
Mean	0.230205	0.334325	0.427646	0.135726
Median	0.220355	0.313544	0.450345	0.102776
Maximum	0.952096	0.766709	0.888152	1.160292
Minimum	0.000495	0.013853	0.056114	-0.465160
Std. Dev.	0.101155	0.169527	0.200221	0.195837
Observations	124	124	124	124

Source: Research data, 2025

Table 4 above shows 124 observation data, on the tax avoidance variable (Y) or also said as the dependent variable shows an average value of 0.230205, a maximum value of 0.952096 and a minimum value of 0.000495 and a standard deviation of 0.101155. The independent variable fixed asset intensity (X1) shows an average value of 0.334325, a maximum value of 0.766709 and a minimum value of 0.013853 and a standard deviation of 0.169527.

The independent variable leverage (X2) shows an average value of 0.427646, a maximum of 0.888152 and a minimum value of 0.056114 and a standard deviation of 0.200221. The independent variable sales growth (X3) shows an average value of 0.135726, a maximum value of 1.160292 and a minimum value of -0.465160 and a standard deviation of 0.195837.

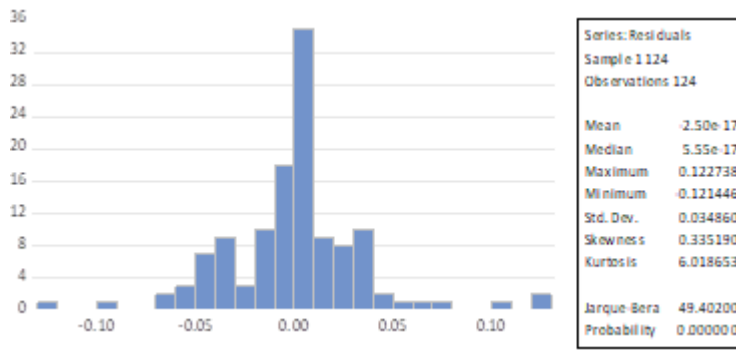


Figure 2: Jarque-Bera Normality Test

Source: Research data, 2025

Based on the figure above, it shows one of the classic assumption tests, namely the normality test which is used to determine the data regression model has a normal effect or vice versa, the results of data processing carried out in E-views 12 show the Jarque-bera results of 49.40200 greater than 0.05 so it can be said that the data is normally distributed (Ghozali 2017).

Table 5. Heteroscedasticity Test

Heteroskedasticity Test: Breusch-Pagan-Godfrey			
F-statistic	1.177524	Prob. F(12,111)	0.3079
Obs*R-squared	14.00266	Prob. Chi-Square(12)	0.3005

Source: Research data, 2025

Heteroscedasticity test conducted in E-views 12 is used to see if the regression model does not have the same variance or residuals from one observation to another, if the residual variance results are obtained, it can be said that the data is homoscedasticity and heteroscedasticity does not occur, the test results show the probability chi-square value of 0.3005 is greater than 0.05 so it can be concluded that heteroscedasticity does not occur.

Table 6. Multicollinearity Test

	Coefficient	Uncentered	Centered
Variable	Variance	VIF	VIF
X1	0.000457	5.902516	1.199500
X2	0.000314	6.439764	1.150160
X3	0.000338	1.758784	1.184979

Source: Research data, 2025

The multicollinearity test conducted in E-views 12 is used to find out whether there is a correlation between the independent variables with one another and a good regression model is a regression model that has no correlation between each variable with the provisions that if the VIF value is less than 10, it can be said that the regression model does not occur multicollinearity problems, based on the test results carried out on the fixed asset intensity variable (X1) of 1.199500, leverage (X2) of 1.150160 and sales growth (X3) of 1.184979. These results indicate that the data does not have multicollinearity.

Table 7. Autocorrelation Test

Breusch-Godfrey Serial Correlation LM Test:			
F-statistic	1.596261	Prob. F(2,109)	0.2074
Obs*R-squared	3.528513	Prob. Chi-Square(2)	0.1713

Source: Research data, 2025

The autocorrelation test conducted in E-views 12 is used to determine the correlation obtained in each period with previous periods, through the Breusch Godfrey test with the provisions that if the p-value is greater than 0.05 then, it can be said that there is no autocorrelation, in the results of data processing the prob. chi-square value of 0.1713 is greater than 0.05 so it can be said that the data does not occur autocorrelation problems.

Table 8. Multiple Linear Regression Equation Test

Variable	Coefficien t	Std. Error	t-Statistic	Prob.
C	0.210976	0.010698	19.72021	0.0000
Fixed asset intensity	-0.004743	0.021376	-0.221901	0.8248
Leverage	0.051801	0.017723	2.922849	0.0042
Sales growth	-0.043609	0.018392	-2.371132	0.0195

a. Dependen Variabel : Tax Avoidance

Source: Research data, 2025

Based on the results of data processing, the regression model can be shown:

$$Y = 0,210976 - 0,004743 + 0,051801 - 0,043609$$

The constant value shows a value of 0.210976, the coefficient value on the fixed asset intensity variable is -0.004743 which can be said if X1 increases by one unit, the tax avoidance variable has a decrease of -0.004743. The coefficient value on the leverage variable is 0.051801, which can be said that if X2 increases by one, the tax avoidance variable has an increase of 0.051801. The coefficient value on the sales growth variable is -0.043609, which can be said that if X3 increases by one, the tax avoidance variable has a decrease of -0.043609.

Table 9. Test t (partial)

Variable	Coefficien t	Std. Error	t-Statistic	Prob.
C	0.210976	0.010698	19.72021	0.0000
Fixed asset intensity	-0.004743	0.021376	-0.221901	0.8248
Leverage	0.051801	0.017723	2.922849	0.0042
Sales growth	-0.043609	0.018392	-2.371132	0.0195

a. Dependen Variabel : Tax Avoidance

Source: Research data, 2025

Based on processing and testing through e-views 12 gives the following results:

In the t-test results (partial) conducted on the fixed asset intensity variable (X1) has a t-statistic value of -0.221901 smaller than the t-table value of 1.97928 so it can be said that the fixed asset intensity variable has no effect and is not significant to tax avoidance. The leverage variable (X2) has a t-statistic value of 2.922849 greater than the t-table value of 1.97928 so it can be said that the leverage variable has a positive and significant effect on tax avoidance. The sales growth variable (X3) has a t-statistic value of -2.371132 greater than the t-table value of 1.97928 so it can be said that the sales growth variable has a negative and significant effect on tax avoidance.

Table 10. Test f (simultaneous)

Log likelihood	240.7503	Hannan-Quinn criter.	- 3.553282
F-statistic	68.63745	Durbin-Watson stat	1.669239
Prob(F-statistic)	0.000000		

- a. Predictors : (Constant), Intensitas aset intensity of fixed assets, Leverage, sales growth
- b. Dependen Variabel : Tax Avoidance

Source: Research data, 2025

The test results in the table above show that the F-statistic value of 68.63745 is greater than the F-table of 2.68 and when viewed from the Prob (F-statistic) value of 0.000000 is smaller than 0.05 so it can be said that the fixed asset intensity variable, leverage and sales growth jointly affect tax avoidance.

**CONCLUSION**

The practice of tax avoidance is one of the tax avoidance techniques that are widely applied in the business world and industry in Indonesia, based on the research results obtained, it shows that the fixed asset intensity variable has no effect on tax avoidance, this is because the intensity of fixed assets refers to the company's operational needs in supporting operational activities and is not related to tax avoidance strategies, but the leverage variable found a positive and significant effect on tax avoidance, this is because leverage (debt) is a profitable alternative for taxpayers, in addition to obtaining additional funds from external parties debt also creates expenses that can be a deduction component in the profit / loss statement so that it can reduce tax burden. The sales growth variable contributes and has a negative effect on tax avoidance, this is because the increase and growth of a company's sales that increases can directly increase the tax burden so that this encourages taxpayers to practice tax avoidance. In all variables together have a significant influence on tax avoidance.

The limitation in this study lies in the scope of the observation year carried out from 2020-2023, so it is hoped that future researchers and reviewers can update other findings that become components in tax avoidance practices so that the government can anticipate that there are many tax avoidance strategies and this should be the government's concern in managing and controlling the tax system in Indonesia and increasing tax regulations that are transparent and equitable.

## DISCUSSION AND RECOMMENDATION

Fixed assets are one of the tangible assets acquired for the purpose of investment or long-term use that is ready to use or through the development process and has a useful life of more than one financial year, fixed assets are said to be closely related to tax avoidance because high ownership of fixed assets will result in high depreciation expense and become a component of deduction of income or profit and an enhancer in the expense component (Haudi et al., 2022), but the results in the study showed a t-statistic of -0.221901 smaller than the t-table value of 1.97928 so that it can be said that H<sub>0</sub> is accepted and H<sub>a</sub> is rejected with the meaning that the fixed asset intensity variable has no effect and is not significant to tax avoidance, this proves that there are various components and other factors used to implement tax avoidance techniques.

Leverage is an important component in the corporate environment which is one of the sources of funding in meeting the needs of the company and its existence is often used as one of the tax avoidance techniques, this is supported by the test results which show the t-statistic of 2.922849 greater than the t-table value of 1.97928 so that it can be said that H<sub>0</sub> is rejected and H<sub>a</sub> is accepted and the leverage variable has a positive and significant effect on tax avoidance. This is in line with research conducted (Mustikasari et al., 2023) a large amount of debt has an impact on increasing expenses and reducing profits and providing relief in taxation.

Companies can see the prospects for the performance generated in the future through sales growth, growth opportunities also affect tax avoidance carried out by company management, the partial t-test results show a t-statistic value of -2.371132 greater than the t-table value of 1.97928 so that it can be said that H<sub>0</sub> is rejected and H<sub>a</sub> is accepted and the sales growth variable has a negative and significant effect on tax avoidance, increased profits tend to make companies carry out tax avoidance practices because sales growth generates high profits and will cause a high tax burden as well (Ni Putu Ayu Widiyani et al., 2019).

The fixed asset intensity variable, leverage and sales growth together have a significant influence on tax avoidance, this statement is evidenced based on the results of the simultaneous f test which shows the F-statistic value of 68.63745 is greater than the F-table of 2.68 and when viewed from the Prob (F-statistic) value of 0.000000 smaller than 0.05 so that it can be said that H<sub>0</sub> is rejected and H<sub>a</sub> is accepted and the fixed asset intensity variable, leverage and sales growth simultaneously affect tax avoidance and both have a good contribution in carrying out tax avoidance practices.

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**IMPORT SUBSTITUTION IN TURKEY: IMPACT ON AGRICULTURE  
AND INDUSTRY: HOW TURKEY IS COPING WITH THE CHALLENGES  
OF FOREIGN TRADE**

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## **INTRODUCTION**

Import substitution as a strategy in Turkey has gained special importance in recent decades against the background of economic crises, geopolitical challenges and the desire for greater economic independence. Located at the junction of Europe and Asia, Turkey has a unique geographical location, developed agriculture and diversified industry, which makes its economy one of the most dynamic in the region. However, dependence on imports of key commodities such as energy, grains, and high-tech equipment remains a serious challenge. This article examines how Turkey implements its import substitution strategy, what measures it is taking to support agriculture and industry, and how these efforts affect the country's economy. Objectives

The study aims to analyze the impact of import substitution policies in Turkey on the development of agriculture and industry, evaluate the effectiveness of measures in addressing external trade challenges, identify key issues and opportunities associated with implementing this strategy, and determine the long-term prospects and sustainability of import substitution for the country's economy.

### **Research Questions**

1. What import substitution measures have been implemented in Turkey's agriculture and industry over the past 10 years?
2. How have import substitution policies affected production volumes, employment, and exports in these sectors?
3. What challenges (economic, technological, logistical) arise during the implementation of import substitution in Turkey?
4. How do external factors (sanctions, currency fluctuations, global supply chains) influence the success of import substitution?
5. What are the risks of relying on domestic production in the context of a global economy?

## METHODOLOGY

A mixed-methods approach was employed:

- Data collection: Analysis of official Turkish statistics (TurkStat) on agriculture, industry, exports and imports.
- Quantitative analysis: Comparative analysis of import and export indicators before and after the introduction of import substitution measures; assessment of the dynamics of GDP, employment and investment in agriculture and industry.
- Comparative approach: Assessment of the competitiveness of Turkish products in the domestic and foreign markets.

### 1. Prerequisites for import substitution in Turkey

Turkey, as the world's 16th largest economy by nominal GDP in 2025 [1], has historically been dependent on imports in sectors such as energy, technology, and raw materials. High dependence on oil imports (92% in 2022) [2] and grain crops such as wheat and barley makes the economy vulnerable to external shocks. The economic crisis of 2018 caused by the collapse of the Turkish lira [3] and subsequent global upheavals, including the COVID-19 pandemic and geopolitical conflicts, pushed Turkey to actively implement import substitution policies [8].

The main objectives of import substitution in Turkey include:

- Reducing the foreign trade deficit [1]
- Development of domestic production in strategically important industries.
- Strengthening food security through increased agricultural production.
- Stimulating technological independence in industry.

The Turkish government supports this policy through subsidies, concessional loans and investments in infrastructure. For example, in 2024, more than 380 billion liras were allocated for agricultural subsidies [4].

### 2. Impact on agriculture

#### 2.1. Achievements in agriculture

Agriculture remains an important sector of the Turkish economy, providing about 6.4% of GDP and employment for 14.64% of the workforce in 2023 [2]. Turkey is a world leader in the production of hazelnuts, cherries, dates, apricots, quinces and pomegranates. Agricultural exports reached \$31 billion in 2023, indicating a positive trade balance in this sector [5].

Import substitution in agriculture is aimed at reducing dependence on imports of grain and fodder crops. Despite the drought of 2021-2022, which led to a 40% drop in barley production, the Turkish Grain Council increased grain purchases to state reserves in order to stabilize the domestic market. Turkey has also invested in the modernization of irrigation systems and the breeding of grain crops, which has increased wheat production to 20 million tons per year, fully covering domestic needs [2].

The dairy industry is also showing success. In 2023, milk production reached 18.5 million tons, which strengthened Turkey's position as the leading producer of dairy products in the region. This was made possible by subsidies for animal husbandry and the introduction of modern technologies into farms [4].

**2.2. Problems and challenges**

Despite the successes, Turkey's agriculture is facing a number of challenges:

- The presence of small farms reduces economic efficiency. About 26.3 million hectares of land are used for agriculture, but many areas are unproductive due to outdated technologies [2].
- Turkey imports significant amounts of oilseeds and meal for feed production, which increases farmers' costs.
- Droughts and climate change have a negative impact on crop yields. For example, the drought of 2021/2022 has significantly reduced barley production [2].

To solve these problems, Turkey is expanding programs to support farmers, including preferential loans and subsidies for the purchase of equipment. However, full import substitution in areas such as forage crops remains a difficult task.

Table 1. Dynamics of Agricultural Exports and Imports (2019–2023)

Year	Exports (billion dollars)	Imports (billion dollars)	Trade Balance (billion dollars)
2019	17.7	10.7	7.0
2020	20.5	12.3	8.2
2021	25.0	17.8	7.2
2022	28.5	16.5	12.0
2023	31.0	18.0	13.0

This table illustrates the steady growth of agricultural exports and a positive trade balance, confirming Turkey’s progress in strengthening food security.

**3. Impact on Industry**

**3.1. Achievements in Industry**

Industry accounts for 31% of Turkey’s GDP, with manufacturing contributing 24.7% by 2022, up from 18.8% in 2016 [1]. Import substitution has prioritized high-tech and energy sectors to reduce reliance on foreign technology and resources.

Notable achievements include:

- Turkey is a major exporter of vehicles and parts, benefiting from global supply chain disruptions. The sector grew by 9.6% in 2005, with continued expansion through 2024 [6].
- The Cukurova oil field, discovered in 2022, increased domestic oil production to 100,000 barrels per day by 2024, reducing oil import reliance from 91% to 89% [7].
- Companies like Vestel and ASELSAN have expanded domestic production, with Vestel producing 25% of Europe’s TVs [1]. Turkey’s technoparks host over 6,000 R&D-focused firms [6].

Policies like elevated tariffs on textiles and incentives for high-tech localization have supported industrial growth, aligning with EU standards to enhance market access [5].

### **3.2. Challenges and Risks**

Industrial import substitution faces significant obstacles:

- Inflation reached 47% in November 2024, increasing production costs and eroding export competitiveness [9]. Over five years, cumulative inflation hit 734%, straining manufacturers [3].
- Turkey imports 100% of its natural gas and 77% of its coal, with high energy bills constraining industrial growth [7]. The EU's Carbon Border Adjustment Mechanism, effective in 2026, threatens carbon-intensive industries like steel [7].
- Sectors like motor vehicles and petroleum products rely heavily on imported high-tech inputs, with import content for exports at 28% compared to 18% for production [6].
- Potential trade wars, particularly between the US and China, could flood Turkey's market with cheap goods, undermining domestic industries [8]. Geopolitical tensions in the Black Sea region also disrupt energy and trade routes [8].

The Central Bank's recent interest rate hike to 46% in 2025 aims to curb inflation but risks slowing investment and increasing unemployment, further challenging industrial growth [9].

## **4. Challenges and Risks**

### **4.1. Economic difficulties**

The Turkish industry is suffering due to the unstable economy. Prices for everything are rising: in May 2024, inflation was 75%, and by the beginning of 2025 it had dropped to 42.1%. This makes production more expensive, and Turkish goods compete worse with foreign ones. To stop the lira's depreciation, the Central Bank raised the interest rate to 46% in 2025. Because of this, it has become more difficult for companies to take out loans for development. Turkey also has few foreign exchange reserves (they were down by \$13.5 billion in 2021), and the trade deficit prevents it from investing in new technologies. This slows down the development of modern industries that are needed to produce goods within the country [5].

### **4.2. Dependence on imported energy**

Turkey is almost completely dependent on imported energy: 92% of oil and a lot of natural gas are bought abroad. Although the Chukurova field began producing 100,000 barrels of oil per day in 2024, the country still imports 50 million tons of oil per year. Coal, which provides 40% of energy, is cheap due to subsidies, but it heavily pollutes the air. This creates problems because the European Union demands to reduce carbon emissions. Starting in 2026, the EU will impose a tax on carbon-intensive goods, and Turkish industries such as metallurgy and chemicals may become more expensive to export [2].

### **4.3. Lack of modern technology**

Turkey wants to produce more goods on its own, but it lacks modern technology. Many industries, such as the production of petroleum products, metals, and automobiles, depend on imported parts (up to 28% of exports). After 1980, Turkey started exporting more, but this increased its dependence on foreign technology, and the situation did not change much. Although the country has 80 technology parks and 6,000 companies engaged in research, Turkey lags behind developed countries such as the United States or Germany in creating high-

tech products. There is little investment in new ideas, and this slows down import substitution [9].

#### 4.4. Complex rules and lack of investments

Laws change frequently in Turkey, there is a lot of bureaucracy, and the courts operate unpredictably. This scares away foreign companies that could invest in the Turkish industry. To protect local factories, Turkey imposes high duties on goods from non-EU or UK countries. For example, in the textile industry, such duties help local manufacturers, but complicate the supply of parts for factories. In 2023, the World Trade Organization (WTO) noted that these duties create problems with Turkey's obligations to the EU. Such measures support import substitution, but may lead to trade conflicts and limit the access of Turkish goods to world markets [1].

#### 5. How is Turkey coping with these challenges

Turkey applies several strategies to mitigate these risks.:

- Investments in climate-sustainable agriculture, such as modern irrigation systems and drought-tolerant crops, are aimed at countering climate shocks.
- The expansion of LNG and renewable energy infrastructure (10% of electricity from wind, solar and geothermal sources in 2022) reduces dependence on fossil fuel imports.
- The introduction of orthodox monetary policy under the leadership of Finance Minister Mehmet Şimşek since June 2023 has reduced inflation and increased investor confidence, leading to an increase in sovereign ratings in 2024 [7].
- Turkey is expanding exports of agricultural and industrial products to Russia and Arab countries to offset risks in the EU market.
- Subsidies and loans support small farmers and small industrial enterprises, although large corporations often benefit more [9].

However, these measures have limitations. Fiscal consolidation is slow, and geopolitical tensions may disrupt export markets. The lack of a reliable legal framework hinders the attraction of FDI necessary for technological progress.

#### CONCLUSION

The import substitution strategy has strengthened Turkey's agricultural and industrial base, but recent challenges — climate shocks, macroeconomic instability, energy dependence, and technological gaps — pose significant risks. The frosts of April 2025 highlight the vulnerability of agriculture, while industrial progress is hampered by the high level of imports and regulatory barriers. Turkey's proactive measures, including climate adaptation and monetary reforms, show potential, but sustained success requires deeper investments in technology, energy independence, and regulatory stability. Solving these problems will determine Turkey's ability to achieve self-sufficiency and remain competitive in global markets.

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**THE GLOBAL FISH AND SEAFOOD MARKET, ITS ASSESSMENT AND FORECASTING**

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**ABSTRACT**

The article examines the evolution of the global fish market in the context of globalization and related problems. The main problem under consideration is the change in the production, quality and trade of fish products. The study uses a quantitative analysis of trade data and a qualitative study of industry trends. The main results show the relationship between environmental factors, market demand and production strategies in the fishing industry. The study highlights the growing importance of sustainable aquaculture practices, effective quality control systems, and technological advances in production, storage, transportation, and transparent pricing to meet the growing demands of the global market. The authors contribute by providing information on the interrelationship of environmental, economic and technological factors determining the future of the fishing industry.

Keywords: international trade, fish market, aquaculture, industrial fishing.

**INTRODUCTION**

In the context of globalization, international trade plays a significant role in the development of economic cooperation between countries and is one of the most important components of the global economic system. Currently, the global market of goods is constantly changing under the influence of various factors: geopolitical relations of countries, sanctions restrictions, pandemics, changing consumer habits, global trends, etc. It is interesting to note that the fishing industry is of particular interest for analysis today.

The relevance of this study lies in the fact that changing global trends in fish consumption affect its production and the quality of products supplied to the world market. It is especially necessary to take into account that this market is directly dependent on the state of nature and climate change. Hence, there is a need for the development of aquaculture, the creation of an effective control system for manufactured products, as well as the creation of a high-tech environment for the production, storage, and transportation of products.

## **Objectives**

The main objectives of this article are to analyze the development of the global fish market, taking into account the impact of globalization and aquaculture, as well as to determine the factors of transparent pricing in the global fish market.

## **Research Questions**

The main research questions of this article are what specific changes have occurred in the production, quality and trade of fish products in recent years? To what extent can sustainable aquaculture meet the growing global demand for fish? What role does transparent pricing play in the global fish market?

## **LITERATURE REVIEW AND THEORY**

Fishing is one of the oldest human activities, which at first was a way of obtaining food, and later became one of the key elements in world trade. The origin of this type of handicraft began on the coasts of East Africa, when our ancestors *Homo habilis* and *Homo erectus* caught lake and river fish about half a million years ago [1].

The emergence of the processes of buying and selling fish and seafood dates back to the time of the emergence of the first class communities about five thousand years ago. Fresh fish was an indicator of luxury during the Roman Empire. At the same time, it became clear that fish resources are not infinite. In the 1st century, the first mention of depletion of stocks due to overfishing appeared [2].

The 9th century is characterized by the rapid expansion of commercial fishing in the North and Baltic Seas. The fish and seafood market of that time directly depends on the state of the environment. The development of industry, the growth of cities, and the expansion of agriculture in the Middle Ages again led to the depletion of freshwater fish stocks. It was then that the need arose to create regulatory measures for fisheries. In the 13th century, the first decree on fishing was issued in France. [3]

It is worth noting that aquaculture was born at the same time. The expansion of the fishing industry gave impetus to the development of the shipbuilding industry, and the emergence of something similar to a modern factory organization began. [4] Fishing has become the main source of income in many coastal countries, and fishermen have become in-demand professionals in their field.

With the development of technologies and new methods of extraction, storage, and production of fish, the scale of fishing has become industrial. With the advent of the steam engine, the geography and volume of catches have increased significantly. In the work of O. I. Shestak, it is mentioned that during the reign of Peter 1 in Russia, fishing was exclusively state-owned [5].

Over time, it became apparent that overfishing was killing entire populations. In order to protect aquatic biodiversity and control fish catch, States join unions, for example, the International Union for Marine Research (ICES), the Commission for the Conservation of Antarctic Marine Living Resources (CCAMLR), the Organization for the Conservation of Salmon in the North Atlantic Ocean (NASCO), the International Baltic Sea Fisheries Commission (IBSFC) and others [6].

After analyzing the historical context, it can be noted that the fishing process was cyclical. Countries caught more fish than they needed, depleting aquatic diversity as a result. That is why the main activity of states in the field of fisheries now is the protection of rare species and the development of aquaculture.

The historical context also characterizes the modern geography of fishing and seafood. According to the Food and Agriculture Organization of the United Nations, marine and inland waters are allocated to simplify international statistics and control the catch and cultivation of fish and seafood [7]. The difference between the species represented is determined by the level of salinity of the water, that is, marine and inland waters are equated to salty and fresh waters, respectively. This difference is conditional, since some marine regions may have low salinity levels, and this level may vary depending on time and season.

The main fishing areas are conditional areas, the boundaries of which have been determined by international fisheries organizations. These boundaries are set taking into account various factors: the boundaries of natural regions and natural watersheds of oceans and seas, the boundaries of adjacent fishing organizations, national borders, coordinate system (longitude and width), distribution of aquatic fauna, as well as the distribution of resources and environmental conditions within the area [7].

## **METHODOLOGY**

The article employs a mixed-method approach to analyze the evolution of the global fish market. It starts with a thorough review of literature, covering both international and domestic sources, in order to establish the context for the study. Quantitative methods are then applied to analyze international trade data and identify trends, while qualitative analysis, including content analysis of industry reports, is utilized to explore the main drivers of change. This multi-method strategy aims to provide an in-depth understanding of the complex interrelationships between market dynamics, environmental factors, production strategies, and the roles of sustainability and technology in shaping the future of the global fishing industry.

## **RESULTS**

Today, 27 major fishing areas are represented on the international stage, which include 8 inland fishing zones and 19 marine fishing areas covering the waters of the Atlantic, Indian, Pacific and Southern Oceans. Table 1 provides a detailed description of the fishing areas. The geography of the catch is extensive. In addition, in some situations, a subdistrict may also be divided into even narrower zones. The total length of the sea waters is 360,900,000 km<sup>2</sup> [8].

The largest areas are parts of the Pacific Ocean and the Indian Ocean. However, the volume of commercial fish catch does not depend on the length of the fishing zone. For example, in the North Atlantic, the North Pacific, the west-central Pacific and the Southeastern Pacific, about 80% of the world's total catch of fish and seafood is produced. Thus, the volume of catch in each fishing area is unevenly distributed.

However, if we talk about the countries that are the main producers of fish and seafood, it is necessary to refer to the following terms. The territorial sea is a 12-mile-long sea belt adjacent to the land territory or to the inland waters of a country. The sovereignty of the coastal State extends to this zone, as well as to the airspace, bottom and subsoil of the territorial sea [9].

The open Sea is a zone that is not part of the territorial sea of any State, is not included in any exclusive economic zone, nor in the archipelagic waters of the archipelago State. The high seas are free from the sovereignty of States, and no State has the right to claim subjugation of any part of the high seas [10]. The international regulation of fishing on the high seas is carried out by the UN Convention on the Law of the Sea.

Today, aquaculture is outpacing fishing in the natural environment. In 2022, 130.9 million tons of fish and seafood products were produced in this sector [11]. Including 94.4 million tons of fish specifically, this accounted for 51% of the total production of aquatic life.

According to the FAO report "The State of World Fisheries and Aquaculture - 2024", 89% of aquatic products were used by humans for food purposes, which indicates the importance of this sector for ensuring food security. Based on the analysis of global consumption of fish and seafood, the text of the report mentions that global demand for these goods will grow. It is expected that due to the development of aquaculture, by 2032 the production of aquatic organisms will increase by 10% and amount to 205 million tons [12]. In addition, it is assumed that by 2032 the global consumption of fish and seafood will amount to 21.3 kg per capita, an increase of 12% compared to the current situation.

The fish sector is characterized by a variety of species composition of fish, which undoubtedly affects the prices of the segment. The work of K.V. Kolonchin (2019) explains that the pricing policy of the fishing industry does not have a common format, but has a wide price range for each market segment. The pricing of the fish market takes into account the influence of internal and external factors: the level of supply (the number of products produced, aquaculture, export products), the level of demand (availability and demand for fish products, consumer preferences), the elasticity of fish demand to the income level of the population, market capacity, as well as the scale of exports of goods [13].

In the second part of Kolonchin's work, it is noted that one of the important components of the price of fish products is intermediaries, with logistics chains taking a central place both in the domestic and foreign markets [14]. Moreover, the authors of the report "Analysis of prices of fish products on the domestic market" again mention the problem of unjustified overestimation of prices for fish products by intermediaries, giving a central role in this process to retail chains and explaining that there is a shortage of raw materials on the market [15].

Many countries use a quota system for the extraction of aquatic biological resources. Quotas are one of the main elements of the regulation of fishing and, accordingly, the volume of fish and seafood catch. Based on the information provided in official documents, it can be argued that fish catch quotas are the total allowable catch values of aquatic biological resources in marine waters, inland waters, and in the areas of international treaties.

The main advantage of using this tool is the rational use of water resources, which ensures the long-term existence and the possibility of restoring populations. Together, this method has a strong impact on economic stability and contributes to the sustainable development of fisheries.

In the work of Asanov A.N., Li E.L., Ageshina E.Y., not only the advantages of the quota system are mentioned, but also the disadvantages. For example, the authors argue that the historical principle of quota allocation, which is based on previous catch volumes, led to the monopolization of the industry in the Russian Federation [16]. Now there is a tendency in the world to change the usual way of allocating quotas. The focus is shifting to providing more quotas for the development of aquaculture, scientific purposes, and reducing quotas for industrial fishing, although this item still occupies a large part in the quota system.

There are several ways to purchase fish: fish exchanges, signing a contract, as well as bidding for future catch. The term "fish exchange", used most often, is collective, as it does not reflect the specifics of the activities of such institutions and has differences in the mechanism of work. Fish trading platforms or fish auctions are a more appropriate term, because most often auctions are held in the form of an auction and previous price quotes do not affect pricing in the future in any way, and this is one of the main features for exchanges. In addition, goods must be clearly standardized on exchanges, and standardization of fish and seafood is not possible.

Confirmation of this idea is the largest international wholesale fish and seafood market in Pusan, South Korea. Since 1999, an electronic auction system has been introduced here, through which auctions take place. Norway is another example. Here, all fish and seafood sales are carried out through the Norwegian Fishing Marketing Partnership. More than 95% of fish products are also sold through electronic auctions, which operate continuously.

Fish auctions are today the most popular way to market fish products. A factor in the success of such trade is the strict regulation of fishing. As an example, let's turn again to the experience of Norway, where fish has historically been the country's most valuable resource. The Norwegian Fisheries Marketing Organization sets prices for biological resources, below which the sale of fish is prohibited, and also exercises full control over the fishing processes and the quality of seafood. In addition, all fishermen and fishing organizations must be members of fishing cooperatives, which minimizes the level of poaching.

Currently, China is the largest importer and exporter of fish products. The work of foreign experts mentions that China is the main consumer of Vietnamese processed pangasius fillet (about 80%), which undoubtedly affects the economic stability of Vietnam [17]. In addition, the authors note that the suppliers of shellfish to China are Japan, Indonesia, Peru, each with a share of at least 17% in the total structure. This shows the relationship between the economic indicators of several countries, since for China these countries are the main exporters of raw materials, and for them China is the main importer, providing stable demand.

Ulf Johansson's work mentions that the fishing sector in the Norwegian economy accounts for a significant part of the country's GDP and provides a significant part of the country's export structure [18]. In addition, the authors note that the fishing industry employs a large part of the population.

## CONCLUSION

Thus, the importance of the fishing industry cannot be overestimated. Trade in water resources is an important economic component for many countries, as the fishing sector plays a crucial role in the global economic system and ensuring the food security of the world's population. This industry provides employment opportunities, promotes food diversity, and contributes to the socio-economic development of many regions.

In conclusion, this study highlights the complex interaction of factors shaping the global fish market. The results show that transparent pricing systems are an important aspect of contributing to the sustainable development of the industry. Clear and understandable price information not only promotes fair trade practices, but is also an important tool in combating illegal fishing, reducing opportunities for illegal transactions and increasing accountability.

In addition, the study highlights the urgent need to prioritize and strengthen sustainable aquaculture initiatives on a global scale. Such initiatives are necessary not only to meet the growing demand of the world's population for seafood, but also to protect and preserve marine biodiversity and reduce the burden on natural fish populations and their vulnerable habitats.. Transparent pricing and responsible development of aquaculture are important interrelated elements that contribute to the sustainable development of the global fishing industry. These elements ensure the long-term functioning of the industry and its benefits for the environment and the communities that depend on it.

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## **THE EFFECT OF IMPLEMENTATION ENTERPRISE RESOURCE PLANNING (ERP) SYSTEMS, MANAGEMENT INFORMATION SYSTEMS, AND INTERNAL CONTROL ON COMPANY PERFORMANCE**

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### **ABSTRACT**

This study examines the association between ERP systems, management information systems, and internal control in enhancing corporate performance. Utilizing data gathered from 151 employees across various companies via questionnaires, the research employed Structural Equation Modelling - Partial Least Squares (SEM-PLS) to scrutinize these associations. The findings indicate that the implementation of ERP, management information systems, and internal control significantly and positively influence organizational performance. Notably, no single factor emerged as predominant; rather, all three components collaborate to facilitate improved outcomes. This study offers empirical support for the significance of integrating technological systems and internal control mechanisms to bolster corporate performance. The results emphasize the necessity for organizations to adopt comprehensive and effectively managed systems that not only enhance operations but also guarantee control and precision of information, ultimately leading to superior strategic decision-making and organizational success.

Keywords: Enterprise Resource Planning Systems, Management Information Systems, Internal Control, Company Performance

### **INTRODUCTION**

Growing companies face various difficulties in a highly competitive and dynamic market. As the company grows, new opportunities and challenges require approaches (Alawaqleh, 2021). A company needs to organize everything and provide up-to-date data that is useful for the decision making process as well as keep a close eye on market conditions (Wu, Ho, Fu, & Chang, 2006). This complicates monitoring tasks and can result in hazards that prevent the company from achieving its goals. Every organization needs to evaluate and improve the effectiveness of its control components (Alawaqleh, 2021). Information is the only way to manage business processes and make decisions. The accuracy and way information flows affects business management. When companies have information, they can better understand their operating processes, and any wrong decisions can reduce the company's profits. Therefore, having the ability to utilize the right information at the right time with the right platform can help the overall business process (Michalska, 2005).

Evaluation of company performance is a very crucial aspect for management to assess company performance and plan future goals. Various data are collected so that the activities carried out

can be controlled and accounted for. Information on company performance can be obtained from two sources, namely financial data and non-financial data. Several company performance measurement models can be used to analysis these two sources. One model that can be used is the balanced scorecard method (Fatmawati, 2011). The success of the Balanced Scorecard is evident through its increasing popularity around the world. The Balanced Scorecard approach has been recognized as one of the most significant management tools in recent years (Zizlavsky, 2014).

Nowadays, information systems are progressing in a very important way. If one of the information systems is integrated into a computer, management will make work easier and improve company performance. The information system that management often uses today is the Enterprise Resource Planning system (Wicaksono, Mulyo, & Riantono, 2015). ERP systems are designed to bring together all business activities and functions within an organization into one integrated database (Lee, Wong, & Hoo, 2017). ERP systems are critical to an organization's performance and survival as they help share information and improve operational efficiency (Shen, Chen, & Wang, 2016). In the last decade, ERP systems have been increasingly recognized in large companies around the world, including in Indonesia. In addition to large companies, medium and small companies are also starting to implement ERP systems (Wicaksono et al., 2015).

Organizations know that information is an important need and must be managed properly to achieve goals. Therefore, it will be easier to get information by processing data more quickly, accurately, effectively, and efficiently when there is technology and information systems (Umami, Arya, & Paramarta, 2024). Management information systems (MIS) not only serve as a support tool, but are also a strategic component that determines how they compete in today's global marketplace, whether in terms of managing operations, making data-driven decisions, or improving customer experience (Kurniawan Ritonga & Firdaus, 2024). SIM is a combination of manpower, information technology, and processes formed to create information that is useful for managers in managing the organization in an efficient and effective manner. This system acts as the main tool for collecting, processing, and displaying precise and relevant information to management, so that it can support better decision making (Safira Armah & Rayyan Firdaus, 2024).

In addition to the systems needed to help company performance, companies also need an internal control mechanism that functions to monitor and avoid fraud and errors. The organization's internal control system shows good management because it regulates the responsibilities of each division (Udayani & Sari, 2017). Many studies show that internal controls, ERP, and SIM improve business performance. However, there are still few studies that understand how these three factors work together in different industries and business scales. This research aims to further study how ERP implementation, SIM, and internal controls as a whole affect business performance. This research also shows policy makers how important it is to support digitalization and good corporate governance.

### **Purpose of The Study**

The purpose of this research is to provide both theoretical and practical insights into the interaction between ERP systems, management information systems, and internal controls, highlighting how their synergistic relationship contributes to enhanced company performance. This study aims to enrich existing theories on system integration and its impact on organizational success. Furthermore, it offers practical recommendations for businesses seeking to improve efficiency, effectiveness, and operational security through the strategic implementation of ERP systems and robust internal control

measures. The findings emphasize the critical role of system integration in facilitating improved decision-making and achieving organizational goals more effectively.

### **Research Questions**

1. To what extent does the implementation of Enterprise Resource Planning (ERP) systems influence company performance?
2. In what ways do management information systems contribute to the enhancement of organizational performance?
3. How do internal control mechanisms affect the operational and strategic performance of an organization?
4. What is the collective impact of ERP systems, management information systems, and internal controls on overall organizational performance?

### **THEORETICAL FRAMEWORK AND LITERATURE REVIEW**

Menurut (Barney, 2001) teori *Resource Based View* (RBV) sangat penting untuk manajemen strategis. Gambaran berdasarkan Resource Based View (RBV) ini mengutamakan komponen internal organisasi. Dengan kata lain, keunggulan bersaing perusahaan berasal dari strateginya untuk memaksimalkan sumber daya internal. By focusing on the resources the company has and its capacity, the resource-based perspective (RBV) can provide an appropriate theoretical perspective to study how internal factors can use resources to generate competitive advantages to enhance the company's strategic capabilities (Situmorang, Sembiring, & Sianturi, 2023)

Contingency theory continues to hold significance in contemporary discussions, especially when examining how businesses adapt to intricate and swiftly evolving conditions. A major advantage of this theory lies in its adaptability; it offers a structure for organizations to evaluate both their internal dynamics and external circumstances, enabling them to effectively modify their strategies, structures, and behaviors as needed (Contingency theory, 2024).

*Enterprise Resource Planning* (ERP) is a system and database that automates and combines the processing of information directly from many processes and functions within an organization (Kristianti & Achjari, 2017). Enterprise Resource Planning (ERP) solutions have emerged as a result of improvements in organizational resource planning, to address the introduction of automated business processes (Sharif, Irani, & Love, 2005). ERP is becoming increasingly important in modern enterprises due to its ability to integrate material, financial, and information flows in support of organizational strategy (Shen et al., 2016). By providing fast and accurate data access, the system enables businesses to improve efficiency and productivity (Nanda, Fahrezi, & Dewayanto, 2024).

Management Information Systems (MIS) do not only focus on computer technology, but also involve other things such as human resources, processes, and policies within the organization. This ensures that the information system designed is in line with the vision, strategy, and culture of the organization (Safira Armah & Rayyan Firdaus, 2024). This system covers a variety of functions, from data and risk analysis to the decision-making process. The presence of a management information system is crucial to support business activities in a company (Kustanto & Chernovita, 2021). By understanding the principles and benefits of information systems, companies can improve efficiency in operations, enhance performance, and achieve business goals effectively (Kurniawan Ritonga & Firdaus, 2024).

Internal control has a crucial role in the organization to reduce the possibility of fraud. Efficient internal control will close opportunities for unethical behavior and the tendency to cheat in accounting (Udayani & Sari, 2017). An internal control system is considered adequate if its implementation can ensure the achievement of all company objectives (Mulia, Veithzal, & Mutaqin, 2022). An internal control system is a structure used by an organization to achieve its operational objectives, ensure that people are accountable and prevent fraud (Hanifah, Kuntadi, & Pramukty, 2023).

The performance of a company is a way to assess how effective the company is in meeting its business objectives. There are many factors that can be used as a sign to assess the company's performance, such as increased sales, operational effectiveness, net profit, and customer satisfaction levels (Nanda et al., 2024). Company performance is measured using a balanced scorecard. Balanced Scorecard is a set of indicators that aims to link the vision and strategy, which is outlined in the form of concrete goals and serves to assess progress in the implementation of the strategy (Karuhanga, 2010).

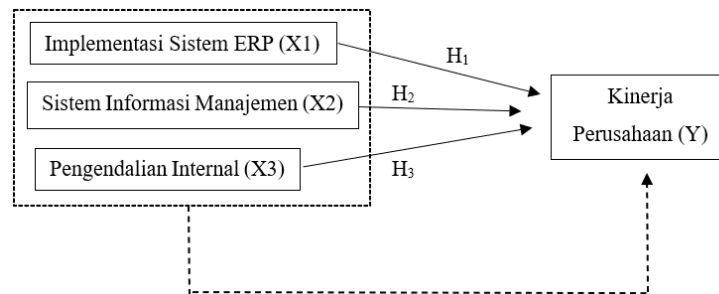


Image 1. *Conceptual Framework*

Source: Data Processed

ERP systems in companies or organizations can assist in organizing and consolidating various business activity data across various functional domains to gain greater insight for the company. The results of (Nanda et al., 2024) show that most of the literature concludes that implementing an ERP system improves company performance by 72%. The results showed that, from the point of view of Information System quality and employee performance after ERP implementation, the implementation of Enterprise Resource Planning (ERP) significantly improved company performance. In hypothesis testing, the results of  $H_0$  is rejected and  $H_a$  is accepted (Hendra Maniza, Muafin, Naim, Handalusia Husni, & Bisnis, 2023).

H1: Enterprise Resource Planning (ERP) system affects Company Performance.

The results showed that the Management Information System affects how effectively Rajadesa District employees work. In other words, the better the management information system, the better the employees work (Puspitasari, Nursolih, & Rustendi, 2023). The more positive the impact of the management information system, the better the performance of the employees (Tayabu, Machmud, & Radji, 2022)

H2: Management Information Systems affect Company Performance.

The findings from the data analysis show that internal control does not have a significant impact on organizational performance (Abdurrahman, 2021). The results showed that there was a positive and significant effect of internal control on company performance (Purwaningsih & Amalia, 2021).

H3: Internal Control affects Company Performance.

## METHODOLOGY

This study examines in depth the three components of ERP, SIM and internal control. The population of this study is employees of companies in the DKI Jakarta area that use the ERP System. The purposive sampling technique was used to select samples based on certain criteria, while the sample size was calculated using the Lameshow formula. Data collection was carried out through a questionnaire that adopted a Likert scale with a range of 1-5 points, to measure respondents' perceptions of ERP usage. Data processing in this study uses the PLS-SEM method. The data obtained were then analysis in three main stages: outer model evaluation, inner model evaluation, and hypothesis testing.

### Findings

Table 1, this section describes how the SEM-PLS analysis method is used to determine the application of the system in a company to improve employee performance. Table 1 presents the demographic characteristics. The result is that most of the respondents are female, namely 53%, and 47% is a man. Based on the age group, 20-30 is the highest proportion of respondents (52%). In addition, most respondents have been using erp systems for more than 3 years (80%).

As indicated in Tabel 2, Outer model testing clarifies the link between each indicator and its latent variable. If the loading factor is greater than 0.7, then the indicator is considered valid so that the results can be used in this study. Alongside the loading factor, it is essential to consider the Average Variance Extracted (AVE) to achieve convergent validity. The AVE should exceed a threshold of 0. 5.

*Tabel 1. Demographic Characteristics*

Variable	Frequency	Percentage
Gender:		
Male	71	47%
Female	80	53%
Age:		
20 – 30	78	52%
31 – 43	73	48%
Variable	Frequency	Percentage
Departemen:		
HR	27	19%
CRM	29	18%
Accounting	21	14%
Manufacturing	12	11%
Sales	37	22%
Purchase	8	5%
Inventory	7	5%
Others	10	6%
Usage Poriod:		
< 1 Tahun	5	3%
1 – 3 Tahun	27	17%
> 3 Tahun	119	80%

Tabel 2. *Validity Test*

<b>Variabel</b>	<b>Item</b>	<b>Loading Factor</b>	<b>AVE</b>
Enterprise Resource Planning X1	X1.1	0.853	0,774
	X1.10	0.734	
	X1.11	0.865	
	X1.12	0.729	
	X1.13	0.888	
	X1.14	0.918	
	X1.15	0.933	
	X1.16	0.909	
	X1.17	0.902	
	X1.18	0.853	
	X1.19	0.918	
	X1.2	0.858	
	X1.20	0.901	
	X1.3	0.875	
	X1.4	0.913	
	X1.5	0.909	
	X1.6	0.936	
	X1.7	0.895	
	X1.8	0.849	
	X1.9	0.933	
Management Information System X2	X2.1	0.777	0,584
	X2.10	0.823	
	X2.11	0.746	
	X2.12	0.734	
	X2.13	0.730	
	X2.14	0.827	
	X2.15	0.721	
	X2.16	0.808	
	X2.17	0.774	
	X2.18	0.786	
	X2.19	0.717	
	X2.2	0.780	
	X2.20	0.739	
	X2.3	0.734	
	X2.4	0.760	
	X2.5	0.747	
X2.6	0.788		
X2.7	0.758		
X2.8	0.802		

	X2.9	0.723	
Internal Control	X3.1	0.944	0,854
X3	X3.10	0.915	
	X3.11	0.924	
	X3.12	0.940	
	X4.13	0.951	
	X3.14	0.932	
	X3.15	0.905	
	X3.16	0.936	
	X3.17	0.915	
	X3.18	0.921	
	X3.19	0.936	
	X3.2	0.929	
	X3.20	0.905	
	X3.3	0.954	
	X3.4	0.932	
	X3.5	0.936	
	X3.6	0.934	
	X3.7	0.894	
	X3.8	0.925	
	X3.9	0.918	
Company Performance	Y1	0.709	0,634
Y	Y10	0.751	
	Y11	0.854	
	Y12	0.732	
	Y13	0.825	
	Y14	0.808	
	Y15	0.840	
	Y16	0.832	
	Y17	0.704	
	Y18	0.850	
	Y19	0.738	
	Y2	0.763	
	Y20	0.846	
	Y21	0.867	
	Y22	0.772	
	Y23	0.821	
	Y24	0.860	
	Y3	0.785	
	Y4	0.710	
	Y5	0.807	

Y6	0.748
Y7	0.797
Y8	0.832
Y9	0.823

Table 3 in PLS, the construct's reliability assessment can employ two approaches: Cronbach's Alpha and Composite Reliability. A latent variable is considered to possess high reliability when both the Cronbach's Alpha and Composite Reliability indices exceed the threshold of 0.70. From the results of the above data analysis shown in Cronbach's Alpha and Composite Reliability, each variable exceeding 0.7 indicates that all latent factors are reliable.

