



SUSTAINABLE STRATEGY IMPLEMENTATION BY LOCALLY OWNED
BUSINESSES IN HOSPITALITY INDUSTRY: A CASE STUDY OF
KHAO LAK, PHANG NGA, THAILAND

BY

MATHURADA POTHONG

AN INDEPENDENT STUDY SUBMITTED IN PARTIAL FULFILLMENT OF
THE REQUIREMENTS FOR THE DEGREE OF MASTER
OF BUSINESS ADMINISTRATION
BUSINESS INNOVATION
THAMMASAT UNIVERSITY
ACADEMIC YEAR 2021
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ABSTRACT

In light of the natural abundance in Khao Lak, the tourists' demand is continuously increasing which has led to the expanding hospitality businesses to meet such demand, affecting the degradation of the environment. Sustainability becomes the primary for all businesses to adopt, especially the businesses in the hospitality industry which heavily rely on natural resources. This research aims to understand how locally owned businesses implement a sustainable strategy. Specifically, it investigates the enabling factors influencing its implementation. This study employed the qualitative method from in-depth interviews by using thematic analysis with a deductive approach. Respondents were from case selection of hospitality businesses in Khao Lak, namely, hotel, restaurant, and tour operator. The finding shows that there are various practices of socially and environmentally sustainable strategy across these businesses. Implementing a strategy into practices for these businesses is not complicated due to the organizational structures which are not that large. The businesses focus on the outcomes by following the sustainable practices rather than going into the details of implementing an effective strategy. The factors which are stakeholder (leadership buy-in and support, employee involvement, customer collaboration, and local community), strategy (strategy

orientation and communicating strategy), resource (employee, cost, tool, and environment), and external organization (rules and regulations by national park, local government, foundations, and other enterprises) are influencing the implementation of strategy in local businesses. Add to this, the challenges local businesses encounter in the implementation are no model for guiding the implementation, feeling burdened, conflict, inadequate information sharing, high cost for being sustainable, and the economy in Covid situation.

Besides, the motivations for adopting the strategy are to receive the reward, to respond to the pressure, marketing, business image, cost reduction, and degradation of nature. Business reputation, customer and employee satisfaction, cost reduction, market success, competitive advantage, and long-term advantage are benefits for local businesses gained from the implementation which contributes to sustaining tourism by affecting others, reducing pollution, conserving the environment, and returning customers to the city. In addition, customers reveal that they are participating in businesses' practices toward sustainability and would like to support sustainable businesses and be willing to pay more. This concept impacts choosing products and services, and the business image influences them during decision-making. However, the customers have a perspective that sustainability is for the luxury.

Keywords: Sustainable Strategy Implementation, Environmental Sustainability, Social Sustainability, Economic Sustainability, Hospitality Industry

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Mathurada Phothong

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CHAPTER 1

INTRODUCTION

1.1 Background and Problem Statement

“Sustainable development that meets the needs of the present without compromising the ability of future generations to meet their own needs.” And “it is based on the assumption that resources are finite and should be used wisely to ensure that there is enough for future generations, without lowering current living standards. A socially responsible society must prioritize environmental conservation and dynamic equilibrium in human and natural systems” (UNWTO, n.d.). That is to say, sustainable development is a strategy for economic planning that aims to promote economic growth while preserving environmental quality for future generations (Meadowcroft, 2021). It has been studied that there are numerous long-term and short-term sustainable benefits. The Earth’s ecosystems will not last and cease to function unless more sustainable choices are made. The fossil fuels will be running out, the atmosphere will be irreversibly damaged, and countless animal species will become extinct if harmful processes are maintained with no change. The expansion of dependable resources, the quality and cleanliness of the water, and clean air and nontoxic atmospheric conditions are all benefits of sustainability (Twi-Global, 2022).

Above all, sustainability also affects businesses in several ways. Meeting UN standards for environmental sustainability is not only ethical and important, but it is also economical and enables a better business model. In addition, sustainability enables an organization to interest employees, shareholders, and customers who share the organization’s sustainability aims and principles. As a result, the impact of sustainability can benefit both a company’s image and revenue (Twi-Global, 2022). Sustainability is becoming a top priority for both public and private sectors. The hospitality industry is one of the sectors starting to take responsibility for environmental sustainability since this industry relies on the natural environment which

serves as a major tourist attraction. To put it another way, there is an inherent risk that could jeopardize the foundation upon which hospitality is built. To that end, the hospitality industry is encouraged to embrace sustainability and integrate it into the corporate agenda. Another key point to remember is that tourists themselves are increasingly aware of sustainability and expect the industry to take responsibility and conduct their business sustainably. Also, studies reveal that more and more customers are willing to reward businesses assuming responsibility for environmental sustainability by buying their products and services (Tiger, 2020). Moreover, there is also evidence that employees are more engaged and productive in their works (Phatchanok Luangpaiboon et al, 2019). All things considered, the industry has started to react to these changes and implemented sustainable strategy into its policies and practices.

Thailand's tourism industry is flourishing, with the country ranking ninth on the list of the world's most visited countries which drives the hospitality industry (Mordor Intelligence, 2022). Its vibrant tourism and hospitality industry has played an increasingly important role in the economy, and it is considered the source of employment and income of the country. Thailand is capable of meeting the demands of international travelers and has left tourists with much better access to the high-end experiences the industry has to offer. Thus, it appears that people can have much more exposure to good quality service, and this presents good grounds for continued growth in the hospitality industry.

Khao Lak, which is located in the southern part of Thailand, is one of the most peaceful destinations for tourists. There are many arriving international tourists each year before the Covid-19 pandemic (C9 Hotelworks Market Research, 2020). It is plenty of untouched tropical forests, smooth white sand beaches, and islands that are renowned for spectacular underwater marine life attracting divers and enthusiasts from around the world (Anonymous, 2014). In light of its natural abundance, the tourism and hospitality sector has become the key source of revenue to the city as well as the demand is continuously increasing. Yet, the increase in supply, including hotels, restaurants, and tour operators to meet such

demand has led to the degradation of Khao Lak's natural resources and the environment.

Sustainable tourism is the development of tourism through the cooperation of both the public and private sectors to enhance tourism. There are positive and negative impacts on society, politics, economy, environment, and people's livelihood. Cooperation in tourism development and promotion in the correct manner is urgently needed to minimize the negative impacts and make the tourism industry the most sustainable benefit of the country (Chalongsri Pimonsompong, 1996). And according to The World Tourism Organization, United Nations (UNWTO) has set up sustainable tourism development goals known as 2030 Agenda for Sustainable Development and the Sustainable Development Goals (SDGs). There are 17 SDGs integrated to be ethical principles in tourism and increase cooperation in the economy and society. And the development must balance social, economic, and environmental sustainability (n.d.).

As the demand and supply in the hospitality industry in Khao Lak, Phang-Nga, Thailand is increasing, it is essential to create sustainability in the industry to maintain natural resources and the environment for it is what the economy in this area relies on. Thus, consideration and adherence to sustainability are the most important issue for every single business in the industry. Many organizations and industries, nowadays, have implemented sustainable strategy for their organizations. Since organizations must not only solely conduct the business in order to maximize profits, but also organizations must coexist with the community, society, and environment especially hospitality and tourism industries which are heavily reliant on the environment. And the things that they create for society and the environment will allow the organizations to gain mutual benefits in the long run.

Sustainable practices are employed in hospitality industry and hotels, restaurants, and tour operators are the stakeholders in the industry that have obligations toward sustainable tourism. The majority of related studies was conducted on large or chain businesses. Nevertheless, studies related to the involvement of local hotels, restaurants, and tour operators are still limited, especially in Thai context. Consequently, this study has the intention to investigate

further on sustainable practices and their implementations adopted by locally owned businesses in hospitality industry in Thailand.

The purpose of this research is to understand how locally owned businesses in Khao Lak's hospitality industry implement a sustainable strategy in their organizations, and multiple case studies will be used to answer the research question. Furthermore, the finding on the implementation of sustainable strategy in the hospitality industry will benefit the tourism development for public and private sectors in considering the implementation of the suitable strategy for their business operations. As well as create an environmentally friendly network in the industry for sustainable tourism in the future.

1.1.1 Khao Lak, Phang Nga, Thailand

Tourism and hospitality industry is the most important sector in Khao Lak. It generates increasing economic growth, encourages more income for residents, and provides enhancements in businesses. Its natural beauty annually attracts arriving domestic and international tourists, bringing a large amount of foreign currency into the city as illustrated in Figure 1.1 and Figure 1.2.

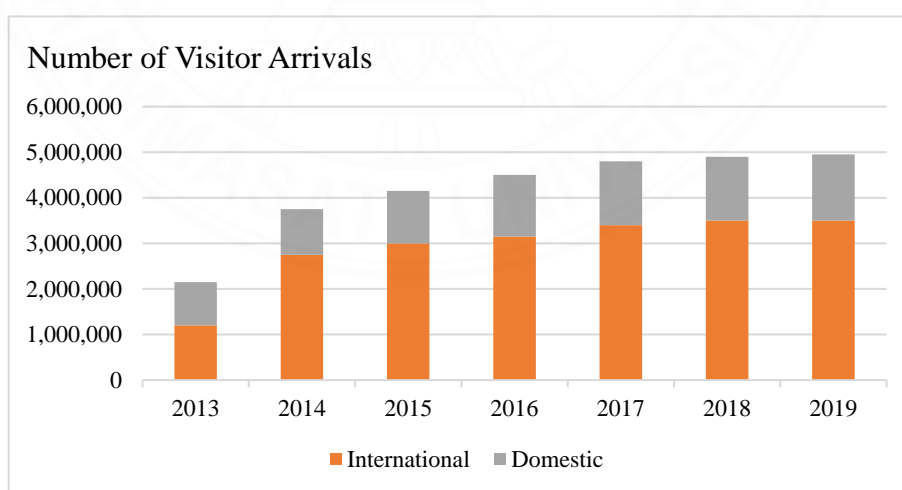


Figure 1.1 Market Share Ratio Between International and Domestic Segment During 2013-2019. From Phang Nga & Khao Lak Hotel market update, by C9 Hotelworks, 2020, Retrieved from <https://www.c9hotelworks.com/wp-content/uploads/2020/02/phang-nga-khao-lak-market-update-2020-01.pdf>

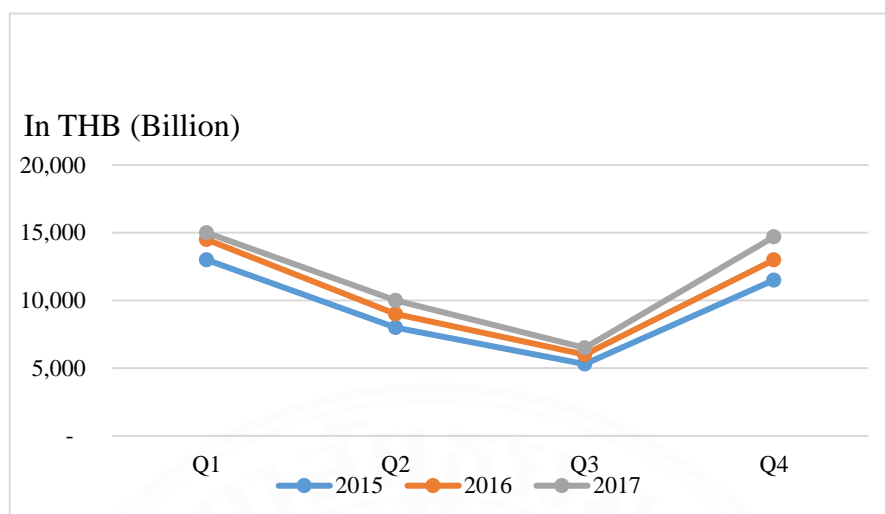


Figure 1.2 Generated Revenue for Tourism Income in the Quarter During 2015-2017. From Khao Lak & Phang Nga hotel market update, by C9 Hotelworks, 2018, Retrieved from <https://www.c9hotelworks.com/wp-content/uploads/2020/02/khao-lak-market-report-018-06.pdf>

Furthermore, its main tourism destination, Khao Lak, is seeing increasing demand. There are an expanding four-land motorway scheme expected to finish within 2022, the approved investment budget for a key provincial infrastructure project targeted at THB 24 billion, as well as new hotels, recently opened hotels in the pipeline, and project delays in a number of properties due to the present situation is pushing out many openings to 2022-2023. The incoming pipeline is 2,283 keys, which is a 21% increase over in current supply (C9 Hotelworks, 2020).

Table 1.1 Hotel Pipeline in Khao Lak, Phang Nga, Thailand

Hotel Name	Location	Keys	Year
Pullman Khao Lak Resort (Phase I)	Bang Muang	112	2020
Grand Mercure Khao Lak	Bang Sak	195	2020
Pullman Khao Lak Resort (Phase II)	Bang Muang	141	2021
JW Marriott Khao Lak Resort & Spa	Khuk Kak	180	2021
Avani Khao Lak	Bang Sak	328	2021

Table 1.1 *Hotel Pipeline in Khao Lak, Phang Nga, Thailand (Cont.)*

Hotel Name	Location	Keys	Year
Sheraton Khao Lak	Nam Kaem	252	2023
Khao Lak Marriott Resort & Spa	Bang Muang	300	2023
Holiday Inn Resort Khao Lak	Pakarang Cape	350	2023
Katathani Group (Unnamed)	Nang Thong	119	TBA
Khao Lak	Nam Kaem	306	TBA

Note. From Khao Lak & Phang Nga hotel market update, by C9 Hotelworks, 2020, <https://www.c9hotelworks.com/wp-content/uploads/2020/11/2020-11-khao-lak-phang-nga-market-update-202011.pdf>

The majority of the existing hotel supply is concentrated in the Khao Lak center area which includes Khuk Kuk beach, Nang Thong Beach, and Bang Niang Beach. Currently, a total of 114 registered properties are operating with 9,542 keys in inventory. However, locations have been expanded to other beaches such as Pak Weep Beach. Additionally, more projects are being pushed to Bangsak and the pipeline footprint is expanding northwards (C9 Hotelworks, 2020).

Significantly, the continuously increasing hotel supply provides an opportunity for other businesses in the hospitality industry, particularly restaurants and tour operators to expand in the area where the hotels are established. Therefore, to maintain sustainable tourism in Khao Lak, sustainability is important and local businesses in the industry must be operated with environmental and social responsibility and adopt sustainable strategy implementation to sustain their businesses.

1.2 Objectives of the Research

1. To understand the implementation of sustainable strategy by locally owned businesses in hospitality industry: hotel, restaurant, and tour operator

2. To investigate the enabling factors that influence the sustainable strategy implementation in hospitality industry towards sustainability in the industry

1.3 Scope of the Research

1. Content Scope

To focus on the implementation of sustainable strategy in Thai locally owned businesses

2. Population Scope

Top-level managements, employees, as well as customers who are involved in the hospitality industry

3. Area Scope

The hospitality industry, namely hotel, restaurant, and tour operator operating in Khao Lak, Phang Nga, Thailand

1.4 Expected Benefit

Understand sustainable practices and their challenges in local businesses towards sustainability within hospitality industry which includes hotel, restaurant, and tour operator. Besides, this research can be used as a guideline for implementing sustainable strategy to relevant organizations in the hospitality industry for economic growth and being environmentally friendly.

1.5 Terminology

1.5.1 Hospitality Industry

The industry relies on free time, disposable income, and customer satisfaction. It is a broad category of the service industry that includes lodging, food and beverages, travel, and other tourism-related fields (Novak, 2017).

1.5.2 Hotels

Businesses provide paid lodging, usually for a short stay, and frequently offer a variety of additional guest services, including restaurants, bars, swimming pools, healthcare, retail shops, and business facilities (Tourism Notes, 2018).

1.5.3 Restaurants

Public places provide food and beverages on a commercial basis and offer service of food and beverages desired to satisfy guests (F&B, 2017).

1.5.4 Tour Operators

Firms arrange tourist's vacations in terms of travel, accommodation, activities, and attractions (Chilembwe & Gondwe, 2020).

1.5.5 Sustainable Strategy

The integration of economy, environment, and society aims into achieving a company's goals, activities, and planning with the goal of creating long-term value for the company, its stakeholders, and the wider society, meanwhile protecting, sustaining, and improving the natural resources that will be required in the future (Long, 2020).

1.5.6 Local Business

A company is a locally owned business that provides goods, services, a franchise, or corporate branch that operates in a local area (Monash Business School, 2018).

CHAPTER 2

REVIEW OF LITERATURE

2.1 Sustainable Strategy

Sustainability is a holistic development concept that is integrated with organizational goals, internal incentives and evaluation systems, and organizational decision support systems (Redomska, 2015). It is relevant to the definition defined by the Brundtland Commission (1987) “Sustainable development that meets the needs of the present without compromising the ability of future generations to meet their own needs.” This implies that resources are finite and should be used conservatively and wisely, with long-term priorities and the consequences of resources being used. In other words, sustainability takes into account how we can coexist with nature while protecting it from harm and destruction.

Sustainable strategic management (as cited in Guenther, 2015) defines sustainable strategy as “Integrative strategies designed to provide long-term competitive advantages to organizations by taking advantages of external opportunities and minimizing external threats along all three dimensions of sustainability.” Consequently, to achieve sustainable development goals, there are three pillars of sustainability: economic, social, and environmental sustainability which should be given balanced consideration, and these are particularly important in terms of corporate sustainability and efforts made by businesses.

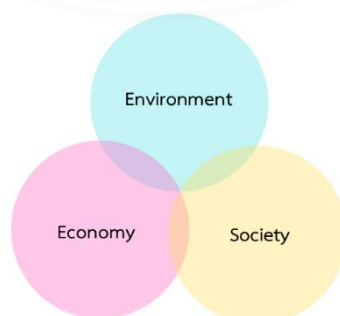


Figure 2.1 Three Pillars of Sustainability

In 2015, United Nations adopted the 2030 Agenda for sustainable development which is a common global development framework for achieving sustainable social, economic, and environmental development by 2030. There are 17 Sustainable Development Goals (SDGs), which are an urgent call for action by all countries.



Figure 2.2 17 Sustainable Development Goals (SDGs). From Increased attention to sustainable development goals, by Behrens, 2020, <https://probonoaustralia.com.au/news/2020/02/increased-attention-to-sustainable-development-goals/>

Many businesses are adopting sustainable strategy as it has become more prevalent in recent years due to environmental concerns and consumer-demanded action. This strategy aims to help businesses have a positive impact on the economy, society, and the environment and ensure long-term business resilience and success. In short, a sustainable strategy is taken steps for businesses that can take to reduce their impact on the environment or society. It provides a framework for focusing investment and driving performance in order to make a decision to truly focus on a specific issue, as well as engage internal and external stakeholders. Sustainability is built upon three basic pillars which are defined as the triple bottom line.

Economy: in order to function in a sustainable manner and continually make an operating profit, the business must use its resources efficiently and ethically. A business' operation cannot be sustained unless it generates an operational profit and generates enough revenue to be profitable in the future. Better financial performance, increased sales, lower operating costs, and better reputation are some examples. By implementing a sustainable strategy, businesses can also attract additional employees and boost current employee retention rates. Furthermore, a sustainable strategy can help a business' internal operations and success, as well as its public appearance.

Society: sustainable strategy encourages businesses to assess their community relationships and implement practices to strengthen them. It encourages businesses to give back to the communities that have assisted their growth. Businesses can create initiatives that directly benefit their community. It also means treating employees fairly and ensuring that employees, stakeholders, and the community in which a business operates are treated responsibly, ethically, and sustainably, as well as ensuring that people's health and wellness are strongly protected while basic resources are maintained without compromising their quality of life.

Environment: the most obvious benefits of a sustainable business strategy are related to the environment. When a business implements a sustainable strategy, it can reduce the amount of pollution and emissions it produces, which benefits the environment. To ensure environmental sustainability, people must consume natural resources at a rate that allows them to replenish themselves. It includes the priorities of water usage, reduced carbon footprints, and inefficient supply chain procedures. Frequently, these procedures are both cost-effective and profitable, and vital to environmental sustainability.

In conclusion, sustainability is what businesses need to primarily consider, apart from profit, which includes society, and the environment. It must be able to have a positive impact through various strategies consistent with sustainable development in a concrete way. If the organization does not accept this responsibility, it may cause issues such as environmental degradation, or inequality in

society, which adversely affects the organization's image. Thus, businesses must devise ways to develop a business strategy that conforms to the sustainability concept.

2.2 Sustainable Strategy in Hospitality Industry

The hospitality industry is one of those industries that has an inevitable impact on the environment. It consumes large amounts of energy and resources, which can be detrimental to the environment and the business itself. Sustainability, hence, has emerged as a critical and necessary factor as well as a growing concern within the global tourism industry. And for organizations and businesses in the tourism sector, environmental conception has become a necessity for attaining sustainable tourism development not only to improve the natural environment and take social responsibility to meet the need of people and develop their quality of life but also to maintain the competitive performance in this industry.

