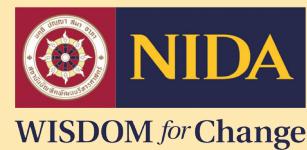


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Case Research Journal



National Institute of Development Administration

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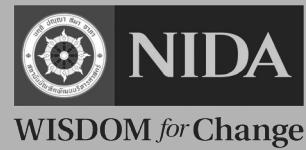
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Evaluation of Philippine Broadcast Networks' Implementation Practices on Program Standards

Efren C. Gimoto, Jr.* and Rossanna V. Mendoza**

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Abstract

The primary objective of this study was to find out whether the implementation practices on program standards of radio networks in the Philippines are aligned with the existing broadcast code of the Philippines created by the Kapisanan ng mga Brodkaster ng Pilipinas (KBP) or Association of Broadcasters of the Philippines, a self-regulating body that has the sole power to monitor and police its member stations. The researchers selected the respondents based on the following criteria: (1) active member of KBP; (2) the regions in Luzon, Visayas and Mindanao with the most number of AM radio stations according to the National Telecommunications Commission (NTC); and (3) the top two leading radio networks per identified region according to Kantar Media, the commissioned survey firm of KBP.

Content analysis was used to evaluate the program standards and policy-making procedures of radio networks. The effective broadcast strategies stipulated in the conceptual framework were used as indicators to guide the researchers for coding. Majority of the program standards of subject radio stations in Luzon, Visayas and Mindanao are partially aligned with the existing broadcast code of the Philippines created by KBP. However, the policy-making procedures of almost all subject radio stations are not aligned with the aforementioned code.

Keywords: Implementation Practices, Program Standards, Policy-making, Broadcast Strategies, Radio

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การประเมินผลวิธีปฏิบัติการดำเนินการของเครือข่ายอุตสาหกรรม ประเทศฟิลิปปินส์เรื่องมาตรฐานรายการ

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บทคัดย่อ

วัตถุประสงค์หลักของงานวิจัยนี้ คือ เพื่อศึกษาวิธีปฏิบัติการดำเนินงานของมาตรฐานรายการเครือข่ายวิทยุในประเทศฟิลิปปินส์และความสอดคล้องกับหลักเกณฑ์การอุตสาหกรรมปัจจุบันของประเทศฟิลิปปินส์ที่กำหนดโดยสมาคมผู้อุตสาหกรรมแห่งประเทศฟิลิปปินส์ (เคบีพี) [Kapisanan ng mga Brodaster ng Pilipinas (KBP)] หน่วยงานกำกับดูแลซึ่งมีอำนาจขาดในการควบคุมและตรวจสอบสถานีสماชิกในกำกับ ผู้วิจัยเลือกผู้ตอ卜แบบสอบถามโดยมีเกณฑ์ดังนี้ (1) เป็นสมาชิกปัจจุบันของเคบีพี (2) อยู่ในภูมิภาคลูซอน วิสาหกรรม และมินดาเนา ที่ให้บริการสถานีวิทยุเอฟเอ็มมากที่สุด ตามสถิติของสำนักงานโทรคมนาคมแห่งชาติ (เอ็นทีซี) และ (3) เป็นเครือข่ายวิทยุชั้นนำสองลำดับแรกตามที่ระบุไว้ในภูมิภาคโดยบริษัทกันตาร์ มีเดีย บริษัทจ้างสำรวจของเคบีพี

ผู้วิจัยใช้วิเคราะห์เนื้อหาเพื่อประเมินมาตรฐานและกระบวนการอุตสาหกรรมเครือข่ายวิทยุ โดยใช้กลยุทธ์ที่มีประสิทธิภาพมากที่สุดดังที่กำหนดไว้ในกรอบแนวคิดเพื่อเป็นตัวบ่งชี้แนวทางให้ผู้วิจัยใช้ในการตีความ

มาตรฐานรายการส่วนใหญ่ของสถานีวิทยุกลุ่มตัวอย่างในเขตลูซอน วิสาหกรรม และมินดาเนา มีความสอดคล้องกับหลักเกณฑ์การอุตสาหกรรมของประเทศฟิลิปปินส์ที่กำหนดขึ้นโดยเคบีพีบางส่วนอย่างไรก็ตาม กระบวนการอุตสาหกรรมของสถานีวิทยุกลุ่มตัวอย่างเกือบทั้งหมดไม่มีความสอดคล้องกับหลักเกณฑ์ดังกล่าวข้างต้น

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Background of the Study

Radio plays a significant role for change and development in every community. It helps people find solutions to their problems and air their views and sentiments immediately to proper authorities. Radio is also a platform where people may put pressure on local authorities to observe good governance and transparency in all their actions. Estrada and Fraser (2002).

The legacy or traditional media have long gone digital following the new media landscape. However, in spite of the advent of new media where most radio stations utilize online news portals, traditional radio remains to be an important source of information for most Filipinos. In fact, in 2019 it was recorded as the second most used medium at 75.2 percent of listenership according to the Philippine Statistics Authority. It can be noted that one of the reasons why majority of the people living in local communities of underdeveloped and developing countries like the Philippines rely on radio is because it is the most accessible medium, notwithstanding the fact that the listeners are also the producers, directors, evaluators and even the owners of the network (Grigg, 1999). Radio transforms the very practice of social communication since it is the medium that most likely serves the needs of the community particularly the minorities. Radio also becomes their venue where they can freely express their sentiments and be heard by the public and can be an instrument for community development (Grigg, 1999).

In the Philippine context, press freedom is protected under Article 3; Section 4 of the 1987 Philippine Constitution which states, “*No law shall be passed abridging the freedom of expression, of the press...*” The new freedoms unbridled by the 1986 revolution gave journalists excessive power to report on events and issues. In this regard, the Philippine media become extremely powerful that they have the ability to derail or ruin political careers or institute policy reforms. Unfortunately, many media organizations in the Philippines are profit-oriented and competition to attract more advertisers becomes the ultimate priority (Coronel, 2008).

This is the reason why the role of Kapisanan ng mga Brodkaster ng Pilipinas (Association of Broadcasters of the Philippines) or KBP becomes vital and significant

in monitoring the wrong doings of its member broadcast networks (Gimoto, 2018). KBP, the foremost broadcast media organization in the country, composed of owners and operators of radio and television stations and the only independent organization that has the sole power to monitor radio and television broadcast programs, was organized to elevate professional and ethical standards in Philippine broadcasting, promote social responsibility in broadcasting, work for the advancement of the broadcast industry and protect the rights and interests of broadcasters (KBP Code).

However, in spite of the creation of KBP broadcast code of the Philippines, several violations of different broadcast institutions particularly local radio networks have been reported. Moreover, radio networks have no clear plans and participatory actions on how to comply with the existing broadcast code of the Philippines (Gimoto, 2018).

On the other hand, since there is no government institution that will regulate broadcast networks, many people think that most broadcast institutions abuse their authority to self-regulation. KBP is governed by media owners and operators; there is no guarantee that the program standards created by the body will be strictly followed. Biases may be imposed (Coronel, 2008). Hence, it is the main objective of the researchers to evaluate the implementation practices on program standards of leading local radio networks in the Philippines and introduce broadcast strategies that will enable them to comply with the existing KBP broadcast code. These radio stations are owned and operated by the giant media networks and prominent businessmen in the Philippines.

According to Philippine Center for Investigative Journalism or PCIJ (2010), only few studies have been made regarding the implementation practices on program standards in the context of local radio in the Philippines. PCIJ is an organization composed of journalists and other media practitioners with an advocacy of giving voice to the voiceless like those who have limited access to government services through empowering the role of radio for development.

PCIJ also noted that most educational and development programs of radio organizations do not necessarily reflect the common and basic needs of a particular

community and do not also contribute to women empowerment and the marginalized sectors which is contrary to the very essence of the broadcast code of the Philippines created by KBP (PCIJ, 2010).

Literature Review

Radio for Change and Development

Radio is also a platform where people may put pressure on local authorities to observe good governance and transparency to all their actions and transactions. Moreover, Estrada and Fraser also pointed out that the lack of political will to create relevant policies of local government authorities to help marginalized sectors improve their conditions is a huge factor that impedes real change and development. Meaning, some local government units do not take advantage of the significant role of local radio in fighting corruption, poverty, malnutrition and the like which is important for change and development (Estrada and Fraser, 2002).

Estrada and Fraser also added that although the need for community participation for development has been widely recognized since the late 1970s, it cannot dismiss the fact that communication and participation do not belong to the same class, but may still be considered interrelated from one another. Meaning, when people in the community participate into a dialogue or whatever discussions thereunto appertaining, they must also be given the opportunity to decide among themselves on whatever changes they feel may affect their lives or daily living and be an active participants in implementing them (Estrada and Fraser, 2002). Local media through radio as a form of communication, may provide an avenue or platform for people in the community where they can fully air their views and opinions through which they can define who they are, what they want, and how to get it, as well as the ideas that they want to contribute in order to solve problems in ways that lead to sustainable social change and development (Estrada and Fraser, 2002).

Moreover, Estrada and Fraser emphasized that unlike other forms of broadcasting, local radio must remain a non-profit organization owned and managed

by a particular community. Its programs must rely on the needs and interests of the community. However, most scholars have doubts on the very essence of local radio most especially when it is owned and operated by a particular NGO or religious groups. Meaning, these groups may dominate or take advantage of their own interests rather than the interests of the people in the community or grassroots level. Hence, real change and development can be achieved if the community itself has developed the sense of ownership (Fraser, 2002).

On the other hand, the increasingly globalized commercial media has undeniably affect local cultures with its entertainment programs. Meaning, most programs do not respond to the socio-economic and development needs of a particular society. Globalized media and community media are not comparable since the former caters irrelevant entertainment programs, while the latter focuses on local issues and community development (Estrada and Fraser, 2002).

Setting the Agenda for Development Action and Policy Formation

Agenda-setting aims to gain the attention of media professionals, the public and policy makers. It also explains that media does not tell the public what to think, but what to think about the issue (Dearing & Rogers, 1996). Meaning, why in a democratic society, information about definite issues is available to the public; how these issues try to shape public opinion; and why some issues are addressed through policy actions while others are not. Hence, agenda-setting focuses on social change and social stability. It rotates around the media agenda, the public agenda and the policy agenda and their apparent interrelationships as illustrated below (Dearing & Rogers, 1996).

Gatekeeping and News Flow Theory

News and other information can be altered or shaped by the gatekeepers as it passes through different channels before it reaches the target audience (Shoemaker, 1999). Shoemaker also recognizes the diverse power and influence of a gatekeeper, whether a correspondent, content officer, editor, etc. in whittling news contents. In addition, Shoemaker does not also debunk the fact that these

peculiarities which have greater impacts on the selection of news items are products of the views and attitudes of the gatekeepers which sometimes can be considered self-serving (Shoemaker, 1999).

New Policy Guidelines on Philippine Media

According to Grigg (1999), before Martial Law, Philippine media exercised the concept of Libertarian system. Meaning, media was out of government control. In fact, other scholars view this system of Philippine media as one, if not, the freest in the world. This excessive freedom was abused by some media organizations. The practice of yellow or envelopmental journalism become rampant and incessant (Grigg, 1999). However, all these excesses and abuses of Philippine media were suddenly vanished when then President Ferdinand Marcos declared Martial Law on September 21, 1972 (Grigg, 1999).

The declaration of Martial Law gave rise to the creation of an alternative media. For the first time, the considered freest media in the world was under the control of the government through the establishment of Broadcast Media Council (BMC) and the Kapisanan ng mga Brodkaster sa Pilipinas (KBP). The primary function of these agencies was to support the initiative of the government in developing the masses, through massive dissemination of information and development broadcasting. The libertarian system suddenly turned into Authoritarian system (Grigg, 1991).

