

BUSINESS PARTNERSHIPS, PERSONNEL COMPETENCY, AND MARKETING STRATEGIES INFLUENCING THE SUCCESS OF TOURISM BUSINESS OPERATIONS IN THAILAND

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Abstract: In this study, an attempt has been made to examine factors affecting the success of various types of tourism business in Thailand. A total of 100 copies of the questionnaires were given to operators and managers engaged in tourist businesses in Thailand. These respondents were chosen by Proportionate Random Sampling-a method that ensures an unbiased cross-section from every section of society. The statistical methods used in data analysis include percentage calculation ; determining a mean value for all readings ; assessing standard deviation; analysing frequencies and multiple regression analysis. Entrepreneurs in Thailand's tourism industry have indicated that for the success of their operations marketing strategy, personnel competency, and business partnerships are the most important factors. When the study carried out the hypothesis tests it showed that price, place, and product (the 4Ps of marketing mix) location, and physical surroundings on one hand skills of human resource management to bring employees together while business partnership are positively correlated with success in operating a tourism business statistically.

Key words: business partner, marketing strategy, personnel competency, the success of the operation of the tourism business, tourism industry

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INTRODUCTION

The current globalization is driven by rapid changes in economic, social, and technological situations, which led to changes in commerce practice. This meant that businesses were always looking for more productive and efficient ways to ensure they are staying ahead protected in fierce competition. In the contemporary world, there are so many consumption options available for consumers due to this kind of "borderless world," evolving in many different aspects all time in society. A host of news comes in, covering changes in social, ational, political, cultural, technological economic landscapes. Yet these same changes continually revise what the people need and want like never before. Business people who fail to pay attention to such changes and do not adjust their strategies in response will find it difficult to sell any products or services with any prospect of success on the market. For that reason, given these changing times, marketing strategy is shifting toward satisfying customers. No matter what the period, consumers are always the most important element in any business, for they provide most of its income. Prioritizing and sustaining market mechanism satisfaction is a core strategy to improve income. This view is consistent with (Waramontri et al., 2022); analysis that maintaining happy customers is essential if seafood businesses are to increase their sales.

Today, Thailand's tourism industry is emerging from the severe blow it received due to the worldwide coronavirus epidemic in 2020-21. The reopening of the country, coupled with a relaxation of controls against disease, has effectively revived the tourism sector that once was the lifeblood of this kingdom. Now it has been seen that the success of Thailand's tourism industry is significantly affected by its wholesale trading partners. Some of these include:

1. Changes in trade policies or worry about the market can impact operations. For example, a shift of alliances or withdrawal by either party can disrupt operations and long-term planning. If, for example, a major partner airline that is vital for the flow of tourists into Thailand runs into financial difficulties or changes its route system, it will hamper tourist accessibility.
2. Disagreements or disputes with partners can have a negative effect on a project's quality and efficiency for example, arguments between Thai tour operators and foreign partners over issues such as prices or the scheduling of trips will damage customer satisfaction.
3. Reliance on trading partners puts Thai tourism companies in a position of possible outside control, or even dependence. For example, if Thai tourism depends heavily on foreign airlines and tour operators, any change by these partners will have adverse effects on Thai business (Fernández et al., 2022).

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Additionally, the problem of human resource capability is an important factor affecting the success of Thailand's tourism industry. These challenges include:

1. A scarcity of personnel with specialized skills because the tourism industry needs employees who are versed in foreign languages, regional customs knowledge and customer-service skills. When skilled manpower is lacking, service quality becomes poor. For example, if a tour company lacks Chinese-speaking guides when Chinese tourists are at their peak, their satisfaction levels may suffer such as this.

2. Lack of ongoing training and development staff may mean that they are unable to evolve with changing market requirements. Take the situation of tour company employees for example who have not received the latest in technological advances or travel trends, but continue nonetheless to offer outmoded services that cannot possibly fit with today's customer needs.

3. Labour instability characterized by high staff turnover undermines service continuity and quality, thus increasing costs for businesses as the need to constantly retrain new staff arise. For example, a high turnover in hotel employees hurts the provision of stable, quality services (Banmairuoy et al., 2022).

