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SILPAKORN
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INTERNATIONAL
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SUIC's
6th
INTERNATIONAL
CONFERENCE

'New Challenges for Art, Design, and Business Management'

NOVEMBER 26, 2021

Review Process

Papers submitted to this conference have been double-blinded, peer-reviewed before final acceptance to the conference. Initially, abstracts were reviewed for relevance and accessibility and successful authors were invited to submit full papers. Thank you to the reviewers who helped ensure the quality of all submissions.

Conference Proceedings
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Preface

SUIC's 6th International Conference 2021: New Challenges for Art, Design and Business Management

The proceedings represent the work of contributors to SUIC's 6th International Conference, organized by Silpakorn University International College (SUIC) on 26th November 2021. For this year, the conference is titled 'New Challenges for Art, Design and Business Management.'

Silpakorn University International College was founded in 2003 by Silpakorn University to provide high quality education that meets international standards. Our undergraduate and postgraduate degree programmes are not only unique in terms of discipline but also developed in close collaboration with overseas international institutes such as Vatel Hotel and Tourism Business School, Birmingham City University, Paris School of Business, University of Applied Arts Vienna. At present, we offer taught degrees in hospitality management (BBA in Hotel Management), luxury management (BBA in Luxury Brand Management), digital media (BFA in Digital Design and Communication), and art conservation (MA in Cultural Heritage Conservation and Management). Upon graduation, SUIC students will receive degrees issued by both SUIC and its international partners.

We are very honoured to welcome Prof. Dr. Phillip C. Zerillo, Professor of Marketing at J.L. Kellogg Graduate School of Management, Northwestern University, who will be giving a keynote speech and Also, Dr. Ramon Segismundo- CEO of Singapore based start-up 1HRX and Strategy/Global Management teaching faculty at De La Salle University Graduate School of Business, Dr. Jovina Ang- author of four books on talent and data science and culture, and Dr. Prakash Bagri- Associate Dean of Indian School of Business and former Chief Marketing Officer of Intel Asia who are joining a panel discussion. Both the keynote talk and panel discussion are under the theme of 'Old School – New School: Going Digital & The Rules of Business.'

There are 17 peer-reviewed papers published in this conference, presenting research from Thailand, Switzerland, Austria, Philippines, India, UK and Iran. They cover the fields of business management, hospitality and tourism, art and design, all of which represent SUIC's academic specializations.

We wish all participants an enjoyable and fruitful conference.

Assistant Professor Dr. Sompid Kattiyapikul

Dean, Silpakorn University International College
Bangkok, Thailand
November 2021

Peer Reviewers

Conference Programme

SUIC's 6th International Conference: New Challenges for Art, Design and Business Management

Silpakorn University International College
26 November 2021
8th Fl. CAT Telecom Building, Bangrak, Bangkok, Thailand

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Plenary Session	
08.30 – 9.00	Registration
9.00 – 9.30	Opening Speech by Dean of Silpakorn University International College and Group Photo
09.30 – 11.00	Special Keynote Speech by Professor **Dr. Phillip C. Zerrillo**, Professor of Marketing at J. L Kellogg Graduate School of Management, Northwestern University followed by Hybrid Panel Discussion by **Dr. Ramon Segismundo**, CEO of Singapore based start-up 1HRX and Strategy/Global Management teaching faculty at De La Salle University Graduate School of Business, **Dr. Jovina Ang**, author of four books on talent and data science and culture, and **Dr. Prakash Bagri**, Associate Dean of Indian School of Business and former Chief Marketing Officer of Intel Asia
11.00-11.30	*Videomusic and urban sustainability innovation (Dr.Ivan Zawada)*
11.30 – 12.00	*COVID 19: Identifying Consumer Market Factors Leading Towards Changes in Marketing Practices for Bangkok's Food & Beverage Industry (Mr.Hector Elbert Reyes-Gertes)*
12.00-13.00	Luncheon & Networking at Vatel Café

Breakout Session	
Main Stage	**Room 808**
Moderator: Asst.Prof.Dr. Jantima Banjongprasert	**Moderator: Dr. Irina Pievskaya**

	Main Stage	Room 808
13.00 – 13.30	***Online*** *Comparing Three Generations' Perception of Risk and Risk Reduction Methods towards Thai street food market* *(Pornpawee Paksa, Rujirek Unyapokin, Piyachat Aoythongthip, and Supaporn Prasongthan)*	***Online*** *Travel risk perception and Travel Behaviour during COVID-19 pandemic of people living in Bangkok* *(Irada Jungwattanakul, Tanawat Adireksombut, Voraparth Satroopras and Rabhas Silpsrikul)*
13.30 – 14.00	***Onsite*** *Network Analysis of the Relationship in Hobbies Interest Among 50 Countries and the Changes from COVID-19* *(Yada Thamprasert, Piyachat Udomwong, Somsak Chanaim, and Karn Thamprasert)*	***Onsite*** *The Public-Private-Partnership Social Enterprise in Phuket's Community-based Tourism* *(Asst. Prof. Dr. Chalermporn Siriwichai, Pattisan Kemrichard, and Panpawee Booranasanti)*

	Main Stage	Room 808
14.00 – 14.30	*Online* *Ensuring Job Success for Returning Global Executives: Crash Landing or Smooth Sailing?* *(The Philippine Context)* *(Dr. Ramon B. Segismundo)*	*Online* *Strategic Factors Influencing Residential Attitudes Towards Condominium in Thailand: A Qualitative Study* *(Kanokwan Pimchan, Mukdashine Sanmaung and* *Asst. Prof. Chonlatis Darawong)*
14.30 – 15.00	*Onsite* *The creative practioners international venture creation process at the example of Thai architectural and landscape design studios* *(Prisca Valentino,* *Assoc. Prof. Dr. Claus Schreier and* *Asst. Prof. Dr. Kaedsiri Jaroenwisan)*	*Onsite* *The Strategy of Competitiveness for Luxury-Retail Tourism Destination in Thailand* *(Dr. Naritphol Boonyakiat)*
15.00 – 15.30	**Coffee / Tea Break**	
	Main Stage	**Room 808**
	Moderator: Dr. Ivan Zawada	**Moderator: Dr. Sanjay Bhardwaj**
15.30 – 16.00	*Online* *Conservation studies on the contemporary outdoor steel sculpture 'Kuppel'* *(Meral Hietz, Kathrin Schmidt, Gabriela Krist and Marta Anghelone)*	*Online* *Perceptions of People in Bangkok Metropolitan Region toward Dining-out during the COVID-19 Pandemic* *(Atikarn Chaiyanupong, Benyapa Suwannoppakun, and Rabhas Silpsirkul)*
16.00 – 16.30	*Online* *COVID-19 and its impact on Transnational Education Partnership Student and Staff Experience* *(Assoc. Prof. Jacqueline Norton)*	*Onsite* *Successful F&B Marketing Factors within the COVID 19 Interval and the Implementation of Adaptive Processes* *(Mr.Hector Elbert Reyes-Gertes)*
16.30 – 17.00	*Onsite* *The Use of Social Media in Promoting Cultural Heritage Sites: a case study of Hengjia Shrine, Bangkok* *(Dr. Thanya Lunchaprasith and* *Dr. Sarakard Pasupa)*	*Online* *A Systematic Approach to Leverage Business Risks* *(Dr. Prakash Bagri)*
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Presented Papers

Network Analysis of Relationship in Hobbies Interest Among 50 Countries and the Changes from COVID-19

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ABSTRACT

While the uncertainty from COVID-19 persists throughout the globe, the impact it triggered is not only limited to physical health issues. The pandemic forced people to adapt in many aspects. People's behaviours and perceptions has shifted throughout the pandemic. Though, inhabitants of distinct culture perceive and react to things differently. There are findings that culture strongly influences both individuals and society perception of events and this pandemic is not an exception. Leisure is one of an autonomous way to express culture. This research is intended to spot global connection patterns in hobby interest and learn how the patterns has changed by the occurrence of COVID-19 with network graphs visualization. In the last decade, Google Trends has been proven to be a promising tool in behavioural science studies. It allows researchers to draw summarized time-series data from the sample size of global Google users for free. One of its tools accumulates different search queries that belong to the same topic in different synonyms and languages as a topic which is essentially useful. This research has collected scaled data of ten selected hobbies, in fifty top GDP (2020) countries from January 1st, 2018 thru March 31st, 2021 with Google Trends topics. This work marks the period before March 11th,2020 as pre-pandemic and the period from this date as post-pandemic according to the World Health Organization's announcement. This paper then calculate correlation matrices and visualize with network graphs. The analysis shows significant adjustments in global relationship patterns affected by the pandemic in most search topics.

Keywords: COVID-19, pandemic, behaviour, perception, culture relationship, leisure, hobby, Google Trends, network graphs

1. INTRODUCTION

The novel coronavirus disease which was later renamed as "COVID-19" emerged in China in late 2019. The disease quickly spread overseas, and its trend continued to grow. On 11 March 2020, the World Health Organization (WHO) publicly announced COVID-19 as a pandemic. At that time, there were 4,291 deaths from approximately 118,000 cases in 114 nations (WHO. 2020). The number was surprising but incomparable to the figure of a year later. On 11 March 2021, the world had lost more than 2.8 million lives from the disease which has infected more than 130 million people. The pandemic has not only caused health issues to those infected but also posed challenges to public health administrators around the globe (Van Bavel et al. 2020). Several measures have been imposed ranging from lockdown, isolation, quarantine to local confinement to protect the world population. Apart from direct effects, the pandemic has forced people to adapt in many aspects (Cole et al. 2013). Recently, researchers from around the world have studied both direct and indirect effects from COVID-19. In behavioural science, key focus in this phenomenon has been on how people perceive the pandemic and then shift actions due to the shock and also what are the reasons behind those changes (Kramer et al. 2014).

There are findings that culture strongly influences both individuals and society perception of events and this pandemic is not an exception (Biddlestone et al. 2006). Different perceptions often lead to different behaviours, together with

peers gradually reinforcing the culture. In social sciences, family, work, and religious beliefs are generally considered to shape an individual's behaviour (Markus et al. 1991). Leisure is not commonly included (Triandis & H. 2018). Yet growing leisure investigations under modernism, recreation practice and cultural consumption are at least as essential. Normally, hobbies are activities people choose to do in their spare time relative to their core values (San Martin et al. 2018). Hobby preference might be influenced by peers in any community, but the bottom line is that, no one would or could effectively force others to take interest in a hobby in the long term. This makes hobbies an interesting topic to study freewill cultural expression. and how culture transmits.

Studying human behaviour often involves conducting surveys, interviews, or observing subjects. However, doing so can be costly and prone to be biased which makes these methods impractical on a global scale. Nevertheless, in the digital era, the internet has solved and eased countless issues including research (Makhortykh et al. 2020). When people are interested in something, people inquisitively search (Zitting et al.2020). Google is the largest search provider in the world with more than 90% share in 2021 (Alex Chris 2021) which makes its free Google Trends service quite powerful in research. This allows behavioural science studies to have significantly more sample size than ever (Vosen 2011) and allowing researchers to conveniently extend their experiment worldwide (Kristoufek 2013) Google Trends has also proven to be a promising data source improving explanation power in prediction problems (Choi et al. 2012).

This work sees an opportunity to utilize Google Trends in studying cultural expression with 10 hobbies among 50 countries and their relationships in both before and after the official COVID-19 pandemic announcement. The work then visualizes the preference linkage between countries to give exploratory insights of cultural relationship in network graphs comparing between pre and post pandemic to examine the effect of COVID-19. Based on our knowledge, this paper is the first empirical research attempt to study the effect of COVID-19 on the preference of hobbies between countries. This work attempts to show empirical linkages but not to be confused with influential power. This research is not designed to prove any causal relationship and cannot claim that one country has an influence over another country even if true. This work is only interested in the patterns involving which countries are trending together and how it changes along with the pandemic.

2. LITTERATURE REVIEW
2.1 Effect of Covid-19 on individual's behaviour and society perception.
Jay J. van Bavel, Latherine Baicker with 43 co-authors published a paper in Nature Human Behaviour journal (2020) named "Using social and behavioural science to support COVID-19 pandemic response". The paper discusses evidence from a range of research issues related to pandemics. The work focuses on navigating threats, social and cultural influences on behaviour, moral decision-making, science communication, leadership, and stress and coping. A part of the work concluded that during a pandemic, one of the central emotional responses is fear. Animals, including humans, own a series of defensive systems for tackling natural threats. As supported by LeDoux, J. (2012) in the study "Rethinking the emotional brain" and Mobbs, D., et al (2015) in "The ecology of human fear: survival optimization and the nervous system". Fear makes threats perception to be distorted to the worst case based on Cole,S. et al (2013) and these negative feelings that are driven by threats can be communicable, as supported by Kramer,A.D.I. et al (2014). Another emotional response is that people might present an 'optimism bias', which is the belief that unpleasant things will not happen on oneself than others. Optimism bias has proven to be useful in avoiding pessimistic feelings as researched by Strunk, D.R. et al (2006). This has lead people to underestimate their chance of getting a disease and ignore warnings as stated in "The optimism bias" composed by Sharot,T in 2011 and also in Wise,T. et al's work in 2020. The main suggestion of Jay et al's paper in communication strategies was to strike a balance between breaking through the optimism bias barrier without causing too much anxiety. These works support the statement that COVID-19 induced negative emotional response, which lead to different decisions by individuals and the statement that the event may have caused collective hysteria. This ultimately proved that there exists some degree of correlation among people.

In "The COVID-19 Pandemic: Changing Lives and Lessons Learned" authored by Rod J. Rohrichm, MD, Kristy L. Hamilton, MD, Yash Avashia, MD, and Ira Savetsky, MD (2020) studied how COVID-19 change people's life in several aspects. Apart from medical and epidemiology findings and suggestions, the research points out how COVID-19 has changed plastic surgery which involved major behavioural changes toward the virtual environment. Another part is about societal changes after the crisis in American context which suggests that the pandemic helps shaping citizens to be more patient, more responsible to others, more disciplined, and more resilient. In overall, the pandemic affects people's core value and perception to evolve.

There are cultural factors related to COVID-19, such as in M Briddlestone et al (2020)'s work "Cultural orientation, power, belief in conspiracy theories, and intentions to reduce the spread of COVID-19". This work investigated cultural and psychological factors associated with intentions to reduce the spread. In cultural context, the research referred to Markus, H.R., and Kitayama, S. (1991) who showed cultural variation of countries. North American and Western European cultures are considered independent due to their individualism endorsement supported by Triandis,H.C. (1995), while Asian and other societies are considered interdependent or collectivism. The citizens of the latter are more committed to country, tribe, and family based on San Martin, A. et al (2018) and Kitayama, S. (2009). The result suggests that social-oriented countries' citizens tend to prioritize social responsibility over personal desires. The paper further suggests that promoting collectivism might be a tactic to improve engagement to stop spreading the disease. These papers demonstrated that culture of countries is diverse while interconnected in some degree which in turn might show insightful patterns if the pattern could be visualized, especially in this period.

2.2 Utilizing Google Trends to measure interest level.
The paper "Human-dog relationships during the COVID-19 pandemic: booming dog adoption during social isolation" written by Liat Morgan and 7 more co-authors (2020) investigated how people recognized and behaved during the pandemic social isolation. Previous studies showing that having a pet benefits mental health. Playing with animals helps with depression and anxiety, particularly in stressful conditions. The paper found that social isolation raised dog adoption interest and the adoption rate also rose significantly during pandemic while abandonment numbers stayed the same. Interest in dog adoption is measured by Israeli dog adoption website visits and worldwide Google searches for adoptable dogs. This research implied that Google search volume can be utilized to measure interest and proved that the pandemic affects search interests in pet adoption. Further study in other hobbies could be done.

Kirsi-Marja Zitting et al (2021) found that Google Trends reveals increases in internet searches for insomnia during the 2019 coronavirus disease (COVID-19) global pandemic. The research tried to estimate the effect of COVID-19 on insomnia levels at global level as previous evidence from small samples suggest increased insomnia and other sleep disturbances. The result in the United States showed 58% expanding search queries for insomnia in January through May 2020 compared to previous 3 years of the same month. Additionally, the search volume peaked around 3 am. This work showed that Google Trends can be used to extend the scope of the research toward global scale.

Simeon Vosen and Torsten Schmidt (2011) compared prediction power between survey-based indicators and Google indicators in predicting private consumption context. Survey-based indicators are the University of Michigan Consumer Sentiment Index (MCSI) and the Conference Board's Consumer Confidence Index (CCI). Google indicators are a collection of selected Google trends topics. Prediction power gain is measured by an increase R-squared from a simple autoregressive model as a baseline. The result showed that MCSI gave 1 percent incremental R-squared while CCI gave 2 percent and Google indicators gave 3 percent. This analysis shows that Google Trends is a very promising and convenient data source to use in prediction problems.

Amaryllis Mavragani & Knostantinos Gkillas (2020) studied the feasibility of Google Trends in predicting COVID-19 cases and deaths in global scale and the United States. The result showed the projected Google Trends models reveal powerful COVID-19 predictability.

In "Can Google Trends search queries contribute to risk diversification?" by Ladislab Kristoufek (2013) found an application of Google Trends in financial portfolio management. The intention to diversify risk is based on an idea that popularity of a stock measured by search queries is correlated with the stock riskiness. The result revealed that search queries-based strategy outperformed both the uniformly weighted portfolio and the benchmark index both in-sample and out-sample. There are more applications of Google Trends in finance context. Ilaria Bordino et al (2012) predicted stock market volumes and Hyunyoung Chio, Hal Varian (2012) forecasted near-term values of economic indicators.

2.3 Methodology Review
Bishara, A. J., & Hittner, J. B. (2012) conducted research titled "Testing the significance of a correlation with non-normal data: Comparison of Pearson, Spearman, transformation, and resampling approaches". It is known that when data is not normally distributed, Pearson's significance tests might cause excessive Type I error rate and reduce its power. Repeated attempts in the past decades found several alternatives to Pearson's correlation. However, those

alternatives did not have a clear performance comparison. This study compared 12 methods including Pearson, Spearman's rank-order, and other approaches with two simulation studies. Among transformation approaches, a general-purpose rank-based inverse normal transformation was most beneficial. However, when samples were both small (n ≤ 10) and extremely nonnormal, the permutation test often outperformed other alternatives, including various bootstrap tests. The research confirmed that if the data is not normally distributed, Pearson correlation test should not be used.

A test for normality often needs to be interpreted by statisticians or experts. However, M.B. Wilk & R.Gnanadesikan (1968) discusses graphical techniques based on cumulative distribution function. Quantile to quantile plots (Q-Q plot) are also useful for normality tests, by benchmarking cumulative distribution function of normal distribution in comparison to original data. There are more possible applications of Q-Q plot discussed in the paper. Areas of application include: the comparison of samples; the comparison of distributions; the presentation of results on sensitivities of statistical methods; the analysis of collections of contrasts and of collections of sample variances; the assessment of multivariate contrasts; and the structuring of analysis of variances; mean squares. Many of the objectives and techniques are illustrated by examples. This paper showed another way of visualizing statistical tests.

In "Handbook of Graph Theory" by Gross, J. L., & Yellen, J, (2003) described the principle of network graphs. Network Graph consists of nodes, and edges. While nodes are points representing variables or entities, edges are connections between nodes. Connections often correspond with correlation coefficient. Many works use the thickness of the line to depict a degree of correlation. The handbook also gives a guide on types of network graphs. Conclusively, there is more freedom on how to visualize network graphs to meet aesthetic desire than restrictions, but the graph should be designed to give as much precise message to viewers as it could.

Chapter 3 of Udomwong, P. (2015)'s dissertation "Association of genes in bacterial population genomics" presented several network threshold selection techniques. First method is density of networks as utilized by Pavlopoulos et al., (2011). Density off the network is calculated by an equation to measure the proportion of edges drawn to nodes showing if edges can possibly connect. Threshold searching process involved iterating threshold level from 0 to 1. In each iteration, density of the network is calculated by the equation. The optimal threshold is the one which gives the minimum value of density based on Aoki et al. (2007) and Ozaki et al (2010). Another method is the connected component by Fukushima et al. (2011) which selects the threshold at the level with sharp transition in the number of linking components. Barabasi et al. (2004) in the third method of clustering coefficient measures the tendency of a node to form a cluster. The tendency is measured with an equation for each node pair and then average the value with the number of the whole network. Potential threshold is again observed at sharp transitions based on Gupta et al. (2006) and Elo et al (2007). Lastly, the spectral graph theory method by Perkins et al. (2009) calculates eigenvectors and eigenvalues of the largest component in the network to find spectral clusters which feed in the Laplacian matrix. There will be an algebraic connectivity which is the smallest non-zero eigenvalues in the matrix. Potential threshold is identified at the algebraic connectivity as mentioned by Ding et al (2001). The dissertation's chapter gave an overview on how to select ideal threshold level.

3. METHODOLOGY
3.1 Population and Sample
Population in this study referred to global citizens who search. Recalling that around 91 percent of searches are in Google's platform, with Google Trends, the authors can draw samples as nearly as population size. Following Table 1 shows countries included in the research, the top 50 countries with highest GDP.

China	India	United States	Nigeria	Indonesia
Brazil	Japan	Russia	Bangladesh	Mexico
Philippines	Germany	Pakistan	Vietnam	Turkey
Iran	United Kingdom	France	Thailand	Italy
Egypt	South Korea	Spain	Argentina	Canada
South Africa	Saudi Arabia	Colombia	Poland	Malaysia
Peru	Australia	Netherlands	Romania	Chile
Belgium	United Arab Emirates	Sweden	Czech Republic	Switzerland

Portugal	Austria	Israel	Hong Kong	Denmark
Norway	Finland	Singapore	Ireland	New Zealand

Table 1: List of top 50 countries with highest GDP

3.2 Data Collection

This research collects weekly Google search topics data of 10 selected hobbies topics in 50 highest internet users in the world from 1 January 2018 to 31 August 2021 from Google Trends. Selected topics are Collecting, Game, Sports, Music, Cooking, Arts, Crafts, Performing Art, Learning, and Pet. Search topics are not search terms or keywords. Topics are a collection of search terms which will include all search terms related to it while search terms are specific which will only show the relative value of that keyword. Time-series tables of 50 countries are then combined for each topic and separated into two timeframes, pre-pandemic for dates before 11 March 2020, and post-pandemic for dates from 11 March 2020.

3.3 Testing Normality of Data with Q-Q Plot

Q-Q Plot compares the data sorted in ascending order with theoretical cumulative function by plotting their quantiles against each other (Wilk, M.B. & Gnanadesikan, R. ,1968). If the two counterparts being compared are similar, then data points will sit approximately at the line x=y. It is handy in testing normality by fixing normal distribution as a theoretical benchmark. If the plot shows data sitting tightly on the line, then the data is considered normal, and if most data is normal, Pearson correlation would be sufficient for the task.

3.4 Correlation Matrix

Correlation Matrix is simply a table of correlation coefficients between items, in this case countries. There are several ways to calculate the value. One of the most popular methods is Pearson correlation coefficients. It was developed by Karl Pearson in 1895 with inspiration from Francis Galton's works in the 1880s. Mathematical formula is as followed

$$r_{xy} = \frac{\sum_{i=1}^{n}(x_i-\bar{x})(y_i-\bar{y})}{\sqrt{\sum_{i=1}^{n}(x_i-\bar{x})^2}\sqrt{\sum_{i=1}^{n}(y_i-\bar{y})^2}} \qquad (1)$$

where n is sample size, x_i, y_i are individual sample points of the same index i, and $\bar{x}, \bar{y}$ are sample mean of x and y respectively. While Pearson's correlation is useful, it comes with a caution. It is well known that if data is not normally distributed, Pearson's correlation may inflate Type I error rates (Bishara, A. J., & Hittner, J. B. ,2012). It would be more careful to test if most of the data is normal or this work should opt for another method.

3.5 Correlation Network Graph

Correlation Network Graph consists of two main components, nodes, and edges (Gross, J. L., & Yellen, J, 2003). Nodes are points often depicted by a circle. Edges are lines connecting nodes. In this study, a graph represents a topic in a timeframe, whether it is pre-pandemic or post-pandemic. Nodes represent countries while edges correspond to correlations between hobby interest levels of two countries. However, every connection should not be drawn otherwise the graph would be messy and less informative especially in network analysis which relies heavily on visual interpretation. To resolve this issue, threshold is the quantity to decide which connection to draw.

3.6 Threshold

Threshold is an important decision indicator governing which connection to be shown. Correlations less than the threshold are hidden. Setting too low a threshold will show too many irrelevant relationships. These false interactions are unwanted noise disturbing interpretation. In contrast, setting too high a threshold might filter out important relations. Graph-based topology technique, density of network is utilized to find optimal thresholds.

3.7 Density of Network

Density of network (Pavlopoulos et al., 2011) measures the proportion of edges drawn to nodes that can possibly be connected.

$$\text{density} = \frac{2|E|}{|V|(|V|-1)} \qquad (2)$$

where |E| is the number of edges. |V| is the number of nodes excluding isolated nodes. |E| and |V| are a function of threshold level. Number of edges drawn drop when threshold rises while higher threshold leads more nodes to be

isolated. As a result, density value starts from 1 when threshold remains 0, later reduces to the lowest network density. Then, the value rises again as the edge number is more stable while more nodes are being isolated. The procedure to find optimal threshold involves iterating threshold level from 0 to 1 which returns density level derived from the equation above. This research increases threshold level by 0.01 in each step. Optimal threshold holds at the lowest value of the density network (Aoki et al., 2007, Ozaki et al., 2010).

3.8 Network Graph Drawing

In this step, we draw a network graph for each topic. There will be 50 nodes representing 50 selected countries at the spot corresponding to each country location in a typical world map. Nodes size scales with the number of internet users of a consequent nation and the colour will match with members of the same region. Edges connect pairs of countries with absolute correlation coefficient value higher than threshold derived previously. Thickness of edges represent strength of correlations while the colour shows either the relationship between the couple is positive as depicted in navy blue or negative as depicted in pink.

3.9 Interpretation

This research will show if countries are related or not by numbers of connecting lines in each topic and the thickness of the edges to show strength of correlations. Then, the work will compare network graphs of the same topic between pre-pandemic period and post-pandemic period to satisfy the second hypothesis. If there are significant changes in patterns, then the research concluded that COVID-19 affects the relationship between countries in hobbies.