When President Marcos was ousted in 1986, a new Philippine Constitution was created. The new freedoms unbridled by the 1986 revolution once again gave journalists excessive power to report on events and issues. In this regard, the Philippine media become extremely powerful that they have the ability to derail or ruin political careers or institute policy reforms. Unfortunately, many media organizations are profit-oriented and competition to attract more advertisers becomes the ultimate priority (Coronel, 2008).

Since the creation of the 1987 Philippine constitution, KBP was no longer under the control of government and become more liberal in its policy-making process.

KBP is an assembly of media practitioners, which seeks to self-regulate and standardize the broadcasting industry. Likewise, it seeks to inspire and encourage development broadcasting. The general objectives of KBP are: 1. *to unify broadcast practitioners*; 2. *to formulate policies and standards*; and 3. *to represent broadcasters as their spokesman regarding matters concerning policies and legislation* (KBP official webpage).

The following are the thrusts of the Top Level Management Conference (TLMC) acts as the KBP's highest governing: 1. *Professionalize and elevate standards of broadcasting*; 2. *Enhance mass media for national development*; 3. *Effectively disseminate information to all sectors*; 4. *Consultations on matters concerning policies*; and 5. *Preserve Filipino culture and heritage* (KBP official webpage). KBP also handles complaints and enforces different rules and regulations such as, 1. *Fines, suspensions and expulsion of members*; 2. *Standard rules and regulations*; 3. *Complaints and violations*; 4. *Monitoring*; and 5. *Inspections and investigations* (KBP official webpage).

However, several members of the military have criticized the communication policies of then President Aquino because these allow the members of the press to expose anything they want including confidential matters that might put the national security in danger. Grigg cited the study of Clad in 1988 that this particular event would also discourage foreign investors to come in the Philippines. Girard also referred to the study of World Press in 1988 that due to these new communication policies, some corrupt members of the media practice under-the-table activities including supporting the communist rebels for the sake of media coverage (Grigg, 1991).

Philippine Media Regulation

McChesney (2008) was concerned about the essential public and social nature of media systems. Once media is deregulated to private organizations, it would be very difficult for the public to be engaged in the policy-making process; hence, public debates are more important than structured media policies created by few because these will observe liberal democracy as it allows public participation

in the policy-making process that will eventually address the needs of the people accordingly. Media deregulation can also be a threat to a free society (McChesney, 2008). McChesney reiterated the case of America where only powerful private individuals and some corrupt officials of concerned federal agencies and nobody else are allowed to participate in policy deliberations.

It is clear that several media organizations overstepped their limits. This led to the strengthening of the very role of the Kapisanan ng mga Broadkaster sa Pilipinas (Association of Broadcasters in the Philippines) or KBP as the only regulatory body that has the sole power to regulate over radio and news and commentary programs on radio and television. It is composed of the owners and/or operators of a majority of the radio and television stations in the country. It has its own set of rules and guidelines for news, public affairs and commentaries, political broadcasts, children's shows, religious programming, and including advertising to be followed by and observed by its members (KBP Website).

According to Coronel (2008), in spite of the existing broadcast code of the Philippines created by KBP, the media have used their freedoms in the present system of democracy to shape the practice of journalism such as the content of newspaper, radio and television programming, to name a few. The ownership of the media by a handful of elites brings to the fore the reality that they have the power to control the way of thinking of the average Filipino citizens. Most of the time, advertisers and other elite or unknown groups have the power to plot the content of news and information for their own personal and political interests and this practice is clearly unacceptable in the aforementioned code (Coronel, 2008). This system of liberal media becomes profit-oriented and is willing to compromise the news and information for the affluent individuals instead of giving the public more relevant and significant information beneficial for social development (Constantino, 2008).

Since there is no government institution that will regulate broadcast networks, many people think that most broadcast institutions abuse their authority to self-regulation. KBP is governed by media owners and operators; there is no guarantee

that the program standards created by the body will be strictly followed. Biases may be imposed (Coronel, 2008). However, since the Philippine Constitution restricts the government from controlling broadcast media and only KBP, as the only self-regulating body, can impose standards over broadcast organizations, it is very important that the implementation practices on program standards and the policy-making procedures of broadcast organizations are aligned to broadcast code of the Philippines created by KBP. It is the only way to eliminate, if not, alleviate biases and other cases of misrepresentation (Gimoto, 2018).

Effective Broadcast Strategies

Several broadcast organizations have no clear plans and participatory actions on how to comply with the existing broadcast code of the Philippines (Gimoto, 2018).

Gimoto's 2018 study entitled "*Effective Broadcast Strategies for Bombo Radyo-Iloilo to Meet the Existing Broadcast Code of the Philippines*" developed a framework for effective broadcast strategies such as: (1) reflect and promote local Identity, character and culture, (2) create diversity of voices and opinions, (3) encourage open dialogue and democratic process, (4) promote social change and development, (5) promote good governance and civil society, (6) involve the stakeholders in the formulation of program standards, (7) train and educate all broadcast practitioners to have direct knowledge on the existing broadcast code, (8) require all broadcast practitioners to secure accreditation from KBP, and (9) make an annual assessment of the programs with the involvement of other stakeholders to analyze whether the broadcast strategies are met. These broadcast strategies will help broadcast organizations in the Philippines to align their program standards and policy-making procedures to the existing broadcast code of the Philippines created by KBP.

Conceptual Framework

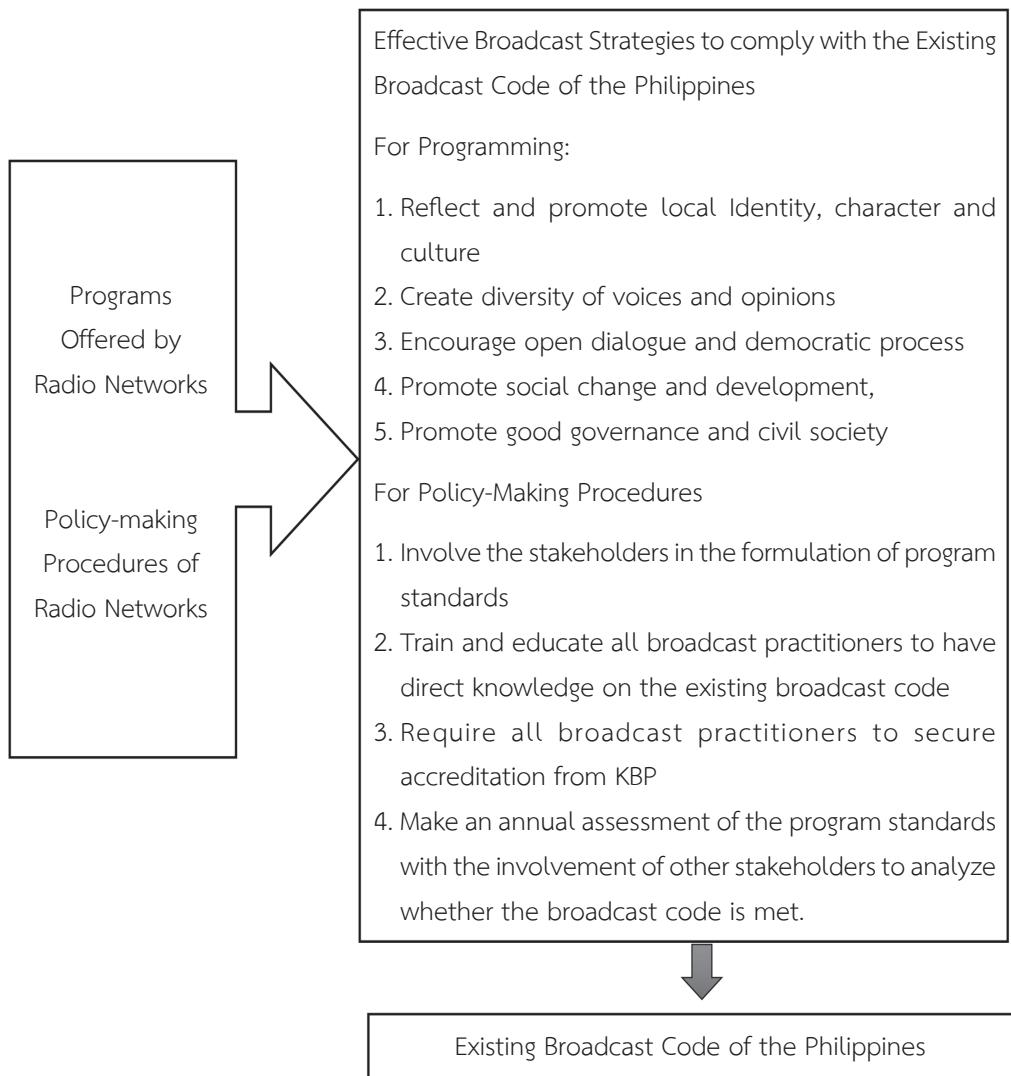


Figure 1: Schematic Diagram of the Conceptual Framework

The researchers want to find out whether the programs offered and the policy-making procedures of radio networks are aligned with the existing broadcast code of the Philippines created by KBP. The aforementioned strategies are adopted from the study of Gimoto (2018) entitled *“Effective Broadcast Strategies for Bombo Radyo-Iloilo to Meet the Existing Broadcast Code of the Philippines”* since no similar studies

were conducted. The formulated effective broadcast strategies are developed to help broadcast networks aligned their program standards with the existing broadcast code of the Philippines created by KBP. Hence, these strategies will serve as indicators to evaluate the alignment of the program standards and policy-making procedures of radio networks. The following are the guidelines for each broadcast strategy:

For Program Standards:

1. Reflect and Promote Local Identity, Character and Culture.

- 1.1 Focus principally on local content;
- 1.2 Integrate segments that are particular to community's identity and character;
- 1.3 The programming of the network should include the languages of any minority groups in the community;
- 1.4 The value of content or Localness should not be used as an excuse for sub-standard technical production; and
- 1.5 Strengthen the local culture of the people in the community.

2. Create a Diversity of Voices and Opinions.

- 2.1 Acknowledge that conflict is necessary for democracy and for democratic communities;
- 2.2 Air objectively all sides of a discussion without itself taking sides;
- 2.3 Through an understanding of why conflict exists, the radio station should help people in the community to understand themselves better and pave the way to resolve conflicts;
- 2.4 Allow other stakeholders to have an access on decision-making process; and
- 2.5 Allow other stakeholders to participate on decision-making process.

3. Encourage Open Dialogue and Democratic Process.

- 3.1 Provide forum for open dialogue to happen;
- 3.2 Aim to bring democratic decision-making closer to the people concerned;

- 3.3 Stakeholders' preferences should be taken into account in deciding what formats are most suitable;
- 3.4 Content should be mainly determined by the lifestyles and livelihood by the community and by the problem it faces; and
- 3.5 Relay the opinions of the stakeholders to policy makers, thus making it possible to design development initiatives that best meet the aspirations and needs of the people.

4. Promote Social Change and Development.

- 4.1 Provide perfect platform for people in marginalized communities to hear their individual perceptions about their situation;
- 4.2 Develop a collective perception of the local reality and of the options for improving it as required for change and development;
- 4.3 Initiate collective perception through internal discussions to analyze specific problems, identify possible solutions, and mobilize the appropriate people or groups for action;
- 4.4 Exert pressure from the majority through community radio programs to modify anti-social behavior by minorities in a community; and
- 4.5 The network through its programs should explain how a civic sense is needed if new-found freedoms are to result in harmony and social progress.

5. Promote Good Governance and Civil Society.

- 5.1 Broadcast live the discussions of local government meetings;
- 5.2 Play a community watchdog role that makes local authorities and politicians more conscious of their public responsibilities;
- 5.3 The marginalized and the oppressed normally have no way to complain when authorities take advantage of them, but the network should give them a voice to air their grievances and obtain their due rights;
- 5.4 Broadcast the discussions, or questions and answers between members of the community and local authorities on some issues; and

5.5 Encourage the participation of the people by providing a platform for debate.

For Policy-making

1. Involve the Stakeholders in the Formulation of Policy

- 1.1 Allow the stakeholders to participate in the policy-making processes to meet the demands of the community; and
- 1.2 Allow the stakeholders to decide in the creation of broadcast programs.