Problems with marketing strategies significantly impact the success of Thailand's tourism industry. These issues include: 1. Insufficient market analysis and understanding of customer needs. A lack of comprehensive information or analysis about the target market and customer preferences can lead to ineffective marketing strategies. For instance, if tour operators fail to grasp the desires of newer generations seeking unique travel experiences, traditional tour package-focused marketing strategies may prove ineffective. 2. Inadequate brand presentation and communication. Unclear or unengaging branding and marketing communications can result in a lack of customer interest. For example, if a tour operator's website is unappealing or missing crucial information, customers might opt for competitors with more compelling presentations. 3. Not keeping pace with new technology and trends. Neglecting to utilize or adapt to emerging technologies in marketing can render a business outdated and uncompetitive. For instance, if a tour company neglects social media or digital technologies for promotions, it risks missing out on reaching customers who predominantly engage with digital media. Addressing these challenges requires well-informed marketing planning, effective brand communication, and the adoption of new technologies to align with market and customer needs (Damnet et al., 2023). For these reasons, Thailand tourism companies employ various success strategies. They need to do this in order to keep the customers happy with their products and services, maintain their loyalty, as well as attract new for sale. Successful customer service serves several purposes: first and foremost, it helps a company's revenue come in; next the attitudes of people who are in charge is another direct factor to operational success and corporate growth because this influences those around them strongly. Therefore, researchers are growing weary of trying to find out what circumstances engender success in Thailand tourism ventures. The results they thereby deduce will be applied to further enhance and develop Thai tourism, making it more efficient and effective.

LITERATURE REVIEW

Business partnership strategy concepts in the tourism and service industry

As is reported in the review of literature, scholars have given the concept of "alliance strategy" different meanings. Generally, it refers to the relationship between at least two organizations and various forms Biao, such as cooperation, investment, exchange and sharing in order to achieve common goals such as increased market share or profit; cost cutting through economies of scale or different sources at least to some extent shared amongst partners to minimize risk while maintaining returns for all involved by applying these traditional ways of thinking and Project Cycle Management principles from rural development rather than empirical evidence (Chen et al., 2023). According to (Wan et al., 2022) definition alliance strategy is this: "A business for businesses position in partnership, in the pursuit of mutual gain through working together and carrying on edge-defining coordinated activities." Such assertions are consistent with (Su and Wen, 2023); research results, at least in part that is. The tourism company MyTravel and the world's largest cruise ship operator – Carnival Cruise Lines started using strategic alliances in 1996. Carnival Cruise Lines obtained a 29.5% share of MyTravel, but this relationship between corporations that battles the sea came to an end in 2001 after being only five years old which both parties described as mutual agreement. In addition, one of the international British tour package providers, First Choice, cooperated with (Ramukumba et al., 2012); as RCCL obtained some First-Choice stock. Opodo, an online travel service, also cooperated with airlines. Many of the services it provides can be demanded on the internet by passengers over Opodo's website for example (Ghanem and Ghaley, 2024).

Thailand was a place where the implementation of alliance strategies in tourism truly became visible around the time of Tom Yum Kung Crisis 1997. The 2022 research conducted by (Chirakranont and Sakdiyakorn, 2022); showed that businesses economically hurt from that year's debacle responded by allying themselves with related enterprises. Among the sectors of the Thai economy that adopted this technique as a form of crisis: life insurance. The same was true for the travel business. During this time, both domestic and outbound operators in Thailand were incurring losses because of tourists postponing their trips and a drastic loss in the exchange rate for baht. In response to these challenges, those operators formed a united front - a collaborative business model in which each member brings their own strengths and knowledge to perform specific functions. The roles were clearly defined; for instance, Company A took care of room bookings, while Company B was responsible for bus reservations and Company C saw to it that restaurants were booked for every meal. Moreover, all companies jointly launched public relations campaigns through all types of mass media. Despite some operational and cost-sharing problems, such a joint operation was a strategic move that allowed the inbound and outbound routes to ride the rough times. In 2017, Thai inbound tour operators will also adopt alliance strategies. They ally with various merchandise sales organisations, such as travel agents, drug companies and many others, and travel there together. In general agreements are signed to get special prices

for the company's tourists or a commission from tourists' product purchases. Additionally, Mr. Adit Chairattananon, Secretary-General of the Association of Thai Travel Agents (ATTA), mentioned in a recent interview that in 2017, the direction of the inbound tourist market was clear. He held that Thai travel operators would have to work more closely with each other and make trade agreements between sectors, such as tour companies and hotels (Mota and Neira-Gómez, 2023).

Concepts of personnel competency in the tourism industry

Derco and Tometzová (2023); literature review defined 'competency' as the combination of an individual's knowledge, skills, and personal attributes. These competencies sound as the thinking habits or work habits and behaviour of people in their work in every area, nursing staff for instance could never be successful in this type of environment. From statistics is also clear that if people are all inept in these skills they still won't work together properly - we choose how comfortable it is on four wheels. Furthermore, by constant self-improvement in these areas, one can reach or even surpass the levels being proposed by the organization itself. Today, Personnel Competency is established feedback and systematic measurements tool. It is effectively employed for both of a country's human resources development. This method helps to ensure that government departments at every level can provide human resources consistent with what the market needs, from qualified labour force to top management positions. For example, a key objective at present is to establish the "Basic Competency Standards for ASEAN Tourism Professionals" (ASEAN Common Competency Standards for Tourism Professionals: ACCSTP) which is to be used across all ASEAN member countries. This framework outlines the basic competencies in tourism as follows. They must be able to carry out responsibilities that a normal worker would do in what colomb is here that he was always trying to do for other people. Consisting of primary and conventional competencies, it covers practical competencies as well as advanced skills. In general terms, the basic competencies required of a workforce are the following: in several skills and functions, there is a shortage greater than 10 percent (as tallied in both low-skill jobs and professionally-skilled positions); on average across all categories of work less than 100 days (Wong et al., 2011).

