

The Yard Hostel Amid the COVID-19 Outbreak

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Received: November 14, 2020 Revised: October 15, 2020 Accepted: April 7, 2021

Abstract

In the middle of the coronavirus pandemic, The Yard Hostel, a 600-square-meter area of land in the Ari neighborhood in Thailand, faces the challenge of an ongoing economic crisis because of a dramatic drop in the number of customers due to travel restrictions and border closures. The Yard was founded by two former female engineers, Ms. Amornrat Amornsirichairat (Som Yai) and Ms. Atiporn Sancharoen (Som Lek), based on the philosophy of the sufficiency economy. “Resilience” is one of the key principles essential to guiding the proprietors’ decision-making when The Yard is confronted with a complex problem, in this case economic uncertainty due to the coronavirus pandemic. Given the lack of foreign customers that have been a major source of income, The Yard has opened another business line—The Yard Grocery. With the spread of this infectious disease, causing economic hardship, the concepts of the sufficiency economy, in particular “resilience,” allow The Yard’s owners to make rational decisions in order to cope with many tough problems amid the COVID-19 pandemic.

Keywords: Hotel, Sufficiency Economy, COVID-19, Pandemic, Resilience

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เดอะยาร์ด โฮสเทล ท่ามกลางการระบาดของโควิด-19

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บทคัดย่อ

ท่ามกลางการแพร่ระบาดของไวรัสโคโรนา เดอะยาร์ด โฮสเทล ซึ่งมีพื้นที่ 600 ตารางเมตร ในย่านอารีย์ ต้องเผชิญกับความท้าทายของวิกฤตเศรษฐกิจที่มีอยู่ โดยสาเหตุมาจากจำนวนลูกค้าที่ลดลงอย่างมาก เนื่องจากข้อจำกัดในการเดินทางและการปิดพรมแดน เดอะยาร์ด โฮสเทล ก่อตั้งโดยอดีตนักวิศวกรหญิง 2 ท่าน คือ นางสาวอมรรัตน์ อมรศิริชัยรัตน์ (ส้มใหญ่) และนางสาวดิพร สังข์เจริญ (ส้มเล็ก) ตามแนวคิดปรัชญาเศรษฐกิจพอเพียง “การมีภูมิคุ้มกันที่ดี” เป็นหลักการสำคัญที่จำเป็นในการตัดสินใจของเจ้าของ เมื่อเดอะยาร์ด โฮสเทล ต้องเผชิญกับปัญหาที่ยั่งยืน นั่นคือความไม่แน่นอนทางเศรษฐกิจอันเนื่องมาจากการแพร่ระบาดใหญ่ทั่วโลกของไวรัสโคโรนา โดยลูกค้าชาวต่างชาติถือเป็นรายได้หลัก เดอะยาร์ด โฮสเทลจึงต้องเปิดสายธุรกิจเพิ่ม – ร้านขายของชำ เดอะยาร์ด ท่ามกลางการแพร่กระจายของโรคระบาดก่อให้เกิดความยากลำบากทางเศรษฐกิจ แต่แนวคิดเศรษฐกิจพอเพียง โดยเฉพาะอย่างยิ่ง การมีภูมิคุ้มกันที่ดีจะทำให้เจ้าของเดอะยาร์ด โฮสเทลสามารถตัดสินใจในการแก้ไขปัญหาที่ยากลำบาก ท่ามกลางการระบาดของโควิด-19 ได้อย่างมีประสิทธิภาพ

คำสำคัญ: โรงแรม เศรษฐกิจพอเพียง โควิด-19 การระบาดใหญ่ทั่วโลก การมีภูมิคุ้มกันที่ดี

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Introduction

On the afternoon of March 20, 2020, the outbreak of the novel coronavirus disease spread through Bangkok, but the government did not declare a dusk-to-dawn curfew. Many foreign tourists were leaving the country as the serious news of the pandemic virus emerged from Wuhan, China on January 23. Many people nationwide were concerned about the outbreak because the Chinese government stopped all outbound tours, immediately affecting the hospitality business in Bangkok. One of those businesses is “The Yard,” which is a hostel located in Phahon Yothin Soi 5 in the Ari neighborhood. This business was founded and is operated by Ms. Amornrat Amornsirichairat (Som Yai), a 37-year-old former engineer, and Ms. Atiporn Sangcharoen, Som Lek, a 42-year-old former engineer.