2.2.1 Sustainable Strategy Practices

(1) Hotels: according to Kasim et al. (2014) the hotel's water consumption is influenced by several factors, including the configuration, efficiency, and age of the infrastructure, the variety of water usage devices as well as the behaviors and practices of guests and employees. The contributions to the hotel's water and energy consumption are the number of overnight stays sold, meals served, and the amount of internally washed laundry. Daily cleaning of rooms, laundry, pool and garden maintenance, intensive kitchen activities, and a "pleasure approach" to showers and baths are all reasons for increased water consumption in hotel developments. The most typical water-saving techniques are the installation of low-consumption taps and showers throughout the installation, as well as the management of existing water leaks (Gavilanes et al., 2019). Huang et al., (2015) identified that hotels are one of the most energy-intensive sorts of businesses because of operating 24 hours a day. The three major sources of energy consumption in hotels are lights, water heating, and cooling systems. Due to the

correlation between energy use and greenhouse gas emissions, implementing efficient energy-saving strategies during the hotel's operating phase will result in a decrease in greenhouse gas emissions and lower costs for hotel units. The use and purchase of environmentally friendly cleaning products, water, and energy saving methods, and the selective collection of solid waste are all examples of environmental practices utilized in the hotel sector. As a means of becoming more efficient, some hotels are incorporating new energy sources such as smart cards, solar and wind energy, solar thermal systems, and automatic air conditioning systems, all of which are crucial in energy management (Kim et al., 2015). And Gavilanes et al., (2019) stated that the use of energy-saving light bulbs, often known as LED (Light-Emitting Diode), motion sensors that turn lights and other electrical equipment on and off, and natural light are all recognized as measures utilized by hotels to reduce energy use. Finally, the most common measures used in hotels to reduce waste generation are internal policy development to save office supplies, plastics and glass recycling, and generated waste separation.

In terms of socially sustainable practices, it includes local initiatives related to education and poverty alleviation, voluntary actions, charitable donations, long-term supplier partnerships, providing high-quality services and products, treating all consumers fairly, providing a safe environment for consumers, and organizing activities with the local community (Modica et al., 2020) and businesses are dedicated to operating responsibly and contributing to economic development that benefits the employees and families, as well as the local community and society in general (Cherapanukorn & Focken, 2014).

(2) Restaurants: green practices (GP) have been emerged as a major concern in the restaurant industry as a means of increasing social benefits and long-term business sustainability. The need for restaurant businesses to protect the environment and local communities is growing. As a result of this demand, organizations that follow sustainable practices gain a competitive advantage. Many restaurants have embraced the trend of becoming more environmentally friendly by implementing various socially and environmentally sustainable practices (Choi & Parsa, 2006). According to a survey performed by the Sustainable Restaurant

Association, over 80% of respondents said that sustainability was a factor in their decision of where to eat. In another survey performed by CGA in cooperation with UK Hospitality, more than four out of five respondents (83%) want hospitality firms to engage in sustainable practices, and 41% are ready to pay extra for sustainable dining (Hughes, 2020). Scholars recently investigated sustainable food practices in the restaurant context and discovered restaurant operational practices. The practices include using energy and water-efficient devices and equipment, purchasing locally produced food, reducing food waste, implementing recycling programs, and organizing local community support programs (Wang et al., 2013). Furthermore, using sustainable foods with low environmental impact and purchasing ingredients from animal welfare, environmentally friendly, or fair-trade suppliers represent a restaurant's practices to benefit the environment and the well-being of society (Maloni & Brown, 2006). Thus, restaurants are more likely to engage in environmentally and socially sustainable actions, as well as to make an effort to use sustainable foods (e.g., fresh, organic, and local food) as a marketing strategy to attract customers and create a positive image of a green restaurant (Namkung & Jang, 2013).

(3) Tour Operators: tour operators are tourism industry stakeholders who take responsibility for sustainable tourism as their roles in business and destination sustainability. Tour operators have a relationship not only with tourists and destinations but also with tourism industry suppliers and local communities (Hamid & Isa, 2020). According to Park (2009, cited in Fonseca, 2020), environmental conservation and protection are the primary concerns of sustainable tourism practices to ensure the future survival of the tourism industry. It drives economic growth and benefits the local community of a destination which more travelers getting aware of. Fonseca (2022) revealed that 83% of travelers worldwide believes that sustainable travel is important. Global sustainable tourism council (as cited in Fonseca, 2020) defines responsible travel as individual traveler behavior aspiring to make choices in accordance with sustainable tourism practices when visiting a tourism destination, the behaviors are usually aligned with minimizing negative impacts and maximizing positive ones.

Travel has a significantly environmental impact, including high carbon emissions, waste production, resource consumption, and human interference in nature. Working actively to reduce the negative effects of this activity should be a top priority for all in this industry. There are some practices that tour operators can take to become more sustainable. Reducing carbon footprint includes using eco-friendly transportation, reducing the waste produced during the tours, investing in tree planting projects, acquiring reusable materials at the office, and offering carbon-free travel experiences. For social sustainability, tour operators can do hiring local workers, buying from local suppliers, promoting local business, creating itineraries containing less visited areas, and educating the customers on sustainability such as how to preserve the local culture and nature of the destination they are visiting (Fonseca, 2022).

2.3 Motivations for Sustainable Practices

Many businesses, including hospitality businesses, have adopted environmentally and socially sustainable practices and implemented environmental programs to conserve energy and water, minimize waste, and in order to respond to increasing pressure from stakeholders, business partners, local government, and environmentally conscious customers, their environmental performance must be improved. Cost reduction and efficiency, as well as internal forces such as organizational culture and management convictions, are the motivators that drive the adoption of sustainable practices. Also, other motivators for the industry to these practices adopted include wanting to keep up with competitors, entering new markets, supplier influence, and pressures from the society in the countries where the business operates. It is critical to emphasize that the successful implementation of environmental practices in the hospitality industry is dependent on employee involvement, as they are responsible for putting them into action. According to Boley and Uysal (2013), with increasing competition in a globalized world, hospitality businesses, and tourist destinations that do not embrace this philosophy will be unable to compete with their main competitors. Employees and non-governmental organizations (NGOs) have a

greater influence on social sustainability, whereas other stakeholders, government, competitors, and clients have a greater influence on environmental sustainability (as cited in Pereira et al., 2021).

2.4 Benefits of Implementing Sustainable Practices

Sustainable practices improve organizational performance on numerous levels, including company image, key stakeholder loyalty, and employee satisfaction, all of which provide long-term competitive advantages. The examination of the relationship between the economic performance of tourism business and environmental performance in the empirical research reveals that being environmentally conscious is beneficial. The benefits of sustainability for business can be divided into tangible and intangible benefits. The tangible benefit includes reducing cost and risks of operating a business and the intangible benefit is increased competitiveness, brand reputation, and attractiveness of talent. Evidence of a positive relationship between sustainability and organizational performance can be seen in the role of employee empowerment and teamwork in achieving environmental progress. Kleindorfer et al. (2005) showed that environmental initiatives in the hospitality industry increase profits by increasing customer satisfaction and loyalty. And Robin et al., (2016) also demonstrated that implementing environmentally friendly practices benefits the tourism and hospitality industries and the environmental strategy has a positive impact on an organization's overall financial performance and competitiveness.

2.4.1 Sustainable Practices and Performance

According to Alonso-Almeida et al. (2018), regardless of the type of environmental practices implemented, environmental practices have a significant and positive impact on financial performance, even in small businesses, the results in terms of cost savings and increased sales are unanimous. The use of more efficient water and energy consumption methods, waste recycling, and the resulting reduction in operating costs have a direct impact on a business' operating performance. And adopting socially sustainable practices has a significant positive impact on financial

performance and market success factors. Implementing employee-related social practices such as diversity training, work-life balance options, learning, and career development opportunities, and boosting employee morale and commitment increases profitability and market share. Moreover, it also increases customer satisfaction and enhances the business' reputation.

2.5 Sustainability from a Customer Perspective

Customers are becoming more conscious of the importance of environmental awareness, and they want businesses in the hospitality industry to follow environmentally friendly practices since the customer has a larger role in environmentally sustainable initiatives, leading to increased awareness about the environment impact of their decisions.

Gavilanes et al. (2019) stated that several authors have highlighted one of the motivators for a customer to choose their vacation location is the credibility of a place it is and promotes itself as sustainable. Also, tourists are unable to experience their intended vacation before arriving, the significance of the destination's image is highlighted in influencing customers during decision-making (Robin et al., 2016).

Related to the research by The Hartman Group (2007) conducted research on sustainability from a consumer perspective which revealed that 67% of participants interviewed buy products based on concerns about the environment or social well-being at least sometimes. Chan et al., (2017) said that customers particularly those who are increasingly demanding environmentally designed sustainable hotels and concerned about the environment are willing to pay more for sustainable hotel facilities. Guests' awareness of energy efficiency is growing all the time, and they frequently prefer to reuse towels and sheets throughout their stay rather than incurring the environmental cost of cleaning them every day. So, the perspective from customers on sustainability is a motivation for every business to consider integrating sustainable practices in their businesses.

Implementing sustainability programs is more than a technical undertaking; it necessitates the reorganization of itself based on their capacities (Golini et al., 2014). A sustainable strategy will be successful if the business' highlighted characteristics are environmentally relevant, credible and authentic. Because it is difficult to imitate a business' unique relationships, experiences and its personality. And these characteristics of products and services in the customer's eyes are the advantage of differentiation from the perception (Pereira-Moliner, 2015).

2.6 Factors Influencing the Sustainable Strategy Implementation

According to Hrebiniak (2013, cited in Guenther, 2015), a well-implemented strategy not only enhances the business' internal performance but also establishes several competitive advantages allowing it to outperform other market players through lower costs, faster market and customer response, effective human resource management, and increased ability to handle change and adapt to external shocks. A poor strategy cannot be implemented into an effective strategy. A logical strategy can establish a framework for a set of criteria and outcomes that ease the implementation. On the other hand, problems and barriers caused by poor strategy can jeopardize strategy implementation success.

2.6.1 Critical Elements that Influence the Success of the Implementation Effort

(1) Corporate and Business Strategies Alignment: maintaining consistency between the corporate and business strategies which both support one another is crucial. There will be implementation issues if there is inconsistency and conflict in these strategies. The following issues must be clarified for corporate and business strategy to be consistent, and they must agree on adequate communication and interaction Hrebiniak (2013, cited in Guenther, 2015).

- Resource and financing allocation
- Profitability and growth targets
- Business strategies guidance

- Performance metrics definition
- Business objectives determination

(2) Operative Element Definition and Communication: translating strategic long-term goals into measurable operational short-term measures to access the business' strategic goals is crucial for successful strategy implementation. To ensure that everyone is aware of the intended goals, the translated short-term objectives must be communicated throughout the organization Hrebiniak (2013, cited in Guenther, 2015).

(3) Requirements for Strategy Implementation Comprehension: in order to successfully implement a strategy, it is critical to create and provide appropriate capabilities. Companies that invested in developing specific capabilities outperformed those that did not. When the necessary capabilities to support a strategy were not developed, the strategy's implementation was not successful. It is also not proper to implement a new strategy with outdated resources and capabilities since competencies and skills are different by strategy Hrebiniak (2013, cited in Guenther, 2015). Typical investments in strategy-supporting resources and capabilities include:

- Equipment or technology investment
- Systems and processes establishment
- Organizational structures introduction
- Establishment of specific experts and capabilities training
- Strategy-supporting incentives and controls

2.6.2 The Obstacles in Implementing a Strategy

(1) Long Time Frame for Strategy Implementation: as the implementation processes occur over time, the long-time frame of the implementation phase affects managers' attention and clarity. Consequently, long-term goals and activities must be translated into short-term so that they can be controlled and revised on a regular basis, and the execution process must be flexible and able to adapt to changing circumstances and unforeseen events Hrebiniak (2013, cited in Guenther, 2015).

(2) Inability to Manage Change and Resistance: changes in structure, incentives, controls, objectives, or responsibilities that result from strategy implementation frequently cause additional problems in communication, culture, behavior, methods, and tools. If they were changed simultaneously, it would be difficult to coordinate and communicate, resulting in uncertainty and resistance among those affected. As a result, it is critical that the leaders who play a significant role in this change phase manage changes effectively Hrebiniak (2013, cited in Guenther, 2015).

(3) Unclear or Vague Strategy: it is difficult to communicate and implement a strategy that is an abstract concept with a long-term vision. If strategies are flawed, it is impossible to implement them effectively because lower levels of the organization are unable to implement executable plans in the absence of clear translation and direction. Moreover, to carry out the strategy is difficult for a vague strategy to identify which capabilities and skills are required Hrebiniak (2013, cited in Guenther, 2015).

(4) No Model for Guiding the Implementation: to guide strategy implementation with positive results, a logical model or roadmap with guidelines is required for implementation actions because the lack of a logical implementation model frequently results in uncoordinated and conflicting decisions and actions, making it difficult to successfully implement the strategy Hrebiniak (2013, cited in Guenther, 2015).

(5) Power Structure Conflicting: the implementation roadmap must deliver obvious, positive, value-added results and measurable in order to attract influential support since when powerful people support a strategy, it is much easier to put it into action. The implementation will not be fully supported unless the contributions and outcomes to the business' success and goals can be seen and measured Hrebiniak (2013, cited in Guenther, 2015).

(6) Inadequate Information Sharing: One of the most significant barriers to success strategy implementation is a lack of information sharing among individuals or business units involved in strategy implementation. The information needed is high for involved people in the network effect. Managers often understand

the tools and methods for sharing information. However, information forces such as a lack of a common language, power structure, and poor informal contact make them unmotivated to collaborate or share information with their colleagues Hrebiniak (2013, cited in Guenther, 2015).

(7) Unclear Responsibilities or Accountabilities: when key decisions must be made, the roles and responsibilities are frequently unclear which is causing confusion and problems. To effectively coordinate and cooperate during the phase of implementation, it is critical to define roles and responsibilities and ensure that all individuals involved in the phase understand Hrebiniak (2013, cited in Guenther, 2015).

(8) Inadequate Organizational Structure: the strategy has an impact on organizational structure, which is critical for strategy implementation. When the organizational structure is changed, there are often issues with strategy implementation and the organizational structure. For example, the link to the strategy is frequently ambiguous or absent, organizational structure change is frequently poorly managed, and integration or coordination of various structural units is frequently weak or incomplete Hrebiniak (2013, cited in Guenther, 2015).

(9) Inadequate Report and Control: the provision of timely and accurate feedback on the performance and progress implementation is helped by a continuous reporting and control process. Mankins and Steel (2005) discovered that top managers do not know whether the assumptions they have made are valid for predicting and planning a long-term strategic plan. Add to this, there is the chance that they will continue to make the same incorrect assumptions for their future decisions if regular control is not maintained Hrebiniak (2013, cited in Guenther, 2015).

2.6.3 Processes, Methods, and Tools

It is extremely important for businesses to have processes, methods, and tools to help allocate resources, develop plans, manage strategy, and track performance to succeed in the implementation.

(1) Strategy Implementation Process

According to translating strategy into action (as cited in Guenther, 2015) businesses with a formal strategy implementation system outperformed businesses without such a system by two to three times. In contrast, many businesses fail

since there is no implementation model when it comes to implementing a strategy or managing operational tasks. The strategy implementation process is typically comprised of six steps listed below:

- Translating the strategy
- Managing strategic initiatives
- Aligning organizational units with the strategy
- Communicating the strategy
- Reviewing the strategy
- Updating the strategy

(2) Balanced Scorecard (BSC)

There must be an integral part of effective measurement in the management process. The concept of a Balanced Scorecard was initially introduced in 1992 by R. Kaplan and D. Norton. It gives executives a comprehensive framework for translating a business' strategic goals into a consistent set of performance metrics and it is a management tool that can inspire breakthrough improvements in financial, customer, internal business process, and learning and growth perspectives. It, furthermore, helps the company assess the effectiveness of the developed strategic plans and actions (Kaplan & Norton, 1993).

(3) Project Management

It is a standardized method that includes processes and tools to help with strategy implementation. A well-defined strategy will be translated into a number of strategic key objectives and projects, and it will help in the development and assignment of defined responsibilities and resources, as well as the establishment of clear performance metrics and time frames. As cited in Guenther (2015); Hrebiniak (2013) identified some critical elements for successful strategy implementation through project management.

- Definition of few key project: at the highest management level, a couple of key projects that are unmistakably linked to strategic success must be chosen.

- Priority setting and discussion: the implementation of a sustainable strategy necessitates a clear focus on the most important. Prioritizing can help achieve attention to the key results.

- Communication buy-in: to generate commitment and buy-in, the importance of key projects must be communicated clearly at all organizational levels.

- Leadership support: process management is a tool for guiding strategy-related projects. It can be failed unless the leadership supports the projects, processes, and objectives. Thus, leadership must foster an execution culture.

Radomska (2015) conducted research on the concept of sustainable strategy implementation. Its purpose was to examine the relationship between the implementation of sustainable strategy and the effectiveness of the strategy implementation process. The study's findings could be used in practice by the management department as a knowledge base to improve the strategic management process' flexibility and effectiveness. Its findings also revealed factors that contribute to lowering the risk associated with strategy realization, as well as a shift in perspective and perception of how the strategy implementation process should be organized.

Radomska assumed that the implementation of a sustainable strategy comprises of seven perspectives: leadership, strategy, employees, corporate values, resources, tools, and processes. The research focused on three observations which were averaging for the sustainability perspectives and degree of strategy execution effectiveness, correlations between perspectives on the execution of a sustainable strategy, and correlation between specific perspectives on sustainable strategy implementation and strategy execution effectiveness. Managers from 200 corporate headquarters operating businesses for at least five years and being listed among the 500 largest Polish companies achieving market success in the implementation of development strategies participated in the survey (Radomska, 2015).

As the research results of averaging for the sustainability perspectives and degree of strategy execution effectiveness show similarly received values of seven perspectives. Corporate values were obtained the lowest level, indicating that this perspective was emphasized less than others (Radomska, 2015). Similarly, the results of correlations between perspectives on the execution of a sustainable strategy indicated that corporate values were the lowest level of correlation. The highest results were obtained in terms of strategy, demonstrating the significance of the development concept and its connection to other areas. The findings, which were also confirmed by other authors, showed that strategy coherence and flexibility are crucial in the implementation process. As a result, it should be emphasized as the basis for an effective strategy implementation process for management. Relatively high results achieved was process which also confirms the assumptions of other researchers about the measurement process, motivation, and information analysis as elements that contribute to the proper functioning of the other areas related to strategy implementation (Radomska, 2015). The last analysis the result of the correlation between specific perspectives on sustainable strategy implementation and strategy execution effectiveness showed that corporate values had the lowest correlation level, which confirms previous observations that this element does not have a significant impact on the results obtained. Other correlations showed the highest results received were tools, processes, and leadership respectively. This proved that these perspectives were the strongest elements that improve the results of the implementation actions, and they should be treated as priorities, and following, resources, employees, strategy, and corporate values. This research assists businesses or individuals in better understanding what factors should be considered when analyzing the strategy execution process in order to ensure complex development that is integrated with organizational goals (Radomska, 2015).

Based on a study made by Guenther (2015) and findings from the review literature of Hrebiniak (2013, cited in Guenther, 2015), it aimed to identify critical factors for the successfully sustainable strategy implementation. The study's target consisted of companies from all over the world that are committed to

sustainability. Its findings showed some generally critical factors for the successfully sustainable strategy implementation which were derived from those analyses as follows:

1. Strategy definition-sustainability orientation
2. Analysis of sustainability-oriented stakeholders
3. Integration of sustainable strategy into business strategy
3. Proper planning of strategy implementation
4. Selection of implementation model
5. Get management buy-in and support
6. Ensure communication and information sharing
7. Sustainability reporting and control

2.7 Previous Relevant Studies of Sustainable Strategy Implementation in the Hospitality Industry

2.7.1 Sustainable Strategy Practices

Pereira, Silva and Dias (2021) conducted the study to understand what environmentally and socially sustainable practices that luxury hotels were adopting and how their management perceived the benefits and results from their adoption. A five-star hotel, the Hotel Casa de Palmela, recognized as a nature tourism hotel by the Institute for Nature Conservation and Forest (ICNF) was conducted. The results showed that luxury hotel has implemented environmental practices and social practices. The hotel has successfully implemented these practices to reduce operational costs. In terms of environmentally sustainable practices, the hotel adopts reducing water consumption; using thermodynamic solar panels technology, purification of water served to the guest, reusable bottles, watering the green spaces during the night to reduce evaporation, and regularly checking for leaks. For energy reduction practices, the hotel uses LED lamps, twilight switch, movement sensors, a card-key system, solar panels, PVC, and triple glass which help to conserve heating and cooling, white wall which improves the natural luminosity, heat pump system, and turning off the refrigerator in low season. For

waste separation, there are own containers, properly packed and separated rubbish preventing access by animals, food-oils, fats, and batteries collected by a specialized company. For food leftover, it will be given to farm animals, or recovery for lunch, dinner, and starter to feed the employees. For ecologic products, the hotel purchases more ecological products, uses cleaning products, and avoids using chemicals. The hotel has partnerships with companies to promote walking, bicycle, and horseback riding for the prevention of CO₂ Emissions. For laundry, there is a reduction in towel changes, and it will be changed on request and not daily which helps reduce the trips for collection and delivery that also contribute to the reduction in CO₂ emissions. Moreover, the hotel raises customers' awareness of environmental issues by creating a booklet on environmental practices for customers. A briefing and information on environmental practices are provided at check-in. As well as there is information to make guests aware of how to reduce water and electricity consumption in all rooms. In terms of socially sustainable practices, high-quality services are adopted. The hotel provides job opportunities for disability and builds social vegetable gardens project in which the hotel takes responsibility for the land, water, and some materials, and seeds, marketing, packaging, etc., are taken responsibility by the association. The hotel is committed to the development of local communities by buying some products from the region such as cheeses, wines, and fruits. There is also fair treatment to increase employee satisfaction as well as providing training, improvement program, and suggestions to the employees.