1. Three aspects of Effective collaboration with fellow workers and customers: open and effective communication; good working relationships so that you can do your work without it getting in anyone else's face; and teamwork.

2. Dealing with people and environments that are different than what you are used to viewing. How to manage this challenge generally lies in two main aspects: learning to be sensitive when talking or working with diverse groups who speak languages other than your own and also increasing your comprehension skills on cross-cultural issues.

3. Uphold workplace health and safety standards. This entail four key components: providing information about health and safety practices, setting up standards to reduce hazards and obviate risks, conducting or overseeing health and safety education programs and keeping track of attendance records.

4. According to the standard, the site must be kept in compliance with strict health regulations. The site is responsible for four main areas: establishing conditions that ensure a safe environment, following safety precautions and procedures, responding quickly to emergency situations on site such as power cuts or machinery failures, even kicking back negative reports from management onto subordinate workers for followup. Any other safety issue you want feedback about from your employee such as how much is appropriate exercise time during his break period or which way today's fuse box lock works. Also collecting ideas put up by employees and maintaining effective safety and security control.

5. To track the current flow of industry trends, always keep yourself informed with the latest information. Key points of concern are three: gaining access to information about developments within our sector through sources that are both regular and reliable, looking for well-placed reports on key affairs in travel from distant shores and other areas of interest outside your own sphere thus improving our general horizons-- and getting forceful advice about Chinese tourism when we need it.

Contrary to the findings of (Almeida et al., 2021); just four main educational institutions in Lao PDR are specializing solely in tourism and hotel management. Given that visitors are pouring into the country but its educational infrastructure does not match a corresponding quantitative expansion in the number of tourism-hospitality workers to be trained, we can only look at this as a potential source of woe. Such a paucity of personnel serving tourism as needful workers is also compounded by the limited number in educational institutions on tourism. Moreover, in Lao PDR the development of human resources for tourism seems to be confined predominantly to schools. Simultaneously, this indicates a deficiency in wider social context integration. As observed with (Khasawneh et al., 2023); the methodology of current teaching and learning in tourism and hotel education institutions doesn't meet the government's standards. This shortage is reflected in the labor force, where people working in tourism often lack professional skills or the capability necessary to fulfill the needs of entrepreneurs operating in that industry. This deficiency in skill base programmes drastically underscores the necessity for overhauling or ramping up these educational approaches and institutions to better prepare individuals to match the congeries of demands which tourism is currently making.

Concepts of marketing strategy in the tourism industry

Tourism marketing mix: referred to a collection of marketing tools that organizations use in order to affect market, focusing on meeting their target consumers' needs and tastes. The paper explores four key concepts of the marketing mix: (Ploadaksorn et al., 2023). Tourism Products: products in the tourism sector are continually created and consumed at the same time. Because tourism products are almost entirely service oriented, they cannot be stored. These products are based on seasonal changes and consumer demand. They are made in the line at several levels, with implications that it does not consist merely (or at all) of a single item. Smog-forecasting systems combine basic hardware (facilitators) an advanced software quality of service is monitored by support. The relief map is an ancillary product. In order to bring products in line with the needs of prospective tourists, it is very important to examine product line length and variety.

In addition, an understanding of product life cycle is crucial if one is to decide correctly on resources in development how far distributed where little how widely so as to meet all standards comprehensively. Efforts related to tourism products, and efforts to raise the level of service standards, have to take the shape of a strategic product mix.

Price in the Travel and Tourism Industry: In the tourism industry, they ask tourists to pay for their services. In such cases, the experiences themselves are sold as tourism products--participants will go to certain service providers in order to pay for entry fees and so on. As tourism products are intangible and unique, developing an effective pricing strategy is essential. Pricing varies depending on the cost of services, competition and demand. The strategies for pricing also will vary--mainly according to tourists' perceived value of this service. This perception of value can be moderated by a variety of factors, such as whether or not quality is associated with the price and the overall importance placed on price within this service. Moreover, the price also represents the services received by the beneficiary. Therefore, it is important to have a holistic strategy for price mix which includes elements such as discounts, special offers, some packaged pricing, at-yourservice products and the like in order to attract customers and increase profitability.