2. Train and Educate All Broadcast Practitioners to have Direct Knowledge on the Existing Broadcast Code

- 2.1 Provide necessary trainings and seminars for their practitioners to observe the protocols and other provisions of the existing code; and
- 2.2 Assign an independent body that will monitor the demeanor of the broadcast practitioners based on the guidelines of the existing broadcast code.

3. Require all Broadcast Practitioners to Secure Accreditation from KBP

- 3.1 Broadcast practitioners must undergo series of accreditation as basis of their compliance and commitment to the existing broadcast code of the Philippines.

4. Make an Annual Assessment of the Programs with the Involvement of other Stakeholders to Analyze whether the Broadcast Code is Met

- 4.1 Create a body that will assess the implementation practices of the program standards to cope with the existing broadcast code of the Philippines;
- 4.2 Allow the stakeholders to air their thoughts and views on the implementation practices of program standards as part of the assessment;

- 4.3 Create a committee with the involvement of the stakeholders that will re-examine the effectiveness of the program standards;
- 4.4 Make necessary adjustments on strategies that have weaknesses or loop holes; and
- 4.5 Improve all formulated strategies regularly based on future developments and demands.

Methodology

Research Method

This research used mixed method. Content analysis was applied to evaluate the program standards and policy-making procedures of radio networks. The effective broadcast strategies stipulated in the conceptual framework were used as indicators to guide the researchers for coding. According to Krippendoff (2014), content analysis can be both quantitative and qualitative method because all reading of texts is qualitative while counting of codes is quantitative. Other qualitative methods like in-depth interviews, observations and focus group discussion were utilized to have a profound understanding of the program standards and policy-making procedures of all subject radio stations.

Research Locale

The locale of the study are the regions in Luzon, Visayas and Mindanao with the most number of AM radio stations according to the National Telecommunications Commission (NTC) and these regions are as follows: Metro Manila and Bicol for Luzon, Iloilo and Cebu for Visayas and Davao and Cagayan De Oro for Mindanao.

Selection of Respondents

The researchers selected the respondents based on the following criteria: (1) active member of the Kapisanan ng mga Brodkaster ng Pilipinas (KBP); (2) the regions in Luzon, Visayas and Mindanao with the most number of AM radio stations according to the National Telecommunications Commission (NTC); and

(3) the top two leading radio networks per identified region according to Kantar Media, the commissioned survey firm of KBP.

Results and Discussion

The researchers group the programs of every subject radio station per theme, namely, news, analysis and commentaries and public service then, analyze whether the standards of these programs are aligned with the existing broadcast code of the Philippines created by KBP. On the other hand, the policy-making procedures of each network are also analyzed. More so, the researchers do not reveal the identity of the network as a matter of courtesy and confidentiality; hence, a number code was used for every radio station.

Furthermore, the programs for each theme of the subject radio stations must meet all the indicators for effective broadcast strategies to say that they are fully compliant of the existing broadcast code of the Philippines created by KBP same with their policy-making procedures. The total number of radio stations that the researchers have visited was thirteen. Four in Metro Manila and Bicol Region for Luzon, four in Central and Western Visayas and five in Davao Region and Northern Mindanao.

Summary of Findings

Program Standards

1. Reflect and Promote Local identity, Character and Culture

Majority of the programs of subject radio stations in Luzon, Visayas and Mindanao comply with the indicators that measure the first strategy which is to Reflect and promote Local Identity, Character and Culture. Specifically, they focus on local content, integrate segments that are particular to community's identity and character, include the languages and needs of any minority group, value the content or localness of the program and strengthen the local culture of people in the community. However, there are stations that do not consider much the languages of any minority group. According to the station managers of the concerned radio stations, it is difficult for them to consider the needs of the minority groups since

they have to balance the content and the demands of the majority which is one of the bases of most advertisers whether they will invest in the program or not. Moreover, there is one radio station that does not meet any of the above indicators. The focus of this station is to promote business and attract more advertisers. Its station manager noted that since many radio stations in the region that focus on local identity, character and culture, the network feels that they have to divert into a different strategy that will keep their station afloat. Therefore, the contents of their programs are dependent on their advertisers.

2. Create a Diversity of Voices and Opinions

The findings of the study show that majority the programs of subject radio stations in Luzon, Visayas and Mindanao meet most of the indicators that measure the second strategy which is to create a diversity of voices and opinions. Particularly, these networks acknowledge that conflict is necessary for democracy and for democratic communities; hence, they provide programs for democratic discussions, air objectively all sides of issues without taking sides and help people in the community to understand themselves better and pave the way to resolve conflicts, such as, by giving free legal assistance, life coaching, family planning, marriage and some others. However, majority also of the radio stations do not allow other stakeholders like the community leaders, Non-Governmental Organizations (NGOs), etc. to have an access and participate on their decision-making process. This process refers to the creation and implementation of program standards. The participation of the aforementioned stakeholders plays a very important role to meet the existing broadcast code of the Philippines created by KBP. In addition, one radio station admits that the above indicators are not fully observed since most of their programs are driven by profit. It also acknowledges that their programs are compromised by the needs and demands of the advertisers.

3. Encourage Open Dialogue and Democratic Process

The results of the evaluation reveal that majority of the programs of subject radio stations in Luzon, Visayas and Mindanao observe most of the indicators for

the third strategy which is to encourage open dialogue and democratic process. Specifically, these radio networks provide the forum for open dialogue to happen, determine the content based on the lifestyles and livelihood by the community and by the problem it faces and relay the opinions of the stakeholders to policy makers, thus making it possible to design development initiatives that best meet the aspirations and needs of the people. However, another findings show that majority of these subject radio stations do not bring democratic decision making closer to the people concerned and take into account the preferences of other stakeholders in deciding what formats are most suitable. Hence, people in the community have no chance to recommend what programs are beneficial for them which is not a good strategy to meet the existing broadcast code of the Philippines created by KBP. On the other hand, one radio station confesses that most of these indicators may not be applicable for them since their advertisers are somehow powerful in determining the formats of their programs. This kind of practice is absolutely not in accordance with the guidelines of KBP.

4. Promote Social Change and Development

Majority of the programs of subject radio stations in Luzon, Visayas and Mindanao obey the fourth strategy which is to promote social change and development. Mainly, these radio networks provide platforms for people in marginalized communities to hear their individual perceptions about their situations, develop a collective perception of the local reality and of the options for improving it as required for change and development, initiate collective perception through internal discussions to analyze specific problems, identify possible solutions, and mobilize the appropriate people or groups for action, exert pressure from the majority through community radio programs to modify anti-social behavior by minorities in a community and explains how a civic sense is needed if new-found freedoms are to result in harmony and social progress. However, it is alarming that one radio station does not follow any of the above indicators due to its nature of broadcast programs where advertisers have the power to manipulate the programs in their favor.

5. Promote Good Governance and Civil Society

The results divulge that majority of the programs of subject radio stations in Luzon, Visayas and Mindanao conform to the fifth strategy which is to promote good governance and civil society. Primarily, these radio networks broadcast live the important discussions of local government meetings like senate investigations, significant speeches of the President, promulgation of court decisions, etc., play a community watchdog role that makes local authorities and politicians more conscious of their public responsibilities, provides the marginalized and the oppressed the voice to complain authorities who take advantage of them, air their grievances and obtain their due rights, broadcast the discussions or questions and answers between members of the community and local authorities on some issues and encourage the participation of the people by providing a platform for debate. However, as discussed several times in previous strategies, there is one radio station that does not comply with any of the above indicators. The demands of the advertisers are more powerful than its community watchdog role.

Policy-Making Procedure

1. Involve the Stakeholders in the Formulation of Policy

Majority, if not, all of the subject radio stations in Luzon, Visayas and Mindanao are not compliant to any of the indicators of the first strategy which is to involve other stakeholders in the formulation of policy. Specifically, these radio networks do not allow other stakeholders like the community leaders, Non-Governmental Organizations (NGOs), youth, etc. to participate in their policy-making processes to meet the demands of the community, as well as to participate in the creation of broadcast programs. Gimoto's 2018 study entitled "*Effective Broadcast Strategies for Bombo Radyo-Iloilo to Meet the Existing Broadcast Code of the Philippines*" emphasized that the involvement of different stakeholders are very important to meet the existing broadcast code of the Philippines created by KBP. Only through this process where the radio networks may develop programs beneficial for the community.

2. Train and Educate All Broadcast practitioners to have Direct Knowledge on the Existing Broadcast Code

Majority of the subject radio stations in Luzon, Visayas and Mindanao meet one of the two main indicators of the second strategy which is to train and educate all broadcast practitioners to have direct knowledge on the existing broadcast code of the Philippines created by KBP. Particularly, these radio networks provide necessary trainings and seminars for their practitioners to observe the protocols and other provisions of the existing broadcast code, except for one radio station. The station manager admits that most of their programs are offered to block timers or for those who want to buy a time slot in their station. In this case, they cannot oblige the owner of the program to observe this guideline religiously. On the other hand, majority, if not, all of the radio stations concede that there is no independent body that will monitor the demeanor of their broadcast practitioners in accordance with the guidelines of the existing broadcast code due to lack of human resources. They only rely on public complaints or investigations being initiated by KBP.

3. Require All Broadcast Practitioners to Secure Accreditation from KBP

Majority of the subject radio stations in Luzon, Visayas and Mindanao follow the sole indicator of the second strategy which is to require all broadcast practitioners to secure accreditation from KBP. Mainly, these radio networks oblige their broadcast practitioners to undergo series of accreditation from KBP as basis of their compliance and commitment to the existing broadcast code of the Philippines. This also ensures that they maintain high level of professionalism. However, one station does not comply with this. As discussed previously, the station manager discloses that most of their programs are offered to block timers or for those who want to buy a time slot in their station. In this case, they cannot oblige the owner of the program to observe this guideline religiously, except to advise the owner of the program to require their broadcast practitioners to secure accreditation, but it is not mandatory which is in contrary to the guidelines issued by KBP that every broadcaster must secure an accreditation.

4. Make an Annual Assessment of the Program Standards with the Involvement of Other Stakeholders to Analyze whether the existing Broadcast Code is Met

Majority of the subject radio stations in Luzon, Visayas and Mindanao only implement two out of five indicators of the fourth strategy which is to make an annual assessment of the program standards with the involvement of other stakeholders to analyze whether the existing broadcast code is met. Mostly, these radio networks make necessary adjustments on strategies that have weaknesses or loop holes and improve all formulated strategies regularly. On the other hand, three of the five indicators for this strategy are not observed by majority, if not, all of the radio stations, such as, create a body that will assess the implementation practices on the programs to cope with the existing broadcast code of the Philippines, allow the stakeholders to air their thoughts and views on their implementation practices on program standards and create a committee with the involvement of other stakeholders that will re-examine the effectiveness of the program standards.

Conclusion

Based on the findings of the study, majority of the program standards of subject radio stations in Luzon, Visayas and Mindanao are aligned with the existing broadcast code of the Philippines created by KBP; however, although the above radio stations are compliant of the code, the researchers do not dismiss the fact that some important indicators for effective broadcast strategies are not fully met. Therefore, it can be concluded that the program standards of subject radio stations are partially aligned. This result somehow affirms the null hypothesis of the study that the implementation practices on program standards of Philippine broadcast networks are not aligned with the existing broadcast code of the Philippines created by KBP.

In order to fully comply with the existing broadcast code of the Philippines, the subject radio stations must focus on the following effective broadcast strategies:

1. To create a diversity of voices and opinions, the radio stations must allow other

stakeholders like the community leaders, Non-Governmental Organizations (NGOs), etc. to have an access and participate on their decision-making process; and 2. To encourage open dialogue and democratic process, the radio stations must bring democratic decision making closer to the people concerned and take into account the preferences of other stakeholders in deciding what formats are most suitable.