4. RESULTS

Based on the methodology, two periods of weekly time-series data for ten search topics in 50 countries are collected. First phase started from the beginning of 2018 to the official COVID-19 announcement date, March 11th in 2020. Another phase ranged from the week after the report until the end of August 2021. Fraction of raw data retrieved from Google Trends is shown in Table 2 below. The data was scaled between 0 to 100.

date	ARE	ARG	AUS	AUT	BEL	BGD	BRA	CAN	CHE	CHL	CHN	COL	CZE
1/7/2018	68	82	50	59	80	73	33	45	54	77	58	94	58
1/14/2018	73	87	49	55	84	75	35	46	58	80	81	85	57
1/21/2018	71	87	51	64	84	79	39	48	58	75	82	83	64
1/28/2018	75	83	53	59	87	76	35	44	53	80	64	75	67
2/4/2018	71	82	58	71	86	63	37	47	55	83	80	70	66
2/11/2018	68	93	60	69	97	70	35	48	64	83	69	73	69
2/18/2018	72	85	66	68	84	77	39	55	63	79	100	74	71

Table 2: Part of scaled weekly search data in the Pets topic before the pandemic

QQ-Plot normality test results in Figure 1 showed seemingly diagonal lines in most series, suggested simple Pearson's correlation to be sufficient.
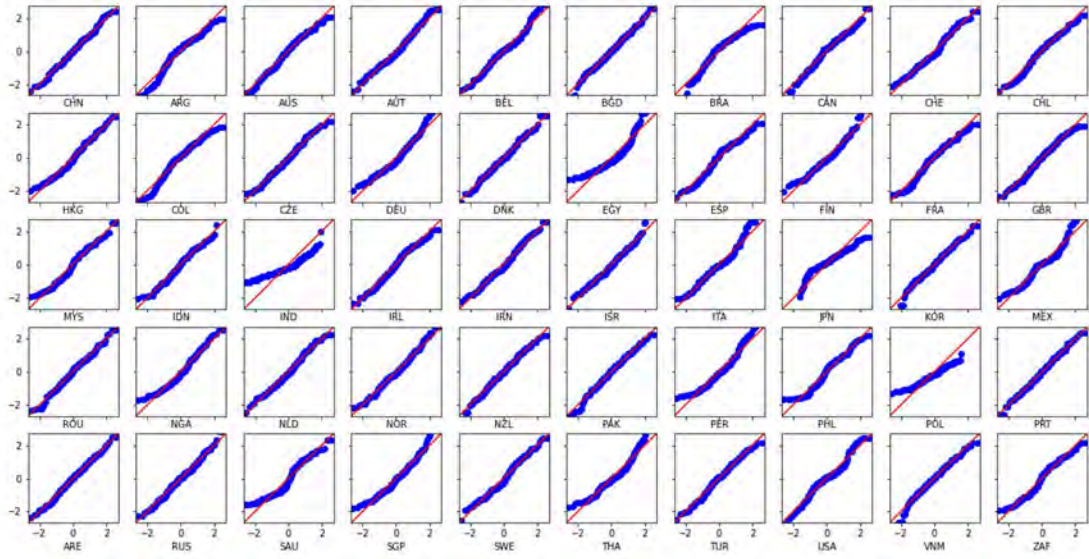
Figure 1: QQ-Plot normality test in the Art topic

Correlation matrices consisted of 50 countries crossing each other for both periods of all search topics were calculated in this step to act as the main ingredient to feed in network graphs. In fact, network graphs filter relevant information from correlation matrices to show useful insights. Prior to draw the graphs, threshold values were calculated. These important numbers dictated how strong of correlation pairs are required to enter valuable graphs. Pairs with weaker bond, lower correlation than the threshold were filtered out. Threshold values were reported in Table 3 based on density of network algorithm. Passing conditions varied due to competitiveness of pairs in the period. For example, in Collecting, threshold was 0.21 before COVID-19, then shifted to 0.25 later. In Sports, it was 0.54, then increased to 0.84. Only in Pets that the threshold number decreased with the pandemic. Between hobbies, the values were poles apart. It might be due to the different nature of each hobby.

Topic	Pre-pandemic	Post-pandemic
Collecting	0.21	0.25
Game	0.70	0.83
Sports	0.54	0.84
Music	0.58	0.77
Cooking	0.45	0.68
Arts	0.53	0.61
Crafts	0.29	0.42
Performing Art	0.22	0.26
Learning	0.37	0.69
Pets	0.33	0.28

Table 3: Threshold values calculated by density of network

Additionally, the Figure 2 below showed values of network density from the algorithm in the Y-axis from different levels of Pearson's correlation in the X-axis. Example below featured the Game search topic for pre-pandemic and post-pandemic, respectively. Thresholds were selected at the lowest point.
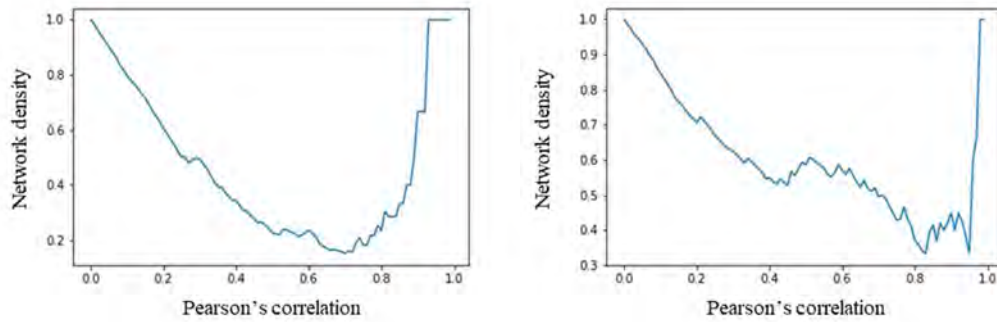
Figure 2: Density of network for the Game topic in pre-pandemic (left), and post-pandemic (right) period

The research promised pre-post pandemic network graphs for ten hobbies, however due to publishing limitations, only network graphs for games topic are depicted as examples here. Other topics could be seen in the appendix part. As presented in Table 3 and Figure 2, threshold value for games is 0.70 for pre-pandemic, and 0.83 for post-pandemic. Network graphs components details could be found in the methodology, but to recall in a nutshell, nodes are countries, colour of nodes represent regions, size of nodes are internet population, lines are edges, thickness of edges correspond with strength of relationship. Navy-coloured edges show positive relationship while pink stand for negatives.

Network graph for pre-pandemic interest in Games as referred to Figure 3, showed clusters of countries from the same regions were tied with closer relationships than those far away. Spanish speaking countries in Latin America were tightly bound. So as, European countries, middle east nations, Oceania, and east Asian countries except China. Distinctively, southeast Asian countries are unbounded. China, Russia, India, South African countries, and North Americas were also unconnected. The result showed the countries that were more connected, shared language, or had close culture, tended to be more related in Gaming interests. While countries with more unique culture, and language, tended to be isolated.
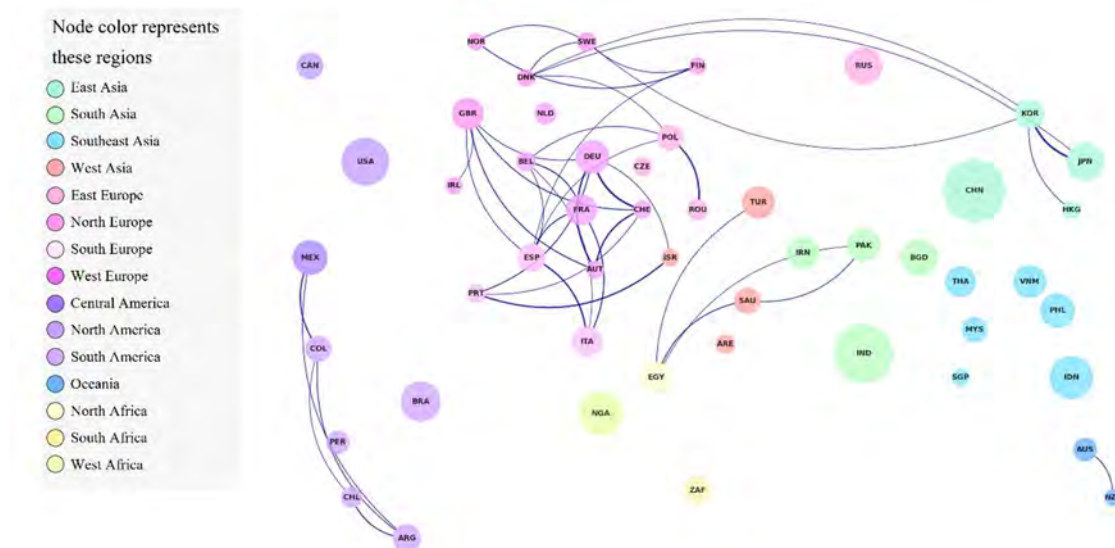
Figure 3: Relationship between 50 countries in games interest before the pandemic

Things changed a lot here after the pandemic, more countries were more connected in the global level even the threshold was higher. Countries were more related in term of preference but, it could not be concluded that countries were more connected. If considered, social distancing and stay home regulations which limit choices of activities might have caused sudden change in the same direction on gaming interests worldwide, in this case it could be implied that the interest level was increasing.

Figure 4: Relationship between 50 countries in games interest after the pandemic

For the other topics, the relationship in art interest level before the pandemic for European countries and north American c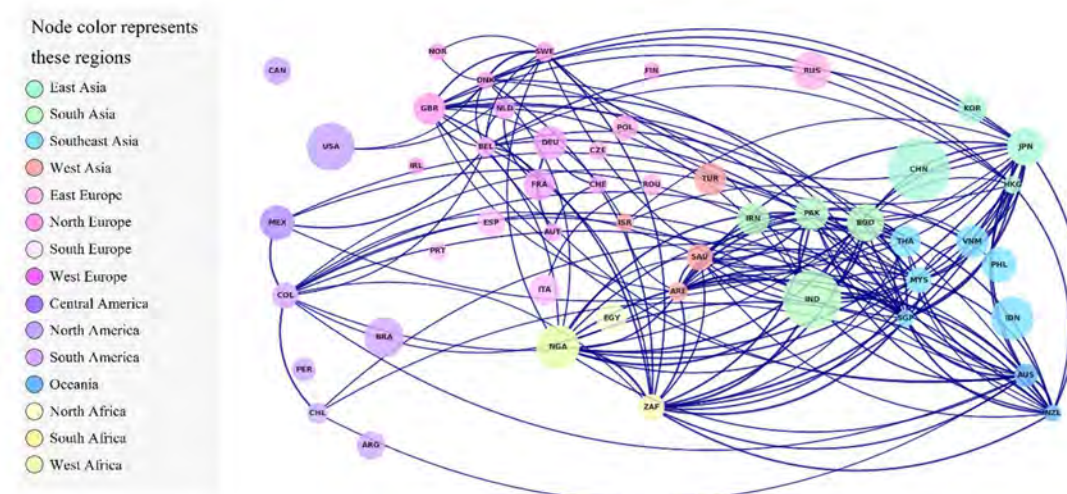ountries were the biggest cluster. There were some pink lines linking Japan to few countries in Europe, suggested negative relationship between those pairs. Then after the pandemic, those bonds were completely broken apart. Linkages were rarer. However, a few relationships were formed such as Thailand-Malaysia-Singapore and Canada-Ireland-Mexico.

There was only one strong pair between France and Japan in Collecting before the pandemic which did not remain after the pandemic. Other connections were very weak.

Relationship before the COVID-19 for cooking interest were more tied in English speaking countries, and Hispanic. The connection structure after COVID-19 consisted of two big clusters, European countries plus Canada, and countries in the equatorial and southern hemisphere.

In craft, changes were insignificant around the world. The only strong group consisted of Canada, United States, and Britain in both before and after the pandemic.

Learning interest in pre-pandemic graph showed strong linkages from United Arab Emirates to Britain, United States and Canada. Turkey to Indonesia. South Africa to Australia and New Zealand. There were plenty of weaker links around the globe shown in the graph. However, those weak links were removed in post-pandemic. Strong linkages were stronger in overall. First group mentioned gained more members from west European nations. Turkey broke the bond with Indonesia and attached to Spain instead. Saudi Arabia formed a new link with UAE. Lastly, Australia and New Zealand aligned their interest to Singapore and Vietnam instead of former South Africa.

Music relationship structure have changed from the pandemic largely except for Latin countries. The Korea-Japan-Hong Kong bond broke. India, Nigeria, and Australia were not connected before the COVID, later formed several links to the world.

Performing Art interest resulted in no substantial change. Strong connections were from France to Canada, Belgium, and Switzerland in pre-pandemic. Same connections remained except for Canada.

Pets interest main connections were centred around central and south Europe before the COVID. Indonesia was another hub connecting Brazil, Egypt, Vietnam, and Italy. Japan was again on the opposing side with Italy and Poland with strong negative relationship, and with a few more European countries with moderate negative relationship. After the announcement, not any strong relationship remained. The only moderate link was between Canada and United States.

Lastly, the relationship in sports interest before the global pandemic were random with stronger bond in local regions

especially in Latin America, Africa-middle east, and Europe. Japan, Korea, and Hong Kong were in the same group with positive correlation, formed a strong negative relationship with Spain. After the pandemic, Latin countries and east Asian connections were not exist while Europeans were stronger and formed new bonds with southeast Asian countries. Russia switched its only pair from Mexico to Australia.

5. DISCUSSION

Network graphs showed globally changes of hobby interest relationship formation in a glance. The results were varied. Eight out of ten hobbies showed considerable structural change from the pandemic while the other two remained unchanged. Massive changes in relationship in general might occurred by these following reasons. The pandemic undeniably forced people to be more isolated, avoided gathering for many activities including most group hobbies, narrowed choice of the people. Linkages in arts, collecting, and pets, between countries had been removed in overall. Once globally influenced cultures which required physical participations between countries were restricted. Unconnected International trends did not mean globally decline in these interests, if that happened it would show stronger bonds, people just enjoyed their own local culture more. In physical hobbies that were naturally more locally focused such as crafts and performing arts, the relationship had always been weak between countries remained unchanged. Big drop in international travellers did not affect, the vast majority of participants were locals, determining its local trends.

Learning perspective had known to be changed. In-person education were heavily shifted to virtual education. Schools and universities were faced with sudden change, some could adapt, some could not. The disruption caused some relationship to emerge, some to fade. Music and games are hobbies that internet could easily replace traditional way of enjoying. Physical venues were cancelled, internet is vital for these hobbies. Like any disruptions, new player came with better solution, the former obsoleted, pushing global relationship landscape to shift. Cooking and sports are similar in a point of view, these hobbies required physical execution. They could not be appreciated virtually like music and games. However, it is not an excuse for disruption. More people were influenced globally by the internet while making their own dinner and exercise at home. Seasons might play a lagging role in cooking relationship, separating two clusters between northern hemisphere and the south. These discussions were based on perceptible events and not claimed to be true. In depth investigation are required.

Possible implications from the findings might grant additional insights to better understand geographical relationship, spot cross-cultural issues, or polish trade policies. The patterns of relationship shown have changed massively due to COVID-19. Countries adapted to the pandemic with their own unique ways. Therefore, countries are less dependent. Knowing that most relationship before the pandemic broke and knowing which specific pairs persisted and formed could be beneficial, especially in marketing. The findings have proved that physical geographical factors such as countries' borders, seasons and climates have been playing less important roles to determine preferences relationship between countries as relationships are heavily restricted to be formed online more than ever. Online presence will be more crucial.

Elongated persistence of COVID-19 has been shaping culture as well. Short-term behavioural changes have turned to be permanent. It is reasonable to say that culture have been evolving in a much faster pace. In many cases, difference in culture between two or more parties could cause issues which leads to conflicts. Knowing that the previous cultural bonds of two countries are breaking apart could signal for immediate intervention, especially in sensitive areas. Ensuring peace before it is too late.

The research findings could also be used as supplement in trade policies planning. Companies that are selling products in their own country and looking for opportunity overseas might prefer to choose and give a try on the country with more similar culture or more related as shown in the graph than the other more diverse countries. The products might need less modifications which resulted in lower cost to blend in new market. For governments, there are many ways to use the information. Saving existing industries or markets might require new approach. Broken bonds could signal threats while new bonds could signal opportunities. Policies could be promoting or easing the process to new market opportunities, fixing broken bonds with plethora of incentives and attractiveness, or try creating new bonds to countries that possess no strong relationship to others. In the bottom line, policy makers could use the information to better select trade destinations to support exporters.

6. CONCLUSION

Results showed that COVID-19 strongly affecting global landscape in hobbies relationship between countries for most cases. Restrictions in travelling and disruptions of internet-based solutions were expected to play part. Physical hobbies like art, collecting, and pets where internet was hard to replace, relationship between countries were shown weaker. If internet could compensate like in cases of learning, cooking, sports, music, and games, the relationship in overall shifted to new destinations. While in performing arts, and craft where it had never been firmly globalized remained unchanged. Network graphs were proved to be useful in spotting changes and strength in relationship in no time. Imagine if ones need to conduct the same study with correlation matrices, it will take much more time and might not be able to capture the big picture. The research could be useful for cultural understanding in international marketing.

7. ACKNOWLEDGEMENT

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9. APPENDIX

Relationship between 50 countries in Art Interest before the pandemic
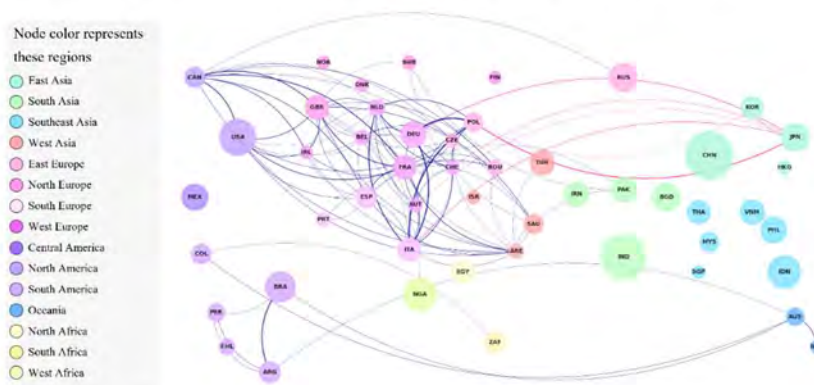
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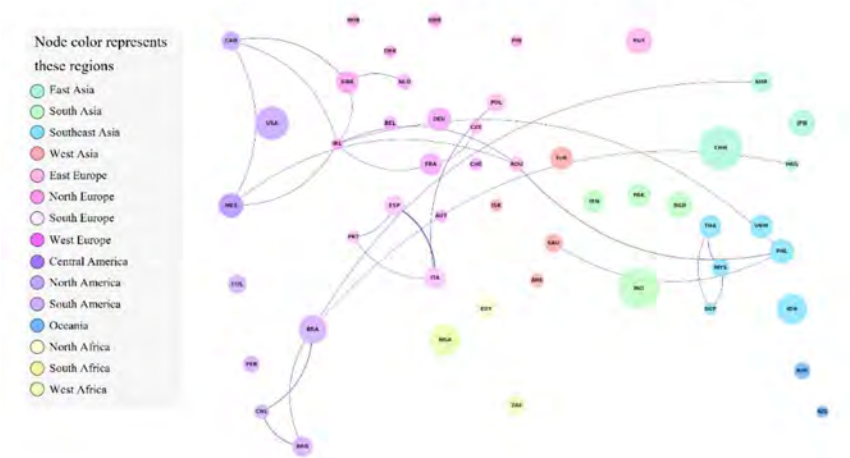
Relationship between 50 countries in Collecting Interest before the pandemic
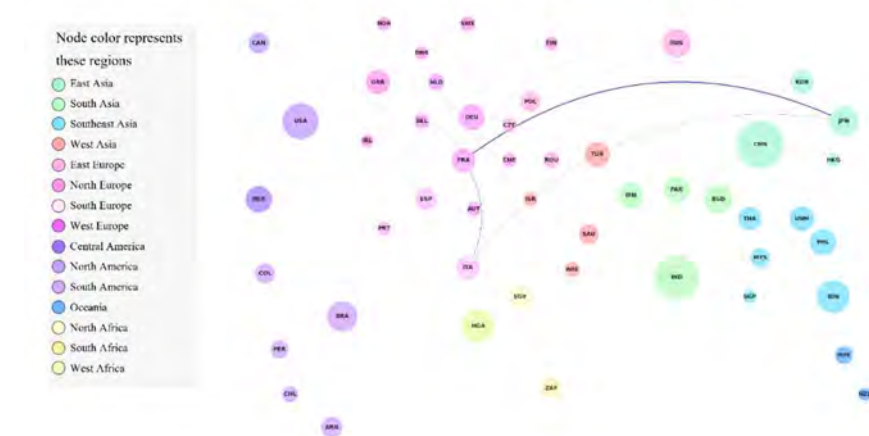
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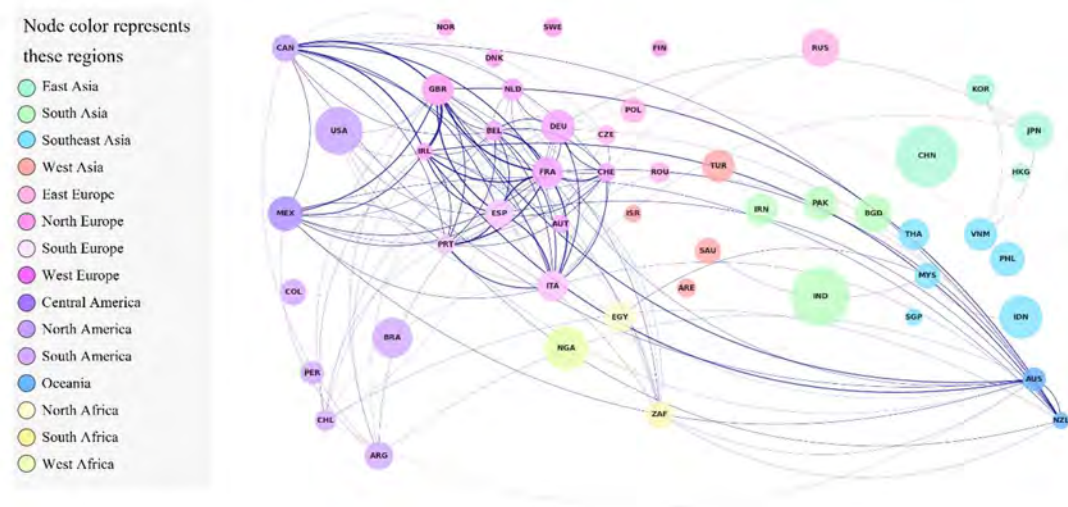
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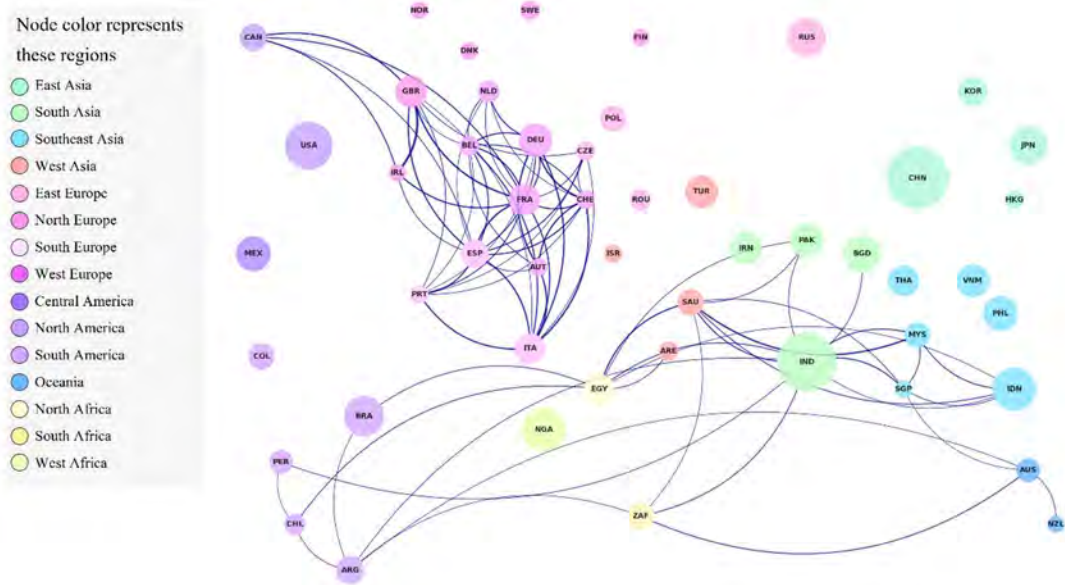
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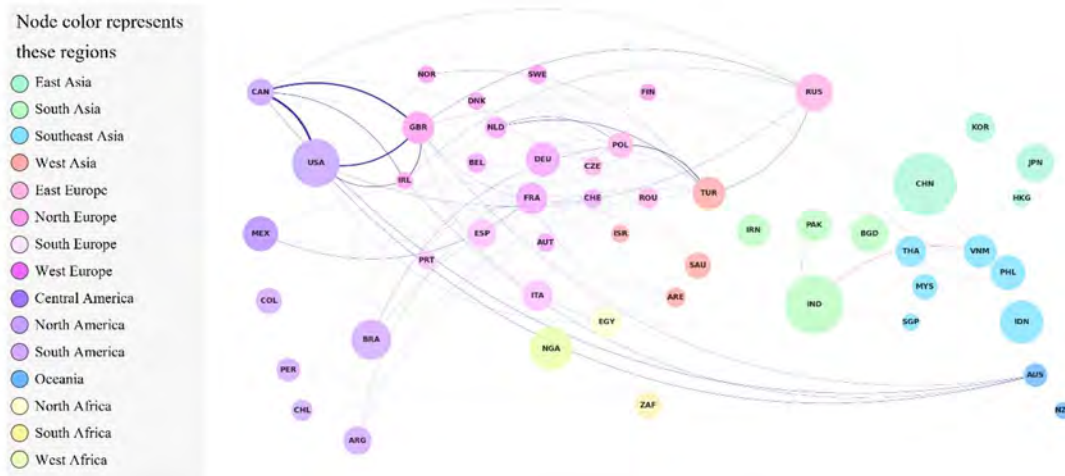
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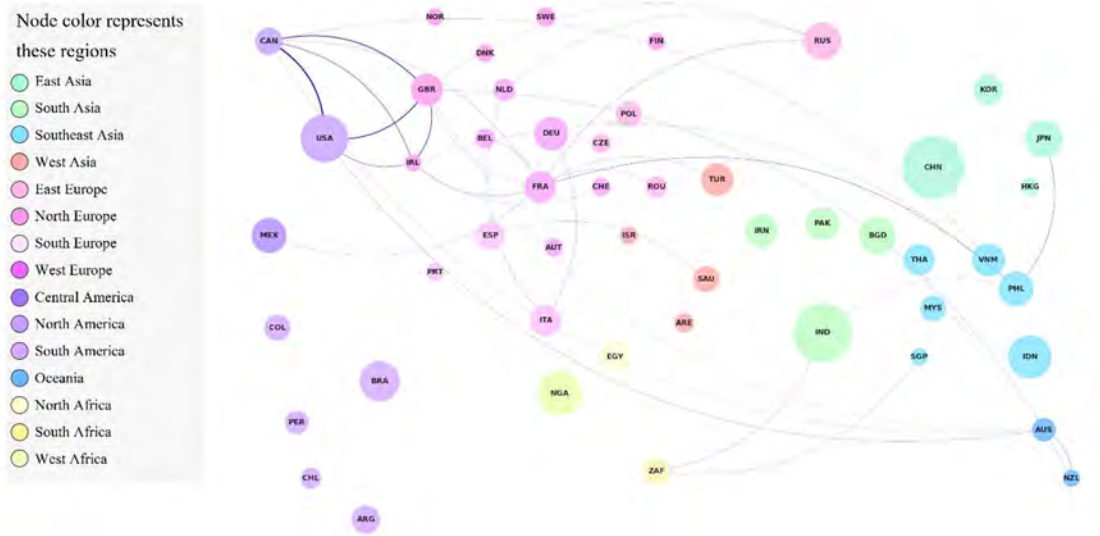
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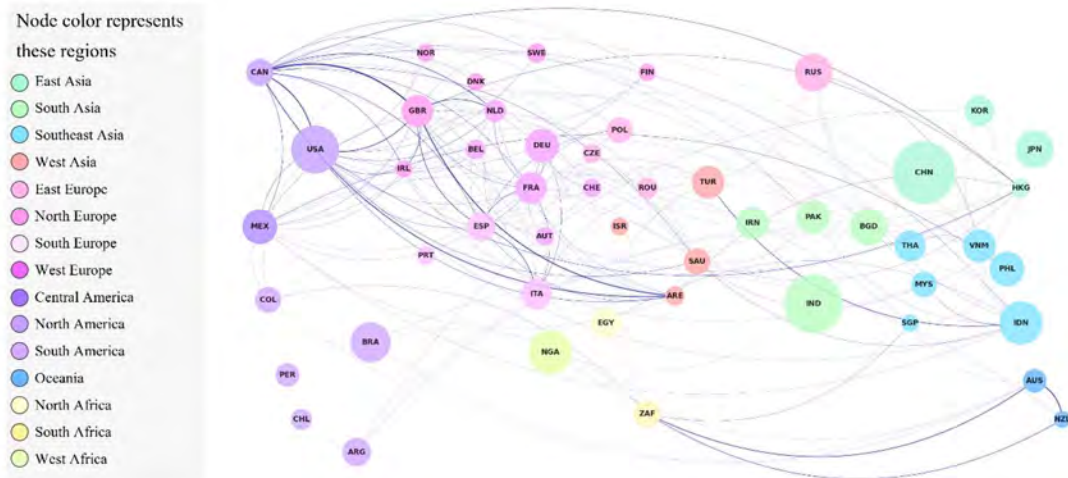
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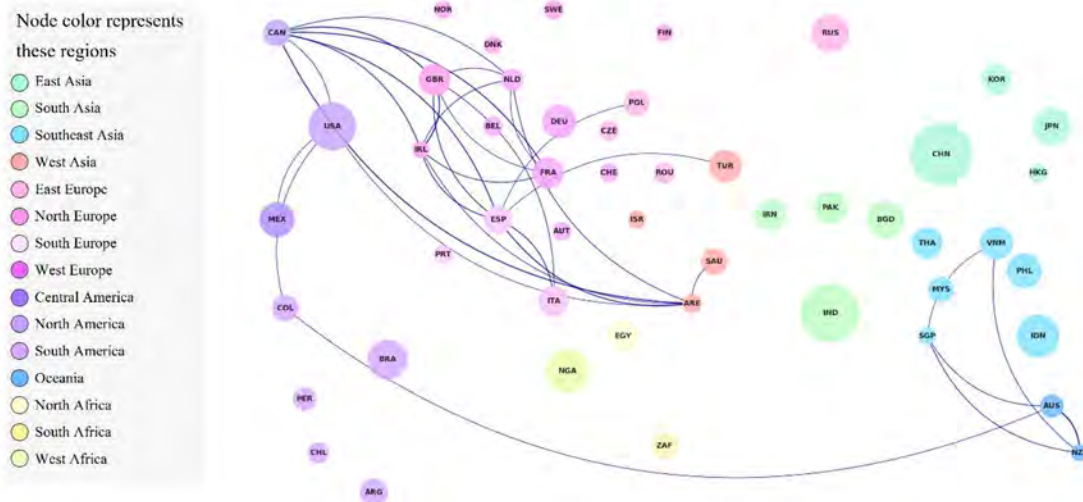
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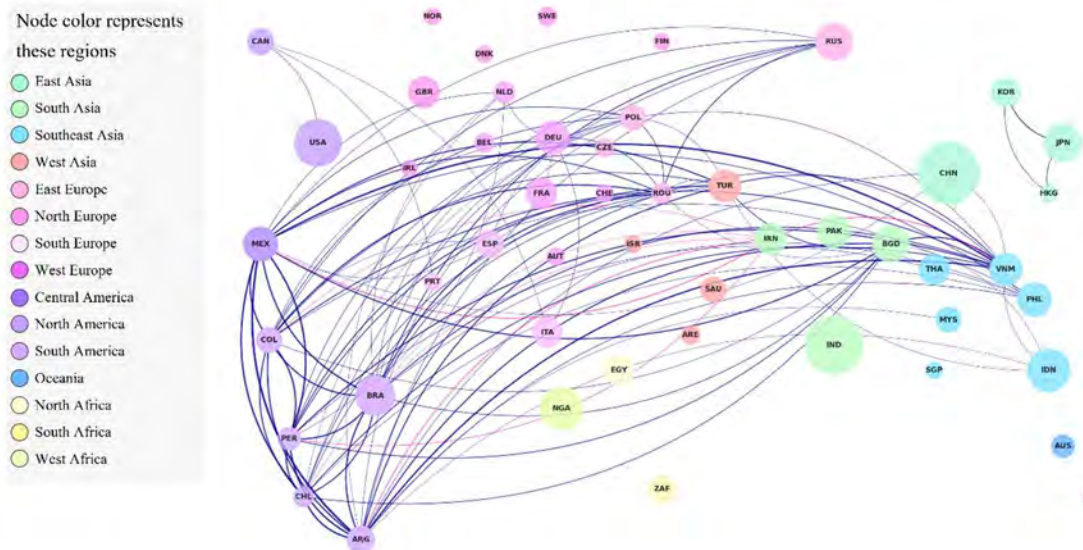
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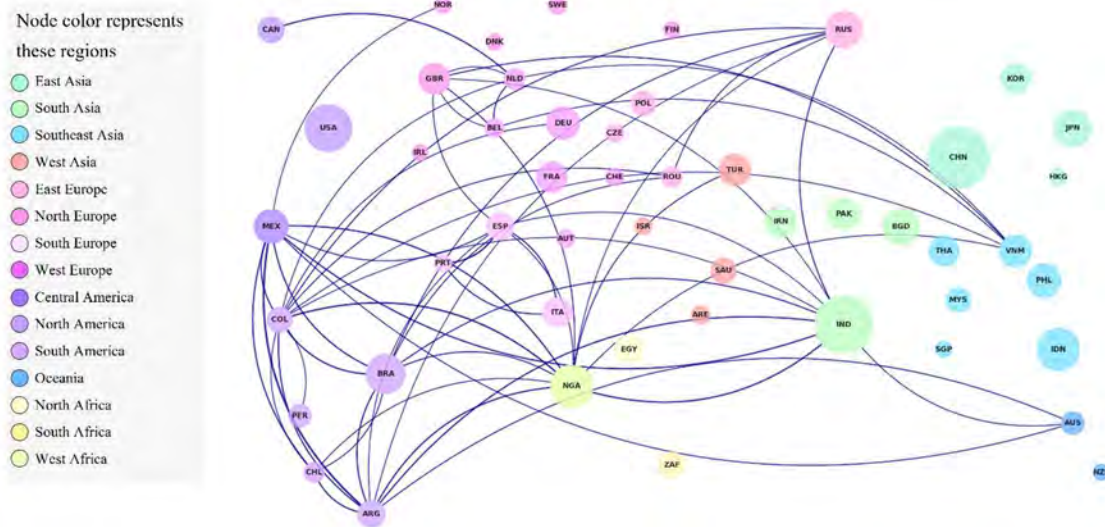
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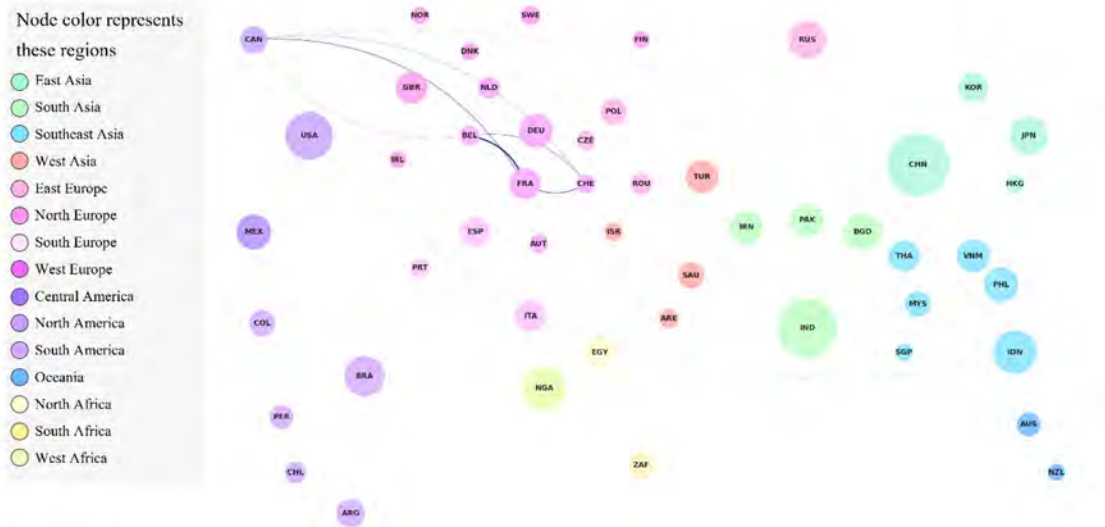
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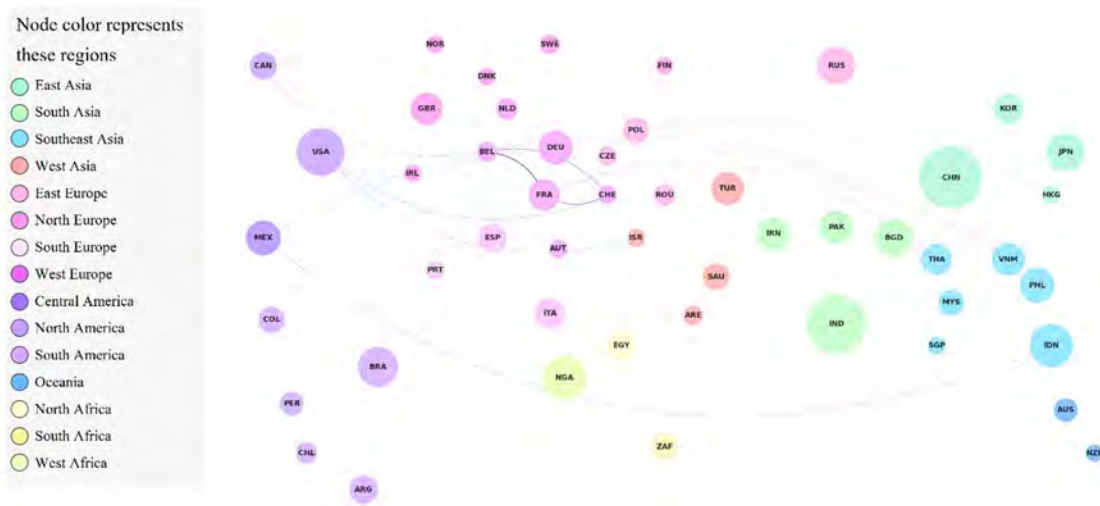
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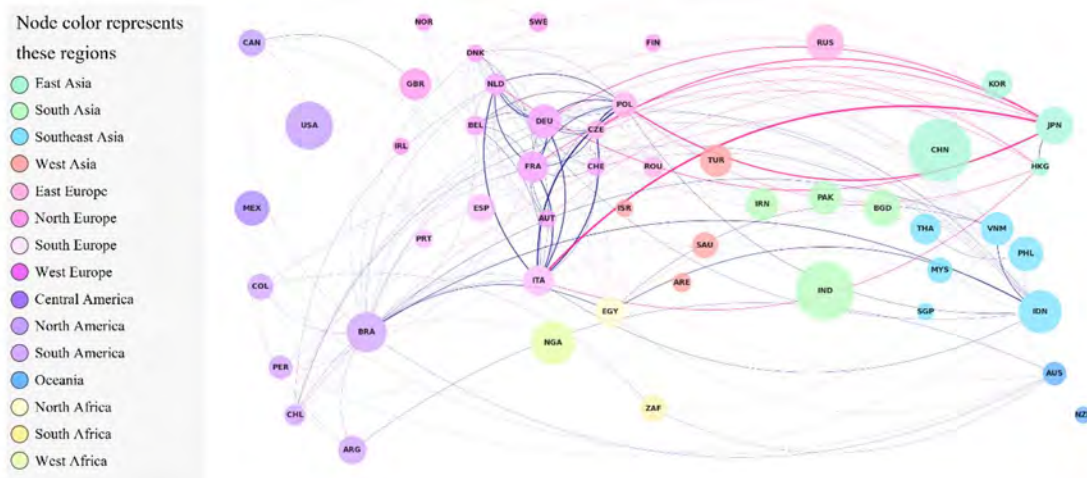
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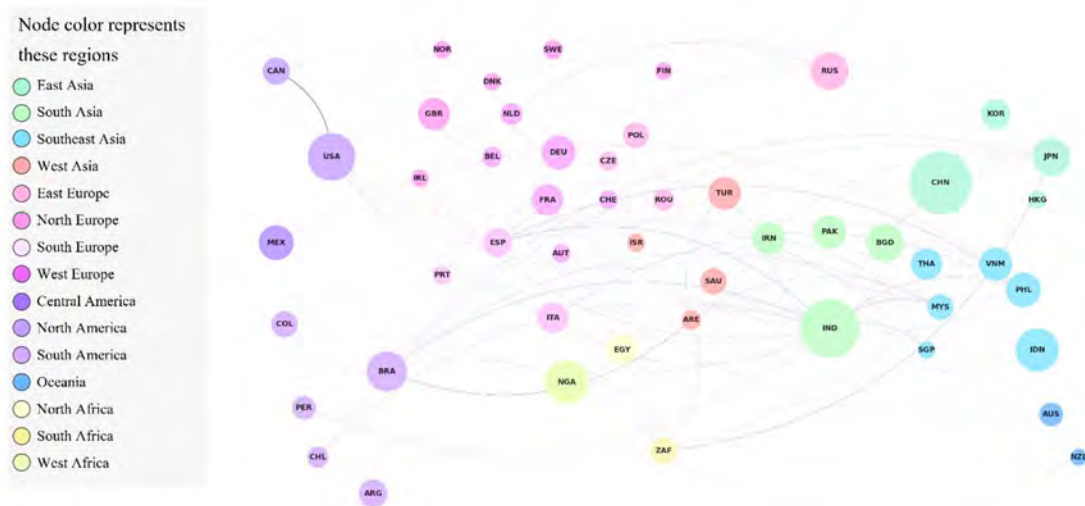
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- South Asia
- Southeast Asia
- West Asia
- East Europe
- North Europe
- South Europe
- West Europe
- Central America
- North America
- South America
- Oceania
- North Africa
- South Africa
- West Africa