Tabel 4, pertains to the connection between hidden constructs in the study framework. This framework explains the way hidden variables link to each other and how one variable can influence a different one at this stage test R Square, Q Square and F Square. it can be seen that the results of the research that have been processed using SmartPLS at the Inner model stage test the structural which includes the R2, Q2, and F2 tests. The result of the value of R2 obtained as much as 0.492 thus this value identifies that Company Performance can be predicted by Enterprise Resource Planning, Management Information Systems and Internal Control while 50.8% can be predicted by other factors not used in the study. The result of the value of Q2 obtained as much as 0.300 these results explain that the Q2 data that researchers do have variables and data that predict the model well. The result of the value of F2 is obtained as much as 0.582, which shows a value greater than the recommended value of 0.35.

As indicated in Tabel 5, once the outer and inner models have been tested, the next step involves conducting hypothesis testing to examine the causal relationships among the research variables. The t-statistic values produced by the bootstrapping process are used to perform hypothesis testing. The hypothesis is considered accepted (supported) when the tstatistics value exceeds 1.96 at a 5% significance threshold. Based on the table above, Enterprise Resource Planning, Management Information Systems and Internal Control have a significant effect on Employee Performance.

*Tabel 3. Reliability Test*

	<b>ERP</b>	<b>SIM</b>	<b>Internal Control</b>	<b>Company Performance</b>
Cronbach's Alpha	0.987	0.963	0.994	0.975
Composite Reliability	0.988	0.966	0.994	0.976

*Tabel 4. Inner Model*

	<b>R Square</b>	<b>Q Square</b>	<b>F Square</b>
Company Performance	0.482	0.300	0.582

Tabel 5. T-Statistic Values

	Standard Deviation (STDIV)	t-statistics	P-Values	Conclusion
ERP Company Performance	0.072	3.064	0.002	Accepted
SIM Company Performance	0.054	10.638	0.000	Accepted
Internal Control Company Performance	0.058	2.529	0.012	Accepted

## DISCUSSION AND RECOMMENDATION

### Enterprise Resource Planning affects Company Performance

The results prove that enterprise resource planning can explain the process of forming company performance. This shows that enterprise resource planning has a positive and significant influence on company performance. These results indicate that the better the enterprise resource planning system used, the better the company performance. The results of this study indicate that the theory used supports the research assumptions. Companies that use ERP can innovate and improve quality, which has an impact on company performance (Hapsari, 2019). Overall, an (ERP) system is an integrated collection of systems that enable the automation of all the regular business processes that exist in a company (Adetyan, Putra, Adiana, & Wahjono, 2019). The results of this study support research from (Prabowo et al., 2022), (Hapsari, 2019) dan (Adetyan et al., 2019).

### Management Information System affects Company Performance

The results prove that management information systems can explain the process of forming company performance. This shows that the management information system has a positive and significant effect on company performance. These results indicate that the better the information system used, the better company performance. The results of this study indicate that the theory used supports the research assumptions. SIM is very beneficial for improving organizational performance. SIM has been used by leaders of organizations or companies, in an effort to make decisions even though it is still limited. The results of this study support research from (Irawati, Salju, & Hapid, 2019), (Riswanto & Rachmadi, 2023) dan (Meirina & Dewi, 2024).

### Internal Control affects Company Performance

The results prove that internal control can explain the process of forming company performance. This shows that internal control has a positive and significant effect on company performance. These results indicate that the better the internal control is implemented, the better the company's performance will be. The implementation of an internal control system does not only focus on company assets but also seeks to achieve operational efficiency as well as compliance with established policies. The results of this study support research from (Hertina, Kartika, Alfiana, Zulbetti, & Susanto, 2023), (Sopian & Suwartika, 2019) dan (Setiawati & Lim, 2015).

Based on the findings, it is recommended that companies invest in integrated ERP systems and strengthen their internal control mechanisms to optimize performance. Future studies should explore longitudinal data to better understand the long-term effects of ERP systems, management information systems, and internal controls on company performance. Additionally, researchers may want to

consider expanding the sample size and including a wider variety of industries to increase the generalizability of the results. It is also advisable to incorporate a mixed-methods approach, combining quantitative analysis with qualitative interviews to provide a deeper understanding of the factors influencing organizational success. Lastly, companies operating in different regions should be included in future research to assess the impact of cultural and regulatory differences on the effectiveness of ERP systems and internal controls.

### Limitations

Despite the treasured insights provided, this observe has numerous limitations. First, the pattern length of 151 employees, at the same time as ok for the analysis, might not completely constitute the various traits of all industries or large organizations. Lastly, the observe centered on groups from a particular geographical region, which might also additionally restrict the generalizability of the findings to different areas with extraordinary commercial enterprise environments or regulatory frameworks. Furthermore, the studies depended on self-suggested statistics via questionnaires, which can introduce biases in responses.

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## **MARKETING MIX FACTORS AFFECTING GASTRONOMY TOURISM OF THAI TOURIST IN WANG LANG MARKET**

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### **ABSTRACT**

This research aimed to examine the marketing mix factors affecting gastronomy tourism in wang lang market by Thai tourists. The study involved a sample group of 400 Thai tourists. The analysis employed both descriptive statistics, including frequency percentage mean and standard deviation.

The research findings the majority of Thai tourists were female, aged 21-25, with an income of 15,001 THB or more, and held a bachelor's degree. The overall level of opinion regarding the marketing mix among Thai tourists visiting Wang Lang Market was rated high. In this regard, the marketing factors that attract Thai tourists to visit Wang Lang Market are food products and service providers. The next factor is the service factor of the service provider, which is easily accessible and convenient. Factors related to marketing promotions include discounts on products and services. Price factors with a wide range of prices to suit customer needs.

Keywords: Marketing Mix Factors, Gastronomy Tourism, Thai Tourist

### **INTRODUCTION**

Gastronomy tourism in Thailand is projected to continue growing steadily. The value of Thailand's gastronomy tourism market is expected to reach USD 179 billion (approximately THB 6.27 trillion) by 2034, with an average annual growth rate of 18.6%. (smarts me, September 11, 2024, online). In 2024, Thailand's food tourism saw a significant rise in popularity, particularly among international travelers who highly value Thai cuisine. According to Krungthai COMPASS, food tourism especially street food has become increasingly popular, with international tourists' interest growing by 18.1% compared to pre-COVID-19 levels. Key Trends in Food Tourism for 2024 (1) Exploring the Origins of Flavors, Tourists showed keen interest in discovering the roots of iconic dishes, with 78% eager to learn about the origins of famous Thai foods and 92% wanting to try more local dishes. (2) Local Cuisine and Regional Dishes, The Department of Cultural Promotion supported the promotion of local dishes from five regions of Thailand, such as Khao Perb from Sukhothai, Miang Kham

with lotus petals, Khanom Tod Ma (fermented snack), Khanom Pada, and Moo Hong. These efforts aim to celebrate culinary heritage and promote community-based food tourism. (3) Wellness on a Plate: Health-Oriented Food Tourism, the concept of “food as medicine” gained attention. Health-focused culinary tourism highlights the use of traditional herbs and locally grown plants known for their health-boosting and healing properties. And (4) Government and Private Sector Support, The Ministry of Tourism and Sports invited renowned chefs, such as Chef Chumpol Jangprai, to demonstrate special menus that promote food tourism while also supporting local farmers and producers.

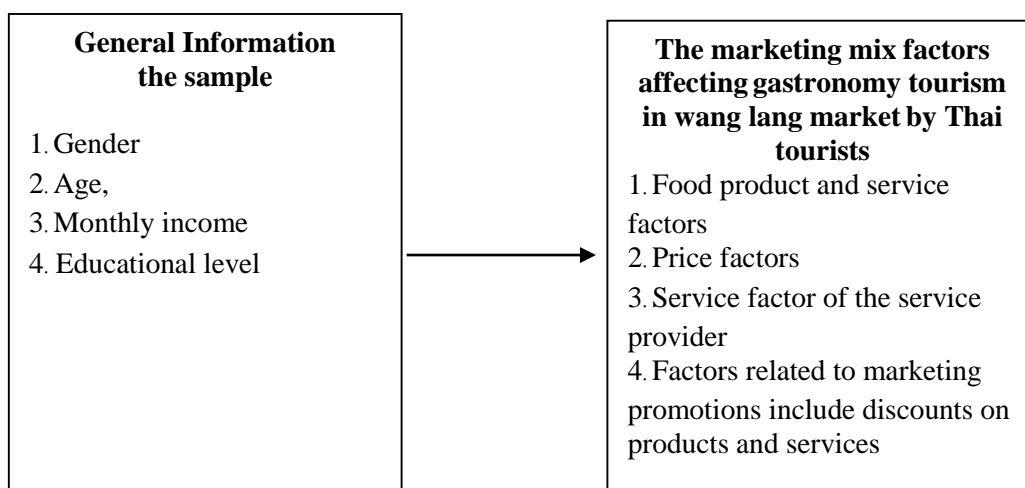
Wang Lang Market in Bangkok Noi District serves as a prominent example of food tourism. With its long-standing history and diverse selection of Thai cuisine that reflects local culture, the market offers a unique atmosphere that attracts both Thai and international tourists (Eung-Aey, 2020). However, the market was significantly impacted by the COVID-19 pandemic, leading to a decline in its popularity and a sharp drop in the number of visitors. For this reason, the researcher conducted a study on the marketing factors that influence Thai tourists’ decisions to engage in food tourism at Wang Lang Market in Bangkok Noi District.

**The Objective of Research**

To study the marketing mix factors affecting gastronomy tourism of Thai tourist in wang lang market.

**LITERATURE REVIEW AND THEORY**

To study the marketing mix factors affecting gastronomy tourism of Thai tourist in wang lang market. The researcher employed the following theories and concepts in the study: The Demographic Theory by Schiffman, L. G. and Wisenblit, J. L. (2015), the Marketing Mix Theory by Kotler, P. (2016), the Tourism Theory by Chantouch Wannathanom. (2009, and the Food Theory Chaiumporn, S, and Rungmaungthong, V. (2014). This enables it to be written as a research framework.



**Fig.1 Research Framework**

**METHODOLOGY**

The scope of research consists of:

1. Research Area: wang lang market Bangkok, Thailand.
2. Population: The population used in this study is the Thai tourists.
3. Sample group: 400 people.

**How to do research**

Part 1 is the basic information questions of the respondents. (Demographic characteristics) including gender, age, monthly income and Educational level, with a single-choice format. Use a nominal scale to express values as frequencies and percentages.

Part 2: Opinions and opinions about the marketing mix factors affecting gastronomy tourism of Thai tourist in wang lang market, use a Rating Scale, which has 5 levels of Interval Scale.

**RESULTS**

The results of the study are as in the following:

**1. General Information the sample**

This research was a quantitative. The population sampling of this study are the Thai tourist, collects data from 400 samplings. The results of the study, most of them are females, aged between 21- 35 years, most monthly income is 15,001 baht or more, most of their education is Bachelor's degree, and Single status. The study concerning the Thai tourists' technology use behavior and their choice of online travel business services in travel planning.

**2. The marketing mix factors affecting gastronomy tourism in wang lang market by Thai tourists.**

**Table 1** *The marketing mix factors Average Performance*

The marketing mix factors	Opinion level		
	$\bar{X}$	S.D.	Interpretation
Food product and service factors	4.17	0.82	High level
Price factors	4.06	0.84	High level
Service factor of the service provider	4.10	0.69	High level
Factors related to marketing promotions include discounts on products and services	3.79	0.91	High level

The results of the study are as in the following:

1. Food product and service quality are key factors influencing Thai tourists' decision to visit Wang Lang Market to high level ( $\bar{X}$  =4.17, S.D.=0.82).
2. The service delivery process of providers is a highly influential factor in Thai tourists' decision to engage in food tourism ( $\bar{X}$  =4.10, S.D.=0.84).
3. The diversity in pricing is a highly influential factor in Thai tourists' decision to visit Wang Lang Market( $\bar{X}$  =4.06, S.D.=0.84).
4. The factors related to marketing promotions include discounts on products and services is a high level ( $\bar{X}$  = 3.79, S.D.=0.91).

**CONCLUSION**

This research aimed to examine the marketing mix factors affecting gastronomy tourism in wang lang market by Thai tourists. The objective is the marketing mix factors affecting gastronomy tourism of Thai tourist in wang lang market. The study involved a sample group of 400 Thai tourists.

The results of the study, most of them are females, aged between 21-35 years, most monthly income is 15,000 baht or more, most of their education is Bachelor's degree.

The study of marketing mix factors influencing Thai tourists' food tourism at Wang Lang Market in Bangkok Noi District found that Thai tourists engaging in food tourism at Wang Lang Market had a high overall level of agreement regarding the marketing mix factors. These included product or service, price, place (distribution), promotion, service process, and personnel—all rated at a high level of importance with statistical significance at the 0.05 level.

This finding is consistent with the research conducted by Siwathida Phumiworamunee and Alisara Thambut (2021) on "Marketing Mix Factors in Community-Based Tourism: A Case Study of the Elephant Village in Kra Pho Subdistrict, Tha Tum District, Surin Province." Their study found that the sample group also rated the overall marketing mix factors at a high level, including product, price, place, promotion, service process, and personnel—with statistical significance at the 0.05 level.

## DISCUSSION AND RECOMMENDATION

In terms of the marketing mix, particularly the promotion aspect, it is recommended to introduce more promotional activities such as daily promotions, point collection programs for product redemption, and discounts for future visits. These strategies aim to attract more Thai tourists to use the services. And future studies should explore the marketing factors and motivations of international tourists, as the insights gained would be beneficial for planning and enhancing food tourism promotion efforts.

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## **A STUDY OF HOW AIRLINES IN THAILAND DEAL WITH UNRULY PASSENGER BEHAVIOR**

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### **ABSTRACT**

This study examines how airlines in Thailand address passenger misbehavior, a growing challenge as air travel in the region grows. By analyzing data from airline staff, the research identified key culprits as alcohol consumption, in-flight stress and delays, with verbal abuse and non-compliance being common problems. The results suggest that while de-escalation techniques and cooperation with law enforcement are effective, gaps remain in crew training and policy enforcement. The study highlights the need for better staff training, stricter alcohol regulations, and better communication to ensure safe and comfortable flights.

Keywords: Unruly passengers, Airline safety, Passenger behavior management

### **INTRODUCTION**

Passenger misbehavior has become a major issue in the global aviation industry, posing serious risks to the safety and comfort of passengers and crew. Airlines operating in Thailand are no exception, as the country's status as a major tourism hub has led to increased air traffic volumes and more incidents of disruptive behavior (International Air Transport Association [IATA], 2021). In-flight misbehavior can range from verbal abuse and failure to follow safety instructions to physical aggression, all of which

threaten the peace and safety of the aircraft (Jones, 2020). Research shows that common triggers for such behavior include alcohol consumption, flight anxiety, and delays (Thongsook, 2019). Despite international regulations set by organizations such as the International Civil Aviation Organization (ICAO) and IATA, Thai airlines still face challenges in effectively managing these incidents (Civil Aviation Authority of Thailand [CAAT], 2020). This study aimed to explore how airlines in Thailand deal with inappropriate passenger behavior and assess the effectiveness of these airlines' management strategies.

### **RESEARCH METHODOLOGY**

#### **1. Research Significance**

The significance of this research lies in its contribution to improving safety and operational efficiency in the Thai aviation industry. The study provides valuable insights into the root causes of inappropriate behavior and the effectiveness of current management strategies by examining how airlines deal with inappropriate passengers. As Thailand's air

traffic volume continues to increase, addressing these challenges is crucial to maintaining a safe and pleasant flying environment for passengers and crew (Thongsook, 2019). The results of this study can be used to inform airline policymaking, improve crew training, and strengthen regulations, ultimately leading to a safer and more professional flying experience (Civil Aviation Authority of Thailand [CAAT], 2020).

## 2. Objectives

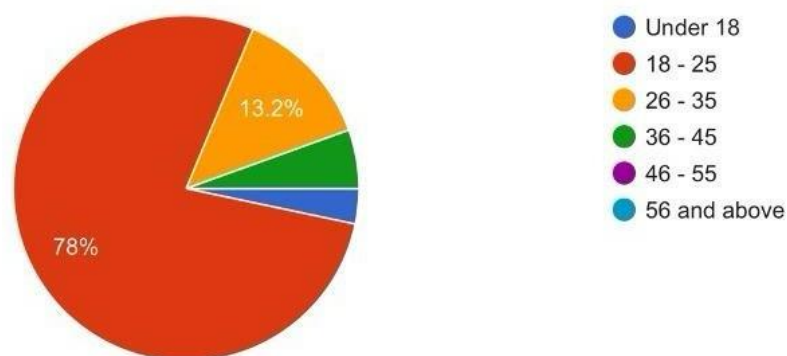
The primary objective of this study was to examine how Thai Airlines deals with passenger misbehavior and assess the effectiveness of their current strategies. Specifically, the study aimed to identify the most common causes of passenger misbehavior, such as alcohol consumption, in-flight stress, and delays (Jones, 2020). The study also focused on assessing the measures airlines have implemented, including de-escalation techniques, crew training, and alcohol restrictions (Thongsook, 2019). Another goal was to provide actionable recommendations to improve these strategies, such as improving crew readiness, enforcing stricter alcohol laws, and communicating better with passengers to reduce the likelihood of such incidents (Civil Aviation Authority of Thailand [CAAT], 2020). These objectives will help develop more effective management practices that will ensure flight safety and improve the overall passenger experience.

## 3. Research Methodology

This study used a mixed methods approach, combining a quantitative survey with a qualitative case study to ensure a comprehensive understanding of how airlines handle passenger misbehavior. The quantitative survey allowed for statistical data collection on the frequency and types of incidents, while the qualitative study provided insights into real-world situations (Creswell & Creswell, 2017). This mixed methods design ensured that the study covered both broad patterns and different experiences, providing a comprehensive perspective on the issue.

## 4. Various graphs that we obtained from collecting questionnaires

What is your age?



**Figure 4.1: Age**

This graph shows the age distribution of the study respondents, providing insight into the demographic makeup of the individuals involved in the survey on passenger disruptive behavior. The majority of respondents were in their mid-20s to late 30s, a demographic that is often frequent travelers for both professional and personal reasons. Given their long experience of air travel, they are more likely to experience a variety of passenger behaviors, making their feedback particularly valuable in understanding the triggers and responses to disruptive incidents on board.

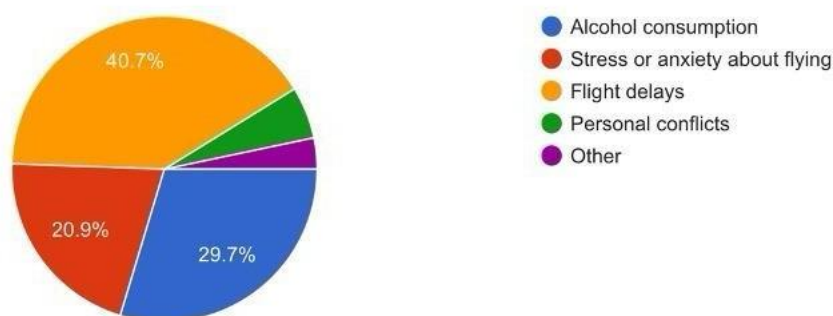
The dominance of this age group among the survey respondents could be explained by several factors. Individuals in their mid-20s to late 30s tend to travel for work-related purposes, which means they are more exposed to the stressors of air travel, such as flight delays, long-haul flights, and potentially disruptive behavior from other passengers. Additionally, this demographic tends to be more familiar with current air travel regulations and safety protocols, which gives them a context to provide informed feedback on crew performance and airline management strategies.

Interestingly, younger passengers, particularly those in their early 20s and younger, were less frequent in the survey, potentially indicating that younger passengers are more frequent travelers.

Alternatively, it may indicate a lower likelihood of participating in research on in-flight disruptions. Conversely, fewer respondents were found to be over 50, perhaps because they travel more frequently or prefer to travel on a casual, non-commercial basis, where disruptions occur less frequently.

By analyzing this age distribution, the research highlights the importance of targeting airline safety and service strategies to key age groups, who are not only frequent travelers but also key stakeholders in maintaining an efficient and safe flight experience. These respondents can provide important insights into common causes of inappropriate passenger behavior and effective management strategies, helping airlines to better tailor their training programs and policies to meet the specific needs and challenge these demographic faces during air travel.

What do you believe are the most common triggers of unruly passenger behavior?



**Figure 4.2:** Common Triggers of Unruly Passenger Behavior

This graph identifies and identifies key factors that drive inappropriate passenger behaviour, providing a clear picture of the most common causes of disruptive incidents on flights. Of the data collected, alcohol consumption was identified as a key culprit, with 65% of respondents indicating that alcohol consumption played a key role in triggering inappropriate behaviour. Alcohol impairs judgment and self-control, often worsened in the confined environment of an aircraft, in line with global research that found alcohol to be one of the leading causes of disruptive behaviour in air travel (International Air Transport Association [IATA], 2021).

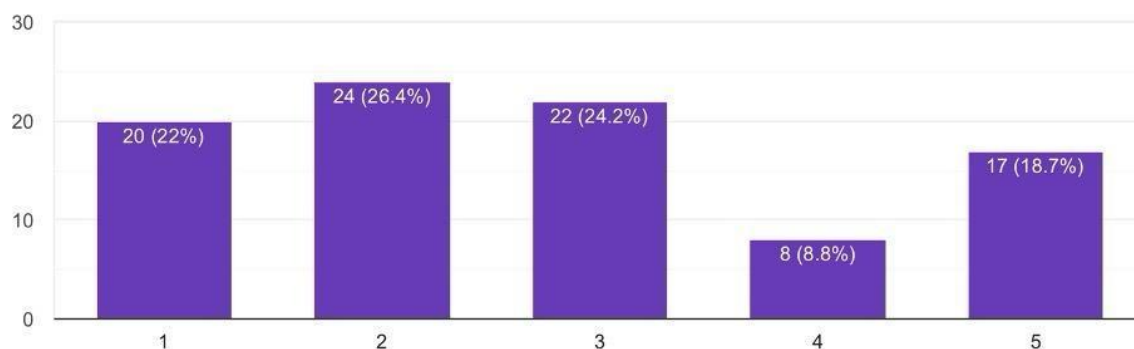
Flight stress or anxiety was identified as a key trigger after drinking alcohol, with 50% of respondents indicating that many passengers experience increased anxiety during flights due to fear of flying, the long-haul flight environment or discomfort in enclosed spaces. These feelings can lead to frustration, irritability and, in some cases, aggressive behaviour. The study highlights the importance of airlines providing emotional support or relaxation techniques to anxious passengers, in order to defuse potential conflicts before they escalate.

Flight delays were also identified as a key culprit, with 45% of respondents indicating this as a cause of passenger misconduct. Delays often lead to increased impatience and stress, particularly when passengers are not given enough information or when airline staff are not communicating. Long waiting times In particular, without clear updates, frustration can manifest as inappropriate behavior.

Another less prominent trigger factor was personal conflicts between passengers, which accounted for 30% of all responses. Although personal conflicts are less common than the primary triggers, they can quickly escalate in a cramped cabin. These disputes often arise over seating, luggage space, or personal behaviors such as reclining seats or noise levels. Finally, factors such as service dissatisfaction and language barriers, although less frequently mentioned, also contribute to the overall risk of disruptive incidents.

The findings highlight the critical need for airlines to address these key triggers in their passenger management strategies. Proactive steps, such as stricter controls on alcohol consumption, increased communication about delays, and providing alternative stress-relief options, can significantly reduce the incidence of inappropriate behavior. Crew training in de-escalation techniques is also essential for addressing conflicts that may arise from these common triggers.

## Conflict de-escalation techniques



**Figure 4.3:** Effectiveness of Conflict De-escalation Techniques

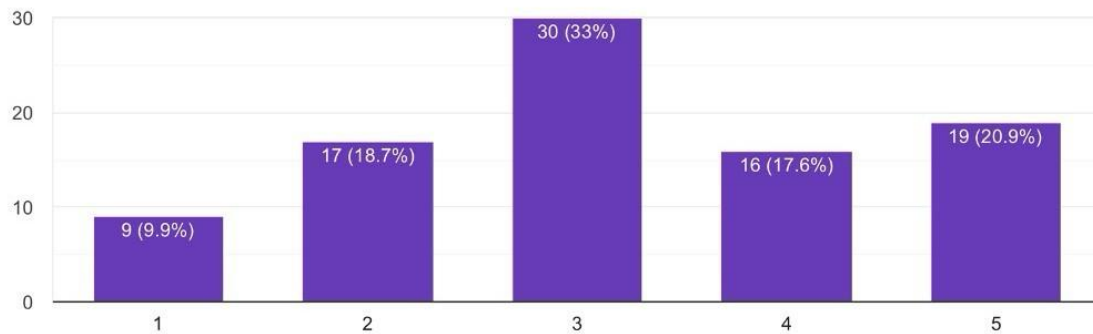
This graph illustrates respondents' ratings of the effectiveness of conflict de-escalation techniques used by airline staff to manage unruly passenger behavior. A significant majority of the respondents, particularly cabin crew members, reported that these techniques were highly effective in reducing the severity of disruptive incidents onboard. De-escalation techniques, which often involve calm communication, active listening, and empathetic engagement, are crucial tools in preventing conflicts from escalating into more serious confrontations, such as physical aggression or threats to safety (Jones, 2020).

The graph highlights that cabin crew members, who are typically on the front line of managing passenger behavior, view these de-escalation techniques as vital to maintaining order. In high-stress situations, crew members rely on these strategies to defuse tension, calm anxious or intoxicated passengers, and re-establish a sense of calm among other passengers. Respondents emphasized the value of de-escalation training, indicating that staff who had received this training felt better prepared to handle disruptive situations. The results suggest that airlines investing in such training not only protect the safety of passengers and crew but also improve the overall flying experience by addressing potential conflicts before they escalate.

However, while a majority found the techniques effective, some respondents noted that de-escalation may not always work in situations involving highly intoxicated or aggressive passengers, where immediate action or intervention from law enforcement may be required (IATA, 2021). This underscores the need for a comprehensive approach that includes both de-escalation training and clear protocols for escalating incidents when necessary.

The findings point to the importance of ongoing training in conflict management for airline staff. Airlines should prioritize equipping their crew with the necessary skills to calmly and effectively manage various types of disruptive behaviors, reinforcing a passenger-focused approach that promotes safety and service excellence.

Alcohol restrictions prior to and during the flight



**Figure 4.4:** Alcohol Restrictions Before and During the Flight

This graph shows respondents’ perceptions of the effectiveness of alcohol restrictions as a tool to reduce inappropriate passenger behaviour. A significant number of respondents agreed that limiting alcohol consumption both before boarding and during a flight would help reduce disruptive incidents.

Alcohol consumption, as highlighted in the research, is a key trigger for inappropriate passenger behaviour, resulting in impaired judgment, loss of self-control and sometimes physical aggression (IATA, 2021).

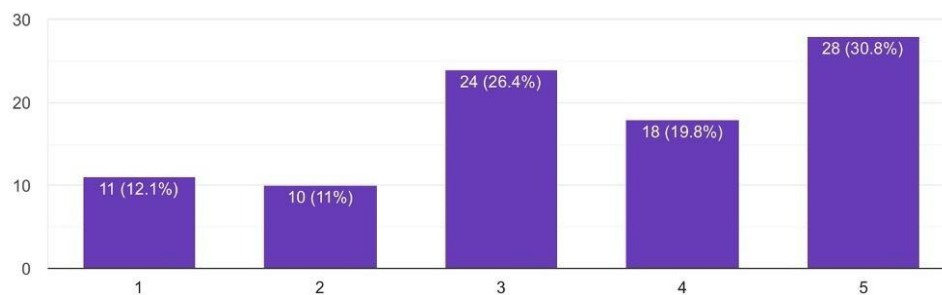
Respondents noted that passengers who drink excessively are more likely to ignore safety instructions, verbally abuse or behave aggressively towards crew and other passengers. This graph reveals a consensus among airline staff, particularly cabin crew, that stricter enforcement of alcohol restrictions, including limiting the number of drinks served on board, could help prevent such incidents from escalating.

The study’s findings also suggest that drinking alcohol before boarding is a factor, with respondents indicating that passengers often board flights already intoxicated, drinking in airport lounges or bars, highlighting the need for airport policies in conjunction with airlines to control excessive alcohol consumption before boarding. A significant number of respondents supported policies such as cutting off the sale of alcohol at certain times before boarding or even refusing to serve alcohol to visibly intoxicated passengers.

While serving alcohol on board is part of the customer experience, stricter oversight may be needed. Many respondents suggested limiting the number of alcoholic beverages served per passenger and improving cabin crew training to recognize early signs of intoxication. Some suggested that airlines should offer non-alcoholic beverages as an alternative or incentive for passengers who choose not to drink during a flight.

While alcohol restrictions are considered effective, the study also emphasizes that these policies should be enforced consistently across airlines and on all flights to maximize their impact. Stricter regulations could improve the overall flying experience for all passengers, reducing the likelihood of encountering disruptive behavior from intoxicated individuals.

Crew training on handling unruly passengers



**Figure 4.5:** Effectiveness of Crew Training

This graph illustrates the effectiveness of cabin crew training in handling disruptive incidents on flights. The majority of respondents, particularly those who served as cabin crew, rated the effectiveness of the training program highly, indicating a clear consensus that proper preparation is essential in dealing with inappropriate passenger behavior. The data highlights that effective training equips cabin crew with essential skills such as conflict resolution, communication techniques and situational awareness, all of which are crucial in handling potentially unstable situations on flights.

Cabin crew training programs typically cover topics such as de-escalation techniques, emergency response procedures and strategies for handling passenger misconduct. The results indicate that respondents who received comprehensive training felt significantly more prepared to handle challenging situations involving inappropriate passengers, which ultimately improves the safety and comfort of all passengers on board.

Furthermore, the graph highlights the need for ongoing training to ensure cabin crew are kept up to date on best practices and emerging issues related to passenger behavior. As the airline industry evolves and the number of passengers increases, training programs must adapt to effectively meet new challenges. Respondents emphasized that refresher courses and ongoing skills development play a key role in maintaining high standards of service and safety in the aviation environment.

The high scores for training effectiveness also indicate that airlines that invest in effective training programs can improve operational efficiency and customer satisfaction. Properly trained crew members are better equipped to de-escalate stressful situations before they escalate, resulting in less disruption, more confident passengers, and an overall positive flying experience. These insights highlight the critical need for airlines to prioritize crew training as a fundamental component of their strategy for effectively addressing inappropriate behavior.

## **CONCLUSION**

The rise in inappropriate passenger behavior is a major challenge for airlines, especially in Thailand, where the aviation industry is rapidly expanding due to increased domestic and international travel. This study highlights key factors that contribute to inappropriate behavior, such as alcohol consumption, flight stress and delays, and highlights the need for airlines to develop comprehensive strategies to effectively address these issues. The findings indicate that although a significant number of passengers engage in inappropriate behavior due to a variety of factors, appropriate management techniques, such as conflict de-escalation training and strict alcohol restrictions, can alleviate these challenges.

The collected data reveals that cabin crew training is essential to effectively manage disruptive incidents, with the majority of respondents agreeing on the positive impact of such training on their preparedness, highlighting the need for airlines to continuously invest in training programs to equip their staff with the skills needed to handle difficult situations. Airlines must also adopt stricter policies on serving alcohol and promote better communication with passengers to reduce potential conflicts.

Furthermore, working with regulators to improve the legal framework related to inappropriate behavior can help airlines ensure a safer flying environment. As the aviation landscape continues to change, continued research into passenger behavior and effective management practices is essential to maintain safety and improve the overall travel experience. By using these strategies, airlines can not only protect their crew and passengers but also maintain their reputation in a highly competitive industry.

## **DISCUSSION AND RECOMMENDATIONS**

The study highlights the multi-faceted nature of passenger misbehavior and its significant impact on the Thai aviation industry. Key factors identified included alcohol consumption, flight-related stress and delays, highlighting key areas where airlines need to address passenger and crew safety. The high effectiveness scores for de-escalation techniques and crew training indicate that properly prepared staff can play a key role in managing such incidents, highlighting the need for continued investment in comprehensive training programs that equip crew with the skills to effectively manage passenger behavior.

Based on the results of the study, airlines should consider implementing stricter alcohol policies, including pre-boarding consumption monitoring and limiting alcohol service on flights. Additionally, improving communication with passengers about behavioral expectations can help reduce stress. Airlines should consider working with mental health professionals to provide support to anxious passengers, as managing flight-related stress can reduce the likelihood of disruptive incidents.

Furthermore, continuous monitoring of passenger behavior trends will allow airlines to effectively adjust their strategies, ensuring that safety and service quality remain paramount as the industry continues to evolve.

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**THE RELATIONSHIP BETWEEN CORPORATE REPUTATION ON CLMVT PASSENGERS' SATISFACTION AND TRUST IN ASEAN AIRLINES**

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**ABSTRACT**

This research aimed to study the relationship between corporate reputation on CLMVT passengers' satisfaction and trust in ASEAN airlines. The samples consisted of 400 passengers who nationalities are Cambodia, Lao, Myanmar, Vietnam and Thailand. The research instrument was the questionnaire. The statistical methods used for the study were frequency, percentage, mean, standard deviation, t-test, One-Way ANOVA and Pearson's Correlation Coefficient. The results found that overall corporate reputation level evaluated by the CLMVT passengers was high ( $M=3.88$ ,  $S.D.=1.03$ ), overall satisfaction level evaluated by the CLMVT passengers was high ( $M=3.95$ ,  $S.D.=1.07$ ), overall trust level evaluated by the CLMVT passengers was high ( $M=3.96$ ,  $S.D.=1.04$ ). There is a positive relationship between corporate reputation and satisfaction at a moderate level ( $r = 0.66$ ) and there is a positive relationship between corporate reputation and trust at a moderate level ( $r = 0.68$ ) at a statistical significance level of 0.05. The other factors affecting choosing the airlines are price and promotion. The respondents preferred to use the internet when buying the tickets. Therefore, they may have more choices and less loyal to the airlines.

Keywords: Corporate Reputation, Satisfaction, Trust, CLMVT Passenger

**INTRODUCTION**

The CLMVT countries—Cambodia, Lao PDR, Myanmar, Vietnam, and Thailand—are part of the Greater Mekong Subregion and have experienced rapid growth in tourism and foreign investment, especially from China (The ASEAN Post, 2018). This growth has expanded aviation through low-cost carriers (LCCs), MRO operations, and regional competition. With ASEAN's Open Skies policy, Southeast Asia's air travel is projected to grow at 5.8% CAGR by 2036 (The ASEAN Post, 2018). Increased frequency and price competition make customer loyalty crucial. Studies reveal that corporate reputation, satisfaction, and trust significantly impact loyalty in low-cost airline contexts (Ariffin et al., 2018; Phongpetra & Johri, 2021). For instance, customer trust and image strongly influence repurchase decisions among Thai LCC users. Therefore, this research explores how these factors affect airline customer loyalty in the CLMVT region.

**Objectives**

1. To study the levels of corporate reputation, satisfaction and trust?
2. To study the relationship between the corporate reputation and satisfaction & trust of the CLMVT passengers?
3. To explore the factors affecting choosing the airline for the passengers

### Research Questions

1. What are the levels of corporate reputation, satisfaction and trust?
2. Is there any relationship between the corporate reputation and satisfaction & trust of the CLMVT passengers?
3. Is there is other factors affecting choosing the airline for the passengers?

### LITERATURE REVIEW AND THEORY

This research examines corporate reputation, satisfaction, and trust as essential components of customer loyalty in the airline industry (Oliver, 1999; Chaudhuri & Holbrook, 2001). Corporate reputation reflects an airline's accumulated public perception based on its service history and image, often influencing customers' decisions before purchase (Fombrun & Shanley, 1990). Satisfaction, another key factor, indicates a customer's positive evaluation of a service, which can lead to repeat purchases and favorable word-of-mouth (Kotler & Keller, 2016). Trust, though intangible, is particularly significant in the service sector, where reliability and confidence shape long-term relationships and sustainable loyalty (Morgan & Hunt, 1994). In competitive regional markets like CLMVT, understanding how these variables interact is critical. Related studies that explore these relationships in ASEAN airline contexts include 1) Effects of service quality, corporate image, and customer trust on the corporate reputation of airlines (Song, Ruan and Park, 2019) 2) Corporate reputation and corporate image influence customer purchase intentions and loyalty of low-cost airlines (Kijpanjasub and Jitkuekul, 2019) and 3) Influencing of image and airline reputation to satisfaction and customer loyalty of the low-cost airline in Thailand (Piamsirikamol, 2022)

### METHODOLOGY

The researcher developed the questionnaires which consisted of 5 parts and distributed to 400 CLMVT passengers. It included as 1) personal factors 2) corporate reputation level 3) satisfaction level 4) trust level and 5) other suggestions. The data analysis were descriptive statistics as frequency, percentage, mean, standard deviation and the inferential statistics was Pearson Correlation. The reliability from tryout of 40 samples was acceptable at 0.91. The Likert's Scale was used to measure the range.

Mean Range	Interpretation
4.21 – 5.00	Highest
3.41 – 4.20	High
2.61 – 3.40	Moderate
1.81 – 2.60	Low
1.00 – 1.80	Lowest

**RESULTS**

The results found that 1) personal factors 2) corporate reputation 3) satisfaction 4) trust and 5) Pearson’s Correlations 6) Other Suggestion.

Table 1 *Personal Factors*

Profile Factors	Particulars	F	%
Gender	Male	170	42.50
	Female	230	57.50
Age	18-26	215	53.80
	27 – 42	171	42.80
	43 – 58	5	1.30
	59 and over	9	2.30
Nationality	Cambodia	67	16.80
	Lao	90	22.50
	Myanmar	89	22.30
	Vietnam	115	28.70
	Thailand	39	9.80
Frequency	Less than 1 time a year	74	18.50
	1-2 times a year	168	42.00
	3-4 times a year	90	22.50
	More than 4 times a year	68	17.00
Airline Preferred	Thai Airways	113	28.20
	Singapore Airlines	121	30.30
	Malaysia Airlines	111	27.80
	Vietnam Airlines	40	10.00
	Garuda Airlines	12	3.00
	Others	3	0.80

The results of the study found that out of 400 respondents who are the CLMVT passengers, mostly the respondents were female (=57.50%), the age range was 18-26 (=53.80%), the nationality was Vietnam (=28.70%), the frequency of flying was 1-2 times a year (=42%), the airline preferred was Singapore Airlines (=30.30%).

The tables below explore each item within the components of corporate reputation, satisfaction, and trust levels. Hypothesis testing is conducted on the relationship between corporate reputation and personal factors.

Table 2 *Level of Corporate Reputation Evaluated by the CLMVT passengers*

Corporate Reputation	Mean	S.D.	Meaning
Creditability	3.55	1.08	High
Trustworthiness	3.67	1.03	High
Reliability	3.87	1.06	High
Responsibility	4.30	0.95	Highest
Overall Corporate Reputation	3.88	1.03	High

The results of the study found that overall corporate reputation level evaluated by the CLMVT passengers was high (M= 3.88, S.D. = 1.03). The highest score component was responsibility at the highest level (M=4.30, S.D.=0.95) and the lowest score component was creditability at a high level (M=3.55, S.D.=1.08).

Table 3 *Level of Satisfaction Evaluated by the CLMVT passengers*

Satisfaction	Mean	S.D.	Meaning
Cognitive	4.03	1.08	High
Affective	3.94	1.07	High
Behavioral	3.89	1.06	High
Overall Satisfaction	3.95	1.07	High

The results of the study found that overall satisfaction level evaluated by the CLMVT passengers was high (M=3.95, S.D.=1.07). The highest score component was Cognitive at the high level (M=4.03, S.D.=1.08) and the lowest score component was Behavioral at a high level (M=3.89, S.D.=1.06).

Table 4 *Level of Trust Evaluated by the CLMVT passengers*

Trust	Mean	S.D.	Meaning
Competency	3.71	1.05	High
Consistency	4.01	1.01	High
Integrity	4.16	1.06	High
Compassion	3.96	1.02	High
Overall Trust	3.96	1.04	High

The results of the study found that overall trust level evaluated by the CLMVT passengers was high (M=3.96, S.D.=1.04). The highest score component was Integrity at the high level (M=4.16, S.D. = 1.06) and the lowest score component was Competency at a high level (M=3.71, S.D.=1.05).

Table 5 *Hypothesis Testing*

Corporate Reputation	Test-Value	P-Value	Results
Gender	2.25	0.14	Accept H <sub>0</sub>
Age	1.43	0.23	Accept H <sub>0</sub>
Nationality	0.30	0.88	Accept H <sub>0</sub>
Airline Preferred	7.16	0.00*	Reject H <sub>0</sub>
Frequency of Flying	6.60	0.00*	Reject H <sub>0</sub>

\*At a statistical significance level of 0.05.

Hypothesis testing results by using t-test found that there is no difference between two genders regarding corporate reputation (T= 2.25, P=0.14). By using one-way ANOVA, it found that there is no difference among the means of age and nationality regarding corporate reputation (F=1.43, P=0.23 and F=0.30, P=0.88). However, at least one of the means of airline preferred and frequency of flying are different among another regarding corporate reputation, respectively (F=7.16, P=0.00\* and F=6.60, P=0.00\*)

Table 6 *Pearson correlation coefficient test results for the relationship between corporate reputation and satisfaction & trust*

Corporate Reputation	Satisfaction and Trust			
	Pearson Correlation Coefficient	Significance Level	Relationship	Correlation Direction
Satisfaction	0.66	0.00	Moderate	Positive
Trust	0.68	0.00	Moderate	Positive

\*At a statistical significance level of 0.05.

The results of the study showed that there is a positive relationship between corporate reputation and satisfaction at a moderate level ( $r = 0.66$ ) and there is a positive relationship between corporate reputation and trust at a moderate level ( $r = 0.68$ ).

**Results of the Suggestions**

Other factors of choosing airlines are the airline nationality reputation, price and promotion from buying on internet or applications of travel search engines. Passengers may switch to other low-cost carriers if they compare lower price from the travel search engines, particularly when they fly in the short-route such as in Asia.

**CONCLUSION**

In conclusion, the components of customer loyalty which includes corporate reputation, satisfaction and trust level are at a high level. There is a positive relationship between corporate reputation and satisfaction at a moderate level and there is a positive relationship between corporate reputation and trust at a moderate level at a statistical significance level of 0.05. The other factors affecting choosing the airlines are price and promotion. The respondents preferred to use the internet when buying the tickets. Therefore, they may have more choices and less loyal to ASEAN airlines.

**DISCUSSION AND RECOMMENDATION**

Findings showed that there is a positive relationship between corporate reputation and satisfaction at a moderate level ( $r = 0.66$ ) and there is a positive relationship between corporate reputation and trust at a moderate level ( $r = 0.68$ ).

This is similar to the research titles of corporate reputation and corporate image influence customer purchase intentions and loyalty of low-cost airlines (Kijpanjasub, and Jitkuekul, 2019 and Piamsirikamol, 2022) and similar to the title effects of service quality, corporate image, and customer trust on the corporate reputation of airlines found that corporate image and customer trust significantly affect corporate reputation (Song, Ruan and Park, 2019). The only airline preferred and frequency of flying means in personal factors are different among another regarding corporate reputation.

The recommendation of the study was the ASEAN airlines should use the corporate reputation on the CLMVT passengers who frequently fly. The trust in airlines preferred are important for long-flight. However, to maintain the passengers in short-flights, the airlines need to pay attention to price and promotion on internet.

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**SANCTIONS AGAINST RUSSIA: IMPLICATIONS FOR TRADE WITH CHINA  
AND STRATEGIC ADAPTATIONS BY RUSSIAN COMPANIES**

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**ABSTRACT**

The article examines the impact of Western sanctions on trade relations between Russia and China, as well as adaptation strategies of Russian companies. Using mixed methods (analysis of trade data for 2019-2025 and documents), were identified structural shifts: a 35% increase in energy exports to China, a shift to RMB and ruble settlements (70% of transactions), as well as localization of production and digitalization of business. Despite the successes, the key risks remain technological dependence on China and market competition. The results emphasize the need for a balance between cooperation with China and diversification, which calls into question the effectiveness of sanctions in a multipolar environment.

Key words: adaptation strategies, import substitution, digital transformation, multipolarity.

**Objectives:**

- Analyze the impact of Western sanctions on Russia-China trade dynamics.
- Identify adaptation strategies employed by Russian companies to mitigate sanctions-related risks.
- Assess the long-term sustainability of Russia's economic pivot toward China.

**Research Questions**

- How have sanctions altered bilateral trade patterns between Russia and China?
- What strategic shifts have Russian companies adopted to sustain operations?
- What risks and opportunities arise from Russia's deepening reliance on China?

**METHODOLOGY**

A mixed-methods approach was employed:

- Quantitative Analysis:** Trade data (2019–2025) from the IMF, Russian Central Bank, and China Customs.
- Document Analysis:** Policy papers, corporate reports, and sanctions legislation.

## INTRODUCTION

The geopolitical landscape **since** 2022 has reshaped global trade dynamics, with Western sanctions against Russia accelerating a pivot toward China. This shift has not only altered bilateral trade patterns but also compelled Russian businesses to adopt innovative strategies to survive and thrive. This article examines the consequences of sanctions on Russia-China trade and explores how Russian companies are redefining their operational frameworks in response to these challenges.

### 1. The Sanctions-Driven Shift in Trade Dynamics

Sanctions have disrupted Russia's traditional trade routes, pushing it closer to China. In 2024, China became Russia's largest energy partner, importing \$95 billion worth of oil, gas, and coal—a 35% increase from pre-sanction levels. [1] This surge reflects China's strategic reliance on Russian **energy** to offset reduced imports from the U.S., particularly after Beijing imposed retaliatory tariffs on American LNG and crude oil [1,2].

Key developments include:

- **Energy Dominance:** Russia now supplies over 20% of China's crude oil and 15% of its natural gas, leveraging pipelines like *Power of Siberia* and Arctic LNG projects [1].
- **Commodity Diversification:** Beyond energy, Russia exports agricultural products (e.g., wheat and soybeans) and raw materials (timber, metals) to China, which has relaxed customs protocols to facilitate trade [1].
- **Currency Realignment:** To circumvent dollar-based sanctions, 70% of bilateral transactions now use the yuan or ruble, reducing dependency on Western financial systems [1].

### 2. Adaptation Strategies by Russian Companies

Facing **restricted** access to Western technology and capital, Russian firms are adopting multi-pronged strategies to sustain growth.

#### **Import Substitution and Localization:**

Sanctions have spurred a "*Made in Russia*" movement, with companies prioritizing domestic production or **sourcing** components from China. For instance: Tech and Manufacturing - Russian manufacturers now rely on Chinese semiconductors and machinery, with joint ventures like *Huawei-Rostec* producing 5G infrastructure [6]. Agriculture - Domestic fertilizer production has risen by 40%, supported by Chinese investments in agro-industrial parks [6].