Moreover, the researchers find it very alarming that one radio station does not comply with almost all indicators for effective broadcast strategies to meet the existing broadcast code of the Philippines created by KBP. Prudence dictates that KBP must review the program standards of the radio stations in the Philippines.

On the other hand, almost all of the subject radio stations in Luzon, Visayas and Mindanao are not compliant of most of the indicators for effective policy making to meet the existing broadcast code of the Philippines created by KBP. This result upholds the null hypothesis of the study that the implementation practices on policy-making of Philippine broadcast networks are not aligned with the existing broadcast code of the Philippines created by KBP.

In order to fully comply with the existing broadcast code of the Philippines, the subject radio stations must focus on the following effective broadcast strategies: 1. Involve the stakeholders in the formulation of policy and the creation of broadcast programs; 2. Create an independent body that will monitor the demeanor of the broadcast practitioners based on the existing guidelines of KBP; 3. Organize a committee with the involvement of other stakeholders that will re-examine the program standards; and 4. Make an annual assessment of the programs with the involvement of other stakeholders to analyze whether the existing broadcast code is fully met.

Recommendation

Based on the above findings and conclusion, the following are the recommendations:

1. The management of each radio station must revisit its implementation practices on program standards and may adapt the findings of this study to meet the existing broadcast code of the Philippines created by KBP;
2. The standards authority of KBP must strengthen its police power by creating a more potent program standards committee dedicated solely to supervise the program standards and policy-making procedures of member radio stations; and
3. Future researchers may consider different research locale with a larger scope of radio stations. They may also identify the factors why many, if not, some of the radio stations are not compliant of the existing broadcast code.

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Logistics and Creative Community Based Tourism as a Tool for Sustainable Local Development: A Case Study of Plai Phong Phang Thai Style House Ecotourism Village, Samut Songkram Province

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Abstract

Community Based Tourism (CBT) is beneficial for tourism because it supports the local economic development through diversification of employment which is financially viable. It is also respects and encourages equitable participation of local community and ecologically sustainable and minimizes impact on the environment. Moreover, CBT conserves and promotes living cultural heritage and welfare which educates visitors about culture and nature.

The implement of logistics management into the tourism industry can help the tourism stakeholders to prepare the necessary inputs to serve the tourists. This will directly affect the satisfaction, trust, loyalty, and also a long-term success of the tourist attractions and all tourism stakeholders. Therefore, it is interesting to study how logistics management can integrate the creative community-based tourism as a tool for sustainable local development. The concerned parties involved in providing the services to the tourists, both the public and private sectors, can apply the recommendations obtained from the study to improve tourism logistics operations to increase the satisfaction of tourists

Keywords: Logistics Management, Community Based Tourism, Creative Tourism, Sustainable Development

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โลจิสติกส์และการท่องเที่ยวโดยชุมชนเชิงสร้างสรรค์ ในการเป็นเครื่องมือการพัฒนาท้องถิ่นอย่างยั่งยืน: กรณีศึกษาหมู่บ้านท่องเที่ยวเชิงอนุรักษ์บ้านทรงไทย ปลายโพงพาง จังหวัดสมุทรสงคราม

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บทคัดย่อ

การจัดการการท่องเที่ยวโดยชุมชนก่อให้เกิดประโยชน์ต่อการท่องเที่ยวเป็นอย่างมาก ไม่ว่าจะเป็นการสนับสนุนการพัฒนาเศรษฐกิจในท้องถิ่นผ่านการจ้างงานที่มีความหลากหลาย จนทำให้ชุมชนมีความมั่นคงทางการเงินอันจะนำไปสู่ความเท่าเทียมกันในชุมชนที่จะช่วยลดการทำลายทรัพยากรของชุมชน นอกจากร้านนี้ ยังเป็นการช่วยอนุรักษ์และส่งเสริมมรดกทางวัฒนธรรมผ่านการให้ความรู้กับนักท่องเที่ยวในเรื่องของวัฒนธรรมและสิ่งแวดล้อม โดยมุ่งหวังให้เกิดความสงบสุขและความปลอดภัยในชุมชนทั้งแก่เจ้าบ้านและนักท่องเที่ยว

การนำการจัดการโลจิสติกส์มาใช้ในอุตสาหกรรมการท่องเที่ยวสามารถช่วยให้ผู้มีส่วนได้ส่วนเสียในการท่องเที่ยวสามารถเตรียมข้อมูลที่จำเป็นเพื่อให้บริการนักท่องเที่ยว ซึ่งจะส่งผลโดยตรงต่อความพึงพอใจ ความไว้วางใจ ความภักดี และความสำเร็จในระยะยาวของสถานที่ท่องเที่ยวและผู้มีส่วนได้ส่วนเสียในการท่องเที่ยวทั้งหมด ดังนั้น จึงเป็นเรื่องที่น่าสนใจที่จะศึกษาว่าการจัดการโลจิสติกส์สามารถบูรณาการการท่องเที่ยวโดยชุมชนเชิงสร้างสรรค์เพื่อเป็นเครื่องมือในการพัฒนาท้องถิ่นอย่างยั่งยืนได้อย่างไร ผู้ที่เกี่ยวข้องในการให้บริการแก่นักท่องเที่ยวทั้งภาครัฐและเอกชนสามารถนำข้อเสนอแนะที่ได้จากการศึกษาไปปรับปรุงการดำเนินงานด้านโลจิสติกส์การท่องเที่ยวเพื่อเพิ่มความพึงพอใจของนักท่องเที่ยว

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Introduction

From the situation and trends in tourism as predicted in the National Tourism Development Plan 2017-2021 by the Ministry of Tourism and Sports that the behavior of tourists has changed from the beginning, with tourists tending to pay attention in special interest tourism because some groups of tourists think that traveling to see the atmosphere of the country or to see the nature can not meet the increasing demand of tourists (Ministry of Tourism and Sport, 2017). Therefore, new forms of tourism have been developed to meet the needs of tourists in many types such as ecotourism, agricultural tourism, adventure tourism, health tourism, cultural and historical tourism, community-based tourism (Mtapuri & Giampiccoli, 2019).

In addition, the National Tourism Development Plan 2017-2021, in Strategy 5, also emphasizes the integration of tourism management and the promotion of international cooperation. There are guidelines for promoting the supervision, development and management of tourism efficiently by enhancing the integration between policy-level with the National Tourism Policy Committee and the Ministry of Tourism and Sports. They are the main parties in policy formulation, coordination, supervision, monitoring and evaluation of performance promoting the decentralization to regional and local agencies (Ministry of Tourism and Sport, 2017). Moreover, they help to drive the plan and operations that are in line with the national tourism development guidelines in developing the process of collaboration between the private and public sectors to promote the exchange of information with the needs of parties at all levels pushing for achievements in community-based tourism by providing a risk management plan and a crisis management plan for all dimensions in tourism industry.

Creative tourism is considered a new form of tourism that has started to become more popular because the old style of tourism is focused only on recreation (Duxbury, Silva, & Castro, 2019). Although in recent times special interest tourism has come into an important role, but still lacking in development because the development of creative tourism poses a challenge for both tourists and attractions to make the attractions creative in order to develop intangible cultural resources into creative

experiences for tourists, and it creates a process of coexistence between tourists who are guests of the area and the host as well.

From the analysis of Thai tourism potential, it was found that Thailand has the unique environmental and cultural attractions, and new service innovations such as Thai boxing, spa, health services, and also a traditional wisdom that can be used to build on tourism products to be outstanding and interesting (Tseng et al., 2019). Therefore, it is an opportunity to create a unique identity and brand in tourism, culture and nature of Thailand to be known and accepted internationally. The most important thing to consider is a problem of deterioration of tourist attractions caused by the expansion of tourism by focusing on the quantity while the community was unable to prepare for the expansion, a lack of preparation to support the capacity of tourists and to maintain sustainable tourism areas in the community (Wange et al., 2020).

At present, the competition in the tourism industry is intensifying. Private sector entrepreneurs and related government agencies need to increase their competitiveness (Jessop, 2018). The logistics management is a guideline for managing, storing and transporting inputs and products to enable the organization providing service and satisfaction to the customers in the most cost-effective way (Büyüközkan & Göçer, 2018).

According to Office of the National Economic and Social Development Council (2020), logistics costs in Thailand totaled 2,258.4 billion baht or accounted for 13.4 percent of GDP in 2019. Most of the logistics costs of Thailand are transportation costs, worth 1,122.8 billion baht, followed by the cost of keeping inventory worth 967.5 billion baht and logistics management costs worth 168.1 billion baht. The value of logistics costs expanded at a slower pace. It is in the same direction as the overall slowdown of the domestic economy which was affected by global economic volatility from the trade war between United States and People's Republic of China. Therefore, the tourism industry should adopt a logistics management approach to control costs, reduce operating time and should be satisfied. In tourism industry, apart from the movement of input such as raw materials, products, information, etc., the tourism industry also has the movement of tourists.

Creative Tourism

Creative tourism is a new form of tourism management that combines cultural tourism with the creative potential of tourists and communities (Richards, 2018). This concept is new, but it has been recognized by the United Nations Educational, Scientific and Cultural Organization (UNESCO) as another form of tourism that should be supported and is currently being promoted and developed in many tourist cities by adopting a creative tourism model used as a mechanism to induce tourists to visit (Ferreira, Sousa, & Gonçalves, 2019).

Bakas, Duxbury, and de Castro (2019) summarized that creative tourism is a process of extending the existing resources, adding value, finding differences by using creative thinking. Extending the existing resources is a topping off from the existing capital base that has both social and cultural capital. Adding value is to add value to tourism resources based on Thai identity. Finding the difference is to create and develop innovative tourism products using creativity to enhance the competitiveness of the tourism industry of Thailand. This is the way that a creative tourism leads to a creative economy which the government has initiated a policy since August 2009 by focusing on building a strong business sector in the creative economy, innovation and emphasizing the diversity of cultural heritage as strength point (Ghazi & Goede, 2017).

Applying the creative economy concept to the tourism and service sectors for the purpose of adding value and value (Fahmi, McCann, & Koster, 2017), creative tourism should not be based on modern technology or large labor force, but creative tourism should be a combination of four factors, namely capital and creativity, and combine with cultural assets and personal skills (Dias, González-Rodríguez, & Patuleia, 2020). All four factors contribute to creating value and value for tourism products and services (Jere-Jakulin, 2017). Steps and processes that drive the creative tourism concept are:

- Explore society and identity to cover natural/cultural assets, identity, wisdom, value
- Search for uniqueness, differences, and special characteristics

- Add creativity or value creation
- Redefine for marketing
- Think out of the box

Goh (2017) explained an important characteristic of community-based tourism that it is based on the idea that all villagers are resource owners and stakeholders from tourism. They bring tourism resources that are available in the local area, both in nature history traditional culture including the way of life and production methods of the community to be used as a factor or important cost in tourism management appropriately for the benefit of the locality in terms of economy, society and culture, including the sustainable use of resources to the generations. At the same time, the potential of personnel in the community has been developed to be knowledgeable and competent in tourism management and is a participant in the operation since planning the implementation, decision making activities, assessing the project, and receiving benefits taking into account the carrying capacity of the nature as a priority (Matilainen et al., 2018).

Participation

According to Lara, Crispín, and Téllez (2018), people's participation refers to how people create processes and structures that rural people are able to express their needs, prioritize, participate in development and receive a benefit in development by focusing on empowering rural people. Lee and Jan (2019) summarized that the participation of local communities in tourism management can have many levels depending on the internal and external factors of the community.

Internal factors:-

- Readiness in tourism management skills such as natural interpretation services, tour guides, accommodation and food management for tourists, etc.
- Readiness of the natural resources needed to manage tourism, including capital, time, labor, and community tourism resources.
- Need of community to participate in managing or serving the tourists.