For Distribution Channels: Tourism organizations must have the means of planning, arranging, coordinating, and operating specific activities. The aim is to enable tourists to utilize tourism services. This is nothing like a single company however; it requires various distribution channels. These channels include tour operators, travel agencies, hotel owners, franchisees, intermediaries, tour guides, escorts and means of transportation. And with tourism products because they contain multiple services, it is necessary to have different intermediaries preparing it. There are major decisions to be made over how to divide up the labor or what sort of channels will be employed for product distribution. As a consequence, one must also build an integrated location strategy that makes it easy for tourists to buy tourism products. In establishing product awareness and characteristics among consumers, promotion cannot be ignored. It is necessary to portray and deliver the features, quality, service availability and price of the product in various promotional forms thus. The aim is to raise sales, clip users overall amount of satisfaction from using products and recoup more than one's company-paid outgoings on right-hand (profitable) performance In particular attractions, something that the buyers of promotional weapons will see eminently sensible, is continuous engagement with clients.

For tourism organizations that aim to attract tourists, they must use promotional tools that are appropriate such as advertising, public relations or personal selling. These campaigns should be geared towards buying behavior of tourists, tailored to seasonal needs and trends, aiming to stimulate demand for product purchases. But this promotional strategy should be complete in development work. **Tangible Evidence, physical Evidence:** The characteristics of the tourism industry as a tertiary industry requires that in the case of services to client's tangible elements need to be present. As tourists principally pay a visit to service providers who are involved in distributing their goods then this invisibility of the services presents a problem. Under these circumstances physical aspects of service thereby stand in for proof that can be fed back to service providers. such as how service provision is arranged, the local climate in which it is provided, noise levels in those areas of service and furniture quality. But these are hard core evidences for service to tourists. Tourist satisfaction levels can be gauged by comparing the actual service performance outsourced by tourism providers with what tourists should reasonably anticipate. And just as nature splits her camels evenly between two humps to offer equilibrium on either side, it is necessary to introduce Lingering physical evidence into strategies. On the one hand, this helps to make distinctions, while on the other it is aimed at accommodating itself to tourists' perceptions and expectations.

The success of the tourism business operation

Arquero et al. (2024); evaluated a total of seven major sectors in the hospitality and tourism fields, finding that between 1992 and 2011: There was noticeable growth in the use of balanced scorecards (BSC) for performance measurement by managers in these professions. The main regions which adopted BSCs were the United States, Europe and Asia. But in recent years very little published research on this topic has been conducted in African countries, including ESwatini. The study found a major increase in the Innovation and Learning Perspectives of BSC, which is providing quite a competitive advantage to hotel and tourism industries. However, as the previous studies show, this is not supported as thoroughly in the Customer and Internal Business Process perspectives. And yet, innovation coupled with worthwhile measures has the potential to keep hotels in business during times of economic decline and result in profitable growth.

Issakov et al. (2023); took an in-depth look into the concept of corporate reputation. They found that an organization's reputation is fundamentally a reflection of its historical performance. As a result of these performance outcomes, the company is able demonstrate clearly that it can deliver valuable results to a diverse group range of stakeholders. In a highly competitive environment, within the organization or outside it, corporate reputation is used as a yardstick to measure a company's comparative position. Nonetheless, Arifin et al. (2023); contend that corporate reputation is mainly an overall impression concentrating principally on the emotions of people either within or outside the organization. In their view, this perspective fails to take into account the intellectual aspect of reputation. As it gives undue weight to the perceptions held by individuals within and outside the organization this definition makes difficult a clear assessment of corporate reputation's range and extent. As a result, it muddles the difference between a firm's reputation and its image.

In the fiscal years 2009-2010 and 2012-2013, enterprise performance assessment in the Republic of Serbia relied primarily on net financial performance, as (Iqbal et al., 2023); have pointed out. With operating profit as a major variable for comparison the report also took an in-depth look across various tourism sectors annually. Compared to the previous year, in 2013 operating income experienced a decrease as a result of both revenue and expenditure. This decline affected the economic efficiency and profitability of the hotel and tourism sector.

In a separate study on small and medium-sized enterprises (SMEs) in the Cape Town region, South Africa, (Maduekwe and Kamala, 2016); found that whilst the lion's share of SMEs employed balanced scorecard approach for ad hoc

performance measurement, financial performance metrics were followed more frequently. Financial performance indicators most commonly used were sales growth, cash flow, operating income and net profit margin.