#### **Digital Transformation:**

E-Commerce platforms like *Wildberries* and *Ozon* have expanded into China, using AI-driven logistics to streamline cross-border deliveries [3]. AR/VR Integration -Retailers such as *Prada* and *Louis Vuitton* (operating in Russia via parallel imports) employ augmented reality for virtual product trials, a tactic mirrored by Russian firms targeting Chinese consumers [3].

**Financial Resilience:**

Companies had to restructuring finances to mitigate political risks. Therefore, over 50% of large corporations have refinanced Eurobonds through Asian banks, particularly the China Development Bank [6].

**Logistical Reconfiguration:**

Sanctions have necessitated new supply chains cause transport ways existing before sanctions became ineffective. Shipping via Northern Sea Route has reduced transit times to China by 30%, with *Novatek* and *COSCO* jointly operating ice-class LNG carriers [1]. Also new Rail Corridor was created: *The New Eurasian Land Bridge*. Now it handles 25% of Russia-China freight, bypassing congested sea routes [1].

**3. Challenges and Risks:**

Despite the successes achieved, progress is hampered by continuing challenges. Small and medium-sized enterprises (SMEs) face difficulties in complying with China's strict customs regulations and environmental, social and management Standards (ESG), which limits their integration into the market[1]. At the same time, Russia's heavy dependence on Chinese technologies, especially in critical industries such as semiconductor manufacturing, increases the long-term risks of strategic dependence and vulnerability[6]. In addition, competition in the energy market is intensifying as China expands its supplier base to include alternative countries such as Iran and Venezuela, which increases pressure on Russian exporters[1]. These obstacles highlight the difficulty of maintaining Russia's economic orientation towards China in the face of changing global dynamics.

**4. Sector-Specific Adaptations:**

In energy sector the leader of Russian market *Gazprom* has shifted 60% of its European LNG contracts to Asia, with China absorbing 80% of redirected volumes [1]. In construction sphere firms in the Volga Federal District report a 15% efficiency gain using digital project management systems to coordinate with Chinese contractors [4]. In retail *Biogena*, a European nutraceutical brand operating in Russia, built a loyalty program via online health communities, a model replicated by Russian Pharma startups targeting Chinese markets [3].

**5. Future Outlook:**

The Russian-Chinese partnership has every chance of further strengthening, which is facilitated by three key factors. First, ambitious infrastructure initiatives such as the proposed Trans-Siberian High-Speed Railway are aimed at improving logistics links, optimizing cross-border trade and transport. Secondly, joint efforts in the field of "green" energy - including joint ventures for the production of wind and solar energy - are in line with the Chinese decarbonization program, contributing to a sustainable transition to energy and at the same time deepening bilateral ties [5]. Thirdly, the expansion of the digital Silk Road through advanced 5G networks and blockchain technology is aimed at increasing the efficiency and transparency of trade, which meets the changing requirements of global commerce [6]. Collectively, these initiatives emphasize the strategic alignment of economic, environmental, and technological priorities, strengthening the foundation for a more integrated and sustainable partnership.

## CONCLUSION

Sanctions have catalyzed a structural realignment in Russia’s economy, with China emerging as both a lifeline and a strategic ally. Russian companies demonstrate remarkable agility through localization, digital innovation, and financial restructuring. However, sustaining this momentum requires balancing dependency risks with diversification. For global policymakers, this partnership underscores the need to rethink sanction efficacy in an increasingly multipolar world.

Appendix 1.

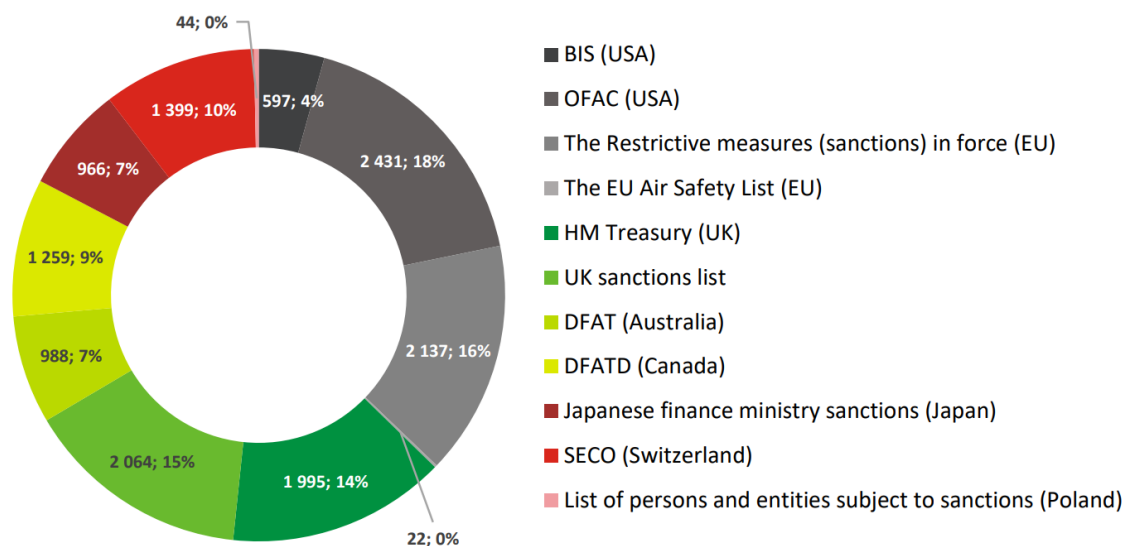


Figure 1: The number of sanctions imposed on Russian individuals and legal entities in 2022, by sanctions list 10. As of 31.12.2022

Appendix 2.

Branch	Fraction
Scientific R&D	16,8%
Financial services	10%
Wholesale trade	8,9%
Manufacture of computers, electronics and optics	6,5%
Manufacture of other vehicles and equipment	6%
Real estate transactions	3,5%
Production of metal products	3,3%
Repair and installation of machinery	2,8%
Software development	2,7%

Table1. Distribution of Russian companies directly named in the sanctions lists. As of 31.12.2022

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## **TYOPOLOGY OF BUSINESS MODELS IN TRANSPORT AND LOGISTICS INDUSTRY**

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### **АННОТАЦИЯ**

В статье рассматриваются современные бизнес-модели в сфере транспорта и логистики. Определены их ключевые характеристики, проведен анализ по их преимуществам и недостаткам, а также приведена рекомендация по выбору бизнес-модели транспортными компаниями.

### **ABSTRACT**

The article examines modern business models in the field of transport and logistics. Their key characteristics are defined, their advantages and disadvantages are analyzed, and recommendations for the choice of a business model for transport companies are given.

Ключевые слова: логистика, транспорт, бизнес-модель, модель Asset Heavy, модель Asset Light, интегрированная модель, платформенная модель.

Keywords: logistics, transport, business model, Asset Heavy model, Asse Light model, Integrated Service Providers model, Platform-Based model.

In the transportation and logistics industry, a company's business model defines how it creates, delivers, and monetizes value for its customers. A business model can be described as a conceptual framework that shows the company's value proposition for specific customer segments, as well as the architecture of the company itself and its partner network in order to generate profitable and sustainable revenue streams.

The main elements of a business model include: value proposition (a set of services and their value to the customer), target customers and markets, infrastructure and resources (e.g., vehicles, warehouses, IT systems), key business processes, a network of partners and suppliers, the cost structure and sources of income of the company [1].

Business models in transport industry have undergone changes over the last decades [2]. Now there are several main types of business models inherent in companies in the transportation and logistics industry: Asset Heavy models, Asset Light models, Integrated Service Providers models, Platform-Based Models.

The Asset Heavy business model assumes that the company owns and directly manages the main assets required to provide transport and logistics services. These may be its own vehicles (truck fleet, sea vessels, aircraft), terminals and warehouses, loading equipment, IT infrastructure, etc. Such a company integrates all operational activities within itself, relying on vertical integration [3]. A distinctive feature is high capital investments in material resources and, as a result, high fixed costs. For example, large ocean shipping lines and railway operators

traditionally belong to capital-intensive models, since they own a fleet of ships or locomotives and track infrastructure.

Among the companies classified as Asset Heavy, one can include national air carriers and railway companies, large global carriers, for example, Maersk Line (maritime container shipping) or leading express courier services FedEx and UPS. These companies have historically invested in their own fleets and warehouses.

The main advantage of the Asset Heavy model is fully operational control. Direct ownership of assets allows for strict control over the quality and timing of delivery, cargo safety, and the rapid implementation of its own service standards. In addition, with sufficient business volume, this model can provide economies of scale - own assets are used at high utilization, reducing the cost of transportation per unit of volume. Low flexibility is the downside of this model. A large fleet of own assets limits the company's ability to quickly adapt to market fluctuations. In addition, to load their capacities, such companies may be less adaptive to individual customer requirements.

The Asset Light model implies minimal ownership of physical assets by the logistics provider itself. The company focuses on the organizational and intellectual role - planning, coordination, information support - transferring the execution of the physical part of logistics to external partners. For example, classic Global Forwarding books space with airlines and shipping lines for its clients' cargo, without having any aircraft or ships. Such a company invests in IT systems, personnel expertise, and a network of agents around the world - but not in rolling stock [3].

The key advantage of the asset-light approach is high flexibility and a low capital threshold. Since the company is not burdened with its own fleet, it can relatively easily switch flows between different contractors, choose those who offer the best conditions, and quickly scale operations to meet growing demand. The main disadvantage is reduced control over operational activities. When transportation, warehousing, and other functions are performed by partners, it is more difficult for a logistics intermediary to guarantee a uniform level of service. The company risks becoming an insignificant intermediary if it does not retain distinctive technologies or contractual advantages.

Integrated Service Providers model is a company offering a full range of transportation and supply chain management services within a single operator. This model is often associated with vertical integration of several stages of logistics: from international transportation to warehouse processing and "last mile" distribution. For example, an integrated provider can organize multimodal "door-to-door" transportation, where part of the route is carried out in its own warehouses and trucks, and part through subcontracting.

Global logistics groups DHL and DB Schenker are examples of integrated providers: they offer customers express delivery, international freight, warehouse logistics and supply chain consulting services, using an extensive network of their own partner resources.

The integrated model combines the strengths of the previous approaches. Having its own key assets, the integrator maintains high control over quality and reliability. At the same time, due to the breadth of services, it can flexibly adjust the solution to the needs of the clients. Unified management of the entire chain makes it easier to coordinate, optimize stocks, and

implement end-to-end IT systems for tracking cargo. The main disadvantage is the high capital intensity and complexity of doing business. This imposes a significant financial and managerial burden. Coordination of different departments within one organization is a complex task that requires developed management and modern planning systems.

The Platform-Based model in logistics is built around a digital platform that connects various participants and facilitates their interaction. The platform can be a web service or a mobile application, where, for example, the cargo owner places a request for transportation, and carriers offer their rates or are automatically selected by an algorithm. The key difference is that the platform company usually does not own its own vehicles or warehouses, and the main value is created through technology: a user-friendly interface, matching, ratings, etc.

The American platform Uber Freight connects freight shippers with truckers willing to take cargo, working like Uber in passenger transportation. The platform model has maximum flexibility and scalability. Due to the lack of its own “heavy” assets, the platform can grow very quickly - it is enough to attract new users. A successful platform receives a network effect: as the number of participants increases, the value for each increase.

Platform algorithms can better combine cargo and transport, reducing idle runs and increasing the overall load of transport - thereby reducing costs and negative impact. Convenience and speed are also positive: ordering services through the app significantly simplifies the customer experience, and automated selection of the contractor speeds up the transaction cycle. The platform model imposes its limitations and risks. Firstly, a critical mass of users is required to achieve the effect of scale. Attracting an audience often requires significant investment. Secondly, quality control of services on the platform is difficult, since the contractors are not employees of the company. This can lead to variability in the level of service; the platform is forced to rely on rating systems, partner training and other indirect measures.

Table 1 - Comparative characteristics of models<sup>1</sup>

	Flexibility	Capital Expenditures	Control	Scalability
Asset Heavy	low	high	high	low
Asset Light	high	low	low	high
Integrated service provider	middle	high	high	middle
Platform-based	high	low	low	high

The table presents qualitative assessments of flexibility, capital intensity, control and scalability for each model. Asset-heavy and integrated companies provide high control over operations, but this is achieved at the cost of high capital expenditures and lower flexibility. In

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<sup>1</sup> Compiled by the author based on data [4]

contrast, asset-light and platform models are much more flexible and scalable, since they are not burdened with their own assets, but at the same time they have a lower level of direct control. The asset-heavy model has low adaptability to market fluctuations but fully controls the quality of services. And the platform has an extremely high scalability, while control over execution is dispersed among independent participants. The integrated provider occupies an intermediate position in key parameters: it invests large capital in infrastructure but can also attract partners where it is more profitable, so its flexibility is average. The asset-light model has minimal assets and is easily scaled to new volumes, providing flexibility to clients.

When comparing models, it is important to keep in mind that the effectiveness of each model depends largely on the context – the state of the market, the size of the company and the chosen strategy. In stable market segments where reliability and standardization are valued. In more fragmented or dynamic markets, many small players compete, and this is where asset-light brokers and platforms that connect carriers' flourish. The size of the company and the available resources also influence the choice of model. The strategy and value proposition factor are equally important. A company should choose a model based on the competitive advantage it wants to provide.

When choosing or transforming a business model in a transport and logistics company, it is necessary to conduct a comprehensive analysis of the external conditions and capabilities of the company [5]:

1. Assess the market and the company's niche. It is necessary to study the degree of competition and fragmentation in the segment. If the market is saturated with small carriers, there is potential for a platform model. If the industry is concentrated, a new platform may not receive sufficient response - it may be better to integrate vertically.

2. Correlate the model with the resources and scale of the company. It is necessary to objectively assess what capital, technology and partnerships the company has. For a young company it is logical to start with a less capital-intensive model. On the contrary, with serious financial resources or investor support, it is better to consider an integrated strategy.

3. Focus on core competencies. It is important to understand what the company can be especially strong in. If the strength is an innovative IT platform, data analytics, the ability to quickly connect counterparties, a platform or asset-light model will allow to make the most of these competencies. If the strength is operational excellence, experience in managing large shipments, then an asset-heavy or integrated model can capitalize on these advantages.

To summarize, it is important to emphasize that there is no universally best business model - each of the considered can be successful if applied correctly. Therefore, the management of a transport and logistics company should assess its goals and conditions and design a business model as a competitive advantage. The industry is experiencing an era of rapid change - digitalization. In these conditions, the company's ability to evolve its business model becomes the key to survival and growth. Thus, the typology of business models not only describes existing options but also provides tools for strategic planning of the development of a logistics company.

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**UNDERSTANDING PASSENGER TRUST AND DATA PRIVACY IN THE AIRLINE INDUSTRY: A STUDY OF THAI PASSENGERS**

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**ABSTRACT**

This study examines the perspectives of Thai passengers on data privacy management, especially after the enactment of Thailand's Personal Data Protection Act (PDPA) in 2022. With airlines increasingly relying on digital platforms, collecting sensitive customer data has raised concerns about data security, transparency, and trust. This study aims to assess Thai passengers' awareness, concerns, trust, and willingness to share personal data in the context of airline data privacy management. This study employed a quantitative research method using an online survey to collect data from 81 participants, the research explores the factors influencing passenger trust in data handling, their perceptions of privacy risks, and the behavioral responses to privacy concerns. The results reveal that while Thai passengers are moderately aware of data privacy issues, significant concerns persist regarding the safety of their personal information. Trust in airlines' data management practices is generally low, with passengers emphasizing the importance of transparency, clear privacy policies, and proactive communication. The study emphasizes the importance of airlines enhancing data protection measures and fostering stronger, trust-based relationships with passengers, which is crucial for maintaining customer loyalty and satisfaction in a privacy-conscious digital environment.

Keywords: Data Privacy, Passenger Trust, Airline Industry, Digital Transformation, PDPA

**INTRODUCTION**

The airline industry has undergone a significant transformation in the digital age, with technological advancements reshaping how airlines operate and interact with passengers. The collection and management of vast amounts of customer data, including sensitive information such as passport details, payment information, travel itineraries, travel histories, and biometric data, is central to this transformation (Doe, 2022). While these advancements have enabled enhanced personalization and operational efficiency, they have also raised concerns about data privacy and security. These concerns are compounded by frequent data breaches, regulatory changes, and increased customer awareness of their privacy rights (Smith & Chan, 2024). This issue is particularly pertinent in Thailand, where the Personal Data Protection Act (PDPA) came into effect in 2022, aligning the country's legal framework with global standards such as the European Union's General Data Protection Regulation (GDPR) (Jones, 2023). The PDPA sets strict guidelines for the collection, processing, and storage of personal data, with severe penalties for non-compliance. As airlines handle more personal data, the ability to protect it

from unauthorized access and misuse has become crucial in maintaining customer trust. This regulatory shift has emphasized the need for airlines to reassess and strengthen their data privacy policies, not only to ensure compliance with the PDPA but also to reassure passengers regarding the safety of their data (Smith & Chan, 2024). As privacy concerns become more prominent, understanding how passengers perceive the management of their data is crucial for airlines to maintain customer loyalty and satisfaction.

The objectives of this study are as follows:

1. To assess the level of awareness and understanding among Thai passengers regarding data privacy issues in the airline industry.
2. To examine the concerns of Thai passengers about the safety and security of their data.
3. To analyze the factors influencing Thai passengers' trust in airline data privacy management.
4. To investigate the relationship between data privacy concerns and Thai passengers' willingness to share personal information with airlines.

Through these objectives, the study seeks to provide valuable insights into passenger perceptions of data privacy and trust, offering implications for how airlines can improve their data protection practices and build stronger relationships with their customers.

## **LITERATURE REVIEW**

### **1. Digital Transformation in the Airline Industry**

The rapid digital transformation in the airline industry has significantly altered how airlines interact with customers. With the proliferation of online booking systems, mobile applications, electronic check-ins, and loyalty programs, airlines now rely heavily on collecting, analyzing, and leveraging passenger data. This data is used for various purposes, such as route optimization, personalized marketing, dynamic pricing, and enhancing customer service. Digitalization has not come without consequences. The more airlines integrate digital touchpoints, the more they expose themselves to cybersecurity threats and data privacy risks. Scholars argue that while technology enhances customer engagement, it also increases the surface area for potential breaches, making data security a strategic priority (Aljahdaly & Balubaid, 2020).

### **2. Understanding Data Privacy and Information Disclosure**

The concept of data privacy refers to the rights and expectations individuals have concerning the collection, use, and dissemination of their personal information. In the digital economy, customers are often required to disclose personal data in exchange for services. This disclosure is influenced by what is known as the privacy calculus theory, which posits that individuals weigh the perceived benefits of sharing information (e.g., personalized service, discounts) against the potential risks (e.g., identity theft, spam, surveillance). Research supports this theory, showing that consumers are more likely to disclose data if they believe the organization is trustworthy, transparent, and complies with data protection norms (Millet, 2023). Additionally, the Communication Privacy Management Theory (CPM) explains how individuals manage their privacy boundaries

### 3. Customer Trust and Behavioral Responses

Trust plays a vital role in determining whether customers are willing to share personal data. Several studies have indicated that trust in an organization's data handling practices directly influences perceived privacy risk and behavioral intention. For example, research has found that organizational credibility, data control mechanisms, and privacy policies are critical drivers of trust (Barua & Kaiser, 2024). In the airline sector, trust becomes even more significant because of the high value and sensitivity of the data involved. Data breaches or misuse can lead to reputational damage and customer churn. Customers who experienced privacy violations were more likely to stop using services from the offending airline (Martin et al., 2017). Transparency and communication are key to building trust. Airlines that fail to meet these expectations risk losing customer loyalty (Voss, 2021).

### 4. Regulatory Frameworks: GDPR and PDPA

Globally, the introduction of the European Union's General Data Protection Regulation (GDPR) in 2018 has set a precedent for data protection laws around the world. The GDPR emphasizes individual rights, informed consent, the right to be forgotten, and penalties for non-compliance. It has influenced many countries, including Thailand, to establish similar frameworks. Thailand's Personal Data Protection Act (PDPA), officially enacted in 2022, is the country's first comprehensive data privacy law. It mandates data controllers (such as airlines) to obtain clear consent, notify users of data usage, ensure secure storage, and allow users to withdraw consent or request data deletion. Literature has explored how regulatory compliance influences consumer perceptions, noting that legal compliance can increase perceived security, but it must be accompanied by genuine organizational commitment (Tsai et al., 2011). In the airline context, full PDPA compliance is seen as both a legal requirement and a strategic differentiator, especially in a competitive, service-driven market (Voss, 2021).

### 5. Cultural Dimensions and Privacy Perception in Thailand

Culture deeply shapes how individuals perceive and react to privacy issues. Hofstede's cultural dimensions theory provides a useful framework for understanding Thai passengers' attitudes. Thailand scores high on collectivism and uncertainty avoidance, which affects trust dynamics and information sharing behaviors. Research in cross-cultural psychology suggests that individuals from high-uncertainty avoidance cultures are more likely to demand strict controls and clear assurances when it comes to personal data. This is consistent with findings that Thai passengers often seek explicit confirmation that their information is being handled properly and desire immediate notification in the event of a breach (Kiattisaksakorn & Kleechaya, 2024).

## RESEARCH METHODOLOGY

### Research Design

This study employed a quantitative research design to examine passengers' perspectives on data privacy in the airline industry.

### Population and Sampling

The target population consisted of individuals with prior air travel experience. A total of 81 participants were selected using convenience sampling and were invited to complete an online survey distributed via Google Forms.

### Data Collection

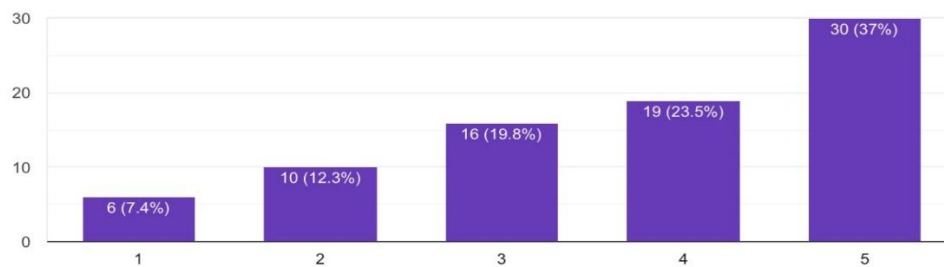
Quantitative data were collected through a structured questionnaire, designed to assess participants' levels of trust, privacy concerns, and behavioral responses related to airline data privacy practices. The data were analyzed and presented using descriptive statistics and graphical visualizations to identify key trends and patterns.

## RESULTS

The results presented the four key research objectives of the study. Both quantitative survey data and qualitative interview findings were used to explore Thai passengers' awareness, concerns, and behavioral responses related to data privacy in the airline industry.

**Objective 1:** To assess the level of awareness and understanding among Thai passengers regarding data privacy issues in the airline industry.

How much do you trust airline to protect your personal data?

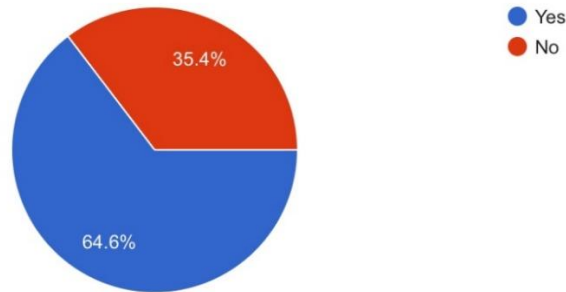


**Figure 1. Trust in Airlines to Protect Personal Data**

As illustrated in Figure 1, 37% of respondents rated their trust in airlines at the highest level (score of 5), and 23.5% gave a rating of 4. However, a significant 39.5% rated their trust at a moderate or low level (scores 1–3), with 7.4% selecting the lowest possible score. These findings indicate that while a portion of Thai passengers demonstrate confidence in airlines' data protection practices, overall awareness and trust remain limited, highlighting a substantial gap in public understanding and perception of data privacy within the industry.

**Objective 2:** To examine the concerns of Thai passengers about the safety and security of their data.

Have you ever stopped using an airline due to concerns over data privacy?

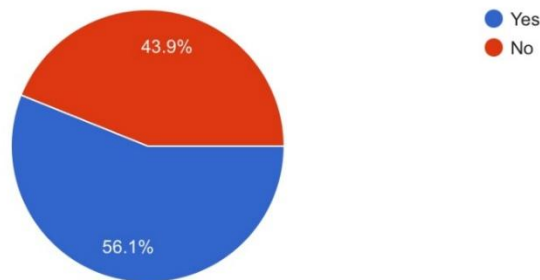


**Figure 2. Experience with Data Breaches or Privacy Violations**

Figure 2 shows that about 64.6% of respondents reported having experienced a data breach or privacy violation related to airline services, which directly impacted their perception of the industry. Passengers demonstrated considerable concern regarding the safety of their data when using airline services. These experiences highlight passengers' anxieties about data protection and the risk of privacy violations.

**Objective 3:** To analyze the factors influencing Thai passengers' trust in airline data privacy management.

Have you ever experience a data breach or privacy violation with an airline ?



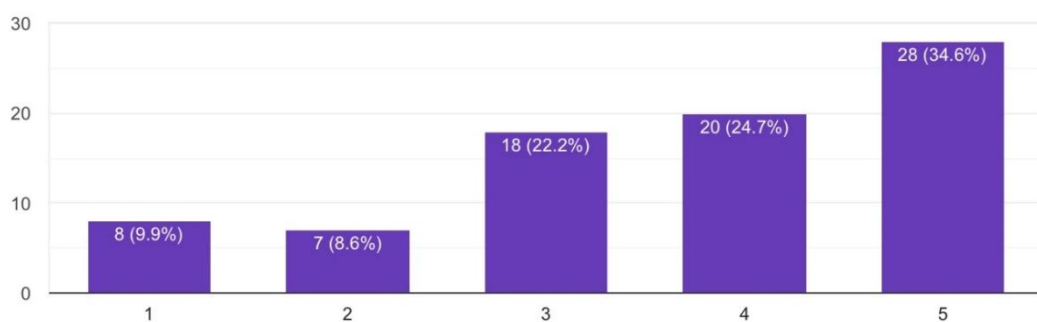
**Figure 3. Importance of Notifications About Privacy Policy Changes**

As shown in Figure 3, 56.1% of respondents indicated that receiving real-time notifications about privacy policy changes is essential. This preference reflects a broader concern about the lack of transparency in how personal data is managed. Interview participants further emphasized that they often feel uninformed about how their data is used, and expressed a strong desire for simplified privacy controls and more proactive, user-friendly communication from airlines. These insights reveal that passengers' trust in airline data privacy management is shaped by three critical factors:

- Transparency in how data is collected, stored, and used.
- Clarity and accessibility of privacy settings, allowing users to manage their preferences easily.
- Timely notifications regarding updates to privacy policies or terms and conditions.

**Objective 4:** To investigate the relationship between data privacy concerns and Thai passengers' willingness to share personal information with airlines.

How important are you to be notified when airline privacy policies change?



**Figure 4. Discontinuation of Airline Use Due to Privacy Concerns**

Figure 4 shows that 34.6% of respondents reported **stopping the use of an airline** due to concerns about data privacy. This demonstrates the behavioral consequence of trust erosion, with privacy issues directly affecting customer loyalty. Additionally, many passengers reported engaging in passive protective behaviors, such as opting out of loyalty programs, avoiding mobile apps, and limiting personal data disclosures. Privacy concerns significantly impacted passengers' willingness to share personal information and their engagement with airline services.

## DISCUSSION

This study shows that data privacy is not just a legal or technical issue; it directly influences how passengers behave, how much they trust airlines, and whether they stay loyal to certain brands. Thai passengers are becoming more aware of their rights under the Personal Data Protection Act (PDPA), but many still do not fully understand how those rights are protected or enforced. This lack of clarity contributes to ongoing concerns and hesitation when sharing personal data. Airlines that take extra steps to be open, clear, and respectful about how they handle passenger data are more likely to earn trust and keep customers. In contrast, airlines that only do the minimum may lose passengers who feel unsure or unprotected. Passengers clearly expressed what matters most to them: easy-to-understand privacy policies, openness about how their data is collected and shared, and simple tools to control what personal information is shared, fast, clear updates whenever privacy policies change.

## CONCLUSION

In today's digital world, how airlines manage customer data is a major part of running a successful business. This study confirms that Thai passengers care deeply about data privacy and expect airlines to handle their personal information carefully and openly. Following the PDPA is important. To build trust, airlines need to do more clearly explain their privacy policies, make privacy settings easy to use, and keep passengers informed about any changes. These efforts show respect and help passengers feel confident when choosing an airline.

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## MAIN ASPECTS OF THE WINE INDUSTRY

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### ABSTRACT

This paper provides an overview of the various classification systems employed in the wine industry. Key areas addressed include raw material condition, age, processing techniques, and sensory attributes influencing final systematization outcomes. In the context of growing interest in products the main categories for work were identified, as a result of the study, it will allow you to better navigate the variety of drinks, understand the features of each type and choose a wine that matches your taste preferences and consumption situation. Based on the research data, the author's classification system was developed, which includes 12 most frequently used characteristics to create the most complete typology of wine.

Keywords: Wine, Classification, Characteristics of Wine, Categories of Wine

### INTRODUCTION

#### Objectives

The purpose of the wine classification study is to create a clear, well-founded and unified classification system that would facilitate a better understanding of the diversity of wines, simplify the consumer choice process and improve the quality of production.

#### Research Questions

What are the main types of wine classification?

What are the criteria for identifying different categories of wine?

### LITERATURE REVIEW AND THEORY

In Russia, there are 15 ZGU (wines of protected geographical indication with the designation of the region of production) and 23 ZNMP (wines of protected designation of origin, with the indication of a small area of production). According to Global Reach Consulting, at the end of 2024, the number of fields under vineyards in the Russian Federation was 67 thousand hectares, 40% of which are located in the Krasnodar Territory. This region produced 73% of all still wines in Russia (3.41 million decaliters) and 63% of all sparkling wines in Russia (3.35 million decaliters) in 2023.

## METHODOLOGY

Analysis of scientific literature — a review of domestic sources on the topic of wine classification, such as scientific publications and regulations.

Cluster analysis — the use of a statistical method for analysing large amounts of data in order to group similar wines according to various characteristics.

## RESULTS

The classification of wine is very diverse and difficult to understand. In this work, it is presented by 12 characteristics, which are presented in a logical order from production to consumption, all the features are reflected in Figure 1.

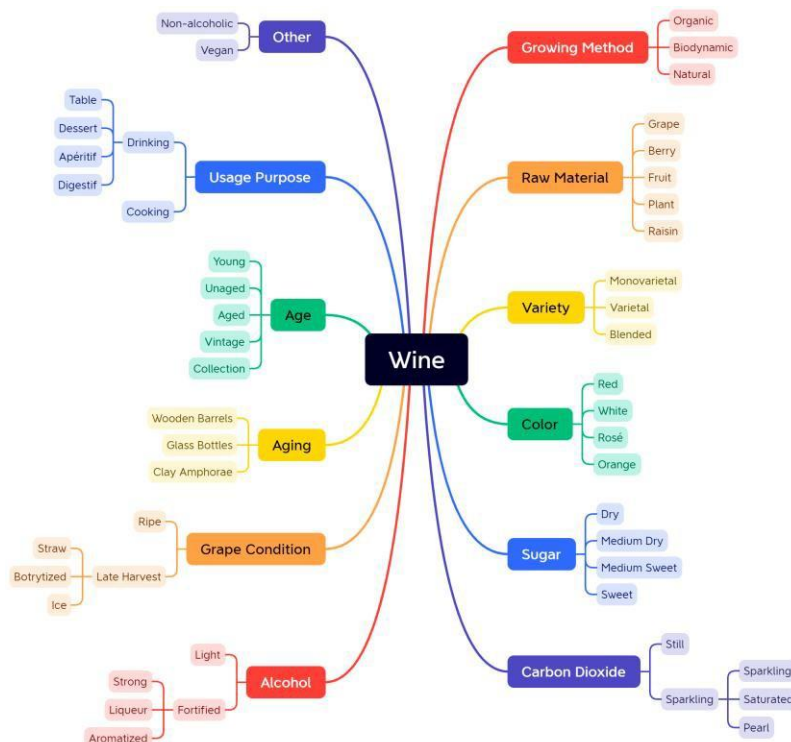


Figure 1. Wine Classification

According to the method of growing raw materials, it is divided into:

### 1. Organic

In the growth process, there is no influence of artificial organic and inorganic chemicals and fertilizers. There is no single standard for certifying this type of wine, since it is different in all countries.

### 2. Biodynamic

It is made using biodynamic farming methods. Historically, it is based on pseudoscientific and esoteric concepts developed by Rudolf Steiner.

3. Natural

Human intervention in the process of grape ripening is minimal, industrial technologies are not used in production.

The raw material can be a variety of fruit and berry crops:

1. Grape — From grape juice.
2. Berry — From the juice of garden and wild berries such as: cherry, strawberry, raspberry, black and red currant, gooseberry.
3. Fruit — From the juice of fruits such as: apple, pear, plum, peach, apricot, pomegranate.
4. Plant — From the juice of melons such as: watermelon, melon, pineapple, banana; flower petals; tree sap.
5. Raisin — From raisins.

In world practice, the term “Wine” refers exclusively to a product made from grape juice, however, in some countries it is allowed to be used with any fruit drink.

The wine variety is the number and variety of wine materials used in its production:

1. Monovarietal — Contains only one grape variety.
2. Varietal — Made from several grape varieties, where a dominant variety and an auxiliary variety are distinguished, the participation of which is allowed up to 20%.
3. Blended — Also consists of several grape varieties, but the main feature is that already prepared wine materials are mixed here.

The most easily accessible characteristic of wine is colour:

1. Red

Wine from dark-skinned grape varieties. The duration of infusion on the grape skins and the duration of contact with it are maximum, due to which the richness of the colour of red wine is achieved.

2. White

Wine from light-skinned grape varieties. During processing, the skin is removed, the fermentation process occurs exclusively with the pulp.

3. Rosé

Wine from dark-skinned grape varieties. The duration of infusion on the grape skins is not intensive, the duration of contact with it is short, due to which the process of incomplete colouring occurs.

4. Orange

Wine from light-skinned grape varieties. Long contact of juice with skin during fermentation gives the drink an amber colour.

Wine can also be classified by the content of residual sugar. Dry wines are prepared by complete fermentation of juice. If you want to get a wine of a different category, a specified amount of sugar is added to the wine materials, in the list below it is indicated in brackets: 1. Dry (less than 4 grams per litre); 2. Medium dry (4-18 grams per litre); 3. Medium sweet (18-45 grams per litre); 4. Sweet (more than 45 grams per litre).

Wine may contain carbon dioxide, due to which the drink becomes fizzy or carbonated:

1. Still — Does not contain carbon dioxide.
2. Sparkling, divided into 3 subtypes:
  - 2.1. Sparkling  
Contains carbon dioxide, which is formed naturally as a result of fermentation.
  - 2.2. Saturated (also known as fizzy or carbonated)  
Contains carbon dioxide, which is of external origin, that is, it was added to the wine artificially.
  - 2.3. Pearl  
Wine with soft carbonation, which could be achieved by either incomplete fermentation or forced carbonation.

Wine contains alcohol, obtained naturally during fermentation or added specially during the production process:

1. Light — Produced by alcoholic fermentation, no alcohol is added artificially.
2. Fortified, divided into 3 subtypes: 2.1. Strong (alcohol content up to 20%); 2.2. Liqueur (alcohol content up to 17%); 2.3. Aromatized (alcohol content up to 18%).

Grapes intended for further distillation into wine can be harvested under special conditions to increase its sweetness:

1. Ripe — Grapes ready to be transformed into a wine product.
2. Late harvest:
  - 2.1. Straw  
Grapes have been left on the vine in the sun for a little longer than usual to concentrate the sugar, have lost moisture naturally and have been dehydrated by the sun's rays.
  - 2.2. Botrytized  
The grapes are deliberately infected with the noble mould "Botrytis cinerea", as a result of which the amount of liquid in the grapes decreases and the sugar level increases.
  - 2.3. Ice  
Made from grapes frozen on the vine. The harvest occurs from grapes already damaged by frost, then the juice is squeezed out crystallized, due to which it turns out sweeter.

Wine storage is classified according to the aging conditions:

1. Wooden barrels  
The material of the tank affects the taste of the wine over time, and thanks to the evaporation process, it becomes more intense. This is a key stage in the wine aging process.
2. Glass bottles  
The container is completely hermetically sealed, there is no influence of oxygen. This is a necessary stage in the wine aging process.
3. Clay amphorae  
Clay is a neutral material that prevents oxidation processes. The vessels have pores that help saturate the wine with oxygen, without additional interference from the container material. Such vessels are called differently: Amphora (Italy), Tinaja (Spain), Talha (Portugal), Pithos (Greece).

A distinctive feature of age criterion is the duration of the initial in barrels and subsequent in bottles. The required storage periods in years are presented in Table 1.

Table 1 *Classification of Wine by Age*

Age	Characteristic	Barrel aging	Bottle aging
Young	Goes on sale immediately, in the current calendar year of harvest	—	—
Unaged	Goes on sale the following calendar year after harvest	—	Not less than 0.5 years
Aged	Improved quality, short aging in barrels	Not less than 0.5 years	Not less than 1.5 years
Vintage	High quality, long aging in barrels	Not less than 1.5 years	Not less than 3 years
Collection	Stored in special enotecas	Not less than 3 years	Not less than 6 years

For a complete understanding of the picture of the diversity of wine classification, all the previous characteristics are summarized into a single figure.

## CONCLUSION

The analysis showed that there are many different wine classification systems used in different countries and regions. These systems often prove difficult to integrate with each other, making classification difficult. The main criteria are growing method, raw material, variety, colour, sugar, carbon dioxide, alcohol, grape condition, aging and age.

## DISCUSSION AND RECOMMENDATION

The current state of wine classification reflects a heterogeneous picture shaped by geographical and region factors. This diversity poses challenges for consumers seeking reliable information about wine characteristics and for producers aiming to enter new markets.

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**RECOMMENDATIONS FOR THE MODERNIZATION OF IRKUTSK TO  
INCREASE TOURIST FLOW**

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**ABSTRACT**

The article is devoted to the analysis of the tourist infrastructure of Irkutsk as a key direction for domestic and international tourism. The study examines the main problems that impede an increase in the tourist flow and the duration of stay of guests in the city. The methodology used in the article includes surveys of residents and tourists, analysis of statistical data and reviews. The results show that the insufficient development of the transport system, the lack of modern urban spaces and the low level of service reduce the attractiveness of Irkutsk. Based on the identified problems, recommendations are proposed for modernizing infrastructure, digitalizing tourism and improving hospitality standards. The study highlights the potential of Irkutsk as an independent tourist center, subject to the implementation of strategic improvements.

Keywords: Irkutsk, tourism infrastructure, service, Baikal.

**INTRODUCTION**

Irkutsk is the capital of Eastern Siberia of Russia, a city with a rich history. It is famous for its architectural monuments, the Trans-Siberian Railway, places of exile of the Decembrists and, of course, its proximity to the great Lake Baikal - the deepest lake in the world. Irkutsk serves as an important transit hub for travelers heading to Lake Baikal, although it has every chance of being an attractive tourist site in its own right.

The development of the tourist infrastructure of the city of Irkutsk is of strategic importance for the region, since the attractiveness of Irkutsk as a destination of domestic and international tourism depends on its effectiveness.

**OBJECTIVES**

This article aims to consider the main components of the tourist infrastructure of Irkutsk as a tourist destination, to analyze its current state, to identify the main reasons why tourists do not stay in the city for a longer period of time, to show the prospects for the development of tourist infrastructure and to formulate recommendations for modernization to increase the tourist flow to the city and the region.

In the course of our study, we attempted to solve the following research tasks:

1. To conduct a survey of potential tourists about their awareness of the city of Irkutsk and expectations from visiting it.

2. Conduct a survey of Irkutsk residents to find out what places are lacking in the city, and what, in their opinion, can attract more tourists to the city.
3. Study the reviews of tourists who have already visited the city of Irkutsk to determine the current state of the city as a tourist destination.
4. To formulate the main problems that do not allow the city to attract a larger number of tourists for a longer stay, as well as to offer recommendations for the modernization of the tourism sector of the city of Irkutsk.

## LITERATURE REVIEW AND THEORY

Tourist infrastructure is a set of facilities and services that provide a comfortable stay for tourists at their destination. It includes the transport system, the hotel sector, catering facilities, recreational and cultural facilities, and information support. The efficiency of tourism infrastructure has a direct impact on the satisfaction of tourists and their desire to return to the region.

Irkutsk as a tourist destination attracts the attention of researchers in the field of regional tourism, economics and cultural heritage. We have analyzed the works dedicated to the development of tourism in Irkutsk, the factors of the growth of tourist traffic and the problems that the city faces.

A number of studies are devoted to the importance of the historical and architectural heritage of Irkutsk in the formation of tourist attractiveness. Thus, Kutimskaya M.V. (2019) analyzes the wooden architecture of Irkutsk as a key element of cultural tourism and notes the insufficient involvement of monuments in excursion programs. Petrov A.N. (2020) examines the impact of museums on the promotion of the region, emphasizing the need for digitalization of exhibitions. The work of Semenova E.K. (2021) explores the potential of event tourism as a way to increase tourist traffic.

Economic research focuses on attendance statistics and the contribution of tourism to the gross regional product (GRP), the impact of new air routes on the growth of tourist traffic (Gordeeva L.M., 2018). Among the infrastructural constraints, the authors highlight the low quality of roads, including those leading to Lake Baikal (Kazantseva O.V., 2021), which significantly reduces the attractiveness of the region for tourists.

Foreign researchers also study various aspects of regional tourism. In his article in the *Journal of Siberian Studies*, Lee S. (2019) notes the weak brand recognition abroad, shows the perception of Irkutsk by foreign tourists. Zhang W. (2022) points to the role of adapting services (language support, payment systems) to increase the number of tourists from China.

Existing studies demonstrate a steady interest in Irkutsk as a tourist center, they often focus on cultural tourism, while ecological, gastronomic and business tourism is poorly studied. Most researchers note an imbalance between the potential and the level of infrastructure development.

To assess the current state of affairs, we studied the statistics of tourist traffic to Irkutsk for 2019-2023 (according to Rosstat, the administration of the Irkutsk region and the Irkutsk airport).

Table 1 *Dynamics of tourist flow to Irkutsk and the Irkutsk region*

Year	Number of tourists (million)	Growth/reduction	Main factors of influence
2019	~1,8	+7% by 2018	Development of air traffic (opening of flights to China, Korea)
2020	~0,9	-50%	COVID-19 pandemic, border closures
2021	~1,2	+33% by 2020	Growth of domestic tourism, "covid tourism" to Lake Baikal
2022	~1,6	+30% by 2021	Partial restoration of international flights (China, Mongolia)
2023	~2,0	+25% by 2022	Complete lifting of restrictions, record flow from China and the CIS

The main growth factors are an increase in the number of flights from/to China and Uzbekistan, new tour packages of Russian Railways on the Trans-Siberian Railway, the growing popularity of winter routes and events, such as Baikal Ice, the Zimniada festival.

The key events of 2024, which influenced the increase in the number of tourists, were the FIFA Cup matches among youth teams (June-July), the Baikal Economic Forum (September), the Blue Ice Winter Festival (February-March), which brought together a record number of participants.

However, the year 2024 shows a number of negative moments. In the hotel sector, these are a shortage of quality housing, seasonal overload of hotels in summer and during the New Year holidays, the need to book 3-6 months in advance, an increase in accommodation prices by 20-30% due to inflation and demand, a shortage of middle-class hotels, the prevalence of either cheap hostels or expensive hotels, poorly developed guest houses and apartments in the city center. Only 5-10% of the staff in hotels and cafes speak English, English-speaking and Chinese-speaking guides are clearly not enough.

In addition to problems with accommodation, tourists are distinguished by the monotony of excursion programs, the lack of interaction and adaptation for people with disabilities. Among the environmental restrictions are strict rules for protected areas, for example, a ban on wild tourism near Lake Baikal from 2021, fines and difficulties with obtaining permits.

From the point of view of digitalization and navigation, we can highlight the weak digital marketing of the Irkutsk city, the lack of a single tourist application with online booking of excursions, the lack of signs in English and Chinese, the confusing scheme of public transport, the inability to find current prices and schedules of many museums.

Such problems are reflected in the decline in tourist loyalty: according to surveys, only 65% of guests are ready to recommend Irkutsk to friends (with the average Russian indicator of 75%), the time spent in Irkutsk is reduced from 5-7 days to 2-3, and therefore there is a loss of potential income to the budget of the city and the region.

## METHODOLOGY

To identify the main problems of Irkutsk as a tourist destination, an online survey was compiled and conducted among residents of the city of different ages and genders, in which 24 people took part. Internet reviews of tourists who have visited Irkutsk over the past few years were also considered and analyzed. To analyze the expectations of potential tourists, a survey was conducted, in which 15 respondents took part.

## RESULTS

Based on the results of the survey conducted for the residents of the city, the following conclusions can be drawn.

One of the main problems of Irkutsk is the underdeveloped infrastructure. Among the respondents, none assessed the quality of the city's transport system as convenient; half are inclined to believe that the system is generally satisfactory but exhibits certain problems, and the other half considered the transport system to be functioning poorly and requiring improvements. Based on reviews on the Internet, the quality of the roads themselves also suffers, which reduces the attractiveness of the region for travel. Respondents also note that although there are pedestrian zones in Irkutsk, they are either not enough or they are in poor condition. This, in turn, also has a bad effect on the reputation of the city as a tourist destination, as most travelers prefer to move around the city on foot to see the sights and get to know the city better.

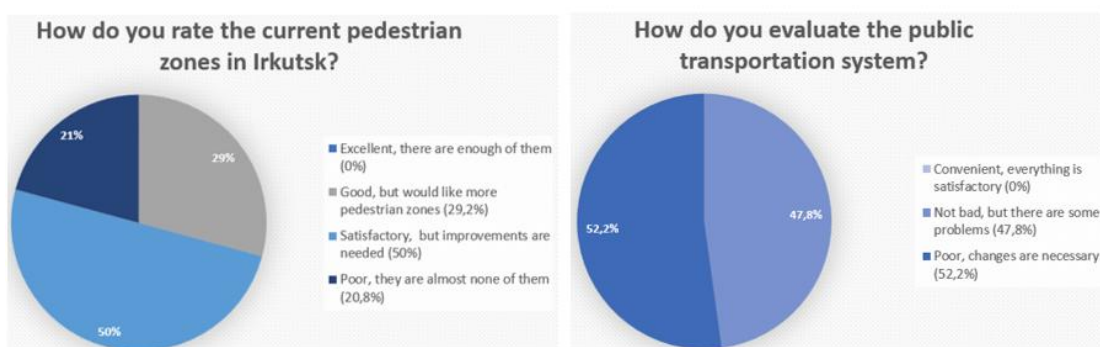


Figure 1. Results of a survey of Irkutsk residents about pedestrian zones and the transport system

Another aspect worth paying attention to is the lack of "third places" - urban spaces that are not related to home and work. The majority of respondents believe that the city lacks modern parks and recreation areas, cultural spaces such as museums of a new format, art galleries, exhibition spaces, co-working spaces and libraries. People would also like to see more creative clusters, gastronomic markets and aesthetic cafes.