Sangeetha (2020) conducted a study to assess the environmentally sustainable practices in the hotel and special events with reference to four-star hotels in Chennai. Its finding showed that the hotels have sustainable practices towards energy conservation which are LED lighting, electronic communication, and thermal protection insulation windows. These three practices are the majority of the hotel focus on. There are computer turn-offs, energy star appliances, solar panels for water heating, motion sensor lighting, and the use of natural lighting. In terms of waste found that recycle bins, green bins, two-sided printing papers, recycled paper, reusable bags, and recycling water bottles are the practices in all hotels. Other

practices towards waste are composite bin, landfill bin, reusable drinking cup, recycling kitchen oil, bio water cups, bio straws, and refilling water bottles. In terms of minimizing water consumption, it is founded that recycling of used water and low flow water taps practices are adopted in all hotels. The other practices towards water consumption are phosphate-free cleaning materials, partial flush tanks, rainwater capture, natural bath products, and smaller bathtub. The study also showed the ways that the participants educate the guests about environmental sustainability because environmental sustainability awareness and education within the hospitality industry are crucial in the process of attaining the company's green initiatives. There are training on sustainable practices for staffs and stakeholders, use of low chemical-free products, organic food, and sustainable vendors.

Yoon, Chung and Jun (2020) studied restaurant industry practices to promote healthy sustainable eating. The study was obtained from the top 100 restaurant chains featured in the nation's restaurant press, as well as the sample restaurant chains' websites. It revealed fifteen healthy sustainable initiatives under a value chain framework with dimensions for sourcing, production, marketing, and service. The sourcing includes using organic/naturally grown ingredients, locally sourced produce, fresh produce, and being a partnership with certified sustainable suppliers. For production which refers to food preparation and cooking activities, the practices are using healthy cooking methods which require less oil, not using health concerning ingredients such as high fructose corn syrup, trans-fat, and artificial colors/flavors, and providing a smaller/reduced-size portion. Sustainable practices in the dimension of marketing are using signs, logos, or symbols for highlighting healthy menu options, providing healthy menu options, offering a healthy children's menu, and encouraging special requests for healthy menu modifications. And the practices in the service dimension which aim to increase consumer awareness and access to information that promotes healthy eating include offering information that encourages healthy eating, providing nutrition-related information such as ingredients and calories, having a partnership with certified healthy eating programs, and disclosing restaurants' food policies and/or reports.

Aljaffal (2017) explored the aspects of environmentally sustainable practices. The study was conducted among Middle Eastern ethnic restaurants in Sydney. Its findings showed the practices on water and energy consumption, local procurement, and waste management. In terms of energy consumption, there are using energy-efficient internal and external lighting, making sure to turn off appliances that are not used, trying to limit the use of hot water for cleaning duties, aware of peak/ off-peak strategy, and following it when possible, installing solar panel system that reduces energy consumption and helps the environment, and regular maintenance, and cleaning of the equipment. For water consumption practices, there are regular maintenance and fixing any leak, encouraging the staff to use water wisely in cleaning (using mop bucket), using dual-flush toilets to save water per flush, pre-soaking utensils, and dishes to save running water, and using natural ingredients for cleaning. The local procurement practices include local purchasing for the majority of the restaurant's inventory, just in time inventory, dealing with small suppliers thus offering opportunities to small enterprises, and purchasing organic, fresh, and green materials and ingredients. And on waste management practices, the restaurants separate rubbish into recyclable/non-recyclable, recycle papers, plastic, and cardboard, collect cooking oil in a special container ordered to be picked up by a special company that recycles it, reduce food waste by following "portion-control" techniques, donate leftover edible food for needy people or the animals, and buy recyclable disposable tools for taking away service.

Hamid and Isa (2020), explored sustainable tourism practices focusing on sustainable business management and sustainable destination management. The study was directly involved in the activities of tour operators in Malaysia which were managers and tour business owners. It discovered 31 sustainable tourism practices which were identified under sustainable business management which is concerned with the responsibilities of tour operators to sustain their business while sustainable destination management is concerned with the responsibilities of tour operators to sustain the locations they offered. There were 15 items related to sustainable business management; the companies abide the government's tourism-related rules, hire local staff, offer higher salary than the

minimum set by the government, provide tour leader for group package that exceeds 15 people, deliver a tour package briefing and discussion to the customer, all tour package are covered by insurance, companies involve in energy-saving activities, use nature-related tagline for marketing purposes, incorporate elements of the local culture into the landscape and design of the office, have a standard operating procedure for all sustainability activities in business operation, participate in reducing, recycling, and reusing the material in the office, local products and services are purchased, including environmentally friendly products as well as green products for corporate gifts. And providing specially designed facilities for disabled people practice is not founded in any company. In terms of sustainable destination management founded 16 items; companies involve the local people during tours, provide customers with recommendation for local activities in the destination, create sophisticated and diverse tour package related to culture, heritage, and nature, ensure that customers have life experiences on culture, heritage, and nature during the tour, contribute to the project which includes tourism and non-tourism activities in local communities, establish a win-win business relationship with local people, create contracts with external certificated tour operators in their respective countries, engage in social dialogues with local communities when designing new tourism products/tour packages, provide financial and in-kind support for ecosystem preservation and conservation in destinations, ensure the packages offered do not interfere with destination's ecosystem, contribute to wildlife conservation at the destination, develop new packages for mess or crowded place, conduct an evaluation on the destination, maintain the contract rate with certified hotels, and accommodation that practice sustainability, create strategic partnership with supplier in implementing sustainable tourism, purchase only legally allowed items and avoid purchasing threaten or rare species of animals, culture or heritage items.

Saad and Rahman (2021) employed the study which attempted to investigate the best practices among tour operators on environmental management in Pulau Payar. The registered tour operators in the designated area were conducted. This study revealed that the tour operators have implemented best practices in the environmental approach. There are using environmentally friendly equipment,

educating visitors on environmental awareness, waste management and amenities as well as conservation efforts. The best practices are displaying the green fins agreement for public view, adopting the green fins mission statement, acting as responsible role models for guests, and practicing and promoting the best practice on diving, snorkeling, actively using moorings, onboard toilets, drift or hand place anchors for boats, providing adequate trash facilities onboard your vessel and disposing of all waste responsibly, prohibiting the sale or displaying of corals, shells, and other marine life, operating under a minimum discharge policy, abiding by all local, regional, national and international environmental laws, regulations, and custom, providing life jacket whilst snorkeling, no fish feeding, explaining to guests the best practices in pre-dive briefings, providing training, briefings, talks, or information, to help the employee and guest to understand good environmental practices for marine tourism activities, and promoting no-touch policy for all diving and snorkeling activities. On the other hand, no tour operator provides environmental materials for the staffs and guests to read such as ID books, or educational posters. Moreover, the results also showed that the tour operators play a critical role in educating the tourists and a role model to protect the environment.

Based on the studies of sustainable practices in hotels which were conducted by Pereire, Silva and Dias (2021) and Sangeetha (2020) showed the same dimension on environmentally sustainable practices: energy, water, and waste consumption and management. Both studies also revealed that customer awareness of an environmental issue is important, so they provide briefing information, and education to the guests because environmental sustainability awareness within the hospitality industry is crucial in the process of attaining the company's green initiatives (Sangeetha, 2020). Also, ecological products and laundry practices on the environmental issue were only founded in the study by Pereire, Silva and Dias (2021) and lack in the study by Sangeetha (2020). The practices of socially sustainable practices such as providing job opportunities for disability were only mentioned in Pereire, Silva and Dias (2021).

The studies of sustainable practices in restaurants which were conducted by Yoon, Chung and June (2020) and Alijaffal (2017) found the practices in restaurants under many dimensions. Yoon, Chung, and June (2020) conducted the study of restaurant practices to promote sustainable eating under a value chain framework which was categorized into sourcing, production, marketing and service and Alijaffal (2017) found the practices of environmentally sustainable practices: energy consumption, water consumption, waste management, and local procurement. However, local procurement which is related to sourcing was also found in the study by Yoon, Chung and June (2020).

In both studies on sustainable practices in tour operators by Hamid and Isa (2020) and Saad and Rahman (2021) discovered the practices under sustainable destination management that is concerned with the responsibilities of tour operators to sustain the location they offered. The sustainable business management dimension which is concerned with tour operators' responsibilities to sustain their business was only found in the study by Hamid and Isa (2020). The studies showed environmental practices on energy, waste, and others. However, there was no water consumption found in both studies. And the importance of educating on sustainability was only focused in the study by Saad and Rahman (2021).

In conclusion, the previous relevant studies on sustainable strategy practices in the hospitality industry, including hotels, restaurants, and tour operators revealed key dimensions of environmentally and socially sustainable practices derived from synthesizing; energy consumption, water consumption, waste management, ecological products, raising and educating customer awareness and social issue.

1. Sustainable Energy Consumption: a form of energy that can be used repeatedly without putting a source at risk of being depleted, expired, or disappearing, it is understood as energy conservation measures including energy use reduction and energy efficiency (as cited in ScienceDirect, 2022) such as LED lighting, movement sensor, limiting the use of hot water, and installing solar panel system.

2. Sustainable Water Consumption: water resources must be managed efficiently and holistically. Multiple demands on water resources have resulted in the need for integrated, holistic, and sustainable water management (Aquatech, 2021). So, water management such as recycling of used water, low flow taps, rainwater capture, regular checking for leaks, and using dual-flush toilets is the first step in conserving the environment for future generations.

3. Sustainable Waste Management: it is the collection, transportation, valorization, and disposal of the various types of waste, in a manner that does not endanger the environment, human health, or future generations. It encompasses all activities involved in the waste management organization, from production to the final treatment (Rinkesh, 2022) such as properly packed and separated rubbish, food-oil, fats, and batteries collected by a special company, reusable paper, recycling water bottles, and portion control techniques.

4. Ecological Product: it is also known as environmentally friendly products or green products as they cause minimal harm to people and environmental impacts during their whole life cycle and even after it is of no use (Rinkesh, 2022) such as using clean products, using of low chemical-free products, and buying more eco-products and equipment.

5. Sustainable Sourcing: it is the incorporation of social, ethical, and environmental performance factors into the supplier selection process (Ecovadis, n.d) such as buying products and materials from sustainable vendors, using locally sourced and fresh produce, purchasing organic, fresh, and green ingredients, purchasing only legally allowed items and avoid purchasing items from threatened or rare species of animals and having a partnership with certificated sustainable suppliers.

6. Raising Customer Awareness of Sustainability: it includes creating a booklet on environmental practices, providing briefing and information on environmental practices during the check-in process, educating the guests about environmental sustainability, and offering information that encourages healthy eating, etc.

7. Social Responsibility: businesses must act in a way that benefits society in addition to maximizing shareholder value (Ganti, 2022) such as high-quality service, job opportunities for disability, hiring local staffs, contributing to social projects, development of local communities, fair treatment to employee, providing training, improvement program, and suggestions to the employee, offering opportunities to small enterprises, building the relationship with local people, and providing financial and in-kind support for ecosystem preservation and conservation.

2.7.2 Factors Influencing the Sustainable Strategy Implementation

Koseoglu, Altin, Chan and Aladag (2020), investigated how hotel managers describe the strategy and identified key success factors for its formulation and implementation. The study was conducted with top hotel managers in Hong Kong at the property level. It found that, firstly, the hotel managers describe the strategy as a plan for achieving goals. Secondly, in strategy formulation, managers prioritize competition analysis and macro-environmental conditions over internal characteristics. Thirdly, strategic consensus is defined as the organization's shared understanding and commitment to a strategy. The electric roots of strategy implementation research (as cited in Koseoglu et al., 2020) and employee involvement are the most important success factors in the implementation phase. And also, clear strategy, resource allocation, communication, control, and timing are also important factors. In addition, Koseoglu et al. (2020) indicated to implementation barriers include mutual agreement among staff, such as resource-related issues, outright strategy disagreement, with impossible goals for a particular strategy. And a new challenge in strategy implementation is integrating the response to competitors' actions.

Khatter, Whith, Pyke and McGrath (2021), studied barriers and drivers of environmental sustainability. It involved a range of Australian hotel industry profiles and management structures. The findings showed that the biggest barrier to implementing environmental sustainability is time, to undertake staff training and be educated on sustainability, including the need for a clear formal policy as part of day-to-day operation. The other major barriers are financial, availability of resources, the view of hotel owners and stakeholders' expertise which is discovered that there

is a lack of knowledge, skill, and resources to implement sustainability in small and medium-sized hotels, old properties, as well as hotel managers themselves are also a barrier when there is no direction and formal policy. And the last barrier to implementing environmentally sustainable practices is affecting daily operations which may take the attention away from the guests. It also points out that barriers can be turned into drivers. The major drivers of sustainable implementation are financial, support of owners and shareholders, marketing, and guest preferences.

Prapassorn Rungsriroj (2020), studied factors influencing the development of sustainable restaurants in Thailand which included 800 Thai restaurant entrepreneurs from 8 provinces in the central-western region of Thailand. The overall aspect that has the most influence is transformational leadership, followed by government policy formulation, restaurant quality, components related to operations within the organization, and competitive advantage strategies. When considering the factors directly influencing the success of sustainable Thai restaurant business development, transformational leadership is discovered to have the most direct influence.

Gado and Soliman (2021), conducted a study on food sustainability in restaurant industry in Egypt. Its main aims were to clarify how the restaurant industry adopts sustainable food practices and what managers and employees are aware of its practices as well as to show the benefits for the restaurant industry which adopts sustainable food in its. Besides, the obstacles affecting on implementation of sustainable food practices were also mentioned. In highlighting on implementation obstacles in the findings found lack of employees' awareness, lack of staffs' experiences and training, customers' awareness of food sustainability, lack of management's strategic plan, lack of interest in implementing sustainable food practices for management, availability of suppliers, and financial source necessary.

Zeighami (2019), investigated the sustainability assessment of tourism development in Tioman Island, Malaysia. The main objects of the study were to assess tourism performance on the island based on DPSIR model (Driver-Pressure-State-Impact-Respond) and to identify the perception of stakeholders towards sustainable tourism development. The study showed factors that help increase the

sustainability of marine tourism besides the rule and limitations set by the local government to minimize the impact. They are stakeholders (NGOs, business owners, enthusiasts local) who are working to conserve its environment and awareness campaigns rising such as the importance of the natural environment. However, the local community has not fully comprehended and prioritized the preservation of marine ecosystems. And more cooperation between key stakeholders and co-management of the Marine Park are still required.

Arica and Corbaci (2017) conducted a study on the barriers to sustainable tourism activities of tour operators. The findings revealed that tour operators were encountering challenges when it came to implementing sustainable tourism operations. Financial considerations and policy from the government are the two most significant factors limiting tour companies' ability. Consumers and stakeholders (a shortage of sustainable tourism practice professionals and staff in the industry, lack awareness of sustainable tourism practices, the prevalence of low-skilled employment, the difficulty of working with stakeholders to implement sustainable tourism policies, and the difficulty of stakeholders providing sustainable tourism-oriented services), and self-organization (the inefficiency of corporate resources, the absence of sustainability rules in internal activities, the corporate culture, organizational laziness, the inability to think long-term, the inefficiency of tour operators' equity, and the low skills of operating personnel) are also factors in the implementation of sustainable tourism activities.

Based on the study of the key factors for successfully sustainable strategy implementation (Guenther, 2015) and the study of the concept of sustainable strategy implementation (Radomska, 2015) had similarities and relevance, as summarized. Both studies revealed similarities in strategy; strategy orientation, and the integration of sustainable strategy into business strategy, as well as stakeholders; an analysis of sustainability-oriented stakeholders, management buy-in and support, leadership, and employee. The two studies also have different factors in terms of tools, processes, resources, corporate value, planning, report and control, implementation model, and communication and information sharing.

Other relevant studies of sustainable strategy implementation divided into sectors are synthesized as follows.

Firstly, the studies concerning the implementation of sustainable strategy in the hotel, both studies have some relevant and different key aspects influencing the implementation of sustainable strategy. Koseoglu et al. (2020) and Khatter (2021) are both focusing on the stakeholders' aspect; employee involvement, hotel owner and manager, support owner and stakeholder, agreement among staffs and guest preference, as well as resource allocation; timing, financial, and old properties. Furthermore, there are no common elements in both studies, including strategic consensus and a clear strategy, control, communication, competitor actions, impact on daily operations, and marketing.

Secondly, in the studies concerning the implementation of sustainable strategy in the restaurant, Prapassorn Rungsiroj (2020) and Gado (2021) have mutual key factors which are stakeholder factors; transformative leadership, lack of employee awareness, experience, and training, customer awareness of food sustainability, as well as strategy factors; competitive advantage strategy, and management strategic plan. Government policy, restaurant quality, and operation, lack of interest in implementing sustainable food, supplier, and financial resources are the influencing factors that both studies in restaurants do not share.

Thirdly, the studies concerning the implementation of sustainable strategy in tour operators show almost similar aspects. The first aspect in both studies is stakeholders; business owner, local enthusiast, community, consumer, as well as external organization aspect; NGOs, co-management of Marine Park, and government local policy. And other key aspects that both studies do not have mutual concern are financial and self-organization. Thus, the commonalities observed in both studies are a focus on stakeholders and external organization collaboration to raise policy, rules, and regulations, as well as public awareness campaigns.

In conclusion, a review of the study literature on the factors influencing the implementation of sustainable strategy in the hospitality industry, including hotels, restaurants, and tour operators and the studies of concept and key

factors of sustainable strategy implementation by Radomska (2015) and Guenther (2015) reveal four key factors derived from synthesizing the mutual factors within each sector: stakeholder, strategy, resource, and external organization.

1. Stakeholder Factor: individuals or groups who are responsible for relevant activities and operations, as well as add value to the organization, including owner and management buy-in and support, transformative leadership, employee involvement such as awareness, experience, skill and training, customer, and local community. These elements are critically necessary for implementing sustainability in business.

2. Strategy Factor: the purpose of strategies is to direct the organization's operations and direction the organization will operate to achieve sustainable goals in business, including clear strategy, strategic plan, strategic consensus, alignment with the organization's strategy, competitive advantage strategy, and sustainable strategy which includes economic, social, and environmental sustainability.

3. Resource Factor: the element required to achieve a goal or carry out an activity is referred to as a resource. These are the things that must be presented in order to run a business and achieve sustainability in the business such as financial, supplier, tools, and time.

4. External Organization Factor: organizations involve in the development of sustainable strategy and raise awareness campaigns about the importance of the natural environment and society such as government policy, rules and regulations set by local government, NGOs, and co-management of national park.

The majority of previous studies were conducted on large or chain businesses. Nevertheless, studies related to the involvement of local hotels, restaurants, and tour operators are still limited, especially in Thai context. Besides, previous studies illustrated sustainable efforts in the hospitality industry, yet they did not clearly explain how such environmentally and socially sustainable practices affect economic sustainability, which is one of the triple bottom lines of sustainability in business. Because a business' operation cannot be sustained unless

it generates an operational profit and enough revenue to be profitable for the business.

2.8 Conceptual Framework

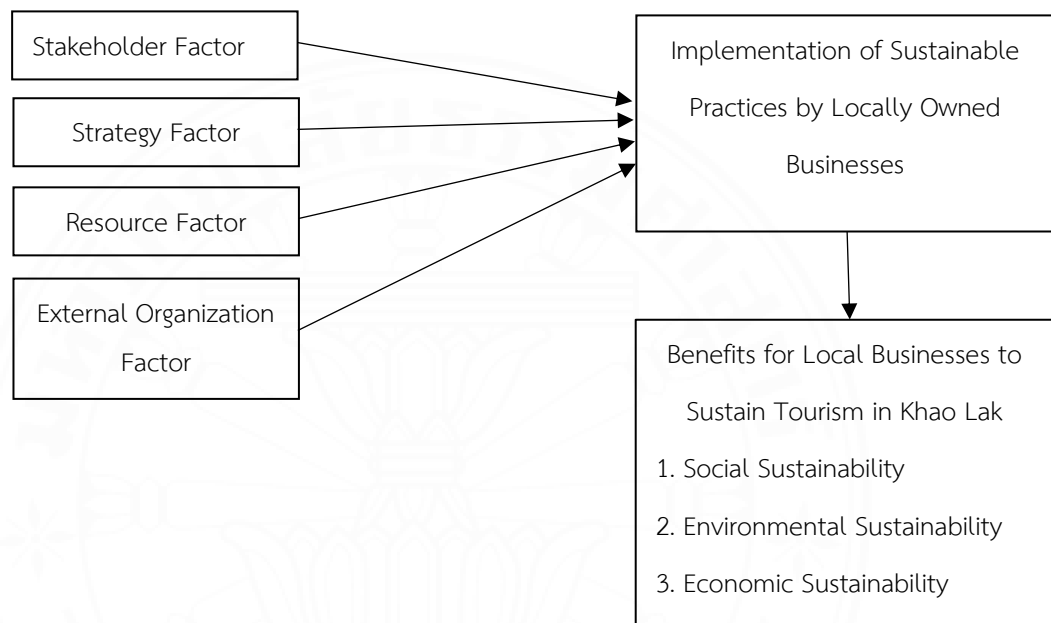


Figure 2.3 Conceptual Framework of Sustainable Strategy Implementation in Local Hospitality Industry

Figure 2.3 displays the conceptual model of this research, based on literature review. The enabling factors which are stakeholder, strategy, resource, and external organization influence the implementation of sustainable practices by locally owned businesses which lead to benefits for local businesses and to sustain the tourism in Khao Lak. Therefore, this research aims to understand how locally owned businesses in hospitality industry implement sustainable strategy in their organizations to sustain tourism in Khao Lak.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 Case Selection

The research case studies were set following the criteria that the businesses were locally owned businesses in hospitality industry, namely hotel, restaurant, and tour operator in Khao Lak, Phang Nga, Thailand which implement a sustainable strategy in their organizations as a case selection since they are the main stakeholders in the industry.