Discussing customer performance measures, (Fatima and Elbanna, 2020); mentions earlier writings from (Sainaghi et al., 2013); showing that firms with a strong customer focus pattern positively influence their overall performance as an organization. The result he obtained underlines the importance of a customer-oriented strategy for management to pursue. For this reason, such undertakings are put forward as being the most beneficial way to raise performance levels in the hotel and tourism SME sector. Part of customer measurement is that it formalizes a marketing-led mindset that values what customers want. This idea is also stressed by a group of authors such as (Faraji et al., 2022); which combined confirms that strategically oriented marketing actions are significant in contributing to company performance. Also said in these studies is the consumer advocacy strategy is an essential tool for organisations, it helps them in improving customer satisfaction and business performance. Consequently, SMEs operating in the hotel and restaurant businesses should promote customer-oriented systems and build up a degree of trust with their customers. Successful customer relationship management strategies are crucial since they are competitive advantage tools developed and used by companies at all levels.

In terms of the Balanced Scorecard's inner business process perspective, our pick-up concerns are those for which financial effects will come soonest. Customer, learning and growth look at simply a few examples among many. As (Faraji et al., 2022); points out: in this domain of measurement it is not enough to attend standard operating procedures (SOPs); you must focus on improving output and process control. In 24% of the case studies conducted by (Sainaghi et al., 2013); balanced scorecards are instrumental & quintessential tools for evaluating overall performance as well as growth in internal business processes. Additionally, 62% of managers expressed a strong independent belief that internal processes are largely served by standard operating systems. According to (Fatima and Elbanna, 2020); there exists an enduring and consistent link between internal business process strategies and almost any financial strategy. This also involves cash flows, price-to-earnings ratios and so on. A substantial relationship appears to exist between a hotel's shareholder value growth and those business strategies pursued. According to (Iqbal et al., 2023); the price to earnings (PE) ratio is a function of factors lying within internal business processes. These include customer relations, innovation, learning and financial matters. This underscores how vital internal business processes are in determining the overall performance and added value of an enterprise.

The aim of this study is to examine factors such as business partners, potential employees and business strategies that contribute to the success of Thailand's business tourism. This study explored the following key points: 1. Business partners: This includes cooperation with tourist centres, restaurants, souvenir shops, hotels and transport services. 2. Staff ability: Staff's service quality, product and service knowledge, problem solving, fast service, etc. Measure its features. 3. Marketing quality: This study analyzes the marketing mix (product, price, location, promotion and physical evidence) in the context of Berlin tourism. Additionally, the study also identified key elements for the success of Thailand's business operations, such as the organization's reputation, customer relations, financial management and internal marketing. Which can be illustrated as shown in Figure 1, the conceptual framework of the research on business partnerships, personnel competency, and marketing strategies influencing the success of tourism business operations in thailand (Pisit, 2023).