According to Irkutsk residents, more events such as music, street and gastronomic festivals, as well as the creation of new pedestrian zones and the improvement of embankments, can help attract more tourists to the region.

Based on the results of the second survey, for potential tourists, the following conclusions can be drawn. Thus, 80% of them would like to visit Irkutsk only if the opportunity arises, and only 20% would definitely like to visit this place. In most cases, people are ready to stay in Irkutsk for 3-6 days to explore the city and the nearest attractions. But nevertheless, most of all they are attracted by the opportunity to visit Lake Baikal and nature in the region, and not the city itself, which is most likely due to the lack of awareness of people with the opportunities that Irkutsk offers.

Potential tourists chose public transport as the most convenient way to move around the city, and the Irkutsk residents themselves noted the poor condition of the public transport system, which proves that this infrastructure unit needs modernization.

One of the questions that respondents were asked to answer was what can keep them from traveling to Irkutsk. The main answers were high prices for air travel or other ways to travel to Irkutsk and preference for a trip to this city to other destinations.

## **CONCLUSION**

Irkutsk has a huge potential for tourism development due to its unique combination of history, culture and nature. However, in order to turn it into a competitive direction, a comprehensive solution to infrastructure and service problems is needed. Enhancing tourist convenience, promoting the city internationally, and developing digital tools will secure Irkutsk's place on the global tourism map.

## **DISCUSSION AND RECOMMENDATION**

Recommendations for improving the tourist attractiveness of Irkutsk:

1. Modernization of infrastructure: repair of roads, development of pedestrian zones in the center and establishment of the city's transport system.
2. Digitalization of tourism: creation of a single platform with online booking of excursions, interactive maps and audio guides.
3. Improving hospitality standards: staff training, attracting people with knowledge of English and Chinese to the hotel industry, support for small hotels and hostels.
4. Promotion of gastronomic tourism: organization of festivals of local cuisine.

The tourist infrastructure of Irkutsk has significant potential, but without investment in infrastructure and service, it risks remaining a "transit hub" on the way to Lake Baikal, and not an independent destination. Modernization requires systemic improvements in transport logistics, hotel service and information support. The implementation of strategic projects will strengthen the city's position as a leading tourist center in Eastern Siberia.

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**HYPOTHESIS TESTING BETWEEN DEMOGRAPHY CHARACTERISTICS AND SATISFACTION OF STUDENT TOURISTS TOWARD CREATIVE TOURISM ACTIVITIES AT BAAN RAI KONG KHING COMMUNITY, CHIANG-MAI PROVINCE**

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**ABSTRACT**

This research aimed to compare the demographic characteristics and satisfaction levels of student tourists regarding creative tourism activities at Ban Rai Kong King Community, Chiang Mai Province. The study employed a quantitative research approach, with purposive sampling used to select 151 undergraduate students who voluntarily participated in the creative tourism activities. Data were collected using a questionnaire and analyzed through inferential statistics, specifically One-Way ANOVA, to examine the differences in mean satisfaction scores among more than two groups.

The findings revealed that there were no statistically significant differences in satisfaction levels based on gender, religion, or income. However, significant differences in satisfaction were observed among students with different domiciles and frequencies of travel. These results suggest that certain demographic factors, such as place of origin and travel frequency, may influence the perceived experience of creative tourism activities.

**Keywords:** Tourism Experience Creative Tourism Activity Student Tourists

**INTRODUCTION**

Previous studies on tourist behavior towards creative tourism reveal that tourists participating in creative tourism activities seek not only knowledge and experience but also opportunities for community engagement, which serves as a key motivational factor. As such, the design of activities must emphasize visual and emotional appeal, as well as highlight the uniqueness and rarity of the cultural capital used to shape the activities. These should also offer novelty or exclusivity specific to a particular (Boonpanya, S., 2019, Anantamongkolkul, C. & Pattanapokinsakul, K., 2019 and Wongmanee, J. & Wongsaroj, R., 2021). This aligns with the definition and conceptual framework proposed by Richards and Raymond, who describe creative tourism as a form of tourism that allows visitors to develop their potential through

participation in activities related to cultural capital—such as history, art, local traditions, and the unique identity of the destination—while also experiencing direct engagement and co-living with local culture bearers (Department of Tourism, 2017).

Notably, research focusing on demographic characteristics has shown that the majority of respondents were aged between 18 and 30 years (Nantanakorn, P. & Jansuri, A., 2021, Boonpanya, S., 2019 and Wongmanee, J. & Wongsaroj, R., 2021), placing them within Generation Y and Z. However, most past studies have addressed demographic data in broad terms, lacking a focus on specific generational cohorts. Tourists from Generation Z, in particular, are often characterized as independent thinkers with modern lifestyles and are sometimes perceived as less interested in tourism rooted in cultural heritage. Contradicting this assumption, research by Ohridska-Olson, R. & Ivanov, S. (2010) found that tourists aged 18 and above expressed a strong interest in creative tourism, driven by a desire to learn about and preserve arts, crafts, and disappearing technologies from the 1980s to the late 20th century.

Therefore, it is essential to study this specific generational group, using Ban Rai Kong King community in Chiang Mai as a case study. This site, recognized through various tourism awards, serves as a prominent creative tourism destination. Data were collected from university students who voluntarily participated in creative tourism activities. The findings are expected to contribute to the development of creative tourism activities tailored to this demographic group and serve as a model for other communities. Furthermore, the results could inform policy recommendations for promoting and supporting creative tourism initiatives among relevant governmental and private-sector stakeholders responsible for advancing tourism in the province.

### **Research Objective**

To analyze and test the hypothesis regarding the comparison between demographic characteristics and the satisfaction levels of student tourists toward creative tourism activities at BanRaiKongKhing Community,Chiang Mai Province.

### **LITERATURE REVIEW**

"Creative tourism" refers to a form of tourism that provides travelers with the opportunity to develop their creative potential through active participation in experiential learning activities. These activities are centered on the arts, cultural heritage, or unique characteristics of the destination, and are designed in alignment with the specific attributes of the visited area (Wisuttiluk, S., 2015)

According to the definition, cultural capital—both tangible and intangible is considered a key resource in the development of tourist attractions, specifically in the form of tourism activities. For this reason, creative tourism communities must develop activities that utilize creative thinking in both the design of the activities and the tourism setting. These elements must be engaging and possess the potential to attract tourists to creative tourism destinations. This aligns with the *3S Principles* proposed by Richards et al. (2019), which include: **Stories**, **Senses**, and **Sophistication** in design. These principles emphasize the narrative, sensory engagement, and refined presentation of experiences.

Moreover, attention must be given to the tourist experience during participation in such activities. This aligns with the *Experience Economy* concept developed by Pine and Gilmore (1998), which highlights the importance of creating memorable experiences through customer engagement with goods and services. The framework outlines two key dimensions: the **degree of participation** (passive vs. active involvement) and the **connection with the environment**, which can be either **absorption** or **immersion**. These dimensions give rise to four realms of experience: **Entertainment** and **Education** (associated with absorption), and **Escapist** and **Esthetic** experiences (associated with immersion).

This Experience Economy framework was adopted as a theoretical foundation in the present research to guide the development of the questionnaire and data collection process. It corresponds with the previously discussed definition of creative tourism that emphasizes enhancing and adding value to cultural capital through meaningful tourist engagement.

There are also several studies related to experience and creative tourism that are relevant to the present research:

Wongmanee and Wongsaroj (2021) found that tourists acquired new knowledge regarding the expected value attributes of creative tourism in Thailand. From the perspective of creative tourists, four key components were identified, one of which was *Creative Fascinating Rareness and Newness*, reflecting the appeal of uniqueness and novelty in creative experiences.

Pasaco-González, B.S., Campón-Cerro, A.M., Moreno-Lobato, A. and Sánchez-Vargas, E. (2023) reported that most respondents were female and aged between 26 and 35 years. Their comparative analysis revealed that gender differences influenced the perception of quality and satisfaction with the tourism experience, although behavioral intentions did not differ. In contrast, differences in age, education level, previous visitation, and prior similar experiences affected both perceived quality and satisfaction with the experience, while having no significant impact on behavioral intention.

## RESEARCH METHODOLOGY

This study employed a quantitative research approach. The research was conducted in the Ban Rai Kong King community, Chiang Mai Province. The sample consisted of 151 university students, selected using purposive sampling based on their voluntary participation in creative tourism activities in the Ban Rai Kong King community.

A questionnaire, validated by three experts, was used as the main research instrument. The research protocol was reviewed and approved by the Human Research Ethics Committee, receiving the approval code COE.2-268-2023. Prior to the main data collection, a pilot study with 30 respondents was conducted to test the reliability of the questionnaire. The reliability coefficient, calculated using Cronbach's Alpha, was .962, indicating high internal consistency.

Subsequently, the quantitative data were coded and analyzed using a statistical software package. Inferential statistics were employed to test for differences, including independent t-tests for comparing means between two groups and one-way analysis of variance (One-Way ANOVA) for comparing means across more than two groups.

## RESEARCH FINDINGS

### 1. Demographic Characteristics of Student Tourist Participants

The demographic data of 151 student tourist respondents revealed that the majority identified as female (88.7%), followed by male (7.9%), and LGBTQ (3.3%). Most respondents identified as Buddhist (94%), with smaller proportions identifying as Muslim (4%) and other religions (2%). The majority of respondents originated from Bangkok and its metropolitan area (37.1%), followed by the Northeastern region (25.2%) and the Central region (19.9%), respectively. Notably, there were no respondents from the Western region. In terms of monthly income, most reported earning less than or equal to 5,000 THB (72%), followed by those earning 5,001–10,000 THB (43%), and 10,001–15,000 THB (9.3%), respectively. Regarding travel frequency to Chiang Mai (including participation in creative tourism activities), most respondents indicated it was their first visit (65.6%), followed by those who had visited twice (17.2%) and more than four times (7.9%).

### 2. Hypothesis Testing Between Demographic Characteristics and Satisfaction Toward Creative Tourism Experience

2.1 Differences in gender among student tourists did **not** significantly affect the level of satisfaction in any of the four dimensions of experience—**entertainment**, **education**, **escapism**, and **aesthetics**—gained through participation in creative tourism activities in Ban Rai Kong King, Chiang Mai. This result was not statistically significant at the 0.05 level (see Table 1).

**Table1** Results of Hypothesis Testing: Satisfaction Toward Creative Tourism Experience by Gender

Hypothesis	Independence Variable	Dependence Variable	Statistics Used	Sig.	Output
1	Gender	Entertainment	F-test	.328	Accept
1		Education	F-test	.952	Accept
1		Escapism	F-test	.113	Accept
1		Aesthetics	F-test	.403	Accept

2.2 Differences in religion among student tourists did **not** significantly affect the level of satisfaction with the creative tourism experience across all four dimensions—**entertainment**, **education**, **escapism**, and **aesthetics**. This result was not statistically significant at the 0.05 level (see Table 2).

**Table 2** *Results of Hypothesis Testing: Satisfaction Toward Creative Tourism Experience by Religion*

Hypothesis	Independence Variable	Dependence Variable	Statistics Used	Sig.	Output
1	Religion	Entertainment	F-test	.982	Accept
1		Education	F-test	.979	Accept
1		Escapism	F-test	.910	Accept
1		Aesthetics	F-test	.830	Accept

2.3 Differences in the **region of origin** among student tourists did **not** significantly affect the level of satisfaction in the dimensions of **entertainment, escapism, and aesthetics**. However, differences in region of origin **did** significantly affect satisfaction in the **educational** dimension at the 0.05 significance level. A post-hoc pairwise comparison using the **Least Significant Difference (LSD)** method revealed that student tourists from **Bangkok and its metropolitan area** reported significantly higher satisfaction with the educational experience than those from the **Central region**. Furthermore, students from the **Central region** reported lower satisfaction with the educational dimension compared to students from the **Eastern, Southern, and Northeastern** regions (see Table 3).

**Table 3** *Results of Hypothesis Testing: Satisfaction Toward Creative Tourism Experience by Region of Origin*

Hypothesis	Independence Variable	Dependence Variable	Statistics Used	Sig.	Output
1	Region of Origin	Entertainment	F-test	.279	Accept
2		Education	F-test	.016	Refuse
1		Escapism	F-test	.850	Accept
1		Aesthetics	F-test	.859	Accept

2.4 Differences in **monthly income** among student tourists did **not** significantly affect the level of satisfaction in any of the four experience dimensions—**entertainment, education, escapism, and aesthetics**. This result was not statistically significant at the 0.05 level (see Table 4).

**Table 4** *Results of Hypothesis Testing: Satisfaction Toward Creative Tourism Experience by Monthly Income*

Hypothesis	Independence Variable	Dependence Variable	Statistics Used	Sig.	Output
1	Monthly Income	Entertainment	F-test	.155	Accept
1		Education	F-test	.562	Accept
1		Escapism	F-test	.275	Accept
1		Aesthetics	F-test	.449	Accept

2.5 Differences in the **number of visits to Chiang Mai** among student tourists did **not** significantly affect satisfaction levels in the dimensions of **entertainment**, **escapism**, and **aesthetics**. However, there was a statistically significant difference in satisfaction related to the **educational** dimension. A pairwise LSD post-hoc test indicated that student tourists who had visited Chiang Mai **three times** reported significantly higher satisfaction in the educational dimension than those who had visited **more than four times** (see Table 5).

**Table 5** *Results of Hypothesis Testing: Satisfaction Toward Creative Tourism Experience by Number of Visits to Chiang Mai*

Hypothesis	Independence Variable	Dependence Variable	Statistics Used	Sig.	Output
1	Number of Visits to Chiang Mai	Entertainment	F-test	.296	Accept
2		Education	F-test	.017	Refuse
1		Escapism	F-test	.410	Accept
1		Aesthetics	F-test	.104	Accept

## DISCUSSION OF FINDINGS

The analysis comparing demographic characteristics and the level of satisfaction of student tourists with their experience in creative tourism activities at the Ban Rai Kong King Community, Chiang Mai, clearly indicates that the level of satisfaction with the educational experience varies according to the region of origin and the number of visits to Chiang Mai by the student tourists. This finding is inconsistent with the research of Pasaco-González, B.S., Campón-Cerro, A.M., Moreno-Lobato, A., and Sánchez-Vargas, E. (2023), which found no statistically significant differences in terms of the perceived quality of experience, satisfaction with the experience, and behavioral intentions between first-time visitors and repeat visitors. This finding aligns with Hiwasaki, L. (2000), as cited in Nume, S. (2019), who stated that tourists travel to culturally distinct locations or places with different lifestyles for three main reasons, one of which is the search for new experiences and the opportunity to learn about a different way of life. This is also related to the Experience Economy concept of Pine, B.J., & Gilmore, J.H. (1998), which addresses the scope of experiences used to market products and

services to customers in order to create a memorable and valuable experience. One of these experiences includes learning activities where customers actively participate in creating and absorbing experiences. This is in line with the research by Luekveerawattana, R. (2020), which discussed the factors for effective sustainable management of cultural tourism resources, including the perceived value of tourism, awareness of conservation efforts, and knowledge about tourism resources. If visitors perceive the value and are aware of these aspects, it can stimulate appropriate behavior in tourists.

## RECOMMENDATIONS

1. The findings of this research indicate that creative tourism communities need to invent and develop creative tourism activities that are suitable for the target group of tourists. This should include aspects such as storytelling, sensory engagement, and sophisticated presentation, which are key principles in the development of creative tourism activities (Richards, Greg et al., 2019).

2. Further studies should be conducted among other tourist groups that serve as target markets for creative tourism. Additionally, expanding the scope of educational opportunities is recommended to gain a deeper understanding of the genuine needs and satisfaction of tourists.

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**THE DECISION-MAKING FACTORS INFLUENCING INTERNATIONAL  
TOURISTS IN CHOOSING HOTELS IN BANGKOK**

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**ABSTRACT**

Bangkok, the vibrant capital of Thailand, continues to be a top global travel destination, attracting millions of international tourists annually. With its diverse range of accommodations—from budget hostels to luxury hotels—understanding what influences foreign tourists in choosing their lodging is critical for the tourism and hospitality industry. This study explores key factors such as price, location, online reviews, service quality, and cultural appeal that drive hotel selection decisions. Utilizing a mixed-methods approach, including online surveys and in-depth interviews with international visitors, the research identifies the most influential attributes and offers practical implications for hotel operators and destination marketers. The findings suggest that while affordability and location remain pivotal, the role of digital presence and culturally immersive experiences is increasingly significant. This study contributes to a deeper understanding of tourist behavior and offers actionable insights to enhance Bangkok's competitiveness as a world-class hospitality destination.

Keywords: Hotel selection, international tourists, Bangkok, tourism behavior, accommodation preferences, hospitality management, customer satisfaction

**INTRODUCTION**

Tourism remains one of the most dynamic and competitive industries worldwide, with urban destinations like Bangkok serving as epicenters of global travel. As international arrivals surge, fueled by post-pandemic recovery and digital nomadism, the accommodation sector must adapt swiftly to shifting traveler expectations. For hoteliers and policymakers alike, comprehending the motivations and preferences behind international tourists' hotel choices is not only commercially vital but also strategically essential for sustainable destination development.

Despite the abundance of literature on hotel marketing and consumer behavior, few studies focus specifically on Bangkok—a city where traditional Thai hospitality meets modern urban sprawl. This research investigates the decisive factors that influence hotel selection among international tourists visiting Bangkok, aiming to bridge existing knowledge gaps and offer a localized, culturally nuanced perspective.

## RESEARCH METHODS

To obtain a comprehensive understanding of tourist preferences, this study employed a **mixed-methods research design**:

□ **Quantitative Phase:**

A structured online questionnaire was distributed to **300 international tourists** who had visited Bangkok within the past 12 months. Respondents were recruited via travel forums, social media groups, and hotel guest databases. The survey covered demographic data, travel motivations, and factors influencing their hotel choices—measured on a 5-point Likert scale.

□ **Qualitative Phase:**

In-depth interviews were conducted with **15 participants** representing diverse nationalities and travel purposes (leisure, business, digital nomads). The interviews explored nuanced perceptions of service quality, cultural sensitivity, digital influence (e.g., TripAdvisor, Booking.com), and the significance of local experiences.

Data from the survey were analyzed using SPSS (descriptive and inferential statistics), while thematic coding was applied to the interview transcripts using NVivo to extract emerging patterns.

## RESEARCH RESULTS AND DISCUSSION

### 1. Price Sensitivity vs. Value Perception

While **price remained a significant factor** (ranked top by 68% of respondents), it was not always decisive. Tourists from Western Europe and North America prioritized **value for money** over the lowest price, showing a preference for mid-range hotels offering authentic experiences.

### 2. Location and Accessibility

**Proximity to BTS/MRT stations**, cultural landmarks, and nightlife areas strongly influenced decisions, especially among solo travelers and first-time visitors. Sukhumvit, Silom, and the Old Town emerged as top preferred zones.

### 3. Online Presence and Reviews

An overwhelming **84% of respondents** stated that **online reviews** were “very important” in their hotel selection. Hotels with consistent 4+ star ratings on Booking.com and Google Reviews were perceived as trustworthy regardless of star classification.

### 4. Cultural Experience and Design

Boutique hotels that incorporated Thai aesthetics, local art, or offered Thai cooking classes were **highly favored** among repeat visitors and culture seekers. This indicates a growing market segment interested in **experiential travel** rather than just functional stays.

### 5. Service Quality and Multilingual Staff

Responsive service, cleanliness, and **English-speaking staff** were key service expectations. Tourists also appreciated staff who could recommend **local hidden gems**, enhancing their stay beyond the hotel walls.

## CONCLUSION

This study concludes that international tourists selecting hotels in Bangkok are influenced by a blend of functional and experiential factors. While affordability and location remain fundamental, digital visibility and cultural authenticity play increasingly prominent roles. Hotels that balance competitive pricing with meaningful guest experiences—especially those who embrace Thai culture and personalized service—stand to attract and retain a more discerning global clientele.

For practitioners, the findings underscore the importance of strategic online engagement, employee training in intercultural communication, and integration of local cultural elements into the guest experience. For scholars, the study opens avenues for further research into the intersection of culture and consumer behavior in urban tourism.

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## **MARKETING STRATEGIES OF AIRLINES IN THAILAND TO ATTRACT GENERATION Z CUSTOMERS**

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### **ABSTRACT**

The objectives of this research were 1) to study the travel behavior of Generation Z customers in Thailand, and their interests in air travel, 2) To analyze Generation Z customers' behavior of digital technology usage, and 3) to assess the digital marketing strategies employed by airlines in Thailand to attract Generation Z customers. The sample group consisted of 119 students from Rangsit University, categorized into five faculty groups: 38 students from the Social Sciences faculty group, 16 students from the Business faculty group, 18 students from the Art and Design faculty group, 18 students from the Technology faculty group, and 29 students from the Medical Sciences faculty group. The research instrument was a questionnaire, and data were analyzed using frequency, percentage, mean, standard deviation, Chi-square test, and T-test. The research showed that most respondents had prior experience with air travel, and the most recognized airline among them is Thai Airways. Instagram, YouTube, and Facebook were identified as the top three social media platforms used for entertainment, communication, and news updates. Nok Air's online advertisements were the most frequently observed. In analyzing the marketing mix (7Ps), all seven components were rated as highly important, with Process, Place, and People being the top three factors. Additionally, there is a statistically significant relationship between respondents' monthly spending and their choice of airline, with a significance level of 0.05 ( $p < 0.05$ ).

Keywords: Marketing Strategies, Airlines, Thailand, Generation Z

### **INTRODUCTION**

In the 21st century, the aviation industry faces rapid changes influenced by evolving technology, globalization, and the dynamic expectations of customers. Airlines must continually adapt their business strategies to meet the demands of a new generation of travelers. One significant demographic is Generation Z, who have grown up in a digital environment, are highly proficient with technology, and expect fast, convenient, and personalized services. They value authenticity, experience, and the ability to access information instantly.

In Thailand, the aviation industry is a critical component of economic growth and tourism development. Post-COVID-19 recovery has intensified competition among airlines, with digital marketing becoming a crucial tool for customer engagement. Airlines focus on using digital platforms, social media, influencers, and personalized marketing to attract Generation Z customers. Understanding the behavior, needs, and expectations of Generation Z is essential for airlines to design effective marketing strategies and to create a competitive advantage in the market.

Airlines in Thailand provide various services to meet the needs of different customer segments. These services include competitive ticket pricing, loyalty programs, online booking systems, social media engagement, and personalized customer service. The quality of these services directly impacts customer satisfaction and loyalty. Therefore, improving digital marketing strategies is vital for airlines targeting Generation Z customers.

Based on these considerations, the researcher is interested in studying the digital marketing strategies employed by airlines in Thailand to attract Generation Z customers, focusing on behavior, satisfaction, problems, and challenges that airlines face when engaging this demographic.

### **Objectives**

1. To study the travel behavior of Generation Z customers in Thailand, and their interests in air travel.
2. To analyze Generation Z customers' behavior of digital technology usage.
3. To assess the digital marketing strategies employed by airlines in Thailand to attract Generation Z customers.

### **Research Limitation**

1. The data collection took place exclusively in November 2024.
2. The sample group was limited to students from Rangsit University, and may not fully represent the entire Generation Z population in Thailand.

## **LITERATURE REVIEW AND THEORY**

### **1. Knowledge about Airlines in Thailand**

The aviation industry in Thailand has long been a crucial contributor to the country's economic development and tourism growth (CAPA - Centre for Aviation, 2023). Strategically located in Southeast Asia, Thailand is recognized as a major hub offering extensive domestic and international flight services. Airlines operating in Thailand are generally categorized into two types: full-service airlines and low-cost carriers (LCCs).

**Full-service airlines**, such as Thai Airways International and Bangkok Airways, are known for providing a wide range of services designed to enhance passenger comfort. These services typically include complimentary in-flight meals, checked baggage allowances, loyalty programs, and premium customer support. Such airlines primarily target travelers who prioritize convenience, comfort, and high-quality experiences.

In contrast, **low-cost carriers** like Thai AirAsia, Nok Air, Thai Lion Air and Thai Vietjet Air focus on offering affordable air travel by minimizing additional services and allowing passengers to purchase extras as needed. This model has made air travel more accessible, especially

to younger and budget-conscious travelers seeking flexibility and cost savings.

Following the COVID-19 pandemic, the Thai aviation sector faced considerable challenges but adapted rapidly by implementing enhanced health and safety protocols, offering more flexible ticketing options, and expanding digital services such as online check-in and mobile boarding passes (CAPA - Centre for Aviation, 2023). The shift towards digital transformation has been essential in restoring customer confidence and meeting new expectations.

Today, competition within the Thai aviation industry remains intense. Airlines must continuously innovate in service quality, marketing strategies, and customer engagement approaches to effectively attract and retain Generation Z customers, who are highly connected, value speed and convenience, and expect a seamless digital experience.

## 2. Marketing Mix Theory (7Ps)

Marketing mix is a foundational concept in marketing strategy, often used to develop effective marketing plans by combining controllable factors that influence customer purchasing decisions (Kotler & Keller, 2021). Traditionally, the marketing mix was composed of four elements, known as the 4Ps: Product, Price, Place, and Promotion. However, in the service industry, including airlines, the model has been expanded to 7Ps to better address service-related components (Booms & Bitner, 1981). The **7Ps** of the marketing mix include:

**Product:** Refers to the airline's offerings such as flight routes, in-flight services, cabin classes, and loyalty programs. Airlines must differentiate their services to meet diverse customer needs (Kotler & Keller, 2021).

**Price:** Involves the cost customers pay for airline services. Pricing strategies can include dynamic pricing, discounts, and promotional fares to attract different market segments, especially price-sensitive Generation Z customers (Kotler & Armstrong, 2020).

**Place:** Refers to the distribution channels through which customers book flights, such as online booking platforms, mobile apps, travel agencies, and airline websites.

**Promotion:** Encompasses advertising, public relations, sales promotions, and digital marketing efforts. Social media marketing and influencer collaborations have become essential promotional tools to engage Generation Z customers (Chaffey & Ellis-Chadwick, 2019).

**People:** Represents the employees who interact with customers, including ground staff, flight attendants, and customer service representatives. Their service quality significantly impacts customer satisfaction and brand loyalty.

**Process:** Relates to the procedures and systems used to deliver the service efficiently. Streamlined check-in procedures, online ticketing, baggage handling, and customer support systems are crucial for enhancing customer experience (Zeithaml, Bitner, & Gremler, 2018).

**Physical Evidence:** Refers to tangible elements that customers encounter, such as the appearance of aircraft cabins, check-in counters, boarding passes, and online platforms. These physical cues contribute to shaping customers' perceptions of service quality.

The 7Ps framework provides airlines with a comprehensive approach to crafting marketing strategies that align with customer expectations, enhance service delivery, and foster brand differentiation in a highly competitive industry (Booms & Bitner, 1981).

### 3. Consumer Behavior Theory

Consumer behavior theory explains the process by which individuals make decisions about what they buy, use, or dispose of. Understanding these behaviors helps businesses develop strategies that better meet customer needs (Schiffman & Kanuk, 2010). There are four key factors that influence consumer behavior:

1. Cultural factors involve values, beliefs, and traditions that shape how people behave as consumers. In the airline industry, these factors can influence preferences for service styles, brand perceptions, or travel habits (Kotler & Keller, 2021).

2. Social factors include family, friends, social roles, and online communities. For Generation Z, peer opinions, online reviews, and influencer content can strongly influence airline choices (Solomon, 2018).

3. Personal factors are related to a person's age, lifestyle, income, and occupation. Generation Z customers often value convenience, digital access, and personalization in their travel experiences (Fromm & Read, 2018).

4. Psychological factors refer to motivation, perception, learning, and attitudes. Airlines that offer personalized deals, environmental responsibility, or meaningful brand values can influence the decision-making of younger customers (Kotler & Armstrong, 2020).

Generation Z is a digital-first generation that expects quick service, clear communication, and authenticity from brands. They are highly responsive to user-generated content, social proof, and interactive online platforms. Understanding their behavior allows airlines to design marketing strategies that better attract and retain this emerging group of customers.

### 4. Marketing Communication Theory

Marketing communication is a key part of any marketing strategy. It involves the ways in which businesses share information with customers to influence their buying decisions. For airlines, effective communication helps build awareness, shape brand perception, and guide customer behavior (Kotler & Keller, 2021).

Modern marketing communication has shifted from traditional media to more interactive digital platforms. This includes websites, mobile apps, social media, email campaigns, and influencer marketing. These tools allow businesses to connect with customers in real time and provide personalized content (Chaffey & Ellis-Chadwick, 2019).

Generation Z, in particular, responds well to digital channels that offer two-way interaction. They value authenticity, creativity, and speed in communication. Platforms like Instagram, TikTok, and YouTube are often preferred because they combine entertainment with useful information. Airlines that use these platforms effectively can build trust and stay relevant to this generation.

One important theory in this context is the **Communication Process Model** by Shannon and Weaver (1949), which includes the sender, message, channel, receiver, feedback, and potential noise. In airline marketing, the sender is the airline, the message is the promotion or information, the channel is the digital platform, and the receiver is the customer. Feedback can come in engagement, comments, or bookings, while noise refers to distractions that reduce message effectiveness.

Airlines that understand how to manage these elements can improve customer engagement. Clear, consistent, and personalized communication is essential in creating positive brand experiences, especially for tech-savvy and fast-moving consumers like Generation Z.

### **5. Generation Z Characteristics**

Generation Z, born between 1997 and 2012, has emerged as a distinct cohort with unique behavioral characteristics shaped by unprecedented technological access, global connectivity, and evolving social values.

One of the defining features of Generation Z is their digital fluency. As true digital natives, they have been raised in a world dominated by smartphones, high-speed internet, and social media platforms. This generation is highly adept at multitasking across various digital platforms, making them fast information processors and efficient online communicators. According to Turner (2015), technology is not merely a tool for Generation Z—it is deeply integrated into their everyday lives, shaping how they interact, learn, and engage with the world.

Another key behavioral trait is their emphasis on individuality and self-expression. Generation Z often leverages digital platforms such as TikTok, Instagram, and YouTube to craft and display their identities. This pursuit of uniqueness is not superficial but deeply tied to their understanding of self and authenticity. Francis and Hoefel (2018) note that this generation highly values personalization and favors brands and communities supporting self-expression and diversity.

Mental health is also a central concern for Gen Z. Unlike previous generations that often stigmatized discussions of mental well-being, Generation Z is more open and proactive in addressing these issues. Twenge (2017) found that Gen Z is significantly more likely to report feelings of anxiety and depression, and they actively seek digital resources and institutional support to manage their mental health.

This generation is also characterized by its strong social and environmental consciousness. Global issues such as climate change, racial equality, and gender rights resonate strongly with Gen Z, influencing consumer behavior and activism. As McKinsey & Company's research highlights, Gen Z expects institutions and corporations to adopt values of sustainability, equity, and transparency (Francis & Hoefel, 2018).

Moreover, despite the stereotype of short attention spans, Gen Z exhibits a high capacity for information filtering. Their daily consumption of fast-paced digital content enables them to assess and prioritize information quickly, though they may require more engaging formats to sustain attention. Schwieger and Ladwig (2018) suggest that Gen Z learners perform well in interactive, visual, and tech-integrated environments.

Lastly, Generation Z displays a strong inclination toward entrepreneurship and independent work. They prioritize work-life balance, autonomy, and purpose-driven careers over traditional job security. Seemiller and Grace (2016) emphasize that many Gen Z individuals are interested in freelance work, startups, and alternative career pathways that allow them to align their values with their professional goals.

In summary, Generation Z characteristics are digital savvy, social awareness, personal independence, strong social and environmental consciousness, high capacity for information filtering, and entrepreneurship and independent work.

## **METHODOLOGY**

### **Population and Sample**

This study employed a survey research method. The population consisted of 29,581 undergraduate students enrolled at Rangsit University during the first semester of the 2024 academic year, according to data from the Registration Department. The sample size was initially determined using Yamane's formula at a 5% margin of error, which suggested a sample size of 395 students. However, due to time constraints and in accordance with the advisor's recommendation, only 30% of the calculated sample size was collected. Therefore, the final sample comprised 119 students. Stratified random sampling was employed, with students divided into five faculty groups as follows:

1. Social Sciences Faculty Group: 38 students.
2. Business Faculty Group: 16 students.
3. Art and Design Faculty Group: 18 students.
4. Technology Faculty Group: 18 students.
5. Medical Science Faculty Group: 29 students.

### **Design Research Tool**

The research tool used in this study was a questionnaire developed according to the research objectives. The process for constructing the questionnaire was as follows:

1. Study the theories, models, and methods for designing questionnaires from academic books and relevant research studies.
2. Establish a conceptual framework for constructing the research questionnaire.
3. Draft the questionnaire according to the research framework and study objectives.
4. Submit the draft questionnaire to the research advisors for review and quality checking.
5. Revise the questionnaire according to the feedback and suggestions from the advisors.
6. Use the final version of the questionnaire for data collection.

The questionnaire consisted of both closed-ended and open-ended questions and was divided into four parts:

Part 1: Questions related to the respondents' personal information, including gender, age, faculty group, monthly income, and frequency of air travel.

Part 2: Questions regarding the behavior of Generation Z customers in using digital platforms related to airline services, such as Instagram, YouTube, Facebook, and official airline websites.

Part 3: Questions measuring the importance of marketing mix factors (7Ps) in the decision-making process when selecting airlines.

Part 4: Open-ended questions allowing respondents to suggest improvements or express opinions regarding airline marketing strategies targeting Generation Z customers.

## Data Collection

The researcher planned the data collection according to the following steps:

1. Use the questionnaire to collect data by selecting a sample based on stratified random sampling, as the total population of Rangsit University students was known. A total of 119 sets of questionnaires were collected.
2. Collect data between 1 November 2024 and 8 November 2024.
3. Review all the completed questionnaires to ensure accuracy and completeness before proceeding to data analysis.

## Data Analysis

The researcher analyzed and processed the collected data using a computer, utilizing the SPSS (Statistical Package for Social Science) software for statistical analysis. The details of the data analysis are as follows:

Questionnaire Part 1: Personal information was analyzed by distributing frequency and percentage, presented in the form of tables, and interpreting the results.

Questionnaire Part 2: Behavior regarding the use of digital platforms related to airline services was analyzed by distributing frequency and percentage, presented in the form of tables, and interpreting the results.

Questionnaire Part 3: The level of importance of marketing mix factors (7Ps) in airline selection was analyzed using mean and standard deviation for each aspect. Opinions were ranked, and comparisons were made using Chi Square Test and T-Test to find significant differences among groups.

Questionnaire Part 4: Suggestions and comments on airline marketing strategies for Generation Z customers were summarized by categorizing common themes and interpreting the qualitative data descriptively.

## RESULTS

.1The sample group consisted of 119 students from Rangsit University. Among them, 60 were male (50.4%) and 59 were female (49.6%). In terms of age, the largest group was 61 students (51.3%) aged 20–22 years, followed by 38 students (31.9%) aged 23 and above, and 20 students (16.8%) under 20 years old. Regarding year of study, the highest proportion was fourth year or above with 46 students (38.7%), followed by third year with 35 students (29.4%), second year with 22 students (18.5%), and first year with 16 students (13.4%). For faculty groups, the highest number of respondents were from the Social Sciences group with 38 students (31.9%), followed by the Medical Sciences group with 29 students (24.4%), then the Art and Design group and the Technology group with 18 students each (15.1%), and the Business group with 16 students (13.4%). In terms of hometown, most students were from the central region (56 students, 47.1%), followed by Bangkok and metropolitan areas (30 students, 25.2%), the eastern region and the southern region with 12 students each (10.1%), the northeastern region with 8 students (6.7%), and the northern region with only 1 student (0.8%). Regarding monthly expenses, the largest group spent between 10,001–15,000 baht (46 students, 38.7%), followed by 5,001–10,000 baht (28 students, 23.5%), 15,001–20,000 baht

(24 students, 20.2%), not exceeding 5,000 baht (13 students, 10.9%), and more than 20,000 baht (8 students, 6.7%).

2. The results of the study on the recognition and experience of Generation Z students with Thai Airlines revealed that:

2. 1 Respondents' most used social media platforms for entertainment, communication, and news updates are Instagram, YouTube, Facebook, Line, TikTok, and X-Twitter, respectively. As shown in Table 1.

Table 1 *Respondents' most used social media platforms*

Social Media Platform	Respondents		Total	%	Priority
	Male	Female			
IG	56	55	111	24.47	1
Youtube	44	51	95	19.23	2
Facebook	47	40	87	17.61	3
Line	41	36	77	15.59	4
TikTok	40	35	75	15.18	5
X-Twitter	18	31	49	9.92	6

2.2 According to the Recognition of Airlines in Thailand, 119 respondents were asked to select up to three Thai airlines they were most familiar with. The total number of mentions was 357. The top three most recognized airlines were Thai AirAsia, Nok Air, Bangkok Airways, and Thai Lion Air. This indicates that among Generation Z travelers, Thai Airways is the most well-known airline. At the same time, low-cost carriers Thai AirAsia and Nok Air also receive high recognition and strong brand awareness, as shown in Table 2.

Table 2 *The recognition of Airlines in Thailand among the Respondents*

Airlines	Total	%
Thai Airways (TG)	102	28.6
Thai AirAsia (FD)	93	26.1
Nok Air (DD)	77	21.6
Bangkok Airways (PG)	36	10.1
Thai Lion Air (SL)	25	7.0
Thai Vietjet Air (VZ)	15	4.2
Thai AirAsia X (XJ)	9	2.5
	357	100.0

2.3 Of the 119 respondents, 87 students (73.1%) had prior experience traveling with airlines in Thailand, and most had their last experience last year. At the same time, 32 students (26.89%) had never traveled by air; details appear in Table 3.

Table 3 *The latest experience traveling with airlines in Thailand of the respondents*

Time Since Last Flight	Total	Percentage (%)
Within the past 3 months	28	53.23
Within 3–6 months	17	29.14
Within 6 months to 1 year	13	93.10
More than 1 year	29	36.24
Never travel with airlines	32	89.26
	119	100.0

.3The study's results on the recognition and experience of Generation Z students with Thai Airlines revealed that advertising exposure through social media plays a significant role in airline visibility. Respondents were asked to identify which airline advertisements or promotional posts they had seen online. The findings indicate that Nok Air, Thai AirAsia, and Thai Airways are the top three most frequently seen on their social media. Details are shown in Table 4.

Table 4 *The recognition and experience of Generation Z students with Airlines' social media in Thailand*

Airline in Thailand	Frequency	Percentage (%)
Nok Air (DD)	73	22.2
Thai AirAsia (FD)	66	20.1
Thai Airways (TG)	63	19.1
Bangkok Airways (PG)	39	11.9
Thai Vietjet Air (VZ)	28	8.5
Thai Lion Air (SL)	25	7.6
Thai AirAsia X (XJ)	24	7.3
Never seen any ads	11	3.3
Total	329	100.0

.4 The study's results on the importance level of each component in the marketing mix (7Ps) revealed that Generation Z students perceived all elements as significantly influential when selecting an airline. Respondents rated each factor based on a Likert scale (5-level), and the average scores were calculated to determine overall importance. The findings indicated that "Process (Service Process)" ( $\bar{x}$ =4.05, SD.=1.12) was rated the most important component, followed by "Place (Distribution Channel)" ( $\bar{x}$ =3.99, SD.=1.09, and "People" ( $\bar{x}$ =3.96, SD.=1.01), respectively. Details are presented in Table 5.

Table 5 *The Importance level of marketing mix factors for Generation Z customers*

<i>Marketing Mix Elements</i>	Mean	SD.	Importance Level	Priority
Process (Service Process)	4.05	1.12	Very High	1
Place (Distribution Channel)	3.99	1.09	High	2
People	3.96	1.02	High	3
Price	3.93	1.09	High	4
Physical Evidence and Presentation	3.90	1.06	High	5
Promotion	3.70	1.05	High	6
Product	3.65	0.92	High	7
Total	3.88	1.05	High	

5. A comparative analysis of airline selection behavior classified by monthly spending was conducted using the chi-squared test. The results revealed a statistically significant relationship between students' monthly expenses and airline choices, with a significance level 0.05. The result of the Pearson Chi-Square test yielded a test statistic of  $\chi^2 = 41.674$ , with  $df = 28$  and a p-value (Sig.) = 0.047. Since the p-value is less than 0.05, the null hypothesis ( $H_0$ ) is rejected. Therefore, it can be concluded that there is a statistically significant relationship between the respondents' monthly spending and the airline they selected for their most recent flight. Details are shown in Table 6.

Table 6 *The relationship between the respondents' monthly spending and their choice of airline*

Airline Choice	Monthly Spending (THB)					Total	Chi Square (Sig)
	<5000	5001-10000	10001-15000	15001-20000	>20000		
Thai Airways	1 (7.7%)	4 (14.3%)	6 (13.0%)	3 (12.5%)	2 (25.0%)	16 (13.4%)	41.674 (.047)
Bangkok Airways	0 (0.0%)	0 (0.0%)	2 (4.3%)	0 (0.0%)	2 (25.0%)	4 (3.4%)	
Nok Air	2 (15.4%)	4 (14.3%)	9 (19.6%)	4 (16.7%)	0 (0.0%)	19 (16.0%)	
Thai AirAsia	4 (30.8%)	13 (46.4%)	14 (30.4%)	8 (33.3%)	3 (37.5%)	42 (35.3%)	
Thai AirAsia X	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	1 (12.5%)	1 (0.8%)	
Thai Lion Air	0 (0.0%)	0 (0.0%)	2 (4.3%)	1 (4.2%)	0 (0.0%)	3 (205%)	
Thai Vietjet Air	1 (7.7%)	0 (0.0%)	0 (0.0%)	1 (4.2%)	0 (0.0%)	2 (1.7%)	
No lately	5 (38.5%)	7 (25.0%)	13 (28.3%)	7 (29.2%)	0 (0.0%)	32 (26.9%)	
Total	13 (100.0%)	28 (100.0%)	46 (100.0%)	24 (100.0%)	8 (100.0%)	119 (100.0%)	

\*Statistically significant at the 05.0level ( $p < 0.05$ )

## CONCLUSION

1. Most of the 119 respondents had previous experience traveling by air. Thai AirAsia was the most frequently used airline, followed by Nok Air and Thai Airways.

2. Thai Airways was the most recognized airline among respondents, followed closely by Thai AirAsia and Nok Air.

3. The top 3 social media platforms that respondents use for entertainment, communication, and news updates are Instagram, YouTube, and Facebook.

4. Most respondents had seen airline advertisements or promotional content on social media, with Nok Air being the most frequently seen, followed by Thai AirAsia and Thai Airways.

5. In the marketing mix analysis, all seven components (7Ps) were rated at a high importance level. The top three elements with the highest mean scores were: Process (Service Process), Place (Distribution Channel), and People (Personnel).

6. A Chi-Square test showed a statistically significant relationship between the respondents' monthly spending and their choice of airline ( $\chi^2 = 41.674$ ,  $df = 28$ ,  $p = 0.047$ ).

## DISCUSSION AND RECOMMENDATION

1. The findings from this research provide valuable insights into how Generation Z customers, particularly university students, perceive and interact with airlines in Thailand. The results reveal a distinct pattern of behaviors, expectations, and preferences that differ significantly from those of older generations. This is consistent with Turner (2015), technology is not just a tool for Generation Z; it is deeply integrated into their daily lives, shaping how they interact, learn, and engage with the world. These insights are crucial for airlines aiming to remain relevant in a market increasingly influenced by younger, digitally native travelers.

2. It was found that Thai Airways, Thai AirAsia, and Nok Air were the most recognized airline brands among respondents. However, brand recognition did not necessarily correlate with actual usage. For example, although Thai Airways had the highest overall recognition, Thai AirAsia was the most frequently used airline among the students surveyed. This discrepancy suggests that brand familiarity alone is not enough to influence purchasing behavior, especially in the Gen Z segment. Instead, the perceived value, ease of access, and alignment with lifestyle appear to carry more weight in the final decision-making process. This highlights a key challenge for legacy carriers like Thai Airways: while they benefit from established reputations and national identity, they may not be engaging younger audiences effectively on digital platforms. In contrast, low-cost carriers like Thai AirAsia and Nok Air seem to have adapted their messaging and content strategy more effectively to reach Gen Z consumers, who are highly influenced by social media trends, peer recommendations, and mobile-friendly booking experiences.

3. The results of the 7Ps analysis showed that all components were considered highly important by students, with Process, Place, and People ranking as the top three. This highlights that Generation Z places high value on smooth service delivery, digital access, and positive interaction with service personnel. Process (Service Delivery): Fast check-ins, self-service options, and quick boarding processes are expected. Gen Z values efficiency, especially when using apps or online booking systems. Delays or poor UI/UX can strongly influence negative perceptions. Place (Distribution Channels): The ease of accessing information and booking through mobile platforms is critical. Gen Z expects 24/7 access to services, real-time updates, and instant confirmation. This supports the need for mobile-first strategies and seamless integration across devices. People (Personnel): Friendliness, attentiveness, and flexibility of staff were cited as contributing factors to satisfaction. Gen Z appreciates humanized experiences, even in digital-first contexts, such as engaging chat support or cabin crew who exhibit authentic hospitality. Other components such as Price, Product, and Physical Evidence also scored well, though they were slightly less influential. Notably, Promotion was rated lowest among the 7Ps, possibly because Gen Z expects always-available value rather than being swayed by occasional campaigns.

4. The Chi-Square analysis revealed a statistically significant relationship between monthly spending and airline choice ( $p = 0.047$ ). This suggests that even within the same generation, economic segmentation influences brand preference. Students with higher monthly spending may opt for premium or full-service carriers, while those with lower budgets prefer low-cost options. This finding aligns with the notion that Gen Z is not a monolith; while

generally price-conscious, they will spend more if the perceived value — such as comfort, status, or convenience — justifies the cost. Thus, airlines must adopt tiered marketing approaches, offering options that align with different income levels within the same age demographic

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**FACTORS INFLUENCING TOURISTS' DECISION MAKING TO USE SPA SERVICES AT HOTELS AND RESORTS IN RAYONG PROVINCE**

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**ABSTRACT**

The objectives of this research were to: 1) examine tourists' perception of information, 2) study tourists' decision-making regarding the use of spa services, and 3) investigate the factors related to information perception that influence tourists' decisions to use spa services in hotels and resorts in Rayong. The sample group consisted of 400 Thai tourists who had used spa services at hotels and resorts in Rayong, and the data were analyzed using multiple regression analysis. The study found that: 1) tourists perceived spa-related information most strongly in terms of service quality, followed by marketing promotion and brand image; 2) most tourists made their decisions to use spa services based on information obtained from websites, followed by the expertise of spa staff, while problem perception had the lowest mean score; 3) the variables of perceived marketing promotion, perceived service quality, and spa image significantly influenced tourists' decisions to use spa services, with these variables collectively accounting for 80% of the variance. Therefore, information perception is a key factor that businesses must prioritize—particularly the promotion of spa services, service quality, and the business's overall image—which directly influence tourists' decision-making in using such services.