3.1.1 Hotel: the case of the hotel that is honored to be awarded for Travellife Gold Certificate for Accommodation Sustainability, the hotel is striving to become the leading green resort in Thailand, focusing on everything from encouraging biodiversity to sustainable practices. They took great initiatives to lower the impact on the environment and support local communities. The hotel's purpose is to ensure the guests would find the best relaxation around the tranquility of the rainforest and the sea. And nature is the greatest gift in the hotel, so, they work with multiple organizations to preserve the wildlife and trees within their property.

3.1.2 Restaurant: the case of restaurant that is an eco-friendly restaurant, they took great actions on sustainability not only environmental but also social perspectives such as participating in the charity project. They believe that restaurant must be socially responsible in addition to making a profit for their business. Thus, environmental and social responsibility are one of the top priorities for them.

3.1.3 Tour operator: the case of tour operator has a project on environmental and social issues since it is a business that is reliant on the natural beauty of the surroundings at the destinations, especially at the seas and islands. This business is working hard on the mission to alleviate the ocean plastic crisis together with raising awareness about the environment. Moreover, it has a good

relationship with Morgan village, the local and last seaman village in Thailand, and creates useful projects for them.

3.2 Data Collection

This research is based on a qualitative research design and data triangle was used to collect the data for this study. The semi-structured interview was conducted in which the questions were prepared beforehand as an interview guide to cover issues related to the concept of sustainable strategy in this research framework and to provide space for key informants to extend the research answer, allowing the researcher to pursue deeper insight and interesting issues to answer the research question. Photographs and observations of the organizations' various practices were taken to prove their existence.

The research was conducted as an in-depth interview. The interview was a face-to-face interview and was carried out at the respondents' places, and it lasted about 20-60 minutes in each interview as well as the responses were recorded.

The key informants were classified into 3 groups as follows.

1) 1 Top-level management in each sector namely hotel, restaurant, and tour operator (total 3 top-level managements)

2) 1 Employee in each sector namely hotel, restaurant, and tour operator (total 3 employees)

3) 10 Customers who are in the hospitality industry in Khao Lak, Phang Nga, Thailand, the customers were classified according to geographic segmentation based on the location they live that might have different perspectives toward sustainability.

Table 3.1 *Classification of Customers*

Number of customers	Locations
5	Local area (Khao Lak)
5	Urban area

3.3 Data Analysis

The research employed a qualitative approach through an in-depth interview by analyzing data in the research using thematic analysis.

3.3.1 Thematic Analysis

Based on in-depth interviews with case selections in studying sustainable strategy implementation by locally owned businesses in the hospitality industry, including hotel, restaurant, and tour operator: a case study of Khao Lak, Phang Nga, Thailand, the responses were transcribed and analyzed using thematic analysis. The thematic analysis is a method for identifying, analyzing, and reporting patterns (themes) within data (Braun & Clarke, 2006). In this analysis, a code is a label assigned to a piece of text, and the goal of using a code was to identify and summarize key concepts within a set of data, such as an interview transcript. And grouping the codes into themes serves as a way of summarizing sections of the data in a useful way that helps to answer the research question and achieve its objectives. The approach in this analysis is the deductive approach which is based on the literature review of a set of themes that is expected to obtain in the data. There are six processes in the thematic analysis.

- 1) Getting familiar with the data
- 2) Generating initial codes
- 3) Searching for themes
- 4) Reviewing themes
- 5) Defining and meaning themes
- 6) Producing the report

3.4 Interview Guide

The interviews were organized with a focus on the particularities of each sector in the local hospitality industry, the environmentally and socially sustainable practices adopted, and the results obtained from their adoption were highlighted. The interview guides were regarding the role of key informants in hospitality industry namely, top-level managements, employees, and customers.

Table 3.2 *Top-Level Management*

Items	Questions
Introduction	<ul style="list-style-type: none"> - What motivations is the business adopting environmental and social practices? How? - How does a business implement sustainable strategy in the organization?
Environmental Sustainability	<ul style="list-style-type: none"> - What practices have been adopted in your organization? How? (energy consumption, water consumption, waste management, ecological products, sustainable sourcing, raising awareness on environment, etc.)
Social Sustainability	<ul style="list-style-type: none"> - What practices have been adopted in your organization? How? (high-quality service, job opportunities for disability, local communities, fair treatment to employees, financial support, charity, etc.)
Benefits	<ul style="list-style-type: none"> - Does business have benefits from Implementing sustainability? How? (financial performance, customer satisfaction, business reputation, etc.)

Table 3.2 *Top-Level Management (Cont.)*

Items	Questions
Factors	- How are these factors (stakeholder, strategy, resource, external organization) contributing to success in implementing sustainability in your business?
Sustainable Tourism in Khao Lak	- How does the business contribute to help sustain tourism in Khao Lak by implementing environmental, social, and economic sustainability?

Table 3.3 *Employee*

Items	Questions
	<ul style="list-style-type: none"> - What are your daily practices towards sustainability in the business? (energy, water, waste, etc.) How? - Are you satisfied with the adoption of sustainable practices in the business? How?

Table 3.4 *Customer Perspective*

Items	Questions
	<ul style="list-style-type: none"> - Does the business implementing sustainable strategy increase your satisfaction? How? - Does the sustainability adopted in the business influence you to choose business' products or services?

CHAPTER 4

RESULTS

The research on “sustainable strategy implementation by locally owned businesses in hospitality industry: a case study of Khao Lak, Phang Nga, Thailand” was obtained from the in-depth interview with key informants: top-level managements, employees, and customers regarding the case selection, namely hotel, restaurant, and tour operator operating in Khao Lak. The identities of 16 key informants were anonymized as Table 4.1.

Table 4.1 *Interview Codes Identifying Key Informants*

No	Code	Key Informant	No	Code	Key Informant
1	MH	Top-Level Management in Hotel	9	LC3	Local Customer
2	MR	Top-Level Management in Restaurant	10	LC4	Local Customer
3	MT	Top-Level Management in Tour Operator	11	LC5	Local Customer
4	EH	Employee in Hotel	12	UC1	Urban Customer
5	ER	Employee in Restaurant	13	UC2	Urban Customer
6	ET	Employee in Tour Operator	14	UC3	Urban Customer
7	LC1	Local Customer	15	UC4	Urban Customer
8	LC2	Local Customer	16	UC5	Urban Customer

4.1 Thematic Analysis

The research employed qualitative research using thematic analysis, which was a deductive approach, with this in mind, the themes and codes analyzed were relevant to or captured its research question and objectives.

4.1.1 THEME 1: Stakeholder Influencing Implementation of Sustainable Strategy

(1) Code 1: Leadership Buy-In and Support

Leaders are critical to implementing sustainable strategy in an organization. Leadership must foster a sustainable culture to connect employee engagement with sustainability in their organizations. The leaders (MH, MR & MT) will educate and raise awareness of sustainability among employees. The owner (MR) stated 'I try to educate caring for nature. Sometimes I'll show them a video that trash, and plastic are valuable. We can use plastic to make fuel. And there are other videos that help educate and build awareness for employees.' And according to (MT), 'In terms of how we try to change the environment for us to be able to visit natural attractions sustainably, we educate our people, who are the locals. When they see the changes in nature every day while working, they will absorb it unconsciously and apply it to their family.' The explanation of the benefits of implementing sustainability to effect the changes and awareness is important. (MH) stated 'We value in order to point out to employees that what's the difference if we don't act like this and don't do this?' including, (ER) mentioned that 'Especially with the organization, they pay attention to this issue. And ask for cooperation from all employees including providing various information which makes everyone understand and follow, as well as being able to tell the family the advantages of these practices and how it works'. And they (MR & MT) will ensure that employees adhere to sustainable practices throughout their responsibilities. According to (MR), 'As the owner, I have to QC dishes myself every day to make sure that our customers receive quality food and the decoration. I would blame them if there was anything bad or if they were working incorrectly' and (MT), 'Some people

understand, some people do not understand because some of our workers are Myanmar. They may not understand much of what we do. But we also have rules in our organization that if you don't follow, it will be a pretty harsh rule.' The response from (ET) specified that 'We are outstanding in terms of care for nature and are serious about protecting natural resources. And there are also penalties for the employees, so we tend to stick to this.'

(2) Code 2: Employee Involvement

One of the approaches to succeed in implementing sustainable strategy is employee collaboration who are responsible for putting strategy into action. Thus, the management (MH, MR & MT) give precedence to the involvement of their employees. According to (MT), 'It starts with us shifting from working to this kind of conservation. All of our employees are trying to change, which is a positive side effect' and 'Employees or working guidelines, we let employees try to participate.' In the same way with (MH), 'The hotel will focus on the cooperation of the employee of each department and the support from the head of the department.' Also, the employee (ET) stated 'I feel that every guide in Similan is trustworthy. We present information with great care and respect for the Similan. We have also received well training from tourism that we have to provide correct information and assistance, as well as care for and maintain the environment, therefore I'm confident that everyone would enjoy working here and ensure this Similan Island sustainably.' Moreover, employees themselves are aware of its practices which help increase productivity in implementing the strategy in organizations. (MT), mentioned that 'The employees are witty on their own. Actually, they are more in touch with nature than I am because they visit the island every day. They will see more changes than I will. Some of them are clever when it comes to what they should or shouldn't do. Even now, the social sphere has knowledge that we can learn all the time' and 'We don't have to tell them that we must do it this way or that way. They even share with us on occasion; for example, the school of fish has vanished from this zone. And they returned to find out why it had vanished. They would sometimes sit and talk to us or come to a meeting with us and shared that it would be vanished because of this.' In agreement with (MR), 'I also admire

some of the employees who sometimes care about the work and maintenance of the restaurant without even telling them. For example, if the customers order a bottle of cold water and is placed outside, they may enjoy working or have fun talking with other customers. Our employees will take that bottle and put it in the refrigerator. It's a small detail that we might think about how it helps and how sustainable it is at first. It is a small detail, but we may not need to use chemicals to remove stains on the table. It will not look good if there is a stain. We don't need to go out and buy a new table. Customers don't have to order a new bottle of water because the one they have is still cold. They dislike drinking room temperature water when the weather is hot.'

(3) Code 3: Customer Collaboration

Customer involvement in each sustainable practice in a business can influence strategy implementation, resulting in a positive impact on the business, the environment, and society. All the management (MH, MR & MT) noticed that customers collaborate well with the organization's sustainable practices. According to (MR), 'If on the part of the customer, customers are also involved. For example, they will eat at the restaurant, not take away, to reduce waste.' In accordance with employees (EH, ER & ET) who are close to its customer, they supported that the customers are willing to follow sustainable practices in each organization. For example, most customers in the hotel tend to use the same towel to reduce energy consumption, (EH) stated 'Perhaps a foreign customer would be aware of something like this in terms of energy conservation. We'll have a sign saying if you don't want us to change towels today, we will not change. But in case it's really messed up, we'll change it for them. But mostly if they don't want to change. They will put a sign saying that today there is no need to change the towel, anything like this.' Together with (ET), their customers are aware of caring for tourist destinations. He said 'Based on a personal experience, garbage disposal is a global standard. No one will throw garbage into the sea, or on the beach which is strictly forbidden. And now, there is advice about smoking that do not throw away and smoke cigarettes in front of the beach, do not throw cigarette butts on the beach because there is a smoking zone provided. Every customer listens to the advice and

obeys.’ In a part of the customer, they are also agreeable to the advice to conserve natural resources. According to (UC1), ‘We would be delighted to help if they write and explain, for example, in a hotel they write which makes us want to follow. It’s adorable.’

(4) Code 4: Local Community

The community is cooperative and helpful to the business when it comes to social and environmental activities organized by the business. Especially the community that is located in the business’ area to help build a healthier community and raise awareness of the locals which contributes to sustainable tourism. According to (MH), ‘We used to organize a beach cleaning project, and clean up the street, in front of the beach as well as the entire road. Sometimes the local community is also involved in the project.’ And (ET), ‘When organizing a garbage pick-up activity, there will be children and locals coming to help one another. If we consider simply that if locals or children come to help. I doubt they would not throw it away in the future for those who have already helped to collect the garbage. It is common sense that we must help each other.’ In terms of the social aspect, the local community willingly participates in the charity project. According to (MR), when organizing a project to donate to the hospital and rescue foundation in the community area, there were many people participating in the project ‘There were 6-7 hundred people who attended, it was a good result, a job well done.’

4.1.2 THEME 2: Strategy Influencing Implementation of Sustainable Strategy

(1) Code 1: Strategic Orientation

Hotel, restaurant, and tour operator hold regular meetings with the employees to ensure they acknowledge the guidelines and policies the business would like to achieve in implementing its sustainable strategy. According to (MH), ‘In terms of the environment, there are policy meetings, for example, to reduce energy by 3%, which is our goal.’ Also (MT), ‘We have guidelines meeting every month as much as we can.’ In agreement with restaurant (MR), ‘The employees understand and cooperate well that what we do is like a strategy to get

customers to come to our restaurant. The returning customers at least 20% of those who come, is okay.'

(2) Code 2: Communicating the Strategy

To generate the commitment with employees, the strategy of sustainable practices must be communicated clearly. Hotel, restaurant, and tour operator try to communicate to their employees the strategy that the business would like to achieve. According to (MR), they need to communicate with their employees in an easier way to make sure that the employees truly understand. (MR) stated that 'We have to explain to them in simple language because we have to admit that our employees are local who may not understand much in business language.'

(3) Code 3: No processes, Methods, and Tools

It is important for businesses to have processes, methods, and tools to help allocate resources, develop plans, manage strategy, and track performance to succeed in implementing the strategy such as strategy implementation process, Balanced Scorecard, and project management. Hotel, restaurant, and tour operator do not have these things to help implement the strategy. According to (MR & MT) stated that 'Business is in the local context, unlike large businesses.'

4.1.3 THEME 3: Resource Influencing Implementation of Sustainable Strategy

(1) Code 1: Employee

The main element contributing to the successful implementation of a sustainable strategy in each business is its employees that all the management (MH, MR & MT) mentioned. According to (MH), 'It's mostly the cooperation of the employees. When we do as I said, and it doesn't reduce. if the employees don't help each other, we can't renew the certificate. It's cooperation. we ask for cooperation' And (MR), 'Our employees are very cooperative, we ask for opinions from the employees to help organize green space and they do. I hope they will continue doing this.' Employees will be assigned when there are activities related to the environment and society. According to (EH), 'We will be informed in advance, most

of the customers will book and we will arrange people. It rotates with employees together. For example, at 3 p.m., this person must come to teach the customers or at 2 PM, depending on the time. There will be another employee to replace us when we are not available to do our own duty regarding the position.'

(2) Code 2: Cost

Cost is one of the elements required to achieve a goal or carry out activity on sustainable strategy implemented in organizations. According to (MR), 'Money isn't the most important factor in our restaurant. We don't use money in implementing sustainability that much, perhaps just drinking straws, paper boxes or glass that are a little more expensive than plastic or infrequently there are some projects like I said. these projects were also funded by the surrounding organizations, such as hotels, they gave funds to support us as well as gained marketing. It's a win-win for both sides. We received funds, then we just advertised their hotels a little bit. It is to help each other in the area.' In agreement with (MH) that money is not the main factor in implementing sustainability in the hotel, 'But if it's about money, it must be something like helping the local community, about the scholarship, or even supporting them on Children's Day or any kind of merit-making event. It is more about the local community's environment.' While the cost for tour operator to help implement the strategy is high, (MT) stated 'We make the best of what we have. Cost is high for something. We are considering that we receive the profit from this part to help pay for other parts. Having tourism like this can be beneficial to us. We assumed that we lost there, but we still got here. In terms of profit and loss are not the same. So, we use what we got to help.'

(3) Code 3: Tool

Tool is one of important elements to help develop plans and manage sustainable strategy. There was only tour operator that mentioned the tool they used which is a survey to collect the satisfaction of customers about the Implementation of the strategy. According to (MT), 'We did a survey and we don't have the effective tools to help us like that.' While there is no tool mentioned for hotel and restaurant. According to (MR), 'There is no tool. As I said, I will explain to them that we did this to achieve this. But for a tool or some measures, we don't

have that. We help each other with all projects and activities. It's easier for them and they want to do more.'

(4) Code 4: Environment

Environment itself is an element to contribute to sustain tourism at its business. It is one of the factors that the management of restaurant mentioned. According to (MR), 'The nature around the restaurant, I must conserve trees, issued a rule prohibiting hunting in the surrounding area such as wildlife. Usually, the locals see it, they may make it as a curry, such as snakes, and lizards, and the trees as well which are part of the abundance here.'

4.1.4 THEME 4: External Organization Influencing Implementation of Sustainable Strategy

(1) Code 1: Rules and Regulations by National Park

National Park carries out its responsibilities in the park. It has the authority to set rules and regulations which need to be abided by all tourists to prevent potential impacts on natural resources and the environment from the behavior of tourists and businesses. The rules and regulations have the force and effect of law, and violations of the same are punishable by fines, imprisonment, or both. Its rules and regulations are contributed to sustaining tourism in Khao Lak. According to (MR), 'Officers from the Khao Lak National Park are on hand to assist with environmental protection and enforce restrictions.' And the employee (ET) who is responsible to inform its rules and regulations before starting the trip 'In the morning we will also inform the rules and regulations of the Similan Island which restrictions or rules are set. It's a rule. If you don't follow it, you'll be fined. Bringing back shells, collecting sand, and bringing back corals are prohibited. Littering is prohibited, feeding animals is forbidden, and smoking and throwing away cigarette butts are also forbidden.'

(2) Code 2: Local Government

Sometimes businesses cannot organize any activity or project towards sustainability on their own. Local government is critical to helping businesses implement those jobs completely. According to (MT), 'Sometimes we ask for some cooperation such as from the Loyal Thai Navy in Thap Lamu which must be

appreciated to the commander, who is quite conservative. Sometimes we ask for mobilizing their manpower to help us collect the trash. He will send them to help us, sometimes we can't make it alone because there is too much to do.' Also, with the restaurant when they organized a charity project, (MR) stated that 'I have a running event where anyone can participate in order to raise funds for the rescue, and for the local hospital. We have received a lot of cooperation from many sources, including the hospital, which we donated funds for. They look after the injured runner. There is a physical therapy department to massage the runner after finishing running.'

(3) Code 3: Foundations

Business in hospitality industry relies on some foundations to help drive positive change and increase its reputation which also has a good impact to environment and society. According to the hotel that collaborates with the foundations, (MH) mentioned that 'We have partnered with Love Wildlife foundation, which works with wildlife, particularly lorises, that have slow-moving and show themselves at night. It is the selling point here. The Love Wildlife foundation has joined to educate us on how to care for these animals. They came to explore the animals. We invited them to explore the animals inside our hotel, not only loris, but including all kinds of birds which has more than 70-80 species in our hotel. Previously, we didn't go into detail. we Just knew that the hotel has birds, but we didn't know what kind of birds they are. Our hotel has owls and doves.' and 'We join with Big Tree foundation which helps guide us to take care of the trees and how our trees are. A very large percentage of our trees are old even before the hotel plan was built. the Big Tree foundation came to train our garden employees on how to care for trees, such as how to maintain these hollow trees. Any tree that feels it is becoming a danger to customers entering the hotel, such as rotten branches, and how to deal with it safely. This is what we work with the foundations.'

(4) Code 4: Other Enterprises

Other businesses are also concerned about the environment and society and have the same goal of sustainability. They join one another to help create positive change in the environment and society. According to (MT), 'We also

have partners who do the same in Phuket. There will be that we go to join them, maybe they come to join us. The main thing is that we collect trash on the beach. So, what do we do with the trash that we collect? We try to find people to carry on what we collect to create a cycle for it, to get the most benefit. We know each other, we invite each other to do activities together and enjoy together. For example, this week we have beach cleaning, shall we join together? Phuket and Phang Nga are also nearby. We can travel to join together.'

4.1.5 THEME 5: Sustainable Energy Consumption

(1) Code 1: Energy Use Reduction

There are two businesses which are hotel and restaurant trying to save energy consumption as much as possible while tour operator hardly uses electricity in the operation. Referred by (MT), 'Usually, we don't use electricity because we only provide services in the morning which did not turn on the light that much, just fan or few lights.' In terms of hotel and restaurant, there is a reduction in using electricity by turning off the electricity when not used. According to (ER), 'In terms of electric power, we turn on the lights only where necessary. Now, our air conditioner is not in use, we use a fan instead. It will only be turned on when customers sit inside or only the customers require.' Especially in Covid situation, the hotel must consume energy at a low rate, they try to assign the rooms for guests in the same building (MH), stated that 'During the Covid pandemic, there are a few guests. If we don't operate the system, it may cause problems. We must try to manage. We activated the waterfall system on that side, today this side. We also no longer assign the guest room to some buildings; we stop opening the building, we have decided to close the building on each side to save electricity.' In each department, every employee is responsible for shutting off the lights when not in use to save energy, which is the hotel's policy. (EH), stated that 'We have a policy in place that requires each department to turn off the lights at noon. Turn on the light while entering the locker and turn it off when leaving, not leave the lights on. Every employee will be aware of the times to enter and exit, in terms of electricity conservation' Furthermore, the housekeepers that are responsible to clean up the guest rooms every day must ensure that the guest in each room did not keep the

electricity on when they are outside for a trip. If they do, the housekeeper will turn it off to save energy. Also, the hotel has reduced service hours, such as a restaurant in the hotel.

(2) Code 2: Energy Efficiency

Hotel and restaurant are conserving energy by implementing technologies to reduce energy use in the workplace. In terms of hotel, there is an implementation using LED lightbulbs, AC saving technology, and sensor program. According to (MH), 'Previously we had almost entirely switched to LEDs to save energy and the air conditioning system has been changed to a reduction technology in global warming. The rooms also have a sensor point. If the guest is on the balcony and leaves the door open, AC will be cut off immediately' Both hotel and restaurant also set the timer for electricity. (MR) mentioned that 'Another thing is to set a timer. Turn the lights on and off without requiring the employees. It will turn on according to its time system and it will turn off according to its time system. It will also lower the cost of using electricity and wasted energy.'