- Strength of community and community leader who is respected and obeyed by community members and can get community members together to manage community tourism.

The leader should be able to unite the community and sacrifice to work for the community in establishing a tourism organization, provide sustainable tourism resources, and the community's ability to learn and manage problems that may arise from tourism (Edgell, 2019).

External factors:-

- Policies of the government and related agencies in providing opportunities for local people to participate in tourism management.
- Cooperation from government and private sectors.
- Community participation in tourism is essential and necessary for sustainable tourism development for local income distribution.

The quality of life of the community leads to the protection and maintenance of sustainable tourism resources to meet the needs of the community as well as create a valuable travel experience to impress the tourists (Crespi-Vallbona & Smith, 2020).

The community's participation in tourism resource management is an opportunity for the community to participate in the management of their own resources (Musavengane, 2019). The community must participate fully and continuously from the start to bring benefits to the local. These benefits include the distribution of income and the return of tourism resources maintenance. In getting the community involved from the start, understanding is required with the community so that the participation of the community in the management of tourism resources can be developed appropriately, correctly and with clear directions (Ezeuduji, 2017). This will lead to effective and efficient management of community tourism resources.

Logistics Management and Tourism

A practical logistics management will ease the tourists to visit the tourist attractions in different regions comfortably (Della Corte et al., 2017), and to support the number of tourists both Thais and foreigners who come to visit to be impressed with good management and come back to travel again (Hudson & Hudson, 2017). It will make money from tourism, increase the proportion of tourism revenue to gross domestic product (GDP) at the national level (Khan et al., 2019).

From the previous studies of tourism research in order to use the results to develop the tourism industry to be sustainable and can generate income for the country, provinces and localities, it must have something to attracts the tourists traveling and create satisfaction while traveling until they are back to have still a need to revisit (Widjaja et al., 2020). Those attractions usually include tourist attractions in various forms, activities that encourage travelling, such as festivals, food, a friendliness of the local people, excellent service, readiness of the accommodation, safety and security, etc, which are known and been updated all the time. From past studies, it was found that the problem of tourism in Thailand is not about tourist attractions, but in the management of the tourism supply chain which is a management in various service processes that must be continually as a chain to be effective in terms of time, cost and maximum satisfaction (Palang & Tippayawong, 2019).

The results of the study clearly indicate that tourism management needs to be done in a holistic manner. There is integration of enterprise cluster, where the value chain management is logistics management (Ikram et al., 2018). Tourism logistics management which is different from the logistics of other industries in Thailand still lack of research studies, especially if there are studies in the case of different areas. The results should be useful in the development of the tourism industry. Logistics management means a process of moving goods or services in both the manufacturing sector and the service sector (Schönsleben, 2018). It is also a management the flow of goods, services or raw materials from the point of origin to the point of use of that product or raw material (Topolšek, Čižiūnienė, & Ojsteršek, 2018). While tourism refers to an activity of travelling for leisure, fun, excitement

or knowledge (Villamediana-Pedrosa, Vila-Lopez, & Küster-Boluda, 2020). Therefore, logistics management in tourism is the integration of logistics management concepts with tourism management concepts (Khan et al., 2019). To consider the model of logistics management in tourism is imperative to understand the tourism supply chain (Babu, Kaur, & Rajendran, 2018). This is because the logistics management concept is to manage the flow within the supply chain which consists of the management in the flow of physical, financial, information for maximum efficiency and effectiveness (Chatchawanchanchanakij, 2021).

Satisfaction is a comparison between hopes with experiences that are possible in terms of performance (Antaramian, 2017). When such experiences are negatively different from expectations, it will cause more dissatisfaction. In terms of tourism, satisfaction is often understood to refer to the various expectations of a person has before the journey takes place (pre-travel expectations), and the experience gained after the trip (Tinakhat, 2020). If the tourists are satisfied, they may revisit that attraction or recommend the attraction to other tourists, or speak in positive words. On the other hand, if tourists are not satisfied, they may not return to that attraction and may not recommend other tourists to visit.

Meanwhile, Chatchawanchanchanakij (2021) summarized the conceptual framework used to consider the causal relationship between logistics management and loyalty of tourist attraction is an assessment of the tourist satisfaction obtained from the logistics management of a tourist attraction related to three operations: physical flows, financial flows, and information flows. The value that tourists receive from 3 aspects of logistics will affect their satisfaction and loyalty differently.

Plai Phong Phang Thai Style House Ecotourism Village, Samut Songkram Province

Plai Phong Phang Thai style house ecotourism village is in Cok Kate Village, Moo 7, Plai Phong Phang Sub-district, Amphawa District, Samut Songkran Province. It arises from the motivation and change of people within the community itself. The initiator of the Plai Phong Phang Ecotourism Village Project is a community

leader who has a position as a village headman named Mr. Thawat Boonthat. The idea of creating an ecotourism village project was from a environment training course in 1996.

After returning, he initiated with the villagers to campaign to preserve the community environment by suggesting the construction of grease traps in the houses before draining the water. He organized a project for a Thai style house and a model family contest. The criteria are the cleanliness of the house and surrounding areas, environmental care, relationships and behaviors of family members. These activities led to the idea of creating an ecotourism village project in 1998 with the objectives to (1) provide villagers with income from tourist services, (2) provide villagers with the opportunity to exchange ideas, knowledge, and build friendships with visitors and to exchange cultural knowledge with each other, (3) promote the conservation of natural resources, culture and community environment, and (4) enable villagers to sell agricultural products to visitors.

Mr.Thawat and the project committee have campaigned to prepare for an ecotourism village by organizing a meeting of villagers in every village in the sub-district to create an understanding of the operation of the eco-tourism village project and organizing a Thai-style house contest, general cleaning campaign, garbage disposal and not throwing garbage into the rivers and canals.

The 14 Thai style houses that voluntarily participated in the pilot project for were initially trained by the speakers from government agencies and private tour operatorsm such as staff from the District Development Office, Office of Non-School Education, and tour operators. The training is about the preparation of home stay accommodation for the owners of ancient Thai houses which must be over 100 years old such as cleaning in the house, electric light, toilets and shower rooms, hygienic cooking, cleanliness of bedding, and behaving as a good host to impress tourists.

Logistics Management and Creative Community-based Tourism at Plai Phong Phang Thai Style House Ecotourism Village, Samut Songkram Province

Tourism in the hospitality industry plays an important role in the economic development of the country. Tourism services consist of many components, which include not only accommodation, transportation and tourism, but also bars, restaurants, handicrafts, food production, waste disposal and infrastructure supporting destination tourism. These service components are provided by companies, organizations and agents comprising the tourism service supply chain to meet the needs of tourists for leisure (Giri, 2017), while tour operators will provide immediate responses such as needs analysis of the customers and then distribute some of the services to the relevant suppliers, such as transport services, catering services, and hotel service as shown in the relationship between tourism, hospitality, and travel industries (Veiga et al., 2017).

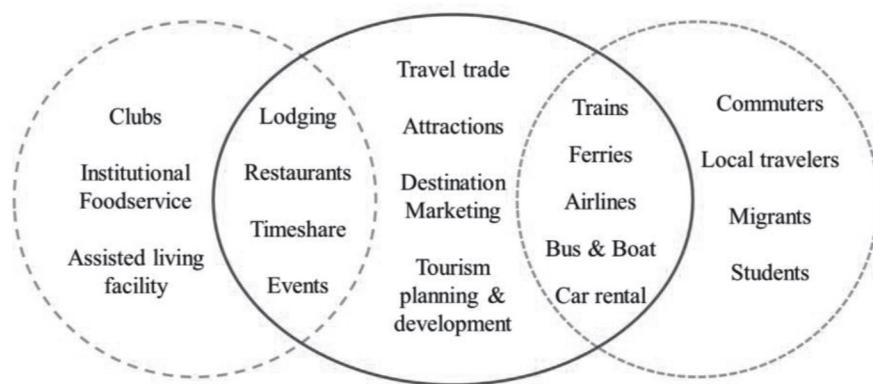


Figure 1: The relationship between tourism, hospitality, and travel industries

Source: Pizam & Shani (2009)

However, the research team realized that tourism-related services of Plai Phong Phang Thai Style House Ecotourism Village, Samut Songkram Province are still small and sparsely established. As a result, the occupation related to tourism such as transportation services, information services of Samut Songkram Province, souvenir shops, restaurants and OTOP products are still unable to create a unique identity, a reputation for products and Samut Songkram Province's tourist attractions. In addition, there are no logistics mechanism has been applied in tourism development despite logistics is an important strategy that will be used to increase the competitiveness of trade, especially in the tourism business that emphasizes on the most efficient and effective services taking into account the needs and satisfaction of tourists.

In the world of globalization, the concept of tourism logistics plays an important role for communities that depend on tourism as their main source of income. Puchongkawarin & Ransikarbum (2020) said that tourism logistics is similar to transportation for tourism, but covers a broader as tourism logistics covers three areas: Transport of tourists and objects (Physical Flow), giving and receiving information (Information Flow) and receiving money (Financial Flow). Besides, Feng et al. (2021) added that tourism logistics management is different from cargo logistics management that organizing the transport of people from one point to another which is a more delicate task than the delivery of goods because each tourist group has the goal of different travel, for example leisure tourism has different needs from recreational tourism and ecotourism. Therefore, logistics management for tourism will focus on the importance of timeliness and convenience, and safety that meet the needs of the market or group of tourists especially the matter of punctuality and timeliness which is the needs of all types of tourists (Lim & Tkaczynski (2017).

For Thailand at present, logistics is still new to tourism management. Sangchumnong & Kozak (2018) claim that Thailand still focuses on selling products rather than managing the support system which in fact is the most important component of tourism. Other elements such as the business management in tourism industry and government management are also very important components.

Results of the study at Ebrahim & Ganguli (2019) shows that while the attractiveness of Thailand's private tourism and development is second only to Singapore in the region. Thailand's state support System management is second to both Singapore and Malaysia. This study also found that countries in Mekong region have major obstacle in tourism development because the government will focus on promoting marketing, but neglecting to focus on the support system.

The researchers took into account the importance of holistic tourism logistics or tourism service systems that focus on managing the flow of tourists, information travel and money at the same time. In addition, tourism logistics is also a response to logistics management trends that help reduce global warming that the world is paying attention to (Fang et al., 2018). For example, a comprehensive tourist service center that promotes and educate tourists on environmental conservation including taking part participate in solving global environmental problems such as the management of public parking and public service cars, which will help reduce air pollution problems, etc.

From the process that drives the idea of creative tourism, it is considered as part of an important tool that will help to build sustainability for local communities to have tourism potential. This is because tourism will provide opportunities for tourists and homeowners to exchange knowledge and develop mutual creativity.

Thailand Community-Based Tourism Institute (CBT-i) has studied villages that have been developed and succeeded as best practice in CBT to develop and manage sustainable tourism in five areas (Tourism Economic Review, 2017):

CBT and Community-Based Natural Resource Management: The community leads to the development of an ecotourism management model that focuses on conservation.

CBT and Local Cultural Revitalization: It is used as an attraction for tourists who are interested in exchanging, learning about local lifestyles and cultures and used as a tool to revitalize community culture to stimulate the community to be proud and make the next generation see the value of their own community.

CBT and Human Development: They emphasise on developing skills and add new knowledge to villagers in the community. There is a process for internal knowledge management with a group or community organization. There is a forum for villagers to have the opportunity to express their opinions, learn to listen to each other's opinions, and work together in a group system with leaders such as the village headman or the sub-district administrative organization who can transfer the work to the villagers as well.

CBT and Community Economy and Quality of Life: There is an attraction that is a simple way of life and livelihood through a community participatory research process to develop as a guideline for community economic development based on sufficiency economy principles providing community-based tourism as an additional source of income and allocating income to the village fund.

CBT with Marketing Alliance: There is a collaborative process between the travel agency and the community. It is like a business partner who can be a co-worker, help to solve problems, agree on terms and conditions that have a level of interest that is acceptable to the community. Benefits are allocated to satisfy both parties.