In an in-depth interview about her lodging business in March, Som Yai stated that most of her guests were going back to their country during the outbreak. Her worry was that her hostel would only have three customers left during the next month (April) and after that, no customers were expected. Most of her customers were foreign tourists (90% from Europe and 10% from Asia), and few local people staying there. Som Yai, an energetic woman with a big smile, was worried about her future business, just like others working in the tourism industry, one of the major sectors in Thailand’s economy.

The outbreak of the deadly disease first occurred in the city of Wuhan mid-December 2019. The World Health Organization (WHO) named the disease COVID-19, an acronym derived from “coronavirus disease 2019.” COVID-19 rapidly spread through many major cities in China and beyond, wherever Chinese tourists went. This pandemic has created a huge challenge for the hospitality industry and many regulations have been implemented, including community lockdowns, social-distancing, stay-at-home orders, and travel and mobility restrictions. This has resulted in the closure of many businesses, including the accommodation and tourism industries. As a consequence of this pandemic, the global tourism business is in an acute crisis, with few international tourists. Further, many locals in the community are afraid to go out in fear of contracting COVID-19.

This pandemic has hit the tourism business badly, and the tourism industry is inextricably linked with the Thai economy. However, such a situation is not new and tourism in Thailand has been impacted by several major events in the past 25 years: the economic crash in 1997, the tsunami in 2004, coups in both 2006 and 2014, the occupation of the international airport by protesters in 2008, and political violence in 2010. However, none of the above has been as severe as the effect of COVID-19; the pandemic has caused substantial damage to the local and global economy. At least one million employees in the hospitality sector have been laid off as tourism accounted for 20% of Thailand's gross domestic product in 2019, and job losses and business closures would impede the economic recovery in Southeast Asia's second-largest economy (Phoonphongphiphat, 2021). In 2019, Thailand welcomed 39 million tourists; of these, 10 million were from China. At the same time, Thailand's economy has suffered, as manufacturing exports and agriculture have been impacted by higher wages and an overvalued currency. This has driven investors to move their production to much cheaper neighboring countries, such as Vietnam (Head, 2020).

The Yard Hostel

The Yard Hostel was established in February 2014 following the long-held dream of two former engineers. The Yard is an 18-room-hostel, built on 150 square wa (600 square meters) of rental land in the Ari neighborhood, which is an upscale location in Bangkok. The lease is a three-year renewable contract. The Yard is comprised of 8 aluminum containers, providing 18 rooms. As "Yard" in Thai means kinship, each room is named a Thai word related to kinfolk, for example, Pa (father), Mae (mother), and Pe Chai (older brother). The Yard offers an atmosphere of cordiality, just like a family home. All guests are treated like family members when staying there. Customers engage in activities such as movie watching, cooking, or sometimes yoga. For example, every Wednesday evening there is a yoga class, allowing all guests to join willingly as if they were kin of The Yard (A. Amornsirichairat, personal communication, March 20, 2020).

Staying at The Yard, the hostel guests can walk to the Ari BTS (sky train station). The Yard, hidden in a soi (Thai word for street), is a great place for those who want to have peace and stay away from the hustle of Bangkok. It is also near many popular restaurants, trendy cafes, fancy bars, street food vendors, and a casual local market. Like other hostels, The Yard provides many types of rooms: mixed-gender and female-only rooms along with complimentary Wi-Fi and lockers, while the bathrooms are shared. Breakfast is a complementary part of a booking. The Yard, meaning in English a piece of grassy land with trees and garden plants surrounding a house, has an evergreen tree, a landscaped garden with a BBQ area, and an open-air bar. In addition to this, The Yard has extensive facilities, including a lounge, a library, and a guest laundry. Bicycles are also provided for guests if they want to ride around the Ari neighborhood.

Establishing The Yard

The Yard was created when both Som Yai and Som Lek visited a project named “Porlaewdee The Creator,” understanding sufficiency thinking and social responsibility as the basis for sustainable brand building. It is associated with the “philosophy of the sufficiency economy,” primarily based on His Majesty King Bhumibol Adulyadej’s (Rama IX) speech in 1974. Sufficiency is defined as moderation, reasonableness, and the obligation of self-immunity (resilience), granting sufficient protection from both internal and external impacts (Ubonsri & Pannun, 2013). The sufficiency economy is also an approach to development with everyone using this knowledge and virtue as a protocol for living (Avery & Bergsteiner, 2016; Bergsteiner & Dharmapiya, 2016).

Regarding the King’s speech (Warr, 2007, p. 309) in 1988, he stated the following:

“This sufficiency means to have enough to live on. Sufficiency means to lead a reasonably comfortable life, without excess, or overindulgence in luxury, but enough. Some things may seem to be extravagant, but if it brings happiness, it is permissible as long as it is within the means of the individual...”