(3) Code 3: Installing Solar Panel System

The restaurant has installed a solar system to reduce unnecessary energy consumption in customer service. According to (MR), 'Solar systems are installed along sidewalks, parking lots, behind the building, and at the restaurant's entrance.'

(4) Code 4: Regularly Checking

The restaurant pays close attention to the inspection of electrical equipment in order to ensure that the equipment functions normally. According to (ER), 'In terms of electrical appliances such as freezers, refrigerators, plugs, various light switches, we have technicians who come to check regularly. if there is any damage, it will be repaired or replaced immediately in order to continue to function normally as before and save electricity from that damage.'

4.1.6 THEME 6: Sustainable Water Consumption

(1) Code 1: Recycling of Used Water

Reclaimed water has been used in the hotel. It is wastewater that has been treated into clear water and can be used for other operations in the

hotel. According to (MH), 'Every room's water will be treated to water in the garden. We will not use water from other sources. We will circle it in the hotel, like the canals you see, it's water that has been treated and reused.'

(2) Code 2: Not Leaving Water Running

It is a waste of water to leave water running. The restaurant is concerned about water consumption in the organization. According to (ER), 'There is no leaving water running, water will only be used when necessary.'

(3) Code 3: Water Use Reduction

There is a reduction of water using in hotel while tour operator barely consumes water in the operation. According to (EH), 'There is a sign placed on the bed that says we don't want to change by customer. Some customers just sleep for 2 nights, they won't change, and they will put a sign to let us know. There is a sign placed at the head of the bed that says if you do not want to change it, you must put it on the bed to help save the water. And the person who cleans the room will know that the customer said that they don't want to. So, we will not change it.'

(4) Code 4: Regularly Checking for Leaks

To check any leak from water appliance can save water. According to (EH & ER), the employees are responsible to check if there is any leak and inform to the technician immediately to fix it. (ER), stated that 'If we notice a water leak, we will immediately notify the technician to fix it.'

4.1.7 THEME 7: Sustainable Waste Management

(1) Code 1: Separating Waste

Hotel and restaurant separate waste materials into different types. According to (EH), 'And then there will be separated trashes that we collect like from the room or in the various tasks that we have found, we will separate each type of waste, which is leaves, plastic bags, and any dangerous waste. I took them and disposed them at various points, such as glass bottles, plastic bottles.' And referred by (ER), 'In terms of waste disposal, waste will be separated like plastic bottles, glass bottles, paper, and cooking oil. In the kitchen, we have a store to collect plastic bottles, paper, and food waste. Chemical waste is sorted separately

with a clear separation of where dangerous waste goes, where biodegradable waste is left, and what waste can be used such as composting. We have to deal with this.'

(2) Code 2: Cleaning Activity

Hotel, and tour operator where there are more employees have frequently cleaning activity. According to the hotel which is near the beach, there is beach cleaning almost every day in the morning especially when there are not many customers. And tour operator has cleaning activities with the locals where the business is located. There also is a project on the environment about cleaning and managing microplastic found at the beaches. According to (MT), 'Microplastics are not able to deal with them 100%. Sometimes we find a way to manage. We have also produced a machine that can filter microplastics. But it's not 100% because we use our own funds to do all.' And the activity to collect waste at the tourist island with the Morgan village to exchange some gifts with the waste collected by the villagers. (MT), stated that 'We take various snacks that are not money, maybe something they never eat or what they would like to get to the Morgan. But there is a condition that the Morgan people have to pick up the waste to exchange with us. And the waste will be taken to the shore, this is an activity that we do together.'

(3) Code 3: Designated Areas for Waste Management

Hotel is managing wastewater by treating it to use again or after water is treated, it will be released outside but they make sure that the treated water is clean. According to (MH), 'After the treatment is finished, the water will be released which means that we will have to complete the treatment before the water can be released, not releasing all the wastewater out like that which would destroy nature and the environment. However, the main thing that we gain benefit from is to water the plants.' Also, the restaurant has its own cesspool for treated water. Moreover, there is a landfill in the restaurant area. According to (ER), 'We have a place for burying the garbage in our own place. We did not dispose of the garbage at the community's designated area.'

(4) Code 4: Recycle Waste

Some types of waste can be recycled to be beneficial for the businesses. Hotel and restaurant have organic fertilizer from food waste. According to (MH), 'The waste that is the peel of the fruit will have to be separated to make compost. We also have a compost facility in the hotel.' And (ER), mentioned that 'For wasted vegetables, we have a bucket for separating vegetables, vegetable scraps, and fruit scraps for fermentation to make compost fertilizer for our vegetable plots.' Tour operator has a project on environment to collect a lot of garbage and make recycle or reproduce it. According to (MT), 'Microplastics need to be separated into several components. Because some microplastics are effective for upcycling, others are already messed up and cannot be used to do anything further. We'll sort it out first because we still have no efficiency to continue. But if it's very small and it can still be used to do anything, we will reproduce it which is a product made from 100% plastic. The accessories are also upcycled from the beach cleaning activity. We try to create a cycle with the water bottles that we use to bring benefits by bringing the water bottle cap back, separating it, and making further products.'

(5) Code 5: Not Leaving Garbage at Tourist Destination

Tour operator is taking tourists to the destination every day. They are responsible to make sure that they are operating business and conserving the environment at the same time. According to (ET), 'How much that we take the garbage to the destination, we must take it back in the same amount. No matter how much we take, we take back; plastic bottles, coke cans, various plastic glasses, we bring back.'

4.1.8 THEME 8: Ecological Product

(1) Code 1: Less Using Plastic

Hotel, restaurant, and tour operator are trying to minimize using plastic as much as they can such as biodegradable straws or food containers. According to (MH), 'We use biodegradable straws which are made of paper that is not plastic. And we avoid using foam boxes for food. And the water bottles in the room were changed from plastic bottles to glass bottles and other essentials in the room.' The restaurant always recommends their customers bring their own glasses.

(MR), stated that ‘Employees and I are happy and encourage customers to bring their own glasses. Employees always inform customers, especially returning customers.’ Refill products are elements that help reduce the use of plastic. Hotel and tour operator are using refill products. According to (MH), ‘Such as shampoo bottles, we also use them as refills. In the past, it was a small plastic shampoo bottle, now a glass bottle that can be refilled. It reduces waste a lot, especially the drinking water in the room.’ However, there are some plastic products that are not replaceable for restaurant and tour operator regarding customer convenience. According to (MT), ‘For plastic waste. We still use plastic water bottles because we can't change them to something else.’ And (MR), ‘The only thing that is plastic is the takeaway glass which is unavoidable because it is a cold drink. I'm still unable to find a replaceable container that is convenient for customers.’

(2) Code 2: Chemical-Free Product

Corals and reefs species are frequently damaged from the impact of using sunscreen. Tour operator is promoting their customers to use a chemical-free products such as eco-friendly sunscreen. According to (MT), ‘We try to bring products that are eco-friendly and distribute them as much as possible like an environmentally friendly sunscreen and friendly to the sea.’ (MT), assumed that eco-friendly products are expensive, so tourists rather choose to use normal sunscreen instead. Referred by (MT), ‘Because anyone who uses environmentally friendly products is well aware that the cost is quite high, and how can we solve this problem for customers to use these products without feeling that it is not expensive? So, let's try to make it a refill and try to sell it in grams, 6 baht per gram. Squeeze as much as you need, it will be suitable, and the price will not be very expensive.’

4.1.9 THEME 9: Sustainable Sourcing

(1) Code 1: Locally Sourced Supplier

Sourcing the products and ingredients locally can be beneficial to local community. Hotel, restaurant, and tour operator are trying to help support the local community by purchasing their products and ingredients from them rather than from large suppliers. According to (MH), ‘We try to use the raw materials in the area as much as possible and from the locals such as raw materials,

and fresh produce. We try to support the local community. even the fruit, we buy it from local shops around here such as Bang Niang.’ In agreement with (ER), ‘Apart from what we have, we buy vegetables or raw materials from the community market which the locals grow and sell by themselves. We did not buy from the factory or the large Supermarket.’

(2) Code 2: Quality Ingredient-No Chemicals

Quality ingredients can have an impact on the taste of food that is served to customers. The restaurant makes sure that the ingredients they purchased are fresh and clean. According to (MR), ‘There will be our employees to select and check the quality of vegetables as well as meat which we will select ourselves to ensure that it is fresher and better quality.’ Moreover, restaurant and tour operator grow their own ingredients to ensure that there is no contaminant. (MR), stated that ‘We take care of the vegetables that we grow ourselves, there are plants, herbs that we grow such as red oak, green oak, kale, lemongrass, basil, mint. We mostly grow it ourselves, less sourcing.’ And added that ‘I want to provide good quality food and no chemicals.’

4.1.10 THEME 10: Raising Customer Awareness of Sustainability

(1) Code 1: Tools in Delivering Information on the Sustainable Environment

The hotel provides materials such as signs, TV channel, and booklets for customers with essential knowledge of the environment and practices in the hotel. According to (MH), ‘For our customers, we will also have a sign inviting the customers to follow the practices. And the first TV channel is the hotel's policy on the environment. When access to the first channel, it will be a story about the sustainability of the hotel that explains everything about waste, water, and the project to invite customers to follow. For laundry, we already have a sign recommending minimizing changing the sheets. There is a book in the customer room about what kind of birds or animals we have in the hotel for customers to learn.’

(2) Code 2: Briefing on Environment Awareness

Tour operator implements best practices in a briefing on knowledge about tourist destinations and environmental awareness before starting the trip and during the trip. It will create awareness and eventually leads the tourist to be more responsible to engage in marine activities and help conserve the environment at the destination. During the observation, the guide conducted their briefing on environmental awareness such as discouraging bringing back the shells, using harmful sunscreen and touching and stepping on the corals. According to (MT), 'Educate tourists who travel with us. Every time they go on a trip, guides will share what should or shouldn't do with nature.' and added that 'At least, we can raise awareness among tourists who travel. The less Thai people know where these things come from and what effect does this thing's cycle have? So why do we have to do this? which most Thai people do not know.'

4.1.11 THEME 11: Social Responsibility

(1) Code 1: High-Quality Service

The business must provide high-quality service to customers to ensure that the customers have a great experience during their trip. According to the hotel, there are environmental activities that many customers are interested in and would like to join. The hotel must limit the number of customers in order to fully provide knowledge and service as well as not disturb other customers during their stay. (MH) stated that 'We organize a night walk activity every Monday, Wednesday and Saturday. Customers participate in this activity every time. However, we limit the number of customers to not over than 8 people, but most will exceed, otherwise, it may be a disturbance to others.' In accordance with tour operator adopts sustainable practices while aware of customer convenience, (MT) referred that 'If they know and follow it, it's good. But if they listen and do not follow, we cannot blame or be harsh with them because we work in hospitality. We try to educate them as much as we can.' And unreplaceable products that the tour operator cannot change to be more sustainable. According to (MT), 'We are unable to use it as a refill since it is inconvenient for customers to use. We tried it, but

customers felt that walking to fill the glass with water was inconvenient. Therefore, we must continue to use plastic water bottle as usual.’

(2) Code 2: Job Opportunity for Disability

Businesses that offer job opportunity for a disabled person is considered that they are responsible for society. There is a law about disabled employment that hospitality businesses especially hotels must obey. The hotel in the case study also follows the law. According to (MH), ‘We are required by law to have at least one disabled employee for every 100 employees, and we now have two.’

(3) Code 3: Hiring Local Employees

The local community around where the businesses are established can be better and developed regarding the businesses pay attention to and also offer the employment for the locals. The hotel, restaurant, and tour operator try to hire local employees as much as possible. According to the hotel that has a local employee policy. (MH), stated that ‘Now 80% of the employees are local, a group of local people. Mostly we would like to accept more local people.’ And referred by (MT), ‘Almost 100% of the employees here are all local people of Phang Nga province. Only 10% are not. We assume that we have helped each other. We help them and they help us.’ All employees (EH, ER & ET) are local.

(4) Code 4: Contributing to Social Projects

Charity and donation are one of the social projects that businesses must adhere to apart from operating businesses to be profitable for the organizations. The hotel, restaurant, and tour operator are frequently involved in these projects to support the local community. According to (MR), ‘Before the Covid became more severe, I also had a running event that allowed people to run in order to raise money for the rescue and for local hospital. Our restaurant also provided complimentary food for runners. Because they were required to pay an application fee. Part of the application fee was given to the hospital, and another part of the application fee went to pay for the location of the tents, and the food here. Not expensive, a few hundred baht for the field fee.’ And tour operator sometimes donates things to the village at tourist destination where they often take a trip. (MT)

stated 'It does not provide money to the Morgan community directly. But there will be occasions when we take things, such as various snacks. Perhaps it's something they've never tried before or something they'd like to have and donate to the Morgan community.'

(5) Code 5: Building the Relationship with Local People

Businesses and local community do rely on each other. Tourism can be sustained if the businesses and the locals have a good relationship. According to the restaurant (MR), 'I also allow people or villagers to walk, run and exercise on the golf course in front of the restaurant for free that what we are doing now. But we set a schedule at the evening only after all the golfers have left or the last round of playing and those who come to exercise will not disturb the golfers.' And (ER) also stated that the restaurant is always selling things to local by the fair price 'There are local people buying oil from the restaurant at a friendly price. It is the price that the buyers have set by themselves.' In agreement with the hotel, when there is an event in the hotel, they will try to get the services from the local community. (MH) stated that 'Even in terms of culture, if there is any show in the hotel, we like to choose the local community in our area rather than from outside.'

(6) Code 6: Offering Opportunity to Small Enterprise

Other entrepreneurs in the same industry are not always competitor. Tourism will be sustainable if every business in the area is successful. The restaurant provides free spaces for other local restaurants when organizing events. As referred by (MR), 'I opened the area for various restaurants to join, that were local restaurants to advertise theirs. I didn't charge them; anything was for free. So, they could promote the restaurants to be more well-known. We allowed them to contact us about what they would sell, so they would not be the same. Well, although it was the first project, people liked it.' As also mentioned by (ER), when there are ruined things in the restaurant, they will use the service from a small local enterprise to fix it 'The technicians here are not our employed technicians. It's the locals who are close to us and we always call them to inspect, repair, and change things.' And according to (MT) 'Such as sunscreen, is produced by Thai people. We will support Thai people and bring it to sell. It is considered a small enterprise, and

not considered very well known. But it is known in the circles of the environment. If you've studied sunscreen, you'll know that relief products are available for purchase.'

(7) Code 7: Well Treatment to Employees

Employee is critical stakeholder in operating business. Businesses that treat their employees well will affect a good impact on productivity and make the employees pleased to work with the business honestly and it helps reduce the turnover rate. The hotel, restaurant, and tour operator mentioned that their businesses have fair treatment to their employees. According to (MR), 'If there is a job at a restaurant that is overtime, I would be happy to pay for OT according to the legal rate.' And 'In our restaurant, we grow our own vegetables. I give those vegetables to the employees to eat at home if they want, not serious. They can share with family or even cut the branches of plants to grow at home. There is a pond in front of the restaurant where there are fishes such as tilapia, spotted knifefish, catfish, snakehead fish, etc. Every two months, there will be employees going to do activities together to catch fish, only for the employees, not other people. Employees can bring the fish to eat at home unlimitedly' The employees (EH, ER & ET) also stated that they and their colleagues are treated well by the organizations they work with. (EM) stated that 'They are fair. They let employees express opinions when there is any problem, they will listen to our opinion. And the payment that we should get is suitable' And mentioned by (ET), 'It's fair, they take care of us pretty well. For example, during the Covid pandemic, there were employees who were continually infected with Covid. The business itself provided accommodation to keep employees separated from each other, something like this. They always help us very well.'

(8) Code 8: Fair Price for Customers

The prices for products and service are one of the elements in making decisions for customer. Most customers would like to pay for products and services that provide a fair price for them. According to (MT), 'Costs are higher than usual whether it is in terms of the ingredients that we use to cook or even employees, everything has been expensive. But we are unable to adjust the price

higher, as in the case of petrol, which has grown by nearly 100%. But if we increase the price of our tour 100% Who is going to buy? We assume that we have to sell this price.’ And also, with the restaurant that would like to invite everyone to visit. (MR) stated that ‘The price of the menu in my restaurant is not too high, I want people to be able to come into the restaurant at the golf course. Because from the people’s perspective when talking about golf courses, they will think that it is difficult to visit. The price would be high. So, I want to change that perspective.’

(9) Code 9: Providing Training to the Employees

Hotel, restaurant, and tour operator have provided training to their employees about their job responsibility and the various practices on society and environment, together with raising their awareness of sustainability. According to (MT), ‘We will have a meeting to let them know what should do or should not and educate them’ And (EH) stated that, ‘All employees will know that this place is nature conservation. At each point, the employees will know the kinds of trees that it is the original trees, they will know a lot of nature and environmental preservation.’

4.1.12 THEME 12: Motivations for Sustainable Practices

(1) Code 1: To Receive the Reward

It is credible for business that receive a reward and certificate. They are important to prove that the business has truly developed sustainability in the organization. The hotel in the case study is working hard to be able to get the reward. According to (MH), ‘We would like to get the rewards like Travellife and Green hotel because tourism is now globally focused on the environment. Most of the customers are concerned with the environment and energy conservation. We, therefore, want to receive an award that guarantees that our hotel is environmentally friendly and committed to sustainable development.’

(2) Code 2: To Respond to the Pressure

The pressure from the global about environment and society is continuously increasing. All businesses are expected to not only generate profit but also reduce their negative impact on the environment or society. According to (MH), ‘At the moment, the environment is what the world is watching and concerned about especially global warming. So, the hotel has policies to participate

in environmental or natural conservation in order to achieve sustainable development. Especially in terms of tourism that we are, we must conserve nature, particularly in our hotel area where there is a good natural environment' Moreover, customer awareness of the environment is growing all the time, the hotel and customers are willing to pay more for sustainable hotel facilities. (MH) stated 'Because most of the time, especially foreign customers, they will consider if the hotel has practices about the environment. So, it's the primary motivation for us to try to join the nature conservation organization or organizations related to sustainable development. It will be easier for customers to make decisions. We look at the big picture, because many tourists today are concerned about the environment, particularly in terms of minimizing global warming, reducing trash, and the use of plastic. They are very concerned about this, especially foreigners.'

(3) Code 3: Marketing

Marketing is activities that a business undertakes to promote the products or services and to get people interested in its business. According to the hotel which is one of the most outstanding hotels in Khao Lak that implements sustainability. (MH), specified that 'It seems to have created a selling point as well. For example, at present we are collaborating with Travellife organization, which is about sustainable development and must work together with the local community or even in terms of environment, the project focuses on the energy, water, and waste.' (MH) added that 'Because when we access the hotel's website, we can see the Travellife and Green hotel certificates as well as the collaboration with other organizations such as Love Wildlife.'

(4) Code 4: Business Image

The image is critical for business, a positive image influences customers' decisions to purchase products and services. According to (MR), 'Personally, we don't like seeing trash. We want our workplace to be a clean place because no customer would like to visit an unclean restaurant and to avoid the consequences of garbage that may cause the food that we prepare is not clean enough. It also helps in terms of the image of our restaurant.'

(5) Code 5: Cost Reduction

Cost reduction is one of the motivators that drive the adoption of sustainable practices in business. As mentioned by (MR), ‘And the most important thing is to reduce the cost. Growing vegetables by ourselves can be beneficial.’ In agreement with (MH), ‘Our main point is that the room's water can be treated and reused. And we have a garden that needs to be watered. It is also the main factor in reducing water costs and reusing water as well.’

(6) Code 6: Degradation of Nature

All businesses especially hospitality industry is relied on natural environment. They are working close to nature and these businesses will be among the first to notice the change in natural resources. In accordance with (MT), ‘The main thing is the change in nature, and environment. This year we are entering the 22nd 23rd year of providing maritime services for day trips to islands such as Similan. You will notice that there are some dive sites, some islands that are forbidden to enter because there is a boundary line there as a conservation area. But previously it was able to enter. Therefore, what cannot be entered now is what could be entered in the past. It is slowly deteriorating. So, it's another thing that we try to gradually adjust in what we can, as much as possible. Another thing is that I've been diving for three years, and when I saw what is under the sea, I was worried that it wouldn't be like this anymore. Even if we try, we will not be able to change in time. But it's still better than doing nothing. It has changed a lot from the past to the present, even in the first year and the next three years of diving, it also changes.’

4.1.13 THEME 13: Benefits of Implementing Sustainable Practices

(1) Code 1: Business Reputation

Adopting sustainable practices can help create a positive reputation for businesses. All hotel, restaurant, and tour operator in the case study referred to the reputation the businesses receive. According to (MH), ‘It makes customers see the value of the hotel that we actually contribute to sustaining society. Most of our customers are returning customers who come back often. They can notice the difference. In the past, we didn't focus on social at all, but when they came back several times, they noticed the differences and changes that we are

focusing more on the environment. And they were happy with us.’ In agreement with (MT), ‘It increases our recognition, which is positive feedback because we never market to Thai people. However, when we do until now, there are more customers than expected. Thanks to everyone who help us.’ (ET) added that ‘Conservation is a leading policy that attracts YouTubers or Influencers which helps Thai tourists know more about our business.’ Word of mouth is one of the best ways to increase its reputation. According to (MR), ‘They recommend their friends, after that there are more people visiting our restaurant. The reputation we gained is more through a word of mouth.’