The implementation of logistics management with creative community-based tourism is the coordination of creating comfortable in various activities related to logistics that do not necessarily cover all logistics activities but is an activity related to tourism (Charoensit & Emphandhu, 2018). It starts with welcoming the tourists from the reception area, having the suitable luggage storage which has enough space to store the tourists' belongings, escorting the tourists with safe and convenient to move depending on the needs of tour groups or solo tourists.

From the study of Plai Phong Phang Thai style house ecotourism village, Samut Songkram Province, these were compared using CBT Best Practice from the Institute of Community-Based Tourism (CBT-i) and logistics management as a tool for community-based tourism management to develop and manage sustainable tourism. This allows the tourists to learn a more completed overview of how logistics can be applied to creative community-based tourism:

Table 1: Best practice in CBT

Best Practice in CBT	Information
CBT Best Practice	- Plai Phong Phang Thai style house ecotourism village, Samut Songkram Province
CBT and Community-Based Natural Resource Management	- Maintaining cleanliness and eliminating garbage until a canal is clear - Realizing value of trees and aquatic life
CBT and Local Cultural Revitalization	- Boat trip to see the way of life on both sides of the canal and watch fireflies
CBT and Human Development	- Developing skills and adding new knowledge to villagers in managing homestay to be a good host
CBT and Community Economy and Quality of Life	- Boat trips in Phong Phang canal to watch the collection and simmering of sugar - Paddling training - Visiting nearby attractions at King Rama II Memorial Park
CBT with Marketing Alliance	- Creating a package tour with a travel agencies to sell to tourists for 2 days 1 night package at a price of 950 baht per person

Solutions in Supply Chain

1. Managing seasonal ingredients problems. Plai Phong Phang Thai Style House Ecotourism Village has seasonal produce, but does not have products all year round. Sometimes there is a shortage of raw materials. Therefore, it is proposed to procure other fruits that can replace the existing fruit, which may be effective in the long term and may be processed fruit to extend the life of the raw materials available for sale out of season.

2. Lack of knowledge in inventory management. Training and rehabilitation training should be conducted at least every two years or more frequently if needed depending on the importance of the process. In the subject matter about equipment and inventory management, inventory department must have knowledge and

understanding about the suitability of inventory storage, equipment disbursement principle to prevent deterioration or damage of the device including improving the behavior of storing equipment more efficient, for example, staff must pay attention to stocking before leaving, etc., to prevent problems with old, expired inventory.

3. Staff lack of knowledge and expertise. There should be training for staff to increase their knowledge, ability in various fields, such as developing knowledge and ability to work in real life, analytical thinking and planning processes, creative thinking, communication within the organization, mental and emotional development. The training should be held every 1 year or 2 years.

4. Distance from the source of raw materials. As the village is far from the source of raw materials, it is necessary to purchase large quantities of raw materials in order to reduce the waste in purchasing raw materials each time. Therefore, it is necessary to have knowledge in inventory management as mentioned in item 2 above.

5. Transportation costs. Due to the long distance, the transportation cost is quite high. Therefore, they have to order a lot of products and raw materials at a time in order to reduce the cost of transporting each cycle, and may be traded at the cost of keeping. If the staff have knowledge of storage inventory, this may help reduce storage problems.

Solutions in Logistics

1. The courteous and smiling service of the villagers is the strength and can be applied to make villages well-known for providing courteous service to the visitors. In the part of the booking channel, there may be some accommodation in the village which have not enough booking channels.

2. From the channel of room booking that room, the booking page should be opened with access at cover more than before because the current booking but the high price of the room makes it impossible for tourists to visit, therefore, there are still affordable rooms that tourists can access, but there is no accessible booking system. It is advisable to create a page, for example, with an attractive title

so that small groups of accommodations can post their rooms and easy access to media.

3. There are a variety of payment channels, but there may be some merchants that have not yet entered the payment channels such as PromptPay, credit cards, etc. This may cause the distribution of funds not to be spread across all stores. There should allow merchants to add more payment channels to support customers who do not have cash. The main issue is that there are few ATMs in the village and the tourists cannot withdraw cash. Therefore, merchants may need to add a variety of payment channels, such as transfers through applications, etc.

Conclusion

Plai Phong Phang Thai style house ecotourism village project in Samut Songkram Province was formed through the participation of the local people as a genuine participation according to a concept of Martiskainen (2017), who stated that the local people working with developers for the benefit of the community. It is the process of making people's decisions and carrying out various activities with the local people themselves. It creates the power, authority and control of joint activities among all stakeholders in the village.

Project planning style is bottom up planning, which is considered the most desirable form of participation Goulding, C., Kelemen, M., & Kiyomiya, T. (2018). In addition, the operation will involve the participation of local people in sustainable development. This is because it gives the local people the opportunity to make decisions on various activities affecting the local people themselves, including creating a share for project members who can create awareness of ownership to all people and the income is distributed evenly according to the rules of the agreement (Khartishvili et al., 2020). It is also a development that is an idea from the community leader. These performance characteristics are also consistent with Hakim, Siswanto, and Makagoshi (2017) recommendations on enhancing the participation of local people in the implementation of ecotourism activities.

In conclusion, the creative community-based tourism, which is recently a new trend in tourism in Thailand, has created opportunities for people from different cultures. There has been an exchange of knowledge, whether it is experience and intercultural. Therefore, the creative community-based tourism is a tourism that creates a bond between the guest and the host through the experience of cultural activities of the community together. From this process, it helps to develop the potential of creativity between each other, and also leads to a deeper understanding of the tourism area which is considered as an opportunity to understand its authenticity of the real tourist area.

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Baan Dusit Thani – A New Normal in A New Home

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Abstract

Baan Dusit Thani is located in Saladaeng area, in which is still the same area as the original Dusit Thani hotel's location. It is a large ancient 100-year-old house called "Baan Sala Daeng" back to the pre-World War II. The owner of the house has preserved every corner of the traditional house carefully. Dusit Thani Group have considered bringing the popular restaurant of Dusit Thani Hotel to Baan Dusit Thani project, so that customers can still return and experience to use the same restaurant service. Restaurants that customers can use in Baan Dusit Thani are Benjarong Restaurant, Dusit Gourmet, Thien Duong Restaurant and also Dancing Hall, Pool Bar. Dusit Thani Group hope that Baan Dusit Thani will be a place to connect their existed customers to their new project that is being built.

Due to the impact of COVID-19, the newly opened Baan Dusit Thani has faced a lot of administrative problems. With the vision and hard work of the team, Baan Dusit Thani's business has survived with the least impact. In addition, it is able to retain Dusit Thani staff employed. It is; therefore, very interesting to see how Baan Dusit Thani can adapt their business as a model to other businesses to survive with the least hurt.

Keywords: New Normal, COVID-19, Dusit Thani, Standalone Restaurant

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บ้านดุสิตธานี – ความปกติใหม่ในบ้านหลังใหม่

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รับวันที่ 23 ตุลาคม 2563 ลงแก้ไขวันที่ 15 ตุลาคม 2563 ตอบรับตีพิมพ์วันที่ 20 พฤศจิกายน 2563

บทคัดย่อ

บ้านดุสิตธานี ตั้งอยู่บริเวณศala แดง ชั้นยังคงเป็นพื้นที่ใจกลางเมืองแอบเดียวกับโรงแรมดุสิตธานีเดิม โดยได้เช่าบ้านเก่าทรงเป็นหลังใหญ่ที่มีอายุถึง 100 ปี ที่มีชื่อว่า “บ้านศala แดง” เป็นสถาปัตยกรรมของตระกูลเก่าแก่ที่มีมาตั้งแต่ยุคก่อนทรงรามโลกรัชที่ 2 และเจ้าของบ้านยังคงอนุรักษ์รักษาทุกมุมของบ้านแบบดั้งเดิมเอาไว้อย่างประณีต ซึ่งกลุ่มดุสิตธานีได้พิจารณานำห้องอาหารที่เป็นที่นิยมของโรงแรมดุสิตธานีมาไว้ในโครงการบ้านดุสิตธานี เพื่อให้ลูกค้าที่สามารถลับมาสัมผัสและใช้บริการห้องอาหารได้ เช่นเดิม โดยห้องอาหารที่ลูกค้าสามารถมาใช้บริการในบ้านดุสิตธานีได้นั้นคือ ห้องอาหารเบญจรงค์ ห้องอาหารเรียนดอง Dusit Gourmet และยังมี Dancing Hall, Pool Bar โดยกลุ่มดุสิตธานีมีความคาดหวังว่าบ้านดุสิตธานีจะเป็นสถานที่ที่จะเชื่อมความรู้สึกของลูกค้าจากโลกเก่าไปยังโลกใหม่ คือ โรงแรมดุสิตธานีที่กำลังสร้างขึ้นนี้

ด้วยผลกระทบจากโควิด COVID-19 ทำให้บ้านดุสิตธานีที่เพิ่งเปิดให้บริการได้ไม่นานต้องประสบกับปัญหาในการบริหารงานเป็นอย่างหนัก แต่ด้วยวิสัยทัศน์และการทำงานอย่างหนักของทีมงานทำให้ธุรกิจบ้านดุสิตธานีอยู่รอดมาได้แบบกระะเทือนน้อยที่สุด อีกทั้งยังสามารถรักษาพนักงานดุสิตธานีให้ยังมีงานทำและมีรายได้ ไม่ถูกเลิกจ้าง จึงนับว่าเป็นสิ่งที่น่าสนใจเป็นอย่างมากว่าธุรกิจนี้ มีการปรับตัวอย่างไรที่ธุรกิจอื่น ๆ จะสามารถนำมาปรับใช้เพื่อให้ธุรกิจตัวเองอยู่รอดไปได้แบบเจ็บตัวน้อยที่สุด

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Introduction

Thailand is a country that has many potential businesses especially tourism which generates a great income to the country (Liu & Parkpian, 2018) because it is considered as one of the most popular destinations for tourists from all over the world (Bansiddhi et al., 2019; Chavarria & Phakdee-auksorn, 2017; Nitivattananon & Srinonil, 2019). Dusit Thani Group (DTG) led by Than-Phuying (Lady) Chanut Piyaoui, a leading pioneer of Thailand's hospitality industry and founder of Dusit International, saw the potential of this business, she began the establishment of Dusit Thani brand during the 1970s and there were improvements and development continuously of the operations to meet the needs of different groups of customer.

Business visions of DTG are being proud of Thainess, delivering a service from heart within, creating a worldwide impression, and another goal of operating a business is creating experiences that go beyond expectations all the time. The main business of DTG is a hotel that meets the needs of all levels of customers from upscale to midscale prices under the brands namely: Dusit Thani, Dusit Devarana, DusitD2 and Dusit Princess. It can be seen that in an age where the advancement of technology has made the impetus for change in order to correspond to customer behavior and needs that change over time, business groups under Dusit Thani are not complacent. They constantly change and adapt themselves whether to develop or expand the service scope to cover all targeted markets to create more diversified experiences in choosing the service from customers. This is an inspiration to drive the further sustainable steps of DTG.

DTG have a great experience and expertise in the hotel business for more than 70 years. With the founder of Than-Phuying Chanut Piyaoui, who established and built the Princess Hotel on Charoen Krung Road in 1948 and became the very first hotel in Bangkok provided swimming pool, air-conditioner, and modern facilities (Srisakun, 2018). She also put her effort to push hotel business in Thailand to be successful as international standard along with trying to put the details of the décor to blend in with the charming and unique Thai culture. Thus, it reflects her vision very well. Until the year 1970, she has opened Dusit Thani Hotel Bangkok, which is

the beginning of the Thai hospitality legend (Bancoro, 2020). It was the tallest building in the country and met world class hotel standards. It has; therefore, become the model of a 5-star hotel in Bangkok and was a symbol of luxury. It is a point that creates attractiveness from tourists and the official identity called, “Thai-style service that impresses people all over the world.”