Keywords: Information Perception, Decision making to Use Services ,Spa Services

**INTRODUCTION**

Tourism currently plays a significant role in driving the economy, preserving culture, protecting the environment, and fostering positive international relations. It is inherently interconnected with various business sectors, creating inevitable mutual dependence. As a fundamental human activity, tourism promotes goodwill and positive relationships, facilitates cultural exchange and learning, enhances economic mobility, and contributes to the overall development of quality of life and society. As a result, various forms of tourism management have emerged, including health tourism, agricultural tourism, and cultural tourism, among others (Phutthaporn Aksornpairot, .(2016 Health tourism, in particular, refers to a form of tourism in which travelers focus on health and wellness, and it can be categorized into two dimensions: medical (healthcare) and wellness promotion. These services aim to treat, heal, and enhance health in a sequential and integrated manner. Health promotion services are among the core components of Thailand's strategic plan to establish itself as an international health

hub. Since the announcement of the national policy to develop Thailand into a global health hub, continuous governmental support has been provided to strengthen this sector (Department of Trade Negotiations, .(2011 To sustain growth in the industry, efforts have been made to build a positive image and elevate the quality of health services to meet international standards. The Department of Health Service Support, under the Ministry of Public Health, has been assigned the responsibility of developing quality certification standards for health spa businesses. Spa establishments are required to meet these standards to receive certification and be authorized to use the Ministry of Public Health's "Spa Shop" logo (Department of Health Service Support, .(2015 The spa business demonstrates considerable potential as a source of national income. In 2011, the industry recorded an average annual growth rate of approximately 6–5%, generating revenue of up to 14 billion baht. Of this amount, 47.64% was attributed to spa services offered in hotels and resorts, while 25.21% came from day spas and other types of spa establishments (Euromonitor International, .(2012 These figures indicate that the spa industry continues to produce significant income annually and exhibits a consistently strong growth trajectory. This trend aligns with findings from the National Economic and Social Development Board (NESDB) in collaboration with the Thailand Development Research Institute (TDRI) (Bureau of Trade Services and Logistics, Department of International Trade Promotion, .(2015 According to the Tourism Authority of Thailand, revenue from tourism in the eastern region amounted to 991.312 billion baht in 2016, with 59% generated from international tourists and 41% from domestic tourists. In this region, spa businesses operated by four- and five-star hotels and resorts serve a significant portion of these visitors. Rayong province, in particular, attracts more than 800,000 tourists annually (National Statistical Office, Ministry of Information and Communication Technology, .(2014 Notably, the spa industry has demonstrated sustained growth, substantial revenue generation, and continuous governmental support aimed at enhancing its image and service quality. Consequently, both image and service quality have become top priorities for spa businesses, driven by diverse information cues such as pricing, store ambiance, environmental factors, brand image, marketing promotions, and other related elements. These cues act as indicators of perceived service quality and have the potential to influence customers' decisions to use spa services. Therefore, the researcher is interested in examining the factors influencing tourists' decisions to use spa services in hotels and resorts in Rayong province. The insights gained from this study will provide valuable guidance to spa business operators in designing strategic plans and implementing them effectively for future business development.

### **Objectives**

1. To examine the perception of information among tourists who utilize spa services at hotels and resorts in Rayong Province.
2. To investigate the decision-making process of tourists in selecting spa services at hotels and resorts in Rayong Province.
3. To explore the aspects of information perception that influences tourists' decisions to use spa services at hotels and resorts in Rayong Province.

## LITERATURE & THEORY

### Definition of Service

Numerous scholars have provided definitions for the term "service," as follows:

Kotler and Bloom (1984: 147) elucidate that service constitutes any activity or benefit that one individual can offer to another, which is intangible and does not result in ownership. The production of services may or may not be associated with the creation of goods.

Gronroos (1990: 27) asserts that service is an activity or a series of activities that are generally intangible and typically occur during interactions between the service user and the service provider's personnel, tangible resources, or products, or the systems of the service provider itself, thereby resolving issues for the service users.

Zeithaml and Bitner 2000: 2) describe service as the actions, processes, and outcomes of performance.

Ketsamane Jai-Jun (2008) conducted a study on the marketing mix factors influencing consumers' decisions to utilize fitness services in Mueang District, Chiang Mai Province. The research focused on a sample group consisting of members from 13 fitness establishments in the Mueang District and employed a quota sampling method, resulting in a total of 365 respondents. The majority of the sample consisted of females aged 20 to 29 years, predominantly employed in private companies, with a monthly income ranging from 6,000 to 10,000 baht.

The study revealed that the marketing mix factors significantly impacted the respondents' decisions to use fitness services, with the following average rankings indicating high importance: personnel, processes, distribution, product, price, physical evidence, and promotion, respectively. The sub-factors with the highest average scores for each dimension are as follows:

- Product Factors: Availability of high-quality and safe exercise equipment.
- Price Factors\*\*: Discounts offered for existing members wishing to renew their memberships.
- Distribution Factors: The proximity of the fitness facilities to workplaces, residences, or schools.
- Promotion Factors: Distribution of coupons for free trial services.
- Personnel Factors: Staff exhibiting good interpersonal skills and a passion for service.
- Process Factors: Safe teaching procedures that ensure no risk of injury.
- Physical Evidence Factors: Employees dressed appropriately and courteously.

Patitta Rung-arunsuwan (2010) conducted a study on the expectations of customers regarding

## METHODOLOGY

This study employed quantitative research, targeting a population comprising foreign customers, although the exact size of the population remains unidentified. The sample group consisted of Thai tourists who had used spa services at hotels and resorts in Rayong Province. A quota sampling method was applied, with questionnaires distributed to spa service users across 40 hotels, allocating 10 sets of questionnaires per hotel.

### **Data Collection**

totaling 400 people. Convenience sampling was applied. For the analysis, descriptive statistics were used, including frequency distribution, percentages, mean (M), and standard deviation (S.D.), with multiple regression analysis used for inferential statistics.

### **RESULTS**

1. Overall, the perception of information among tourists using spa services at hotels and resorts in Rayong was generally at a high level. When each aspect was considered, it was found out that the aspect of the highest mean was for the perception of service quality, followed by marketing promotion information. The image of the spa had the lowest mean but was perceived at a high level.

2. The Decision making to Use spa services by tourists in hotels and resorts in Rayong province is generally at a high level. When considered by aspect, it was found that the aspect of information search has the highest average, followed by the aspect of staff service. The aspect with the lowest average is the perception of problems and pricing decisions.

3. The variables that can predict the Decision making to Use spa services by tourists in hotels and resorts in Rayong province are the aspects of marketing promotion information, perceived service quality, and spa image. These variables together can predict the Decision making to Use spa services by tourists in hotels and resorts in Rayong province at 80%.

### **RECOMMENDATIONS**

1. Tourists place importance on the quality of spa services. Businesses should focus on creating a positive image, such as providing useful advice to customers, ensuring staff courtesy, paying attention to customer feedback, and designing unique, nature-focused services. These efforts can help create a distinctive image, leading to customer decisions to use the service.

2. Businesses should develop modern and attractive websites to draw customers, as most tourists decide to use services based on online information. They should also focus on continuously improving the spa expertise of staff to ensure customer satisfaction, which encourages repeat visits.

3. Businesses should prioritize marketing communication, service quality, and the spa's image, as these factors influence customers' decisions. Examples include promoting discounts, offering complimentary additional services, ensuring attentive and polite staff interactions, and addressing customer feedback to improve service. The more customers are exposed to such positive information, the greater their likelihood of deciding to use the services.

### **Recommendations for Future Studies**

1. In the current digital era, the findings of this study confirm that marketing promotion information is the most influential factor. This highlights the importance of utilizing digital media to support various marketing promotions. Therefore, future studies should focus on exploring the development of spa businesses using digital media technology to ensure content aligns with the modern world. This can lead to the creation of effective strategies for business operators.

2. The spa business in Thailand is widespread across different regions of the country. Expanding the sample group beyond a specific area could provide broader insights into the factors influencing the Decision making to Use spa services. Additionally, future research should examine variables related to digital marketing to enhance tourists' awareness and engagement.

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## **SURVEY OF THAI TOURISTS' BEHAVIOR AND SATISFACTION WITH THE TOURISM IN BANTHAT THONG ROAD, BANGKOK**

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### **ABSTRACT**

Surveying the behavior of Thai tourists towards tourism in Banthat Thong Road, Bangkok. The information can be summarized and shows that the majority of the population were 215 females and shows that most of the population is 18-25 years old, 179 people, representing 44.75 percent, Education shows that Most of the population's have a Bachelor's degree, amount 317 People accounted for 79.25 percent, Occupation shows that most of the population are Students, 164 people, representing 41 percent, Income shows that Most of the population's income is 15,001 - 25,000 baht, amount 177 People accounted for 44.25 percent,

For survey of Thai tourists' satisfaction with tourism in Banthat Thong Road, Bangkok. The information can be summarized as follows; Thai tourists' satisfaction with tourism in Banthat Thong Road, Bangkok in terms of access to tourist attractions shows information about the survey of Thai tourists' satisfaction with tourism in Banthat Thong Road, Bangkok. In terms of access to tourist attractions, the overall level was at the highest level ( $\bar{x} = 4.57$ ), with the first satisfaction being able to Banthat Thong Road, Bangkok has a variety of restaurants ( $\bar{x} = 4.73$ ), followed by Banthat Thong Road, Bangkok has a variety of beverage shops ( $\bar{x} = 4.62$ ) Banthat Thong Road, Bangkok is conveniently accessible ( $\bar{x} = 4.59$ ) Banthat Thong Road, Bangkok has facilities for Thai tourists ( $\bar{x} = 4.44$ ) respectively

Keywords: Behavior, Satisfaction, Banthat Thong Road

### **INTRODUCTION**

In less than ten years, 'Banthat Thong', a 2.2-kilometer-long street from Saphan Lueang Intersection to Rama IV Road, has become Bangkok's food economic street, becoming a destination for foodies and tourists from around the world, earning it the nickname 'Yaowarat 2'. Because originally, 'Banthat Thong' Road has been considered an important road for a long time, as it is the road that is the administrative boundary between Rong Muang Subdistrict and Wang Mai Subdistrict in Pathum Wan District. And it is a road that cuts through the 'National Stadium' or 'Supachalasai Stadium', making this road a center for top sportswear and equipment

businesses in the country. Later, ‘Banthat Thong’ has transformed itself into a food street by leaps and bounds, through the development of the ‘Samyan Smart City’ project, a project that focuses on developing the areas of Samyan, Suan Luang, the National Stadium, and Siam Square. For this reason, an important area like 'Banthat Thong', which is under development, has been gradually upgraded by the development of important areas on this road, such as the construction of Chula 100th Anniversary Park, a large public park in the heart of Samyan, and other projects within the area. (BrandThink, 2024)

Therefore, the researcher is interested in conducting a survey of Thai tourists' behavior and satisfaction with the tourism in Banthat Thong Road, Bangkok to obtain useful information for making recommendations for the development of the tourism industry in Banthat Thong area to provide recommendations to entrepreneurs and agencies related to the development of the tourism industry.

**Objectives**

1. Surveying the behavior of Thai tourists towards tourism in Banthat Thong Road, Bangkok
2. Survey of Thai tourists' satisfaction with tourism in Banthat Thong Road, Bangkok

**METHODOLOGY**

This study is quantitative research. The researcher followed the steps as follows;

1. Survey the behavior and satisfaction of Thai tourists with tourism in Banthat Thong Road, Bangkok. This research will use an online questionnaire. (Online Questionnaire) by identifying yourself by entering the respondent's name and email address, inquiring about the behavior and satisfaction of Thai tourists regarding tourism in Banthat Thong Road, Bangkok. Population of this study is Thai tourists.

2. Survey of Thai tourists' behavior and satisfaction with the tourism in Banthat Thong Road, Bangkok. This will estimate the sample size and determine the ratio. This study therefore used a sample size of 400 people.

3. The tool for collecting data is general information. It is in the form of a checklist (Checklist) which consists of

Part 1: general information and behavior. of Thai tourists by asking about gender, age, education level, occupation, income.

Part 2, information about satisfaction of Thai tourists It is a 5- level opinion scale (Rating Scale)

Part 3 provides additional suggestions.

The meaning of interpreting the results of data analysis on consumers in Part 2, information on satisfaction. of Thai tourists towards tourism in Banthat Thong Road, Bangkok are as follows

1.00-1.80	means least satisfied.
1.81-2.60	means less satisfied
2.61-3.40	means moderately satisfied.
3.41-4.20	means very satisfied.
4.21-5.00	means the most satisfied.

## RESULTS

### Part 1 Surveying the behavior of Thai tourists towards tourism in Banthat Thong Road, Bangkok. The information can be summarized as follows;

Table 1 Percentage of samples classified by general information of respondents.

<b>Gender</b>	Number of people	Percentage
Female	215	53.75
Male	144	36
Other	41	10.25
<b>Total</b>	400	100.0

From Table 1 it shows that The majority of the population were 215 females, representing 53.75 percent, 144 males, representing 36 percent, and other 41 people, representing 10.25 percent.

Table 2 Percentage of samples classified by general information of respondents

<b>Age</b>	Number of people	Percentage
18-25 years old	179	44.75
26-35 years old	142	35.50
36-45 years old	45	11.25
Over 46 years old	34	8.5
<b>Total</b>	400	100.0

From Table 2 shows that most of the population is 18-25 years old, 179 people, representing 44.75 percent, followed by people aged 26-35 years old, 142 people, representing 35.50 percent, 36-45 years old, 45 people, representing 11.25 percent, and the least are Over 46 years old, 34 people, representing 8.5 percent.

Table 3 Percentage of samples classified by general information of respondents

<b>Education</b>	Number of people	Percentage
Undergraduate	32	8
Bachelor's degree	317	79.25
Master's degree	37	9.25
Doctor's degree	14	3.5
<b>Total</b>	400	100.0

From Table 3 it shows that Most of the population's have a Bachelor's degree, amount 317 People accounted for 79.25 percent, followed by Master's degree, 37 people, representing 9.25 percent, Undergraduate, 32 people, representing 8 percent, and the least respondent, Doctor's degree, 14 people, representing 3.5 percent.

Table 4 Percentage of samples classified by general information of respondents

<b>Occupation</b>	Number of people	Percentage
Public servant	70	17.5
Students	164	41
Office worker	112	28
Self-employed	39	9.75
Other	15	3.75
<b>Total</b>	400	100.0

From Table 4 shows that most of the population are Students, 164 people, representing 41 percent, followed by Office worker, 112 people, representing 28, Public servant 70 people, representing 17.5 percent and the least answer is Other, representing 3.75 percent.

Table 5 Percentage of samples classified by general information of respondents

<b>Income</b>	Number of people	Percentage
Below 15, 000baht	95	23.75
15,001 - 25,000 baht	177	44.25
25,001 - 35,000 baht	43	10.75
35,001 - 45,000 baht	52	13
More than 45, 000baht	33	8.25
<b>Total</b>	400	100.0

From Table 5 it shows that Most of the population's income is 15,001 - 25,000 baht, amount 177 People accounted for 44.25 percent, followed by Below 15, 000baht, 95 people, representing 23.75 percent, 35,001 - 45,000 baht, 52 people, representing 13 percent, and the least respondent, More than 45, 000baht, 33 people, representing 8.75 percent.

**Part 2 Survey of Thai tourists' satisfaction with tourism in Banthat Thong Road, Bangkok. The information can be summarized as follows.**

Table 6 Survey of Thai tourists' satisfaction with tourism in Banthat Thong Road, Bangkok in terms of access to tourist attractions.

<b>Survey of Thai tourists' satisfaction with tourism in Banthat Thong Road, Bangkok in terms of access to tourist attractions</b>	$\bar{x}$
Banthat Thong Road, Bangkok has a variety of restaurants.	4.73
Banthat Thong Road, Bangkok has a variety of beverage shops.	4.62
Banthat Thong Road, Bangkok has a famous restaurant and beverage shop.	4.51
Banthat Thong Road, Bangkok has facilities for Thai tourists.	4.44
Banthat Thong Road, Bangkok is conveniently accessible.	4.59
<b>Total</b>	4.57

Table 6 shows information about the survey of Thai tourists' satisfaction with tourism in Banthat Thong Road, Bangkok. In terms of access to tourist attractions, the overall level was at the highest level ( $\bar{x} = 4.57$ ), with the first satisfaction being able to Banthat Thong Road, Bangkok has a variety of restaurants ( $\bar{x} = 4.73$ ), followed by Banthat Thong Road, Bangkok has a variety of beverage shops ( $\bar{x} = 4.62$ ) Banthat Thong Road, Bangkok is conveniently accessible ( $\bar{x} = 4.59$ ) Banthat Thong Road, Bangkok has facilities for Thai tourists ( $\bar{x} = 4.44$ ) respectively

## DISCUSSION

Surveying the behavior of Thai tourists towards tourism in Banthat Thong Road, Bangkok. The information can be summarized and shows that the majority of the population were 215 females, representing 53.75 percent, 144 males, representing 36 percent, and other 41 people, representing 10.25 percent and shows that most of the population is 18-25 years old, 179 people, representing 44.75 percent, followed by people aged 26-35 years old, 142 people, representing 35.50 percent, 36-45 years old, 45 people, representing 11.25 percent, and the least are Over 46 years old, 34 people, representing 8.5 percent. Education shows that Most of the population's have a Bachelor's degree, amount 317 People accounted for 79.25 percent, followed by Master's degree, 37 people, representing 9.25 percent, Undergraduate, 32 people, representing 8 percent, and the least respondent, Doctor's degree, 14 people, representing 3.5 percent. Occupation shows that most of the population are Students, 164 people, representing 41 percent, followed by Office worker, 112 people, representing 28, Public servant 70 people, representing 17.5 percent and the least answer is Other, representing 3.75 percent. Income shows that Most of the population's income is 15,001 - 25,000 baht, amount 177 People accounted for 44.25 percent, followed by Below 15, 000 baht, 95 people, representing 23.75 percent, 35,001 - 45,000 baht, 52 people, representing 13 percent, and the least respondent, More than 45, 000 baht, 33 people, representing 8.75 percent. consistent with research of Thipyaporn Chamnankit, Weera Weerasophon, Pichamon Chanasuek, Noppawan Thana, Chalita Kammesak, and Piyapat Maneechat (2025), The findings revealed that most tourists were female, aged 15 -24, with a bachelor's degree, and had an income range of 10,001-20,000 THB. The main reasons for choosing to visit Bantad thong were the variety of restaurants and socializing with friends. Tourists typically traveled by public transport or privately, preferred cafes and bakeries offering beverages, and spent 3-4 hours in the restaurant, usually between 5:01 PM and 8:00PM. Information about restaurants was mainly sourced from TikTok, and promotions significantly influenced decision-making. The average spending per visit was between 301-500 THB. In terms of satisfaction, tourists were particularly pleased with the restaurant's reputation, effective social media advertising, staff problem-solving skills, and convenient payment methods. The restaurant décor was attractive, and the food menu was visually appealing. The most popular restaurant among tourists was "NuNaoMilk."

For survey of Thai tourists' satisfaction with tourism in Banthat Thong Road, Bangkok. The information can be summarized as follows; Thai tourists' satisfaction with tourism in Banthat Thong Road, Bangkok in terms of access to tourist attractions shows information about

the survey of Thai tourists' satisfaction with tourism in Banthat Thong Road, Bangkok. In terms of access to tourist attractions, the overall level was at the highest level ( $\bar{x} = 4.57$ ), with the first satisfaction being able to Banthat Thong Road, Bangkok has a variety of restaurants ( $\bar{x} = 4.73$ ), followed by Banthat Thong Road, Bangkok has a variety of beverage shops ( $\bar{x} = 4.62$ ) Banthat Thong Road, Bangkok is conveniently accessible ( $\bar{x} = 4.59$ ) Banthat Thong Road, Bangkok has facilities for Thai tourists ( $\bar{x} = 4.44$ ) respectively consistent with research of Nanpassakorn Ritpanitchajchaval, Tatpicha Harutaivorakul, Bussara Tungsiriphatporn, Sirawut Yotanon and Kanokporn Krutpapan (2024) This quantitative research aimed at: 1) examining the level of consumer motivation in choosing restaurants on Banthat Thong Road, Bangkok; 2) investigating the level of consumer behavior in choosing these restaurants on Banthat Thong Road, Bangkok; and 3) analyzing the motivational and behavioral factors influencing the consumers' decision to choose restaurants on Banthat Thong Road, Bangkok. This survey-based research used questionnaires to collect the data using convenience sampling method from 400 consumers who had dined at the restaurants on Banthat Thong Road, Bangkok. The statistical methods used for data analysis included frequency, percentage, mean, standard deviation, Pearson correlation analysis, and multiple regression analysis. The results revealed that the overall consumer motivation for choosing restaurants was at a high level, including both pull and push factors. Likewise, consumer behavior in restaurant selection was also at a high level, involving reasons for information search, purchase decision, needs awareness, and alternative evaluation. The hypothesis testing indicated that consumer motivation factors significantly influencing restaurant decision at 0.01 level included pull and push factors. Regarding consumer behavior, significant factors influencing restaurant decision at the 0.01 level were alternative evaluation, information search, and needs awareness.

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**THE GUIDELINES FOR PRODUCING AND DEVELOPING WORKFORCE IN THE  
TOURISM AND HOSPITALITY INDUSTRY BY PUBLIC AND PRIVATE  
EDUCATIONAL INSTITUTIONS IN TRAT PROVINCE**

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**ABSTRACT**

Research on Workforce Development in the Tourism and Hospitality Industry in Trat Province. This study aims to analyze labor market demands and service expectations. It also explores strategies for enhancing service potential through the development of human resources in both public and private educational institutions. Employing a qualitative research methodology, data were collected through document analysis, surveys, in-depth interviews, observations, and focus group discussions with 15 purposefully selected participants. Tools used included data recording forms and open-ended questionnaires, with findings analyzed using content analysis and descriptive interpretation. The results highlight the tourism and hospitality sector as a key driver of employment, income, and economic growth. Given its vital contribution to the national economy, workforce development must be aligned with major strategic frameworks such as the National Economic and Social Development Plan, the National Tourism Development Plan, provincial strategies, and vocational education policies. It is also crucial to integrate findings from business needs assessments, occupational standards, professional qualifications frameworks, and training institutions. Educational institutions play a central role and must focus on producing skilled professionals who meet labor market demands and international standards. Ultimately, a collaborative and integrated approach among all stakeholders is essential to build a strong workforce and support sustainable industry growth.

Keywords: Guidelines, Developing Workforce, Tourism and Hospitality Industry

**INTRODUCTION**

Thailand prioritizes tourism as a major economic driver, generating significant revenue and contributing to social, cultural, and environmental development. In 2018 and 2019, the country saw strong growth in international tourist arrivals, with revenues reaching 2.01 and 2.20 trillion baht respectively. (Kasikorn Research Center, 2019). Trat Province, on Thailand's eastern border with Cambodia, is a key tourism area known for its natural beauty, historical

and cultural sites, and marine attractions, particularly its 52 islands. In 2015, it earned 14.45 billion baht in tourism income, showing steady visitor growth (Suda Suwannaphirum, 2017).

The Thai government aims to enhance tourism quality and sustainability through a 2023–2027 development plan focusing on innovation, global service standards, workforce upskilling, and industry collaboration. With a national goal of becoming a year-round tourist destination by 2025, a research project in Trat is exploring how to align education and training with tourism sector needs to better prepare the workforce for future demands.

### **Objectives**

1. To analyze the labor market demand and service recipient needs for the development of service potential in the tourism and service industry in Trat Province.
2. To study the methods of producing and developing human resources for the tourism and service industry from public and private educational institutions in Trat Province.

### **METHODOLOGY**

This research is a qualitative study employing in-depth interviews for data collection. The research team conducted fieldwork and selected key informants using purposive sampling. The participants were carefully chosen based on their knowledge, expertise, and experience in tourism and hospitality in Trat Province. A total of 15 key informants were interviewed, including representatives from:

- Trat Provincial Tourism and Sports Office (1)
- Tourism Authority of Thailand, Trat Office (1)
- Designated Areas for Sustainable Tourism Administration (DASTA), Trat (1)
- Trat Chamber of Commerce (1)
- Community representatives (2)
- Tourism business operators (2)
- Tourism scholars (4)
- Graduates in tourism-related fields (3)

The primary research tool was in-depth interviews, focusing on labor market demands and service expectations. The study aims to provide insights for developing human resources in the tourism and hospitality industry, benefiting both public and private educational institutions in Trat. The collected data was analyzed using descriptive and content analysis methods.

### **Scope of the Study**

#### **1. Content Scope**

- **Analysis of labor market needs** and service demands in the tourism and hospitality sector in Trat.
- **Strategies for human resource development** in tourism and hospitality, particularly within educational institutions in both the public and private sectors.

#### **2. Population Scope**

- The study involved 15 participants from government agencies, private organizations, and academic institutions.

### 3. Geographical Scope

○ The research was conducted at Trat Technical College and Trat Community College.

### 4. Key Study Topics

○ **Current status, challenges, and workforce needs** in the tourism and hospitality industry.

○ **Issues and limitations** in curriculum development, training programs, faculty qualifications, student preparedness, and collaboration with external organizations.

○ **Human resource development goals** for the tourism sector.

○ **Collaboration strategies between educational institutions and businesses**, as well as future trends in workforce requirements.

○ **Optimizing human resource training** to meet international standards and industry demands effectively.

### 5. Stakeholder Consultation

○ Focus group discussions were conducted to gather insights and recommendations from relevant stakeholders.

### 6. Global Benchmarking

○ A comparative study was undertaken to identify best practices from leading countries, aiming to develop an effective framework for workforce training and development in the tourism industry.

## RESULTS

Based on field studies, observations, in-depth interviews, focus group discussions, and document reviews, the research findings can be summarized as follows:

### **Objective 1: Analyzing Labor Market and Service Needs for Enhancing the Tourism and Hospitality Industry in Trat Province**

#### **1. Tourism Context in Trat Province**

Trat has strong tourism potential due to its diverse natural resources, including pristine beaches, clear waters, tranquil environments, and its strategic location bordering Cambodia and Vietnam. The province is particularly attractive for marine tourism, with numerous islands and coastal destinations.

#### **2. Strengths, Weaknesses, Opportunities, and Challenges in Workforce and Service Development**

● **Strengths:** The tourism and hospitality sector has high demand for labor, especially during peak seasons. Trat is well-equipped with abundant natural, cultural, and historical resources that support its tourism industry.

● **Weaknesses:** The influx of foreign workers may lead to hygiene concerns, communication barriers, and a lack of service skills, affecting trust and safety. There is also a shortage of skilled labor, foreign language proficiency, innovation skills, and professional certifications. Additionally, infrastructure funding remains insufficient.

- **Opportunities:** The expansion of investment opportunities in hotels, travel agencies, and restaurants supports industry growth.

- **Challenges:** Heavy rainfall due to monsoons affects tourism activities.

The slow economic recovery and increasing automation reduce employment opportunities. There is also a shortage of licensed tour guides, leading to illegal tour operators.

### 3. Labor Market Needs

Thailand's tourism industry is a key economic driver, requiring a highly skilled workforce. Professional training should emphasize service-oriented attitudes, continuous learning, and multilingual communication (beyond English). Educational institutions should collaborate with businesses to develop practical training programs from the first year of study. The demand for local tour guides and community storytellers should be met to strengthen local tourism economies.

Labor demand varies by tourism cluster, with the highest needs in the Andaman Cluster, followed by the Lanna Cultural Cluster and Active Beach Cluster. Major tourism hubs such as Chonburi, Chiang Mai, Phuket, and Nakhon Ratchasima have the highest labor demands, particularly for entry-level positions (salary range: 10,000–15,000 THB). AI-driven research highlights the top job demands, including hotel housekeeping, guest services, bartenders, and spa therapists.

### Objective 2: Strategies for Workforce Development in Tourism and Hospitality in Trat Province

Findings from Objective 1 provide insights into improving workforce production and development in Trat's public and private educational institutions. Workforce planning should align with national economic, tourism, and education strategies while meeting industry demands and professional standards. Trat's year-round tourism potential requires skilled workers, but there is a mismatch between educational output and market demand. Addressing this requires:

1. **Curriculum Enhancement:** Integrating work-based learning to develop critical thinking, innovation, communication, and teamwork skills.
2. **Dual Vocational Education:** Encouraging hands-on training with industry professionals to enhance real-world problem-solving abilities.
3. **Networking and Collaboration:** Strengthening partnerships between educational institutions and businesses for curriculum design, internships, and skill certification. By adopting these strategies, Trat can build a skilled workforce that meets industry needs, enhances service quality, and drives sustainable tourism growth.

## DISCUSSION

### **Approaches to Workforce Development in the Tourism and Hospitality Industry in Trat**

This research examines strategies for workforce production and development in the tourism and hospitality industry by public and private educational institutions in Trat. The study aims to analyze labor market demands and service expectations to enhance service potential within the industry. The findings suggest the following key recommendations:

#### **1. Competency-Based Curriculum & Practical Training**

Educational institutions should focus on competency-based learning, emphasizing hands-on experience over theoretical instruction. Training should closely simulate real-world work environments, incorporating internships and on-the-job experience. Individual skill assessments should be conducted to identify areas for improvement, ensuring graduates are workforce-ready.

#### **2. Collaboration with Industry**

Businesses should be involved in curriculum development, skill training, and student assessments. They should contribute as advisory board members, provide learning resources, and help shape workforce policies to align with industry needs in both quantity and quality.

#### **3. Strengthening Industry-Academia Partnerships**

Collaboration between educational institutions, government agencies, private enterprises, and local communities is essential. A cohesive effort will enhance workforce competency, particularly in tourism and hospitality, where service excellence and knowledge are paramount.

#### **4. Integrated Learning & Industry Exposure**

Work-integrated learning (WIL) should be emphasized, where students gain real-world experience through internships, field studies, and professional training. Educators should have relevant industry experience, and students should undergo at least 18 hours of theoretical instruction and preliminary assessments before engaging in practical training.

## CONCLUSION

The development of a skilled tourism and hospitality workforce in Trat relies on active collaboration among stakeholders. Educational institutions must integrate industry partnerships into curriculum design, teaching methods, and faculty development. Graduates should possess expertise in languages, creativity, innovation, problem-solving, and professional competencies that meet industry demands. This approach will address labor shortages, accelerate workforce development, and ensure graduates receive internationally recognized training.

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## **STUDY OF BEHAVIORAL DECISIONS OF THAI WOMEN REGARDING USING EYEBROW TATTOO SERVICES IN BANGKOK**

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### **ABSTRACT**

Objective is Study of behavioral decisions of Thai women regarding using eyebrow tattoo services in Bangkok. The information can be summarized as follows; Age shows that most of the population is 26-35 years old, 195 people, representing 48.75 percent, followed by people aged 36-45 years old, 88 people, representing 22 percent. Education shows that Most of the population's have a Bachelor's degree, amount 332 People accounted for 83 percent. Occupation shows that most of the population are Office worker, 219 people, representing 54.75 percent, followed by Self-employed, 82 people, representing 20.5. Income shows that Most of the population's income is 15,001 - 25,000 baht, amount 220 People accounted for 55 percent. Expenses per time to using eyebrow tattoo services in Bangkok? shows that expenses per time to using eyebrow tattoo services in Bangkok is 2,001-5,000 THB per time 167 people, representing 41.75 percent, followed by 5,001-9,000 THB per time, 154 people, representing 38.5 percent. When do you most often use eyebrow tattoo services? it shows that Thai women often use eyebrow tattoo services on Saturday - Sunday 147 people, representing 36.75 percent, followed by Convenient date 105 people, representing 26.25 percent. Thai women use eyebrow tattoo services with most people is a Friends or colleague of 145 people, representing 36.25 percent, followed by Alone, 117 people, representing 29.25 percent.

Keywords: Eyebrow tattoo, Bangkok, Behaviour

### **INTRODUCTION**

The Thai beauty industry has established itself as a consistently high-performing sector, fuelled by increasing health and wellness consciousness, particularly among younger demographics. The Department of Business Development reports that the industry has experienced exponential growth over the past five years, cementing its position as one of the top 10 promising businesses for 2025 within the broader health and wellness landscape. The beauty business comprises three primary segments: specialised clinics, including hospitals and consultation services; dental clinics offering various treatments; and general beauty services encompassing weight management, facial, skin, nail, hair, and hair-removal treatments,

alongside consultative services. (The Nation, 2025)

Clients are increasingly seeking eyebrow tattoos that enhance their natural features rather than opting for bold, dramatic changes. Techniques like 6D Microblading, Nano Brows, and Hybrid Brows are gaining popularity for their ability to create fine, realistic hair strokes that blend seamlessly with natural brows. Salons are focusing on personalized consultations to design shapes and colors that complement individual face shapes and skin tones. (Beautigo, 2024)

Therefore, the researcher is interested in conducting a study of behavioral decisions of Thai women regarding using eyebrow tattoo services in Bangkok to obtain useful information for the future development of the beauty industry and the development of eyebrow tattoo businesses in Bangkok, Thailand.

**Objective**

Study of behavioral decisions of Thai women regarding using eyebrow tattoo services in Bangkok

**METHODOLOGY**

This study is quantitative research. The researcher followed the steps as follows;

1. Study of behavioral decisions of Thai women regarding using eyebrow tattoo services in Bangkok. This research will use an online questionnaire. (Online Questionnaire) This study therefore used a sample size of 400 people.

2. The tool for collecting data is general information. It is in the form of a checklist (Checklist) which consists of

Part 1: general information of Thai women by asking about age, education level, occupation, income, behavioral decisions and provides additional suggestions.

**RESULTS**

**Objective 1 Study of behavioral decisions of Thai women regarding using eyebrow tattoo services in Bangkok. The information can be summarized as follows;**

Table 1 Percentage of samples classified by general information of respondents.

Age	Number of people	Percentage
18-25 years old	71	17.75
26-35 years old	195	48.75
36-45 years old	88	22
Over 46 years old	46	11.50
<b>Total</b>	<b>400</b>	<b>100.0</b>

From Table 1 shows that most of the population is 26- 35 years old, 195 people, representing 48.75 percent, followed by people aged 36-45 years old, 88 people, representing 22 percent, 18-25 years old, 71 people, representing 17.75 percent, and Over 46 years old, 46 people, representing 11.50 percent.

Table 2 Percentage of samples classified by general information of respondents

<b>Education</b>	Number of people	Percentage
Undergraduate	15	3.75
Bachelor's degree	332	83
Master's degree	33	8.25
Doctor's degree	20	5
<b>Total</b>	400	100.0

From Table 2 it shows that Most of the population's have a Bachelor's degree, amount 332 People accounted for 83 percent, followed by Master's degree, 33 people, representing 8.25 percent, Doctor's degree, 20 people, representing 5 percent, and Undergraduate, 15 people, representing 3.75 percent.

Table 3 Percentage of samples classified by general information of respondents

<b>Occupation</b>	Number of people	Percentage
Public servant	49	12.25
Students	26	6.5
Office worker	219	54.75
Self-employed	82	20.5
Other	24	6
<b>Total</b>	400	100.0

From Table 3 shows that most of the population are Office worker, 219 people, representing 54.75 percent, followed by Self-employed, 82 people, representing 20.5, Public servant 49 people, representing 12.25 percent and the least answer is Other, representing 6 percent.

Table 4 Percentage of samples classified by general information of respondents

<b>Income</b>	Number of people	Percentage
Below 15,000 baht	67	16.75
15,001 - 25,000 baht	220	55
25,001 - 35,000 baht	96	24
35,001 - 45,000 baht	7	1.75
More than 45,000 baht	10	2.5
<b>Total</b>	400	100.0

From Table 4 it shows that Most of the population's income is 15,001 - 25,000 baht, amount 220 People accounted for 55 percent, followed by 25,001 - 35,000 baht, 96 people, representing 24 percent, below 15,000 baht, 67 people, representing 16.75 percent, and the least respondent, 35,001 - 45,000 baht, 7 people, representing 1.75 percent.

Table 5 Expenses per time to using eyebrow tattoo services in Bangkok?

<b>Expenses per time to using eyebrow tattoo services in Bangkok?</b>	<b>Number of people</b>	<b>Percentage</b>
Below 2,000 THB per time	11	2.75
2,001-5,000 THB per time	167	41.75
5,001-9,000 THB per time	154	38.5
Over 9,000 THB per time	68	17
<b>Total</b>	<b>400</b>	<b>100.0</b>

From Table 5 it shows that expenses per time to using eyebrow tattoo services in Bangkok is 2,001-5,000 THB per time 167 people, representing 41.75 percent, followed by 5,001-9,000 THB per time, 154 people, representing 38.5 percent, Over 9,000 THB per time of 68 people, representing 17 percent, and the least responsive is below 2,000 THB per time 11 people, 2.75 percent.

Table 6 When do you most often use eyebrow tattoo services?

<b>When do you most often use eyebrow tattoo services?</b>	<b>Number of people</b>	<b>Percentage</b>
Monday - Friday	52	13
Saturday - Sunday	147	36.75
Holiday	96	24
Convenient date	105	26.25
<b>Total</b>	<b>400</b>	<b>100.0</b>

From Table 6 it shows that Thai women often use eyebrow tattoo services on Saturday - Sunday 147 people, representing 36.75 percent, followed by Convenient date 105 people, representing 26.25 percent, Holiday is 96 people, representing 24 percent, and the least responsive is Monday - Friday 52 people, 13 percent.

Table 7 Who do Thai women use eyebrow tattoo services with?

<b>Who do Thai women use eyebrow tattoo services with?</b>	<b>Number of people</b>	<b>Percentage</b>
Alone	117	29.25
Friends, colleagues	145	36.25
Family	40	10
Lover	98	24.5
<b>Total</b>	<b>400</b>	<b>100.0</b>

From Table 7 it shows that Thai women use eyebrow tattoo services with most people is a Friends or colleague of 145 people, representing 36.25 percent, followed by Alone, 117 people, representing 29.25 percent, go to use with lover of 98 people, representing 24.5 percent, and the least respondent is going use with Family. 40 people, representing 10 percent.

## DISCUSSION

Objective is Study of behavioral decisions of Thai women regarding using eyebrow tattoo services in Bangkok. The information can be summarized as follows; Age shows that most of the population is 26-35 years old, 195 people, representing 48.75 percent, followed by people aged 36-45 years old, 88 people, representing 22 percent. Education shows that Most of the population's have a Bachelor's degree, amount 332 People accounted for 83 percent. Occupation shows that most of the population are Office worker, 219 people, representing 54.75 percent, followed by Self-employed, 82 people, representing 20.5. Income shows that Most of the population's income is 15,001 - 25,000 baht, amount 220 People accounted for 55 percent. Expenses per time to using eyebrow tattoo services in Bangkok? shows that expenses per time to using eyebrow tattoo services in Bangkok is 2,001-5,000 THB per time 167 people, representing 41.75 percent, followed by 5,001-9,000 THB per time, 154 people, representing 38.5 percent. When do you most often use eyebrow tattoo services? it shows that Thai women often use eyebrow tattoo services on Saturday - Sunday 147 people, representing 36.75 percent, followed by Convenient date 105 people, representing 26.25 percent. Thai women use eyebrow tattoo services with most people is a Friends or colleague of 145 people, representing 36.25 percent, followed by Alone, 117 people, representing 29.25 percent. In line with the research of Sukanya Kuadsalee and Chinnaso Visitnitikitja (2025), The research findings revealed that marketing mix factors significantly influenced the decision to utilize eyebrow tattooing services at a statistically significant level. The consensus level on decision-making regarding the use of eyebrow tattooing services was notably high. Gender and age differences did not significantly affect the decision-making process, while variations in educational level, occupation, and average monthly income significantly influenced the decision-making process regarding eyebrow tattooing services. Marketing mix factors in terms of marketing promotion also significantly impacted the decision to use eyebrow tattooing services at a statistically significant level of .05. and consistent with research of Supattra Boonterm, Yorsang Kotwong, Ailada Traipoom and Panida Panichkul (2021), The sample groups used in this research were the 30 users sampling using the purposive sampling method. The statistics used in this research were frequency, percentage, mean, and standard deviation. The research finding showed that 1) an application consists of two components: front-end for the users and back-end for an administrator that user scan book a queue, view tattoo pattern, select tattoo pattern, and write a review, 2) are sult of the efficiency evaluation was in the most level ( $\bar{x}=4.00$ , S.D.=0.60), and 3) the result of the satisfaction evaluation was in a good level ( $\bar{x}=4.23$ , S.D.=0.62). Most of the users commented that the application is easy to use, convenient, fast, and accurate. These increase the convenience for users, who use the application. And Nutnapha Wutthi and Noppadol Punpanich (2020), Research findings reveal that the specific online social media marketing consists of 2 factors, the verbal online social media marketing consists of 2 factors, the online brand awareness consists of 3 factors, the consumer behavior consists of 2 factors, and the brand loyalty consists of 4 factors. The overall brand loyalty was rated at the highest level, with the rating mean of 4.28. The online social media marketing and the online brand awareness have a positive effect on consumer behavior, and consumer behavior has a positive

effect on brand loyalty at the .01 level of significance. The prepared guidelines for online social media marketing that affects the brand loyalty consist of 10 guidelines, six of which are creation guidelines, two of which are activities organizing guidelines, and two of which are development guidelines.

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## **STUDY OF BEHAVIOR AND SATISFACTION OF THAI TOURISTS CASE STUDY OF USE THE SERVICE IN COOKIES HOTEL KOH CHANG, TRAT PROVINCE**

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### **Abstract**

This research aimed to (1study the behavior of Thai tourists who visited Cookie Hotel, Koh Chang, Trat Province, and (2study the satisfaction of Thai tourists who visited Cookie Hotel, Koh Chang, Trat Province. This research used an online questionnaire as a tool for collecting data using a chain sampling method, which was able to collect 383 sets of data, as follows: Most of the respondents were females more than males. Most of them were in the age group of 30-20 years old, single, had a bachelor's degree as their highest level of education, and had a variety of occupations, with the most being private employees or hired workers. Most of them had an average income of 15,25-001, 000baht per month. They chose to travel and use Cookie Hotel, Koh Chang, Trat Province during their annual vacation, which was the period they used the hotel most often. The duration of the hotel was 2 nights. They traveled as a family most of the time. The reason for choosing to use the hotel was that it was close to tourist attractions. They booked a room by phone. The room price they chose was 2,2-000, 900baht. They most often traveled to visit and relax. Users are satisfied with the service (Product) at a very good level, which is the variety of room types. Price (Price) The room prices are very appropriate with the quality. Place (Place) The convenience of accessing and booking rooms through various channels such as websites, applications, and online travel agents is very good. Promotion (Promotion) The promotion is interesting. It is at a very good level. People (People) The staff are politely dressed and clean. It is at a very good level. Process (Process) There are fast check-in and check-out steps. It is at a very good level. And Physical evidence (Physical evidence) The hotel is clean and the overall atmosphere is at the most satisfactory level.

Key words: Cookie Hotel Koh Chang; Tourist behavior; Tourist satisfaction

### **INTRODUCTION**

Koh Chang is a district of Trat Province. Located on the eastern side of the Gulf of Thailand. It is the historical site of the Koh Chang naval battle between the Royal Thai Navy and the French fleet during World War II. Koh Chang is the largest island in the Chang archipelago and among the province's 66 islands and is the second largest island in Thailand

after Phuket, which covers an area of approximately 212 square kilometers. The island is mostly high mountains with intricate cliffs. The forests are generally lush and green. There are several waterfalls on the island, and beautiful beaches and coral reefs on the west side. It is considered one of the most important and famous tourist attractions in the country because it has beautiful nature both on land and in the sea. It has a clean, white sandy beach and is fully equipped with various types of accommodations and activities for tourists to choose from. Transportation is convenient because there is an airport nearby, which helps increase the potential to accommodate tourists and complete the island as a perfect tourist destination.

Cookies Hotel Koh Chang is a -3 star hotel located on the white sandy beach of Koh Chang and is 5km from the ferry pier. Trat Airport is 30km from the property. The business has been open since it was just a small bungalow. In 2003, the business was transformed into a hotel business with a total of 68 rooms. The room types are divided into 2 types: sea view and mountain view. The room types include 15 Superior Double Rooms, 16 Deluxe Double Rooms, 30 Standard Rooms, which have 2 types of beds: a large bed (Standard Double Hillside), a twin bed or twin bed (Standard Twin Hillside), 4 Family Rooms, and 1 Family Dome, which is a room designed for families or groups of friends. It is designed in an attic style. The price starts at 2,000 baht per night. The business has potential for tourism, coupled with beautiful scenery. Tourists can experience the atmosphere as desired. Facilities include a swimming pool, Thai massage, public transportation, restaurants, banks, souvenir shops, convenience stores, and free private parking. Guests can arrange sightseeing trips to various attractions at the on-site tour desk. Meeting facilities and entertainment are also available.

Cookie Hotel Koh Chang is a hotel with potential to accommodate tourists visiting Koh Chang. However, at present, there are many other hotels, resulting in higher competition. Therefore, the researcher is interested in studying the behavior and satisfaction of Thai tourists who use the services of Cookie Hotel Koh Chang in order to develop and improve various shortcomings and to respond to the needs of tourists, leading to an increase in the quality of the hotel's services.

### **Objectives**

1. To study the behavior of Thai tourists who use the services of Cookie Hotel, Koh Chang, Trat Province
2. To study the satisfaction of Thai tourists who use the services of Cookie Hotel, Koh Chang, Trat Province

### **METHODOLOGY**

This study is survey research that is the study of the behavior and satisfaction of Thai tourists who use the services of Cookie Hotel, Koh Chang, Trat Province. The researcher has proceeded according to the following steps:

1. This study of the behavior and satisfaction of Thai tourists who use the services of Cookie Hotel, Koh Chang, Trat Province uses an online questionnaire to inquire about the satisfaction of Thai tourists who use the services of Cookie Hotel, Koh Chang, Trat Province. The population of this study is Thai tourists who use the services of Cookie Hotel, Koh Chang, Trat Province, Thailand, between September 2024 and December 2024.

2. This study of the behavior and satisfaction of Thai tourists who use the services of Cookie Hotel, Koh Chang, Trat Province, assessed the sample size and determined the ratio from the data of tourists who used the services of Cookie Hotel rooms in 2023, totaling 8,805 persons and 383 sample sets, which the researcher used to send questionnaires to the entire population to answer the questionnaires.

3. The tools for collecting general data were in the form of a checklist consisting of Part 1: General information of Thai tourists, gender, age, education level, occupation, income, and place of residence; Part 2: Information on the behavior of Thai tourists, in the form of a checklist; Part 3: Satisfaction of Thai tourists who use the services of Cookie Hotel, Koh Chang, Trat Province, in the form of a 5-level opinion measurement (Rating Scale); and Part 4: Additional suggestions.