Relationship between 50 countries in Sports Interest before the pandemic

Node color represents these regions
- East Asia
- South Asia
- Southeast Asia
- West Asia
- East Europe
- North Europe
- South Europe
- West Europe
- Central America
- North America
- South America
- Oceania
- North Africa
- South Africa
- West Africa
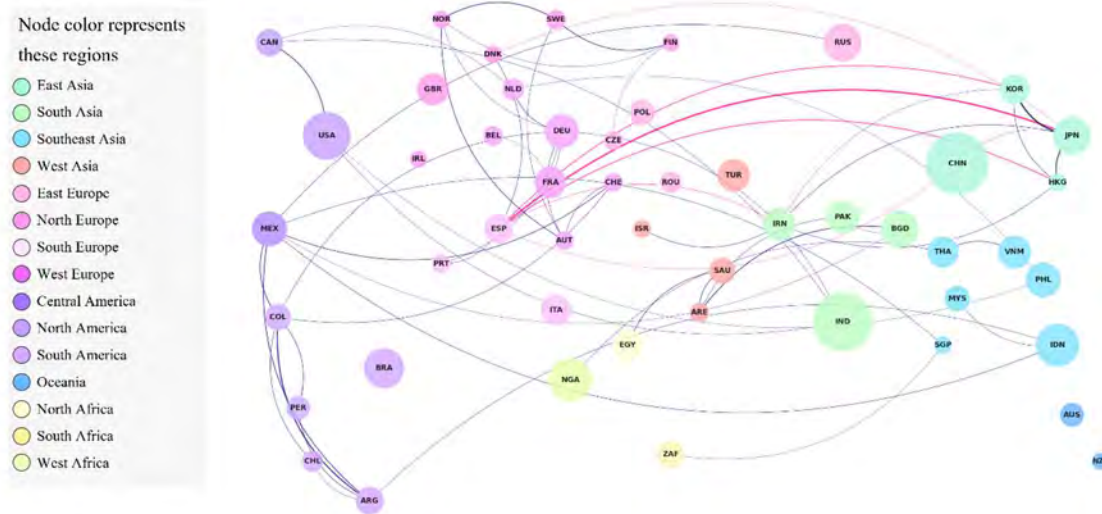
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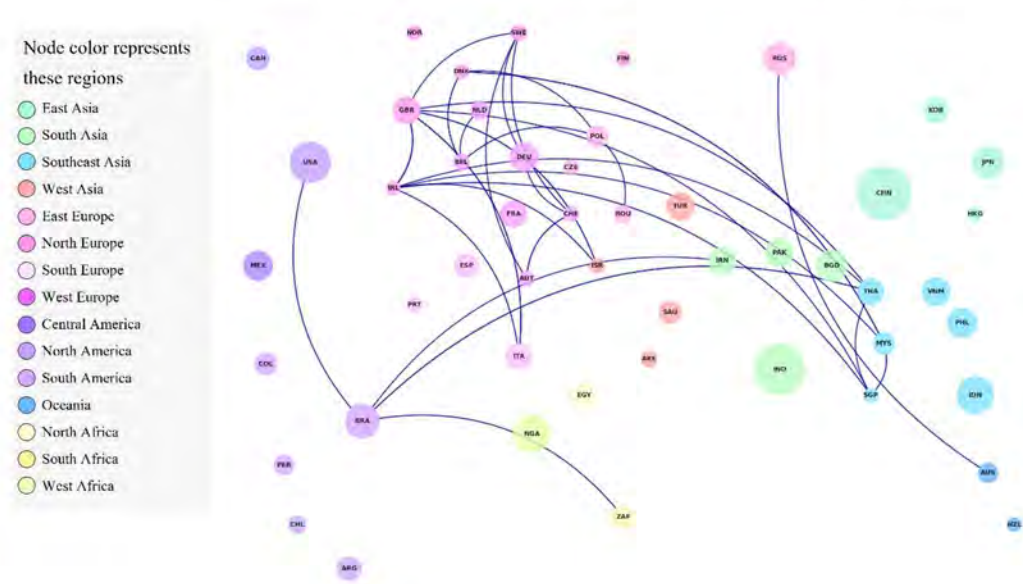
Covid 19: Identifying market Factors leading towards changes in marketing practices for Bangkok's Food & Beverage industry

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ABSTRACT

Having spent a decade in the food and beverage industry, a topical opportunity revealed itself as a gap in the literature, demonstrating low-levels of analysis for the utility of Bangkok's FNB industry workers just outside of the hotel and tourism sector. Bangkok's, FNB workers are important due in part to their relation to their highly competitive food tourism industry and their uniquely long-standing culinary heritage. The paper's primary contribution is about the initial construction of discourse, specifically to the city's FNB industry workers who not only play a major role towards generating the perception of the Thai food genre as a whole, but serves to keep the city connected during times of crisis – What can be learned from these competitive businesses in these hard times and how can we avoid losing this facet of Bangkok's economy?

FNB industry stands for food and beverage and is precisely that. It is defined as an industry aggregate of all jobs (from logistics, packaging to restaurants etc.) dealing in products considered as food and beverage in any form (from ingredients, drinks, to plated meals etc.) with workers (from CEOs, servers to chefs etc.) made up of organizations and businesses (teams of people). Within the FNB industry of Bangkok Thailand, one organization or business may handle several different jobs. However, for the purpose of this case study, respondents were limited to belonging to an organization defined as an SME (small and medium sized enterprise) located within Bangkok. Most respondents featured in this study dealt with overlap handling some form of logistics, ingredient or product creation alongside food and drink service. At present, the literature fails to provide key data points and practical findings for workers like these businesses within Bangkok's FNB industry.

This paper's major focus aims to bridge the gap in the current body of knowledge by addressing this issue and initiating a much-needed dialogue. In order to develop dialogue, Covid was selected as a current issue of concern as it reflects a major dilemma and interest to all levels of business, including FNB. This paper explores the literature alongside respondent information to yield strong insights into comprehending Bangkok's FNB industry Covid caveats alongside how marketing fits in the future of FNB. It seeks to initiate dialogue on the current state of the industry and is written to begin a framework for understanding the better provision of supportive data during times of crisis.
Keywords: Covid 19, Bangkok, food, beverage, marketing, behaviour

1. INTRODUCTION

The quick exposure to an increasing rise of digital information drives the dissemination and awareness of Covid -19 alongside similar events instantaneously, worldwide, at all hours of the day. This current ease and speed in which people can be mobilized into action, for best of intentions, is an impressive feat and could not have been imagined three generations ago. However, while swift actions do contain merit, they also carry the potential for negative and reflexive behaviours that can collapse industries or economies in a day. In a fast-paced era of information, entire economies can find current regulatory measures too costly to continue business.

This research takes advantage of the global pandemic to fill gaps in the literature regarding Thailand's FNB industry. The literature is silent on experiences and perspectives observed by common SMEs within Bangkok's the food and beverage industry. Many papers openly admit that their research findings may only be suitable for large organizations (Chowdhury, M.T., Sarkar, A., Paul, S.K. and Moktadir, M.A., 2020). It is widely accepted and understood that funding is more accessible when researching large organizations.

Nevertheless, this paper seeks to explore the Covid crisis events for these smaller organizations in order to fill a gap towards discussion and the creation of practical data for the Thai food and beverage field outside of holiday travel

times and tourism – Specifically, SMEs during times of inaccessibility and lockdown - the hardest time to profit.

Introduction of Background Issues, Underlying Pains and Themes
With the advent of the tech boom in Southeast Asia and a crisis in hand, industry resources have been poured heavily into digital apps and platform concepts which began as a means to maintain patronage and now appears a marketing mishap that cannot be undone.

As the industry struggles to uphold standards in hygiene in order to prevent future Covid outbreaks. How can restaurants stay financially solvent during an economic downturn adjoined with regulations that impose physical limits which affect their bottom-line? How can we identify the factors that lead us towards being so unprepared and how might they affect future marketing in maintaining patronage?

2.LITERATURE REVIEW
Balancing hygiene while simultaneously maintaining sustainable access to proper foodstuffs has been a defining issue these past years, not just in Thailand but the world over (Qi, X., Yu, H. and Ploeger, A., 2020). With this black swan event combined with changes in policy and technology, Bangkok's citizens, alongside the reader, has had to cope with the times in order to find suitable means to support their functions of health and immune systems. However, in this time of change, food providers, restaurateurs, and the entire industry has taken a major hit in order to adapt or adopt to new behaviours as events and rules unfold seemingly arbitrary, day by day - This is just the tip of one problem with indeed many ramifications and even more essential food markets closing shop (Liu, S., 2020).

This slow death and closure of restaurants and eateries has been observed throughout Bangkok and has been a major issue seen throughout the capital and in all levels of social status; From fine dining to street stalls (Sereenonchai, S. and Arunrat, N., 2021). However, the literature is specifically silent on the exodus of SMEs within Bangkok's FNB industry. A single search on google scholar with respects to Thailand's FNB will produce swaths of large-scale studies strongly connected to both the hotel and tourism sector – These papers would be understandable at any other time when travel wasn't as restricted.

The nature of independently owned SMEs in Bangkok's FNB industry is of importance as it is one of the major attractions that help prop up Thailand's tourism sector – Hotel and burger chains can only go so far as food image is definitively a driving force in visiting a country (Tsai, C.T.S. and Wang, Y.C., 2017).

The demographic studied in this paper represents a region of culinary diplomacy through its culture and food tourism. Bangkok's FNB landscape is internationally known for bringing in money and people from all corners of the world (Wikipedia., Culinary diplomacy, 2021; Punyaratabandhu, L., 2010; Ministry of Foreign Affairs, Kingdom of Thailand., 2018). Herein lies the importance of the city's FNB demographic as it is generally the main attraction.

Therefore, a case study using qualitative methods was selected to accurately depict ethnographic perspectives from inside the FNB field (Bloor, M. and Wood, F., 2006) in order to create the means towards building literal discourse with industry workers (providing a voice for the demographic missing from the literature). Respondent data and research would assist in constructing a framework towards better understanding of factors that leading to current issues in all levels of FNB while simultaneously allowing for further exploration of marketing practices in an adjoining paper, (Agee, J., 2009) "Successful F&B practices and marketing within Covid 19: Intervals of crisis and the implementation of adaptive processes."

To prepare for a case study based on qualitative methods, research was conducted towards understanding narrative patterns in Covid factors driving the current actions of Bangkok's FNB industry. (Charmaz, K., 2014. Constructing grounded theory. sage.; Chowdhury, M.T., Sarkar, A., Paul, S.K. and Moktadir, M.A., 2020). Using questionnaires and interviews to identify Covid factors, the focus and scope of this case study's attention was placed on issues and caveats towards insight into the industry (He, H. and Harris, L., 2020). The literature review uses triangulation (Yin, R.K., 2013; Hollweck, T., 2015. Robert K. Yin. 2014) so as to avoid bias while maintaining proper research practices to focus on Covid factors before gathering data within Bangkok's case study. alongside ethnography as a means to explore Covid factors for comparison to Bangkok's FNB industry, checking for patterns, similarities and differences against respondent data.

At the moment, Bangkok is observing a shift towards online marketing in an endeavor to mitigate losses experienced in dwindling low-levels of physical patronage during this crisis: While this an action with little efficacy, Thailand is still doing better than most countries. (World Bank, 2020; Sereenonchai, S. and Arunrat, N., 2021; Yuen, K.F., Wang, X., Ma, F. and Li, K.X., 2020; Chowdhury, M.T., Sarkar, A., Paul, S.K. and Moktadir, M.A., 2020; Kunchornsirimongkol, K., 2020; Liu, S., 2020.) Perhaps not having natural disasters like earthquakes or typhoons helps the Thai food supply, or maybe it's being located near the equator and having good access to the oceans. For the most part, Thailand is fortunate and abundant in food in comparison to other countries. Beyond this, it appears that our issues and economic hardships are generally social factors. Apart from imposed social distancing from habits like family style eating, Bangkok's FNB issues are mainly self-imposed due to regulation and a preference to delivery apps. However, it is important to understand that the middle tier of Bangkok's FNB industry is an integral part of the city's economy. No matter the industry, this pandemic has exposed just how connected and vulnerable we all are in crisis events. It has become obvious just how much we rely on each other, as was observed earlier this year in the world of shipping (Chellel, K., Campbell, M., Oanh, Ha., 2021) and in semiconductors (Herman, A., 2021.)

2.1 Research Propositions
With the given background of this situation and Thailand's food culture, two research questions are posed: First, what unidentified factors from Covid, or a crisis scenario, are impacting Bangkok's food and beverage industry practices? Secondly, why do current outcomes and marketing actions during this pandemic do little to retain business?

Beyond these questions, an important facet of this study lies in speaking with leaders of the industry alongside the dialogue derived from the case study. Initial discussion is broached through the two main research propositions by extracted data and insight from respondents. While the utility of found qualitative data lends itself to a better understanding of overall market sentiment during intervals of crisis - The significance of the paper lies in the better understanding of issues within the FNB demographic by providing a voice through discourse.

2.2 **Theoretical Frameworks**
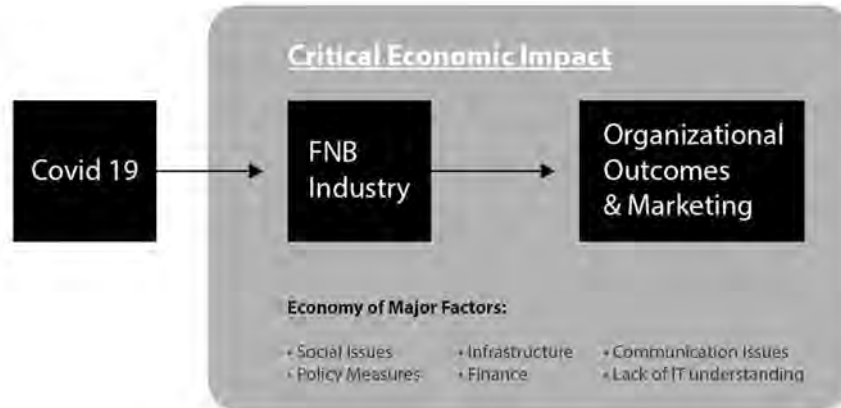
Figure 1: THEORETICAL FRAMEWORK, A depiction of the interaction between Covid and FNB organizational outcomes based upon common difficulties cited in respondent feedback.

By understanding underlying issues within Bangkok's current food and beverage scene, we will be better equipped in understanding matters of food sustainability for cities alongside the industry itself.

3. METHODOLOGY & EXECUTION
In order to speak to so many different businesses during a period of heightened stress, a proposal was drawn to exchange findings with respondents. Should they be willing to participate in the case study, a summary of all respondent's remarks would be shared with them to assist with building strategies to outlast Covid (Their particular interest resting on my second paper). Notwithstanding, this particular topic was selected to provide attractive material for the set-up of a business case study involving Bangkok's FNB leaders. From the beginning, a qualitative case study

was of interest for multiple reasons.

Identifying of Bangkok's FNB's industry factors, was conducted through the research of case studies and the development of a means to interview Bangkok's leading FNB professionals. This was done through the use of private questionnaire interviews created through an inventory measure developed to collect respondent's pertinent qualitative data to address and investigate previous research propositions; As such case studies have been seen lately (Chowdhury, M.T., Sarkar, A., Paul, S.K. and Moktadir, M.A., 2020). Interviews were on site, to better understand businesses, and at times online to practice social distancing. All interviews were conducted safely in regards to Covid and protective measures were employed at all times.