(2) Code 2: Customer Satisfaction

Customer satisfaction is what determines how customers are pleased with products or services businesses provide and sustainable practices adopted in their organizations. It helps increase the number of customers and returning customers. According to (MR), ‘There is a returning customer because they appreciate the quality of our food and our practice of reducing waste. Some customers said they liked what we did, they were satisfied, and would return.’ And (ER) who works close to customers insisted that ‘There are many returning customers.’ Also with tour operator, (MT) stated ‘The work that we have been doing since the starting days of Covid until now has tended to increase the number of customers that we collect every day. It allows us to be known more widely, but not that mass, it will be in its group. For example, free diving is an insightful activity that makes divers understand a lot about nature.’ When interviewing the customers about their satisfaction with sustainability, all of them are satisfied with businesses adopting this strategy. According to (UC1), ‘It affects my satisfaction. Will I choose to come back to use their service again or will I choose to spread the word to others? this is important. If I am satisfied, I will tell others and I will choose to come back again.’ In agreement with (LC2), ‘I will support the businesses that follow the sustainability principle. I will be very impressed because it is helping the world and supporting sustainability as well. Personally, I strongly support this point.’

(3) Code 3: Employee Satisfaction

Employee satisfaction has an impact on productivity. It is the extent to which customers are happy or content with their jobs and work environment. They will be more satisfied if they receive incentives from the business or increase their own competence, especially from their responsibility for sustainable practices. Referred by (MR), 'They receive the practice, concept, and management that we do, which can improve the quality of the employees and is beneficial to them and my organization. It is like a circle that they can adapt in the community, in their houses.' And added that 'In addition, our employees receive part of the benefit as well such as money that we get from selling waste.' Most importantly, it helps in the reduction of employee turnover rate in the workplace. According to the employees in the hospitality industry (EH, ER & ET) informed that most employee has a very long working period here because they are pleased with the business. (ET) stated that 'Because I'm a guide and the younger employees are the captain. We have been working together for a very long time. I've been with the team since some of them were just crew members now they are captains.' Also (ER), 'Like me, I've been working here for over three years. I still believe that I am still working here for a long time.' Furthermore, (ER) stated that 'Personally, I am satisfied and agree with the owner that he has a policy in place to conserve the environment and resources, and another thing is to make all employees cooperate. In fact, they personally might think that it is not their duty and responsibility. However, the organization recommends us the benefits that we will get which is a good return to us, all employees cooperate well. Now I feel that it's a good thing. Personally, I believe that actually in terms of protecting the environment and these resources are the everyone's duty and responsibility which must be taken seriously.'

(4) Code 4: Cost Reduction

Environmental and social practices have a significant and positive impact on financial performance which results in terms of cost-saving operating businesses. (MH, MR & MT) mentioned to cost reduction that is beneficial from implementing sustainability in their businesses. According to hotel that uses treated water in the hotel and food waste. And it helps reduce the cost of preparing

the foods by using their own ingredients (MR & MT). According to (MR), referred to cost-saving by reducing the turnover rate of employees. (MR) stated that ‘In terms of employees, I quite pay more attention to reduce the turnover rate of employees because having new employees, sometimes it wastes our time, and the cost of training new employees is like a hidden cost.’

(5) Code 5: Market Success

Marketing is one of the benefits the businesses gain from adopting sustainable practice in their organizations. It helps get more customers interested in the businesses and would like to visit. The hotel, restaurant, and tour operator have gained this benefit. According to the restaurant, the owner is trying to protect the environment including some wildlife surrounding the business. (MR) stated that ‘Most customers want to know and see that we really have that wildlife, are there pictures? and we show them. It's part of the attraction where is sustainable that causing customers to keep coming back because they think that this place is abundant.’ And referred by tour operator that is the first noticeable one among tour operators operating in Khao Lak that adopt a sustainability principle in their service. (MT), mentioned that ‘We are the one who do it first, and it is assumed to be beneficial to us in terms of marketing.’

(6) Code 6: Competitive Advantage

Adopting sustainable strategy that causes the business outstanding than others can be a competitive advantage for the organization. According to the hotel that participates with environmental foundations to help in marketing (MH) stated that ‘It helps a lot because most of the time, especially foreign customers here, they will consider if the hotel has an idea about the environment or not. So, it's the primary motivator for us to try to join the nature conservation organization or organizations related to sustainable development. It will also make it easier for customers to make decisions.’ On the contrary to restaurant and tour operator that they do not consider that adopting this strategy is a competitive advantage. According to (MT), ‘We do this today because we believe it will be good for us and our surroundings. The surrounding here refers to competitors. We do not consider ecotourism or sustainable tourism as a competition. But what is

good is to reflect on our competitors that doing this is not just good for themselves, It's good for the environment too. Because in the end, if you do not bring yourself into this kind of travel, it will definitely affect you in the short term. I believe that it is good for our competitors. And if everyone adopts it, it will create an impact on people around here, even entrepreneurs. It can be seen from the people around here trying to transform their own organization into this way more.' And (MR), 'It will also have cluster effect. For example, assuming this zone has a lot of restaurants doing sustainable practices, it will be a point to attract customers to come here to eat at these restaurants.'

(7) Code 7: Long-Term Advantage

Implementation of sustainable strategy has positive impacts for businesses in various ways. The management of tour operator believes that the sustainable practices the business has been doing will positively affect the business in the long term. According to (MT), 'It may not return to us soon as today. I believe there is nothing that we did and got the return immediately. We assume that we don't have a lot of money to significantly impact our business-like large businesses. But I believe that what we are doing now, attempting to be a small power, will return to us in the future. Whether in the dimension of finance or the dimension of our intention to educate customers, I believe that it will return if we still have the discipline to do this.'

4.1.14 THEME 14: Businesses Contributing to Sustaining Tourism

(1) Code 1: Affecting Others

The implementation of a sustainable strategy in business that gains positive impacts not only on its business but also on the public can affect either other businesses, entrepreneurs, employees, customers, or even the locals. All businesses namely, hotel, restaurant, and tour operator have mentioned that what they do can affect others positively. According to (MT), 'If ask how good the effect is in Khao Lak. Personally, I think it's quite good. Whether it's in the dimensions of entrepreneurs that they see we do this, so they will make it more relevant to us. Overall, of Khao Lak, it can be seen that more businesses starting to do this, sustainable tourism.' In agreement with (MH), 'We need local resources. We strive to

show its importance, not showing the importance of work but highlighting the importance of resources or raw materials that we rely on tourism. It makes them have a positive attitude, make them love the environment. This is what we expect from the community here.’ Also (MR), ‘But my business is just a small restaurant in a small area. it’s a small power that I can do. I expect that starting from the restaurant, employees do it habitually and do it at home. The family members see it and follow it, or even customers will follow as a circle like I said.’

(2) Code 2: Reducing Pollution

The poorly environmental pollution is the one of main obstacles for tourism. A better environment with natural beauty and cleanness can attract tourists which helps sustain tourism. According to (MR), customers’ eyes are important. (MR), stated ‘Reduce waste in the eyes of customers, it might keep tourism and nature alive’ and ‘Also the garbage, I don’t eliminate it by incineration, it will be separated as I said. Garbage that can’t be used or recycled will be destroyed in my own area. It also reduces air pollution.’

(3) Code 3: Conserving the Environment

Abundantly natural environment is an attraction for tourists. Business is trying to conserve and care for it because it is what the business relies on, especially the businesses in hospitality industry. The existence of the natural environment itself is a part of contributing to sustaining tourism. According to (MR), ‘And around the restaurant, I set a rule not to destroy the plants or animals. Hopefully, it will help preserve the resources in our area.’

(4) Code 4: Returning Customers to the City

Tourism will be sustainable if there are tourists traveling in the area that generates income for all businesses and the local community. Businesses adopting a sustainable strategy is a critical reason for the customer to make a decision to return to buy products and services. According to (MR), ‘Customers will be pleased and appreciate our actions. It will also increase the number of returning customers.’

4.1.15 THEME 15: Customer Perspective

(1) Code 1: Supporting Sustainable Business

All customers from urban and local areas (UC1-UC5 & LC1-LC5) would like to support the businesses that implement sustainability in their organizations. According to the customer from urban (UC2), 'I also think that if I use the service, it's like I support these businesses and have contributed to this idea to be continued. When people join, it has the power to encourage businesses to do it. they will have the strength to continue and be responsible for society and the environment. I think it is a very good thing that I support it.' In agreement with customers from the local area (LC1), 'If entrepreneurs are aware of sustainability, if I can choose, I will choose entrepreneurs who have a sustainability concept because suppose that overall, not all entrepreneurs are interested in this part, one day the resources or things that are in this area will either run out or are no longer exist today, it's like it's not as good as it is now. I want to support businesses that implement this concept.' And (LC3) supported that want to support the tour operator that is responsible for a sustainable society and environment 'They support the Morgan villagers and they have produced products that are internal products to sell and use natural materials to make. I feel that I want to support locals there.'

(2) Code 2: Sustainability Influencing Customers to Choose Products and Services

The customers (UC1-UC5 & LC1-LC5) mentioned that sustainability in the businesses can influence them to choose products and services. They rather choose products and services that are sustainable than the ones that do not. According to (LC4), 'Because whatever is sustainable, it simply an organic product and it's good. Why don't we use something like this? Why do we use chemicals? And one more thing, we have helped to make the world a better place, for example, if we go on a diving trip, then we go on a boat. We use shampoos that contain chemicals that hurt the coral, it goes directly into the sea. Why don't we choose to change or help make it better?'

(3) Code 3: Business Image Influencing Customers During Decision-Making

In the light of the business image, customers from urban area (UC1, UC3, UC5) think that business image can have an impact on their decision-making. According to (UC5), 'Which businesses started thinking of focusing on this concept, I would think that that business is a forward-thinking organization. Because businesses and ecosystems rely on each other anyway, so it makes an impact. Business can survive because of our current ecosystem, it has an impact on me.' However, (UC1 & UC3) are concerned that the business is truly doing sustainable practices, not just for its image. According to (UC3), 'I feel that if I find any business that has a serious campaign for this, not just for the image, if they actually do, it makes me feel that I want to support and want to use their services more than other businesses.' And (UC1), 'Because some businesses can only say, but when you look at the back, what is it? It's not. And when people realize that it's just for an image, you didn't do it, it's ugly. You fooled the customer from the start.'

(4) Code 4: Willing to Pay More for Sustainable Business

All customers from both areas (UC1-UC5 & LC1-LC5) are willing to pay more for sustainable businesses which include sustainable products and services if the price is not so much different. According to (LC5), 'Price is already one of the main factors. If it's cheap but destroys nature, I will consider again whether to buy that product or not. But if the price is reasonable, and they preserve nature.... if you ask that the price is higher, it is higher, it's quite ok. If you ask if the price is different from usual, it's different, but we are happy to support them because they are quite concerned about nature.' In agreement with (UC2), 'I think that I want to support businesses that practice sustainably and have the strong ethics that not take advantage of people in the organization itself, must be a transparent business. And I believe that if business performance is good like that, the consumers are willing to pay more for products from sustainably produced processes.'

(5) Code 5: Participating in Business's Sustainable Practices

Customers from urban and local areas (UC1-UC5 & LC1-LC5) are participating in business activities on the environment and follow the business' sustainable practices such as using reused towels, using eco-friendly products like sunscreen, minimizing using plastic straws and bags, educating people around, using refill containers, cleaning activities, bringing own glasses, and donating to society.

(6) Code 6: Sustainability is for the Luxury

According to two customers from urban and local areas (UC1 & LC2) think that sustainability will be a trend for the luxury because being sustainable is high cost. It is for the people who have more purchasing power. (LC2) stated that 'Big entrepreneur, it may be a large hotel where the target customer is someone who can have more purchasing power, I think that people tend to have more awareness of sustainability and are willing to pay higher costs. And at the same time, I feel like the big businesses are supportive, they are ready to transform themselves to involve in sustainability better because their customer group can support the price which is higher. But at the same time, small entrepreneurs, or the group that their target group is just normally local people which have not much purchasing power as tourists from big cities. I think that this group of people are not ready to accept or understand the concept of sustainability that much because it might be about purchasing power that they cannot afford or do not understand why they have to pay so expensively since the plastic is cheaper, something like this.' It is related to (UC4& UC5) that they are willing to pay if the price is not that double price and they are affordable.

4.1.16 THEME 16: Implementation

(1) Code 1: Business Objective Determination

Hotel, restaurant, and tour operator set clear objectives, policies, or plans for the implementation of sustainable strategy in their businesses to achieve and be aligned with employees' tasks.

(2) Code 2: Meeting with Management

The businesses often hold meetings to let the employee acknowledge the businesses' policies, objectives, and guideline practices, particularly the manager of each department in the hotel to assign the task. According to (MH), 'In terms of the environment, there are policy meetings, for example, to reduce energy by 3%, which is our goal. The meeting will be attended by the heads of each department.' Also (MT), 'We have guidelines meeting every month as much as we can.'

(3) Code 3: Briefing with the Employee

The head of each department is in charge of giving a briefing to the subordinates in each department so that they are aware of the guidelines that must be followed. According to (MH), 'After attending the meeting, the head will distribute tasks, orders, and practices to the employees. Employees will be notified if there is any new information. Since every department has a daily briefing.' And (MT) stated that 'There are separated departments, for example, in the part of maritime that is linked to the environment, there will be employees who are accountable for each boat, with a guide who will allocate the guidelines and practices that each employee must follow in the boat during the trip.'

(4) Code 4: Building the Environment

Hotel, restaurant, and tour operator build the environment and the commitment that make the employees would like to follow the practices. According to (MT), 'I try to build these things into their DNA by showing them every day until they understand and naturally follow it.'

(5) Code 5: Specific Experts and Capabilities Training

The hotel has invested in hiring experts in sustainable strategy to educate the employees. In accordance with (MH), 'There are foundations that we partner with to train employees which has more than 80% of employees participating and many times we invite experts to educate them' while restaurant and tour operator educate and train their employees by themselves.

(6) Code 6: Tracking Progress

There will be a comparison of what has been done and what the results have been and bring it to a summary to see if there has been any development or any problem and find the solution. According to (MH), 'We shall determine if the objective has been met or not at the end of the year. We review the graph comparison results every four months. There will be the metrics for each department to help each other advise if there is anything else we can reduce, or whether there is an increase or decrease.' Also (MT), 'We will follow up, such as the behavior of customers, what is the customers' feedback on what we do, and how to improve it? When talking to the team, we will follow up on each matter, and then come back to update and find a way and a solution.' And (MR), stated that 'There is our accountant who is responsible for the number of an expense, and the income every month, we will compare it in the meeting with F&B manager.'

(7) Code 7: Report

Report is important which helps predict and plan a long-term strategic plan. The hotel needs to do the report to show their partner that they are in progress to achieve the reward they want. According to (MH), 'Our hotel joins the Green hotel, everything we have to make a number to clarify and show that we have progress and development. If we don't do this, we will not pass the program both Green hotel, and Travellife. There must be something that makes them trust. Even recycle waste, we need a number for them.' While restaurant and tour operator do not build the report. But both businesses will discuss with the employees by showing them the result. According to (MT), 'We do not do the formal report, but it is in a way that we talk about it in the real situation, for example, see, we have to do this because the customers like it. Our team will see that it is true. The customers have actions with what we do, they understand.'

(8) Code 8: Reward

Restaurant and tour operator reward employees when employees follow the guidelines that have been assigned to them. According to (MT), 'We reward our employees with a bonus if they adhere to our policies and practices. If I see that we are all moving in the same direction, I will offer them

money, or we will celebrate together.’ In agreement with (MR), ‘There will be people to buy the separate waste, I give it as a central fund for my employees to encourage them’ while hotel doesn’t reward their employees, but there is a plan to do in future.

4.1.17 THEME 17: Challenges Influencing Implementation of Sustainable Strategy

(1) Code 1: No Model for Guiding the Implementation

To get the positive results, a model or roadmap with guidelines is required for implementation action. Restaurant and tour operator do not have the implementation model while the hotel does, however, it is a model or roadmap by others. According to (MH), ‘We focus on our own practices and do not have our own model. However, if we want to be successful, we must follow the foundation's roadmap. They will tell us to use it as a guide. We keep track of the situation and report on the outcomes. There will be guidelines for what we should do and have, and we will adhere to them.’

(2) Code 2: Feeling Burdened

Unclear responsibilities and accountabilities can cause confusion and problems, but restaurant do not set the role and responsibilities for the individual employee. According to (MR), ‘I do not divide the task very clearly because I don't want them to feel burdened but will focus on supporting each other. Because if the responsibility is for employee alone, sometimes, in some cases, they may feel that it is more of a burden to them. Helping each other would be better.’

(3) Code 3: Conflict

The hotel faced the conflicting with each department. According to (MH), ‘At beginning, role, and responsibility were divided into each department, such as garbage. And the accounting department which is the last department will check and sell it. But the people who brought it in were from many departments. In conclusion, some were right, and some were wrong. So, we solved that problem by no department directly responsible. Let everyone share the responsibility that each department will have one person as an intermediary who

controls each department. There will be an intermediary to help speak and clear all conflicts in all departments.’

(4) Code 4: Inadequate Information Sharing

The information sharing is needed to involve people to understand the strategy and follow it. The hotel which has more departments and employees encounters this problem. According to the hotel, they have appointed representatives from each department to help distribute the information. (MH) mentioned that ‘These people are coordinators caused by the lack of coordination in the distribution of information, which helps a lot.’ On the contrary, restaurant and tour operator have fewer departments and employees, so they will not face this challenge.

(5) Code 5: High Cost of Being Sustainable

There is a price for being sustainable businesses although this strategy will result in cost reduction. According to (MH), ‘Hotel equipment and technology are both outdated. Money to acquire new energy-saving equipment that needs to be replaced, such as in the office, is rather expensive. The office has remained unchanged. It consumes a lot of electricity, such as office lighting and aging computers.’ In agreement with (MT), ‘We might not be able to do everything perfectly. There are still some issues that cannot be resolved since the higher cost has an impact on our business.’

(6) Code 6: The Economy in Covid Situation

The Covid situation has caused many businesses to adapt to survive because of few customers. This affects cost control and reducing costs, especially for the hotel. According to the hotel, most of the customers are Thai during the Covid situation, which may not have the same purchasing power as foreigners. The hotel and surrounding hospitality businesses, therefore, rely on promotions to attract Thai tourists. (MH), stated that ‘During Covid pandemic, it is difficult to compare because we still have to run the operation. But customers are just a few, so the cost is a lot higher. Compared to 2017 and 2018 which had not

been affected, we could see that it had decreased both costs of water and electricity consumption compared with the customers. We had to divide it by the number of customers, the number was reduced. However, when it comes to Covid, everything must be operating with fewer customers. It cannot be compared because there is no divisor. It's up and down, not like before. Most of them are domestic customers, it is not matched with the cost because of many promotions.' In agreement with restaurant and tour operator that must switch the target to focus on Thai customers and their profit is not the same as before.