## RESULTS

From the collection of data from 383 online questionnaires, the study of behavior and satisfaction of Thai tourists who use the services of Cookie Hotel, Koh Chang, Trat Province can be summarized as follows:

### **Part 1 Results of analysis of data regarding the questionnaire respondents**

**Gender** It was found that most of the respondents were female, 219 people, or 57.2 percent, followed by male, 164 people, or 42.8 percent. **Age** It was found that most of the respondents were 20-30 years old, 205 people, or 53.5 percent, followed by 41-50 years old, 84 people, or 21.9 percent, 31-40 years old, 66 people, or 17.2 percent, and under 20 years old, 28 people, or 7.3 percent, respectively. **Status** It was found that most of the respondents were single, 257 people, or 67.1 percent, married, 120 people, or 31.3 percent, and other status, 6 people, or 1.6 percent. **Education Level** It was found that most of the respondents had a bachelor's degree, 259 people, or 67.6 percent, followed by 96 people with a lower bachelor's degree, or 25.1 percent, and 28 people with a higher bachelor's degree, or 7.3 percent, respectively. **Occupation** It was found that most of the respondents were private employees or hired, 131 people, or 34.2 percent, followed by 118 people with their own businesses or trading, or 30.8 percent, 63 government officials/state enterprise employees, or 16.4 percent, 56 students or 14.6 percent, 8 housewives or 2.1 percent, and 7 other occupations, or 1.8 percent, respectively. **Monthly income** It was found that most of the respondents had an average income. 15,001-25,000 baht per month, 175 people, or 45.7 percent, followed by those with an average income of less than or equal to 15,000 baht per month, 90 people, or 23.5 percent, average income of 25,001-35,000 baht per month, 52 people, or 13.6 percent, average income of 35,001-45,000 baht per month or more, 37 people, or 9.7 percent, average income of 45,001-55,000 baht per month, 13 people, or 3.4 percent, respectively.

**Part :2 Results of data analysis on the behavior of Thai tourists: A case study of those using the Cookie Hotel, Koh Chang, Trat Province**

The period that the respondents used the hotel most frequently found that the respondents used the hotel during their annual vacation the most, 135 people, or 3.35 percent, followed by weekly holidays, 96 people, or 2.25 percent, followed by traditional holidays, 91 people, or 7.23 percent, and the least, during weekdays, 61 people, or 9.15 percent.

Duration of hotel use found that the respondents used the hotel for 2 nights the most, 122 people, or 9.31 percent, followed by using the hotel for 1 night, 110 people, or 7.28 percent, followed by using the hotel for 3 nights, 93 people, or 3.24 percent, and the least That is, using the hotel services for 4 nights or more, 58 people, or 1.15 percent, followed by

The nature of the relationship of the group of people traveling found that the respondents traveled with their families, 124 people, or 5.32 percent, followed by friends, 97 people, or 3.25 percent, followed by lovers, 85 people, or 2.22 percent, followed by colleagues, 43 people, or 2.11 percent, followed by groups/groups, 25 people, or 5.6 percent, and the least was traveling alone, 9 people, or 4.2 percent.

The motivation for choosing to use the services at this hotel found that the hotel was closest to tourist attractions, 220 people, or 4.57 percent, followed by liking the atmosphere of the hotel, 93 people, or 3.24 percent, followed by room rates, 54 people, or 1.14 percent, and the least the hotel's reputation, 16 people, or 2.4percent.

Regarding room reservations, it was found that the respondents called to reserve a room, accounting for 204 people or 3.53 percent, followed by traveling by themselves, accounting for 98 people or 5.25 percent, followed by websites of agents/related agencies, accounting for 62 people or 3.16 percent, followed by booking through tour companies, accounting for 14 people or 7.3 percent, and the least was the Thai tourism exhibition, accounting for 5 people or 2.1 percent..

The price of the room chosen for the accommodation, it was found that the respondents chose a room priced at 2,900 - 2,000 baht, accounting for 163 people or 5.42 percent, followed by a room priced at 3,000 - 3,900 baht, accounting for 135 people or 4.35 percent, followed by a room priced at 4,900 - 4,000 baht, accounting for 64 people or 7.16 percent, and the least was a room priced at 5,000 baht or more, accounting for 21people or 4.5 percent.

The purpose of the stay, it was found that the respondents came for tourism/relaxation, accounting for 340 people or 8.88percent, followed by coming for meetings/conferences accounting for 25 people or 5.6percent, and the least was for business purposes, accounting for 18 people or 7.4percent.

**Part 3: Satisfaction data on hotel service use by tourists in terms of marketing mix factors: A case study of Cookie Hotel users, Koh Chang, Trat Province**

.1Product/service satisfaction the overall picture is at the highest level ( $\bar{x}(23.4 =$ , with the first level of satisfaction being satisfaction with the variety of room types ( $\bar{x}(26.4 =$ , followed by satisfaction with room facilities ( $\bar{x}(23.4 =$ , and the least was Satisfaction with other hotel facilities ( $\bar{x}(20.4 =$  respectively

.2Price satisfaction the overall level was at the highest level ( $\bar{x}=27.4$ ), with the first-order satisfaction being that the hotel's room prices were appropriate for the quality ( $\bar{x}=28.4$ ), followed by that the room prices were worth the hotel's promotions and discounts ( $\bar{x}=27.4$ ), and the least satisfaction being that the room prices and services were clearly displayed ( $\bar{x}=26.4$ ).

.3Satisfaction with location the overall level was at the highest level ( $\bar{x}=27.4$ ), with the first-order satisfaction being that the convenience of accessing and booking rooms through various channels of the hotel, such as the website, application, and online travel agents ( $\bar{x}=31.4$ ), followed by that the hotel's website or application was easy to use ( $\bar{x}=30.4$ ), followed by The hotel is located in a convenient and easy-to-travel location ( $\bar{x}=28.4$ ), followed by the hotel being located in a suitable location for tourism/business/community ( $\bar{x}=25.4$ ), and the least is that there is sufficient parking space for customers using the rooms at Cookie Hotel ( $\bar{x}=23.4$ ), respectively.

4. Satisfaction with marketing promotions the overall level was at the highest level ( $\bar{x}=4.26$ ), with the first level of satisfaction being that the hotel's marketing promotion was interesting ( $\bar{x}=4.28$ ), followed by advertising and public relations through various media channels such as the Internet, print media, email, etc. ( $\bar{x}=4.27$ ), followed by providing services/special privileges to regular guests ( $\bar{x}=4.26$ ), and the least was Giving discounts to customers on various occasions ( $\bar{x}=4.23$ ), respectively.

5. Personnel satisfaction the overall level was at the highest level ( $\bar{x}=4.28$ ), with the first-ranked satisfaction being that the staff were politely dressed, neat, and clean ( $\bar{x}=4.35$ ), followed by that the staff were attentive and willing to provide service ( $\bar{x}=4.31$ ), followed by that the service staff were knowledgeable, understanding, and skilled in providing service ( $\bar{x}=4.29$ ), followed by that the staff were polite, gentle, and trustworthy ( $\bar{x}=4.27$ ), followed by that the staff were able to communicate clearly with the customers using polite language and words ( $\bar{x}=4.25$ ), and that the staff provided service quickly and enthusiastically ( $\bar{x}=4.18$ ), respectively.

6. Process satisfaction the overall level was at the highest level ( $\bar{x}=4.33$ ), with the first level of satisfaction being that the check-in and check-out process is fast ( $\bar{x}=4.35$ ), followed by satisfaction with the hotel's problem-solving or complaints process ( $\bar{x}=4.33$ ), followed by providing services that are correct and in line with customer needs ( $\bar{x}=4.32$ ), and the least is that the online room reservation process is easy and convenient ( $\bar{x}=4.30$ ), respectively.

7. Physical and Presentation Satisfaction The overall picture was at the highest level ( $\bar{x}=4.30$ ), with the first level of satisfaction being that the hotel's cleanliness and overall atmosphere are satisfied ( $\bar{x}=4.34$ ), followed by that the hotel's interior decoration (rooms, lobby, facilities) is modern and clean ( $\bar{x}=4.31$ ), and the least is that The hotel's facilities, such as fitness center, swimming pool, and restaurant, are complete and of high quality ( $\bar{x}=4.26$ ), respectively.

## DISCUSSION

The researcher summarized and discussed the research results on “A Study of Behavior and Satisfaction of Thai Tourists: A Case Study of Cookie Hotel, Koh Chang, Trat Province” as follows: Gender: It was found that most of the respondents were women more than men. The respondents were divided by age group, with the majority being in the 30-20 age group. Most of them were single. Their highest education level was a bachelor’s degree. They had various occupations, with the most being private employees or hired. Most of them had an average income of 15,25-001, 000baht per month. They chose to travel and use the Cookie Hotel, Koh Chang, Trat Province during their annual vacation, which was the period they used the hotel most often. The duration of the hotel service was 2nights. They traveled as a family most of the time. The reason they chose to use the hotel was that it was close to tourist attractions. They booked a room by phone. The room price they chose was 2,2-000, 900baht. They most often traveled to visit and relax. Which is consistent with Dollaya Chanderm ( (2020 who studied the factors influencing the satisfaction of using the Cookie Hotel Koh Chang room service of Thai tourists. It was found that different ages, education levels, occupations, and monthly incomes have different influences on the satisfaction of using the Cookie Hotel Koh Chang room service of Thai tourists. The results of the hypothesis testing found that factors of location, physical environmental factors in terms of area arrangement and use, service quality factors in terms of responsiveness, confidence, and tangibles affect the satisfaction of users of the Cookie Hotel Koh Chang room service of Thai tourists with statistical significance at the 0.5 .0level. And Nantita Petcharaporn ( (2015 studied the behavior and satisfaction of Thai tourists towards tourism in Koh Kret, Nonthaburi Province. Comparing the level of satisfaction of tourists classified by personal factors, it was found that tourists with different genders, ages, incomes, and statuses have different levels of satisfaction in visiting the place. In terms of the satisfaction analysis results in terms of service satisfaction, the overall level is at the highest level. Users are satisfied with the price. The overall level is at the highest level. Users are satisfied with the location. The overall level is at the highest level. Users are satisfied with marketing promotion. The overall level is at the highest level. Users are satisfied with personnel. The overall level is at the highest level. And the users are satisfied with the physical aspect and overall presentation at the highest level, which is consistent with Pramet Unhapani ( (2015who studied the satisfaction of the users of the -5star hotel Centara Grand and Bangkok Convention Center Central World, stating that the users with different service behaviors are not different in their satisfaction with the -5star hotel Centara Grand and Bangkok Convention Center Central World. Sasisoom Duangruksa ( (2015conducted a research study on comparing factors and behaviors that influence the decision to choose to use the services of a 5-4star hotel of Thai and foreign tourists in Pattaya City, Chonburi Province, where the factors that have the most influence are the process, physical aspect, and marketing promotion aspect.

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**SENIOR EXECUTIVE'S COMPETENCIES TOWARD THE ROLE OF GENERAL  
MANAGER IN FIVE-STAR INTERNATIONAL HOTELS IN BANGKOK**

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**ABSTRACT**

The hotel sector is pivotal to tourism-driven economic and social development, particularly within five-star international hotels. Due to the complex competencies required of General Managers, these positions in Thailand are predominantly held by expatriates despite the fact that Thai executives possess valuable cultural and contextual advantages. Therefore, the main objective of this research is to study the key competencies required for general managers of five-star international hotels in Bangkok. This documentary research was conducted by researching information from textbooks, books, academic articles, related academic documents, research and theses available on internet. As the results, this study identifies essential competencies for senior executives aspiring to general manager roles in five-star international hotels in Bangkok. Drawing from executive competency development, senior executive leadership competencies, and learning theory frameworks, the research highlights two competency categories: core competencies and context-specific competencies. Core competencies comprise: (1) Leadership Skills, emphasizing emotional intelligence, strategic planning, and analytical thinking; (2) Communication Skills, ensuring effective organizational communication and sustainable development integration; (3) Management Skills, including strategic, resource, customer service, risk, and change management; and (4) Relationship and Network Building, crucial for internal and external collaboration. Context-specific competencies address local Thai requirements: (1) Understanding Local Culture and Customer Needs to enhance customer satisfaction; (2) Community Engagement via corporate social responsibility; (3) Creating Unique Guest Experiences using local cultural elements; (4) Sustainability and Development with adaptive strategies for evolving social demands; and (5) Balancing Local Strategies with Global Standards for operational flexibility and service excellence. These competencies are pivotal in preparing Thai senior executives to excel in the competitive and culturally diverse hospitality landscape.

Keywords: General Manager, Senior Executive Competencies, Five-Star International Hotels.

## **INTRODUCTION**

Hotel businesses, particularly five-star international chain play an important role in Thailand's tourism industry. These hotels contribute significantly to national image and revenue. Their operations encompass not only lodging but also food and beverage services, marketing, and human resource management (Food & Hotel Asia, 2024).

Hotel management is complex and highly structured, especially in five-star establishments. The executive structure comprises of centralized management (e.g., CEO, COO, VPO) and on-site hotel management (e.g., General Manager, Department Directors). Effective hotel operations require a skilled workforce with an effective leader.

A critical issue persists in Thailand's five-star hotel sector is the underrepresentation of Thai nationals in senior executive roles, especially the General Manager (GM) position. Despite the country's large pool of hospitality professionals and cultural advantages, such roles are predominantly held by foreign nationals selected by overseas headquarters. This situation reflects a systemic lack of structured competency development pathways for Thai executives, limiting their advancement opportunities (Knežević, 2023; Weerakit, 2007; Chan & Kuok, 2011).

Developing a core competency framework tailored for Thai hotel executives could address this gap. Doing so would not only reduce dependency on expatriates but also highlight Thai talent on the global stage. Competency development should focus on leadership, decision-making, communication, and multi-functional management skills (Kiti et al., 2024; Tavitiyaman et al., 2014; Weerakit & Beeton, 2018). Ultimately, this research underscores the need for a strategic and sustainable approach to leadership development in Thailand's hotel sector. Enhancing core competencies among Thai professionals will contribute to stronger local representation in senior management and support long-term growth in the nation's tourism economy.

Therefore, this study aims to explore the key competencies required for advancement into General Manager roles within international five-star hotels in Bangkok

## **METHODOLOGY**

1) This study employed a documentary research method by selecting secondary sources, including literature relevant and aligned with the study's objectives and key issues. The documents consisted of textbooks, books, academic articles, research papers, theses, and electronic materials related to the topic, which include: (1) Authenticity – documents must be accurate, complete, and reflect the context of the period during which they were published; (2) Credibility – documents must be free from errors and distortion; (3) Representativeness – documents must be able to represent others of the same type; and (4) Meaning – documents must be clearly understandable and consistent with the research objectives.

2) Data were analyzed using qualitative content analysis.

3) The findings were summarized and presented descriptively.

## **LITERATURE REVIEW**

### **Concept of Executive Competency Development**

A review of relevant literature suggests that the essential components of executive competencies can be summarized as follows. The foremost competency is time management and planning. This is followed by organizational and personnel management, and communication skills. The third most emphasized competency is the management of interpersonal relationships, followed by analytical thinking. Lastly, competencies related to leadership, financial/resource management, and self-development through monitoring and evaluation are also recognized as critical elements (Haery, Aghajani, & Bahrami, 2013; Monang, Sudirman, Siswanto, & Yassierli, 2022)

### **Concepts in Senior Executive Competency Development**

A review of the literature on senior executive competency development reveals that strategic planning and visionary leadership are among the most critical components. These are followed by change and risk management, organizational culture building, and communication. Also important are relationship/network building and collaboration, leadership skills, conflict management, and problem analysis and solving. Kouzes, J. M., & Posner, B. Z. (2023).

Senior executive competency development is influenced by various interconnected factors that enhance leadership capacity and drive organizational effectiveness. Strategic leadership, which emphasizes planning and adaptability to change, is central. Additionally, fostering an organizational culture that supports creativity and collaboration, along with emotional intelligence, allows leaders to manage conflict and maintain positive relationships.

Moreover, communication skills and the ability to utilize data in decision-making are essential for navigating market complexities. Executives must also be capable of managing change, motivating teams, pursuing continuous self-development, and promoting innovation and creativity in operations. The ability to build networks and partnerships, along with systematic risk management, contributes to the long-term sustainability and competitive advantage of organizations. (Kouzes & Posner, 2023; Teniente-Matson, 2019)

### **Learning Theories and the Development of Senior Executive Competencies in the Hotel Industry**

A review of the literature reveals that the application of social learning theory (learning through observation and imitation of others' behavior) and experiential learning theory (learning through direct experience and reflective processes) have significantly contributed to the development of senior executive competencies in the hotel sector (Fey, 2023; Kolb, 2014).

### **Development of Senior Executive Competencies in Five-Star International Hotels**

A review of the literature indicates that the development of senior executive competencies in five-star international hotels centers on several key components. Among the most critical are leadership skills, communication, and strategic management. These are followed by relationship-building and networking, management operations, customer service, problem-solving and change management, career development and training, and innovation and technology utilization. Human resource management, financial and marketing management, risk management, technical expertise, managerial flexibility, handling local contextual challenges, analytical skills, future planning, and learning through professional

experience are additional competencies required (Giousmpasoglou, Marinakou, & Zopiatis, 2021).

### **Development of Senior Executive Competencies in Five-Star International Hotels within the Local Context**

A review of the literature suggests that the development of senior executive competencies in five-star international hotels within specific local contexts requires a nuanced understanding of several key elements. Foremost among these is the ability to comprehend local cultural norms and customer expectations, as well as the effective management of human resources and hotel operations. These competencies are foundational for aligning service delivery with the unique demands of local markets. In addition, cultivating relationships with surrounding communities plays a critical role in strengthening the hotel's social license to operate and enhancing its reputation. Executives are also expected to create distinctive guest experiences that reflect local identity while maintaining international service standards. Furthermore, a commitment to sustainability and ongoing development is essential. Finally, executives must be adept at striking a balance between localized strategic approaches and the global standards of the hotel brand.

## **RESULTS**

A comprehensive literature review was also conducted to form the framework used to identify the essential components necessary for developing Thai senior executives toward the role of general manager in five-star international hotels. The preliminary findings suggest that executive competencies can be categorized into two main components: 1) core competencies and 2) context-specific competencies. These are elaborated as follows:

**1) Core Competencies for Senior Executives Advancing to General Managers in Five-Star International Hotels.** The core competencies identified consist of four main domains:

**(1) Leadership Skills** -- This includes emotional intelligence, decision-making, motivational ability, analytical thinking, strategic planning, social learning, and experiential learning—all essential for developing effective teams.

**(2) Communication Skills** -- Effective verbal and written communication is crucial for fostering mutual understanding and collaboration within the organization. Strong communication also supports the integration of sustainable development principles, ensuring these are understood and implemented across all organizational levels.

**(3) Management Skills** -- This dimension includes several subcomponents: Strategic Management, Resource Management, Financial acumen, Customer Service Management, Risk and Crisis Management and Change Management.

**(4) Relationship and Network Building** -- Senior executives must develop strong collaborations within and outside the organization, including with industry stakeholders and experts. Robust networks enhance organizational capacity and support the development of strategies that align with organizational goals.

## 2) Context-Specific Competencies for Senior Executives in Five-Star International Hotels

The context-specific competencies for senior executives operating within the local Thai environment include five key areas:

*(1) Understanding Local Culture and Customer Needs* -- Executives with local roots possess cultural awareness that enables the design of services and experiences tailored to customer expectations.

*(2) Community Engagement* -- Fostering positive community relations strengthens brand reputation and supports corporate social responsibility (CSR) efforts. Effective CSR strategies build mutual benefits and long-term trust between the hotel and its surrounding community.

*(3) Creating Unique Guest Experiences* -- Integrating local cultural elements into hotel services and activities enhances the uniqueness of the customer experience.

*(4) Sustainability and Development* -- Clear sustainability visions should be communicated effectively to stakeholders, with ongoing evaluations and strategy adjustments to meet evolving demands.

*(5) Balancing Local Strategies with Global Standards* -- Executives must harmonize international standards with local relevance. Effective leadership requires operational flexibility and the ability to balance corporate policies with regional market expectations to ensure service excellence and customer satisfaction at all levels.

## DISCUSSION

The study provides new insights into the dual dimensions of competencies—**core** and **context-specific**—necessary for Thai senior executives aspiring to become general managers in five-star international hotels. The results underscore the complex and evolving nature of leadership roles in the hospitality sector and support the growing consensus that managerial effectiveness in such contexts requires both universal and localized skill sets.

The **core competencies**, including leadership, communication, management, and relationship-building, align with recent literature that highlights the need for hospitality leaders to possess emotional intelligence, adaptability, and strategic agility in dynamic service environments. These findings confirm that leadership development for general managers should focus not only on traditional skills but also on competencies related to motivation, team-building, and leading diverse, multicultural teams—capabilities essential in the post-pandemic, globalized hospitality industry (Reilly & Karounos, 2009; Devie, Kwistianus, Wellyani, & Goenadi, 2023).

Moreover, the emphasis on **communication and sustainability** reflects a broader shift in the industry towards embedding sustainable development values in executive roles. Effective communication plays a critical role in aligning sustainability strategies across all levels of the organization, enabling a more coherent approach to environmental and social governance (Font et al., 2016; Lee & Trimi, 2021).

The multi-faceted **management skills** identified—including customer service, risk, and crisis management—are especially relevant in today's rapidly shifting hospitality landscape. Research has shown that general managers must exhibit high levels of crisis resilience, particularly in the face of global uncertainties such as the COVID-19 pandemic (Ho, Lam, & Law, 2023). These skills also reflect the need for proactive leadership that can anticipate, adapt, and respond to unexpected disruptions while maintaining service excellence.

Significantly, the study's identification of **context-specific competencies** contributes to a more localized understanding of leadership in hospitality. Executives who can engage meaningfully with local culture, integrate community engagement practices, and deliver culturally unique guest experiences create competitive advantages for their hotels. This supports recent scholarship emphasizing the strategic value of cultural intelligence and local responsiveness in the hospitality sector (Luu, 2023; Lam, Cheung, & Lugosi, 2022).

Additionally, the competency of **balancing local strategies with global standards** reflects the need for glocal leadership—where executives must harmonize corporate policies with local market realities. This echoes emerging theories on hybrid leadership models that combine global frameworks with adaptive, place-based strategies (Steers, Nardon, & Sanchez-Runde, 2013)

In conclusion, this study reinforces the importance of designing competency development programs that are not only globally benchmarked but also culturally contextualized. Tailored executive development pathways, combined with structured mentoring and localized leadership training, may better equip Thai executives to excel in top-tier hotel leadership roles and drive sustainable organizational success in an increasingly competitive global market.

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**PRESERVING HERITAGE, POWERING THE FUTURE: EV TRANSFORMATION  
FOR CLASSIC CARS**

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**ABSTRACT**

The research titled “*Preserving Heritage, Powering the Future: EV Transformation for Classic Cars in Bangkok*” aims to: (1) analyze the key factors influencing classic car owners’ decisions to convert their vehicles into electric vehicles (EVs), and (2) propose guidelines to support such conversions in alignment with Thailand’s pollution reduction policy.

This study employs a mixed- methods approach, combining both qualitative and quantitative techniques. In-depth interviews serve as the primary data collection method, while an online questionnaire was used to provide quantitative insights— please note that 100 responses were collected to supplement the qualitative data.

The qualitative component consisted of 30 participants for the in-depth interviews, all of whom were classic car owners aged 20 and above, living or working in Bangkok, and interested in EV conversion. Participants were selected through purposive sampling based on criteria such as age, residency, income level, and interest in electric vehicle modification.

Data collection for the qualitative part focused on five major themes:

1. Price and cost-effectiveness
2. Awareness of technology and efficiency
3. Environmental concerns
4. Government support policies
5. Infrastructure, including charging stations

The quantitative data from the Likert- scale questionnaire was analyzed using descriptive statistics (e.g., mean and standard deviation), while the qualitative data were examined through thematic analysis, ensuring the validity and depth of the research findings.

## **BACKGROUND**

Air pollution is one of the most pressing global environmental issues, significantly affecting the quality of life in many countries, including Thailand. In urban centers such as Bangkok, where traffic congestion is severe and fossil fuel consumption is high, the problem is particularly acute. The continued widespread use of internal combustion engine (ICE) vehicles in Thailand contributes to elevated levels of greenhouse gas emissions and air pollutants, with adverse impacts on public health and the environment. In recent years, electric vehicle (EV) technology has gained increasing attention worldwide as a viable and sustainable solution to reduce emissions and combat climate change. However, the adoption of EVs in Thailand remains limited, particularly within the classic car community. While classic vehicles hold sentimental and historical value among enthusiasts, the transition to electric power faces challenges such as inadequate infrastructure and high conversion costs.

Without targeted research on this niche sector, Thailand risks missing a crucial opportunity to promote the conversion of classic cars into electric vehicles. Such oversight could hinder efforts to reduce pollution and promote energy conservation. Moreover, a lack of clear understanding regarding the motivations, concerns, and decision-making factors of classic car owners could lead to ineffective policy implementation and underdeveloped support systems, such as charging infrastructure and technical assistance.

This research is therefore essential in addressing these gaps. It aims to explore the feasibility of converting classic cars into EVs safely and cost-effectively while providing recommendations for suitable modification techniques and government support. The findings will contribute to the promotion of clean energy usage and the long-term reduction of air pollution in Thailand.

### **Research objectives**

1. To analyze the important factors affecting the decision of car owners to modify classic cars into electric cars.
2. To propose guidelines to promote the modification of classic cars into electric cars that are consistent with Thailand's pollution reduction policy.

### **Scope of the Research**

1. Temporal Scope Data collection period: Temporal Scope Data collection period: December 2024 to February 2025
2. Sample and Area Scope Sample group: Thai consumers in Bangkok Interested in electric vehicles With the potential to decide to purchase an electric vehicle Sample selection criteria: Age 20 years and over With sufficient income to consider purchasing an electric vehicle Living or working in Bangkok
3. Research Limitations Several limitations may affect the generalizability and scope of this research. First, the study is geographically limited to Bangkok, which may not represent the views of classic car owners in other parts of Thailand. Urban infrastructure, policy awareness, and environmental concerns in Bangkok may differ from those in rural or suburban areas. Second, the sample size, while appropriate for qualitative and exploratory mixed-methods research, may not capture the full diversity of the classic car community. In particular,

the online questionnaire may attract more tech- savvy or environmentally conscious respondents, introducing selection bias. Third, the research focuses primarily on the perspective of car owners and does not include detailed input from EV conversion service providers, regulatory agencies, or environmental policymakers, which may be necessary for a more holistic understanding.

**Key Definitions**

1. Electric Vehicle (EV) A vehicle that uses electricity as its primary driving force, using an electric motor instead of an internal combustion engine, consisting of a battery system to store electrical energy. This research includes all types of electric vehicles (BEV, PHEV, HEV).
2. Consumer A person or household in Bangkok who is 20 years old or older, is interested in and has the potential to purchase an electric vehicle, including those who are considering purchasing an electric vehicle.
3. Purchase Decision The cognitive and behavioral processes that consumers use to choose to purchase an electric vehicle, consisting of the steps of information perception, evaluation of alternatives, and final decision.
4. Decision Factors The various elements that affect the decision- making process for purchasing an electric vehicle. This research will consider 5 main factors: Price and cost Performance and technology Environmental concerns Government support policies Electric Charging Infrastructure
5. Bangkok Metropolitan Area Bangkok Metropolitan Area as defined by the National Statistical Office consists of 50 administrative districts of Bangkok.
6. Charging Station Infrastructure for providing electric charging services to electric vehicles, both public and private, including all types of charging (Normal Charge, Quick Charge).

**benefit from the Research**

This research aims to provide both theoretical and practical insights based on two main objectives:

1. To analyze the key factors influencing classic car owners’ decisions to convert their vehicles to electric vehicles (EVs), and
2. To propose guidelines that support EV conversions in alignment with Thailand’s pollution reduction policies.

1. Academic Results

- Obtain in-depth information on the factors influencing consumers’ decisions to purchase electric vehicles in Bangkok, specifically focusing on classic car owners considering conversion.
- Develop an empirical model explaining the decision-making process for purchasing electric vehicles, which can be applied as a theoretical framework for further studies.
- Create a model outlining the relationship between various factors, such as price, technology, government policy, and infrastructure, that affect consumer behavior toward EV conversions.

1.5.2 Practical Results

- Provide practical insights for electric vehicle manufacturers to design products that better meet the needs and preferences of classic car owners who are considering EV conversion.
- Propose guidelines for developing tailored marketing strategies for different consumer segments, which will help companies target potential EV conversion customers more effectively.
- Offer information to support investment decisions in critical infrastructure such as charging stations, conversion kits, and specialized service centers that are vital for the growth of the EV conversion market.

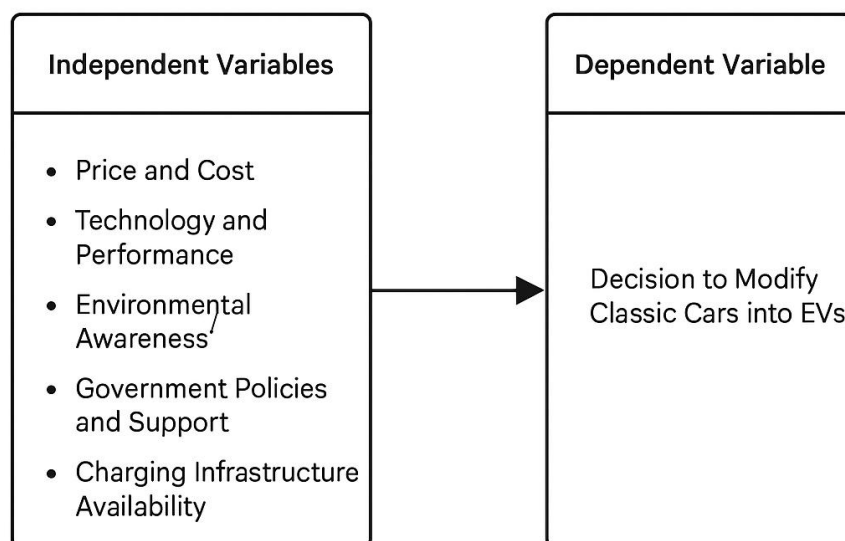
## 2. Social and Environmental Results

- Promote the transition to a more sustainable transportation system, encouraging the adoption of electric vehicles to reduce overall carbon emissions.
- Help reduce air pollution in urban areas by encouraging the use of electric vehicles, especially those replacing traditional gasoline-powered classic cars.
- Increase public awareness about the environmental and long-term economic benefits of electric vehicles, fostering greater acceptance of EV conversions.

## 3. Economic Results

- Stimulate the growth of the electric vehicle industry within the country, creating a new market for EV conversion services, components, and technology.
- Create new business opportunities along the electric vehicle supply chain, from vehicle conversion kits to maintenance and service centers, thereby fostering local economic development.
- Reduce dependence on imported fossil fuels by promoting electric mobility, which could lead to greater energy independence and lower national energy expenditure on imports.

## Conceptual Framework



Concepts, Theories and Related Research This chapter presents concepts, theories and research related to the conversion of classic cars into electric vehicles (EVs). The data is collected from academic documents, research articles and related sources, which can be divided into 3 main topics:

### **Concepts on the conversion of classic cars into electric vehicles**

1. The transition from internal combustion engines to electric drive systems The transition of the automotive industry from internal combustion engines (ICE) to electric drive systems (Electric Vehicles: EVs) is a trend that has attracted worldwide attention (IEA, 2023). Many developed countries, such as the European Union and the United States, have issued policies to support the use of electric cars, including banning the sale of new cars with internal combustion engines by 2035 (European Commission, 2022). Converting existing cars to electric cars is one way to reduce the amount of waste from old cars and reduce the use of resources needed to produce new cars. Research by Dunlap & Webster (2021) found that converting old cars to electric systems can reduce carbon dioxide emissions by 50% more than producing new electric cars.

2. The cultural value of classic cars and the need for conservation Classic cars are not just vehicles But they are also part of cultural heritage and engineering design (Gatsby, 2020). However, these cars have a long lifespan, often use fossil fuels, and emit more carbon dioxide than new cars. The idea of converting classic cars into EVs, or retrofitting EVs, is gaining popularity in Europe and the United States (Lowe, 2022), by preserving the original appearance of the car while modifying the drive system to use clean energy.

3. Environmental and economic benefits There are several advantages to converting classic cars into EVs (Markus et al., 2023): Reduce CO<sub>2</sub> emissions by up to 70% compared to conventional petrol cars. Reduce fuel and maintenance costs, as electric drive systems have fewer parts than internal combustion engines. Promote the use of clean energy and reduce fuel imports.

### **Theories related to electric vehicle technology and consumer behavior**

1. Theory of Planned Behavior (TPB) The Theory of Planned Behavior (TPB) by Ajzen (1991) is used to explain consumer behavior in choosing or using new products, in this case, choosing to use electric vehicles (EVs), based on three main factors: Attitude: Consumers' feelings towards using electric vehicles, such as perceived convenience and advantages in reducing pollution Subjective Norms: Social and personal expectations, such as family or friends' opinions, that affect decision-making Perceived Behavioral Control: Decision-making ability, such as accessibility to charging stations This theory explains that consumers' beliefs about the benefits and convenience of using electric vehicles will affect their decision to buy or convert to electric vehicles (Ajzen, 1991).

2. Diffusion of Innovations Theory The Diffusion of Innovations Theory by Rogers (2003) describes the process by which new innovations spread in society. Consumers are divided into several groups:

Innovators: The first group to adopt a new innovation

Early Adopters: Those who quickly adopt an innovation and are ready to share information with others

Early Majority: Those who decide to use it after seeing acceptance from the previous group

Late Majority: Those who adopt an innovation later

Laggards: Those who do not adopt an innovation until it becomes widespread

This theory helps explain why some consumer groups are early adopters of electric vehicles, while others need more time to make a decision (Rogers, 2003).

### 3. Technology Acceptance Model (TAM)

The Technology Acceptance Model (TAM) by Davis (1989) describes consumer acceptance of new technologies, such as electric vehicles, based on two main factors: Perceived Ease of Use (PEOU): The ease of using the new technology, such as the ease of charging the car Perceived Usefulness (PU): The consumer perceives the benefits of using the new technology, such as reducing the cost of refueling

This model explains that if consumers perceive that using an electric vehicle is convenient and useful, This will increase the chance of accepting this technology (Davis, 1989).

### 4. Consumer Decision-Making Process

The Consumer Decision-Making Process by Kotler & Keller (2016) describes the process that consumers use to decide to buy a new product or service, such as an electric car. It consists of the following main steps: Problem Recognition: Recognizing problems or needs, such as the need to reduce pollution Information Search: Searching for information about electric cars Evaluation of Alternatives: Comparing the advantages and disadvantages of electric cars and cars that use gasoline Purchase Decision: Making a purchase decision Post-Purchase Behavior: Post-purchase behavior, such as satisfaction after using an electric car This process helps explain how consumers must go through the perception and evaluation of many factors. Before deciding to use an electric car (Kotler & Keller, 2016).

### 5. Value-Belief-Norm Theory

The Value-Belief-Norm Theory by Stern et al. (1999) explains the behavior of choosing environmentally friendly products such as electric cars, which has three main components:

Values: Personal values, such as environmental concern

Beliefs: Beliefs about the impact of behavior, such as using an electric car will reduce pollution

Norms: Social standards, such as societal expectations about choosing sustainable technology

This theory can explain that consumers with environmental values tend to choose electric cars more (Stern et al., 1999).

### 6. Sustainability and Green Consumer Behavior

The Green Consumer Behavior Theory by Peattie & Crane (2005) explains consumer behavior that focuses on choosing products that reduce environmental impacts, such as choosing an electric car to reduce greenhouse gas emissions and pollution in the city.

Related research Research on the conversion of classic cars to electric vehicles has received widespread attention in the past decade due to the need to reduce air pollution and develop sustainable alternatives for travel. Related research can be divided into the following main topics:

1. Research on electric vehicle conversion technology Smith et al. (2019) studied the technique of converting classic cars into electric vehicles using modern electric drive systems. The results showed that the use of lithium-ion batteries can greatly increase the driving range and energy efficiency, and the electric power control system plays an important role in improving the performance of the vehicle (Smith et al., 2019). Jones et al. (2020) conducted an experiment to install an electric drive system in a classic car with an original internal combustion engine, studying the impact of battery weight on the performance of the car. The results indicated that the optimal distribution of battery weight can reduce the balance and stability problems of the car (Jones et al., 2020). 2.3.2 Research on environmental impact Williams et al. (2021) studied the impact of converting classic cars to electric vehicles on reducing air pollution. The results found that This conversion can reduce greenhouse gas emissions by up to 60% compared to using an internal combustion engine, especially in dense urban areas (Williams et al., 2021). A study by Zhang et al. (2022) assessed the environmental impact of recycling parts from old cars that were converted to electric vehicles. They found that using the original parts, such as the body structure and suspension, reduced the amount of industrial waste and lowered the production cost compared to producing an entirely new electric vehicle (Zhang et al., 2022).
2. Research on the cost and cost-effectiveness of conversion Johnson et al. (2018) analyzed the cost of converting old cars to electric vehicles compared to buying a new electric vehicle. The results showed that the cost of conversion tends to be 30-40% lower than buying a new electric vehicle, especially when using recyclable batteries and efficient energy control systems (Johnson et al., 2018). Miller (2021) studied the opinions of classic car owners on the cost-effectiveness of converting to electric vehicles. The main factors affecting the decision to convert were initial cost, ease of maintenance, And maintaining the original appearance of the car (Miller, 2021)
3. Research on factors affecting the decision to modify Brown et al. (2020) studied the factors affecting the decision to modify classic cars to electric cars. It was found that the important factors influencing the decision of car owners include supportive government policies, access to modification technology, and confidence in the quality of the electrical system (Brown et al., 2020). Lee et al. (2021) studied consumer behavior regarding the modification of old cars. It was found that consumers who are interested in new technologies and are environmentally conscious are more likely to choose to modify their cars than general consumers (Lee et al., 2021). Summary of related research results From related research studies, it was found that modifying classic cars into electric cars has advantages in reducing pollution, reducing costs, and promoting the preservation of automotive culture. However, there are still obstacles in terms of high initial costs, technological problems, and challenges in finding suitable parts. This related research study helps to see the guidelines and opportunities for developing appropriate technologies and policies to promote the modification of cars into electric cars in the future.

**Research Methodology** This chapter describes the research methodology used to study the factors influencing consumers' decision to purchase electric vehicles in Bangkok. The content is divided into main topics: research design, population and sample, research instruments, data collection process, validation and reliability of the instruments, and data analysis.

1. **Research Design** This research adopts a mixed-methods design, utilizing both qualitative and quantitative approaches. In-depth interviews serve as the primary data collection tool, aiming to study consumers' opinions, attitudes, and motivations towards purchasing electric vehicles (EVs) in Bangkok, focusing on five key factors: Price, technology and efficiency, environmental concerns, government support, and infrastructure (e.g., charging stations). These interviews are complemented by an online questionnaire, which helps to gather quantitative data to support the findings from the qualitative interviews. The data from the interviews are analyzed using thematic analysis, while the questionnaire data are analyzed through descriptive statistics to provide a broad overview of the sample group's opinions and trends.

## 2. Population and Sample

**Population**The population for this research consists of Thai consumers aged 20 years and over, residing or working in Bangkok, who are interested in purchasing electric vehicles (EVs). The research also targets those with sufficient financial capacity to consider purchasing an EV.

**Sample Group** The sample group was selected through purposive sampling, choosing participants based on the following criteria:

Aged 20 years and above

Living or working in Bangkok

Have the financial capability to consider purchasing an electric vehicle

Express interest in purchasing an electric vehicle in the future

The final sample group consisted of 30 individuals for the in-depth interviews and additional participants for the online questionnaire.

## 3. Research Instruments

This research utilized two main instruments:

**In-depth Interview Guide** A semi-structured interview guide was developed, with open-ended questions covering the following five key areas:

**Price and Affordability:** The cost of purchasing and maintaining an EV.

**Awareness of Technology and Efficiency:** Understanding the benefits and features of EVs, such as energy efficiency and performance.

**Environmental Awareness:** Concerns about the environmental impact of conventional vehicles and the benefits of switching to electric.

**Government Support Measures:** The role of government policies and incentives to support EV adoption.

**Availability of Infrastructure:** Access to charging stations and other infrastructure required for EV use.

### Online Questionnaire

The questionnaire was designed to collect quantitative data to complement the qualitative findings from the interviews. The questionnaire consisted of closed-ended questions rated on a 5-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree). This instrument was aimed at assessing participants' opinions on various aspects of EV adoption and collecting general trends regarding consumer behavior.

### Data Collection Process

Data collection took place from August to September 2022, spanning 8 weeks, with the following steps: Instrument Design: Develop and refine interview guides and questionnaires to ensure alignment with the research objectives.

Sample Selection: Participants were selected through social media channels, emails, and relevant interest groups, ensuring they met the criteria for inclusion.

Interviews: Conduct face-to-face or video call interviews, each lasting approximately 30–45 minutes.

Questionnaire Distribution: The same sample group was sent the online questionnaire to provide quantitative data supporting the interview findings.

Data Verification: Ensure that the data collected is complete and accurate, checking for any inconsistencies or missing responses.

### Instrument Reliability and Validity

Reliability The internal consistency of the questionnaire was checked using Cronbach's Alpha coefficient. A Cronbach's Alpha value greater than 0.7 indicates a high level of reliability.

Validity Content validity was assessed by experts in the relevant fields, including marketing professionals and EV technology experts, to ensure that the research instruments comprehensively address the research objectives.

### Data Analysis

Qualitative Data Analysis (Interviews) The qualitative data gathered from the in-depth interviews were analyzed using Thematic Analysis. This method involved categorizing the content and identifying key themes and patterns in the participants' responses.

Quantitative Data Analysis (Questionnaires) The quantitative data collected from the online questionnaires were analyzed using descriptive statistics, such as mean and standard deviation, to summarize the responses. This analysis provides an overview of the trends and general opinions of the sample group. Additionally, the relationship between key variables (e.g., income level and intention to buy EVs) was analyzed to identify any significant correlations.

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**THE INFLUENCE OF SOCIAL MEDIA ON TRAVEL DECISION-MAKING  
BEHAVIOR AMONG ADOLESCENTS IN CHIANG MAI, THAILAND**

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**ABSTRACT**

This research explores the influence of social media on the travel decision-making behavior of adolescents in Chiang Mai, Thailand, within the context of an increasingly digitalized society. Adolescents, who are digital natives, interact with platforms such as TikTok, Instagram, Facebook, and YouTube not only for entertainment but also as tools for discovering, evaluating, and selecting travel destinations. These platforms have become highly influential, shifting the tourism communication paradigm from traditional media to dynamic, user-generated digital ecosystems. The study employed a descriptive research design with quantitative methods, targeting a sample of 400 Thai adolescents aged between 15 and 24 years who had traveled to Chiang Mai in the past twelve months. Data were collected through a structured questionnaire that examined demographics, social media usage patterns, content preferences, and decision-making behaviors. Descriptive statistics including frequency, percentage, mean, and standard deviation were used to analyze the data. The findings reveal that visual storytelling, especially through short-form videos and influencer content on TikTok and Instagram, plays a critical role in shaping travel intentions among adolescents. Aesthetic appeal, emotional resonance, and social validation emerged as more influential than traditional advertising or rational comparison. Most adolescents preferred spontaneous short trips lasting two to three days and relied on digital word-of-mouth, peer recommendations, and viral content to make travel choices. These behaviors reflect a shift toward emotionally driven, socially informed decision-making processes. The results underscore the growing importance of authenticity, creativity, and relatability in tourism marketing aimed at youth. Tourism businesses and government agencies must adapt their strategies to match the digital consumption habits of adolescent travelers, leveraging influencer partnerships, mobile-friendly content, and visually engaging campaigns. This study contributes to the growing body of literature on digital tourism and provides valuable insights into how social media is reshaping consumer behavior in youth-driven travel markets.

Keywords: Social Media, Adolescent Tourism, Travel Decision-Making, Digital Behavior, Chiang Mai

## INTRODUCTION

In the contemporary digital era, social media has emerged as a powerful force that shapes public opinion, lifestyle choices, and consumer behavior. Among the groups most significantly influenced by this transformation are adolescents—individuals who have grown up in an environment saturated with smartphones, social platforms, and constant online connectivity. Unlike earlier generations, these digital natives rely heavily on real-time digital content and peer feedback when making decisions, including those related to travel. As such, the travel behaviors of adolescents are increasingly molded by content encountered on platforms such as TikTok, Instagram, Facebook, and YouTube.

Social media has transcended its original purpose of enabling communication and entertainment. It has evolved into a multifaceted ecosystem of information sharing, identity expression, trend formation, and social validation. For adolescents, these platforms serve as virtual spaces where ideas, emotions, and aspirations are exchanged. This immersive interaction with digital content has redefined how young people perceive and select travel destinations. The aesthetic appeal of photos and videos, the influence of social media personalities, and the visibility of destinations through trending hashtags can all heavily influence an adolescent's desire to travel, often more so than traditional advertising, guidebooks, or word-of-mouth from family members.

Chiang Mai, a culturally and environmentally rich city in northern Thailand, exemplifies a destination that has gained increased visibility and popularity through social media channels. The city offers a unique combination of traditional heritage, scenic landscapes, vibrant street culture, and modern urban experiences, making it highly appealing to young travelers. Cafés with picturesque backdrops, historic temples, trekking adventures, and night markets regularly feature in short-form videos and travel vlogs, drawing the attention of adolescent audiences. Social media, in this sense, not only promotes Chiang Mai as a travel destination but also shapes how it is perceived and experienced by young visitors.

Despite the widespread use of social media and its visible impact on youth travel patterns, there remains a lack of academic research that focuses specifically on adolescent behavior in this context. Much of the existing literature in tourism and digital marketing tends to examine adult consumers or international travelers, often overlooking the unique characteristics and digital consumption habits of adolescent tourists. Moreover, most prior studies have not explored the nuanced ways in which media aesthetics, emotional responses, and social validation contribute to travel decisions among youth. This research gap underscores the need for empirical studies that focus on adolescents as autonomous decision-makers within the digital tourism ecosystem.

This study aims to investigate the influence of social media on the travel decision-making behavior of adolescents in Chiang Mai. It seeks to understand which platforms are most impactful, what types of content engage adolescent users, and how perceptions shaped by online interactions translate into actual travel decisions. By employing a descriptive research design and focusing on a sample of Thai adolescents aged 15 to 24 who have traveled to Chiang Mai, the study provides insights into the emotional, social, and visual dimensions of travel

behavior. The findings are expected to contribute to both theoretical understanding and practical strategies in digital tourism communication, especially for stakeholders aiming to engage effectively with the youth market.

### **Objectives**

1. To examine the characteristics of social media usage among adolescents in Chiang Mai for travel information and planning.
2. To describe the travel decision-making behavior of adolescents in Chiang Mai regarding destination selection, accommodation, and tourism activities.
3. To analyze social media factors influencing adolescent travel behavior, such as platform type, content format, and online influencers.

### **LITERATURE REVIEW**

In recent years, the intersection between social media and tourism has received growing attention from researchers, particularly in the context of Generation Z and adolescent consumers. Social media platforms have significantly altered the way individuals, especially youth, search for information, build perceptions, and make travel-related decisions. According to Kaplan and Haenlein (2010), social media comprises a wide array of digital platforms that allow users to generate, share, and interact with content. These include blogs, video-sharing sites, social networking services, and community forums. Among adolescents, platforms such as TikTok, Instagram, and YouTube have become integral tools for lifestyle discovery, entertainment, and peer validation.