Relevant literature was researched in the literature review to provide insights into ideas reviewing and observing market characteristics towards research objectives: Delineating industry concepts to begin dialogue on how factors in Covid, or a crisis event, play a part in shaping industry's landscape.

It is important to note that all respondents were assured that their rights would be respected. Due to the critique of policy and measure taken during the pandemic, interviews would be private and anonymous in order to respect respondent wishes and avoid conflicts of interest in protecting their rights, thoughts and opinions. Interestingly, certain alcohol laws also prohibit the publicizing of specific venues.

Interviews were conducted to corroborate information gathered through exploratory collection of qualitative data and investigate professional thoughts on marketing practices and industry actions taken during Covid's lockdown – Why did FNB organizations believe moving their business online would mitigate market losses due to low patronage? A qualitative format was chosen to serve as a collaborative means between the research and respondents towards identifying and discovering what unique factors shaped Bangkok's FNB industry during the pandemic (Clandinin, D.J., 2006).

After interviews, a simple framework was developed from the data collected to provide a visual context as to how factors and Covid-19 effected the FNB industry. It lists samples of repeated existing factors which could be further analyzed as themes for discussion in relation to the following three groups; Covid 19, FNB industry and organizational outcome and marketing.

The methodology of uncovering factors consisted of several steps before the creation of a questionnaire inventory could be developed. First, identifying the parameters of what qualitative data on the subject could be extracted from respondents regarding research questions. The criterion meant that the inventory questions in the interview needed to be: Understood by a multicultural group of people, short enough so respondents would take time from their busy day to answer questions, adaptive and understandable so all types respondents in Bangkok's FNB would be able to answer and tested beforehand.

Instrument Pretest and Reliability
The constructed inventory must be able to produce a measured output that, not only provides accurate data which can be easily understood, but can also properly compile responses so the aggregate sum of data can then be leveraged towards illustrating a clear portrayal of sentiments connected to each different and respective demographic of the FNB industry; For example, each questions must be concise and specific enough to separate response themes concerning thoughts about respondent self, industry and patrons. Inventory items were selected on their relevance, clarity, and reliance for being understood by respondents towards eliciting responses that were able produce understandable patterns of thought between respondents (Clandinin, D.J., 2006).

A free form inquisitive dialogue was initially executed and practiced on the first population sample, centering around the paper's research questions alongside research propositions and were practiced to see which questions, topics and ideas were most often presented in conversation and then repeated with each respondent to identify factors. Through this practice, items were added and removed from the inventory. Afterwards, an inventory correspondence was upheld at a length ranging on average from around twenty minutes to an hour with conversations being further reviewed for additional patterns in subject matter so as to refine the inventory further by adding or removing words, ideas or entire questions. The first draft of specific emerging themes was brought forward and initially presented as twelve questions that was then reduced to nine queries (Agee, J., 2009). Questions were then further refined and shortened to reduce respondent fatigue and more neutral language was selected as words like "pandemic" were replaced with "situation"

so respondents were able to focus with less emotive wording.

Sample Group
To begin, a series of twenty test respondents were chosen at random from social media and online volunteers of associates and colleagues connected to FNB. This first sample size was collected in order to ensure prior exposure towards a rigorous recruitment process for final respondents. As this paper is a case study to identify factors related to changing FNB processes, a final sample size of ten respondents was determined. In summation, practice undertaken with twenty participants before concluding with a final ten respondents were deemed an appropriate sample size in consideration of interview processes involved in collecting qualitative data (Malterud, K., Siersma, V.D. and Guassora, A.D., 2016).

This sufficiently provided data in regards to meeting the paper's research questions and objectives. A modest sample size was selected as food and beverage establishments are scarce for interviews during this particular moment of crisis. Furthermore, best practices in qualitative research seeks to avoid over saturation of information while retaining as many unique perspectives as possible. Final respondents included were twenty percent female and eighty percent male respondents. In this instance, international respondents were chosen for their ability to speak English within multicultural settings. Lastly, an emphasis was placed on randomness in order ensure a varied sample group for responses to feature differing points of views from all manner of ethnicities, social standings and other such demographics etc.

Inventory Item	FNB Industry Issues	Thoughts & Themes
1.	**What are your initial thoughts about the current situation?**	A simple open-ended question to begin conversation and get respondents thinking
2.	**What events do you believe are responsible for your business situation?**	Beginning the inventory, this refers to perceived FNB issues experienced leading to the current business situation
3.	**What marketing can be done if any?**	This question plainly asks for marketing insights from respondents
4.	**How has this situation shaped Bangkok's FNB sentiments?**	What is the perceived mental outlook of the general restaurant goer in regards to the respondent's marketing efforts
5.	**What do you think of the current state of Bangkok food culture?**	What has the respondent observed in regards to food sharing and patronage
6.	**Broadly, how has this situation impacted the FNB industry already?**	This is an open-ended question for respondents to think about the current state of the industry
7.	**How will the situation affect the food and beverage industry?**	This question refers to observed learned behaviours in food purchases and sustainability
8.	**Would you have any insight or advice for restaurateurs on how to get through this situation?**	This question refers to experience in strategies to survive, save on costs, or implement tactical marketing in order

		to make it through until the end of the pandemic in Thailand
9.	**What impacts might this have on Bangkok's future sociocultural behaviour?**	This question refers to how the respondent might view behavior, food likes, social health, and societal views changing marketing trends

Table 1**:** FNB CRISIS INTERVAL INVENTORY MEASURE (**note:** This table is tied to the economy of major factors in FIGURE 1.)

Data collection Procedures

Before respondents went through the questionnaire, a small and pleasant conversation took place first so as to best establish a base line of clear thought before delving into questions that may trigger harder more difficult moments to think about to assist in answers with less bias. In order to acquire richer data a majority of respondents were met in person so as to physically see and understand answers better based on body language, venues, and other nonverbal cues. Additionally, respondents were always presented with their questions as they were read aloud without any further information so as to prevent leading respondents in any way; Further information would only be provided if respondents had questions and asked for further instruction or clarification. The following table below is the finalized inventory of questions asked to respondents. With enough response provided, patterns emerged linking certain questions with the corresponding conversational perspective provided; However, while some items may seem similar, each line of enquiry was kept as every article representing a more specific thought and perspective than the last.

While certain inventory items were seen as similar, it was debated as to whether the inventory could be further simplified. Notwithstanding, with only nine items and a low risk of respondent fatigue, it was deemed more prudent to collect more data instead of further removing items from the inventory. This provided an opportunity for respondents to grant further information towards enriching the total aggregate of data collated by respondents. All questions adhere to the two primary research questions within this paper and explore the psyche of Bangkok's current food market by analyzing the connection between Covid-19, the FNB industry and its corresponding outcomes looking to uncover Covid factors relevant and accountable for the initiation of new organizational procedures. Specifically, major caveats within Bangkok's FNB organizations and new marketing actions taken during this interval of this time

The study was first practiced on low level employees in order to create a questionnaire inventory for Bangkok's top tier industry leaders so as to, not only gather case study data from the organizations they represent, but actual industry wisdom from professionals at the height of their careers before the advent of Covid. The participants in this population were chosen as they represent proven staples of their industry while their establishments were easily recognizable landmarks, familiar to the majority of Bangkok residents; Typically, when in search of any information, it is recommended to ask a professional in that field, which is why this group of professionals were chosen.

Identifying Market Factors

Through the creation of the "FNB Crisis Interval Inventory Measure" we were able to identify the current pandemic's two major factors of, "Social Actions" and "Sentiments," that shape how Bangkok's food and beverage industry bases its actions during intervals of crisis. These factors are comprised of nine different factors questions exploring the zeitgeist of how the capital citizens are thinking about their relationship with their meals.

4. RESULTS AND FINDINGS

In the interest of keeping this article an appropriate length, the Crisis Interval Inventory is listed below with brief summaries of compiled answers provided by respondents participating in the study featured under every item. All answers have been condensed into their saturated main points in order to uncover important topics and sentiments expressed by respondents. This study's main contribution is its invitation towards discussion as respondents are clear to voice their unequivocally. Only qualitative data can identify pain points of the Covid experience with precision in regardsto the human experience attached to all endeavors. This study yielded rich and robust data through the respondent's key remarks, explaining the nuance and issues of balancing business and tending to patrons during the time of Covid.

Inventory Item	FNB Industry Issues	Respondent Key Remarks
1.	**What are your initial thoughts about the current situation?**	Overall, most respondents were not able to present a positive outlook; Even while some industry leaders were still conducting businesses. FNB owners in business expressed that this crisis event, not only represents a time where they were unable to focus on the things that mattered in their life but also a time that actively kept them from saving money.
2.	**What events do you believe are responsible for your business situation?**	While most respondents easily pointed to Covid as a culprit of their misfortune, it was widely agreed that this instance and decline in Bangkok's FNB was coming along in a matter of time. Covid just so happened to be the catalyst that set everything off in the current direction. Many of the respondents mention that beyond the city's harsh policy and regulations eating into their margins, there has always been a lack of communication amongst the interplay of governmental policy, I.T. business sector alongside their platforms and the FNB industry in Bangkok. What's more is that in recent years, a specific interest had been placed on Thai society's affair with heavy-reliance of food delivery paired with an over saturation of restaurants in the city. During Covid, tech delivery platforms, with their strict unforgiving charges to the FNB industry, quickly created an environment where food establishments are not in a position to thrive. Unreasonably high charges, over a quarter of all profit, from delivery tech platforms was one of the strongest pain points for restaurant owners: This is an unsustainable model.
3.	**What marketing can be done if any?**	While some social media can be leveraged through likes, posts, hashtags and more; Most respondents agree that the amount of work does not equate to a sustainable amount of money contributed to continue their services. New financing issues for new expenses incurred due to policy changes scarcely allowed for a social media marketer's wage. Nonetheless, new services are constantly being developed by the FNB community in order to attempt and circumvent current issues. (Further research will be written about what successful marketing endeavors)

4.	How has this situation shaped Bangkok's FNB sentiments?	Respondents report that city behaviour and morale has certainly gone down as, everyone in Bangkok reading this at this moment will understand. With an economic down-turn Bangkok people are lethargic from being jobless at home all day while maintaining anger levels at their current prospects.
		It is purported that the general population exists within moods that are not conducive to eating or possessing an appetite. It is important to understand that these summaries are written through patterns of responses provided by respondents.
5.	What do you think of the current state of Bangkok food culture?	Respondents all report empirical data, citing that family style eating most certainly has gone the way of the dodo to ensure hygiene. With this action, less plates are ordered and less food is tried as Thailand slowly adopts western table etiquette.
		With Covid restrictions, delivery food is now more common than communal dining. However, when groups are allowed to eat in town, typically one main course is served per person and consumed more so for physical nourishment and not as the previous means to catch up and strengthen relations over meals or snacks.
6.	Broadly, how has this situation impacted the FNB industry already?	Respondents report that this has set Bangkok's culinary scene five years backwards. Beyond the closure of many food shops, restaurants, food markets, food factories, grocery stores, city eateries and any other venues that do survive, aforementioned venues will struggle to recover from debts incurred from this crisis incident. High online platform marketing costs combined with the loss of a customer base echoes loudly.
		Moreover, even when patrons are allowed to visit physical venues, reputable owners are only ever able to accommodate customers at a quarter capacity to new health and safety regulations.
		Beyond this, the situation exposes just how flawed Bangkok's food supply chain is as most food suppliers are unable to keep in the black long enough creating a ripple effect in ingredients used throughout the city. Current infrastructures in place are unable to keep up with the changes required to stay in business.
7.	How will the situation affect the food and beverage industry?	The duration of this period has served as behavioral training modification where changes in social habits can be cultivated and allowed to manifest after nearly two years.
		Many more people are cooking at home if they can afford it. However, all respondents have commented that it is all too common, in a time of downturn and joblessness, that people often settle for price points and purchasing convenient store calories over quality nutrition.

8.	**Would you have any insight or advice for restaurateurs on how to get through this situation?**	Unfortunately, respondents mostly provided advice that may only be accessible to industry leaders in positions of capital. Notwithstanding, major points of advice provided by respondents rested on improving the following marketing points by focusing on; Price points, dealing with products already strongly associated with delivery, and advertising community relations in regards to location. Beyond these general tips, it was agreed by all that owning your own venue as opposed to renting, conducting self-delivery and being able to self-marketing versus succumbing to the use of digital platforms and apps would be helpful during the pandemic.
9.	**What impacts might this have on Bangkok's future sociocultural behaviour?**	Respondents report changes in behavior and mood. Being stuck in home reduces the chances of going out. This behaviour is certainly linked to eating with friends, food likes, social health, and societal views with less contact with others. Additionally, adjustments to behaviors and acceptance to poor quality experiences and depression might be induced with the isolation experienced during prolonged periods of lockdown.

TABLE 2: RESPONDENT FEEDBACK (**note**: This table displays respondent key remarks and is linked to TABLE 1)

5. CONCLUSION

Covid is a crisis scenario that has deeply affected the eating behaviours of the capital's populace through an experience of a poor mental state. However, respondent qualitative data has provided a better understanding of Bangkok's overall FNB industry. Market sentiments were achieved and captured during the interval of the Covid-19 crisis through the development of this case study.

Taking actions against the immediate economic impacts of a situation is a difficult endeavor. Especially, as city-wide lockdowns train everyone involved to order food by phone at one point or another. In regards to the consumer point of view, whether its groceries or a meal, participants submit that several weeks into a lockdown severely affects the city's appetite and less food is ordered, even by phone. Bangkok's patronage and clientele are reported to exhibit symptoms of depression and irritability as respondents cite current client interactions are unpleasant, angry and impatient upon every order. There is a slew of social issues currently at play in the mind of the consumer ranging from isolation, depression and job loss. While depression might make some eat more, the FNB industry is stretched thin as new measures and a weakened economy breaks links in the supply chain, furthering weaking the market.

Beyond the consumer market and into the IT realm, every FNB respondent participating in the study reported using current food delivery platforms within Bangkok as a means to retain sales. Sadly, these apps did not prove helpful; Costing anywhere from thirty to thirty-seven percent of gross profit for delivery and use of the app. Unless venue properties are owned by the respondent or the respondent owned their delivery system, there was scarcely enough profit left to cover rent, wages, overhead and much less the new costs of over-packaging due to new Covid procedures. Oftentimes, more debt was incurred as FNB leaders doubled-down and tried their hands at marketing on delivery apps with promotional positioning. Due to the dire nature of the situation, a very grim outlook was shared among participants while some shared stories of colleagues going deeper into debt as they were too broke to close and pay out employee severance.

In terms of marketing, the industry is very far behind and only travelling further off track. Soon, food delivery apps are to set up kitchens around the Bangkok in a bid to occupy the most attractive locations decided through data gleaned from participating FNB organizations. FNB workers will be encouraged to set up delivery shops to feed data to food-tech platforms, sharing the best performing locations to place them out of business.

Ultimately, this research and discourse with FNB respondents uncovered very large caveats within the industry. It is painful how precarious the current infrastructure is. The IT sector does not yet understand costs involved in producing

quality ingredients or meals sustainably while the FNB industry is disconnected with their audience online. Much is to be learned about this case study alongside how FNB leaders can be brought up to speed to collaborate better with IT towards building better and sustainable infrastructure to feed Bangkok.

Nevertheless, there is always something learned through the data. During case study interviews, it was immediately seen that FNB leaders who shared a strong sense of community with their local customer base did well. In regards to marketing practices people still are drawn to a sense of belonging when thinking of food. Thus, participants connected directly with their customers through social media would perform better than those relying purely on new clients; Location alongside the ability to reach out on a personal level played a big role in whether a venue would close down.

Looking at our research objectives, our first proposition to identify Covid factors impacting Bangkok's food and beverage industry practices was addressed in our framework and within respondent answers. Critical economic impacting factors were social issues, infrastructure, policy measures, finance, communication issues between industries and government alongside a lack of IT understanding.

In regards to our second research proposition as to ineffective organizational outcomes and marketing; An overall summation is concluded in the following. Organizational outcomes in terms of marketing actions taken to retain business were only able to focus primarily on price points and promotional deals due to job losses and a downturn economy. In terms of dealing with the market holistically, not much could be done to promote food products if they did not travel well with delivery. Therefore, only products already strongly associated with delivery, like coffee and drinks, were easy money makers while fine dining was reserved for experience-based dining - which is banned during times of social distancing. Lastly, during social distancing, the effective advertising and marketing strategies of tending to community relations was hindered as it relied heavily on an easily accessible locations at a time when people were not free to move around town. In summation, current marketing tactics failed; Even if people came product information online, the final transaction of getting products to the consumer has yet to find a financially sustainable method during a crisis event.

However, this is just the first part of this study exploring how marketing is affected by the identified factors connected in the research to this article. A further investigative review is taken towards issues felt in the FNB industry and how might understanding them build preparedness measures against such detrimental events. Additional exploration is also taken as more interviews detail stories of specific marketing practices in the sister paper "Successful F&B practices and marketing within Covid 19: Intervals of crisis and the implementation of adaptive processes."

Inventory Item	FNB Factors	Examples & Related Themes
1.	Social Issues	Community mental hygiene
2.	Infrastructure	Supply chains
3.	Policy Measures	Rules and regulations in regards to business transactions
4.	Finance	Lack of funds in a downturn economy
5.	Communication Issu between FNB, IT Govt.	Lack of information between sectors
6.	Lack of IT awarene	FNB Industry lack of skills

TABLE 3: CRITICAL ECONOMIC IMPACTING FACTORS (Note: Understanding impacting factors can assi in proactive planning in future crisis events.)

6. DISCUSSION, SIGNIFICANCE, GAINS AND THEORETICAL CONTRIBUTIONS

This research makes important contributions as the first qualitative study of its kind promoting discourse and raising awareness in the literature as to how Bangkok's independently owned FNB organizations are affected through policy. Dialogue on FNB separate from the hotel and tourism sector fills a gap and prepares Bangkok for events where travel is limited.

This study's major theoretical contribution towards helping FNB professionals learn from current events and measure risk assessments based on the presence of factors found in this crisis event to prevent a repetition of this scenario. Further contribution lies in the development of a framework listing clearly listing factors associated with a crisis event. Formalizing and standardizing these types of research into templates now, can assist in the implementation of procedures used to collate better data in future crisis events. This study is conducted to document findings so businesses can pivot quickly in the future in order to survive these crisis instances. Respondent data teaches businesses where to focus attention when marketing and how provide stay competitive and adapt to what may come.

Further contributions can be found in the use of the findings above in order to better develop adaptive marketing techniques based on future lockdowns or economic factors. While Covid was a spark to light a fire, respondent data uncovered how technology is on its way to change all industries with a certain unforgiving and ruthless efficiency. Moreover, formally recognizing the factors in this study will help identify where the markets may require change or new products or services. Additionally, understanding the pandemic's economic factors in Bangkok's FNB industry reveals a lot about Thai culture and how best market for a changing food culture focused on home delivery. While I do speak about digital practices in the connected article, it is unfortunate that the current digital marketing practices are not up to par regarding return on investment within the FNB industry. Nevertheless, factors presented through respondent feedback illustrates a snapshot of Bangkok's social psyche and what businesses processes can be developed. Other findings include a look into the other mental states of demographics of restaurant owners and their customer base alongside other products and services they may need beyond food.

In summation, this research was undertaken to start dialogue, ask questions and add practical data and understanding on marketing practices during Covid. It is conducted to provide data and insights into the narrative of a specific and highly competitive industry within Bangkok. It serves to illustrate a clearer understanding of what FNB business and marketing practices might look like in the future for both Bangkok's FNB industry alongside the Thai food genre itself. Lastly, the research is to help steer dialogue and action between FNB industry leaders and academics.

7. ACKNOWLEDGEMENTS

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Successful F&B practices and marketing within Covid 19: Intervals of crisis and the implementation of adaptive processes

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ABSTRACT
This research is conducted towards gaining a better understanding on the identification of successful marketing actions. This paper looks to the prior case study interviews conducted in the adjoining and corresponding article, "Covid 19: Identifying market Factors leading towards changes in marketing practices for Bangkok's Food & Beverage industry." The discourse presented herein, facilitates the foundation in which to build upon better practices in FNB outcomes regarding organizational marketing as a result of Covid-19 or an interval of crisis.

The city of Bangkok, Thailand, was selected for both studies as an attractive location in which to begin researching the FNB industry due in part to it's a unique case study of a country with long-standing food tourism based on a vast food heritage. It is a globally recognized location that correctly represents a widely accepted and densely populated international metropolis; Comprised mainly of Southeast Asian ethnicities, the city still features a wide and varied multitude of segmented demographics. Diversity classifications are important in a food study in order to truly reflect how social issues, subsistence requirements and crisis events might affect normative societal behaviours, like eating, in all cultures. Moreover, a multicultural city is important, not just for the international mindset of the industry in observance but also for the amount of range it lends to a study conducted in English. This is especially so, while researching an East-West balanced FNB industry formed alongside the nation's tourism sector. The FNB industry is deeply rooted into the local thinking of the citizens that their access and connection to food is considered a part of their cultural identity.

This exploratory research aims to provide new, rich, robust, unique, regional and social insights missing from the current literature. Reviewing and observing the shared characteristics of what practical marketing actions being taken in Covid lockdowns of Bangkok (2021). This will uncover new disciplines towards providing practical adaptive responses that can be implemented by business professionals as a means to quickly communicate with their target audience during intervals of crisis.
Keywords: Covid 19, Bangkok, food, beverage, marketing, behaviour

1. INTRODUCTION
This paper aims to further expand and build upon a separate a set of data points from a joint study which first identifies Covid-19 FNB factors and its effects on marketing within a sister paper, "Covid 19: Identifying market factors leading towards changes in marketing practices for Bangkok's Food & Beverage industry."

The research further studies the framework previously uncovered along with the implementation of findings and outcomes towards the best course of action for marketing within the food and beverage (FNB) industry. It includes insights into enacting business safeguards, while simultaneously avoiding negative impacts from social and regulatory adjustments. The research conducted in this paper will add a new dimension of review towards business procedures within a country world-renown for its unique cuisine and food-tourism and observed during the interval of Covid-19 (2020-2021) (Ministry of Foreign Affairs, Kingdom of Thailand., 2018). This is done by using the previous study's findings alongside furthering the previous case study interview. The paper's research seeks to uncover novel strategies of marketing success (absent from the current literature) from Bangkok's FNB industry, through marketing data and actions provided by this unique group of respondents. Further, insights can be gleaned from performance within the market and analysis against the current literature leveraging optimized behaviors.

Rationale, Problems and Pains
The world's FNB sector is moving through new times and into an epoch of; Automated entropy, unemployment, over-population, unrest, global pandemics, all manners of disparities and so much more… and that's just the past few months since this research. Nonetheless, it's FNB leaders who still need to look upwards from handling their ingredients or perhaps step out of the kitchen in order to find time to learn how to incorporate IT into marketing practice when they are not busy feeding the masses.

As communities respond to any number of these social issues, businesses of every industry are now expected to develop and have plans at-the-ready to approach critical predicaments as they arise. The purpose of connecting this study and the article, "Covid 19: Identifying market Factors leading towards changes in marketing practices for Bangkok's Food & Beverage industry," is to explore how a uniquely affected Bangkok is during the pandemic (as an international culinary hub) while initiating targeted dialogue and richer data to the literature in regards to the FNB industry. The research aims to help prepare for future crisis planning by collecting granular data from qualitative interviews identifying caveats and industry practices observed during crisis.

Scope of Study
This research paper explores the respondent feedback beyond the identification of Covid economic factors leading to business changes and delves deeper into unique issues that Bangkok FNB leaders face on a daily basis exploring and parsing qualitative data on new marketing actions submitted by respondents.

In summation, this study compares previous findings from its sister article, alongside respondent interview data from this report. Business outcomes and marketing actions taken in response to Bangkok's consumer behavior from critical economic impact factors as a result of Covid-19, 2021 are analyzed; It particularly focuses on successfully executed marketing actions gleaned from respondent case study interviews. Marketing success is defined as proven actions in marketing communications identified within the methodology. Actions that have assisted Bangkok FNB professionals through the current global pandemic and may assist in any other future intervals of crisis.

Research Questions and Propositions
Previous research looked at setting up frameworks, identifying factors and collecting information relevant to marketing outcomes to provide Covid literature for Bangkok's FNB industry. This study seeks to further the data with added interviews aiming to identify specific FNB issues to assist in the development of preparedness measures for crisis events. Significant contributions of this research are the clearly explained and explicit itemed list of marketing practices used by FNB leaders from Bangkok - A city famous for its highly competitive food tourism. Thus, making insights extremely valuable as future solutions to crisis situations (Rodmanee, S. and Huang, W.C., 2013).

This paper investigates two new research propositions: Firstly, what are the major issues affecting Bangkok FNB leader's business outcomes? Secondly, are there new financially sound ways to market during crisis events?

The first research proposition, points towards respondent information illustrating a clearer picture of what FNB business practices should plan for in the future. The second research proposition, investigates whether respondent dialogue will shed light on unspoken marketing tactics and how might digital practices change Bangkok's FNB industry.

2. LITERATURE REVIEW
As an introduction of issues, the first part of this decade (2020) so far has featured a variety of crisis which in turn serves as a source stress and social issues. These issues must be coped with so that industry professionals might properly strategize actions towards marketing endeavors. As people take on actions towards mitigating stressors and the discomfort brought on by physiological stimulus, certain event outcomes will come to pass with higher probabilistic outcomes as adaptive behaviours are expressed. (Caplan, 1987; Caplan & Harrison, 1993).

The major focus of this study aims to explore data and FNB marketing techniques developed during Covid within Thailand. The region is unique, as it is a country with a food culture intentionally exported through culinary diplomacy towards creating a worldwide food genre (Ministry of Foreign Affairs, Kingdom of Thailand., 2018; Punyaratabandhu, L., 2010; Wikipedia. Food diplomacy, 2021).

Thai industry practices are important as they affect Thai food as a genre. The research looks towards the best means of recording respondent data from a city already heavily saturated and dependent on food tourism before Covid. It also reviews how a very specific group of citizens, with both a food heritage and FNB background, handled lockdowns and social distancing.

This in-depth research observes Bangkok citizens 'in the field' of FNB (from medium to small enterprise businesses) in order to develop a detailed cultural portrait of one of the most competitive food markets to exist. Salience lies in

uncovering data in terms of caveats, values and business decisions taken - How did Bangkok's FNB leaders adapt to this interval of crisis and what Successful F&B practices and marketing actions did they take during Covid 19?

The research reviews the literature to produce an accurate and detailed account of respondents affected by the Covid pandemic within Bangkok's FNB field from 2020 to 2021. Therefore, the literature review uses Yin's triangulation (Yin, R.K., 2013; Hollweck, T., 2015. Robert K. Yin. 2014) alongside ethnography as a means to begin a body of discussion reflecting on the impacts of Covid on Bangkok's FNB industry, market and its workers during this interval of crisis (Bloor, M. and Wood, F., 2006).

Fully understanding how behaviour was conducted in one of the world's most competitive food markets and how it adapted during a moment of crisis will set better plans and actions for future imminent events. It will be necessary to understand and collect as many forms of data possible to prepare Bangkok's FNB for the permanent industry and economic changes to come (World Bank, 2020; Chowdhury, M.T., Sarkar, A., Paul, S.K. and Moktadir, M.A., 2020)

This case study interview is conducted to adjust demeanors and take a contemplative moment during new periods of quiet lockdown; Reinforcing occasions of thoughts on how to leverage personal conditions and resources for upcoming events. Citizens afforded with moments of forethought are free to think ahead and put together events and timelines in order to understand the best course of action. (Sen, 1993; Stiglitz, Sen, & Fitoussi, 2009). (Yuen, K. F., Wang, X., Ma, F., & Li, K. X. (2020).

Having learned from the previous study, we understand that the FNB industry is shaped by a market heavily influenced by Covid and the regulations surrounding it (Chowdhury, M.T., Sarkar, A., Paul, S.K. and Moktadir, M.A., 2020). Market interactions with FNB comprise an economy of factors which all effect the accessibility, scarcity and industry supply (Qi, X., Yu, H. and Ploeger, A., 2020). These factors are heuristic in nature and are best explored with dialogue attained from discourse with Bangkok locals using a semi structured interview format featuring a questionnaire followed by an interview (Barriball, K.L. and While, A., 1994).