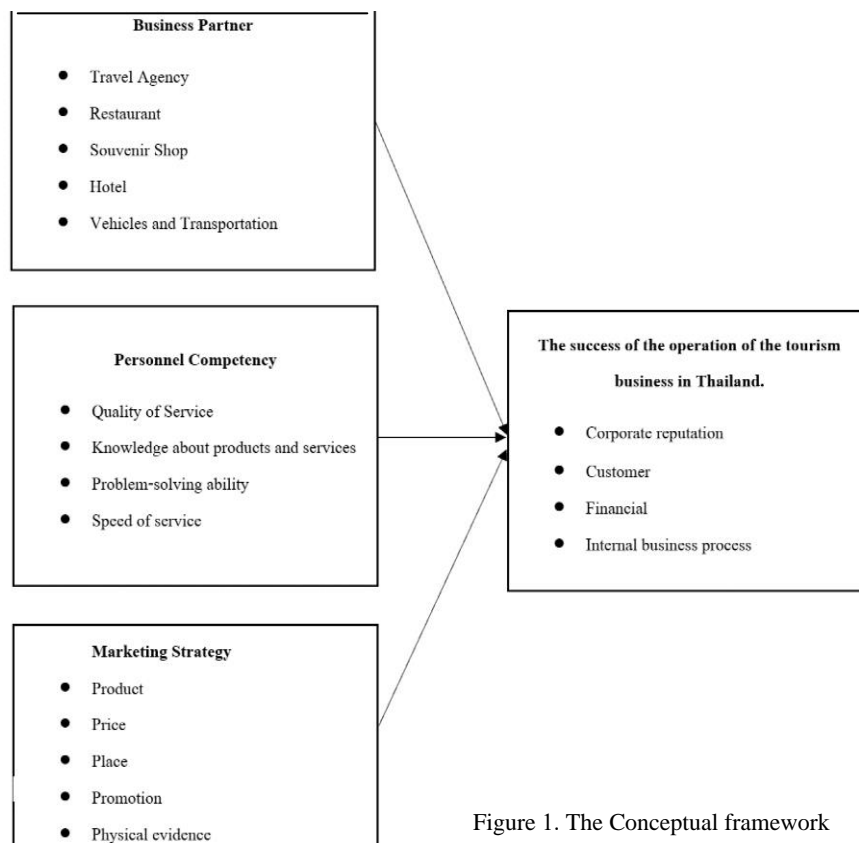


Figure 1. The Conceptual framework

RESEARCH METHODOLOGY

In the research study titled "Business Partnerships, Personnel Competency, and Marketing Strategies Influencing the Success of Tourism Business Operations in Thailand," the researcher has developed a comprehensive methodology. The steps of this research methodology are illustrated in Figure 2 (Pisit, 2023). The methodology is elaborated upon in the following sections:

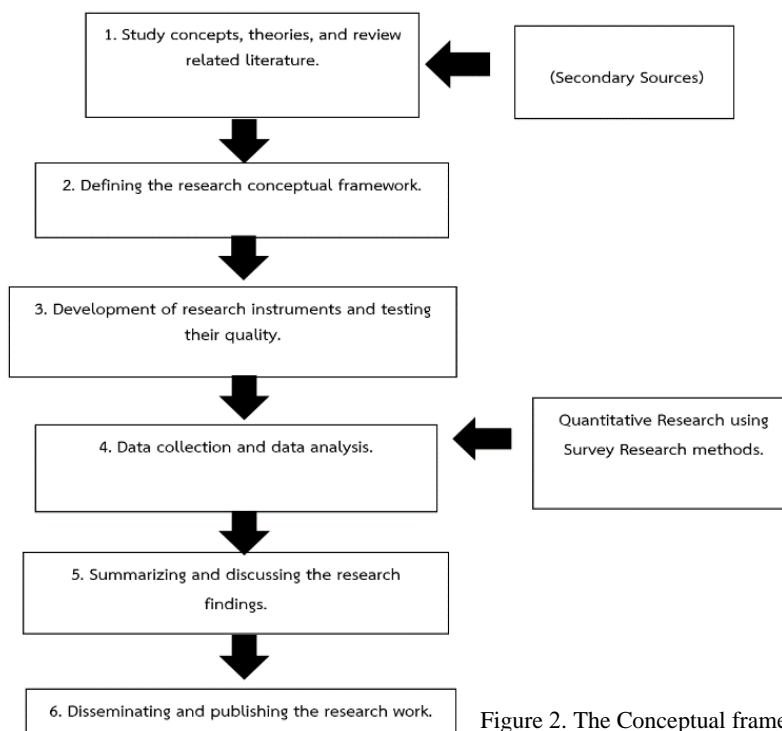


Figure 2. The Conceptual framework

Population and sample

According to www.tourismcentre.go.th, the study's population was made up of tour operators in Thailand, was 9,707 persons at the last count 17th January 2010. They then divided up Thailand's industry of Tourism Enterprises into The sample group for it research kind high-school classes of children. Using the size is a formula described in (Ploadaksorn et al., 2023); for calculating samples from some population, our sample size was determined. According to this data and the specified formula the sample group comprised 100 people. The information represents each component in "Table 1" shows the demographic information of different workplaces and samples. The Central Registry Office has the largest population of 4,492 people and a sample size of 46. The Eastern Health Department and the Southeastern Department (Regions 1 and 2) have populations between 335 and 3,237 and sample sizes of 4 to 33. The Northern Regional Office recorded a population of 1,211 people and a sample size of 12 people. Overall, the total population of the office is 9,707 people and the total sample size is 100 sampling. The sample was taken using a method called "proportionate random sampling." This strategy takes into account the size of strata. As explained by (Wong et al., 2011). The formula used to calculate this method is given below.

$$n = \frac{Z_{\alpha}^2 \sigma^2 N}{e^2 (n - 1) + Z_{\alpha}^2 \sigma^2}$$

$$= \frac{\text{Desired sample group} \times \text{The population size of each office}}{\text{Total population size}}$$

In the Table 1 below the sample sizes resulting from calculations using the above formula are given.