“Some people translate ‘sufficiency’ from the English as: to stand on one’s own feet... This means standing on our own two legs planted on the ground, so we can remain without falling over, and without asking others to lend us their legs to stand on...”

One of the vital components in the philosophy of the sufficiency economy is “resilience” under concept of “self-immunity,” which is the ability to withstand shocks, adjust to external change, and to cope with an unpredictable or uncontrollable event as examples (Kansuntisukmongkol, 2017). In order to fight back against the crises due to COVID-19, many businesses in the lodging sector have applied the “resilience” concept to keeping their business surviving in good “new normal” ways (Giousmpasoglou, Marinakou, & Zopiatas, 2021; Vo-Thanh et al., 2020).

In this case, The Yard owners, after participating in the “Porlaewdee The Creator” project, used this philosophy to shape and create The Yard. Som Yai explained that before setting up in the hotel business, she was an engineer and still worked in the clothes selling business after getting her graduate degree in finance (A. Amornsirichairat, personal communication, March 20, 2020). Her business partner, Som Lek, used to work for a property consultancy company. As a property consultant, she framed and applied the concept of The Yard using the sufficiency economy philosophy. Som Yai explained that in accordance with the guidance of the sufficiency economy, there is no intention to expand the business by increasing the number of rooms. This is despite the fact that Ari is a prime neighborhood, and so rental is high. The relevant principle is that of moderation, which does not mean deprivation. His Majesty explained this in a royal speech on December 4, 1988, at Dusit Palace, stating the following: “Being moderate does not mean being too strictly frugal; consumption of luxury items is permitted... however, should be moderated according to one’s means.”

In the context of COVID-19, prudence in doing business in Thailand has now become a priority. Ari has been described as “the new Bangkok.” Lonely Planet, one of the influential travel-guide books, has recommended it as the home of government offices, mixed with a local market and stylish buildings, where old

and new cultures have a nice blend (Plumridge, 2019). The number of chic bars, good restaurants, and upscale condominiums has mushroomed in recent years. Therefore, The Yard's room rate of around 1000 baht (US\$ 32) per night is considered attractive for the location, and most guests can well afford this price. The Yard is constructed and designed with good facilities, providing a beautiful backyard where the customers can have coffee, relax on a hammock, drink beer in the evening, chat with friends, and even meet new ones. A proportion of the profits is donated to a charity supporting the campaign to alleviate a forest fire crisis in Lampoon province (A. Amornsirichairat, personal communication, September 15, 2020).

Since COVID-19 has retained its global disruption, many hotel businesses face major hurdles and threats. With the lockdown during the crisis, “resilience” must be the fundamental concept that many businesses should employ. Therefore, resilience is defined as the system's capacity to understand disturbance and to reconstruct in order to retain essentially the same functions, structures, identity, and feedback (Paraskevas & Quek, 2019). Some describe resilience as how to accommodate changes and develop flexible and innovative solutions (Brown, Orchiston, Rovins, Feldmann-Jensen, & Johnston, 2018) or the ability to manage weaknesses and threats through planning and adapting to emerging situations (Brown et al., 2018). The significant resilience indicators comprise the elements of learning, risk identification, vulnerability assessment, a proactive posture, planning strategies, and recovery priorities concerning the political and economic crisis (Giousmpasoglou et al., 2021). In consideration of the COVID-19 pandemic, The Yard owners dealt with sudden and unexpected changes when the government ordered the closure of many establishments, restricted incoming flights, and imposed a 14-day quarantine rule for all incoming visitors—this has caused many hotel businesses to disappear or to become bankrupt.

Yard Employees

One of the key successes factors in operating The Yard is the staff, which has received the compliments of many customers for its professionalism and hospitality. Many patrons praised The Yard staff as friendly, and one stated the following:

“The staff are helpful with anything that you may need help with. I needed to get out some money and wash my clothes and the staff guided me every step of the way. Easy to communicate with and very patient. Not to mention always smiling!” (“Possibly the best hostel i’ve ever stayed in !!,” 2020).