Industry issues are heavily dependent on an economy of factors comprised of the interactions between a market and its sector's organizations within a region; Therefore, it is important to address research questions using a region's psychological profile. (Clandinin, D.J., 2006)

In summation, key concepts of the research include uncovering novel solutions while listing specific actions taken by a very specific group of FNB individuals related to highly unique food heritage. Respondent data is thereby easier to implement by smaller businesses, helping fill a gap in the literature. While research and major marketing factors within the Covid are explored, the current data generally reviews the implementation of adaptive processes in a very broad sense (Chowdhury, M.T., Sarkar, A., Paul, S.K. and Moktadir, M.A., 2020). A better understanding of adaptive marketing strategies can yet be gained through the identification and creation of more granular case studies.

3. METHODOLOGY

Using a qualitative format, and taking into account limitations due to Covid alongside the scarce capacity to leave home to connect properly with others in a failing industry, interviews were constructed with scheduling and maximum data collection in mind. Respondents were interviewed at length with different sets of data for each respective paper. Beyond that, similar actions were conducted with dialogue, executed and then practiced on the first population sample before the second. The initial sister paper research propositions were followed by the second set research propositions in this paper throughout the correspondence at length; After research propositions, respondent concerns were addressed to identify which questions, topics and ideas were most often presented in conversation and then repeated with every other respondent to identify factors, issues, marketing tactics and other shared information.

During the initial practice respondents, items were added to the questionnaire. Practice correspondence was upheld at a length ranging on average from around twenty minutes to an hour with conversations being further reviewed for additional patterns in subject matter so as to refine the inventory further by adding or removing words, ideas or entire questions. The first draft of specific emerging themes was brought forward and initially presented as twelve questions that was then reduced to nine queries (Agee, J., 2009). Afterwards, questions were then further refined and shortened so as to reduce respondent fatigue and more neutral language was selected as words like "pandemic" were replaced with "situation" so respondents were able to focus more with less emotive wording.

In order to prove successful FNB marketing factors within the Covid 19 interval and the implementation of adaptive processes, respondents were introduced to the framework and concepts from the paper's previous adjoining research to transition into specificity of their issues within the industry and marketing through an interview with a continued line of questioning.

To recapitulate, the case study was conducted using a questionnaire through a speaking format and semi structured-interview. This design was chosen as FNB respondents represent a demographic of individuals more inclined towards socializing behaviour due to nature of the industry. The process was specifically developed in order to gather qualitative data on the industry regarding impacting factors in the current state of Bangkok's FNB industry together with FNB issues and concerns before focusing respondents on what specific marketing actions worked for them. Interviews were constructed from conversations held at length with an initial twenty participating respondents used in order to identify the most relevant, frequent and reoccurring concepts before collecting data from final respondents. Afterwards, implementation of adaptive marketing was collected through a final interview. As a review, respondent marketing actions are proven actions taken by the respondents participating in the research interviews; Only the marketing actions that had achieved goals towards marketing communications within these interviews are then evaluated for success. Successful marketing actions are defined as actions having achieved their goals, as cost effective and as a sound strategy, in assisting respondents through the current pandemic. Evaluating along these lines meant that Bangkok experienced very little success in marketing during the pandemic.

Sample Group
The research sample group is based on this paper's adjoining sister paper "Covid 19: Identifying market factors leading towards changes in marketing practices for Bangkok's Food & Beverage industry." As this paper is also exploratory in nature, the sample size validates the development of a new FNB data set linked with the original sample group as a means to measure business actions in this paper.

In conclusion, twenty participants were selected as a practice group before a final ten respondents were chosen for their demographics and connection to the Bangkok food and beverage industry. While a total of thirty participated, ten represented the main sample group due to standard practices in handling small case studies sufficiently providing data in regards to meeting the paper's research questions and objectives. This paper also takes into account the scarcity and availability of this population during the Covid pandemic. Practice with the prior twenty was deemed an appropriate number in consideration of the processes involved in collecting qualitative data (Malterud, K., Siersma, V.D. and Guassora, A.D., 2016). Final respondents included: Twenty percent female and eighty percent male respondents. An emphasis was placed on randomness in order ensure a varied sample group for responses to feature differing points of views from all manner of ethnicities, social standings and other such demographics etc. All respondents were varied leaders of Bangkok's FNB organizations and establishments working in different roles and capacities within the industry.

Data collection Procedures
Before respondents went through the questionnaire, small but pleasant conversation took place first so as to best establish a base line of clear thought before delving into questions that may trigger harder more difficult moments to think about and then answer with less bias. In order to acquire richer data, a majority of respondents were met in person so as to physically see and understand answers better based on body language, restaurant venues, and other nonverbal cues. Additionally, respondents were always presented with their questions as they were read aloud without any further information so as to prevent leading respondents in any way; Further information would only be provided if respondents had questions and asked for further instruction or clarification. The following table below is the finalized inventory of issues emerging as concerns from respondents. Interestingly, with enough responses provided, patterns emerged linking issues with corresponding perspectives provided from the framework established in the previous research; Each item of issue was kept with every article representing a more specific thought and perspective that could provide assistance in the future.

After interviews discussing Covid 19's critical economic impacting factors, a list of major issues within the FNB industry in Bangkok, Thailand, has emerged and is presented in the list below.

Inventory Item	FNB Industry Issues	Relevant Themes
1.	**Issues with food delivery**	Themes ranged from: a longstanding oversaturation of city restaurants, overpriced advertising on food delivery apps alongside overcharging for service, strict city rules, affecting methods of delivery and business, which can change without warning.
2.	**Poor communication and understanding between different sectors**	CEO's and owners of high-end eateries describe the downfall of Bangkok restaurants as inevitable even without Covid. Currently all establishments willingly give their data, marketing info, and time to Tech companies without truly understanding what they are getting into; Ultimately platforms seek to utilize data from users to develop regional control over FNB. While Govt. & IT create costly FNB demands without any real understanding of the feasible maintenance of food supplies, the industry is equally and simultaneously unversed in both government and IT policy. So far, inductive data collected points to all sectors lacking an acceptable standard of understanding of the other two. Thus keeping the development of a proper and sustainable FNB infrastructure from happening.
3.	**Old Costs and New Costs**	Persistent costs and have only amassed during this incident alongside the number of regulations and fines. Even through times of a recession crisis; rent, staff and overhead continues. New rules and regulations both add costs and simultaneously lose profits due to the nature of the perishable comestibles and the industry itself.
4.	**Closure policy of restaurants, lockdowns and policy measures**	Not only are customers turned away at times of lockdown, but when visitation is allowed, patrons are only to fill venues at limited capacities. New policy and measures are not only difficult to track but can be costly beyond just imposed fines. City-wide policy effects FNB as it restricts patrons from supporting business upkeep like rent. One of the most expensive edicts are lockdowns and closures meant to uphold social distancing protocols. Moreover, prolonged closures leave Bangkok organizations susceptible to shuttering businesses, leaving gaps in all manner of supply chain. A cumulative effect of closures in any establishment, can ripple outwards, leaving weak points for all of Bangkok as each industry is interconnected and supports one another. This has been a prominent feature in FNB with Bangkok's terrain staged with streets lined with empty restaurants.
5.	**Patrons order less**	Policy and social distancing have removed Thai food culture. The sharing of plates are a thing of the past; And with less sharing, less plates are ordered. Moreover, as Bangkok citizens realize the impact from the pandemic's immediate social issues, city residents suffer their new normal of low wages and isolation with less of an appetite.

6.	**Experience-dining died out**	Covid-19 brought about the end of the fine-dining experience, and promoted the rise of food-delivery through high levels of patronage. Food delivery apps were very accessible and are sensible during times of lockdown and social distancing. Moreover, the fine-dining experience is built around a high price point, and in times of recession, people will prefer to eat at home if they have the means to or have an appetite at all.
7.	**The quality of food and beverage has dropped alongside the entire industry**	Food quality has severely suffered from a series of social factors, bringing pain to the city's residents and the FNB industry itself. Profit-loss, higher costs, delivery issues, gaps in supply and logistics alongside heavy regulatory issues have disturbed pricing for a number of things throughout all levels of the industry. Every level of supply is a cause for concern; Key ingredients alongside maintenance supplies for the upkeep of venues are both evenly important in maintaining a high degree of quality in food and beverage.
8.	**Beyond food platforms Apps, FNB digital marketing is nonexistent**	The amount Digital work involved in social media marketing posts and keeping up with every news announcement on every platform financially takes more time than is actually worth. Beyond this, Zoom events appear as a difficult fade and more of a money chase than the event is actually worth.
9.	**Gaps in the supply chain**	A side effect from items number three and seven. As finance becomes an issue, specific foodstuffs become scarce as the carriers of these commodities lack the funding to continue business; Illustrating supply chain concerns as bottlenecks and gaps in the market are made apparent.

TABLE 1: FNB ISSUES (Note: FNB issues are tied to factors of critical economic impact featured in TABLE 2.)

Inventory Item	FNB Factors	Examples & Related Themes
1.	**Social Issues**	Community mental hygiene
2.	**Infrastructure**	Supply chains
3.	**Policy Measures**	Rules and regulations in regards to business transactions
4.	**Finance**	Lack of funds in a downturn economy
5.	**Communication Issues between FNB, IT & Govt.**	Lack of information between sectors
6.	**Lack of IT awareness**	FNB Industry lack of skills

TABLE 2: CRITICAL ECONOMIC IMPACTING FACTORS (Note: Understanding impacting factors can assist in proactive planning in future crisis events.)

Lastly, moving beyond issues within the FNB industry, the research finally shifted attention towards successful marketing practices within FNB. In regards to the paper's second research proposition, data was collected from respondents as to their experiences with financially sound marketing actions and strategies during this crisis event. Respondents were then led into discussion of successful marketing actions where qualitative data could be captured in the case-study's semi-structured final interview format. Marketing actions that proved successful for respondents are listed below.

Inventory Item	Reported Marketing Actions	Key Remarks
1.	**Social media content campaigns**	Respondents report collecting specific lists of patrons and conducting targeted messages based on relationship marketing using hashtags, memes, and direct messaging to make a sale. This is closely linked with old FNB behaviour like speaking with the chef to personally exchange praise. While this can be effective, the amount of work required is only feasible when social media is conducted by a family member without wages. Most industry owners are only knowledgeable in food and beverage and do not possess sufficient understanding of social media marketing practices; Which even if they did, they would not possess enough time to update closing times and information as regulations would change from day to day.
2.	**Online parties**	Conducting online events and parties through zoom and other such platforms were met with limited success in raising awareness for some promotion. Oftentimes they were seen as a cute gimmick by patrons that would lose its charm quickly after they had checked in. They are a good means of collecting information when giving out prizes and promotions.
3.	**Food delivery Apps**	Seen by respondents as a necessary evil where patrons might have access and a better probability of searching the city for access to food.
4.	**Investing in mobility and personal delivery**	Physical marketing through food trucks and ownership of a delivery system allowed certain organizations to bypass charges from third-party delivery apps. Additionally, it also provided control over the distribution of branded marketing materials passed onto patrons. While expensive, it allowed patrons greater accessibility to a single organization by physically bringing the organization into the neighborhood. The dilemma lies in getting patrons to use a separate platform and so oftentimes private Facebook groups served as a compromise to provide entertainment apart from just food delivery.
5.	**Changing foods for delivery**	In efforts to adapt to the rise of delivery, respondents discussed developing menus with foods that travelled better by delivery and then promoting the menus online through

social media, delivery apps and other means.

6.	**Raising awareness of promotional sales and pricing**	Using social video platforms, relationship marketing was tended to as organizations were able to collect user data via the promotion of sales and prizes through zoom and other video apps.
7.	**Promoting brand awareness for suppliers and local community through gatherings**.	Marketing practices targeting colleagues and suppliers were easier to conduct. Many businesses in FNB supply closed while new establishments would quickly rise to let others know of their availability. However, this did not produce fast returns as this particular marketing was conducted as an investment in order to enter the industry when competition was comparatively low.
8.	**Equivocal Marketing**	Respondents wish to remain anonymous as certain aspects taken in marketing actions reside in a grey area in regards to Covid measures or FNB measures. Selling at quarter capacity during lockdowns or closings alongside using banned promotional practices - Fines would be paid if they were worth the promotional value gained. Citizens participated and would invite others as the need for company was a major social factor of impact.

TABLE 3: SUCCESSFUL MARKETING ACTIONS TAKEN DURING COVID (Note: Successful marketing actions during Covid were expensive or unclear in regards to legality.)

4. RESULTS OR FINDINGS

This study depicts the natural progression of critical economic impacting factors leading to FNB issues which then required the development of successful marketing actions. While much was learned through the study, an overall narrative was established through patterns presented in exploring the first research proposition. After interviews, respondents clearly outlined major issues affecting FNB business outcomes in the FNB issues table listed above. Issues of concern include the following: Issues with food delivery, Poor communication and understanding between different sectors, Old Costs and New Costs, Closure policy of restaurants, lockdowns and policy measures, Patrons order less, Experience-dining died out, The quality of food and beverage has dropped alongside the entire industry, beyond food platforms Apps, FNB digital marketing is nonexistent and Gaps in the supply chain.

Through Covid, the research was able to glean data on the efficacy of Bangkok's FNB industry by placing a lens over food and beverage alongside new issues of sustainability. An industry is depicted in dire straits suffering from a lack of clarity with all involved. Vague and fast changing policy hangs over Bangkok's FNB industry dealing out issues varying from uncertainty on how to maintain sales alongside novel side effects like plastic pollution to be dealt with in the future.

Of all the FNB establishments, experience-based fine-dining took the biggest hit as all levels of the industry were impacted, including food chains. When interviewed, all respondents agreed that a lack of overall communication played a major role in the downfall of the industry. It represented the biggest issue that hindered any preventative measures from taking place. During this period, the tech sector grew without regulatory restraint of industry practices and was able to set business transactions without any oversight. It was reported that almost all decisions affecting FNB were made without prior forethought on how the city's food supply might be damaged. Moreover, these decisions were made without consulting anyone with a background in FNB. Further communication is desperately needed in all sectors dealing with FNB but also more communication is needed within the industry. It is important that leaders properly review the socio-infrastructure of the industry alongside the upkeep of the industry to keep it from collapsing at the base. It remains a question as to how the industry has continued so far and whether there are any backup plans should things fail entirely.

In search of developing adaptive marketing and exploring the second research proposition, new, albeit difficult financially sound strategies were uncovered as ways to market during crisis events. Unfortunately, there are very few instances of successful implementation of adaptive processes. With just one respondent remaining in experience-based dining: Much of the industry is simply holding on trying to make it through to end of the pandemic, in hopes that they will be able to come back stronger with less competition. While there might be some sales after this crisis is over, it looks as if it may be years before the gaps created by closed businesses can be filled. This indicates that there will be some time before people get their jobs back and tourism picks back up, if ever (World Bank, 2020). The findings illustrate that implementing adaptive processes may not be enough for most businesses. Regrettably, it is not feasible for everyone to own their venue outright or continue rent free. That said, many organizations were required to shift branded positioning towards a focus on price point.

Notwithstanding, certain establishments were able to promote through word-of-mouth with the disregard of safety measures and regulations. Easy access to food during times of scarcity encouraged an attitude overlooking regulation (Radomir, M., Mesud, A. and Žaklina, M., 2018). This is unsurprising as food accessibility was critical to every individual during this time of crisis; People still need to eat during times of lockdown. Therefore, venues situated in convenient locations were able to retain strong patronage within respective communities.

The one and truly effective marketing strategy shared by all respondents, was labor intensive relationship marketing, playing highly on maintaining public relations on a near individual basis. New online media and platforms made it possible to connect on a personal level like never before. It is thought that beyond hunger, these methods addressed issues of isolation, depression and loneliness in the city's audience and new marketspace. This is a small insight into future behaviour as the nation will continue to share new social issues related to new changes that will continue in lieu of Covid variants (Koyama, T., Weeraratne, D., Snowdon, J.L. and Parida, L., 2020). Thus, new market trends and behaviour will have to set in as they are changed by years of policy and social engineering from factors of economic impact. This behaviour will be the driving force towards shaping new practices in the city. It will be further reinforced by establishments who make it through to a more stable economy.

5. CONCLUSION
Overall, there exists a literary silence on matters of social issues. A focus on quantitative research makes it difficult to move data points beyond business aspects of research. All FNB establishments throughout town lost money if they did not close shop as social distancing and separation led to poor states of mental well-being. With cultural "family-style eating" banned, eateries could no longer make the same sales as before, and new practices needed to be adopted in order to recoup losses; Overnight, establishments lost half of their earnings at best, as venues could only physically host a quarter of patrons. On top of this, curfews simply made access to food more difficult and harder for the industry. This study's major contribution is its clear articulation as to the specific actions taken by FNB leaders from a major international hub in order to continue their business. In contrast, the existing literature in regards to Thai FNB, lacks the richness and depth of data received from qualitative research. While impacts and economic side effects brought on by the pandemic are obvious, there remains silent undocumented sentiments on how people sustained their jobs. Developing papers to fill these gaps creates content so as not to forget and to actively prepare for an uncertain future.

For a time, it was thought that third-party delivery apps would be a means to alleviate some of the hardships brought by Covid to make food accessible again to the city and the FNB community. Unfortunately, the cost and amount of work required in this type of marketing proves impractical as a single outlet over a long period of time. Sadly, even if this marketing did work, citizens suffering from the recession would still require jobs to pay for food and groceries.

As Covid spread, delivery apps were necessary to every individual at some point to access food. Covid merely provided the critical mass and impetus for this "delivery" social behaviour to really take root as people re-shaped and designed their lives around these apps - The future of FNB was always going to be delivery.

This was the social trap the FNB industry fell into because of pandemic regulations. The IT sector played its role right in using the Covid event to capture the industry. A comparison would be how amazon put bookstores out of business just as food-delivery apps traded the physical experience of dining for the convenience of the delivery-experience; Which will inevitably put the respective shop ordered from out of business.

While the research from multiple countries demonstrates all manner of strategies, this study specifically outlines that traditional marketing is a fruitless endeavor in Bangkok. Qualitative field research discusses hard truths focusing on marketing tactics leveraged through ownership. The findings are as follows: Owning a restaurant already largely-centered around delivery, like pizza or charcutier, is important. Secondly, owning your own building or not paying rent is recommended. (However, due to the pandemic, some clever business owners were able update beautiful public photos of their venue while they moved to cheaper venues as they no longer hosted physical visits). This city's third marketing strategy involved shifting brands toward foods that focus on price points, like Thai noodles rebranded using western cooking techniques. Beyond this, an investment in personal delivery staff and equipment assisted in avoiding compounding third party fees… Bangkok's final adaptive marketing strategy is being located in a place with a strong supportive community and breaking regulations by disregarding marketing procedures and city policy – This last one is not recommended.

Notwithstanding, there were a few people who did do well. Respondents that maintained business and adopted new marketing practices realized quickly that patrons responded well to relationship marketing. FNB leaders understood that value could be added by helping alleviate social issues of isolation while conducting direct marketing. This could be implemented through other social digital platforms.

With respondent actions evaluated based on the previous research and the newly acquired findings, the behavior here illustrates how a few individuals have successfully implemented adaptive actions in favor of an advantage. Likewise, only two of the more successful respondents went mostly unaffected. Both respondents demonstrated that during times of a crisis a re-assessment of social norms should be conducted in order to find caveats to be exploited. Novel solutions can be achieved by approaching problems from a different point of view. By doing so, unexpected methods of achieving goals can be uncovered. Notwithstanding, while these respondents were in a position of power and possessed enough available resources to do so, respondents who reacted immediately to issues, oftentimes wasted marketing funds on fruitless endeavors.

6. DISCUSSION, SIGNIFICANCE, GAINS & THEORETICAL CONTRIBUTIONS

The significance and implication of this research lies in the prospects of eventually learning how to further marketing efforts through event manipulation. Perhaps with enough data, the symptoms of crisis events and regulations can be analyzed for any actions that induce consumer buying behaviours towards the benefit of the food and beverage industry.

However, this study contributes by recognizing which practices were most useful towards being leveraged under Covid, patterns of planned sets of action can be identified for future implementation during specific times of Thai crisis. Research contributions in this paper serve to equip organizations by starting a conversation in a qualitative format outlining information important to the FNB community.

Further contributions are provided by developing qualitative content written for FNB workers to implement marketing processes by clearly listing items in table 3 above (explicitly named "SUCCESSFUL MARKETING ACTIONS TAKEN DURING COVID.)" The study is written for people within the FNB industry – Qualitative research is frank and plainly laid out by respondent's feedback. These findings create an opportunity for business procedures related to R&D or a SWOT analysis can now be performed in a time of crisis.

This study outlined the ethical navigation between bad choices during crisis (apart from the less conventional / controversial, waiting-things-out) and inspects data demonstrating that when business becomes tough, respondents often make and continue to make poor decisions. Respondents reported that experiencing difficult situations left little time for self-assessment. This study gleans much of how people behave and entire industries react to crisis events of economic impact, demonstrating the human aspect and deeply rich data only found in qualitative research.

Lastly, a physical contribution to the city of Bangkok was built into the study by bringing FNB leaders together during the execution of this study to educate and warn others of third-party delivery app dangers. Because of this, talks are underway towards the development of a more private and sustainable food delivery app system. Unfortunately, an unintended contribution uncovered the ability of Bangkok's FNB culture to take a turn towards unethical actions ranging from unregulated drinks, unsafe gatherings as a means to cheaper foods to stay fed and so on. These sentiments are fueled by fears and small shortages experienced on a micro scale within convenience stores and food chains.

7. ACKNOWLEDGEMENTS

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Impact of Meme Culture: How Advertisers can Leverage it

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ABSTRACT

With digital technology, memes become one of the influential social media communication tools. Given the influential power of memes, they have been increasingly adopted for various purposes. In the marketing realm, memes have been used and referred to as 'meme marketing'. Despite the popularity, many studies reported complications in meme marketing implementation since it is not as simple as creating humorous advertisements but requires a well-rounded strategy. In order to gain useful insights regarding the adoption of memes for marketing purposes, this study investigates meme culture, theory, its advantages and disadvantages. Interview method was employed to gain insights from advertisers regarding the effective application of meme marketing in general and in the context of Thailand in particular. This research finding reviews how the growth of memes reflects the changes in target audiences' psychographic and media consumption behaviour. It identifies advantages and disadvantages of using meme marketing campaigns and, importantly, the components of a successful meme marketing campaign. Finally, it highlights the main differences between meme marketing campaigns in Thailand and in other countries.
Keywords: Meme Marketing, Advertising Strategy, Internet Meme

1. INTRODUCTION

Thinking of meme, the first thing that comes to mind is probably the humor artifacts that usually make commentary about life and current affairs. Taking the popularity of memes during COVID-19 as an example, user-generated memes have been created to reflect the issues affecting people's lives, including the toilet paper rush, social distancing, work from home, and so forth. Apparently, the unique nature of memes in reflecting the shared experience using humour or even a satirical tone has brought people together in this difficult time. Within the realm of social media, the internet meme is a prevalent phenomenon. Internet memes spread fast through sharing, retweeting or other means of online participations. In Thailand, internet meme is famous given Thai people favour hilarious contents. However, in the past fifteen years, meme marketing has not been employed very much in Thailand. In addition, there are not many researches investigating the adoption of memes for marketing purposes. The lack of research in this area becomes a disadvantage for those marketers and advertisers who want to try their hands on meme marketing. The aim of this research is to investigate how advertisers can leverage the power of memes to create meaningful and relevant advertising campaigns. Qualitative research was employed to gain insights through interview methods. The main research questions of this study are:

1. How does the growth of memes reflect the changes in target audiences' psychographic and media consumption behaviour?
2. What are advantages and disadvantages of using meme marketing?
3. What are the components of a successful meme marketing campaign?
4. What are the main differences between meme marketing campaigns in Thailand and in other countries?

1. LITERATURE REVIEW

2.1 The Evolution of Memes

Historically, memes are not just a laughing matter, in fact memes have biological underpinnings. Richard Dawkins, an evolutionary biologist, introduced memetics and coined the term 'meme' in his 1976 book, The Selfish Gene, to describe the units of cultural transmission, and replicators of the human cultural environment (Dawkins 1976, p.192). The term is shortened from the Greek word mimeme which refers to something which is imitated. Dawkins described memes in a way analogous to biological genes as "Just as genes propagate themselves in the gene pool by leaping from body to body via sperms or eggs, so memes propagate themselves in the meme pool by leaping from brain to brain via a process which, in the broad sense, can be called imitation" (Dawkins 2006, p.192). In this case, a meme's genotype is its underlying mental imagery in the brain and the meme's phenotype is its visible expression in the physical world in various forms such as words, music, art, skills, science, etc. (Buskes 2013). These memes can be said to have replicated themselves when they have been seen and memorized by others (Buskes 2013).

Despite the fact that Dawkins coined the term and became inextricably linked with it, memetics does not begin and end with him. Whilst the meme has become a well-known vocabulary, its definition and theory are debatable. There have been arguments from different disciplines that Dawkins's explanation of cultural evolution in a way analogous to biological evolution may be flawed because both kinds of evolution have their own characteristics, therefore they are not the best match. For example, "biological evolution is a blind and modeless process whereas cultural evolution is guided by intentional agents" (Buskes 2013, p.662). In addition, there have been debates about defining meme units. As Blackmore (1999, p.288) points out, the first four notes of Beethoven's Fifth Symphony form a very distinctive meme which has been widely replicated as an independent unit. She argued that it is possible, however, to regard the entire symphony as a unit and therefore as a single meme. Apparently, there are different opinions about the term and how to apply the theory within a disciplinary framework. As a result, the term meme has been widely adapted by various fields including psychology, philosophy, anthropology, folklore, and linguistics (Shifman 2013).

In the digital age, the concept and characteristics of 'internet meme' are different from its scientific origin. According to Shifman (2013, p.250) "while memetics studies focus on cultural entities that are successful over the long term, internet memes are creations with high topicality and sudden success, that may or may not become successful in the long term". Furthermore, the internet meme, instead of mutating by random change and accurate copying as scientific theory of meme, are altered deliberately by human creativity (Solon 2013). In addition, unlike Dawkins'original meaning of the meme focusing on a discrete unit, the internet meme is not a single unit, idea or image which is spread across social sites, but a group of items that were created with awareness of each other (Aslan 2018). Dawkins, however, mentioned that the internet meme and his original meme are related as he said in the last chapter of The Selfish Gene. He actually introduced meme using the metaphor of a virus, for minds "are typically massively infected" (Dawkins 1993, p.20). Thus, for him, it is the same as memes that going viral on the internet (Solon 2013). Having said that, it is important to note that the main focus of memetics nowadays is not about comparing the internet meme and the scientific original meaning of the meme but on other areas such as the impact of the meme on internet culture.

Within the realm of social media, the internet meme is a prevalent phenomenon. Internet memes spread fast through sharing, retweeting or other means of online participations According to Aslan (2018) the first meme on the internet was the sideways "smiley" - :-) – created in 1982 by American computer scientist Scott E. Fahlman. The idea has been picked up by internet users around the world. Subsequently other expression using punctuation marks were created including :-(and ;-). It is important to note that the sideways smiley alone was not an internet meme, until it had been circulated, imitated and transformed by internet users. In 1998, the Hamster Dance meme became admirable, this dancing hamster animated GIF, is one of the first examples of viral digital content (Aslan 2018). Then, there are the internet memes in a form of 'image macro' consists of an image superimposed with text, mostly using Impact font also known as 'the meme font' (Brideau & Berret, 2014). The image macro format allows users to easily circulate, imitate and transform the original idea by adding their opinions and creativity into it. For example, the famous Grumpy Cat meme generated from an image of a cat named Tardar Sauce known for her permanently grumpy facial appearance caused by underbite and feline dwarfism. Her photograph was posted for the first time in 2012 on social news website Reddit by the brother of her owner without any expectation that it would become the next internet sensation (McCarthy 2013). People circulated her photo, imitated and altered it by adding captions to express their own personal meanings. The Grumpy Cat meme covers various topics in rather humorously negative and cynical tones yet, at the time, making millions of people smile. The Grumpy Cat meme shares similarities with other memorable internet memes in that it embraces the absurdity of life in humorous ways. This is not coincidental, according to Habib (2020) internet memes have become a new method of coping with an uncertain future. In particular, Gen Z, the most social conscious and digital connected generation, who more than any other generation, faces an uncertain future through the effects of climate change, wage stagnation, political polarization and more (Habib 2020). Habib (2020) points out that internet meme is a "signifier of the comedic zeitgeist, and a device for channeling the inherent anxieties of youth". In this case, internet memes help them laugh in the face of the harsh realities of their times.