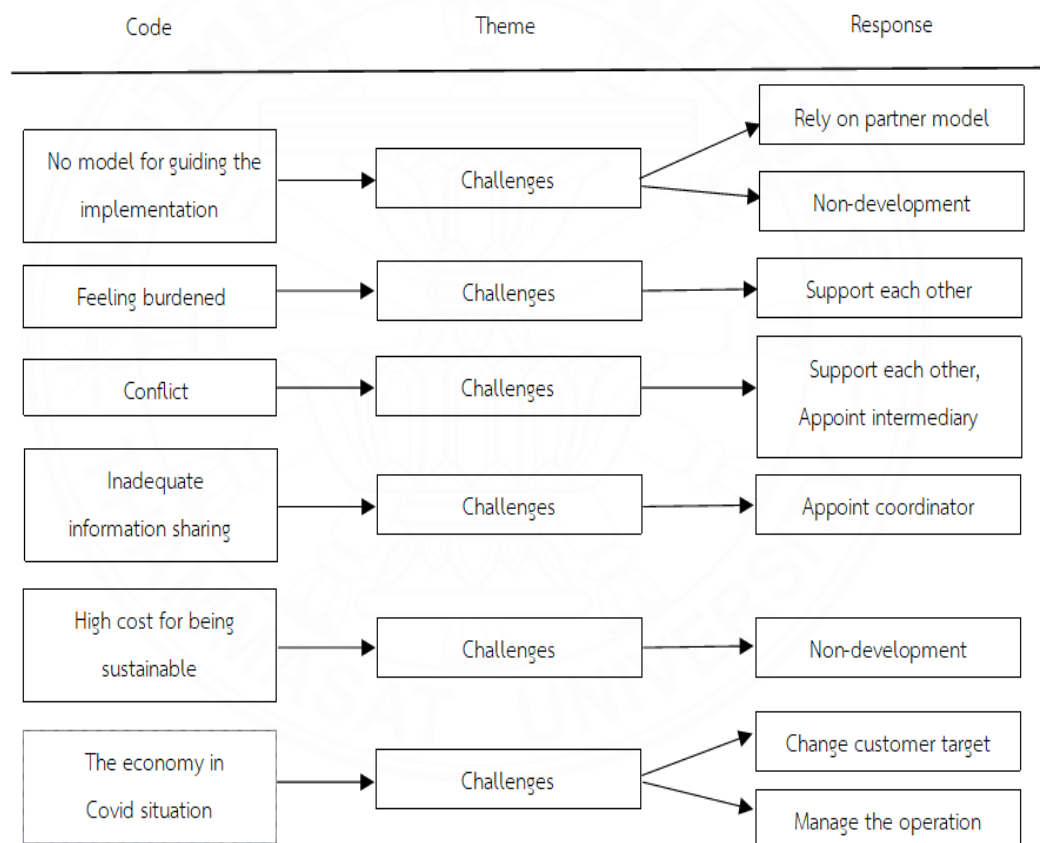


Figure 4.1 Summary Challenges and Responses

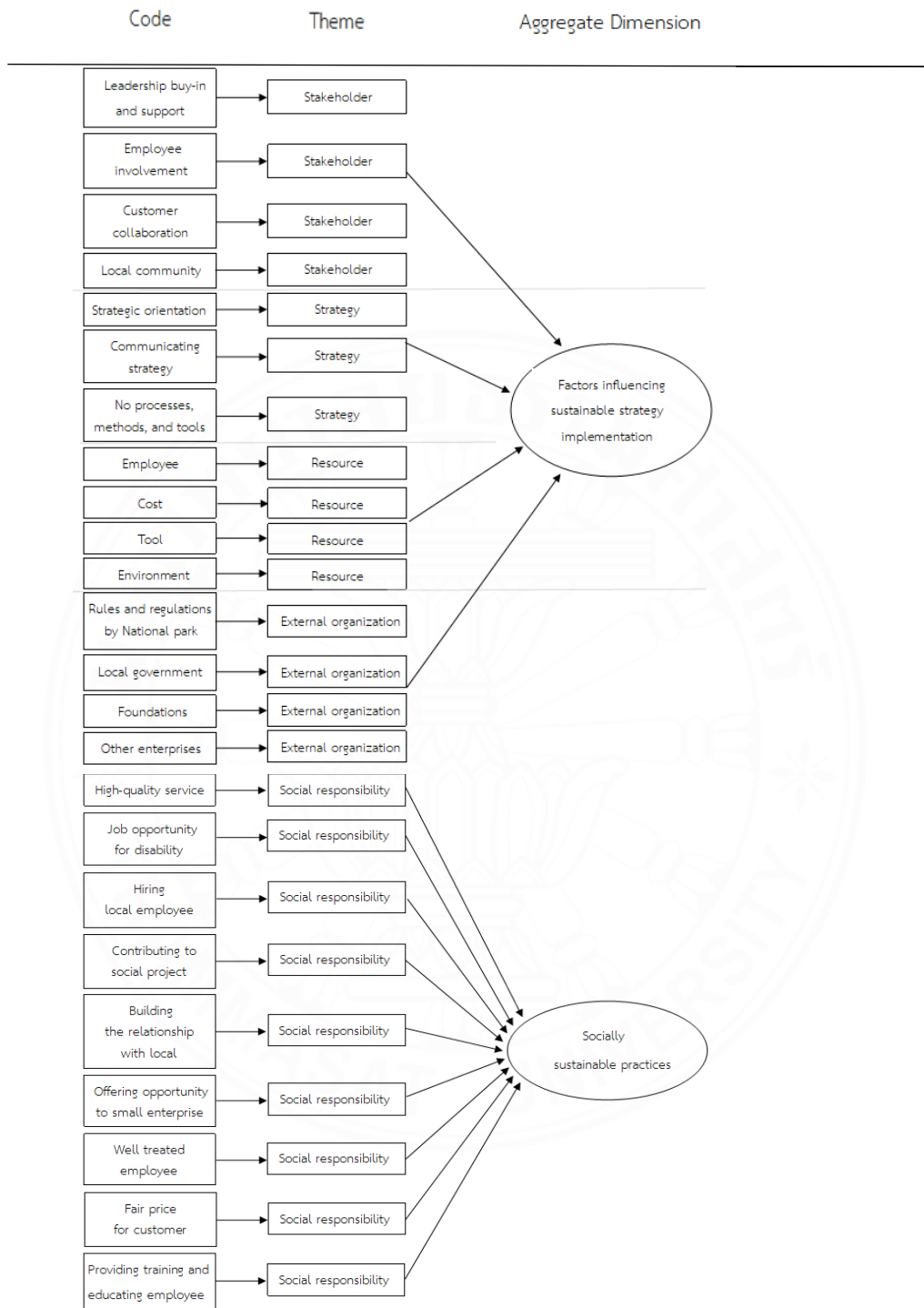


Figure 4.2 Data Structure

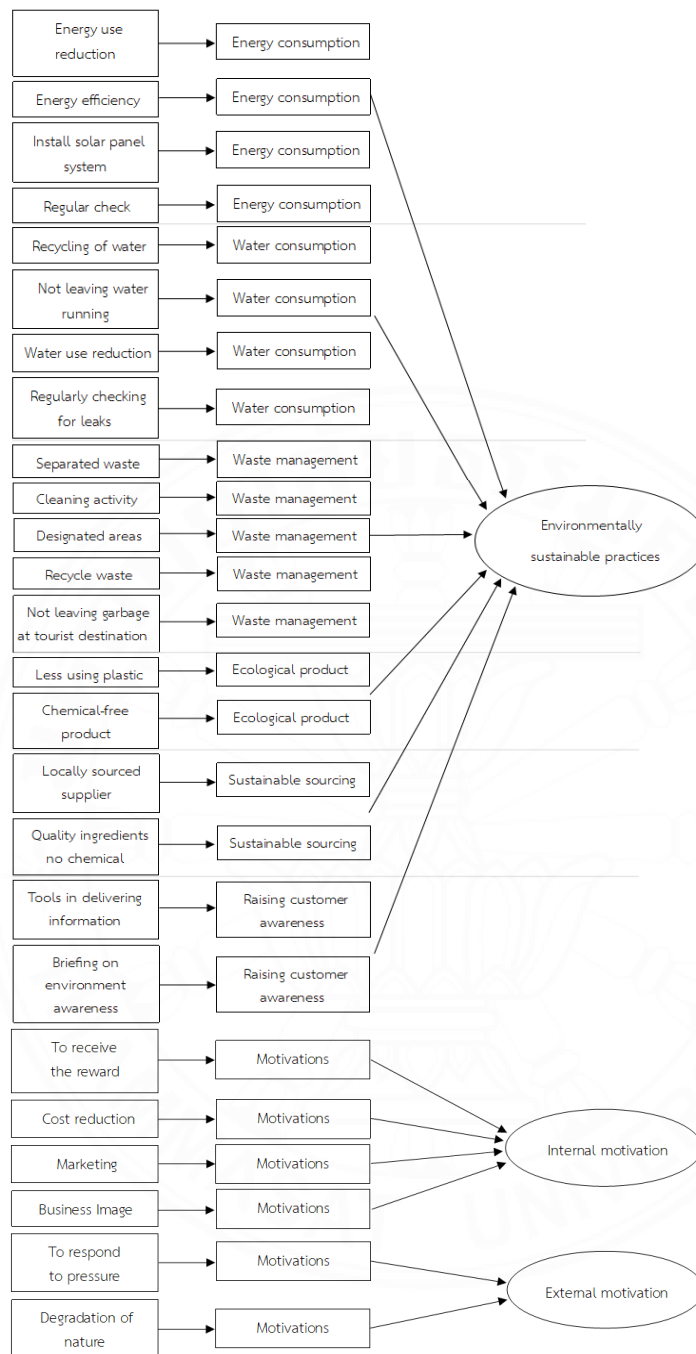


Figure 4.2 Data Structure (Cont.)

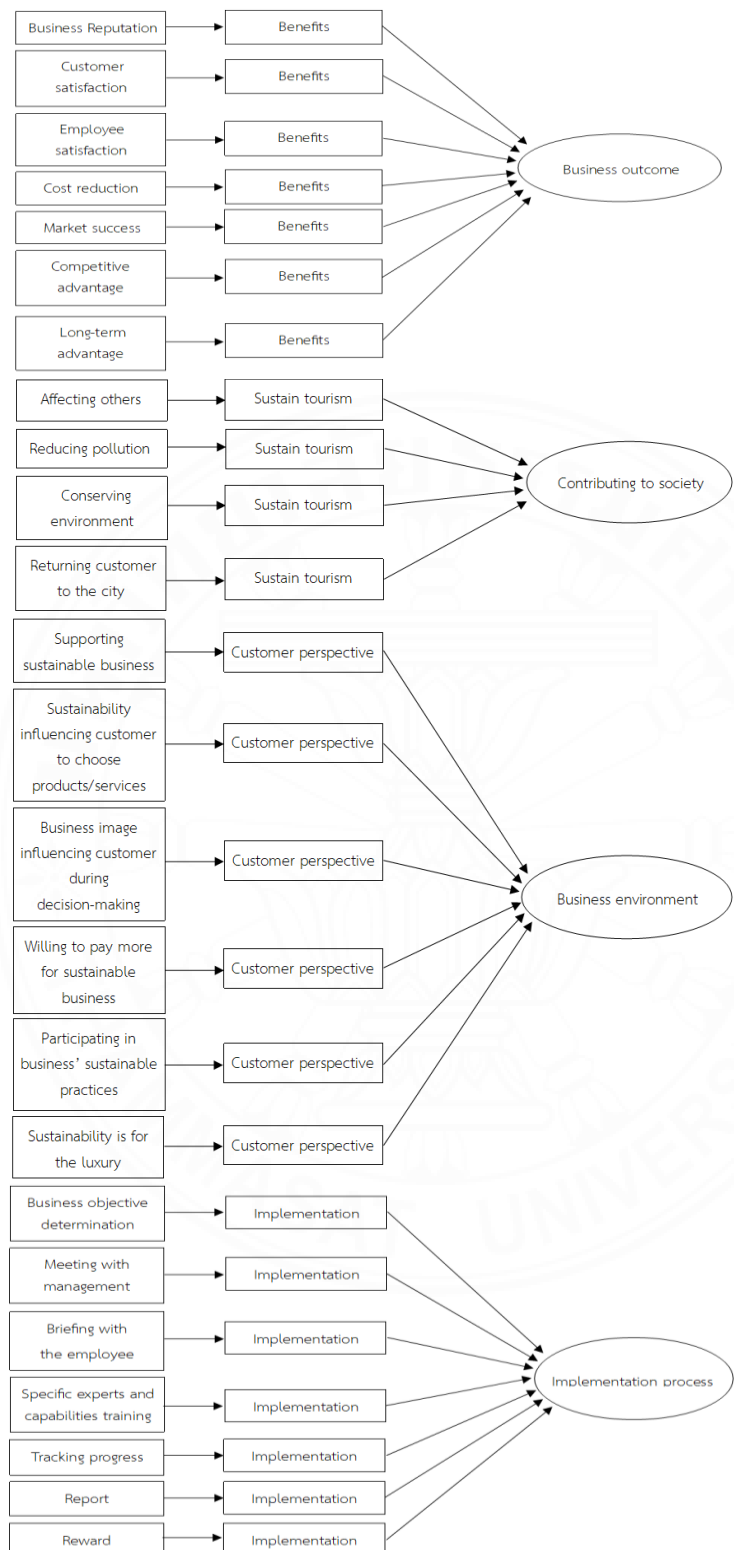


Figure 4.2 Data Structure (Cont.)

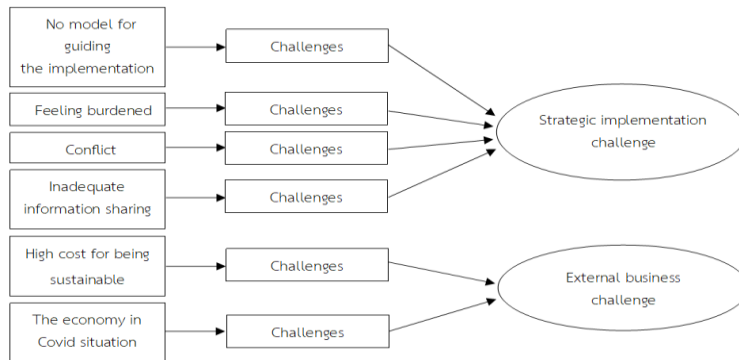


Figure 4.2 Data Structure (Cont.)

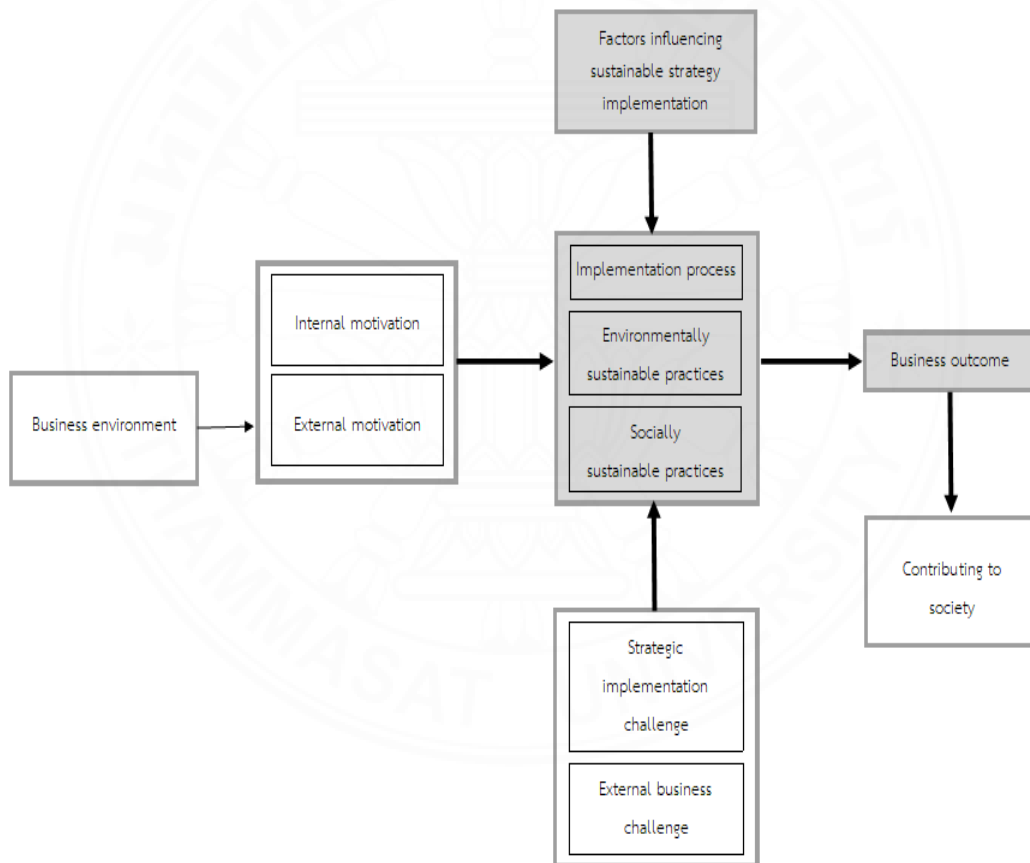


Figure 4.3 Key Dynamic Model

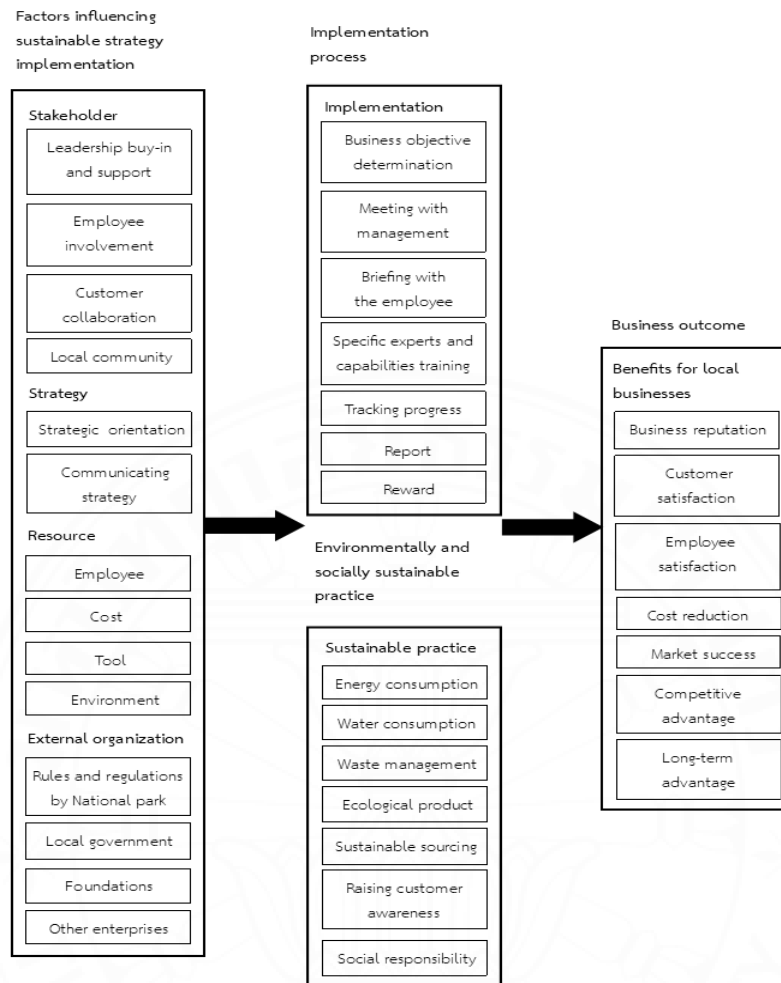


Figure 4.4 Result Framework

To answer the research question of how locally owned businesses in Khao Lak's hospitality industry implement a sustainable strategy in their organization (see Figure 4.2 and Figure 4.4), the findings of the practices they have been doing are various whether environmentally or socially sustainable practices which are energy and water consumption, waste management, ecological product, sustainable sourcing, raising customer awareness and responsibility to society. The implementation is quite similar. All businesses start by determining business objectives to achieve and be aligned with employees' tasks. They often hold meetings to let the employee acknowledge the businesses' policies, objectives, and guideline practices, particularly the head of each department. The head of each department is in charge of giving a briefing to the subordinates in each department

so that they are aware of the guidelines that must be followed. There are educating and training the employee on strategy and its practices. There is tracking progress after adopting the practices and following up on its result or even problems that occurred, to find the solution or adjust its practices. The report is made for showing the result of implementing the strategy, however, restaurant and tour operator verbally report to their employees. Finally, the businesses reward the employees for they follow the practices which achieve the business objectives. Furthermore, there are various factors contributing to the success of the implementation. The stakeholders which are leaders, employee involvement, customer collaboration, and the local community are critical elements for implementing strategy. The strategy is also an important factor to ensure the employees acknowledge the guidelines and policies the business wants to achieve in implementing its sustainable strategy, add to this, communicating strategy helps make sure that the employees truly understand the business objective and follow its strategy. In the implementation of a sustainable strategy, resources are an element factor to achieving a goal or carrying out activities on sustainability which are employee, cost, tool, and environment. Besides, external organizations, namely, rules and regulations by national park, local government, foundations, and other enterprises that are involved in the development and implementation of sustainable practices are also important factors. However, there are also challenges to sustainable strategy implementation of the businesses (as illustrated in Figure 4.1). No model for guiding the implementation, employees feeling that sustainable practices are burdened apart from their main responsibilities, the conflict between department and individual, inadequate information sharing in the organization, high cost of being sustainable for business, as well as Covid situation that affects the economy in the businesses are challenges those businesses; hotel, restaurant, and tour operator encounter in the implementation of a sustainable strategy. What locally owned businesses in the hospitality industry implementing sustainable strategy and practices have positive benefits to businesses, that is, business reputation, customer satisfaction, employee satisfaction, cost reduction, market success, competitive advantage, and long-term advantage which is contributing to sustaining tourism in Khao Lak.