DTG do not only focus on hotel business, but they also look into the business in other areas that will be able to respond to the needs of different customer groups (Ragmai, et al., 2019). They are; hence, initiated businesses that cover 5 services:

- 1) Hotel business: DTG have taken the hotel business as its core business and have a vision “to meet the needs of all types of travelers”. They try to respond the satisfaction of all guest levers resulting in many properties under DTG such as Dusit Thani, Dusit Devarana, Dusit D2, and Dusit Princess. And in today’s age where advances in technology are driving consumers’ behavior and needs, DTG have recently launched a new brand hotel that is different from the previous brand named “ASAI”, a lifestyle hotel with high quality but cheap targeting the Millennials.
- 2) Educational business: It has started with the vision, “*We produce quality personnel for the Dusit Group and the industry as a whole.*” This evidences from the problem of labor shortage with knowledge, skill and understanding in the service business. As a result, DTG want to produce quality tourism and hospitality personnel into the industry. Therefore, Dusit Thani College was established to teach tourism and hotel subjects. Its vision is to be the world’s largest institution offering academic tourism and hospitality programs which are able to meet the needs of today’s international tourism industry.
- 3) Real estate business: When customers’ need is changed, adaptation is important. DTG seek to create sustainable value for the future customer group. They; therefore, built a large-scale project called “Dusit Central Park”, that cooperate with many leading real estate entrepreneurs in Thailand and can also extend from existing businesses to make a stable

income. This project is expected to be completed and opened for service in 2023.

- 4) Other related service businesses: Most of them are business groups that built on experience and expertise in their core businesses to add value to the organization such as spas, restaurants, accommodations, condos, housekeeping service, etc. Most of these businesses are provided during the construction of Dusit Central Park in order to maintain customers and give the opportunity to staff to have a job, it also keeps Dusit Thani's name on the market during the new project construction.
- 5) Food business: this is an extension of existing business and expertise in the field of catering service. It causes investment in food business which focuses on food production, restaurant opening and high quality of Thai food products to target foreign markets to cover the standard of cooking, consistent flavors, cost control, international sales of food products. Its aim is to provide quality service according to its vision, "Bringing Asia to the eyes of the world."

From the business operation of DTG, it can be seen that there are three main strategies for business operation which are balance, growth and risk diversification. They focus on the balance of income from both domestic and international including a balance in hotel management and self-owned hotel. They aim to increase more rooms than before and expand the business to cover all forms of accommodation services to have at least 10% of the total income.

Baan Dusit Thani is considered a significant change and development of DTG. Miss Suphajee Suthumpun, Group CEO of Dusit International, has cooperated with Central Pattana Public Company Limited and established Vimarn Suriya Company Limited to develop the historic area of Dusit Thani Hotel Bangkok and transformed into "Dusit Central Park."

With the fact that Dusit Thani Bangkok has been serving for a long time, their unique rooms and very well-known restaurants such as "Benjarong (traditional

Thai five basic colors style pottery)" has stayed with Dusit Thani Bangkok for 50 years, "Thien Dong Restaurant" - one of the first Vietnamese restaurants to be opened in hotel and has been with Dusit Thani Bangkok for 30 years, "The Pavilion", an international restaurant serving the seafood buffet, as well as "May Flower"- a Chinese restaurant with a blend of perfected-match Chinese and European décor, Dusit Gourmet, the famous café. And what DTG have always considered is how to keep these restaurants from being forgotten while the new project is being constructed. Then, DTG have therefore figured out a way to keep these restaurants from disappearing, they started Baan Dusit Thani project.

Restaurant Business in Thailand

In the past, food and beverage service of the Thai people was a kind of generous giving as a result of customs Thai traditions and culture that expresses kindness to the guests (Muangasame & Park, 2019). Food and beverage business began to enter Thailand probably from the popularity of Thai people cooking their own meals. There was a tradition that welcomes visitors by providing accommodation and food. In addition, it is also popular to make food for merit making to monks and catering in various ceremonies (Tangtatswas, Sornsaruht, & Pimdee, 2019). Later, it has been developed according to economic, social and technological conditions in order to respond to the needs of customers who use the service to be more comfortable. The value of the restaurant business market in Thailand in 2017-2018 is more than 400 billion baht and is likely to continue to grow combining with the profitability of the business increased every year (Chavarria & Phakdee-auksorn, 2017). These are all important factors that attract new entrepreneurs continuously operate the restaurant business in response to the behavior of consumers to live their lives and want the convenience and speed of service.

Restaurant business is one of the businesses linked to tourism (Kvach, Koval, & Hrymaliuk, 2018). A study of Choonhavejsakul & Na Pathum (2019) found that tourists spent on food and beverage ranked third after accommodation and transportation service when they travel together with a good promotion of tourism. Therefore, the restaurant business in the tourist area will be sensitive if the tourism

situation is interrupted and slowed down. A new form of food to gain market share and consumer behavior is very competitive. Most people prefer to eat outside rather than cook their own meals. It is a consequence of consumer behavior that requires comfort, brings technology to help facilitate the convenience and accesses to more restaurants. Hence, the market value of food delivery business in Thailand has grown rapidly including Thai street food is a unique that foreigners and local people must taste.

Although the main revenue of the hotel business comes from the rooms, dining and beverage service is another source of income that helps to attract customers to use the services of the hotel. In addition, the restaurant is a part of the hotel that creates uniqueness through the dishes and communicates to consumers (Thosuwonchinda, 2017). Every hotel in general will have a restaurant to serve their customers especially 5-star hotels where often have several restaurant outlets to serve their in-house and walk-in guests.

According to Kiatakarapol and Chaipoopirutana (2018), whether it is a full service restaurant or a restaurant serving international food, it will focus on the targeted customers. They have structured management and staff who serve in the international style. There is a 24-hour serviced coffee shop where food and beverage prices are often lower than other restaurants, as well as bars and lounges that focus on serving drinks and snacks. Another form of the hotel's food and beverage service is a room service where guests can order food and beverages to eat in their room. As a result, many hotels nowadays begin to open the area for the famous restaurant in order to reduce the cost problem.

Dusit Thani Staff

During the time that Dusit Thani Hotel is closed to rebuild the new project, DTG were not reluctant to take responsibility for the hundreds of staff during its closure. Although the determination to maintain and retain Dusit Thani Hotel staff and to expand the business will cost lots of expenses, DTG were able to cope with this situation by expediting to expand their investment into new businesses such as

food, other types of service, etc. Their staffs are rotated to work with other businesses of DTG according to their skills and expertise. As of this, DTG have divided its staff into different businesses as follows:

- 1) Dusit Suites: it was born from the purchase of a hotel on Rajdamri Road so that around 90 staff from room division can work in this part.
- 2) Dusit on Demand: it is a service in the field of housekeeping and technician. It is realized that in housekeepers and technicians will interact with customers. A well-trained and professional housekeepers and technicians will be able to provide great services because they are guaranteed by Dusit Thani.
- 3) Dusit Catering: it is an offside catering service by using food and beverage department to handle. It has a good feedback because customers are confident that it is from Dusit Thani.
- 4) Baan Dusit Thani: it is opened to support the restaurants that have been moved from Dusit Thani Hotel such as Benjarong, Thien Dong Restaurant, Dusit Gourmet to serve customers, but the concept is changed to be standalone restaurant instead.

Despite the opening of the new form of business, DTG do not neglect the matter of service quality. It aims to provide the identity of Dusit Thani's ancient heritage in the concept, "*Proud of our Thai heritage, uniquely delivering gracious hospitality to the world.*" This is a unique and warm service style that creates an impression because DTG believe that good service will make an impression and can create recognition for customers where their staff will be able to build these things through the service under the mission, "*We empower our people to exceed expectation always.*" Furthermore, it also promotes Thai hospitality to foreigners through the service of Dusit Thani Hotels around the world.

On the matter of the engagement between staff and Dusit Thani, it is found that the staffs engage with the organization and they are ready to cope with the changing situations. These staffs will be moved back to the hotel when

the new project is over, unfortunately some staff chose to retire and resign before the construction is completed.

The Concept of Baan Dusit Thani

A challenge of Baan Dusit Thani is a matter of the engagement between the hotel executives, customers and staff. DTG are looking for a way to open the restaurant during the construction of Dusit Central Park, thus they came up with a large ancient house located on Saladaeng Soi 1, where has been closed for more than 40 years, but every corner of the house is still traditionally well-preserved. This house is “Baan Sala Daeng”, it is about 7,200 square meters. When looking at the area of Baan Sala Daeng, it is a green area that can be used as a recreation area, a pool bar, and can also see the golden spire which is recognized as the identity of the Dusit Thani Hotel. DTG therefore rented this house for 5 years to develop and renovate into a restaurant. In the beginning, all buildings had to be restored to be a good condition and nearly the same as the original ones. At the same time, it must be decorated beautifully to express the identity of Dusit Thani. Many valuable artworks from the Dusit Thani Hotel have been used in the dining room in Baan Dusit Thani. For example, on the two pillars of the big tree (Sao Ek) in the Benjarong restaurant, there will be a Thai pattern of Mr. Phaibun Suwan, which has been changed to wallpaper for decoration of crockery and carved teak cabinet and many more artworks exhibited to decorate the Benjarong restaurant. Moreover, they are preserved for decoration in the new Dusit Thani hotel in the next 4 years. Food of Baan Dusit Thani still has a good standard unique because every menu is created by the same chefs. Thus, the customers are ensured with the taste and cleanliness. At the same time, the decoration of food plates has also been developed to look modern, added even more excitement, and also adjusted the menu to attract more customers as well.

Inside Baan Dusit Thani, front of the house is *Dusit Gourmet*, Dusit Thani’s famous café known for its bakery. The interior is decorated to have a comfortable atmosphere like sitting at a peaceful home. The aroma of coffee and bakery roasted all day long. There is a greenhouse zone to enjoy shade of the trees in the afternoon.

Afternoon tea is a homemade dessert and small sandwiches served with tea. In the evening, the area is changed into a bar serving alcoholic beverages to customers. In the middle is a large white house that has been renovated to look contemporary and shady with the landscape of western style gardens surrounded.

DTG use as the location of the Benjarong Restaurant, where is very famous Thai restaurant through a design that is elegant and refined in detail. The Thai-pattern orchids on a large column painting on the wall are unique under the concept of heritage reimagined that offers a restaurant with a memorable history (King & Tang, 2020).

Thien Dong Restaurant is located behind the house, where is adjusted from the warehouse of Ya Tam Jai (Aspirin) of the Osatanukor family. DTG have renovated this warehouse to be modern and can be reached more customers. It has a vibe of the co-rule of Vietnam and France. It is believed Thien Dong is the first Vietnamese restaurant to be imported into the Dusit Thani Hotel for more than 30 years. Its decoration is a painting, the staff wear the dark green Vietnamese national costume, called “Ao Dai.” The food will be studied by the team of chefs how the original Vietnamese cuisine looks like, and then brought to adapt to suit Thai customers. This makes the restaurant is famous for many customers (Chopthamdee, 2019).

There is also a dancing hall that looks like a multipurpose wooden house which can arrange meetings. And finally, the pool bar is the area around the pool that is open for drinks during the night and has live music to create a good night’s atmosphere.

The area of Baan Dusit Thani is surrounded by lawns, a variety of large trees both original and newly-planted. Another interesting point is the middle of the lawn, there are sculptures of Chalawan (the fearsome Crocodile lord of local legends and lore) and Krai Thong (a merchant who seeks to kill Chalawan) in the middle of a lotus pond. In the past during World War II, this area was once a bunker and at the end of the war the bunker was closed. At first, DTG had an idea to use as a storage room and wine tasting room, but it was cancelled (Klongsungsorn & Samphanwattanachai, 2019).

The customers who come to Baan Dusit Thani, the Dusit Thani executives would like to make customers feel like they are at home which can accommodate all groups of customers, genders and ages. For example, middle-aged groups can go for a walk, take pictures, and get a fresh air, children can play around the lawn.