According to Ayala (2020, p.4) the internet memes have been employed for various purposes including "humorous or social satire purposes, communication, as a form of social protest, as marketing instruments, as works of art, etc.". However, given that internet memes can be created by anyone, anytime and anywhere, the creation of memes can be a double-edged sword for a society and culture. Taking the crisis of covid-19 as an example, numerous internet memes have been created to reflect the issues affecting people's lives, including the toilet paper rush, social distancing, work from home, and so forth. While the unique nature of memes in reflecting the shared experience using humour or even satirical tones that sum up feeling that everyone can relate to can bring people together in such a difficult time, the creation of memes for abusive purposes or to spread fake news is dangerous as they can cause negative cultural

changes. One of the reasons behind misleading internet memes spreading fast is because people are anonymous online or using fraudulent identities. As a result, they tend not to think twice or are not afraid of being caught doing the wrong thing on the internet. Furthermore, the recipients of the internet memes tend not to take the internet memes seriously given their humorous nature that is mostly welcome, including in time of crisis or difficulties when the internet folk may need happiness quick-fix. As a result, some misleading internet memes fly under the radar and mostly caught after the damages have been done since the memes have been already circulated, imitated and transformed. Due to the impact of the internet meme on society and culture, there has been increasing interest in memetics and its application.

2.2 Meme as Advertising Strategy

In the realm of marketing, advertisers harness the internet meme and incorporating it into their online marketing strategy. Firstly, by taking advantage of the inherent humour of memes, meme marketing helps brands connect with millennials and Gen Z. These groups are the highly sought after considering their increasing spending power but they have also been found to be ad-adverse. Meme marketing is useful when it comes to gaining the attention of Gen Z for example, Gen Z would rather share a hilarious meme about a burger than a 500-word blog about it (Cole 2018). Secondly, many advertisers like to attract their netizen to become brand advocates by getting them involved in so called 'user-generated content (UGC) memes'. According to Canning (2021) UGC memes are any form of memes that are created by a brand's followers, product users or consumers. In its most organic form, UGC memes are created and shared online by organic influencers (truly by followers and fans without monetary gain from a brand). Advertisers also study internet memes as way to understand their young consumers' insights given "memes are successful cultural artifacts that represent topical and/or universal ideas that occupy the Internet folk's minds" (Csordás et al. 2017, p.253). Last but not least, branded memes can be produced with low production and distribution costs. Therefore, memes, if done well not only entertain consumers but also please the brands for the return on investment.

Meme marketing also has some disadvantages. According to Lechner (2020) meme marketing is not effective for all brands. For example, given meme's humour characteristics, they may not be suitable for a brand that has an authoritative personality because it could make their consumers confused as to what the brand really stands for. Furthermore, meme marketing is not all about selling but to promote indirectly and this is a limitation of meme marketing that marketers need to be aware of. Another disadvantage of meme marketing is that it draws on current affairs, contemporary situations that quickly move in and out of topicality (Lecher 2020). Consequently, advertisers might not be able to launch a meme advertising campaign in the optimum time to catch the attention of their potential consumers. With regard to the UGC meme, despite the advantages it has in getting consumers involved with the brand's advertising, the downside is that it is hard to control how it will be created or used by consumers and whether it will match the brand's intended advertising outcomes. Furthermore, with the fast pace of the online environment, the unsuccessful UGC memes can spread fast and quickly get out of hand. Finally, meme marketing is not about being funny thus it is not easy to implement it. Lecher (2020) suggests factors to be balanced when creating meme marketing, "you want to present a positive image of your brand without being 'in your face' about it and comical without being offensive". The brands that fail in doing so could end up losing their well established position in the minds of their customers.

In order to gain a better understanding of meme marketing, let's look at a successful campaign. 'Old Spice', an American brand of male grooming. Even though Old Spice was launched in 1937, it is still alive and kicking due to its successful rebranding advertising campaigns targeting the younger generation. The prominent advertising campaign of Old Spice is the one developed by Wieden and Kennedy in 2010 featuring Isaiah Mustafa (an American Actor). The campaign was titled 'The Man Your Man Could Smell Like', and this combination of tongue in cheek and sex appeal style told female viewers that their man could smell like Mustafa if he used Old Spice. By using a male sex symbol, the campaign hit two birds with one stone. For the male target audience, it is simply because they would aspire to be as attractive. For female viewers, research has shown that women purchase nearly 70% of all male toiletry products (Transformation Marketing 2015). As a result, Old Spice wanted to attract female viewers to buy products that are good for their man.

Source: Procter & Gamble, 2020

The campaign also employed the right media strategy using TV commercials to further generated public conversation and audience engagement online by producing personalised video responses to questions asked by fans on Twitter and YouTube (Smith 2011). An online activity called Old Spice Guy was also created which later become an internet meme generated by both the brand and the consumers themselves. In 2011, Old Spice Guy memes won MEMEFIGHT featuring 32 internet memes reviewed and selected by a special panel of internet culture experts and a series of user-voting contests (Caldwell 2021). There is also a template called the Old Spice Guy Meme Generator available for free online where anyone can create their own version. All in all, this revamped marketing strategy turned out to be tremendously successful in transforming Old Spice from the deodorant and body wash for your grandfather to one for the attractive man. Within 30 days of the launch of the campaign, Old Spice achieved over 40 million views on YouTube with a corresponding 107% increase in body wash sales (Transformation Marketing 2015).

Old Spice also joined with an existing meme, a fast growing account on Instagram known as "dudewithsign", which features a man who became famous by holding a sign showing his social commentary on the street. His Instagram bio, "if you don't stand for something, you'll fall for anything", somewhat explains his purpose in carrying out this activity. One of his signs shows a message, "Yes, Grandma, I'm still single".
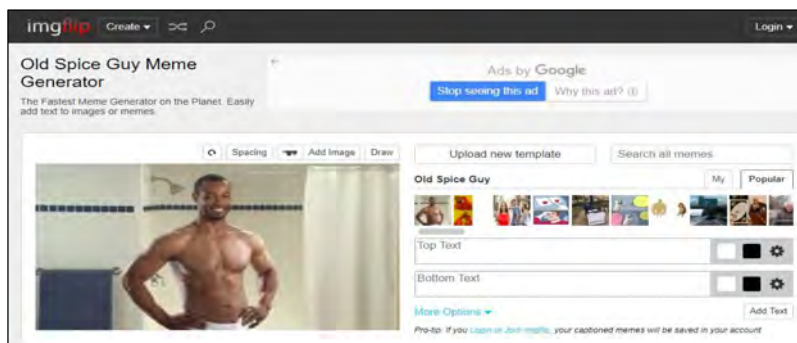
Source: impflip,
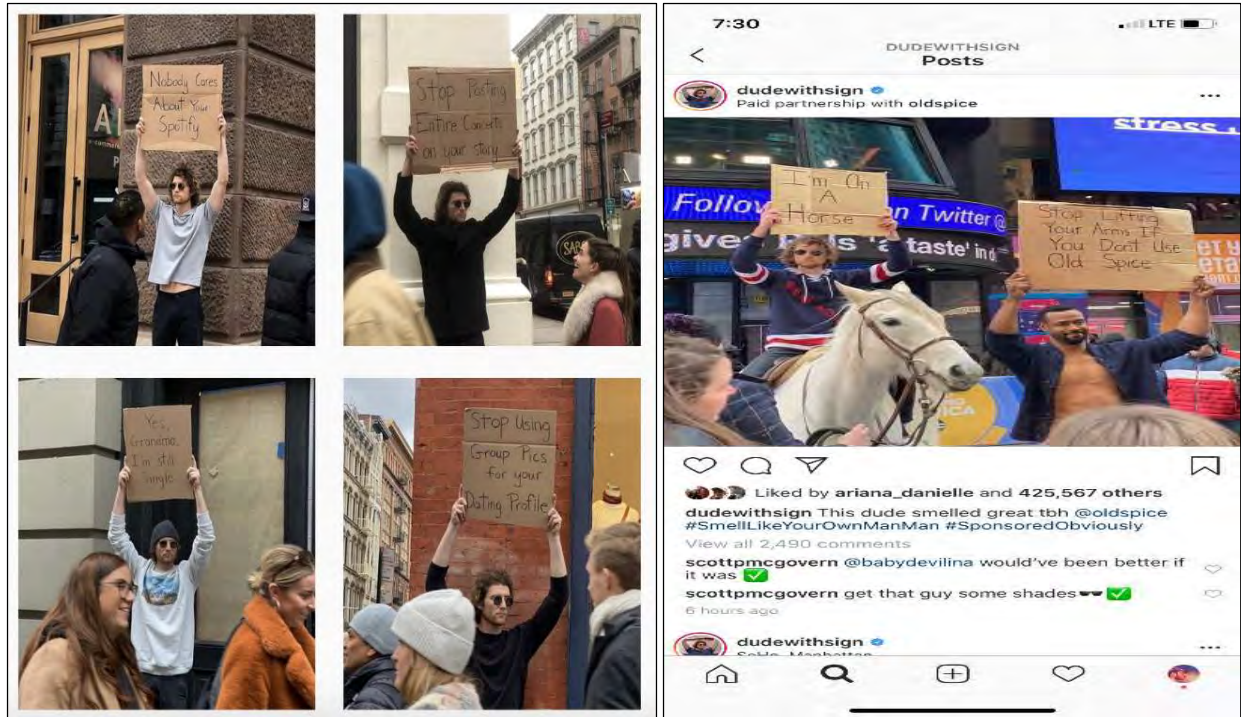
Source: Lechner, 2020

Old Spice joined him via a paid partnership. Following the partnership, his post on Instagram features him alongside an Old Spice actor holding a sign saying "Stop Lifting Your Arm If you don't use Old Spice" (Lechner 2020). As can be seen the tagline is related to the brand voice and its original message. In summary, Old Spice employed meme marketing effectively. First of all, the brand personality is matched with the nature of the meme. In addition, advertising strategies using social media are supportive for memes. Thirdly, the originality of the advertising concept makes it interesting for people to circulate, imitate and transform it as memes. Finally, Old Spice also allowed people to take part in the campaign which later become memes selected and produced by Old Spice making it easy for the brand to monitor and manage UGC memes which otherwise could get out of hand.

Friskies, a cat food brand of Nestle Purina Pet Care, employed meme marketing to differentiate itself from competitors. Grumpy Cat, the seemingly 'hard to please' celebrity cat with 8.7 million Facebook fans, 500k+Twitter followers, 1.9 million followers on Instagram and over 40 million YouTube views, had been chosen to be a so called 'spokescat' to promote Friskies since 2013 (Purina, 2016). Her first duty was a live appearance at the annual Friskies cat video contest awards where she also received a lifetime achievement (Smith 2013). Grumpy Cat's face, that you wish you could hate, appeared on Friskies' products and in episodes of the Friskies YouTube game show "Will Kitty Play With It" where she took the main role (ABC News 2013). As a whole, this campaign was successful in quickly getting Grumpy Cat in time to capitalise on the sensation of the internet trend. However, it might not be a long-lasting success in comparison to Old Spice since the Friskies'campaign was initiated based on the existing meme and not from the originality of the brand's message like Old Spice. Following the unfortunate death of Grumpy Cat in 2019, Friskies and Grumpy Cat fans around the world are left only with the memory of the adorable cat. Altogether, as mentioned earlier, there are advantages and disadvantages in adopting meme marketing where advertisers need to assess the risk as to whether it is worthwhile doing so. After all, Friskies is still a good example of a brand that takes risk and dares to be different.

Source: Purina, 2016

With the trend on Instagram to less polish and more authenticity, there have been many brands embracing memes as a way to be more resonant with their younger audience who prefer a more personal, casual voice and tone. According to Lorenz (2019). Instagram's aesthetic has changed from images dripping with perfection to more raw, organic, and natural images. The reasons behind this are that highly-polished photos have burgeoned making them common and so cannot really draw attentions. Furthermore, we've reached the stage where "there can be too much of a good thing" or "peak perfection" (Lee 2019). This perfection saturation stage allows different types of content including memes. Even a top end Fashion brand, Gucci, cannot resist the meme culture. To launch the new Le Marché des Merveilles collection of watches, Gucci unveiled the #TFWGucci campaign, a meme-inspired campaign to promote the watch. TFW is an acronym for "That Feeling When", the phrase generally used as "a caption to a photo, meme or clever joke about something out of ordinary that has happened to you" (Gray 2018). Gucci borrowed the acronym to express "That Feeling When Gucci is about the moment of putting on one of the watches, when the world suddenly becomes different and time slows down a little bit" (Chayka 2021). Alessandro Michele, Gucci's creative director, commissioned artists, photographers, meme makers, writers and theorists to create Gucci memes. At first the artists were required to develop original imagery. The images then were given to the meme markers to turn into memes. The meme-makers selected for this campaign were a varied batch of global Millennials and Gen X-ers who gain popularity for their use of memes to connect with peers about social topicalities ranging from mental health to social inequality (Dhillon 2018). In this curated collection, there are 30 memes which designed to help viewers express themselves online. In term of campaign effectiveness, the figures show; total reach; 120,089,317, total likes: 1,986,005, total comments; 21,780 AVG. The engagement rate of all 30 memes: 0.5% (Dhillon 2018). Though the engagement rate of the memes Instagram posts seems to be low, the numbers are higher than Gucci's previous content (Dhillon 2018). To understand more about #TFWGucci campaign, let's look at top three highest numbers of likes.

John Yuyi, a Taipei-born, New York-based artist is famous for "Instagram Artist' and known for applying her Facebook profile as a temporary tattoo on her own face to reflect a complex relationship to online expression, identity and desire for approval (Culp 2021).
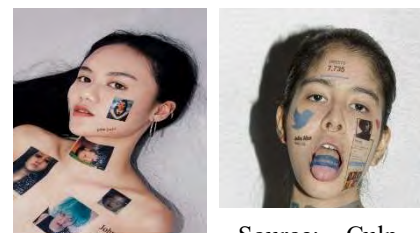
Source: Culp, 2021

With Gucci's version, she added messages, avatars, the watch and the logos. Her meme version received 202,961 likes, the highest in the #TFWGucci campaign. However, what we don't know for sure is what aspect of the meme the viewers like, whether for aesthetics, meaning, the artist or the watch.

In term of meaning, since there is no caption to secure the intended message, the meme allows different interpretations from the viewers. Here are a few interpretations about the meme; Culp (2021) interpreted it as "with the digital structures we inhabit and are now a part of us. John Yuyi shows how aesthetic taste and desire (here for the Le Marché des Merveilles watch) is more than skin deep". Chayka (2021) interpreted it briefly as "how internet icons can explode into the real world". Dhillon (2018) interpreted the meme as "she takes on the Instagram-based ritual of tagging everything and everyone ever, a strategy used to rack up those likes and followers and it's a savage takedown of our vacuous relationships with social media platforms".

Source: Culp, 2021

Polly Nor become a well-known artist from her illustrations created around the elements of women and demons. Her "Cba 2 Pretend No More" (Can't be arsed to pretend no more) illustration was turned into a meme. She reclaims devilry as powerfully feminine (Gore 2016). Her illustrations usually depict (naked) women doing things such as lounging, smoking, taking mirror selfies accompanied by demons to imply a deeper meaning around the idea of femininity, concept of self, modern society and societal sexism. Her inspiration is driven from something very simple as she said "I want to tap into the parts of us that we try to hide from the internet" (Gore 2016) According to Gore (2016) her work is not only a reflection of her inner self but the average, the real 21st women.

Source: Gore, 2016
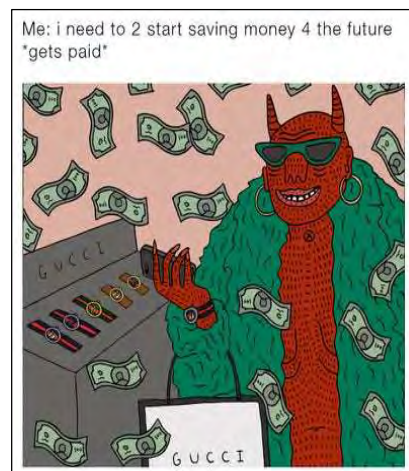
Source: Berg, 2016

Her Gucci version depicts a demon wearing luxury clothes and the Gucci watch with the caption "ME: I need to 2 start saving money 4 the future *get paid*, it says: "if you've ever promised yourself, you'd start saving up like a responsible adult only to blow it off when faced with an accessory you can't resist" (Berg 2016). This meme received 106,081likes and ranged second highest in the #TFWGucci campaign. For this meme, the message is clear, has humorous insights and somewhat ridicules the consumers.

Goth Shakira's Instagram memes are inspired by Latin American style and queer culture. In the Gucci version, the artwork presents an image of girls wearing Gucci watches. The caption is inspired by an existing meme, "Me, Also Me", the idea of making mockery about ourselves or others that we are as human, sometimes we are ironically doing the opposite of what we say, usually for something that we cannot resist. The existing meme, "Me, Also Me", is mostly presented in a light-hearted tone making it popular and shareable. Same as

Source: Dhillon, 2018

the Gucci version, it received 93,488 likes. According to Dhillon (2018) this meme represents the watch as a marker to illustrate those who thirst for individuality, yet subliminally desire to always fit in and feel affirmed by everyone around us.

In summary, we see that these three brands are successful in that they engage with their target audience in a way that suits with audience's lifestyle. All brands move out of their comfort zone in applying meme marketing however, with the well thought through strategy and creative execution, the brands get closer to the target audience.

In Thailand, internet meme is famous given Thai people favour hilarious contents. In 2020, Marketing Day, Marketing Even where Thai experts, MDs, CEOs in business discussed marketing strategies for today's world. Meme marketing has been recommended as one of the strategies to get emotional connect with Thai consumers. However, in the past fifteen years, meme marketing has not been employed very much in Thailand. In addition, there are not many researches investigating the adoption of memes for marketing purposes. The lack of research in this area becomes a disadvantage for those marketers and advertisers who want to try their hands on meme marketing.

3. RESEARCH METHODOLOGY
3.1 Research Design
The aim of this research is to investigate how advertisers can leverage the power of memes to create meaningful and relevant advertising campaigns. Qualitative research was employed to gain insights through interview methods. Purposing sampling was used to gain insights from creative directors and marketers.
3.2 Research Questions:
The main research questions of this study are:
3.2.1 How does the growth of memes reflect the changes in target audiences' psychographic and media consumption behaviour?
3.2.2 What are advantages and disadvantages of using meme marketing?
3.2.3 What are the components of a successful meme marketing campaign?
3.2.4 What are the main differences between meme marketing campaigns in Thailand and in other countries? Interview was conducted for around 45-60 minutes. All interviews were recorded.

4. FINDING
Interview data collected from five participants in the field of advertising and marketing. Pseudonyms are used instead of participants' real names for privacy purposes.

For the first question, how does the growth of memes reflect the changes in target audiences' psychographic and media consumption behaviour?

The growth of memes reflects that target audiences' psychographic, in particular Gen Z, who are open to a quick, brief and informal tone of communication. Even with the slang or strong language that some memes carried with them, they tend to accept it because meme language reflects the real-life issues in society and culture that they are interested in. Jason pointed out that target audience is driven by new trends thus, they tend to change their minds or their way of thinking all the time, unlike the older generation who normally adhere to what they believe.

Jason noted that:

> Gen Z is more resistant to traditional advertising, for instance, on free TV where programmes are set for them. What they prefer is online media where they can use search engines to find content that matches their interests. The popularity of online memes is evidence that shows the change of media consumption behaviour of this generation from passive to more active consumers.

Nancy made the point that the internet meme is actually a consequence of the internet culture. The growth of memes reflects the growth of internet culture which significantly shapes the way people lives their lives and communicate with each other. Internet culture enables people to become active consumers in searching, sharing, liking and commenting on advertising messages or even creating user-generated memes out of advertisements themselves.

Tony addressed an interesting insight in that, these days people, especially Gen Z, seek approval or acceptance through social media such as gaining "likes" or having their opinions heard. They can be social influencers. They like to post

new things regularly on their social media to gain likes or to show their opinions on issues of their interests among their peers. Memes are shared among them to fulfil those needs.

All interviewees mentioned that popular memes provided insights into what people are interested in. Advertisers can take advantage of that by either using it to create meme advertising or use insights from existing memes to inform their advertising concepts and execution.

For question 2, what are advantages and disadvantages of using meme marketing? All interviewees provided information on advantages and disadvantages of memes that are useful in leveraging the impact and mitigating the risk of using meme marketing. Advantages of meme marketing were addressed by interviewees as follows:

- **Inexpensive**

For advertising campaigns that adopt existing memes into their advertising campaigns, the production and media cost is usually less expensive than traditional media.

- **Consumer-Oriented**

Meme marketing is very much consumer oriented considering it developed based on what the target audience is interested in. As Paul mentioned, advertising these days is not all about selling product features to target audience but instead building a coalition between the brand and the target audience because of common interests. Advertisers integrate memes as part of their marketing strategies aiming to demonstrate to their target audience that they are aware of what the target audience is interested in and wants to team up with them. Jason also pointed out that the meme strategy attracts attention of gen Z through trends and not through the product itself.

- **Increase Social Media Engagement**

Effective meme advertising campaigns can increase social media engagement through sharing, posting and commenting of the meme. For those target audiences who really like to get involved, they can create user-generated memes for the brand.

- **Emotional Connected with Young Generation**

Meme advertising has the power to connect emotionally with target audiences. As aforementioned, young generations such as Gen Z are more resistant to traditional advertising. By using memes that communicate to target audience as their friends would do such as talking about funny or painful events in life, gossiping and commenting about social issues together, memes can naturally connect to young people.

- **Brand Modernisation**

For brands that integrate new trends in their advertising campaign, their brand image can be modernised by their association with the trends. Fashion brands or consumer products that aspire to be more modern in the target audience' eyes can use memes for this purpose.

Disadvantages of meme marketing are as follows:

- **Unpredictability**

Jason mentioned one challenge of using meme marketing is its unpredictability. For example, you launched an advertising campaign that developed based on a popular meme but what if, all a sudden, the meme fell out of popularity or become unfavorable? In this case the advertising campaign would be wasted.

Nancy also explained that since the target audience can participate with meme advertising by creating user-generated memes, the advertisers have less control and cannot really predict how the target audience would transform the original meme and whether their altered version would have any negative effects on the brand or spark any public concerns.

- **Short Life Span**

Nancy also stated that another disadvantage of meme marketing is that it has a short life, it quickly comes and goes, usually lasting between 1-3 months. Thus, people tend to forget it easily.

- **Short Message**

Memes usually appear in a basic format with an image and a headline. This means advertisers cannot really add a lot of information or explanation. If not executed well, this limitation could lead to confusion.

- **Not Suitable for Every Brand**

Meme marketing cannot be crafted to suit every brand's personality because of its unique characteristics of being funny, sarcastic, raw and genuine, all at the same time. In order to make an effective meme advertisement, the tone must be just right. Try too much it would be appear as "wannabe". Try to compromise, the meme effect might not take off.

Third question, what are the components of a successful meme marketing campaign?

- **Right Timing**

An effective meme campaign should be launched with the right timing meaning it should be launched in time to catch the sensation of the trend and to build upon it. In addition, if meme advertising is launched too late, the other brands might jump in and do it, leaving the slow campaign to become a me-too campaign and corny jokes that barely excite anyone.

- **Relevancy**

Effective meme advertising should be relevant to both the brand's personality and the target audience otherwise the campaign will seem out of place. Paul suggested that:

> …some brands just want to employ meme tactics for the sake of being trendy but don't realise that their brand's character does not really fit with the meme which is to be funny, sarcastic, promptly, insightful and emotionally connected.

In addition, the key message of meme advertising should be relevant and resonate with the target audience. As Jason put it:

> Advertisers need to pick an existing meme that matches with the target audience to catch their attention. Advertisers frequently monitor hot trends via twitter in order to be well informed about what people are talking online and their opinion on the social issues or even monitoring catchwords or popular soap operas.

- **Go Viral with Good Vibes!**

Certainly, a well-known meme advertising campaign is the one that goes viral. However, it should be well received by the public. According to Adam, it would be even better if meme advertising can help society in generating useful trends or value to the public.

- **Attention Grabbing**

Meme advertising must be attention grabbing otherwise it cannot be considered as a meme in the first place. For instance, catchwords and stunt images should be used to get attention of potential viewers who are likely to be your people but who will not share the meme advertising unless it is interesting and trendy for them.

- **Smiles and Laughs Provoking**

A meme advertising campaign would not be considered successful if it could not provoke smiles and laughs from its target audience. In fact, the entity of the meme relies on this factor. Advertisers integrate memes into their strategy because of its power in making the target audience loosen up and absorb the advertising message naturally through the amusing memes.

The final question, what are the main differences between meme marketing campaigns in Thailand and in other countries? All interviewees said that the scale of meme advertising in Thailand is much smaller than in say, the U.S. Meme advertising in Thailand developed based on existing memes and incorporated them as part of online marketing tactics to generate online engagement in the hope it became viral. Thai meme style normally uses catchphrases, puns, parody and adult jokes that are similar to Thai comedy style. However, the joke is normally toned down to be funny but not offensive given that it is presented by brands that do not want to take risk of generating unnecessary public concern or outrage. All interviewees mentioned that it was very rare that the whole advertising campaign developed solely based on meme as they are not strong enough. Instead, memes are normally used to bridge the gap between

offline and online or a compliment to traditional advertising. Sometimes, memes are used in the form of tag on the client's Facebook or in Facebook photo album for people to share. In comparison to the U.S or other countries, where meme advertising is more popular, brands use memes on a bigger scale. As shown in the literature review, Gucci and Friskies created their entire campaigns based on memes. With regard to the tone of meme in the U.S, it is usually funny but also can be daring, sarcastic or even ridicule the brand or target audience.

All interviewees explained that the difference in scale and tone is probably caused by the difference in cultures. Thai culture is still not open for sharing opinions and public comments in comparison to those countries where memes are more popular. The U.S. for instance, anyone can make public comments about anything, including politics. This factor makes people in those countries feel more open to memes as it is their second nature. Finally, meme advertising in Thailand does not necessarily result in high volumes of sales which makes it not really convincing for brands to invest in meme marketing. In other countries, however, it is more common to see international brands that target young people take full advantage of memes in building a personal connection with their international fans around the world.

5. CONCLUSIONS

This research provided background to memes from historical and scientical aspects. Through time, memes have become a part of culture and reflect the shared experience of people of each era. With the internet era, memes became widespread, especially among netizen and Gen Z. The literature review shows internet memes have become a new method of coping with an uncertain future. In particular this affects Gen Z, the most social conscious and digital connected generation who more than any other generation, faces an uncertain future through the effects of climate change, wage stagnation, political polarisation and more. In other words, the internet meme is a "signifier of the comedic zeitgeist, and a device for channeling the inherent anxieties of youth". In this case, internet memes help them laugh in the face of the harsh realities of their times. Findings of this research review show that Gen Z in Thailand are also interested in memes as they help them to relax. However, it is still not clear whether to what extent it is linked to their frustration over an uncertain future. Future research could investigate this further to understand Gen Z in a deeper sense. However, this research reveals details about Gen Z's media consumption, for instance, Gen Z are more resistant to traditional advertising. By using memes that communicate to a target audience as their friends would do, such as talking about funny or painful events in life, gossiping and commenting about social issues together, memes can naturally connect to young people.