Table 1. Population Numbers and Sample Groups (Source: Data from www.tourismcentre.go.th as of January 17, 2010, indicating the total count of registered tour business operators holding valid tour business licenses)

| Office Name | Total Population | Sample Sizes |
|-------------------------------------|------------------|--------------|
| 1. Central Registration Office | 4,492 | 46 |
| 2. Northeastern Regional Office | 335 | 4 |
| 3. Southern Regional Office, Zone 1 | 432 | 5 |
| 4. Southern Regional Office, Zone 2 | 3,237 | 33 |
| 5. Northern Regional Office | 1,211 | 12 |
| Total | 9,707 | 100 |

Research Instrument

Experts who have knowledge and expertise in relevant fields studied each detail to assess the content validity of a questionnaire. Three experts, Dr. Metha Suteeraroj, Asst. Prof. Ratchadaporn Pinrattananon, and Mr. Sakon Teeraphongthanakorn, conducted this evaluation. Subsequently, the researcher analyzed the results to determine the Index of Item Objective Congruence (IOC), a measure of the questions' consistency with Rensis Likert and others objects represented by the data. This rule also says that if consistency should reach a particular percentage figure in order for it to be considered good enough. These

questionnaires, which thoroughly conformed to the characteristics of the surveyed community, were subjected to validation by experts and along these lines similarities to standard data were eliminated. Thirty suits were handed out at this time. The data from these questionnaires was then analyzed for reliability, using the Cronbach's Alpha Coefficient formula. This analysis yielded an average value of 0.96, which surpasses the standard benchmark mark at 0.7. Following this, the questionnaires were refined on the basis of try-out feedback and then used with a designated sample group of one hundred people.

Data Collection

For data collection, the researcher has given a series of steps: Here they are:

1. In preparing the questionnaires, take as many pages as are necessary. Make them correct and complete, then post these documents off.
2. Fill out a letter on official paper from the Faculty of Business Administration at Rajamangala University of Technology Isan (accompanying the questionnaire). This letter is sent to Thai tour operators to induce their cooperation and willingness that the interviewer will reply to questionnaires they receive.
3. Send questionnaires to those registered with the Tourism Development Department who operate in the tour business. A total of 100 questionnaires are mailed out with a self-addressed pre-stamped envelope, making return right easy for all members of the tested population. Respondents are all given a period of 15 days, counting from when they get questionnaire through post in return to receive it again by mail.

Data analysis

Multiple regression analysis (Multiple Regression-Analysis), lectures will be provided with tables due to the large volume of content to transcribe and then research results will be summarized at the end. Test the relationship between variable Business Partnerships, Personnel Competency, Marketing Strategy If we want to call this a "realistic example", for tourism in Thailand as a sample case study. We conjecture that business partners, staff and marketing technique has a close relationship with how successfully businesses conduct their activities.

RESEARCH RESULTS

This research aims at investigating the influence of Business Partner factors, Personal Competency, and Marketing Strategy on the operational effectiveness of various types of tourism enterprises in Thailand. The research concludes that entrepreneurs in this business area see personnel Competency as another direct influence upon operations success in Thailand's tourist trade, earning an overall score that is half way to perfection: Personnel Competency above all else gets a 4.42 average rating (mean = 4.42, st. dev. = 0.67). From the analysis of several aspects, it can be seen that those companies with employees who have a good grasp on service skill contents also harbored staffs committed to providing nuanced services for clients. Doing so enhanced customer satisfaction significantly and caused service usage to rise. Entrepreneurs rank highly the influential effect of having service-minded personnel flexibility and service skillfulness in company human resources (mean = 4.49, standard deviation = 0.65). At the same time, the presence of (in a company's human resources) personnel knowledgeable about our company's products and services, as well as capable providing clear service recommendations to customers is also judged to have an extremely high impact (mean = 4.48, standard deviation = 0.61). In addition, to have staff of tour Services capable of effectively handling problems is looked on as critical in its influence (mean = 4.48, standard deviation = 0.62). Having staff who are able to provide quick and punctual Service itself is yet another aspect that is taken as highly influential by Entrepreneurs (mean = 4.39, standard deviation = 0.67). At last the importance of organizing training seminars in order to raise the knowledge of employees is recognized since that keeps staffs current and their work standards high. This factor is also rated as having a significant influence (mean = 4.28, standard deviation = 0.78). Which can display the average values and standard deviations of factors related to personnel competencies in Table 2 (Pisit, 2023).

Table 2. Average values and standard deviations of factors related to personnel competencies

| Factors Related to Personnel Competencies | n = 100 | | |
|---|-------------|-------------|----------------------|
| | \bar{x} | S.D. | Meaning |
| 23. The company employs staff who possess both knowledge and understanding of service-oriented tasks, and demonstrate a public-spirited commitment to delivering comprehensive service to customers. This approach fosters customer satisfaction and attracts an increasing number of clients to use the service. | 4.49 | 0.65 | highest level |
| 24. The company has personnel who are knowledgeable about the company's products and services, enabling them to provide clear guidance to customers. | 4.48 | 0.61 | highest level |
| 25. The company's personnel possess both knowledge and problem-solving skills, which they effectively apply in delivering travel services to customers. | 4.48 | 0.62 | highest level |
| 26. The company employs skilled personnel who deliver services promptly and efficiently, leading to high customer satisfaction. | 4.39 | 0.67 | highest level |
| 27. The company conducts training programs to enhance the knowledge of its personnel, ensuring they are always updated with new information. This approach enables the staff to work more efficiently. | 4.28 | 0.78 | highest level |
| Total | 4.42 | 0.67 | highest level |

The results for the hypothesis tests are found in a multiple comparison regression analysis. H1--Elements of product strategy, pricing, distribution, place, physical environment, personnel competency and business partnerships, all show a positive correlation to success for tourism operations. Table 3 illustrates ways in which marketing strategy, personnel abilities and business partnerships may affect tourism businesses.