At present, Dusit Gourmet and the surrounding yard allow the customer to bring their pets with staff to take care of and also there are food menus for pets as well. Therefore, using the service at Baan Dusit Thani is not just about dining, but the customers can enjoy the atmosphere of both Dusit Thani and the history of the house.

What drive Baan Dusit Thani success?

Baan Dusit Thani has changed from an expensive hotel restaurant with excellent service to a standalone restaurant. It continues to prioritize Dusit Thani's 5-star full service hotel while the price side has dropped 20-30%. Another important feature is when customers use Baan Dusit Thani's service, they can order food from every outlet there without the need to sit in any particular outlet.

Originally, DTG have a contract to lease a house for 5 years, but it has been extending the contract for another 5 years. In the future direction, Baan Dusit Thani will try to meet the lifestyle of customers such as organic food for wellness customers, a food truck service to sell smoothie in Baan Dusit Thani. During the night, there will be ongoing activities from morning until late at night using the concept of co-working and co-living where customers can come to work or enjoy life. Customers can also rent the entire house for their private party or activity. It also concerns with sustainability by creating a corporate social responsibility (CSR) activity for the community with efforts to consume the resources efficiently. Moreover, it will promote environmentally friendly operations in order to have positive impacts on both society and the environment in every area where the business operates.

Dusit Thani executives would like Dusit Thani to act as a bridge connecting the existing Dusit Thani Hotel to the ongoing project. In addition, Baan Dusit Thani can also create an original ambience for customers who miss Dusit Thani Hotel by incorporating the existing and adding new things. Baan Dusit Thani is considered as another channel that can be a source of information using to manage the upcoming new project in the future. Even the new project is completed and open, the management will try to remain Baan Dusit Thani.

In the future, DTG will focus on the balance, create growth, and diversify business risks. It aims to build and expand the hotel brand to be recognized around the world including creating a balance of domestic and foreign income sources as well as the balance of investment, clear organization of work processes with a strong foundation of business operations with the idea that people are capital or important asset to maintain and diversify other business to be different but relevant to the core business because the behavior of the customer is constantly changed due to technological, social, or environmental stimuli. That means customers constantly want to find new things.

In terms of business models, DTC try to address three concerns: convenience, impressive experience, and value. Moreover, there must be a hygiene standard in the future that requires more attention including social distancing, cleanliness, hygiene, touch points reduction becoming "*Dusit Care.*"

A strategy at Baan Dusit Thani uses to differentiate itself from other restaurants is to create a customer experience that will be memorable for customers and make Baan Dusit Thani House win the hearts of all customers.

When DTG have chosen 3 restaurants; Benjarong Restaurant, Thien Dong Restaurant, and Dusit Gourmet serving the customers at Baan Dusit Thani, they began to find someone to work as Operation Manager. Eventually, they got Miss Chayada Damrongkiatpattana or Khun Oh, who is suitable, qualified to undertake this role. In the past, Khun Oh used to work in the food and beverage field with an international chain hotel, where she was a bartender, restaurant manager, and food and beverage manager, respectively. Khun Oh is a new generation staff and has

a vision of working to make a difference but still remain the uniqueness of Dusit Thani. This is in line with Baan Dusit Thani project that needs a change. It needs a person who helps to design the service to be efficient and different to remember.

Khun Oh starts working since the beginning of the project including exploring, improving, and developing the house and the surrounding area. Khun Oh said that before starting the project, she must record and take a photo every single corner of the house, every tree in order to be proved by the homeowners who love and cherish Baan Saladaeng very much, and asks for permission to hire an architect to design and consider the décor that brings a touch of the original Dusit vibe merging with the decoration to create the feeling for customers as if they are still in the restaurants at Dusit Thani Hotel. Next, Khun Oh has to pay attention to the work system and staff which are considered important since the kitchen staff and service staff moved from Dusit Thani Hotel. The team work systematically and staff are accustomed to working in the traditional way. But the arrival of Khun Oh, causes many changes that may be difficult to adapt.

What's next for Baan Dusit Thani? : A Case Study from COVID-19

The COVID-19 epidemic has had a broad and severe impact to all industries, especially tourism around the world. This results the announcement of travel restrictions such as the closure of the airport and the closure of the border, which significantly reduced the number of tourist arrivals. For Thailand, the government has temporarily banned aircraft from flying into Thailand in order to prevent the spread of COVID-19, as well as other operators in the tourism industry. DTC was directly impacted by the COVID-19 outbreak, as well as the temporary closure of hotels and educational institutions according to the government's order. Moreover, dining at restaurants can only be made in the form of takeout. During this time, Baan Dusit Thani did not refrain from action, it was constantly adapted and followed the news from the government. It has returned to a full service since the beginning of May after adjusting the service model to be a delivery service during the lockdown.

During the COVID-19 epidemic, restaurants had to be closed for eating-in. That is a catalyst in the food delivery business becoming popular. The street food business is the first choice of consumers to choose because the price is not expensive and is in an easy accessible location. Online media is being used to create more interest and reach to consumers. Consumers can also order and be delivered products through food ordering applications such as Food Panda, Line Man, Grab Food. Another growing types of restaurants are restaurants with branches which are often a large entrepreneur that expand their service to different areas and make in a variety of formats such as standalone or community mall, as well as street food stalls. These restaurants have brought technology to help in management of the business such as marketing, work system planning, etc.

It is undeniable that technology is now an integral part of business operations. Baan Dusit Thani now changes their business model from hotel restaurant to be a standalone which needed to adjust a lot. Khun Oh has tried to advertise the service via every channel in order to connect the customer groups both old customers and new customers by creating a Facebook Page inviting old customers to like to get information, news, or promotions. Also, she created a line group with both old and new customers. In these channels, customers can order food, reserve a table.

Khun Oh would like Baan Dusit Thani to be well-known and tries to bring old customers back to use the service, while finds new customers. Therefore, promotions have been made to attract customers by focusing on sales volume of both the number of customers who come to use the service and the number of dishes that can be sold without thinking of the profit. Even with the COVID-19 outbreak, it has to be changed quite a lot at some points including making Baan Dusit Thani famous, but from the COVID-19 this caused the number of customers to decline and the shutdown of sit-in restaurants according to government measures. To survive the business, Khun Oh has therefore started to adjust to sell bento boxes and donate to those who get the COVID-19 impact. In addition, *Food for Heroes Program* is initiated to provide services for customers who wish to support and encourage doctors and nurses who are taking of patients. Also, when all three restaurants are

no longer in the hotel, Khun Oh planned a food price strategy; therefore, the price should be decreased in order to reach more customers by using the method of adjusting the quantity of food to be smaller size, but remain the taste and quality of Dusit Thani.

“We must admit that this is a critical period that we must overcome together and it is a time that all sectors; businesses or general public must adapt ourselves. Dusit Thani Group tries our hard to use strengths and brings out all our potential in this situation with hoping that the spread of the COVID-19 will be ended quickly and we; Dusit Thani Group, will be back to strength as soon as possible,” said Ms Suphajee Suthumpun, Group CEO, Dusit International.

No Pain, no gain: A lesson learned from a case

When a business has a rapid trend of changes from a severe impact, it affects to a business operations and lifestyle (Nagy, Oláh, Erdei, Máté, & Popp, 2018). This will also cause a company to adapt itself to keep pace with changing environments and should be ready to prepare coping with the changing.

As a result, a change can lead to a loss of organizational resources such as capital, skills, time, manpower and other resources, in which a management team must decide when a strategy should be adjusted to be consistent with that change (Weller, Hymer, Nyberg, & Ebert, 2019). The management team must turn this change as an opportunity for business adjustment, not a risk. A change management strategy must enable the operations of a business achieve its goals (Vidgen, Shaw, & Grant, 2017). This requires a mutual understanding of the change which requires the ability of management to make decisions, plan a guideline so that the business can move further. Management team must look ahead, set assumptions where the business will drive to, what negative factors will affect the business operation, and prepare the solution to handle with a problem may occur.

An operation of the modern organization, whether it is a private or public sector, must face the uncertain factors, especially a risk that may arise under

uncertain circumstances. Therefore, it is necessary to assess the risk of the business in advance to reduce the impact and damage to the organization. Risk management therefore plays an important role in the management process because it helps the business to continually operate or reduce the impact if there is a risk. Moreover, it becomes a guideline to continue business (Hopkin, 2018).

From a current situation, it is often heard the word “Business Continuity Plan (BCP)” which is a plan for dealing with unusual situations to keep the business going (Donthu & Gustafsson, 2020). It requires cooperation from people in the organization, both the management and the operations department to anticipate the situation that will result in business disruption, business fallback, including estimates of the damage and the effects that could actually occur if any crisis occurs (Madera, 2017). This information will firstly allow you to know what to plan and focus on step by step, and make a clear process to the person in charge when a crisis occurs. Finally, when this plan is laid out, a review process is however needed to update and always kept in a place that is easily accessible so that the business can still survive in every situation.

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The Yard Hostel Amid the COVID-19 Outbreak

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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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เดอะyar์ด โฮสเทล ท่ามกลางการระบาดของโควิด-19

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บทคัดย่อ

ท่ามกลางการแพร่ระบาดของไวรัสโคโรนา เดอะyar์ด โฮสเทล ซึ่งมีพื้นที่ 600 ตารางเมตร ในย่านอารีย์ ต้องเผชิญกับความท้าทายของวิกฤตเศรษฐกิจที่มีอยู่ โดยสาเหตุมาจากการจำนวนลูกค้า ที่ลดลงอย่างมาก เนื่องจากข้อจำกัดในการเดินทางและการปิดพรมแดน เดอะyar์ด โฮสเทล ก่อตั้งโดยอดีตนักวิศวกรรมชั้นนำ คือ นางสาวอมรรัตน์ อุมาศรีชัยรัตน์ (ส้มใหญ่) และนางสาวอติพร สังข์เจริญ (ส้มเล็ก) ตามแนวคิดปรัชญาเศรษฐกิจพอเพียง “การมีภูมิคุ้มกันที่ดี” เป็นหลักการสำคัญ ที่จำเป็นในการตัดสินใจของเจ้าของ เมื่อเดอะyar์ด โฮสเทล ต้องเผชิญกับปัญหาที่ยุ่งยาก นั่นคือ ความไม่แน่นอนทางเศรษฐกิจอันเนื่องมาจากการแพร่ระบาดใหญ่ทั่วโลกของไวรัสโคโรนา โดยลูกค้า ชาวต่างชาติถือเป็นรายได้หลัก เดอะyar์ด โฮสเทลจึงต้องเปิดสายธุรกิจเพิ่ม – ร้านขายของชำ เดอะyar์ด ท่ามกลางการแพร่กระจายของโรคระบาดก่อให้เกิดความยากลำบากทางเศรษฐกิจ แต่แนวคิดเศรษฐกิจพอเพียง โดยเฉพาะอย่างยิ่ง การมีภูมิคุ้มกันที่ดีจะทำให้เจ้าของเดอะyar์ด โฮสเทล สามารถตัดสินใจในการแก้ไขปัญหาที่ยากลำบาก ท่ามกลางการระบาดของโควิด-19 ได้อย่างมีเหตุผล

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, & Zopiatis, 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 vibez. 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 vibez, 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 (Olarn & 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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 - 6.2 The synopsis of the focal situation or a brief summary of the main point;
 - 6.3 The outline of the case includes
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- closing section, and
- an addendum of exhibits: providing support information such as tables, figures, graphs, etc.

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7. The case studies must contain the following:

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- Names of all authors both in English and in Thai
- Abstract of 150-250 words both in English and in Thai
- Keywords of 3-5 words both in English and in Thai

8. The text must be printed with single space on one-side of A4 paper with margins of 2.5 cm for top and left sides, and 2 cm for bottom and right sides, and not be longer than 25 pages.

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