With regard to the finding related to the advantages, disadvantages as well as components of successful meme marketing, this research provided insights and some strategies that can guide those advertisers who new to meme marketing and want to try it. Finally, this research gives an overview of the differences between meme advertising in Thailand and other countries where memes are more popular. All interviewees explained that the difference in scale and tone is probably caused by the difference in cultures. Thai culture is still not open for sharing opinions and public comments in comparison to those countries where memes are more popular. The U.S. for instance, anyone can make public comments about anything, including politics. This factor makes people in those countries feel more open to memes as it is their second nature.

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The Strategy of Competitiveness for Luxury-Retail Tourism Destination in Thailand

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ABSTRACT
Competitiveness of luxury-retail tourism destinations of emerging market countries has benefitted from globalization and free trade agreement. It places extraordinary demands for purchasing of luxury products by increasing number of tourists exploring the new competitive luxury-retail tourism destinations, which could result in increasing in advertising and marketing communication expenditures. Focusing on Thailand, the rise of the quality tourist numbers, who are now travelling inbound which resulted in greater demand for luxury products. This paper aim to suggest the competitive strategies in order to support existing luxury fashion brands in Thailand to adapt appropriate practice for customer services and to identify the improvement approaches for luxury-retailers to become an attractive tourism destination in Thailand. As for Thailand, this work aims to draw together the empirical studies of both competitiveness priorities and retail strategies for luxury brands which derived from the research literatures review approach to gain our understanding on both local and international retailers' insights and perceptions regarding the consumption of luxury-retail industry in order to provide an overview of management issues, relevant to practice for Thailand.
Keywords: luxury, retail, tourism, destination, Thailand

1. INTRODUCTION

The strategy of competitiveness for luxury-retail tourism destination has become an importance concern due to the fast-growing of emerging luxury markets and international travelers particularly in Asia Pacific countries such as Hong Kong, Singapore and Thailand (Bain, 2013). In Bangkok, luxury retail store are planning to expand shop space in order to host more premium brands in the department stores such as Siam Paragon, Gaysorn Plaza, and Central Embassy due to the increasing number of international customers visiting the stores which these shoppers becoming more and more prominent (Li, 2013).

This work aim to motivate the competitive strategies as an importance factors from the research literatures such as customer loyalty, location, human resource management, distribution and information system, unique merchandise, vendor relationships and customer services for existing luxury fashion brands in Thailand to execute retails strength to achieve customer satisfaction and to identify the improvement approaches for luxury-retailers to become an attractive tourism destination in Thailand.

The Luxury-Retail Destination: Thailand

Thailand as a luxury retail destination, the demand and consumer drivers for luxury and premium products are affected by tourist demographics and cultural shifts. The significantly increasing in the degree of amount of disposal household income and the contribution of consumer wealth to premium retailers. Additionally, the increasing demand for luxury and premium products by female consumers at a huge range of levels. Other factors including the availability of luxury and premium products not only in traditional retailers but also the travel buying and continual emerging of new shopping destinations which has increase significantly. Moreover, the increasing of tourist supply and the disinflation of luxury products price has served to 'democratize' travelers. Exclusive luxury destinations or products have become more widely available and mainstream for tourists. Eurostat and OECD (2004) identified drivers of luxury tourism are highlight below:

- The stand of living and household incomes has doubled since the 1980s and forecasted to growth further. The increasing of the leisure spending with low inflation and interest rate which consumers have upgraded.
- Consumers are increasingly seeking for the benefit of a low-cost travelling to the luxury destinations due to the rise of budget airlines such as EasyJet, Air Asia and etc.
- Increasing opportunities for luxury brands for product developments, as consumer's desire for greater variety and choice.

- Consumers demanding more leisure times and holiday travels with luxury products and services responding to their desire for experiences and self-fulfillment.
- Individuals are more willingness to seek new luxury things, which in turn has resulted in an increasing in consumer expenditure on a high-end products and experiences.
- The rising importance of cultural capital of emerging luxury tourist destinations as a means of advantage and differentiation.

As the increasing trend of tourist visitor number around the world are influenced by various factors such as the destination image reputation, ease of access or recommendations from friends and travelling agencies (Howarth, 2013).
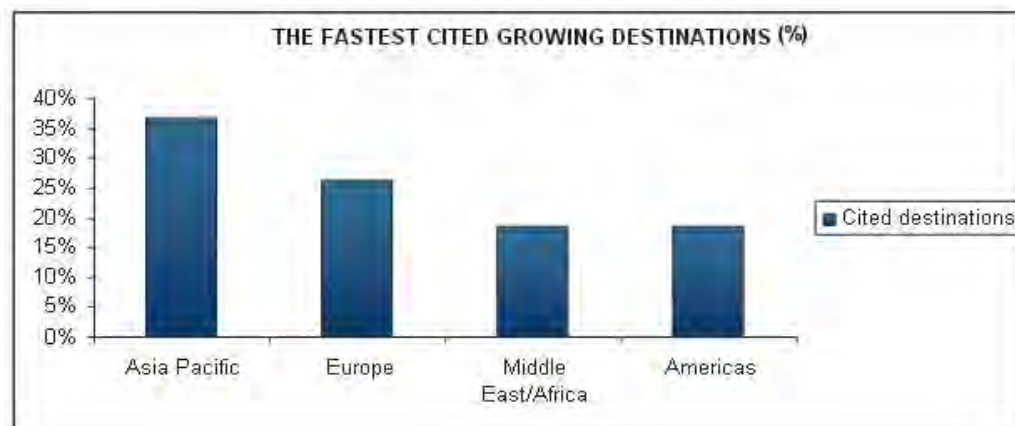
Figure 1: Fastest growing Luxury destinations (Howarth, 2013)

Recently, Thailand has become a growing opportunities for the luxury retail sector as an increasing volume of local middle class and tourists shopper. According to the global survey by MacterCard, tourist visitors for luxury shopping in Bangkok spending around USD 14.4 billion dollars annually which ranking fourth in the global tourist spending after Dubai, Hong Kong and Singapore. Julius Baer Swiss banking expected that the number of Thai millionaires is expected to grow by 35 percent between 2015 – 2020, which contribute to the wealth of the country.

As for the opportunity to capturing the luxury market, Thailand is continuously expanding the retail shopping space for luxury brands in Bangkok area such as acquiring new commercial building in the downtown area. For example, Central Retail Corp department store is scheduled to open a 500,000-square-foot, 8-story luxury shopping center by 2017. In addition, Gaysorn Plaza and Siam Paragon are among the largest luxury department store in Asia that design to accommodate many global brands are actively undergoing renovations to host more incoming luxury brands.

There is a great potential for Thailand in becoming a luxury-retail shopping destination due to the increasing number of tourists with high potential of purchasing intentions. In 2013, there were 18 million visitors from Asia-Pacific visiting Thailand and the number is expected to increase to 20 million in 2018 with 75 percent of tourists were expected to undertake a luxury-retail shopping as the main travelling objective which account for 30 percent of total revenue in the leisure and tourism sector. In 2015, the tourists from Asia-Pacific region has increased up to 40 percent which Australia, Hong Kong, India, Russia and Singapore are the five top spender countries in Thailand. These visitors tend to gather around large department store that host luxury brands. For example, Gaysorn Plaza has recorded of the foreign tourist spending which account for 70 percent of total sales volume.

2. LITERATURE REVIEW
Market strategy and sustainable competitive advantage of luxury retail
Luxury-retail business model
Retail strategy is determining, firstly the retailer's target market is the market segmentation which the retailer intends to facilitates their resources and retail marketing mix. Secondly, the retailer's planning or methods in order to satisfy customer's need which identifies the routine of the retailer's strategic executions which are retail marketing mix such as type of products and services, pricing strategy, advertising and promotion, retail design and display merchandising, suitable locations and service programs in order to satisfy customer needs. Thirdly, the retailer's processes to achieve

a sustainable competitive advantage among competitors which is unique that can be experienced over a long period of time (Megicks, 2007).

Kapferer and Bastein (2013) identified the strategies in which suitable for luxury and premium brands industry including product quality excellence, premium price targeting, limited distribution channels, public relations-oriented and specific (in-house) marketing strategies. Public relation managers of luxury brands tend to persuade buyers to select a "top range premium items" in order to focus on new releases and more expensive products to generate sales volume (Silversterin and Fisk, 2015). Luxury and premium brands need to established relationship with the customers in order to create long-term connection and loyalty which enable them to successfully compete against other brands in any products and prices competitions. Luxury brand namely Dior, Chanel or Giorgio Armani have established the pyramid business model (figure 1).
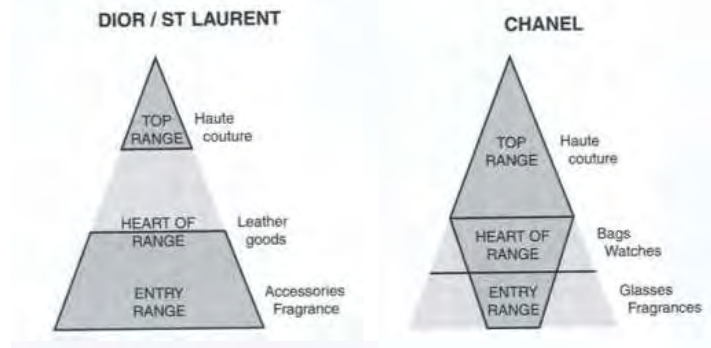
Figure 1: Dior and Chanel Business Models

Luxury brands have integrate themselves into a form of pyramid business model which the top of the pyramid represent the unique characteristics including "rare, handmade and design oriented" followed by middle upper range accessories such as leather products, handbags, shoes and fashion watches which situated in the heart of the pyramid model. Whereas the pyramid bottom are the wider range of product distribution including cosmetics, perfumes, souvenirs and etc. Louis Vuitton follows a diamond model (figure 2).

Figures 2: Louis Vuitton Business Model adapt from the luxury brands building strategy by (Kapferer and Bastein, 2013)

As for example, Louis Vuitton utilizes the pyramid shape represents in the diamond model which reflects the variation of their products distribution. For instance, their area of expertise in special-orders of luggage trunks that are at the top of pyramid. The heart of the range are hand luggage and small size city bags. The entry range of the diamond represents small leather goods and other accessories. Kapferer and Bastein (2013) maintained that luxury and premium brands must represents cultural heritage and human creativity. Furthermore, luxury brand should reflected customer personnel image and self-concept. Adam (2013) suggested that customers prefer buying experiences such as modern shopping environments with ease and comfortably and attractive luxury destinations for products that provide customers with an opportunity to purchase the wide range products selection are vitals.

Customer loyalty

Customer loyalty refer to retailer ability to attract customer to committed to purchasing merchandise importance method to enhance loyal customer such as having devoted employees or sales personnel in order to offer superior service which able to maintain loyal customer base that lead to sustaining competitive advantage among competitors for instance high frequency and involvement of buying behavior among customers, increased levels of satisfaction, commitment and loyalty level (Brady et al., 2006). Retailer's approaches in building customer loyalty are, firstly, building a strong retailer's brand image and their associate brands. Second, focusing on customer target group and product positioning strategies. Thirdly, developing effective customer loyalty programs. Descriptive information such as demographic or psychographic database can be used to developing customer preferences and implementing of marketing activities. The database could update based on tourists information received during the regular course of their visit or activities (Kotler et al., 2000) For example, Club 21 Thailand have managing luxury brands such as Dolce & Gabbana or DKNY through customer membership and loyalty programs which provide the sense of attachment and exclusivity among consumers.

Location

Location selection is the importance factor for consumers' visiting the store. Retailer can maintain their sustainable competitive advantage based on evaluating and selecting location (Dunning, 1998; Shoemaker and Shaw, 2008). Retailers need to evaluate specific location by considering. Firstly, the characteristic of the location by understanding the target market and marketing strategy of the retailer. Well known department stores or hotels are typically located in central business district or major metropolitan areas in order to offer convenience access and may allow economic purchase among sites. Secondly, the analysis of trading among retailers, luxury retail chains may expand into a new potential areas or regions where business or leisure travelers can stay in those areas while they travel around those regions. Thirdly, retailers need to forecast or estimate potential sales that can be generated in the area. A key consideration in the site are compatible businesses or potential demand generators. Major hotels may look for business complexes, integrated retails and middle-upper residential areas. For example shopping destination such as Luxury outlet in tourism province such as Phuket are seen as much more "luxury-getaway" place to visit, especially for customers with higher spending power that demanding more product varieties.

Human resource management

Employees contribute an importance roles in enhancing sufficient service and creating customer loyalty. Well trained and committed employees to retailer's objective can contribute to the success of companies such as. Retailers can gain a sustainable competitive advantage through recruiting and retaining skill employees, developing appropriate training and incentive program which enhance employee effort and positive working environment and organizational culture. The importance of the human resource management, may be understood that is critical element particularly in service retailers (Sundbo, 1997). As in the tourism industry employees are crucial part of the marketing mix which mean that there are a need to coordinating effort between human resource and marketing departments. In well-manage retailers or hospitality organization, manager should hire capable and supportive employees with service policies that enhance positive relationships between employees and visitors (Wannatanom, 2014). For example traditional luxury department store such as Gaysorn plaza able to build strong commitment and experience among employees which can inspire the customers and help build the sale team for the future.

Distribution and information systems

Distribution and information systems enable retailers to select the appropriate merchandise available for the customers. Opportunities for product and market development can be achieve though backward, forward and horizontal integration, business or hospitality in particular industry could joint with one or more suppliers, wholesalers, competitors or others governmental agencies. Retailers or hospitalities organization may be able to identify additional profits and sales volume among related business and able to keep up with the competitors within the industries (Davenport and Brooks, 2004). Effective distribution and information systems can assist retailers in reducing operation costs which achieve sustainable competitive advantage among competitors. Retailers can achieve more innovative and adaptive to environmental changes (Julien and Raymond, 1994). For example, Crystal Design Center (CDC) luxury department store have a large data warehouse enabling them to effectively manage their merchandise assortments retail by retail basis.

Unique merchandise

Retailer needs to develop effective merchandise selection process which different from the competitors in order to maintain sustainable competitive advantage by creating private or label brands which are available and marketed by

certain retailer. Retailers utilize two types of merchandise management planning system which are staple and fashion merchandise categories which consist of products that are in continuous and relatively short demand over period of time. Many customers have developed brand loyalty to certain national or private brands, national brands creating images through the expense of designing, manufacturing, distributing and promoting the brand, luxury retailers can achieve more profit and gross margin from private-label or exclusive brands through investments in global manufacturers, develop a favorable image and create customer awareness (Boyle, 2003). Companies should considers their position that is important and consistently deliver to their target market which will become the best known and remembers. New product development provide retailers opportunity to achieve leadership position, increase market share and hence sale growth by attracting new customer base in current market (Zahra and Nielsen, 2002). For example, Jim Thomson have a strong brand loyalty among international tourist consumers. The Thai silk quality products of the brand also makes a significant contribution to the image of Thailand.

Vendor relationships
Retailer can gain exclusive rights to Firstly, retailer product availability in certain region. Secondly, retailer special contracts of purchasing merchandises beyond their competitors without such relationships. Thirdly, ability to distribute popular product that are limited supply. Retailers use manufacturing facilities which located in developing countries because of the relatively low labor and acquisition costs, however there are other expenses such as tariffs, value of foreign currency exchange or transportation and logistics costs (Herrmann and Hodgson, 2001). Vender relationship are developed over long period of time which can enhance sustainable competitive advantage among competitors. Successful retailers tend to be willingness to invest in the similar kind of knowhow and energy which seem as a long-term business relationship or trust building and communication (Quinn and Alexander, 2002). For example, Suwannaphum airport luxury duty free outlet works very closely with their suppliers to be able to achieve minimum inventory which can offer the products at low prices.

Customer services
Retailer able to maintain their sustainable competitive advantage by consistently offer superior customer service by their employees and sale personals. Therefore retailer maintaining knowledgeable and experienced sales person or customer service representative are important for retailers to develop suitable employee development program through coaching and training. Retailer can earned a good reputation through offering excellent customer service which can be unmatched by the competitors. Customer service and experiences are sometimes can be more important than the tangible products which could generate pleasant and lasting memories among visitors (Neal, 2003). Heskett et al., 1994 suggested that customer orientation found to be linked to customer satisfaction and loyalty which positively lead to repeat purchase and increase sales growth. For example five star hotel category such as the Central Embassy and Centera Group are chain of luxury hotels that represent the superior service level such as luxury shops and restaurants.

3. RELATED STUDIES
Auguste and Gutsatz (2013) identified that luxury industries expand due to the emergence of "new wealth" as well as traditional luxury markets such as China and India that are significant consumers of luxury products. Moreover, Singapore, Philippines and Thailand, these regions are also demonstrate growing wealthy and increasingly generating investment in the luxury travel industry.

Danziger (2006) stated that with the increasing in luxury products in global market, not only frequent but also ordinary customers also buy luxuries as a rewards for their hard work The key trend in the luxury market is based consumers satisfaction rather than designers, manufacturers or the retailers. Therefore, luxury retail needs to improve and develop customer service and relationship in the store and after sales.

Adams (2013) suggested that modern luxury customers preferred pleasant environment for shopping luxury merchandises that give them an opportunities to purchase with suitable service with ease of comfort and indulgent atmosphere. Therefore, customer service-focused and environmentally aware are positively affect return on investment and long-term customer relationship.

Han et al., (2010) supported that customers have increased their financial well-being as the traditional values have become less concern. Luxury buyers have more disposal income, resulting in a frequency in fulfilling personnel aspirations through experiences. There are opportunities to target luxury consumer increasing trends among larger middle class market.

Park et al., (2007) maintained that developing of the luxury brand among Asian consumers is the require approach for strengthening luxury products in order to build customer loyalty with current buyers, increasing brand awareness for potential customers and sustain the brand competitiveness. Therefore, targeting younger-generation guests and visitors and achieve sustainable value creation.

Pedro (2014) summarized the recent trends in luxury tourism as, all luxury brands are interested for travelling the penetration of international markets for luxury tourism, regardless of whether they provide products and services. There are increasingly sophisticate and more maturing customers which contribute the growth rate of luxury market not only from North America's and Europe's but also China and India which already happened.

Sreejesh et al, (2015) supported that customers who driven by strong aspiration, attachment and commitment that influences by situation that affect individual behavioral intention. Individual with in the same status are owned the same aspiration towards those luxury brands. Therefore, luxury retail need to develop the level of understanding related to consumers' behavioral outcomes within the brand context to enhance profitability.

4. CONCLUSION AND IMPLICATIONS

Thailand has a great opportunity to become the next luxury-retail tourism destination hub in the Asia-Pacific region. Not only the ability in providing store space but also quality service personal in order to generate compelling ability for increasing retail traffic. As for tourist visitors purchasing motivation, there is a need to emphasis on matching the consumer products preference with available retail spaces in order to encourage customers to purchase more items and influence visitors to return. Thailand luxury retailers could enhance their competitive advantage when involve with the opportunities that are relate to their current retail strategy. Thus, Thai's luxury retailers would become more successful when exploring to market penetration such as growth of tourism industry from entering of new international tourists with familiar luxury retails formats, markets and environments. Thailand luxury retailers could develop market expansion opportunities by building from their present strengths, core competencies to achieving sustainable competitive advantage in new tourism cultures and markets.

Higher levels of customer service quality and engagement for employees working in the luxury-retail industry as currently it is not seen as being as better as other leading luxury-retail destinations in Asia-pacific region such as Hong Kong or Singapore. Where possible a wide range of service personals should be able to improve and sufficiently provide and assist to enhance tourist visitor satisfaction.

Improved luxury-retail infrastructures and products for the customers. This includes more luxury department store space that offering new products. Thailand is also have recognition among the Western tourists as the place where they can visit for shopping experience all-year-around.

Public relation to improve image and knowledge of Thailand as a luxury-retail destination. The research finding highlighted that the image of Thailand as the luxury-retail destination is lower when compared to other destinations in the region.

Additionally, as for the public relation, there has been some media communications and public relations regarding the luxury tourism in Thailand. For example, Thai Vogue magazine has launched advertising sections by luxury brands that offer a shopping experience with famous celebrity endorsements as their marketing campaign.

Furthermore, the paper may suggest that luxury-retailers should adapt more digital media and e-commerce marketing platforms incorporate with fashion magazines in the near future in order to expand the luxury target market and provide up-to-date shopping pattern among their customers.

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Strategic Factors Influencing Residential Satisfaction Towards Condominium Brands: A Qualitative Study

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1. ABSTRACT

Condominium market in Thailand has been steadily growing for past decades, especially in densely populated areas, including Bangkok and other major cities such as Chiangmai, Khonkaen, and Phuket. This market covers a wide range of customers that consist of business people, company employees, and university students who search for residence in inner city. However, the sales of condominium has declined since 2019 due to economic recession caused by a spread of Covid 19 pandemic. To survive in the business, property developers need to improve their strategy so as to attract and motivate new prospects and enhance competitiveness. Although many previous studies about condominium have demonstrated the impact of service quality on satisfaction in many countries, this research topic in Thailand is still lacking. Thus, this study purports to understand the impact of different dimensions of strategic factors and how they affect residents' satisfaction toward the condominium brand.

In data collection, in-depth interviews approach was conducted to obtain condominium for at least one year. The finding of key themes from data analysis showed insightful information from respective residents showed two key groups of factors; service quality and servicescapes. The service quality involves juristic person, sale team performance, reliability, personal relationship and complaints handing whereas servicescape involves physical environment, room layout, interior décor, room view and safety and security. This proposed dimensions provide a guideline for future study to conduct quantitative research to examine how they influence residents' attitude towards condominium brand.

Keywords: Condominium residential, Residential satisfaction, Customer loyalty

1. INTRODUCTION

Background

Condominium market has been steadily growing for past decade, especially in populated area, such as Bangkok, Bangkok Metropolitan, and other major many cities in Thailand. This market has contains a large proportion of residence than other types since it is convenient for business people, company employees, and university students who live in the crowded location. Statistics show that there are approximately 11,000 to 12,000 new condominium launches at the end of March in 2020, there are many new condominiums projects located in the Bangkok and major cities. However, the economy has drastically fallen down in a wake of COVID-19 pandemic spread throughout the country and the world since end of 2019. This marked a decrease from the 20,000 condominium units that at the beginning of the year were expected to be launched. The fall also marked a decrease of up to 80 percent when compared to the past eight years, which saw an average launch of 60,000 units each year. Newly launched condominiums in the first quarter of 2020 include Grade C condominiums (selling price lower than B80,000 per square meter), representing 58 percent of the total launches, followed by Grade B condominiums (selling price between B80,001 - 150,000 per square meter), representing a 27 percent ratio, and grade A condominiums (selling price > B150,000 per square meter) at 14 percent. Prime and super prime condominiums comprised only one percent of the new supply (selling price > B500,000 per square meter). In regards to location, most of the newly launched condominiums are located in the suburbs of Bangkok, accounting for 56 percent of the total, followed by condominiums located around central business areas (City Fringe) at 28 percent, and condominiums located in the central business district (CBD) at 16 percent (Table 1) (Knight,F.,2020).

In 2020, condominium market faces even more challenges than 2019 in a wake of second wave of the pandemic. According to a survey among condominium sales offices in Bangkok, condo project visits decreased by 15 percent to

20 percent from last year. All project development operators have had to exercise with more caution of risk of business failure. The forecast of the real estate market this year is more difficult to devise than last year due to the unpredictability of COVID-19 and how long it will last (Knight,F.,2020) has examined the plans of 20 listed companies to launch condominium projects in Thailand, and it was found that 20 developers have adjusted their plans; only 52 condominium projects launched in 2020 with approximately 13,000-15,000 units entering the market. When combined with the launch plans of small companies, it is expected that there will be no more than 20,000 newly launched units in 2020, reflecting more than a 65 percent decrease from the new launches during the previous year.

Types of condominium in Thailand	Selling price
Grade C Condominium	lower than B80,000 per square meter
Grade B Condominium	B80,001 - 150,000 per square meter
Grade A Condominium	higher than B150,000 per square meter
Prime and Super prime	higher than B500,000 per square meter regulation compulsory

Table 1: Condominium residential in Thailand and Chonburi (Knight,F.,2020)

For the past few years, several real estate developers have launched new condominium projects in inner Bangkok with a selling price that is higher than 250,000-300,000 baht per square in corresponds to land price in highly competitive market condition. Newly developed projects do not only compete on reasonable prices, but they need to find unique selling points to attract buyers (e.g. jobbers or middle to high income family, or property investors). Basically, successful condominium projects should have easy-access location which is close to public facilities (e.g. school/ institutions, workplace, shopping center, transportation, hospital, etc.) as well as well-designed layout and room decoration. New technology, such as smart devices and artificial intelligence should also be installed in order to enhance residents' pleasure and convenience. Buyers may be willing to buy at a higher price as the room has state of the art technology and modern style (Knight, F.,2020)

Under the unprecedented situation across the world causing economic recession in many countries, condominium market in Thailand also has experienced the most adjustment in the past 10 years. There are two major reasons. First, the market slowdown from the continual decrease in purchasing power since 2019, along with the COVID-19 situation. Only 20,100 new units from 64 projects, representing an increase of 39 percent from the average condominium increase over the past 5 years of 51,000 units per year, an increase of 20,100 condo units as a result, condominium units have accumulated 674,100 units in the market. The cause of the slowdown of new supply in the market. Part of the project was postponed or stopped the project to 5,800 units, 18 projects, accounting for 29 percent of condos in the new market in 2021. Second, market somewhat slowed down and from changing attitudes and behaviors of consumer making the condominium market adjust selling price, design, and environment (Knight,F.,2020).

To survive in the business, property developers consider several strategies in coping with downturn business environment. Previous studies have shown many factors affecting satisfaction of condominium residents (Kuo, 2011; Wu, 2010 ; Xu,2020). However, this study aims to explore what strategic factors that drive residents' satisfaction toward the brand of condominium they reside.

2. RESEARCH METHODS
Study design
The researchers employed a qualitative research approach with ten in-depth interviews and observations to generate information on factors affecting residents' satisfaction toward condominium brand. Data was collected from condominium residents in Bangkok and Chonburi between May and June, 2021. These two major cities have the highest growing number of condominium due to the growth of tourism and economy in the area. As a role of an interviewer, the researcher must be trained with experienced research associate who is specialized in qualitative methods. The sampling method used in this research is purposive and snow-ball sampling method because it helps researchers obtain the most suitable respondents (Miles,M.B, and Huberman,1994 ; suri, 2011). In doing so, the residents were solicited for their willingness to participate in the study through telephone interview.

The average duration of the interview was ranging from 40 to 60 minutes depending on how much information each informant provides during the interviews. During the interviews, some participants were interrupted by their telephone calls that took a longer period. All interviewees were asked for their permission to tape-record for later coding process. Following Creswell (2012), audio recorder is one of the capable good ways to record the response of the participant in the interview. After that transcribed verbatim format for expansion later. The interview was done and any ambiguities raised from the interviewee were cleared at the time of the interview. Once each interview was completed, the participant was asked to snowball other potential condominium owners, such as their neighbor, family or friends. The number of participants was based on current participant's answers until information reached saturation.

Data management and analysis
An interview guideline was prepared prior to data collection. Audio-recorded Thai language versions of the interviews and observations were translated to English and complete transcripts of all interviews and observation notes were prepared. The notes were thoroughly read and the raw data was categorized under pre-developed coded themes and sub-themes. Two major themes were defined: servicescape (five sub-themes) and service quality (four sub-themes). Details of each themes were described in the next section.

3. RESULTS AND DISCUSSION
A total of ten in-depth interviews were done with residential professionals from community condominiums in Bangkok and Chonburi. For educational level, all participants held a bachelor's degree in business administration while two of them were pursuing an MBA degree. Their age ranges from 25 to 45 years. For years of ownership, all participants had purchased condominiums for more than 1 year. The characteristics of the informants can be shown in the table 2.

Code	Job position	Age (years)	Location	Condo grade	Ownership (Years)
Resident 1	Business owner	30	Bangkok	Grade B	1
Resident 2	Business owner	27	Chonburi	Super Prime	2
Resident 3	Business owner	25	Chonburi	Grade C	4
Resident 4	Business owner	45	Bangkok	Grade A	3
Resident 5	Business owner	29	Bangkok	Super Prime	2
Resident 6	Employee	31	Chonburi	Grade A	3
Resident 7	Employee	28	Bangkok	Grade B	2
Resident 8	Employee	35	Bangkok	Grade B	5
Resident 9	Employee	42	Bangkok	Grade C	6
Resident 10	Employee	34	Chonburi	Grade A	4

Table 2: Characteristics of informants

There are two themes of factors affecting attitude towards condominium brand.