Table 3. Displays the relationship between variables that predict marketing strategies, personnel competencies, and business partnerships

| Predictive Variables | β | T | Sig. |
|----------------------------------|---------|-------|--------|
| Marketing Strategy | | | |
| 1. Product | 0.353 | 3.736 | 0.000* |
| 2. Price | 0.327 | 3.078 | 0.003* |
| 3. Place | 0.258 | 3.431 | 0.001* |
| 4. Promotion | 0.343 | 2.649 | 0.009* |
| 5. Physical evidence | 0.531 | 3.270 | 0.002* |
| Personnel Competency | 0.352 | 6.208 | 0.000* |
| Business Partner | 0.297 | 2.925 | 0.004* |
| R ² = 0.392; *P < .05 | | | |

According to Table 3 data show what are the factors of product strategy, pricing, distribution, location, physical environment, personnel ability and partnerships that positively affect tourism business operation success. In statistical rhetoric it is also dominant: This is statistically significant impact, as shown by the following predictive equation, Barth and Koch (2019). Critical success factors in ERP upgrade projects. *Industrial Management & Data Systems*, 119(3), 656–675.

$$STB = \beta_1 MS_1 + \beta_2 MS_2 + \beta_3 MS_3 + \beta_4 MS_4 + \beta_5 MS_5 + \beta_6 PC + \beta_7 BA$$

The predictive equation, Barth and Koch (2019). Critical success factors in ERP upgrade projects. *Industrial Management & Data Systems*, 119(3), 656–675. in standard score form is as follows:

$STP = 0.353 \times \text{Product Aspect} + 0.297 \times \text{Price Aspect} + 0.327 \times \text{Distribution Aspect} + 0.258 \times \text{Sales Promotion Aspect} + 0.343 \times \text{Physical Environment Aspect} + 0.531 \times \text{Personnel Ability} + 0.352 \times \text{Business Partner Aspect}$.

CONCLUSION AND DISCUSSION

The test result shows that in Thailand's tourism business operations, factors such as product strategy, pricing, distribution, location physical characteristics, personnel ability, and business partnerships, and statistically speaking at the .05 level do positively affect their outcomes. One standout example is personnel ability itself; with entrepreneurs revealing its strong influence on both overall performance in tourism business operations and each individual facet of this form of work (0.531 impact score), this looks like more than what most people would suspect. These findings echo Damnet et al. (2023); which discovered that tour operators in Bangkok have four primary strategies for their tours (core product strategies and additional services) plus pricing strategy with significant impacts on levels of parity achieved for trade in Thailand's tourism industry. As Banmairuroy et al. (2022); reported, tour businesses operating in Thailand all value service in terms of meeting customer requirements, be this via growing distribution channels or providing services that are flexible to fit individual customer needs and tastes. It also stresses the importance of personnel and the value of personnel.

For example, regular training programs help staff work with greater efficiency and effectiveness, thereby revealing the recognition of the high value of personnel competency. As Asean Common Competency Standards for Tourism Professionals (ACCSTP) In keeping with these standards, the site should be run in full compliance with local hygiene regulations. The site bears four major duties: creating conditions of a safe work environment, obeying safety precautions and methods, dealing promptly with emergencies that crop up on-the-spot like power failures, equipment breakdowns and alert handling of negative reports from higher management by sending them down to your subordinates to follow through. Instead it calls for soliciting input from staff about different aspects of safety, such as estimating how to split up breaks for exercise or getting the modern fuse box lock open today. It involves gathering and enacting proposals made by the employees themselves for ensuring proper safety and security controls (Aulia et al., 2024).

Suggestions

It is important to examine the quality of services offered by tour businesses. High-quality service is crucial for business sustainability as it impresses customers, fosters satisfaction, and encourages repeat patronage, thereby reinforcing the perception of the tour business's quality. Understanding the level of service provided is essential for further improvement and development of service quality. In addition to factors like marketing strategy, personnel competency, and business partnerships, which this research has explored, future studies should investigate other elements that impact the success of tourism business operations in Thailand, such as government policies. Additionally, assessing the operational effectiveness of the tourism industry is vital to gauge the overall efficiency of tourism businesses in Thailand.

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