One Yard patron admired the skilled staff, but included some negative comments, indicating the following: “Friendly staff and overall good vibes. Would stay here again if I were backpacking alone. Good place to meet others. The place is a little worn down, and could need some work, especially the yard. If you’re a light sleeper, I would not recommend this place since you can hear your neighbors very clearly” (“Good vibes, but a little worn down,” 2020). However, another review in March 2020 provided great compliments about The Yard’s employees: “Best hostel ever! Staff is super friendly, and vibes were chill. Beds were comfy and spacious. Great chill out lounge in the Yard with great beer options. Location was also awesome, close to everything yet quiet. Wish I could’ve stayed longer!” (“Amazing hostel!,” 2020). One study found that the hostel staff is a significant indicator of clients’ satisfaction during their stay at a hostel (Wahlberg, Ramalho, & Brochado, 2017) thus, counts on employees actively creating a social, welcoming environment and, at the same time, caring about – and being loyal to – their hostel. This paper aims to investigate whether retaining employees who care about their hostel and refrain from destructive behaviours implies that these workers need to have a better quality of working life, as well as whether work engagement mediates this relationship. Design/methodology/approach: A survey was conducted with 98 employees from 40 hostels in Lisbon. An analysis of the survey data was performed to test the research hypotheses. The model was estimated by means of partial least squares structural equation modelling. Findings: The results reveal that quality of working life has a strong negative impact on employees’ exit behaviours and a positive effect on their loyalty. In addition, work engagement was found to mediate fully the relationship between quality of working life and both employee voice and neglect, as well as partially mediating exit intentions. Originality/value: This study extended prior research in two ways. First, most theoretical and empirical studies in the hospitality and tourism industry have focused on hotels, so this research targeted a new context

(i.e. hostels. One client, who confirmed that The Yard staff was very friendly and professional, posted on the TripAdvisor website in November 2019 the following: “The highlight of The Yard is undoubtedly the staff! Every morning they welcome you with big smiles and salutations, offering a simple breakfast of coffee or tea, toast with butter and house made jam, and a Mason jar full of cereal, various fruits, topped with yogurt. Staff members speak English well enough to assist in any needs you may have and to strike friendly conversations. They are all on standby, willing to help at a moment’s notice” (“Going the extra...YARD.,” 2019).

The Yard staff is acclaimed as being very friendly because of the careful selection process. Som Yai disclosed how she goes about recruiting staff. In the hostel business, employees play a crucial role in maintaining quality, especially given the growing number of new hostels and therefore growing competition. Under an informal and friendly atmosphere, The Yard selects its employees based on three criteria: 1) what type of music they listen to; 2) which books they love to read for pleasure; and 3) what is their idea of providing service (A. Amornsirichairat, personal communication, March 20, 2020). One study (Patrick, 2017) found that what someone reads for pleasure will disclose his/her desires, emotions, and self-esteem, and can define who they are, including his or her personality. The Yard consequently gathers the same type of people in its staff. Only eight people are employed. The quality of the work life is very pleasant. Based on “reasonableness” as another principle of the sufficiency economy, Som Yai (A. Amornsirichairat, personal communication, March 20, 2020) stated that all of her employees have a four-day work week with 3 days off. Her staff feels much happier and performs its work comfortably and professionally once the members enjoy a long day off; they always work extra hours during their days on the job. Yard employees are more productive and competent when working four longer days.

There is not much difference in cost between a five-day and four-day workweek, as confirmed by the owner. Calvasina and Boxx (1975) compared the productivity and performance of two groups of employees in New York and found little difference between a five-day and four-day workweek. This is consistent

with another study emphasizing that a four-day workweek did not lower labor productivity in comparison with a five-day workweek (Wahlberg et al., 2017) thus, counts on employees actively creating a social, welcoming environment and, at the same time, caring about – and being loyal to – their hostel. This paper aims to investigate whether retaining employees who care about their hostel and refrain from destructive behaviours implies that these workers need to have a better quality of working life, as well as whether work engagement mediates this relationship. Design/methodology/approach: A survey was conducted with 98 employees from 40 hostels in Lisbon. An analysis of the survey data was performed to test the research hypotheses. The model was estimated by means of partial least squares structural equation modelling. Findings: The results reveal that quality of working life has a strong negative impact on employees' exit behaviours and a positive effect on their loyalty. In addition, work engagement was found to mediate fully the relationship between quality of working life and both employee voice and neglect, as well as partially mediating exit intentions. Originality/value: This study extended prior research in two ways. First, most theoretical and empirical studies in the hospitality and tourism industry have focused on hotels, so this research targeted a new context (i.e. hostels. Such a move might actually improve productivity, with one study finding that a four-day workweek could accelerate labor productivity and lower costs, improving a firm's profitability. Many firms in Europe, Australia, and New Zealand now have four-day workweeks (Eisenberg, 2020). The Yard also provides an amicable atmosphere and a nice place. For this reason, the staff must be the kind of people that welcome customers and communicate with them as if they were relatives they hadn't seen for a long time. Consequently, 30% of overall guests are repeat clients.