Xiang and Gretzel (2010) emphasized the influence of user-generated content (UGC) on online travel information search. Their study found that social media allows users to access rich, diverse, and real-time travel experiences shared by other users. For adolescents, UGC not only provides practical travel tips but also shapes emotional perceptions of a destination. Influencers, travel vloggers, and even ordinary users who post visually appealing or relatable content play a central role in inspiring young travelers. Unlike traditional tourism media, UGC often carries higher credibility among youth due to its perceived authenticity and relatability (Gretzel, Yoo, & Purifoy, 2007).

One of the most applicable theoretical lenses in this context is the **Perception Theory**, which suggests that individuals act based on how they perceive reality rather than objective facts. In the case of adolescent travelers, perceptions are often formed through aesthetic cues, mood-inducing visuals, and narrative techniques embedded in social media content. Adolescents are likely to choose destinations that align with their idealized self-image, values, or aspirations, as portrayed through digital media. A beautifully edited video or an influencer's story can generate not only interest but emotional connection, which strongly affects the intention to travel.

Another foundational theory relevant to this research is the **Consumer Behavior Model** by Engel, Blackwell, and Miniard (1995), which outlines five stages of the decision-making process: need recognition, information search, evaluation of alternatives, purchase decision, and post-purchase behavior. However, in the case of adolescents, these stages are often compressed or reshuffled due to the impulsive nature of digital influence. A single piece

of content—such as a viral video or trending post—can prompt a decision without extensive comparison or critical evaluation. This highlights the accelerated and emotionally-driven nature of consumer behavior in digital contexts.

Furthermore, **Social Proof Theory** helps explain how adolescents tend to follow trends based on the behavior of others. When a destination receives high engagement on social media—reflected in likes, comments, and shares—it gains popularity and perceived trustworthiness among youth. As Cialdini (2007) suggests, people, especially younger audiences, often look to the behavior of their peers to determine what is appropriate or desirable. This social influence is amplified in the digital space, where virality and popularity are visible and quantifiable.

The concept of **Electronic Word-of-Mouth (eWOM)** also plays a significant role in shaping youth travel decisions. Unlike traditional word-of-mouth, eWOM is widespread, immediate, and persistent, making it a powerful force in building destination awareness and preference. Influencer marketing, in particular, leverages eWOM by encouraging audiences to follow travel patterns endorsed by individuals they trust or admire. For adolescents, the impact of influencers is particularly strong when the content feels genuine and aligns with their personal identity.

Lastly, the notion of **Digital Identity and Self-Representation** suggests that adolescents not only consume content but also participate in shaping travel trends. They curate their travel experiences to reflect personal values, aesthetics, or social standing. Travel, in this context, becomes a form of self-expression, documented and broadcasted via platforms like Instagram and TikTok. Destinations are often selected not only for their intrinsic appeal but for their potential to be transformed into visually engaging or socially valued content.

In conclusion, the reviewed literature and theoretical foundations support the premise that adolescent travel behavior is deeply intertwined with social media dynamics. The combination of perception, social validation, digital identity, and peer-driven content creates a unique decision-making environment that differs markedly from traditional tourism behavior. Understanding this complex interaction is crucial for designing effective digital marketing strategies and developing a more inclusive, youth-centered tourism ecosystem.

## **METHODOLOGY**

This study employed a descriptive research design using quantitative methodology to explore how social media influences the travel decision-making behavior of adolescents in Chiang Mai, Thailand. The research design was chosen for its ability to describe and interpret current behavioral patterns without manipulating variables. The sample consisted of 400 Thai adolescents aged 15 to 24 years who had visited Chiang Mai within the past year. A multi-stage sampling technique was used to ensure diversity in age, gender, and education level. Data were collected through a structured questionnaire comprising four sections: demographic information, social media usage, travel planning behavior, and decision-making influences. The questionnaire was reviewed by three academic experts and pilot-tested with 30 adolescents, resulting in a Cronbach's Alpha reliability score of 0.82. Data collection was

conducted over a four-week period using both online (via social platforms like Facebook and LINE) and offline methods (at tourist sites in Chiang Mai). Descriptive statistical tools frequency, percentage, mean, and standard deviation—were employed to analyze the data. These tools were appropriate for identifying behavioral trends, content preferences, and patterns of social media influence, in alignment with the study's non-experimental, exploratory focus.

## RESULT

The findings of this study reveal meaningful insights into how social media influences the travel decision-making behavior of adolescents who have visited Chiang Mai, Thailand. The majority of the 400 respondents were female (58.5%), with the highest age concentration in the 18–21-year group (45.8%), followed by those aged 22–24 (31.7%). Most participants were university students (69.2%), suggesting that higher education youth form a dominant segment of domestic adolescent travelers. This demographic context is significant, as it reflects a generation deeply engaged with digital media and active in online communities.

Regarding platform usage, TikTok emerged as the most influential social media channel, cited by 85.4% of respondents, followed by Instagram (78.2%), Facebook (66.3%), and YouTube (51.7%). These platforms serve as primary sources of travel inspiration, with participants relying heavily on short-form videos, influencer reviews, and aesthetically engaging content. The majority of respondents reported that attractive visual content significantly influenced their decision to visit a destination (91.5%). Furthermore, influencer recommendations were impactful, with 77.3% of participants stating that they were influenced by travel personalities or online creators in their decision-making process.

In terms of planning behavior, most adolescents preferred spontaneous and short-duration trips. Approximately 72.6% of respondents planned their travels less than one week in advance, and 81.2% reported taking trips lasting only two to three days. They primarily used mobile applications such as Agoda, Traveloka, and Airbnb to arrange accommodations. This indicates a preference for convenience, flexibility, and autonomy in travel planning among this demographic.

The role of social validation was also evident. Around 65.8% of adolescents selected travel destinations based on trending content or viral posts, emphasizing the power of social proof in guiding choices. Notably, 86.7% of participants expressed high trust in user-generated content over corporate advertising. This trust extended to reviews, recommendations, and video content shared by ordinary users and micro-influencers, which were often perceived as more authentic and relatable.

Overall, the results demonstrate that adolescent travel decisions are significantly shaped by emotionally appealing, visually driven, and socially validated content on digital platforms. Rather than conducting detailed comparisons or relying on official tourism sources, adolescents tend to follow trends and content that resonate with their identity, interests, and peer community. These findings support the need for tourism stakeholders to adopt youth-centric digital strategies that leverage aesthetic storytelling, real-time engagement, and influencer collaboration to attract and retain adolescent travelers.

## DISCUSSION

Based on the findings of this study, several key points can be discussed regarding the influence of social media on the travel decision-making behavior of adolescents in Chiang Mai. These points are presented in order of significance:

### **1. Visual and Emotional Content as a Primary Influencer**

The most powerful factor influencing adolescent travel behavior was the visual and emotional appeal of social media content. A large majority of respondents indicated that visually attractive content—particularly short-form videos and high-quality images—strongly influenced their travel intentions. This aligns with Perception Theory, suggesting that decisions are shaped more by subjective impressions than by objective evaluation. Destinations were often selected based on how they looked and felt in social media posts rather than on logistical factors or official tourism data.

### **2. Influence of Social Media Platforms and Micro-Influencers**

Platforms such as TikTok and Instagram emerged as dominant sources of travel inspiration, especially when content was shared by influencers perceived as relatable or trustworthy. Electronic Word-of-Mouth (eWOM), generated by micro-influencers or peers, played a greater role than professional advertising. Adolescents were more likely to trust personal reviews, behind-the-scenes videos, and authentic storytelling from everyday users. This emphasizes a shift in marketing dynamics, where authenticity and relatability are more influential than brand image.

### **3. Spontaneity and Short-Term Travel Preferences**

Another major behavioral trait observed was the spontaneous nature of travel planning. Over 70% of respondents reported planning their trips within one week of departure, and most favored trips lasting two to three days. This behavior reflects the flexibility and impulsiveness often associated with Generation Z. It also indicates that adolescents respond more to immediate digital stimuli—such as viral content—than to long-term planning or structured travel campaigns.

### **4. Role of Social Proof and Trend Imitation**

The study found strong evidence of Social Proof Theory influencing adolescent choices. Many participants reported choosing destinations based on popularity within their peer networks or trending hashtags. High numbers of likes, shares, or comments served as validation cues, reinforcing the idea that “if many people like this place, it must be worth visiting.” This herd-like behavior reinforces the need for tourism marketers to engage with trends and leverage viral moments strategically.

### **5. Identity Expression Through Travel Content Creation**

Adolescents are not only consumers of digital travel content but also content creators. Many respondents actively posted photos, videos, or reviews of their experiences. This supports theories of Digital Identity and Self-Representation, suggesting that travel is not merely an experience, but a form of social expression. Destinations were chosen not only for personal interest but also for their potential to produce “shareable” and “aesthetic” content that reflects one’s identity online.

## 6. Declining Relevance of Traditional Tourism Media

The findings also reveal a decline in the influence of traditional travel sources such as brochures, official websites, or mainstream advertising. These sources were seen as less engaging, less trustworthy, and not aligned with the media habits of adolescents. Instead, peer-to-peer communication, influencer content, and interactive features (e.g., Q&A, polls) on social media platforms dominated the decision-making landscape.

## RECOMMENDATIONS

Based on the research findings concerning the influence of social media on adolescent travel decision-making in Chiang Mai, the following recommendations are presented according to thematic categories to support tourism stakeholders in adapting to the digital behaviors of youth.

### Digital Marketing

1. **Enhance Visual Storytelling:** Tourism operators should invest in short-form video production, behind-the-scenes content, and aesthetic imagery that appeals to adolescent sensibilities. Emotional resonance and authenticity should take precedence over traditional, polished advertisements.
2. **Collaborate with Relatable Micro-Influencers:** Engage influencers who have strong credibility among local and regional youth. Campaigns should feature real travel experiences, unscripted moments, and peer-level communication.
3. **Leverage Social Proof Mechanisms:** Create interactive content using trending hashtags, user challenges, and repost campaigns. Promote metrics like view counts, likes, and shares to influence perception and stimulate viral spread.

### Infrastructure

1. **Provide Free Public Wi-Fi at Tourist Spots:** Install accessible, high-speed internet in youth-frequented locations such as cafés, night markets, and cultural landmarks to enable real-time content sharing and location tagging.
2. **Implement Smart Tourism Features:** Support digital signages, QR-code-based tourism guides, and integrated mobile apps to enhance self-guided tourism and support spontaneous planning.

### Service Design & User Experience

1. **Offer Flexible, Youth-Friendly Packages:** Design travel packages that are short in duration (2–3 days), affordable, and instantly bookable via mobile apps. Include features like “last-minute deals” and group discounts to appeal to spontaneous travelers.
2. **Integrate Peer Reviews and UGC into Booking Platforms:** Allow user-generated photos, videos, and real reviews to be visible within booking interfaces. Adolescents place more trust in peer feedback than corporate messaging.

### Policy and Government Action

1. **Launch Youth-Centric Digital Tourism Campaigns:** Authorities should initiate campaigns such as “Explore Chiang Mai with Friends” or “Chiang Mai Reels Challenge” to spark viral participation.

2. **Support Local Youth Content Creators:** Offer grants, competitions, or partnerships that empower local adolescents to act as cultural ambassadors and create tourism content from a grassroots perspective.
3. **Promote Sustainable & Responsible Tourism Behavior:** Collaborate with schools and communities to raise awareness of ethical content sharing, environmental respect, and cultural sensitivity.

#### **Education and Academic Research**

1. **Expand Youth Tourism Research Nationwide:** Encourage universities and institutions to study regional patterns of adolescent travel behavior, especially the long-term influence of digital media on travel loyalty and repeat visitation.
2. **Promote Digital Literacy & Critical Media Thinking:** Educational institutions should integrate programs that teach youth how to evaluate online content, recognize sponsored messages, and share responsibly as digital citizens.

## **CONCLUSION**

This study investigated the influence of social media on the travel decision-making behavior of adolescents in Chiang Mai, Thailand, and revealed important insights into the evolving nature of youth tourism in the digital age. The research employed a descriptive design with quantitative methodology, targeting 400 adolescents aged 15 to 24 who had visited Chiang Mai within the past year. Through structured questionnaires and descriptive statistical analysis, the study aimed to understand which social media platforms and types of content most influence youth travel behavior.

The findings clearly demonstrate that platforms such as TikTok and Instagram are highly influential among adolescents, serving not only as sources of travel inspiration but also as digital spaces where emotional engagement and identity formation occur. Short-form videos, aesthetic imagery, and influencer content emerged as key motivators that trigger spontaneous travel decisions. Rather than relying on traditional travel channels or rational planning, adolescents often choose destinations based on social validation, visual appeal, and personal resonance with digital narratives.

The study also highlights a paradigm shift in consumer behavior. Adolescents now act as both consumers and creators of tourism content, actively sharing their experiences online in ways that influence their peers. This reinforces the importance of authenticity, peer recommendation, and self-representation in digital travel culture. The results further affirm the relevance of Perception Theory, Social Proof Theory, and the Consumer Behavior Model in explaining adolescent travel choices in media-driven environments.

From a practical perspective, the findings underscore the need for tourism stakeholders including businesses, marketers, government agencies, and educators to adapt their strategies to align with the behaviors, values, and habits of digital-native youth. Visual storytelling, influencer collaboration, real-time digital access, and ethical content engagement are no longer optional tools, but essential elements of modern tourism communication.

In conclusion, social media has become a powerful mediator in shaping how adolescents perceive, evaluate, and engage with travel experiences. As their behaviors continue to evolve alongside technological change, it is imperative that the tourism industry embraces these transformations and cultivates responsive, inclusive, and emotionally resonant strategies that truly speak to the next generation of travelers.

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**A STUDY ON THE BEHAVIOR AND SATISFACTION OF CHINESE TOURISTS  
TOWARDS TOURISM AND SERVICES IN THE WAT PHRA THAT DOI SUTHEP  
AREA, CHIANG MAI PROVINCE**

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**ABSTRACT**

This research aims to study the behavior and satisfaction of Chinese tourists towards tourism and services in the Wat Phra That Doi Suthep area, Chiang Mai Province. A quantitative research method was employed using a structured questionnaire distributed to 400 Chinese tourists visiting the site. The data were analyzed using descriptive statistics, including frequency, percentage, mean, and standard deviation. The study found that most Chinese tourists were young adults aged 21–30 years, traveling mainly for religious and cultural purposes. Their behavior patterns included visiting during the morning hours, spending an average of 1–2 hours at the site, and using online platforms to obtain travel information. In terms of satisfaction, tourists reported a high level of satisfaction overall, particularly with the religious atmosphere, scenic beauty, and hospitality of local people. However, areas needing improvement included multilingual signage, restroom facilities, and public transportation accessibility. The findings of this study provide useful insights for local authorities and tourism businesses to enhance service quality and better meet the needs of Chinese tourists, thereby promoting sustainable tourism development in Chiang Mai.

Keywords: Chinese tourists, tourist behavior, tourist satisfaction, Wat Phra That Doi Suthep, Chiang Mai tourism

**INTRODUCTION**

Tourism is a key driver of economic and cultural exchange in many countries, and Thailand is no exception. Over the past decade, the Kingdom of Thailand has experienced a significant increase in the number of international tourists, particularly from China.

Chinese tourists now represent one of the largest and most influential groups contributing to Thailand's tourism revenue. Among Thailand's many renowned attractions, Wat Phra That Doi Suthep, located in Chiang Mai Province, stands out as a major cultural and religious landmark that draws a considerable number of Chinese visitors each year.

The temple's rich history, spiritual significance, and panoramic views of Chiang Mai city make it a must-visit destination for tourists seeking both cultural immersion and natural beauty.

The behavior and satisfaction levels of tourists play a crucial role in shaping the sustainability and development of tourism destinations. Understanding the preferences, behaviors, and levels of satisfaction of Chinese tourists is therefore essential for enhancing tourism services, improving visitor experiences, and fostering long-term loyalty.

Previous studies have indicated that factors such as cultural familiarity, accessibility of services, quality of facilities, and communication effectiveness significantly affect tourist satisfaction, especially for visitors from different cultural backgrounds like China.

However, research focusing specifically on the behavior and satisfaction of Chinese tourists at heritage religious sites such as Wat Phra That Doi Suthep remains limited.

Wat Phra That Doi Suthep is not only a religious site but also a symbol of Chiang Mai's identity and heritage. The temple complex offers visitors opportunities for spiritual practices, sightseeing, photography, and cultural learning. Nevertheless, as tourist numbers continue to grow, challenges such as overcrowding, language barriers, infrastructure limitations, and service quality discrepancies become increasingly prominent.

Addressing these challenges requires a detailed understanding of tourist behavior patterns and their satisfaction levels, which can help stakeholders in the tourism industry design more effective strategies to improve service delivery and ensure the sustainable management of the site.

Therefore, this study aims to investigate the behavior and satisfaction of Chinese tourists visiting Wat Phra That Doi Suthep. Specifically, it seeks to identify their demographic profiles, travel motivations, behavioral patterns during their visits, levels of satisfaction with various aspects of tourism services, and areas in need of improvement. The findings are expected to provide valuable insights for tourism operators, local authorities, and policymakers to develop targeted service enhancements and marketing strategies, thereby strengthening the competitiveness of Chiang Mai's tourism sector in the global market. This study aims to bridge the gap between traditional tourism offerings and the evolving needs of elderly tourists by analyzing post-pandemic travel behaviors and proposing data-driven marketing strategies tailored to this growing market segment.

### **Objectives**

1. To study the travel behavior of Chinese tourists visiting the Wat Phra That Doi Suthep area, including their motivations, activities, and patterns of visitation.
2. To evaluate the satisfaction levels of Chinese tourists toward tourism services, facilities, and overall experiences at Wat Phra That Doi Suthep.
3. To identify key factors influencing the satisfaction of Chinese tourists and provide recommendations for improving tourism services to better meet their needs.

## **LITERATURE REVIEW**

Chinese outbound tourism has grown significantly over the past few years, establishing China as the largest source of international tourists globally. According to UNWTO (2023), Chinese travelers contributed approximately USD 255 billion to global tourism spending. Thailand, and particularly Chiang Mai, remains a favorite destination due to its cultural heritage, affordability, and accessibility (Tourism Authority of Thailand, 2022). Wat Phra That Doi Suthep, as a key religious and cultural site, attracts many Chinese tourists who seek authentic spiritual and cultural experiences.

Tourist behavior among Chinese travelers has shifted in the post-pandemic era. Huang, Sun, and Zhang (2021) noted that Chinese tourists increasingly rely on digital platforms such as WeChat, Xiaohongshu, and online travel agencies (OTAs) for trip planning. Their research also highlights that religious and cultural attractions, specifically Buddhist temples, have gained popularity among younger generations seeking meaningful travel experiences. In Chiang Mai, research conducted by Srisomyong and Meyer (2022) found that Chinese tourists are drawn to destinations that offer both cultural authenticity and modern amenities, making it important for heritage sites to balance tradition with visitor expectations.

In terms of tourist satisfaction, studies emphasize the importance of service quality, accessibility, and communication. Wang, Zhang, and Zhang (2023) revealed that Chinese tourists place high value on the availability of Chinese-language services, cleanliness of facilities, and ease of transportation when visiting foreign religious sites. A specific study by Phoothong and Wattanacharoensil (2021) focusing on Chinese tourists in Chiang Mai indicated that while visitors were generally satisfied with the cultural richness and scenic beauty of the area, they were less satisfied with public transportation and the limited availability of Chinese-speaking guides at key sites.

Moreover, emerging research by Zhao and Guo (2023) emphasizes the rising importance of health safety, crowd control, and digitalized tourism services in shaping Chinese tourists' satisfaction post-COVID-19. Destinations that can adapt to these new expectations are more likely to maintain their attractiveness to the Chinese market.

In conclusion, existing studies provide valuable insights into the behavior and satisfaction of Chinese tourists; however, there is a limited focus specifically on religious-cultural sites such as Wat Phra That Doi Suthep. Therefore, this research aims to fill that gap by examining current Chinese tourist behavior patterns and satisfaction levels to support sustainable tourism management in Chiang Mai.

## **METHODOLOGY**

This research employed a qualitative methodology to explore the behavior and satisfaction of Chinese tourists toward tourism and services in the Wat Phra That Doi Suthep area, Chiang Mai Province. The qualitative approach was chosen to gain an in-depth understanding of tourists' experiences, perceptions, motivations, and expectations in their own words.

**Research Design**

A phenomenological research design was adopted to capture the lived experiences and perspectives of Chinese tourists during their visit to Wat Phra That Doi Suthep. Semi-structured, in-depth interviews were used as the primary data collection method to allow for flexibility in probing participants' thoughts and feelings.

**Population and Sampling**

The population for this study consisted of Chinese tourists visiting Wat Phra That Doi Suthep. Purposive sampling was utilized to select participants who had direct experience visiting the site and were willing to share their insights. A total of 20 participants were interviewed, which was deemed sufficient to reach data saturation, where no new significant themes emerged.

**Research Instruments**

The primary research instrument was a semi-structured interview guide developed based on the research objectives and findings from the literature review. The guide included open-ended questions covering topics such as travel motivations, activities engaged in at the site, experiences with tourism services, levels of satisfaction, and suggestions for improvement. The interview guide was validated by three experts in tourism and qualitative research.

**Data Collection Procedures**

Data were collected over a two-month period from June to July 2025. Interviews were conducted face-to-face in public areas near Wat Phra That Doi Suthep. Each interview lasted approximately 30–45 minutes and was conducted in either Mandarin Chinese or English, depending on the participant's preference. With participant consent, interviews were audio-recorded and later transcribed verbatim for analysis.

**Data Analysis**

Thematic analysis was employed to analyze the interview data. The process involved familiarization with the data, generation of initial codes, identification of emerging themes, reviewing and refining the themes, and producing the final report. NVivo software was used to assist in organizing and coding the qualitative data systematically.

**Trustworthiness of the Study**

To ensure the credibility, transferability, dependability, and confirmability of the research, several strategies were implemented, including triangulation, member checking, peer debriefing, and maintaining a detailed audit trail. Participants were invited to review the interview summaries to validate the accuracy of the data interpretation.

**Ethical Considerations**

This study adhered to strict ethical guidelines. Participants were informed about the purpose of the study, their right to withdraw at any time, and the confidentiality of their responses. All participants provided informed consent before participating in the interviews. Pseudonyms were used to protect participant anonymity.

## RESULTS

Thematic analysis of the interview data from 20 Chinese tourists visiting Wat Phra That Doi Suthep revealed four major themes related to their behavior and satisfaction:

### 1. Motivations for Visiting Wat Phra That Doi Suthep

Participants reported multiple motivations for visiting the site. The primary motivation was religious and spiritual interest, as many believed that visiting Buddhist temples would bring good fortune. Cultural exploration was also cited, with tourists expressing a desire to learn about Thai traditions and history. Some participants mentioned that the temple's reputation, stunning views, and social media influence encouraged them to visit.

### 2. Tourist Behavior and Experience at the Site

The majority of tourists preferred visiting in the morning to avoid crowds and to enjoy the cooler temperatures. Typical activities included participating in religious rituals (such as offering incense and praying), taking photographs of the temple and surrounding scenery, and purchasing small souvenirs. Some participants engaged in learning activities by reading historical information or listening to local guides. The average duration of visit ranged from one to two hours.

### 3. Satisfaction with Tourism Services and Facilities

Overall, participants expressed high satisfaction with the cultural atmosphere, religious ambiance, and aesthetic beauty of the site. Positive comments were made regarding the temple's cleanliness, the friendliness of the local people, and the impressive architecture. However, several areas of dissatisfaction were noted, including the limited availability of Chinese-language information boards, difficulty in navigating public transportation to the site, and the overcrowding during peak hours.

### 4. Suggestions for Improvement

Participants recommended several improvements to enhance the visitor experience. Key suggestions included increasing the availability of Chinese-speaking guides, providing more multilingual signage, improving the quality and accessibility of public transportation, and implementing better crowd management strategies during peak times. Many tourists also expressed interest in having more culturally interactive experiences, such as guided meditation sessions or temple tours conducted in Mandarin.

In summary, while Chinese tourists were generally satisfied with their visit to Wat Phra That Doi Suthep, there remains room for improvement in service accessibility, communication, and visitor management. The findings provide valuable insights for stakeholders aiming to develop strategies that cater to the needs and expectations of Chinese visitors more effectively.

## DISCUSSION

The findings of this study provide valuable insights into the behavior and satisfaction of Chinese tourists visiting Wat Phra That Doi Suthep, and are generally consistent with existing literature. The results reveal that religious and cultural motivations were the primary reasons for visiting, which aligns with the findings of Huang, Sun, and Zhang (2021), who reported a growing interest among Chinese tourists in meaningful, spiritually oriented travel experiences post-COVID-19. Furthermore, social media influence was identified as an important factor driving visitation, confirming the observations by Wang, Zhang, and Zhang (2023) regarding the significance of online information in shaping Chinese tourists' travel behavior.

Regarding tourist behavior, the preference for morning visits to avoid crowds and participate in religious activities reflects the patterns described by Srisomyong and Meyer (2022), who found that Chinese tourists seek both cultural authenticity and comfort when visiting heritage sites in Chiang Mai. The engagement in religious rituals and photography further supports the trend towards "experiential tourism," where tourists desire both participatory and memory-making experiences.

In terms of satisfaction, the high levels reported for cultural atmosphere, religious ambiance, and site aesthetics are consistent with the findings of Phoothong and Wattanacharoensil (2021), who indicated that Chinese tourists appreciate authentic cultural experiences and scenic beauty in Chiang Mai. However, dissatisfaction related to the limited availability of Chinese-language materials and public transportation challenges highlights the persistent service gaps identified by Wang, Zhang, and Zhang (2023). This indicates that although the core cultural product remains strong, service delivery aspects still require significant improvement to meet the expectations of Chinese tourists.

Moreover, the emphasis by participants on health safety, crowd management, and digital service improvements aligns closely with Zhao and Guo's (2023) findings, which emphasized that post-pandemic tourists have heightened expectations regarding hygiene, safety, and technological support at tourist destinations. The suggestions provided by participants, such as the need for multilingual signage and better visitor management, also reinforce the importance of adapting to new global tourism trends to ensure visitor satisfaction and loyalty.

Overall, this study confirms the importance of integrating cultural authenticity with improved service quality, effective communication, and enhanced accessibility. Addressing the needs and expectations of Chinese tourists is essential not only for ensuring positive visitor experiences but also for sustaining the competitive advantage of heritage tourism sites like Wat Phra That Doi Suthep in the increasingly dynamic global tourism market.

## RECOMMENDATIONS

Based on the findings, the following recommendations are proposed

1. **Enhance Multilingual Communication** : Increase the availability of Chinese-language signage, brochures, and audio guides to better support Chinese tourists' information needs and improve their overall experience.
2. **Improve Transportation Accessibility** : Develop more convenient and affordable transportation options from the city center to Wat Phra That Doi Suthep, such as shuttle services with clear Chinese-language instructions.
3. **Train Chinese-speaking Staff and Guides** : Provide training programs for local guides and staff to communicate effectively in Mandarin and understand Chinese cultural expectations, thereby enhancing service satisfaction.
4. **Implement Crowd Management Strategies** : Introduce measures such as timed entry tickets during peak periods to reduce congestion and improve visitor comfort and safety.
5. **Offer Cultural Interaction Programs** : Design culturally interactive experiences, such as meditation workshops or temple tours conducted in Mandarin, to deepen tourists' engagement and enhance the uniqueness of their visit.
6. **Focus on Health and Safety Standards** : Maintain high standards of cleanliness, hygiene, and crowd control, particularly in high-traffic areas, to meet post-pandemic tourist expectations.

By addressing these areas, tourism operators and local authorities can better meet the needs of Chinese tourists, enhance their satisfaction, and strengthen Chiang Mai's reputation as a leading cultural and religious tourism destination. Future studies could extend this research by exploring the long-term impact of improved services on tourist loyalty and sustainable tourism development in Chiang Mai..

## CONCLUSION

This study explored the behavior and satisfaction of Chinese tourists toward tourism and services in the Wat Phra That Doi Suthep area, Chiang Mai Province, using a qualitative research approach. The findings revealed that Chinese tourists were primarily motivated by religious, spiritual, and cultural interests, with social media also playing a significant role in influencing their decision to visit. Tourists generally expressed high levels of satisfaction with the religious ambiance, cultural authenticity, and scenic beauty of the temple site. However, concerns were raised regarding limited Chinese-language support, transportation accessibility, and overcrowding during peak visiting hours.

The results align with recent literature emphasizing the evolving expectations of Chinese tourists, especially in the post-pandemic era where health safety, service quality, and digital convenience have become increasingly important. This study contributes to the understanding of Chinese tourist behavior in heritage religious contexts and highlights the need for tourism stakeholders to enhance service delivery while maintaining cultural authenticity.

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## **APPROACHES TO USING DIGITAL STRATEGIES IN SUSTAINABLE MARKETING CAMPAIGNS: A CASE STUDY OF ADIDAS X PARLEY**

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### **ABSTRACT**

This research explores the application of digital innovation strategies in sustainable marketing through a case study of the Adidas x Parley campaign. The campaign exemplifies how environmental responsibility can be integrated with digital technology by transforming marine plastic waste into high-performance sportswear and promoting these products through digital platforms such as social media, influencer marketing, and e-commerce. The study employed quantitative methods using questionnaires distributed to 400 consumers aged 18 and above who are familiar with or have engaged with the campaign. The findings reveal that consumers positively perceive brands that prioritize sustainability, and digital strategies significantly influence brand awareness, image, and purchasing behavior.

The results suggest that integrating digital innovation with sustainability not only enhances brand credibility but also fosters long-term consumer engagement. This study provides strategic insights for businesses aiming to align marketing with environmental and social values in the digital era.

### **INTRODUCTION**

In an era where environmental issues have become a global agenda and plastic is one of the major causes of pollution, plastic waste has emerged as a critical environmental problem due to the increasing volume of plastic usage. This has led to a significant rise in plastic waste. Plastics are highly resistant to microbial degradation, making natural decomposition extremely slow (Mueller, .(2006 According to a report by Ohtake et al. ((1998, polyethylene plastics can take more than 100 years to decompose. Consequently, plastic waste can deteriorate soil quality and water resources. Moreover, incinerating plastics releases carbon dioxide and other toxic gases, contributing to global warming. The widespread use of plastics has far-reaching effects on both humans and the environment, prompting research and development of new production processes aimed at reducing health risks for consumers and mitigating environmental impacts.

An example of a bioplastic is Polylactic Acid (PLA). The raw materials for PLA production are starchy plants like corn and cassava. The production process begins by

converting starch into sugar, which is then fermented by bacteria to produce lactic acid. The lactic acid undergoes a chemical process that transforms its structure into long-chain polymers known as Polylactic Acid (PLA). PLA possesses the unique characteristic of being transparent and non-biodegradable under normal conditions but capable of biodegradation when composted in soil.

Another type is Polyhydroxyalkanoates (PHAs), produced from raw materials such as corn, cassava, and sugarcane. The process begins with breaking down starch into sugar using *Escherichia coli*, which then chemically transforms the sugar into PHAs. These materials can be molded into films, injection-molded, or blown into various product forms.

As a result, global brands are increasingly embracing the concept of sustainable marketing, which focuses on creating environmentally friendly products and services while leveraging digital innovation to communicate these values to consumers. One notable case study is the collaboration between Adidas and Parley for the Oceans, which exemplifies the effective integration of digital innovation and sustainability.

The Adidas x Parley campaign utilizes marine plastic waste as a primary material for producing footwear and sports fashion products. The campaign also employs digital marketing strategies, such as social media, influencer marketing, and e-commerce websites, to raise awareness and engage consumers on environmental issues. This study aims to analyze the digital innovation strategies that Adidas has implemented to drive the success of this campaign.

#### Research Issues

1. In the Adidas x Parley campaign, what kind of digital innovation thinking did Adidas employ?
2. How did this tactic affect how customers felt and what they bought?
3. How well did the Adidas x Parley campaign advance the goals of sustainable marketing?

#### Research Goals

1. To research the Adidas x Parley campaign's usage of digital innovation tactics.
2. To examine the tactics in relation to consumer behavior.
3. To assess the campaign's performance in terms of sustainable marketing.

#### Scope of the Study

1. Content scope: Bangkok marketing campaign for Parley x Adidas. Sustainability and digital innovation are the main topics of the study.
2. Sample group: Customers who have heard of the Adidas x Parley campaign and are at least eighteen years old.
3. Information and analysis will span the years 2023–present.

#### Definition of Terms

- **Digital Innovation:** The application of digital technologies to create new business value.
- **Sustainable Marketing:** Marketing strategies that consider environmental and social impacts.
- **Adidas x Parley:** A collaboration between Adidas and the organization Parley to produce products made from recycled ocean plastic.

### Research Hypothesis

.1 Adidas employed digital marketing techniques in the Adidas x Parley campaign, such as utilizing digital channels to draw in customers.

.2 Digital sustainability technologies, such as data management, digital media, and the promotion of recycled materials in the environmental awareness campaign.

.3 Aspects of consumer behavior, including awareness of sustainability, decisions to buy from firms that care about the environment, and the ways in which digital marketing tactics impact these behaviors.

.4 The success of sustainable marketing, which assesses how well the campaign raises awareness and motivates customers to support environmental preservation initiatives.

Category	Differences (Adidas x Parley vs Other Campaigns)	Similarities
Product	Recycled ocean plastic is the primary material used by Adidas x Parley to make their athletic wear and footwear.	Digital technology is used for marketing promotion and communication in every campaign.
Price	Because of the superior quality and emphasis on sustainability in the materials and production process, the campaign prices its products higher.	The cost of a product is a reflection of its sustainability and quality.
Promotion	Influencer marketing and digital media platforms are used to increase consumer knowledge of environmental issues and to promote the brand's use of recycled materials.	Social media and digital platforms are used by all brands for the brand's use of recycled publicity.
Place	The Adidas x Parley partnership's products are mostly offered for sale online, including on e-commerce sites and brand stores.	Online sales via a variety of venues are a part of every campaign.
Brand Image	Adidas's reputation as an eco-friendly company that embraces sustainability and innovation is strengthened by the ad.	The goal of every campaign is to establish an emotional bond with customers.

### Expected Benefits

1. To learn more about sustainable marketing tactics involving digital innovation.
2. To comprehend how the Adidas x Parley campaign affects customer behavior and awareness.
3. To offer direction to marketers or other businesses in creating plans that are in line with digital innovation and sustainability.

## CONCEPTS, THEORIES, AND RELATED RESEARCH

In this study, the researcher has reviewed relevant documents, concepts, theories, and research on digital innovation strategies for sustainable marketing: A case study of the Adidas x Parley campaign. The relevant content can be summarized as follows:

- Concepts related to sustainable marketing
- Concepts related to digital innovation in marketing
- Concepts related to consumer behavior
- Related research
- Conceptual Framework
- Additional case studies

### Concepts of Sustainable Marketing

This section explains the concept of marketing that takes the environment into account, such as Triple Bottom Line (People, Planet, Profit), Green Marketing, CSR, and SDGs.

Sustainability Marketing refers to a holistic approach that integrates environmental, social, and economic considerations into all aspects of marketing. It is not just about promoting eco-friendly products or services but also about creating long-term value for both businesses and society at large.

This shift was driven by several factors, including:

- Increasing consumer demand for ethical and transparent business practices
- Growing awareness of the social and economic impacts of business activities
- Regulatory pressures and stakeholder expectations on sustainability reporting
- Sustainability's potential to drive innovation, cost savings and competitive advantage

Sustainability marketing is now a core practice, with more companies integrating sustainability into their core business strategies and marketing efforts. In a recent survey, 83% of consumers believe brands need to be sustainable and environmentally responsible.

“Triple Bottom Line” (TBL) or 3P (People, Planet, Profit)

is a popular concept for assessing the success of an organization comprehensively and sustainably, not only focusing on profit generation but also emphasizing the impact on society and the environment:

.1 People: Reflects the contribution and impact on society that the organization creates, including wages, benefits, employee development and training, human development in the community, and community responsibility.

.2 Planet: Examine and assess the impact of the organization's operations on the environment, including reducing greenhouse gas emissions, sustainable use of natural resources, waste and water management, and preserving and restoring nature.

.3 Profit: While business sustainability requires consideration of economic returns and profit generation, so that the organization can continue to operate and create other benefits for stakeholders.

### Green Marketing Green Marketing

is a marketing concept that takes into account the environment and sustainability in order to respond to the global trend of environmental problems such as Climate Change that both brands

and consumers are interested in. Green marketing is not just about marketing, but also includes production, transportation, product distribution, and all aspects of doing business.

CSR corporate social responsibility corporate means organizing activities that are not for profit. Social means society. Social groups may be living things or non-living things. It depends on which society we want to develop. Responsibility means taking responsibility, both positively and negatively, for doing business, until doing activities to create for stakeholders. If translated in general, the word CSR means the organization's responsibility for society and the environment. Operating under ethical principles and good management By taking responsibility for society and the environment both inside and outside the organization, leading to sustainable development.

SDGs are Sustainable Development Goals

Sustainable development and balance have 3 main pillars (Three Pillars of Sustainability), which are society, economy and environment. The goal of Sustainable Development Goals is to eliminate poverty, along with having a good environment and quality of life.

Get to know 17 goals that will help increase environmental sustainability



As you know, SDGs are Sustainable Development Goals, consisting of 17 goals. Today, we will get to know the 17 goals that will help eliminate poverty while increasing environmental sustainability and the quality of life of everyone. What are they? Goal

Ditto is ready to be a major supporter to help provide technology services in line with the Sustainable Development Goals with a document management system service that converts paper documents into electronic documents to help conserve the environment. Enter the Paperless system, change to Digital Transformation, including reforestation projects to restore and reduce global warming. The purpose is to absorb carbon dioxide in the atmosphere, increase green areas, and be a habitat for aquatic animals. With a commitment to being a leader in innovations that benefit the world and the community If you have any questions or need advice, we are happy to provide advice with a professional team with more than 20 years of specialized experience.

Reference from

The concept of digital innovation

in marketing refers to the use of digital technologies such as Big Data, AI, Social Media Marketing, and e-Commerce to promote marketing campaigns and create interactions with consumers.

### What is Digital Marketing?

Marketing is marketing to make brands or businesses known in order to reach customers through various media. Therefore, Digital Marketing or digital marketing is marketing in the digital world that uses electronic devices as a medium.

### Traditional Marketing

Traditional Marketing is traditional marketing such as billboards, television or radio advertisements, brochures, or setting up product exhibition booths. This shows that traditional marketing will not go through the intermediary of the Internet in the digital world.

### Digital Marketing

Digital Marketing refers to marketing that uses the Internet as a medium and receives media via electronic devices such as smart phones or computers by posting through various digital platforms.

Digital Platform is a channel in the online world. That brings together businesses, shops, and customers to meet in the online world, such as:

- Search engines like Google
- Social Media like Facebook, Instagram
- Websites like [www.amazon.com](http://www.amazon.com), [www.ebay.com](http://www.ebay.com)

### Social Media Marketing

is another strategy or tool for Digital Marketing. It is a communication to the target group with Digital Advertising, Digital Ad through various Social Media Platforms such as Facebook, Instagram, Twitter, Youtube or TikTok, etc. It is also considered a Digital Branding, helping the brand to be known through social media. The important thing in this strategy is to shoot Ads or shoot ads. How to shoot ads that are right for the target group? If the advertised product or service is right for the target group It will help increase the chances of purchasing products and services very well. Our Rocket also provides services for advertising and Social Media Marketing.

### Ecommerce or Electronic Commerce

is selling products or services on the Internet by transforming massive amounts of data into a shopping district in the city center or online retail stores. This year, it is expected that more than 2.4 billion people worldwide will buy products and services online, and 150 million people are Prime members who purchase products from Amazon.

### What is an Ecommerce website?

An Ecommerce website is your storefront on the Internet. It facilitates payments between sellers and buyers. It is a place for you to showcase products that customers can choose from. The website acts as a shelf for products, salespeople, and cashiers in the online sales world.

Entrepreneurs or business owners who want to earn income through online sales can use the method of creating a store brand on Amazon or creating a commerce website using their own domain, or do both.



Ecommerce is one of the many ways people buy and sell retail goods. Some companies focus solely on selling online, while in many others, ecommerce is part of a marketing strategy that also includes physical stores and other profitable channels. Either way, ecommerce allows startups, small businesses, and large corporations to expand their sales and reach a global audience.

Concept of Consumer Behavior Study consumer behavior models such as AIDA Model, Customer Journey and Perceived Value.

### The AIDA Model

identifies cognitive stages an individual goes through during the buying process for a product or service. It's a purchasing funnel where buyers go to and fro at each stage, to support them in making the final purchase.

It's no longer a relationship purely between the buyer and the company since social media has extended it to achieving the different goals of AIDA via information added by other customers via social networks and communities.

What does AIDA stand for?

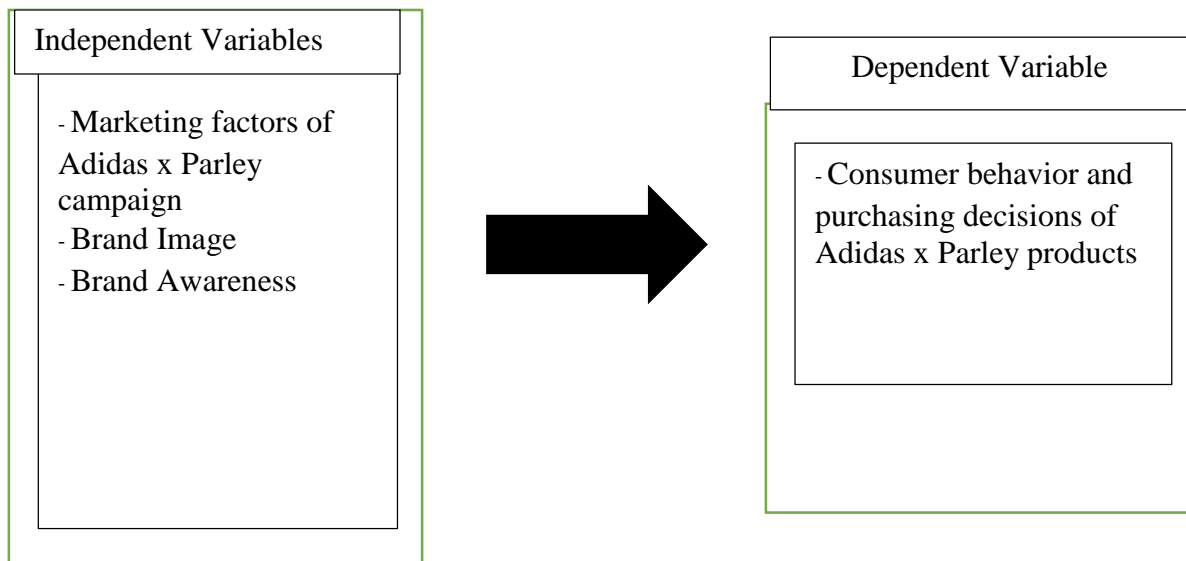
- Awareness:** creating brand awareness or affiliation with your product or service.
- Interest:** generating interest in the benefits of your product or service, and sufficient interest to encourage the buyer to start to research further.
- Desire:** for your product or service through an 'emotional connection', showing your brand personality. Move the consumer from 'liking' it to 'wanting it'.
- Action: CTA** - Move the buyer to interact with your company and taking the next step ie. downloading a brochure, making the phone call, joining your newsletter, or engaging in live chat, etc.
- Retention:** We all know that this is key to upsell, cross-sell, referrals, Advocacy



Related research Collect research on related topics

DIRCULAR Eco- friendly fashion bags from recycling discarded jeans by ( Prangchai Sorinthon ) Concept Sustainable fashion business concept DIRCULAR, a recycled jeans bag brand, using scraps of excess denim in the fashion industry and donating unused jeans to become a Circular Fashion cycle, stemming from the need to reduce the rate of fashion waste in landfills, which is one of the top factors causing pollution and global warming. Reference from

Conceptual Framework



Additional Case Studies

Nike's MOVE TO ZERO initiative aims to achieve carbon and waste reduction by 2025 by concentrating on carbon, waste, water, and chemicals. Redirect all waste from landfills to our supply chain, with at least 80% of that waste being repurposed into Nike goods.

Nike Move to Zero Brand

Case Using Digital Innovation to Promote Sustainability The Nike company is working to build a more sustainable future with the "Nike Move to Zero" program. Among the digital innovation tactics used are: - Digital platform development: Nike introduced the Move to Zero website to disseminate interactive sustainability information, including material recycling and carbon reduction content.

- The Nike app is designed to give users instant access to information about sustainable products and exclusive deals.
- Using AI and big data, marketing strategies may be customized for each target group by analyzing the behavior of customers who care about sustainability.
- Innovative products include clothing created from recycled polyester and shoes like the Space Hippiie, which are manufactured from recycled scraps.

### **Commitment to Diversity and Inclusion**

Nike continues to go above and beyond in terms of social responsibility. According to the corporation, women and members of racial and ethnic minorities make up 44% of its leadership positions and 41% of its global workforce. Nike places a strong emphasis on supplier diversity, wage equity, and employee advancement.

### **Incomplete Scope 3 Emissions Reporting**

**company's carbon footprint is made up of Scope 3 emissions, which Nike's sustainability report does not adequately address. Nike's supply chain is the source of these emissions, and a thorough environmental impact evaluation requires a more precise and thorough explanation.**

### **Sustainable Material Sourcing Challenges**

Despite progress, Nike faces difficulties in sourcing fully sustainable materials. While they've integrated recycled content into their products, sourcing eco-friendly fabrics consistently across their vast product lines remains a challenge.

### **Waste Management Transparency**

Nike's report lacks comprehensive data on waste management, particularly in how it tracks and reduces waste across its supply chain. Improving transparency in this area would help build more confidence in Nike's sustainability claims.

Comparing the Adidas x Parley strategy with the Nike Move to Zero brand

Points of comparison	Adidas x Parley	Nike Move to Zero
Key Concepts	Producing products from marine waste (Ocean Plastic) through collaboration with environmental organizations	Reduce carbon and zero waste by using recycled materials and the Circular Economy concept.
Featured Products	Shoes and sportswear made from recycled ocean plastic bottles, such as the Ultraboost Parley	Space Hippie shoes, recycled polyester clothing
Digital Communication Channels	Social Media, Influencer Marketing, E-commerce Website	Interactive website, Nike App, Social Media (Instagram, TikTok, YouTube)
Using Technology	Focus on communicating inspirational content and campaigning with consumers.	Use Big Data and AI to analyze customers and optimize products and campaigns.
Target Audience	A broader range of environmentally conscious consumers	Gen Z and Millennials interested in the environment and sports lifestyle

Results	Increase brand awareness of sustainability and drive sales in the eco-friendly product category.	Strengthen brand loyalty and build a new customer base interested in the Zero Carbon concept.
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**RESEARCH METHODOLOGY**

Population and Sample

The population in this research is consumers in Thailand who have knowledge or experience with the Adidas x Parley campaign. The researcher used a purposive sampling method to select a sample group that met the research criteria. The sample group used was 400 people aged 18 years and over who regularly used digital media.