Table 4.2 *Summary Themes and Codes Extracted from Interviewing Top-Level Managements, Employees, and Customers in Hospitality Industry*

<p>Theme: Stakeholders Influencing the Implementation of Sustainable Practices</p> <p>Codes</p> <p>Leadership buy-in and support (MH, MR, MT), (ER)</p> <p>Employee involvement (MH, MR, MT), (EH, ER, ET)</p> <p>Customer collaboration (MH, MR, MT), (EH, ER, ET), (UC1-UC5), (LC1-LC5)</p> <p>Local community (MH, MR), (EH, ER, ET)</p>	<p>Theme: Strategy Influencing the Implementation of Sustainable Practices</p> <p>Code</p> <p>Strategic orientation (MH, MR, MT)</p> <p>Communicating the strategy (MH, MR, MT)</p> <p>No processes, methods, tools (MH, MR, MT)</p>	<p>Theme: Resources Influencing the Implementation of Sustainable Practices</p> <p>Codes</p> <p>Employee (MH, MR, MT), (EH)</p> <p>Cost (MH, MR, MT)</p> <p>Tool (MT)</p> <p>Environment (MR)</p>
<p>Theme: External Organization Influencing the Implementation of Sustainable Practices</p> <p>Code</p> <p>Rules and regulations by national park (MR), (ET)</p> <p>Local government (MT, MR)</p> <p>Foundations (MH)</p> <p>Other enterprises (MT)</p>	<p>Theme: Sustainable Energy Consumption</p> <p>Code</p> <p>Energy use reduction (MH), (ER)</p> <p>Energy efficiency (MH, MR)</p> <p>Installing solar panel system (MR)</p> <p>Regularly checking (ER)</p>	<p>Theme: Sustainable Water Consumption</p> <p>Code</p> <p>Recycling of used water (MH)</p> <p>Not leaving water running (ER)</p> <p>Water use reduction (MH), (EH)</p> <p>Regularly checking for leaks (EH, ER)</p>
<p>Theme: Waste Management</p> <p>Code</p> <p>Separated waste (EH, ER)</p> <p>Cleaning activity (MH, MT), (EH, ET)</p> <p>Designated areas for waste management (MH, MR), (ER)</p> <p>Recycle waste (MH, MT), (ER)</p> <p>Not leaving garbage at tourist destinations (ET)</p>	<p>Theme: Ecological Products</p> <p>Code</p> <p>Less using plastic (MH, MR, MT), (ER, ET)</p> <p>Chemical-free product (MT, ET)</p>	<p>Theme: Sustainable Sourcing</p> <p>Code</p> <p>Locally sourced supplier (MH, MR, MT), (ER)</p> <p>Quality ingredients-no chemicals (MR, MT), (ER)</p>

Table 4.2 *Summary Themes and Codes Extracted from Interviewing Top-Level Managements, Employees, and Customers in Hospitality Industry (Cont.)*

<p>Theme: Raising Customer Awareness</p> <p>Code</p> <p>Tools in delivering information on the sustainable environment (MH)</p> <p>Briefing on environment awareness (MT), (ET)</p>	<p>Theme: Social Responsibility</p> <p>Code</p> <p>High-quality service (MH, MT)</p> <p>Job opportunity for disability (MH)</p> <p>Hiring local employees (MH, MR, MT), (EH, ER, ET)</p> <p>Contributing to social projects (MH, MR, MT)</p> <p>Building the relationship with local people (MH, MR), (ET)</p> <p>Offering opportunities to small enterprises (MR, MT), (ER)</p> <p>Well treatment for employees (MH, MR, MT), (EH, ER, ET)</p> <p>Fair price for customers (MR, MT)</p> <p>Providing training to the employees (MH, MR, MT), (EH, ER, ET)</p>	<p>Theme: Motivations for Sustainable Practices</p> <p>Code</p> <p>To receive the reward (MH)</p> <p>To respond to the pressure (MH)</p> <p>Marketing (MH)</p> <p>Business image (MR)</p> <p>Cost reduction (MH, MR)</p> <p>Degradation of nature (MT)</p>
<p>Theme: Benefits of Implementing Sustainable Practices</p> <p>Code</p> <p>Business reputation (MH, MR, MT), (ET)</p> <p>Customer satisfaction (MH, MR, MT), (EH, ER, ET), (UC1-UC5, LC1-LC5)</p> <p>Employee satisfaction (MR), (EH, ER, ET)</p> <p>Cost reduction (MH, MR, MT)</p> <p>Market success (MH, MR, MT)</p> <p>Competitive advantage (MH)</p> <p>Long-term advantage (MT)</p>	<p>Theme: Businesses Contributing to Sustaining Tourism</p> <p>Code</p> <p>Affecting others (MH, MR, MT)</p> <p>Reducing pollution (MR)</p> <p>Conserving the environment (MR)</p> <p>Returning customers to the city (MR)</p>	<p>Theme: Customers' Perspective</p> <p>Code</p> <p>Supporting sustainable business (UC1-UC5), (LC1-LC5)</p> <p>Sustainability influencing customers to choose products and services (UC1-UC5), (LC1-LC5)</p> <p>Business Image influencing customers during decision-making (UC1, UC3, UC5)</p>

Table 4.2 *Summary Themes and Codes Extracted from Interviewing Top-Level Managements, Employees, and Customers in Hospitality Industry (Cont.)*

<p>Theme: Implementation</p> <p>Codes</p> <p>Business objective determination (MH, MR, MT)</p> <p>Meeting with management (MH, MR, MT)</p> <p>Briefing with the employee (MH, MR, MT)</p> <p>Specific experts and capabilities training (MH, MR, MT)</p> <p>Tracking progress (MH, MR, MT)</p> <p>Report (MH, MR, MT)</p> <p>Reward (MR, MT)</p>	<p>Theme: Challenge Influencing the Implementation of Sustainable Practices</p> <p>Codes</p> <p>No model for guiding the implementation (MR, MT)</p> <p>Feeling burdened (MR)</p> <p>Conflict (MH)</p> <p>Inadequate information sharing (MH)</p> <p>High cost of being sustainable (MH, MT)</p> <p>The economy in Covid situation (MH, MR, MT)</p>	<p>Willing to pay more for sustainable business (UC1-UC5), (LC1-LC5)</p> <p>Participating in business's sustainable practices (UC1-UC5), (LC1-LC5)</p> <p>Sustainability is for the luxury (UC1, LC2)</p>
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As shown in Table 4.2, factors influencing the implementation of sustainable strategy by key informants of businesses, namely top-level managements, employees, and customers, display the top critical factors that were mentioned the most. There are employee involvement, customer collaboration, local community, and leadership buy-in and support which are under the stakeholder theme and are responsible for relevant operations of the strategy, including employee which is the important element required to achieve a goal or carry out an activity for businesses as a resource. However, there are also the factors that the key informants least mentioned, that is, foundations, other enterprises, rules and regulations by national park, and local government which are under external organization theme that involves in the development of sustainable strategy and its practices. Besides, tool and environment which are the resource required to help achieve the strategy are the factors that the key informants barely referred to.

Furthermore, the most mentioned motivation is cost reduction in the operation of its business to adopt a sustainable strategy. The top benefit that the businesses gained is customer satisfaction. The implementation of sustainable strategy for businesses to contribute to sustaining tourism is affecting others who are employees, customers, or even entrepreneurs to start transforming themselves to be more sustainable. As well as the challenge that all businesses in local context encountered the most is the economy in Covid situation that forced the businesses to change their target customers and be more careful in managing their operations.



CHAPTER 5

CONCLUSIONS AND DISCUSSIONS

The research objectives are to understand the implementation of sustainable strategy by locally owned businesses in hospitality industry; hotel, restaurant, and tour operator and to investigate the enabling factors that influence the sustainable strategy implementation. The researcher conducted a literature review and interviews with top-level managements, employees and customers who are involved in hospitality industry. The data from the interviews was analyzed by using thematic analysis with the deductive approach.

5.1 Conclusion

From the case study analysis, hotel, restaurant, and tour operator, the key informants from hospitality businesses shared the sustainable practices which have positive impacts on businesses' economy, society, and the environment, and they shared the factors which contributed to implementing the strategy. Motivations, benefits, and how to sustain tourism were shared. Furthermore, the customers' perspectives on sustainability were highlighted.

5.1.1 Sustainable Practices

In terms of environmental practices on energy consumption, hotel has the practices in energy use reduction by turning off the electricity when not used, assigning the customer rooms in the same building, planning to activate the electricity efficiently, reducing in-service time, and employees are responsible to turn on and off electricity when not used. And restaurant, the electricity will be used when necessary. Energy efficiency such as LED lightbulbs, AC saving technology, sensor program, and timer system are used in the hotel. Only a timer system is used including solar panel system is installed in the restaurant. The hotel and the restaurant regularly check the electrical appliances in order to function normally.

While there is no energy consumption practice in the tour operator because it is hardly used in the operation.

For water consumption, the hotel reduces using water by convincing customers not to change towels or sheets every day and using reclaimed water for other operations. Regular checking for leaks is necessary. The restaurant is also regularly checking for leaks and ensures that not leaving water running. On the contrary, there is no water consumption practice in the tour operator because it is hardly used in the operation.

In the matter of waste management, hotel, and restaurant separate waste materials into different types and have designated areas for waste management such as the place for treating water in the hotel as well as cesspool and landfill in the restaurant's area. There are cleaning activities such as beach and street cleaning by hotel and tour operator. The tour operator will make sure that there is not any garbage left at tourist destination. Moreover, hotel, restaurant, and tour operator have recycled waste to be beneficial such as organic fertilizer from food waste and accessories made from microplastic for selling.

For ecological products, hotel, restaurant, and tour operator are trying not to use plastic as much as possible. They use biodegradable straws, and food containers instead of plastic. The hotel changes the plastic bottles to glass bottles, including other essentials in the customer rooms as a refill. Also, tour operator promotes the refill products and distributes them to the customers. And the restaurant is pleased to recommend the customers bring their own glasses. However, there are some plastic products in restaurant and tour operator that are not replaceable regarding customer convenience. And the tour operator promotes customers to use chemical-free products such as eco sunscreen to be friendly to corals and reefs during the trip.

For sustainable sourcing, hotel, restaurant, and tour operator are trying to help support the local community by purchasing their products and ingredients from them rather than large suppliers. And restaurant and tour operator grow their own ingredients to ensure that there is no contaminant. Besides, the restaurant ensures that the ingredients they purchase are fresh and clean.

To raise customer awareness, the hotel provides materials such as signs, TV channel, and booklets for customers with essential knowledge of the environment and practices in the hotel. And the tour operator provides a briefing on knowledge about tourist destinations and environmental awareness before starting the trip and during the trip which helps create awareness and eventually leads the tourist to be more responsible to engage in marine activities and help conserve the environment at the destination.

In terms of social practices, hotel and tour operator provide high-quality service to the customers. The hotel follows the law of job opportunities for disability. All hotel, restaurant, and tour operator have a policy on local employment, so most of their employees are local. Besides, they contribute to social projects such as charity and donation to support the local community. They also build relationships with the locals. Restaurant and tour operator offer an opportunity to small enterprises and provide products and services at fair prices. Furthermore, hotel, restaurant, and tour operator have fair treatment for their employees, and provide training and education to the employees which bring in their satisfaction.

5.1.2 Motivations for Sustainable Practices

In the matter of motivations of sustainable practices, the hotel wants to receive a reward and certificate to prove that the hotel has truly developed sustainability in the organization and to get people interested in the hotel which helps in marketing. Moreover, the hotel wants to respond to the pressure of globally sustainable trends and conscious customers toward sustainability and also reduce costs. Cost reduction is also a motivation for the restaurant, including its brand image. While the motivation for tour operator is the degradation of the natural environment.

5.1.3 Benefits of Implementing Sustainable Practices

For benefits of implementing sustainable practices, cost reduction is exactly beneficial for hotel, restaurant, and tour operator whether from energy and water consumption or growing their own ingredients. It helps in marketing their businesses which brings brand reputation to the organizations. Restaurant and tour operator highlight that customer satisfaction is the benefit that increases the number

of customers and returning customers. The hotel is outstanding from others by participating the environmental foundations to be their selling point which leads to a competitive advantage. The tour operator believes that the sustainable practices that the business has been doing will bring in positive benefits in the long term. Furthermore, employee satisfaction is one of the benefits that helps increase productivity.

5.1.4 Sustainability from a Customer Perspective

In the light of customer perspectives, the customers would like to support the business that follows environmentally friendly practices. Sustainability can influence them to choose products and services and they are willing to pay more for sustainable businesses if affordable. The business image on sustainability can also influence them during the decision-making and they will participate in businesses' sustainable practices. However, some customers consider that sustainability is for the luxury which is beneficial for large businesses.

5.1.5 Sustainable Strategy Implementation

In the matter of sustainable strategy implementation, all businesses start by determining business objectives to achieve and be aligned with employees' tasks. They often hold meetings to let the employee acknowledge the businesses' policies, objectives, and guideline practices, particularly the head of each department. The head of each department is in charge of giving a briefing to the subordinates in each department so that they are aware of the guidelines that must be followed. There are educating and training the employees on strategy and its practices. There is tracking progress after adopting the practices and following up on its result or even problems that occurred, to find the solution or adjust its practices. The report is made for showing the result of implementing the strategy, however, restaurant and tour operator verbally report to their employees. Finally, the businesses reward the employees for they follow the practices which achieve the business objectives.

5.1.6 Factors Influencing the Sustainable Strategy Implementation

In terms of enabling factors influencing sustainable strategy implementation, there are stakeholders that are important to implementing the strategy, namely leadership buy-in and support, employee involvement, customer collaboration, and the local community. The strategic orientation and communication of the strategy clearly are necessary to ensure the employees acknowledge the guidelines and policies the business wants to achieve in implementing the strategy. The resources to achieve a goal or carry out the activity toward sustainability are needed, including employee which is the most important, cost, tool, and the environment itself. Furthermore, external organizations are one of the critical factors to help businesses succeed in adopting a sustainable strategy that contributes to sustaining tourism. There are rules and regulations set by national parks, local governments, foundations, and other enterprises.

5.1.7 Challenges Influencing the Sustainable Strategy Implementation

There are challenges to sustainable strategy implementation of the businesses. No model or roadmap for guiding the implementation, employees' feeling that sustainable practices are burdened apart from their main responsibilities, the conflict between department and individual, inadequate information sharing in the organization, high cost of being sustainable for business, as well as Covid situation that affects the economy in the businesses are challenges that those businesses; hotel, restaurant, and tour operator encounter in the implementation of a sustainable strategy.

5.1.8 Contributing to Sustaining Tourism

In terms of contributing to sustaining tourism, the sustainable strategy that hotel, restaurant, and tour operator do can positively affect others widely such as other businesses, entrepreneurs, employees, customers, and the locals. It can raise their awareness to start doing what is good for the environment, society, and their own businesses. The restaurant helps sustain tourism by reducing air and waste pollution, together with conserving the environment at the restaurant area to remain abundant because the existence of the natural environment itself is a part of contributing to sustaining tourism. Besides, the restaurant believes that

adopting a sustainable strategy is a critical reason for the customer to make a decision to return to the city that generates income for all businesses and the local community which contributes to sustaining tourism.

5.2 Discussion

Businesses in the tourism and hospitality industry, including hotel, restaurant and tour operator in locally owned businesses context, focus on applying the concept of sustainability to their businesses by adhering to the practices of social and the environmental sustainability which benefits the businesses' economy with motivations to respond to the pressures of global society and customers which is related to the research (cited in Pereira et al., 2021) that many businesses are adopting sustainable strategy because of increasing pressure from various parties, for instance, from stakeholders business partner, local governments, and environmentally conscious customers as (Chan et al., 2017) customer awareness of energy efficiency is growing all the time. The image and the reputation of a business are other important driving motivations in attracting customers. Businesses implement a sustainable strategy to help in marketing and to gain business reputation and image. This is consistent with (Gavilanes et al., 2019) that the motivator for a customer to choose their vacation location is the credibility of a place it is and promotes itself as sustainable. Another important motivator is the fact that implementing a sustainable strategy to conserve energy, water, and waste reduces business costs. In addition, natural resource degradation is a major motivator for businesses, especially tour operator, which relies heavily on natural resources. According to (Park, 2009), environmental conservation and protection are the primary concerns of sustainable practices to ensure the future survival of the tourism industry.

The implementation of sustainable strategy leads to benefits for businesses resulting in the reduction of operating cost related to (Alonso-Almeida et al., 2018) that environmental practices have a significant impact on financial performance, even in small businesses. Socially sustainable practices also bring in employee satisfaction, which contributes to the efficiency of operations as (Alonso-

Almeida et al., 2018) that it boosts employee morale and commitment that increases profitability and market share. And customer satisfaction is the benefit that businesses gain as a business reputation related (Alonso-Almeida et al., 2018), it also increases customer satisfaction and enhances the businesses' reputation. In addition, the business's advantage is that success in marketing as a point of sale attracts customers which brings in a competitive advantage and a long-term advantage, consistent with (Robin et al., 2016.) the environmental strategy has a positive impact on an organization's overall competitiveness.

Implementing a strategy into practices across all these businesses is not very complicated due to the organizational structures are not that large. The businesses focus on the outcomes by following the sustainable practices rather than going into the details of implementing an effective strategy. From the interviews and observations, the managements lack knowledge and understanding of effective strategies as well as effective tools that can help succeed strategy. However, the businesses are small businesses and in a local context, unlike big or chain businesses. Thus, all businesses may not choose to invest much in additional education and strategic tools, including the implementation of a simple strategy. In addition, most employees who are a critical role in implementing the strategy and its objective into reality are locals who do not have much knowledge or understanding of how to execute the strategy. What management or owners do is train, educate, and raise their awareness, and concern only on ensuring that employees understand and follow the guidelines set by the management or the owner. Restaurant, particularly, has a smaller organizational structure than hotel. There are also fewer employees, departments, and responsibilities. As a result, the organization may not clearly define each employee's responsibilities, but they must assist and support one another. In contrast to hotel which has a greater number of employees, departments, and responsibility. However, the hotel does not have a model or guideline to implement this strategy. They will adhere to the guideline established by the external organization which is a hotel partner. These could be due to the fact that businesses in a local context have a non-sophisticated implementation strategy to facilitate the

organization's environment that is limited by the scale of the businesses and the knowledge and skills of the employees.

5.3 Practical Implications

1. This research can be a guideline for entrepreneurs and other businesses in the tourism and hospitality industry, particularly in the local context to start adopting the concept of sustainable strategy and its implementation that benefits their businesses, society, and the environment to help sustain tourism.

2. The management should educate themselves and their employees on effective strategic processes, methods, and tools to help in the implementation of the strategy to be more successful and effective even in a local context.

5.4 Limitations

1. Some top-level management key informants do not understand much about effective processes, methods, and tools for executing a strategy.

2. The number of key informants as an employee is quite limited because most of the employees are local, and they are unable to participate in research interviews to capably answer the research question.

3. Due to the period of the study conducted during the COVID-19 pandemic, the researcher was unable to interview international customers which are considered the main target in the area.

4. The conclusions drawn from the businesses; hotel, restaurant, and tour operator are only part of the whole industry. There are other businesses that are important component of this industry.

5.5 Recommendations for Further Study

1. Study more about other businesses in tourism and hospitality industry in addition to hotel, restaurant, and tour operator.

2. Additional quantitative research in the local context shall be needed to obtain various information from employees because some local employees cannot participate in the qualitative research by in-depth interview.

3. International customers shall be interviewed because they are the main target customers who drive the economy in the area.



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APPENDICES

APPENDIX A CONSENT FORM

หนังสือเจตนายินยอมเข้าร่วมการวิจัย

โครงการวิจัยเรื่อง การดำเนินกลยุทธ์ความยั่งยืนของธุรกิจท้องถิ่นในอุตสาหกรรมบริการ กรณีศึกษา
แหล่งท่องเที่ยวเขาหลัก จังหวัดพังงา ประเทศไทย

วันที่ให้คำยินยอม.....

ข้าพเจ้า (นาย/นาง/นางสาว).....

ขอทำหนังสือนี้เพื่อเป็นหลักฐานแสดงว่า

ข้อ 1. ก่อนลงนามในหนังสือแสดงเจตนายินยอมเข้าร่วมการวิจัยนี้ ข้าพเจ้าได้รับการอธิบายจากผู้วิจัยให้ทราบถึงวัตถุประสงค์ของการวิจัย กิจกรรมการวิจัย ความเสี่ยง รวมทั้งประโยชน์ที่อาจเกิดขึ้นจากการวิจัยอย่างละเอียด และมีความเข้าใจดีแล้ว

ข้อ 2. ผู้วิจัยรับรองว่าจะตอบคำถามต่างๆ ที่ข้าพเจ้าสงสัยด้วยความเต็มใจ ไม่ปิดบัง ซ่อนเร้น จนข้าพเจ้าพอใจ

ข้อ 3. ข้าพเจ้าเข้าร่วมโครงการวิจัยนี้โดยสมัครใจ และข้าพเจ้ามีสิทธิที่จะบอกเลิกการเข้าร่วมในโครงการวิจัยนี้เมื่อใดก็ได้ และการบอกเลิกการเข้าร่วมวิจัยนี้จะไม่มีผลกระทบต่อ.....ที่ข้าพเจ้าจะพึงได้รับต่อไป

ข้อ 4. ผู้วิจัยรับรองว่า จะเก็บข้อมูลเฉพาะเกี่ยวกับตัวข้าพเจ้าเป็นความลับ และจะเปิดเผยได้เฉพาะในรูปที่เป็นสรุปผลการวิจัย การเปิดเผยข้อมูลเกี่ยวกับตัวข้าพเจ้าต่อหน่วยงานต่างๆ ที่เกี่ยวข้อง กระทำได้เฉพาะกรณีจำเป็นด้วยเหตุผลทางวิชาการเท่านั้น

ข้อ 5. ผู้วิจัยรับรองว่า หากมีข้อมูลเพิ่มเติมที่ส่งผลกระทบต่อการศึกษา ข้าพเจ้าจะได้รับการแจ้งให้ทราบทันทีโดยไม่ปิดบัง ซ่อนเร้น

ข้าพเจ้าได้อ่านข้อความข้างต้นแล้วมีความเข้าใจดีทุกประการ และได้ลงนามในใบยินยอมนี้ด้วยความเต็มใจ

ลงนาม.....ผู้ให้ความยินยอม

(.....)

...../...../.....

ลงนาม.....ผู้วิจัย

(.....)

...../...../.....

APPENDIX B SUSTAINABLE PRACTICE IMAGES

1. Hotel



Tree Conservation



Information Sign of Animals



Channel of Sustainability at Lobby



Internally Treated Water



Effective Microorganism



Waste Composting



Separated Glass Bottle



Separated Plastic Bottle

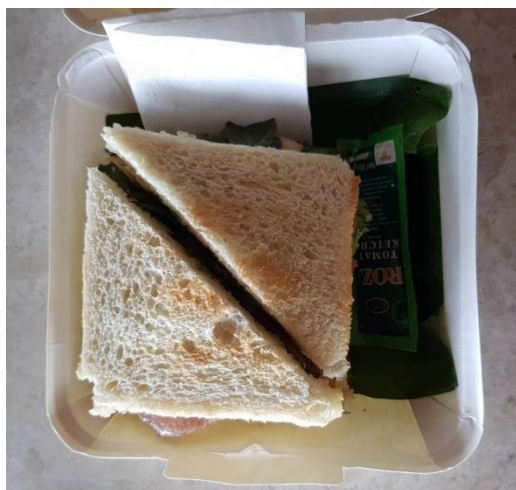
2. Restaurant



Healthy Food



Growing Own Ingredient



Paper Food Box



Growing Own Ingredient



Separated Bottle



Separated Bottle



Landfill Facility



Separated Bottle

3. Tour Operator



Selling Green Product



Refill Station



Upcycled Bottle Caps



Friendly Sunscreen



Microplastic Filtering Machine



Briefing on Environmental Practices



Picking Up Trash Activity



Bio Lunch Box

BIOGRAPHY

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