Eco-Friendly Hostel

The Yard takes the environment seriously and has equipped all facilities with eco-friendly practices in mind, including recycled glass bottles for drinking water. Som Yai (A. Amornsirichairat, personal communication, March 20, 2020) has explained that all drinking water in her hostel is in glass bottles and hostel customers can

borrow the glass bottle and fill it with drinking water provided at the many refill stations located in the hostel. The concept of refilling drinking water containers not only saves money but also conserves resources. Consistent with this, one study argues that hotel customers that have strong pro-environmental intentions behave more responsibly and want to see water conservation (Han & Hyun, 2018). Several Yard guests demand water conservation measures and tend to have a sense of moral commitment to protecting the environment. This also demonstrates that The Yard follows the sufficiency economy concept linked to the three Ps, consisting of people, planet, and profit. One review in March 2020 on the TripAdvisor website is related to eco-friendly practices: “I am absolutely in love with this hostel. Our room was incredible with meditation space and our own bathroom. It was also extremely easy to meet people as the open garden space is perfect for lounging and chatting by the bar. Free breakfast, free bikes, and water refill station (with water bottles on loan)—very focused on sustainability and being eco-friendly” (“Absolutely in love,” 2020). In addition to this, The Yard is constructed from discarded aluminum containers, which became the main architectural components of the hostel. Som Yai (A. Amornsirichairat, personal communication, September 15, 2020) added that the aluminum containers are highly insulated with reused material, and cooled with highly efficient reverse-cycle air-conditioning, with an eye to environmental sustainability. Energy efficiency and recycling are long-standing practices and implemented at The Yard. They are substantial parts of environmental management practices in the lodging business (Tritto, 2020).

Impact of the COVID-19 pandemic on Tourism

On 29 June, 2020, the Thai government significantly extended its emergency decree to July 1, since Thailand officially declared the state of emergency on March 24 and then closed its borders as part of national virus control measures. Since then, all local businesses have gradually slowed down and faced ongoing crises, especially the hospitality and tourism section because it crucially depends on foreign tourists. Even now Thailand has not considered reopening its borders for international journeys.

Tourism accounts for 15% of Thailand's gross domestic product (GDP), so its collapse since March 2020 has had a dramatic impact (World Bank, 2020). Between March 18 and 31 2020, all shopping malls, restaurants, and service-related businesses in Bangkok were ordered to be closed by Bangkok governor Ashwin Kwanmuang. A nationwide curfew from 10 pm until 4 am was imposed by the Thai government on April 3. Since the pandemic of COVID-19 spread rapidly and widely across the globe, this contagion has now caused huge job losses in the tourism sector because of transmission control and social distancing measures to reduce and stop its spread.

The Yard, as part of the tourism sector, has been badly hit by the pandemic with a great reduction in the number of customers. During the outbreak of COVID-19, many Yard clients were unable to leave for their countries because of the emergency decree, introduced on March 26. During the outbreak of COVID-19, several commercial flights were suspended and discontinued. The Yard allowed its clients to stay at affordable prices, for example staying two nights for the price of one. Some clients offered exchange of their skills and work at The Yard in exchange for room payments. For example, some foreign customers offered to teach English to The Yard employees in lieu of payment. This is designed to help foreign patrons that have limited budgets when they are stranded in Bangkok, and is consistent with one of the crucial conditions necessary to achieve the philosophy of the sufficiency economy: that knowledge is a basic prerequisite of reasonableness and self-immunity since these components of the sufficiency philosophy require the making of rational decisions, knowledge, prior experience, analytical skills, and adaptability (Mongsawad, 2012). Therefore, The Yard has combined previous experience with logical skills to quickly adapt its business strategy to survive the worsening situation. The Tourism Authority of Thailand has requested that the government allow some visitors to leave without quarantine. This has not been approved, but may become part of a contingency plan once the country re-opens its borders, even though Thailand is one of Asia's most tourism-reliant economies (Thanthong-Knight, 2020).

Is the Sufficiency Economy Philosophy a New Vaccine?