Data Collection Instruments

The instrument used to collect data was an online questionnaire, which the researcher created based on the research framework and was divided into 5 sections:

- .1General information of the respondents
- .2Awareness of the Adidas x Parley campaign
- .3Evaluation of environmental and brand values
- .4Purchase decision behavior
- .5Opinions about the campaign

Data Collection Methods

The researcher distributed the questionnaire via online channels, including Facebook, Instagram, and Line, to reach the target group that regularly uses digital media. The questionnaire was opened for 2 weeks. After that, the questionnaire was collected, checked for completeness, and the obtained data was analyzed.

The instrument used to collect data in this research was a questionnaire, which the researcher created to collect data from the sample group. The questionnaire is divided into 5 main parts as follows:

- Part :1 Questionnaire on general information of the sample group, a -5 item checklist, including gender, age, highest level of education, occupation, and monthly income.
- Part :2 Questionnaire on marketing promotion factors of the Adidas x Parley campaign, using a -5point Likert scale, with the following meanings:

This questionnaire has been checked for content validity by experts before being tested (Try-out) to find the reliability of the questionnaire before using it to collect real data from the sample group.

Method of creating the instrument used for data collection

Data analysis and statistics used

Data obtained from the questionnaire will be analyzed using a ready-made statistical program (such as SPSS) as follows:

Descriptive statistics: Used to analyze general data such as percentages (Percentage), mean (Mean) and standard deviation (Standard Deviation)

Inferential statistics: Used to analyze the relationship between variables, such as

Pearson's Correlation analysis and analysis of the influence of independent variables on purchasing decisions using Regression Analysis

Using a ready-made statistical tool like SPSS, inferential data analysis is performed in this study to test hypotheses and examine the relationship between variables by extrapolating the analysis from the sample group to the total population. This includes the following techniques:

t-test for independent samples

to compare the purchasing patterns of Adidas x Parley products and the mean differences between two independent sample groups, such as gender or age range.

Analysis of Factors

to reduce the number of variables and boost the effectiveness of in-depth analysis by combining similar variables into a single component, particularly marketing aspects, brand awareness, and brand image.

Unidirectional ANOVA

utilized to compare the average income or educational attainment of more than two groups. With plans to buy more Adidas x Parley merchandise

Analysis of Multiple Regression

to investigate the connection between consumer purchasing behavior and the components derived from factor analysis, particularly in athletes or consumers that place a high priority on sustainability.

next a review of the questionnaire's accuracy, the researcher used a coding form to enter the data into the system. A pre-made statistical program was then used to analyze the results, which were then summarized and discussed in the next chapter.

## **RESULTS**

The study surveyed 400 Thai consumers aged 18 and over who are aware of or have interacted with the Adidas x Parley campaign. The following key findings emerged from the data:

**Awareness:** 87% of respondents were aware of the Adidas x Parley campaign through digital platforms, particularly social media and influencer marketing.

**Environmental Perception:** 81% of participants recognized the campaign's environmental goals, such as recycling ocean plastic and reducing pollution.

**Brand Image:** 76% agreed that the campaign enhanced Adidas's image as a responsible and innovative brand.

**Purchase Behavior:** 68% reported that sustainability messaging influenced their purchasing decision, with many stating they would pay more for environmentally friendly products.

**Marketing Channel Effectiveness:** Social media campaigns and e-commerce promotions were perceived as the most effective channels for engaging with eco-conscious consumers.

The statistical analysis showed significant correlations between brand image, sustainability perception, and purchase intent, supporting the research hypotheses.

## CONCLUSION

The findings of this study confirm that the Adidas x Parley campaign effectively combines digital innovation with sustainable marketing principles. By leveraging digital channels such as social media, influencer engagement, and e-commerce, Adidas successfully communicated its commitment to environmental sustainability and influenced consumer behavior. The results show that digital innovation not only supports marketing efficiency but also plays a critical role in shaping brand image and promoting ethical consumption. This case demonstrates how digital strategies, when aligned with social and environmental values, can enhance long-term brand loyalty and support global sustainability efforts.

## DISCUSSION AND RECOMMENDATION

### Discussion

The success of the Adidas x Parley campaign highlights several key insights:

**Digital-first approach:** The campaign benefited from strong engagement through online platforms, especially among younger, tech-savvy consumers.

**Emotional connection:** The combination of environmental storytelling and brand transparency helped build consumer trust and brand loyalty.

**Market differentiation:** The use of ocean plastics provided Adidas a unique selling point in the saturated sportswear market.

However, despite the campaign's success, challenges remain in scaling up sustainable materials and maintaining consumer trust through consistent transparency and measurable outcomes.

### Recommendations

**Expand educational content:** Adidas should increase efforts to educate consumers on the impact of marine pollution and how their products contribute to environmental solutions.

**Broaden target demographics:** While younger generations respond well to digital innovation, campaigns should also include strategies for reaching older or less tech-savvy audiences.

**Enhance transparency:** Regular reporting on sustainability metrics (e.g., amount of plastic recycled) can boost credibility.

**Collaborate with more NGOs:** Partnerships with additional environmental organizations could diversify Adidas's sustainability efforts and enhance global impact.

**Continue digital innovation:** Investing in new digital tools (like AR/VR experiences or blockchain for supply chain transparency) can keep the brand at the forefront of sustainable marketing.

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**THE DEMAND FOR ORDERING ONLINE FROM CHINA ON THE TAOBAO APP**

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**ABSTRACT**

This study aimed to study the behavior and factors influencing the purchase of products via the Taobao application of Thai consumers, focusing on the analysis of the popularity of the platform, usability, convenience, price, product variety, as well as problems and obstacles encountered in purchasing.

The sample group used in the research was 200 Thai consumers who had experience ordering products via the Taobao application. An online questionnaire was used to collect data.

The research results found that most consumers prefer to use the Taobao application because it offers cheap prices and a wide variety of products. The factors that most influence purchasing decisions are “price” and “reviews from other users.” At the same time, the main problems found were the difficulty of reading Chinese, complicated ordering procedures, and delays in delivery.

The research results can be applied to improve the services of purchasing agents or develop a user manual to help consumers understand how to order products from Taobao more conveniently

**INTRODUCTION**

**Background and Significance of the Problem**

1. Since some social media that offers products from China are not available in Thailand, it is necessary to order through Chinese apps only. The most popular and accepted app in China is the Taboo app. Currently, Taboo has expanded its target group by updating to English for easy access in other countries. Therefore, it is not only Chinese people who can order.

Currently, the trend of buying products online from abroad, especially from China, is very popular in Thailand. This is because various social media presents new products from China, some of which are not available in Thailand. Therefore, accessing such products must rely on a platform for ordering directly from China. The most popular and widely accepted application is Taobao.

Taobao is a large Chinese e-commerce platform with a variety of products, low prices, and direct access to small sellers. Currently, Taobao has expanded its user base to foreign markets, including Thailand. The application has been developed to support English, which makes it more convenient for users who do not understand Chinese to access and use it.

However, despite the many advantages of the Taobao application, there are still obstacles such as language problems, payment systems, and product delivery, which make some Thai consumers still hesitant to use the application. This is the origin of the study to analyze the needs of Thai consumers in ordering products online from China via the Taobao application to find out what motivations, supporting factors, or limitations affect usage behavior.

#### Research Questions

1. What are the problems and obstacles in using the Taobao application?
2. How popular is the Taobao application in Thailand?
3. Why do people choose Taobao more than other applications in China?

1. To study the factors affecting the popularity of Taobao application in Thailand.
2. To analyze the reasons why people choose Taobao application over other applications.
3. To identify the problems and obstacles that Thai users encounter when ordering via

Taobao.

#### Scope of the Research

1. Learn about the Taobao app and its popularity in Thailand.
2. There are many promotions saying that Taobao is good, so I want to know how it is better than other apps.
3. Language issues.

#### Definition of Terms

1. Popular for people looking for cheap wholesale or retail products
2. Many Thai users access it through shipping agents that help with translation, ordering, and logistics.
3. Not directly targeted at international users, but widely used by importers.

#### Expected Benefits

1. Gain insights into why Taobao is popular in Thailand.
2. Use the data to develop platforms or interpreter and intermediary services.
3. Support Thai entrepreneurs who want to do business with China to understand their customers' needs.
4. Gain insights into the behavior and factors that influence Thai consumers' decisions to use the Taobao application.

5. Help entrepreneurs or intermediaries in importing goods from China to use the information to improve their service strategies to meet the needs of their target groups.

## **THEORIES AND RELATED STUDIES**

Objective: To study and apply the Taobao application to Thai consumers.

Concept of consumer behavior

### 1.1 Online shopping of Thai consumers.

-Consumers: Consumers tend to choose a platform to order products anytime, anywhere that Taobao meets their needs by using mobile devices.

- Important products: Thai consumers tend to choose to view products that are outstanding or not sold in the market that are important in Taobao.

- Highlights from social media: Online trends such as TikTok and Facebook are the points of purchase from Taobao by presenting products that are trending.

### 1.2 Factors that meet the demand for online shopping

- Price sensitivity: Products on Taobao are cheaper than many platforms so that consumers want to save.

- Product availability: There are many products that can be found in the Thai market.

- Trustworthiness and reporters: Consumers believe that this is the credibility of the authenticity of the product and delivery.

Theory of purchasing decision

### 1.3 Consumer Behavior Theory

-Needs and Motivation: Consumers who use the Taobao app are often motivated by the need for specific products that cannot be found in Thailand, such as trendy Chinese fashion clothes, home decoration accessories, or miscellaneous items that are cheaper. Therefore, ordering through the app is a response to specific needs.

-Decision-making process: The decision-making process for buying products online via the Taobao app consists of 5 steps:

1. Recognizing needs, such as wanting products that are not available in Thailand.

2. Searching for information, such as viewing product reviews, translations, or asking for information from pre-order pages.

3. Evaluating alternatives, such as comparing prices with Shopee or Lazada.

4. Purchasing decisions, such as deciding to buy through an intermediary or direct app.

5. Post-purchase behavior, such as reviewing products or returning to buy again if satisfied .

### 1.4 Marketing Theory

- Pricing and Promotion: Taobao uses a low-price strategy and frequently organizes promotions, such as discounts during festivals, shopping on 11.11 or 12.12, which stimulates consumer interest and desire to buy.

- Perceived Value: Consumers often evaluate the value of products from reviews Real photos, value for money, and delivery quality. If the product is worth it in the eyes of the buyer, it will affect satisfaction and increase the chances of repeat purchases.

- Access channels: Taobao has an easy-to-use application and supports some English, making it more convenient for Thai users to access it.

- Customer Experience: Satisfaction with the product tracking system, service from the middleman, or receiving the product on time all affect the user's feelings and decision to use it next time.

#### Related Research

##### 3.1 Research on Online Shopping Behavior

- Research A (Week 1): It was found that Thai consumers prefer platforms that offer convenience, wide product variety, and affordable prices.

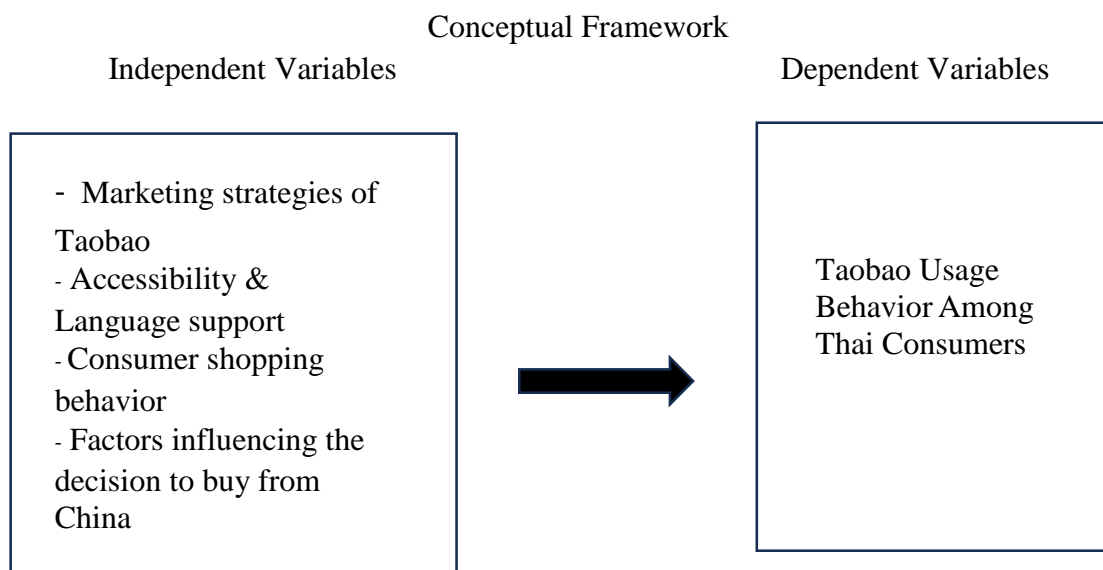
##### 3.2 Research on Factors Affecting Online Purchase Decisions

- Research B (Week 2): Price, ease of use, and access to unique products are the main factors that influence online shopping decisions.

##### 3.3 Research on Chinese E-commerce Platforms

- Research C (Week 3): The popularity of platforms like Taobao has increased due to social media influence and access to hard-to-find items.

From the text: The research supports that price, product variety, and convenience are the key factors influencing the popularity of Taobao among Thai users.



## **RESEARCH METHODOLOGY**

Research on the demand for ordering products on Taobao app among teenagers. This is a descriptive research in the form of a survey research to study the factors that influence students' purchasing decisions.

Population and sample

Content: The population in this research is a group of 300 people aged 19-30 years old, using purposive sampling, 100 of whom have the following characteristics:

1. Population who have used Taobao app
2. Interested in answering the questionnaire

Research Variables

Content:

1. Independent variable: Factors affecting purchasing decisions, such as price, language, order amount.
2. Dependent variable: Order decision of the population group.

Research Instruments

Content:

A questionnaire developed by dividing it into 3 parts:

- .1 General information of the respondents (e.g. gender, age)
- .2 Factors affecting purchasing decisions (e.g. price, promotion, ease of access)
- .3 Frequency and reasons for ordering from the app

Construction and verification of Instruments

Content:

1. The questionnaire has been validated (Validity) and reliability by 3 experts
2. Experiment with a small sample group (30 people) to find the Cronbach's Alpha value, which must be greater than 0.7

Data collection

Content:

1. Collect data by distributing questionnaires online via Google Forms
2. Data collection period: 1 month

Data Analysis

Content:

1. Use descriptive analysis to find percentages, means, and standard deviations
2. Analyze the relationship between various factors and purchasing decisions using statistical analysis

Statistical Methods

Content:

1. Descriptive statistics, such as means, percentages
2. Inferential statistics, such as Chi-Square Test

## **RESULTS**

Consumers choose Taobao because of its low prices and wide range of products. The key factors influencing the choice of Taobao are price and real user reviews. Common problems include limited language options and shipping delays.

## **CONCLUSION**

The research on the topic of The demand for ordering online from China on the Taobao app aims to study the demand of the Thai population who want to order products from China by choosing the Taobao app from a sample of 300 people. It was found that the important factors of ordering products from the Taobao app are cheap prices and convenience in ordering imported products from China. However, because the Taobao app has a limited number of language options, it is an obstacle to using the Taobao app, which greatly affects the choice of using the Taobao app.

## **DISCUSSION AND RECOMMENDATION**

Research has found that consumers' behavior in choosing the Taobao app comes from their desire to access products that are not available in Thailand or are only sold in China, especially trendy products that are cheaper than anywhere else.

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## **EXPLORING TOURIST ATTRACTIONS IN DUSIT DISTRICT, BANGKOK**

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### **ABSTRACT**

This qualitative research aims to collect and systematize information on tourist attractions in Dusit District, Bangkok. The study focuses on a detailed exploration of historical, cultural, religious, and governmental tourism sites through field surveys and document analysis. The data were categorized and analyzed using theoretical frameworks on tourist experience, attraction classification, sense of place, and sustainable tourism. The findings reveal that Dusit District is rich in diverse tourist sites of architectural, historical, and religious value. However, these attractions have not been sufficiently promoted or developed in a systematic manner. The study recommends developing thematic tourist routes, enhancing community participation, utilizing digital media for promotion, and improving infrastructure to foster sustainable tourism development in the area.

Keywords: Tourist attractions, Dusit District, Bangkok

### **INTRODUCTION**

Tourism is one of the key mechanisms that continuously drives the economy, society, and culture of Thailand. Urban areas with high tourism potential play a significant role in attracting both domestic and international tourists due to their historical significance, cultural richness, local lifestyles, and architectural heritage. Dusit District in Bangkok stands out as one such area, notable for its close association with Thai history, particularly since the reign of King Rama V.

Dusit District is home to numerous historically and culturally valuable tourist sites, such as Ananta Samakhom Throne Hall, Dusit Palace, Wat Ratchathiwat, and Wat Benchamabophit Dusitwanaram. The district also features several museums and local shrines, reflecting the area's cultural diversity and long-standing community traditions. Additionally, Dusit houses major government institutions, including Government House and the Parliament, further enhancing its image as a central hub of political and historical significance.

Despite its diverse and rich tourism resources, Dusit District has not received the level of attention or promotion it deserves as one of Bangkok's primary tourist destinations. Information about its attractions remains limited, and many tourists—especially younger generations and foreign visitors—may be unaware of its cultural and historical importance.

This qualitative research aims to explore and compile detailed information about the tourist attractions located within Dusit District, Bangkok. The study focuses on a comprehensive understanding of the area's tourism context through qualitative methods. It

includes aspects such as physical features of the attractions, tourism management, community roles, and perspectives from various stakeholders—including tourists, site officials, and local entrepreneurs.

The findings of this research will serve as a foundation for proposing recommendations or strategies to develop and promote tourism in Dusit District. The goal is to enhance its value in terms of economy, cultural heritage, and sustainable community development in the future.

### **Objectives**

1. To collect information about tourist attractions in the Dusit District of Bangkok.
2. To compile and organize data on tourist attractions in Dusit District for use in promoting tourism in the area.

## **LITERATURE REVIEW AND THEORY**

A comprehensive understanding of tourism in the Dusit district requires a foundation in theoretical concepts that explain tourist behavior, attraction categorization, the emotional significance of place, and the sustainability of tourism development. The following concepts provide the framework for this study.

### **1. Tourist Experience**

The concept of tourist experience is fundamental to understanding why individuals are drawn to specific destinations. Cohen (1979) proposed a typology of tourist experiences, categorizing them into five types: recreational, diversionary, experiential, experimental, and existential. Each type reflects a different motivation for travel and interaction with destinations. This framework allows researchers to assess how different sites within Dusit—such as temples, palaces, or museums—satisfy varying tourist motivations, ranging from relaxation to deep personal meaning. Applying this perspective can reveal the emotional and cultural depth of tourists' engagement with heritage sites.

### **2. Tourist Attraction Classification**

Effective classification of tourist attractions is essential for the systematic analysis and planning of tourism resources. According to the United Nations World Tourism Organization (UNWTO), attractions can be classified into five primary categories: natural attractions, cultural and historical attractions, religious attractions, recreational attractions, and special interest attractions. This classification provides a structured approach to identifying and evaluating tourist sites within the Dusit district. It also facilitates comparative analysis of site functions and tourism roles within a broader urban context.

### **3. Sense of Place**

The "sense of place" refers to the emotional and symbolic meanings people associate with specific locations. Relph (1976) argued that a place encompasses not only physical attributes but also intangible elements such as memory, attachment, and identity. In the context of Dusit, locations like Wat Benchamabophit or the Ananta Samakhom Throne Hall are not merely physical spaces—they carry deep historical, religious, and cultural meanings that resonate with both locals and tourists. Understanding sense of place enhances the interpretation of how visitors relate to these destinations beyond surface-level tourism.

#### **4. Sustainable Tourism**

Sustainable tourism focuses on minimizing the negative impacts of tourism while promoting long-term environmental, social, and cultural viability. Butler (1993) emphasized the importance of managing destinations according to their carrying capacity and ecological sensitivity. Within Dusit, which is home to numerous heritage sites, the application of sustainable tourism principles is critical. These principles guide tourism development to ensure that cultural assets are preserved and that local communities benefit without degradation of the environment or heritage value.

#### **5. Tourist Attractions in Dusit District, Bangkok**

Dusit District, located in central Bangkok, is rich in historical, cultural, and religious significance. It was originally established during the reign of King Chulalongkorn (Rama V) as part of his plan to modernize the capital and create a new royal and administrative center. Today, Dusit remains a prominent area that showcases the architectural, spiritual, and cultural heritage of Thailand. This section explores several notable tourist attractions within the district, each contributing to the area's identity and tourism potential.

One of the most iconic sites in Dusit is Wat Benchamabophit Dusitwanaram Ratchaworawihan, also known as the Marble Temple. Constructed in 1899 under the reign of King Chulalongkorn, the temple is renowned for its use of Italian Carrara marble and its blend of traditional Thai and Western architectural styles. It is a prime example of early modernization in Thai temple architecture and continues to attract both local and international visitors (Tourism Authority of Thailand, n.d.).

Wat Devaraj Kunchorn Voraviharn is another significant site, known for its historical roots during the early Rattanakosin era. This second-class royal temple is associated with King Rama I and is notable for its preserved murals and sculptures. The temple plays a vital role in religious practices in the community and represents an important piece of the district's historical fabric (Department of Religious Affairs, 2022).

Wat Rachathiwat Ratchaworawihan, once called Wat Samorai, dates back to the Ayutthaya period. It was restored and renamed by King Rama IV and serves as a major center for the Dhammayuttika Nikaya Buddhist order. The temple is admired for its unique architectural style that blends Thai and Gothic elements and holds an important place in monastic education (Fine Arts Department, 2021).

Wat Ratchapatikaram Worawihan, built during King Rama III's reign and later renovated by King Rama IV, is known for its integration of Thai and Chinese architectural features. The temple's structures and art reflect the multicultural influences present during the 19th century and contribute to its appeal as a cultural site (Bangkok Tourism Division, 2020).

Tamnak Phra Parusakawan, formerly the residence of Prince Chakrabongse Bhuvanath, now houses the Police Museum. This museum offers insights into the history and evolution of the Royal Thai Police and features historical exhibits related to national law enforcement (Royal Thai Police Museum, 2019).

Another notable attraction is the Saisuddhasineevasa Building Museum, which was once a royal residence within the Rajini School compound. It has been preserved as a heritage museum to honor the royal contributions to education and the advancement of Thai women (Rajini School Foundation, 2021).

Lastly, the Guan Yin Shrine (Samsen) is a local Chinese shrine dedicated to the Goddess of Mercy. It represents the district's cultural diversity and serves as a spiritual center for the Thai-Chinese community. Visitors are drawn to its peaceful atmosphere and traditional design (Office of Bangkok Metropolitan Administration, 2022).

Together, these attractions illustrate Dusit's multifaceted role as a destination of historical depth and cultural richness. Understanding their significance provides valuable insight into Thailand's national identity and supports the development of sustainable cultural tourism in the area.

## **METHODOLOGY**

This research employs a qualitative approach to explore and document tourist attractions within Dusit District, Bangkok. The primary aim is to gather in-depth information about the cultural, historical, and recreational significance of each site.

### **Data Collection**

Data were collected through field observations and document analysis. The researcher visited various locations in Dusit District to observe physical features, facilities, accessibility, and the overall atmosphere of each tourist attraction. Supplementary information was gathered from brochures, official websites, local, and existing reports from credible organizations, such as government tourism offices and cultural heritage departments.

### **Selection Criteria**

The tourist attractions included in the study were selected based on their relevance to local tourism, historical or cultural significance, and accessibility to the public. These include temples, museums, government landmarks, and community-based cultural sites.

### **Data Recording and Organization**

During the field visits, notes and photographs were taken to support detailed descriptions. Information was then organized by location type and categorized according to themes such as historical landmarks, religious sites, royal-related heritage, and community attractions.

### **Data Analysis**

The data were analyzed using content analysis. The researcher examined recurring themes, patterns, and distinctive characteristics of each site to identify their tourism value and potential for further promotion. Key features of each location were synthesized into a descriptive profile to support future tourism development in the district.

## RESULTS

The exploration of tourist attractions in Dusit District, Bangkok, revealed that the area possesses a rich variety of sites encompassing historical, cultural, religious, and architectural significance. The attractions can be categorized into four main groups:

1. Religious Sites: These include Wat Benchamabophit Dusitwanaram, Wat Ratchathiwat, Wat Devaraj Kunchorn, and Wat Ratchapatikaram. Each temple holds royal status and reflects deep religious importance and historical value within Thai society.

2. Historical and Royal Heritage Sites: Notable landmarks such as the Ananta Samakhom Throne Hall, Dusit Palace, Saisuddhasineevasa Building, and Government House represent significant stages in the modern history of Thailand and the monarchy's influence on urban development.

3. Museums and Historical Buildings: Locations such as the Police Museum at Paruskawan Palace and the Saisuddhasineevasa Museum provide educational resources and insights into Thailand's administrative, educational, and law enforcement history.

4. Community and Cultural Shrines: The Guan Yin Shrine (Samsen) reflects the cultural heritage and spiritual practices of the local Thai-Chinese community and adds to the district's diverse identity.

Field observations indicate that most sites are well-maintained and have strong potential to be developed as cultural and educational tourism destinations. They are especially suitable for heritage learning and creative tourism. However, certain limitations were identified, such as a lack of promotional efforts, limited English-language resources, and weak connectivity between attractions, which may hinder their visibility among tourists.

## CONCLUSION

This research aimed to explore and compile information on tourist attractions in Dusit District, Bangkok. The findings reveal that Dusit possesses high tourism potential due to its concentration of historical, religious, cultural, and governmental landmarks. The attractions identified in this study fall into four primary categories: religious sites, royal and historical landmarks, museums and heritage buildings, and local shrines or community-based cultural sites.

Each site offers unique value in terms of architecture, historical narratives, and cultural identity, contributing to a deeper understanding of Thailand's national heritage. The qualitative data gathered through field observation and document analysis serve as a foundational resource for future sustainable tourism development in the district.

However, the study also identified key limitations, such as a lack of accessible information, inadequate promotional efforts, and insufficient connectivity among attractions. Addressing these challenges could significantly elevate Dusit's profile as a premier destination for cultural and historical tourism at both national and international levels.

## DISCUSSION AND RECOMMENDATION

The findings of this study highlight Dusit District as a culturally and historically rich area with diverse tourist attractions, encompassing temples, palaces, museums, and local shrines. Key religious sites such as Wat Benchamabophit and Wat Rachathiwat exemplify architectural elegance and spiritual significance, while historical buildings like Ananta Samakhom Throne Hall and the Saisuddhasineevasa Museum reflect Thailand's royal and administrative heritage.

Applying Cohen's (1979) typology of tourist experiences, the research shows that Dusit's attractions cater to various motivations, including leisure, cultural learning, and existential exploration. Furthermore, the concept of "sense of place" (Relph, 1976) is evident in the strong emotional and symbolic ties visitors and locals have to these heritage sites.

Nevertheless, several challenges persist. These include limited promotion, fragmented site connectivity, and a lack of comprehensive infrastructure, which collectively hinder the district's full potential in cultural tourism development.

## RECOMMENDATIONS

### 1. Enhance Information and Promotional Media

Develop multi-language maps and guides featuring tourist sites in Dusit. Use digital tools such as websites and mobile applications to provide accessible, up-to-date information to both domestic and international tourists.

### 2. Create Thematic Tourist Routes

Introduce cultural and historical tourism routes that link various attractions to enhance visitor engagement. Examples include "Royal Legacy Route" or "Temples and Palaces of Dusit."

### 3. Promote Local Community Involvement

Encourage local communities to participate in tourism by providing guided tours, cultural performances, or handmade souvenirs. This fosters sustainable income generation and strengthens community pride.

### 4. Improve Infrastructure and Visitor Facilities

Upgrade directional signage, public transportation links, and visitor centers to ensure convenience, safety, and comfort for tourists.

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## **THE IMPACT OF TOURISM IMAGE ON CULTURAL TOURISTS LOYALTY IN SAMUT SONGKHRAM PROVINCE**

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### **ABSTRACT**

This quantitative research aimed to study the influence of tourism image on tourist loyalty for cultural tourism in Samut Songkhram Province. The research used a survey method by collecting data from a sample of 385 tourists who had traveled to Samut Songkhram Province. The data were analyzed using descriptive statistics (frequency, percentage, mean, standard deviation) and inferential statistics (multiple regression analysis). The results of the research found that the overall level of opinions on tourism image and loyalty of cultural tourists in Samut Songkhram Province was at a "high" level. In particular, the image of travel and accessibility received the highest average opinion level among all dimensions of tourism image. For the study of the influence of tourism image on tourist loyalty, it was found that all 5 dimensions of tourism image could jointly explain 71.6% of the variance in tourist loyalty (Adjusted  $R^2 = 0.716$ ). The dimensions of tourism image that had a statistically significant positive influence on tourist loyalty for cultural tourism in Samut Songkhram Province were: society, arts, culture, and traditions, which were the most influential dimensions, followed by atmosphere of the place, travel and access, and tourist attractions/attractions. However, the dimensions of tourism activities and recreation did not have a statistically significant influence on tourist loyalty. The research results indicate the importance of authentic cultural values coupled with positive perceptions of atmosphere, accessibility and key tourist attractions in building loyalty among cultural tourists in Samut Songkhram Province.

Keywords: Tourism Image, Cultural Tourism, Tourist Loyalty

### **INTRODUCTION**

Tourism is a multifaceted activity with significant implications for the attitudes and economies of nations globally. Its importance has grown, influenced by factors such as technological advancements, evolving tourist demands, and increasing market competition. The spread of technology and global connectivity via the internet has enabled tourists to quickly access information about countries and destinations, driving a need for high-quality and unique tourism experiences (Richards, 2018; UNWTO, 2018). This ease of information access and communication among tourists has made the tourism image a crucial factor influencing destination decisions. Tourism image is formed from individual feelings and experiences, shaped by analysis, beliefs, or understanding, and is built upon travel experiences,

knowledge, as well as advertising and promotion efforts by tourism organizations. This image plays a vital role in creating impressions and trust towards a destination (Echtner & Ritchie, 2003; Kozak & Decrop, 2009).

Cultural tourism is defined as travel undertaken for the purpose of learning or focusing on learning about local culture and wisdom, such as history, art, religion, traditions, and the way of life of local people. It involves experiencing firsthand and participating with the community, using culture as a selling point or resource to attract tourists (Richards, 2018; Smith & Richards, 2019). Cultural tourism offers valuable and memorable experiences. It is also an essential tool for conserving culture for future generations. It promotes the preservation of local culture and important historical sites; tourist visits provide motivation for communities to maintain and revitalize their heritage. (Timothy, 2018). Research indicates cultural tourism significantly contributes to raising awareness of cultural heritage value and supports the conservation of historical and cultural sites (Smith & Richards, 2019; Thailand Ministry of Tourism and Sports, 2022). It also plays a key role in promoting sustainable development by using cultural resources efficiently and respecting the environment. Well-managed cultural tourism can mitigate negative impacts. Furthermore, it can facilitate understanding and cooperation between different cultures by allowing tourists to experience cultures distinct from their own (UNESCO, 2019; Timothy, 2018). Cultural tourism also enhances the pride of local communities in their culture and traditions, enabling them to leverage their existing resources for optimal development (Chi & Qu, 2008; Kozak & Decrop, 2009).

Samut Songkhram Province possesses considerable potential for cultural tourism. However, challenges exist, such as insufficient or incomplete access to information about cultural attractions, making trip planning difficult for tourists (Natthaya Koetdecha, 2021). The convenience and quality of services at cultural sites are sometimes lacking, potentially leading to tourist dissatisfaction. Maintenance and conservation of cultural resources can be insufficient, risking damage or loss of valuable heritage. Safety concerns regarding travel, accommodation, and participation in risky activities are also present.

Given these issues and demands, this research focuses on the influence of tourism image and digital marketing on tourist loyalty for cultural tourism in Samut Songkhram Province. Understanding these factors is crucial for developing and improving cultural tourism plans in the province. Tourist loyalty is demonstrated after a visit when tourists are impressed by quality products and services that meet their needs, leading to positive future behavior (Chen & Chen, 2010; Islamy, Trisnawati, & Rahayu, 2022).

### **Objectives**

This research had the following objectives:

1. To study the level of opinions on tourism image and tourist loyalty for cultural tourism in Samut Songkhram Province.
2. To study the tourism image that affects tourist loyalty for cultural tourism in Samut Songkhram Province.

## RELATED CONCEPTS AND THEORIES

The study drew upon concepts and theories related to cultural tourism, tourism image, digital marketing strategies, and loyalty.

**Cultural Tourism** Cultural tourism involves travel with the purpose of learning or focusing on understanding local culture and wisdom. It includes learning about history, art, religion, traditions, and the way of life of people in the local area. This type of tourism emphasizes experiencing and learning about the unique culture of each locale to meet diverse tourist needs (Richards, 2018; UNWTO, 2018). Examples include visiting historical sites like castles, ancient temples, archaeological sites, or old towns (Timothy, 2018) participating in art tourism focused on experiencing visual and performing arts (Richards, 2021) exploring culinary tourism (Smith & Richards, 2019) religious tourism involving visits to sacred sites, and attending cultural festivals and events. Cultural tourism provides valuable and diverse experiences and helps in the transmission and conservation of culture across generations. It contributes significantly to local and national economies through tourist spending on local goods, services, accommodation, and food.

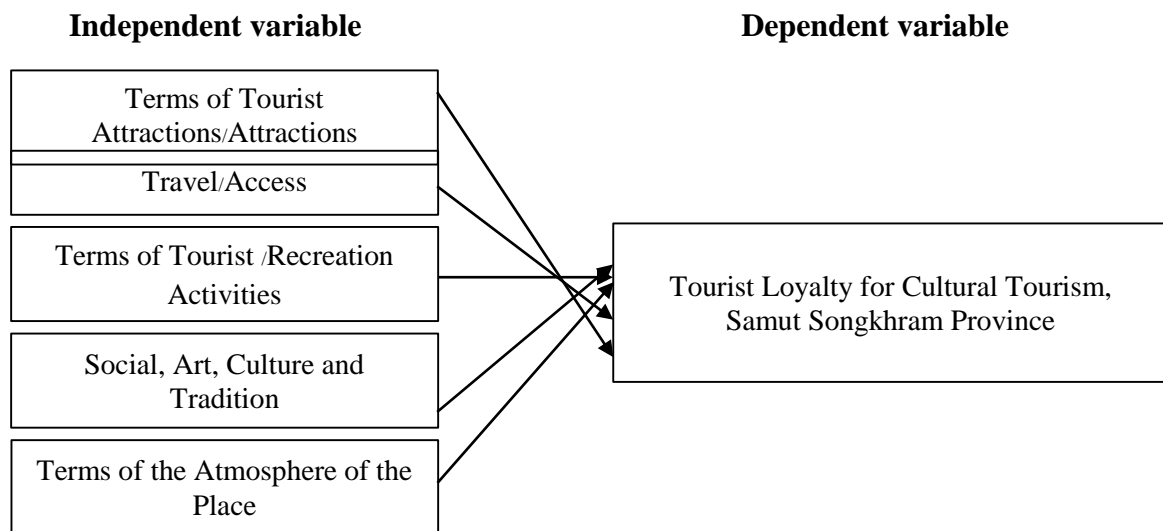
**Tourism Image** Tourism image refers to the feelings and experiences individuals gain, constructed through analysis, beliefs, or understanding about various things that occur in their minds. It is built from travel experiences, knowledge, and information received from advertising and promotion by tourism organizations. Tourism image plays a significant role in creating impressions and trust towards a destination. It is crucial for the sustainability of the destination and tourist decision-making. Key factors influencing tourism image include credibility and memorability. Effective management should focus on building trust, recognition, and a positive image through media and public relations, employing a holistic management approach. According to Phoch Chaijansukkit (2006), image can be categorized into six types: Multiple Image (reflecting diverse societal views), Current Image (what exists now), Wish Image (desired future image), Product/Service Image, Brand Image, and Corporate Image. This research specifically examined dimensions of tourism image related to Attractions/Appeal, Travel/Access, Activities/Recreation, Social/Arts/Culture/Traditions, and Atmosphere of the place. Pojon Jaichansukkit (2006, 2016) mentioned the types of images that can be classified into 6 categories: Multiple Image, Current Image, Wish Image, Product/Service Image, Brand Image, and Corporate Image. These images are viewed from the social perspective at the individual and organizational levels, both internally and externally, to understand that image is not only related to the level of organization work, but individuals, products, or services can also create images.

**Tourist Loyalty** Tourist loyalty is expressed after visiting a destination and arises from being impressed by quality products and services that adequately meet their needs. Positive experiences contribute to future positive behavior. When satisfied and impressed, tourists tend to revisit the destination and recommend it to others, creating a cycle of sustainable tourism and market trust. Loyalty often comprises two main factors: word-of-mouth recommendations and repeat visits. Loyalty is a behavioral intention resulting from post-visit impressions, reflecting high satisfaction, built through accumulating valuable and memorable experiences

like good service from accommodation or staff, or exciting activities. Loyalty fosters satisfaction, leading tourists to support and continue choosing that destination. The dimensions of tourist loyalty examined include repeat visits (willingness to visit again and spend more time), word-of-mouth (positive recommendations to friends/acquaintances and sharing good experiences), and willingness to pay more (resulting from a positive attitude and perceived value). Building tourist loyalty is crucial for tourism organizations' growth and sustainability, leading to increased repeat visits and positive recommendations, creating a stable customer base.

**Conceptual framework of the research**

This conceptual framework shows that the researcher studies the influence or impact of tourism image factors in various dimensions on tourist loyalty in cultural tourism in Samut Songkhram Province. This research is quantitative research using a survey method and collecting data through a questionnaire from tourists who have visited Samut Songkhram Province.



**RESEARCH METHODOLOGY**

This study employed a quantitative research approach using a survey method.

**Population and Sample:** The population consisted of tourists who had visited Samut Songkhram Province, with an unknown total number. The sample size was determined using Cochran's formula for an unknown population. Data was collected from 385 sample tourists.

**Instrument:** The primary instrument was a questionnaire. It utilized close-ended questions designed to collect data comprehensively according to the research objectives. The questionnaire was structured to measure specific indicators for each variable.

**Instrument Quality Testing:**

**Content Validity:** The questionnaire's content validity was assessed by three experts. Items were evaluated for their relevance and ability to measure the intended constructs. Items with an Item-Objective Congruence (IOC) index of 0.500 or higher were considered valid. All 54 items met this criterion (IOC values ranged from 0.667 to 1.000). Adjustments were made based on expert suggestions for clarity.

**Reliability:** Tested using Cronbach's Alpha coefficient with a pilot sample of 30 people, it was found that all dimensions of tourism image had Cronbach's Alpha values greater than 0.700, which indicates that the questionnaire has an acceptable level of reliability, such as the travel aspect having a value of 0.970, the tourist attractions/attractions aspect having a value of 0.968, the society, arts, culture, and traditions aspect having a value of 0.966, the atmosphere aspect of the place having a value of 0.967, and the tourist activities/recreation aspect having a value of 0.966.

**Data Collection:** Data was collected by distributing the questionnaires.

#### **Data Analysis**

**Descriptive Statistics:** Frequency and Percentage were used to analyze general demographic data of the respondents. Mean and Standard Deviation were used to analyze the level of opinions regarding tourism image, digital marketing strategy, and tourist loyalty.

**Inferential Statistics:** Multiple Regression Analysis was employed to test the influence of tourism image and digital marketing strategy on tourist loyalty. The Enter method was used for variable entry into the model. A statistical significance level of 0.05 was used to test hypotheses.

## **RESEARCH FINDINGS**

**Instrument Quality:** The reliability testing showed that all variables and their dimensions had Cronbach's Alpha coefficients above 0.700, confirming the questionnaire's effectiveness for data collection.

#### **Levels of Opinion:**

Overall, the level of opinion regarding Tourist Loyalty for cultural tourism in Samut Songkhram was High (Mean = 4.088). The highest-rated item was tourists telling others to visit Samut Songkhram (Mean = 4.17), followed by willingness to revisit more than once (Mean = 4.14).

Overall, the level of opinion regarding Tourism Image was High (Mean values for dimensions ranging from 3.951 to 5.297). The dimension with the highest average opinion was Travel/Access (Mean = 5.297, overall rating "Highest"). The lowest average opinion among the five dimensions was Activities/Recreation (Mean = 3.951, overall rating "High"). Within Travel/Access, ease of access was rated highest (Mean = 4.09). Within Activities/Recreation, continuous promotional activities were rated highest (Mean = 4.04). Within Social/Arts/Culture/Tradition, historical value was rated highest (Mean = 4.19). Within Atmosphere, good weather/no pollution was rated highest (Mean = 4.10). Within Attractions/Appeal, potential for sustainable development was rated highest (Mean = 4.14), while diversity was rated lowest (Mean = 3.96).

#### **Influence on Tourist Loyalty:**

The multiple regression analysis for Tourism Image showed that the independent variables (all 5 dimensions) collectively explained 71.6% of the variance in tourist loyalty (Adjusted  $R^2 = 0.716$ ). The dimensions of tourism image that had a statistically significant positive influence on tourist loyalty for cultural tourism in Samut Songkhram were Social, Arts,

Culture, and Traditions (Beta = 0.403, Sig = 0.000). This was the dimension with the strongest influence. Terms of the Atmosphere of the Place (Beta = 0.201, Sig = 0.000) Travel/Access (Beta = 0.191, Sig = 0.000) Terms of Tourist Attractions/Attractions (Beta = 0.128, Sig = 0.011) Terms of tourist/recreation activities (Beta = 0.013, Sig = 0.839) did not have a statistically significant influence on tourist loyalty.

## **DISCUSSION**

This study sought to investigate the influence of tourism image on tourist loyalty within the context of cultural tourism in Samut Songkhram Province. The findings reveal that tourists' perceptions of the destination's image significantly shape their loyalty behaviors, including intentions to revisit and recommend the destination to others. Overall, the results indicate a high level of opinion across all five image dimensions, with the regression model demonstrating a strong explanatory power—accounting for 71.6% of the variance in tourist loyalty (Adjusted  $R^2 = 0.716$ ). This underscores the central role of image perception as a driver of loyalty within the cultural tourism domain.

Among the dimensions examined, the Social, Arts, Culture, and Traditions component emerged as the most powerful predictor of tourist loyalty. This finding affirms the critical importance of cultural authenticity and local heritage in influencing cultural tourists. Elements such as local identity, traditional ceremonies like the Wai Kru Chang ritual, folk performances, and the community's enduring way of life are highly valued by visitors. These aspects offer rich cultural narratives and immersive learning experiences, which are integral to the appeal of cultural tourism. Consequently, the conservation and active promotion of these cultural assets should be prioritized as they represent the foundational elements of long-term loyalty cultivation.

Another significant dimension is the Atmosphere of the destination, which was found to positively affect loyalty. Tourists particularly appreciated the peaceful, natural, and shaded environment that characterizes Samut Songkhram. Cleanliness received high ratings, yet concerns regarding safety—especially at night or in less populated areas—were noted. These concerns, while not dominant, suggest that safety enhancements such as improved lighting, installation of CCTV systems, and the organization of volunteer tourism patrols could further enhance the destination's image and visitor confidence, thereby reinforcing loyalty.

Travel and Access also demonstrated a statistically significant relationship with tourist loyalty. This reflects the convenience associated with traveling to Samut Songkhram, particularly for those using private vehicles. Ease of access was consistently rated highly, contributing to favorable overall impressions. Nonetheless, the limited availability and efficiency of public transportation emerged as a relative weakness. Addressing this gap could improve inclusivity and broaden the destination's appeal, especially among international or car-independent tourists.

Regarding the Tourist Attractions/Attractions dimension, the findings confirm a significant positive influence on loyalty. Landmark sites such as Amphawa Floating Market, Wat Bang Kung, and the Chaipattana Nurak Project contribute to the destination's strong brand identity. These attractions reinforce a distinct and memorable destination image. However, the perceived lack of diversity among attractions suggests a need for developing or revitalizing

additional secondary tourism sites. This would not only enhance the richness of the visitor experience but also help in spatially dispersing tourist traffic and reducing congestion at key sites.

In contrast, the Tourist Activities/Recreation dimension did not show a statistically significant influence on tourist loyalty, despite being rated positively in descriptive terms. This suggests that while current activities are satisfactory, they may lack the depth, creativity, or emotional resonance required to generate repeat visits or enthusiastic word-of-mouth. To address this, the development of more interactive, participatory, and culturally embedded experiences—such as hands-on craft workshops, guided heritage storytelling, or community-based festivals—could be pivotal in elevating the recreational value and emotional attachment of tourists.

In summary, the findings demonstrate that authentic cultural value is the core determinant of tourist loyalty for cultural tourism in Samut Songkhram. This loyalty is further supported by favorable perceptions of the destination's tranquil atmosphere, convenient accessibility, and iconic attractions. However, limitations in public transport, safety infrastructure, and the diversity of both attractions and activities highlight areas for strategic improvement. To ensure the sustainability and competitiveness of cultural tourism in the province, integrated strategies are essential—ones that balance heritage preservation with infrastructural upgrades and experiential innovation. Leveraging digital marketing to showcase these strengths, especially through storytelling and immersive content, will also be crucial in sustaining and expanding tourist loyalty over time.

## **RECOMMENDATIONS FOR FUTURE RESEARCH**

Based on the research findings and discussion, the following recommendations are offered:

For Tourism Development and Promotion in Samut Songkhram:

**Social, Arts, Culture, and Traditions:** Systematically promote conservation and enhance local cultural assets. This includes developing participatory activities related to traditions and way of life that offer tourists deep, authentic experiences.

**Atmosphere of the place:** Emphasize maintaining cleanliness and effective waste management in tourist areas. Improve safety systems by installing CCTV, ensuring sufficient lighting in risk areas, and organizing volunteer teams, especially during peak seasons. Promote the image of Samut Songkhram as a peaceful, shady, and natural destination through marketing focusing on experiences like walking through old communities or staying in homestays amidst orchards.

**Travel/Access:** While private car access is convenient, develop more diverse and comprehensive public transport options, such as electric buses, shuttle services to key sites, and interconnected walking/biking paths. Create easy-to-understand tourist maps and navigation apps in multiple languages, and establish digital information points at important locations.

**Terms of Tourist Attractions/Attractions:** Develop new attractions and revitalize secondary sites, prioritizing environmental conservation and local identity. This could involve promoting community tourism routes, opening local homes as learning centers, or developing canal-side tourism linked to traditional markets. Promote new destinations through channels that reach target groups, such as bloggers, online media, and tourism influencers, to distribute tourists and reduce congestion at popular spots.

**Terms of Tourist /Recreation Activities:** Design creative and diverse cultural and recreational activities that cater to different tourist segments. Focus on activities involving community participation for deeper experiences, such as traditional workshops or nature-based activities. Create a downloadable annual event calendar on the provincial website or app to help tourists plan and encourage repeat visits.

**For Future Research:**

1. Expand the sample to include both Thai and international tourists to compare behavior and expectations across different cultural groups.
2. Conduct qualitative research such as in-depth interviews or focus groups with tourists and local operators to gain a deeper understanding of motivations, image perceptions, and factors influencing loyalty in more complex dimensions.
3. Carry out comparative studies focusing on specific provinces or at the ASEAN level to generate new knowledge for developing effective and sustainable cultural tourism policies in the long term.

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