As COVID-19 spread around the globe, the Bank of Thailand stated that the Thai economy declined 6.6% in 2020, the worst performance since the 1997 Asian financial crisis. As a result, the economy will enter a recession, and job losses are expected to reach 10 million out of a workforce of 38 million (Reuters, 2020). Preventative measures have resulted in only 2,579 infections and only 40 deaths as of March 2020, but they have caused a severe downturn in the economy. Under the sufficiency economy principle, The Yard owners applied underlying principles—moderation, reasoning, and prudence—based on knowledge and morals to balance their financial planning during COVID-19 pandemic. They must generate and allocate sufficient earned income for the present and the future when only three current customers are staying at The Yard. In order sustain wealth creation for long-term goals, in light of this, The Yard has come up with a new strategy: The Yard Grocery. This is a grocery cart, offering a door-to-door delivery service operating every day around the Ari neighborhood between 4 pm and 7 pm. It sells organic products coming from small-scale Thai farms that have suffered from the outbreak when restaurants were forced to close. As in many other countries, COVID-19 has forced the government to close all restaurants and cafes except for takeout (Baum, Mooney, Robinson, & Solnet, 2020). In this case, many local farmers in Thailand have suffered due to the slumping economy. The owners of The Yard have stepped in, offering to sell fresh fruit and vegetables on the grocery cart. In addition to this, The Yard has helped their business neighbors' cafes, bars, and restaurants with the sale of their products, such as fresh bakery products (Landhaus), burgers (Paper Butter), coffee (Porcupine Café), and bottled plum juice (Fruit Bar).

The Yard Grocery is an alternative strategy with the aim of survival during the outbreak of COVID-19, but it is also part of the sufficiency economy concept. It shows the application of the sufficiency economy philosophy's three principles and two underlying conditions. It refers to "prudence" as a cardinal principle when The Yard has tried and tested the new strategy to survive during the financial crisis.

The Yard has been able to survive securely in harmony as a sustainable community amidst the severe economic crisis and the ongoing pandemic of COVID-19. It demonstrates self-reliance as the ability to cope with all kinds of malicious impacts of globalization (Mongsawad, 2012). The Yard thus seeks to maintain its business along with promoting moderation and sustainability, at a time when household incomes are falling. Figures from the World Bank demonstrate the severity of the situation: the number of people living in Thailand below \$5.5 per day was predicted to double from 4.7 million in Quarter 1 in 2020 to an estimated 9.7 million in the second Quarter (World Bank, 2020).

As of September 7, 2020, Thailand had confirmed 3,445 COVID-19 cases with only 58 deaths, making Thailand one of the safest countries to visit. Nevertheless, the government has tightly controlled the border and banned international tourists for the time being. As a result, the economy has contracted by 6.6 %, the worst in the ASEAN region since the 1997 Asian financial crisis.

Although vaccines may reverse the outbreak, there is still no guarantee when they may become available. Many countries still see saving lives as their main concern. Although Thailand has been successful in reducing the number of COVID-19 cases, it still faces the challenges of reopening its economy. The Yard will soon face a new challenge because all businesses have been affected by the deep recession. As Thailand continues to impose travel restrictions to curb the spread of the coronavirus, the only option now is to help businesses survive and thrive throughout this outbreak of COVID-19, and the guidance of the sufficiency economy philosophy, promoting moderation, prudence, and social immunity, could be a good “vaccine” for now.

Conclusion

After the outbreak of COVID-19 in the country, Thailand (as of September 8, 2020) still has fewer than 60 people that have died from this disease, while fewer than 3,500 cases have been confirmed. This makes Thailand one of the safest places. The borders will soon reopen for tourism with stringent restrictions to help protect

the country from the spread of the virus, but the country heavily depends on the tourism sector (Olarin & Gan, 2020). As of September 15, 2020, Som Yai is in the fifth month of her pregnancy with her first child and is particularly worried about her business. As it is part of the tourism sector, The Yard is still facing a challenge because no foreign tourists are allowed to enter the country and most of The Yard's customers are foreigners. Tourists will be needed to revive its business as well as the whole economy. Any successful vaccine must demonstrate its effectiveness for at least half its recipients without serious side effects (Bloomberg News, 2020), and this is still well into the future. However, the case of The Yard shows that the sufficiency economy philosophy is perhaps a good "vaccine" for the country in the meantime. Resilience, one of the integral components in the sufficiency economy concept, would be a vaccine that provides the capacity of individuals to deal with sudden and unexpected shifts and also the ability to handle vulnerability and threats through planning and complying with emerging situations. In the midst of the deepening crisis of the global coronavirus pandemic, following the philosophy of the sufficiency economy, based on three principles of moderation, reasonableness, and self-immunity, will improve the chances of survival.

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