Theme 1: Servicescape
Servicescape involves physical design and tangibility that the residents can experience with their senses. It integrated several sub-themes perceived by the participants.

- **Sub-Theme 1: Physical Environment**
Physical environment of condominium was heavily emphasized by most participants. It involves common area where the residents can take a rest, do some sports such as swimming pool, spending time with friends and family. In addition, the physical environment also consists of the structures of the buildings, rooms, resting areas. These structures must be strong and stable that could not be harmful to the residents. Moreover, many participants are aware of cleanliness of all areas, including garbage management to minimize unpleasant odor. These components of physical environment were repeatedly mentioned as shown in the following statements.

> 'I like this condo because it is calm, no disturbance, no noise, no disturbing smell, and free from pollution in all aspects. Also I like the room size because it is suitable, not too small (Person1).'

'The room size is suitable for the price. It is not too small and the room is well-lighted. The structure of the building and system have high standard (Resident4).'

'This condo has good neighborhood with good relationship with each other. Also, it has well-structured and -designed buildings with high standard utilities used in its construction. More importantly, this condo has a large green area with trees and flowers making healthy environment and good quality of life (Resident2).'

'In the shady common area, this condo provides a park to relax and do exercises. The residents can enjoy the view and breathe fresh air (Resident6).'

'This condo has good atmosphere and beautiful views, especially at night because we can see dazzling lights around Bangkok making its atmosphere livable. This environment is suitable for people to live with high quality of life. Even though it is a condo, but it makes me feel like home (Resident5).'

- **Sub-theme 2: Room Layout**

Room layout includes space in the rooms; living room, kitchen or bathroom, and the arrangement of furniture and decorations. The room layout should be well-designed so that the residents can walk and use home appliances conveniently. This factor was emphasized by participants as shown in the following statements.

'Layout of the room is important for me because the room is quite small like a studio room. The design of my room is beautiful and makes me feel like home. The living room has high ceilings and all of space to relax (Resident3).'

'My room is a wide-fronted studio room with no bathroom. However, the layout is functional because there has a mirror making the room look wider and more spacious than it actually is. I think the major problem of having a studio room is a cooking area. Because it is so small, the smell from cooking can spread all over the room even you have a ventilation blower installed (Resident4).'

- **Sub-Theme 3: Interior Décor**

Interior decorating is the art of decorating a residential home or commercial business according to a client's personal preferences and style. It includes selecting color schemes, flooring materials, furniture, artwork, and accessories. It transforms an area into an aesthetically pleasing and budget-friendly design.

'Purchased room the project provides a full furnished kitchen set, TV table, bookcase, bed, mattress, wardrobe, desk and shelf. And the dressing table came to be smooth and considered complete. No need to decorate more, there are basic furniture that you can move in (Resident1).'

'The room that is given is a style that has some furniture included, has a kitchen, a wardrobe and an air conditioner. It can be said that it is almost an empty room. Project for a kitchen vacuum to suck outside Plus, the kitchen that comes with it is quite large. if compared to the room size (Resident3).'

- **Sub-Theme 4: Room View**

Room view enables the residents to sightsee surrounding areas outside condominium. The neighborhood areas can be viewed from the room. Residents often enjoy looking out their room to breathe fresh air. It is one of the most important factors that drives market demand of each room, as many participants described;

'I fell in love with this condo because of the pure view. This condo, let me tell you that the view of the horizon is 360 degrees because it is a tall building. Located in an alley, one building stands out, making the view look from the outside. Entering the group of buildings in the heart of the city is very beautiful (Resident4).'

'I chose this condominium because it is close to the river that I can enjoy watching the view along Bang Kra Jao area (Resident 5).'

- **Sub-Theme 5: Safety and Security**

The security of condominium is very important before a resident enters and leaves the room. It includes a key card or finger scan systems to enter and exit the building as well as security guards who regularly check around the building all day and night. Also, the elevator should be used only for the resident and permits only their room floor or other facilities such as gym, sauna, and swimming pool. These are considered the highest security and privacy measures for the residents.

Many condos have alarm systems to warn a large number of residents in an emergency situation. Most of the projects are equipped with a basic alarm system such as fire alarm, smoke alarm, emergency light due to a power outage, and fire hydrants and equipment. Safety and Security personnel must be available to take care of life and property of building occupants. Some example statements are shown below.

> 'There is a standard security system in my condo, priced at 15 million, from the entrance to my room. I have to use key cards to enter all facilities and there are many surveillance cameras on every floor of the project (Resident 6).'

> 'The security guard constantly walk around the area to check the safety of all areas, especially in dangerous spots like shady corner or in the park at night. So we can rest assured that whether you live alone or have to come home late, you will be safe when staying in the project (Resident 3).'

> 'Private zone has a good security system. There is no thieves and stealing report in my condo. In addition, the safety systems are reliable such as elevator locks on each floor, scanning the card or fingerprint to enter and exit, CCTV cameras in the corridors. (Resident 4).'

> 'There is a safe protection system. Since walking into the project There are CCTV cameras installed in every corner of the project. and have a key card which is a defense system do not allow unrelated people to enter the private zone (Resident 5).'

Theme 2: Service quality
Service quality is defined as a post-consumption assessment of services by the residents. The service is an important intangible offered by the condominium project. Service quality is the difference between the service that the consumer expects to receive and the service that the consumer actually get.

- **Sub-Theme 1: Juristic Person**
Juristic person is managed as a company that takes care of condominium project as a whole. It has legal right to perform its task to protect all residents such as conflicts, fights, facilities problems. All residents mentioned the importance of juristic person who mainly provide service to the residents, as stated in the following statements.

> 'The juristic person in my condo has good service mind when contacting and coordinating. They manage and impose rules and regulations to the project. They always listen to problems and solve immediate (Resident1).'

> 'Good juristic person makes friendly neighbors. Everyone will respect the rules because most of them are relatively wealthy people (Resident 4).'

- **Sub-Theme 2: Sale Team Performance**
Sale team performance is considered a consideration There is a team effectiveness in terms of its ability to work towards achieving the goals the team has. defined, which may be in the form of products or services which must meet the standards set forth in quantity and quality

> 'Employees are able to perform their duties well, speak politely, have good manners, smile brightly, dress politely, and arrange adequate customer service, have knowledge and understanding of products. Has the ability to provide advice, advice and help users as well. with attention to service (Resident 7).'

> 'Develop a website to be able to see the environment in front of the project through the use of Map Walk Through allows customers to easier to understand the project, such as being able to see how much the project enters the deep alley from the main road What is the width of the road in meters and whether the surrounding

environment is livable and is there a distance measurement between the facilities in the vicinity of the project (Resident 9).'

- **Sub-Theme 3: Reliability**

The reliability of product on condominium brand image is identified as a type of customers' perception about each brand based on remembrance regarding products and services of each brand. Generally, brand image is not the thing attached with the physical products but it is generated by marketing activities such as advertising, sales promotion, etc.

'Brand confidence is another important factor in the decision to buy a condominium. Because real estate products are expensive products. The customer group must study more information. To make decisions, therefore, building trust in the brand is a key issue that many organizations pay attention which the image of the condominium business is desirable Confidence in the company brand, experience, expertise and reputation of the company, the potential of the company's personnel, social responsibility(Resident 10).'

- **Sub-Theme 4: Personal Relationship**

Personal relationship encapsulates the positive characteristics that are correlated to selling success. A person with a sales personality tends to embody all of the traits that lead to superior sales performance inspiring genuine trust, building strong relationships, finding the right solutions to the right problems, consistently following up, showing grace under pressure, and closing higher-value deals faster. Several residents mentioned that their decision-making depends to the relationship with sales team.

'Personal relationship to customers, helping customers to trust in the brand and come back to buy again This is to increase sales for the project(Resident9).'

'Personal relationship makes old customers Persuade people close to know the project. This allows the project to not have to pay the cost of attracting. Or find new customers all the time, whether it's advertising or project campaigns (Resident 10).'

- **Sub-Theme 5: Complaints Handling**

Complaints handling involves the ability of juristic person to handle residential problems in appropriate and timely manner. This conduct will help company comfort the feelings of unsatisfied residents and promote the company image. There are several types of complaint from the residents such as construction repairs, room improvements, emergency accident, and problems with neighbors. As one of the participants stated;

'A juristic person is a mediator who mediates various problems that arise because the juristic person can use the method Rules and Regulations as a tool for talking Help to stop problems that arise (Resident9).'

4. CONCLUSION, IMPLICATION, AND LIMITATIONS

This article aims at exploring the factor influencing customer satisfaction and loyalty on condominium business in Thailand. By using qualitative research through interview approach, the researchers have found insightful evidence from five interviews with customer to buy condominium.

Two major themes of strategic factors affecting residents' perception toward condo brand have been found from the interviews. First theme was servicesscape physical environment, room layout, interior décor, room view and safety and security including ambient conditions (e.g. lighting, smell), area space, hygiene and cleanliness, and location should be managed by the owner and staff. Second theme was service quality juristic person, sale team performance, reliability, personal relationship and complaints handing.

Implications can be suggested to condominium developers who are looking for ways to enhance their brand, improve their business performance, and enhance competitive advantage without additional investment. Servicescapes factors should be carefully monitored although the residents have already moved in their room. Service quality involving juristic person, service team reliability, safety and security, personal relationship, and complaints handling should be well-developed and trained as for gaining customer satisfaction. However, this study has some limitations. First, the

number of participants is limited because of time constraint and availability of the participants. Also, all participants are condominium owners so that the responses are directed to only one perspective. Second, since this is a qualitative research, the results could be generalized to other contexts.

5. SUGGESTION

Since this research is based on qualitative approach, the results are not generalized to other research settings. Future research may seek for more participations who are the owners of condominium from other geographical areas to compare the similarities and differences. Furthermore, a quantitative approach should be undertaken to examine the relationship between these strategic factors that affect attitude toward condominium brand.

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COVID-19 and its impact on Transnational Education Partnership Student and Staff Experience

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ABSTRACT

The impact of COVID-19 on the International Student and Staff experience for those involved in Higher Education and Transnational Education (TNE) teaching and learning is likely to be significant.

During the first semester of Academic Year 2020 – 2021 several pilot studies were conducted within the Faculty of Arts, Design and Media (ADM) at Birmingham City University (BCU, UK) to understand the repercussions on its international student population and staff and students from ADM's TNE community. The intention was to monitor the effect of COVID-19 on both student and staff wellbeing within the international community context, in addition to understanding the potential impact on performance as well as identifying opportunities and providing recommendations on how enhancements to TNE partnership working could be explored in the future.

In October 2021 ADM invited two of its TNE partner institutes; Silpakorn University International College (SUIC), Bangkok, Thailand and the Malaysian Institute of Art (MIA), Kuala Lumpur, Malaysia to participate in the study. The partnership with SUIC had been running for over 15 years, whilst the MIA TNE partnership was launched more recently in 2017. The surveys were conducted over a two month period and the individual anonymous responses from both staff and students were shared with the institutes involved. In addition, a local study was conducted at BCU, to capture initial feedback from the ADM International student community. The main focus of this paper will provide an overview of the studies related to TNE students and staff but will also refer to the international students enrolled locally on a BCU course in the UK.

This paper will consider the current national and international approach to how UK TNE individual experience is currently being monitored from both the student and staff perspective. This study will also share the results of the pilot projects conducted by ADM and provide recommendations for the University to put in place measures in moving forward to work in consultation with its Transnational Education Partner institutes across all four Faculties within the University'.

Keywords: transnational education, collaborative partnerships, student and staff satisfaction

1. INTRODUCTION

On 11th March 2020, Dr Tedros Adham Ghebreyesus, the World Health Organization (WHO) Director General, declared the novel coronavirus (COVID-19) outbreak a global pandemic (March 2021). As this study relates to 3 key countries, the United Kingdom, Malaysia and Thailand the following information provides a snapshot of the timeline of events aligned to the pandemic in relation to the academic year.

COVID-19 is thought to have originated from China with 'Patient Zero' originating in Wuhan City, Hubei Province, in October or November 2019 (July 28 2020). In January 2020 Thailand was the first region to announce a case outside of China, resulting in the country immediately closing its borders to visitors, with a second wave in late 2020. In Feb 2020 the first Malaysian COVID-19 case was detected, thought to have been caught by a Malaysian man attending an international conference in Singapore, which had a high level of Chinese nationals recorded as being in attendance.

The first cases of COVID-19 in the UK were reported on 31st Jan 2020, however the first government lockdown did not take effect until March 23rd 2020. A Test and Trace system was launched in late May and a further four week lockdown was not announced until early Nov 2020, with the vaccine programme later launched on 8th December 2020. A third lockdown was announced on 4th Jan 2021 with half of all UK adults having received one dose. All legal restrictions ceased to operate in England on 19th July 2021.

The BBC Health correspondent Nick Triggle reported on the recent investigation into the United Kingdom's handling of the COVID pandemic (12th Oct 2021). The timeline of events referred to in the article provides key indicators which suggests there was a failure to close borders sooner and lockdowns within the UK were delayed in comparison to other countries, including countries BCU operates its TNE partnerships within. Restrictions relating to travel and student and staff mobility locally (through government enforced lockdown restrictions) and internationally relating to TNE support and delivery modes (including flying faculty) has meant a series of unprecedented circumstances which have impacted on TNE and partnership working at different stages around the world within the Higher Education (HE) sector. The need to monitor mental health, well-being and the student and staff experience and its subsequent impact on performance and recommendations in relation to the new norm post pandemic, whether it relates to TNE delivery or other staff and student mobility, is an important factor for all HE Institutes (HEI's) to consider.

The National Student Survey (NSS) was launched in 2005 as a means to capture the student satisfaction of those studying in their final year of undergraduate study on courses in the United Kingdom. It has often been seen as controversial, avoided by students and not always popular amongst academics however it has provided a more visible student voice which can impact on an institutes' reputation (OFS Feb 2020). The NSS however was introduced in order to capture student feedback on their specific course and the experience of studying at a UK institute and does not monitor certain pastoral aspects, which in the past have been seen to be of lesser importance. With increasing awareness of mental health issues, brought to the fore during the recent pandemic this paper addresses a call to action to better understand and support both staff and international students within the TNE HE sector.

The 2020 pilot studies referred to in this paper were intended to capture the student experience in relation to student and staff wellbeing during an unprecedented pandemic in both the lifetime of students and academics and consider recommendations through sharing best practice to help inform the 'new norm' post COVID-19. The first pilot focused on international students from over 25 countries on courses delivered at BCU within the Faculty of Arts, Media and Design. The second and third pilot studies in the series focused on inviting students and staff to participate who were involved in the teaching and learning at TNE partner institutes. Whilst ADM currently operate TNE in regions including Wuhan China, Hong Kong, Thailand and Malaysia only two partners were selected based on the scale of the partnership and to potentially avoid geopolitical sensitivities. The online studies were conducted during the months of October and November 2020 and included international students studying a BCU course in the UK, and transnational education students, alumni and staff at two overseas partner institutes, SUIC (Bangkok, Thailand) and MIA (Kuala Lumpur, Malaysia). Through a series of online surveys participants from partner institutes and ADM staff were invited to contribute whilst retaining their anonymity.

2. LITERATURE REVIEW

Whilst a number of external bodies have reviewed the student experience from specific regions in the past, for example the Quality Assurance Agency (QAA) for Higher Education and Universities UK International (UUKi) not all UK Universities have adopted this approach and considered how the impact on wellbeing and matters beyond its control can have on the TNE staff and student community.

Balakrishnan and Wilkins (2013) submitted an article to the International Journal of Education Management highlighting the need for more research to be conducted into the area of student satisfaction within the transnational higher education. Their study specifically looked at student satisfaction at branch campuses (also known as a bricks and mortar TNE model) in the United Arab Emirates (UAE). As was the case in the 2013 project, the BCU pilot studies cultural and social context can be a determining factor (Balakrishnan and Wilkins, 2013). There is a great deal of reporting on quality assurance matters and cultural context by professional bodies such as QAA, UUKi and the British Council. A study conducted in more recent years looked at enhancing the UK TNE Student experience in Dubai and Singapore (QAA, 2018) and the Annex included in the report provides useful reference to some of the student survey questions which do bear similarities to those used nationally in the UK to annually monitor student experience. The 2021 NSS did include additional COVID related questions which have been included in **Appendix 1** including reference to 'My university or college has taken sufficient steps to support my mental wellbeing during the Covid-19 pandemic' (OFS, 2021), however are UK universities addressing the appropriate monitoring of their TNE student communities and academics that support the delivery? This paper will recommend a more formal bespoke approach should be adopted by institutes in the UK, taking into account cultural context, working in consultation with their TNE partner institutes.

There is little evidence that explores staff satisfaction but growing evidence suggesting the need to monitor student experiences in transnational higher education. As is the outcome of the annual NSS since inception, the results can determine ranking and standing within the UK HEI sector and often impact on perceptions from overseas institutes. The recent UUKi publication 'Building the global reputation and delivery of UK transnational online higher education' (UUKi, 2021) addresses key areas including recommendations from universities that operate in the TNE areas. Recommendations align to the findings of the study from the student and staff perspectives, including improving online resources, blended learning approaches, enhancing student to student communication through digital platforms and a need for a strong team approach. The report also refers to the University of London (UoL), who have 50, 000 online students in 190 countries with a network of independent teaching centres providing face to face teaching and support when required:

> 'A dedicated student experience team works to ensure students get maximum support in progressing through their studies, with strands on Building the global reputation and delivery of UK transnational online higher education 17 online community-building; development of digital services; employability initiatives; and resources for mental health and well-being'. (UUKi, 2021)

With the restrictions on travel due to the global pandemic impacting on both international recruitment and student and staff mobility, more awareness is being raised on value for money as well as mental health issues and appropriate local support measures.

A broad-based approach was adopted to review student satisfaction in higher education through a literature review which cited a number of studies conducted from 2001 to 2015 and refers to empirical research findings to help inform the study (Fernando et al 2017). Communication and the importance of partnerships are cited in the 'UK Transnational Education in Malaysia' overview report (QAA, April 2020) and it is certainly commendable that the report also refers to both the staff as well as the student experience.

3. RESEARCH QUESTION

Whilst the existing National Student Survey (OFS 2021) focuses on capturing the student experience of those studying in their final year of undergraduate study in the UK, there is less research understood in relation to the bespoke international student experience of those studying in the UK. The main focus of this research paper however, is intended to focus on the second pilot project in relation to recommending a need for better data relating to both student and staff experience involved in transnational education. The key research questions focused on

Pilot study 1 (International students studying a BCU course in the UK): What impact has COVID-19 had on the international student community in relation to their experience of returning to study in the UK and its impact on student wellbeing and academic achievement?

Pilot study 2 (Transnational education students enrolled on a BCU course in Thailand or Malaysia): What impact has COVID-19 had on the transnational student community and how might this have impacted on student well-being and academic achievement?

Pilot study 3 (Academics involved in TNE delivery based in the UK or at the TNE partner institutes in Thailand or Malaysia): What impact has COVID-19 had on academic staff involved in the teaching and learning experience of students supported through the delivery of transnational education and what recommendations can be shared as best practice?

4. METHODOLOGY

The data collected through both quantitative and qualitative research methods used online survey methods with a range of multiple choice responses in some instances (Pilot study) or the freedom to provide individual comments related to specific topics (Pilot study 2a/b and 3a/b). Quantitative research was used to analyse participation demographic data whereas qualitative data was used to gather individual responses from participants on key topics included in the online surveys. Prior to circulation permissions had been sought from the Faculty and the institutes involved and consultation had taken place with a number of colleagues invited to identify key topics to include in the surveys.

The pilot studies were intentionally not meant to mirror the annual National Student Survey, which although includes undergraduate final year international students studying at a UK university, does not include TNE students, studying a UK course at overseas partner institutes. As indicated the studies were intended to ascertain how the students were feeling at a given time during their first semester of starting or returning to study.

The Pilot Study Project 1 was intended to capture the international student responses from new or returning students, studying a course within one of the ten Schools within the Faculty of Arts, Design and Media (ADM) at Birmingham City University. The aim was to help the Faculty and wider University to better understand ways in which support could be offered to monitor and understand student well-being and how this might impact and support their academic achievement and overall performance. ADM is one of the largest of 4 Faculties across the university with a wide range of specialist areas **(see Fig 1.)**.

Birmingham Institute of Creative Arts (BICA)	Birmingham Institute of Jewellery, Fashion & Textiles (BIJFT)	Birmingham Institute of Media and English (BIME)	Birmingham School of Architecture and Design (BSoAD)	Royal Birmingham Conservatoire (RBC)
▪ School of Art ▪ School of Games, Film and Animation ▪ School of Visual Communication	▪ School of Jewellery ▪ School of Fashion and Textiles	▪ School of Media ▪ School of English	▪ Architecture ▪ Design	▪ School of Music ▪ School of Acting

Fig 1: Pilot Project 1 – Faculty of Arts, Media and Design (Institutes and Schools), Birmingham City University (UK)

An invitation to participate in Pilot Project 1 was sent out to all 929 international students, the number recorded as fully enrolled within the Faculty of Arts, Design and Media at BCU in October 2020 and a recorded 30% response rate was achieved. The surveys were generated using Microsoft Forms and circulated with the support of the Faculty collaborative administration staff assigned to each Institute and each School. Participants were requested to return the anonymous responses by the middle to end of November 2020. International students from over twenty five countries participated in the study with the participant demographic referred to below:

Gender: ➢ Female: 71% ➢ Male: 28% ➢ Non Binary: 0 ➢ Prefer not to say: 1%	Additional information: ➢ Returning: 57% ➢ New Students: 43% ➢ UG Students: 48% ➢ PG Students: 52%
Top 5 countries of origin participating in the survey: ➢ China ➢ India ➢ Hong Kong ➢ Taiwan ➢ Nigeria	Student location at the time of the survey: ➢ International students in UK Face to Face: 46% ➢ International students in UK predominantly being taught online: 23% ➢ International students studying online in home country: 31%

Fig 2: Pilot Project 1 Participant Demographic

The Pilot Study Project 2 included two studies (2a and 2b). Project 2a was aimed at BCU students studying a TNE final year of their study on a dual award, based on a 60:40 flying faculty model at Silpakorn University International College (SUIC), Bangkok, Thailand **(see Fig 3)**. 32 existing SUIC students and alumni respondents participated in the study. The alumni input was seen as a valued contribution as the academic year 2019 - 2020 cohort had been effected in the earlier months of the pandemic and the latter stages of their final year of study. Once again the surveys were generated using Microsoft Forms however they were distributed directly from the Faculty to the TNE partner institutes to coordinate the local distribution following permission being granted from the senior contacts at each institute.

Bachelor of Fine Arts (BFA) Digital Communication Design, Silpakorn University International College (SUIC)	Bachelor of Fine Arts (BFA) Digital Communication Design, Silpakorn University International College (SUIC)
3+1 TNE Dual award model with selected routes in year 4: Animation and Moving Image – Illustration – Interactive Design	
Leading to potential careers in Photography – Illustration – Multimedia – Animation – Video and sound production – Television – Publishing – Advertising	

Fig 3: Pilot Project 2a: Transnational Education Partnership (Dual Award) between Silpakorn University International College (SUIC) Thailand and Birmingham City University (BCU) UK – Student demographic

Pilot Study Project 2b was aimed at BCU Malaysian students studying a 3 year Franchise TNE model (QAA 2018) taught at the Malaysian Institute of Arts (MIA), Kuala Lumpur, Malaysia (**see Fig 4**). The student population for this course included new and progressing students; 29 respondents participated in the study from across years 1, 2 and 3. The survey distribution was the same as the 2a pilot study.

Birmingham School of Architecture and Design, Faculty of Arts, Design and Media, Birmingham City University (BCU)	Malaysian Institute of Art (MIA), Kuala Lumpur, Malaysia
BA (Hons) Interior Architecture and Design Year 1 + Year 2 + Year 3	
Leading to potential careers opportunities in Self-Practice – Designer in Architecture of Interior Design Firms – Practice in Furniture Design – Showroom (Window Display designer) – Colour Scheme Advisor – Sales Personnel for Building Materials – Exhibition / Events Designer – Building Model Maker – 3-D Visualizer	

Fig 4: Pilot Project 2b: Transnational Education Partnership (Franchised Model) between Birmingham City University ((BCU) UK and the Malaysian Institute of Art (MIA) Malaysia – Student demographic

SUIC TNE Partnership working with the School of Visual Communication (Birmingham Institute of Creative Arts): 32 Respondents ➤ Female: 66% ➤ Male: 31% ➤ Non-Binary: 3% ➤ Prefer not to say: 0	MIA TNE Partnership working with the Birmingham School of Architecture and Design (BSoAD): 29 Respondents ➤ Female: 59% ➤ Male: 38% ➤ Non-Binary: 0 ➤ Prefer not to say: 3%
SUIC TNE Student community: ➤ AY20/21 current cohort: 81% participation ➤ AY19/20 cohort (Alumni): 100% participation	MIA TNE Student community: ➤ Level 4: 50% participation ➤ Level 5: 76.9% participation ➤ Level 6: 84.2% participation

Fig 5: Pilot Projects 2a and 2b: Participant Demographic

Both bespoke TNE student surveys for SUIC (2a) and MIA (2b) focused on responses relating to key topics that were identified as potentially effecting student overall experience and well-being during what many perceived as a challenging time within the HE sector. The topic comparative between the NSS conducted in the UK and the pilot studies for 2a and 2b is identified below.

National Student Survey Questions*	TNE Pilot Study Questions
➢ Overall satisfaction with the course ➢ The teaching on my course ➢ Learning opportunities ➢ Assessment and feedback ➢ Academic support ➢ Organisation and Management ➢ Learning resources ➢ Learning community ➢ Student Voice ➢ Students' Union **NSS 2021 additional areas included** ➢ Communication related to changes to the course ➢ University approach to monitoring mental health ➢ University approach to physical safety on campus ➢ University offer of distance learning ➢ Delivery and teaching ➢ Accessibility to resources	➢ Decision for course selection ➢ Staff Communication ➢ Impact of COVID on learning opportunities ➢ Face to Face teaching vs ➢ Online Teaching ➢ Pastoral Support ➢ Participation in future Alumni community ➢ PG interest on completion of studies ➢ Employment prospects and in which country ➢ Overall student experience NB: Participants were invited to provide an individual comment

Fig. 6: Comparative questions NSS Vs TNE Pilot Study

The 2021 NSS went live on 6th January 2021 and remained open until midnight on 30th April 2021 with the results published in August 2021. *NSS student eligibility refers to 'those studying on courses leading to undergraduate credits or qualifications (such as bachelors' degrees, foundation degrees and higher education diplomas) will be surveyed in their expected final year of study'. (OFS, 2021). However TNE students who are enrolled on a UK university course have never been formally invited to participate in the National Student Survey. Post COVID-19, has the time come to formally recognise the importance of an annual Transnational Student Survey (TSS) for those students studying a UK course at an overseas partner institute?

Independent bodies in the UK and their partner institutes are adopting their own ways to monitor the student experience. The results of the TNE pilot studies were shared with the schools within ADM, the Faculty Executive group (FEG) and the TNE partner institutes at the beginning of Semester 2 to assist in supporting the students throughout the rest of their academic year. If a TSS model was to be introduced in the future it could be prudent to suggest that the occurrence could be by semester rather than annually in order to monitor and support retention and progression at TNE partner institutes.

Pilot Study Project 3 was aimed at capturing the experience of the academic community both at BCU and at the TNE partner institutes in Thailand and Malaysia, (**see Fig 7**). Participants in this study included staff from two Schools from the Faculty of Arts Design and Media responsible for teaching, learning and the staff with the responsibility for managing the TNE course delivery, together with staff responses from the respective specialist departments at SUIC and MIA. In total 8 academics associated with the delivery of the SUIC/BCU Dual award course and 9 academics associated with the delivery of the MIA/BCU Franchised course participated in the study.

Silpakorn University International College (SUIC), Bangkok, Thailand Working in partnership with **The School of Visual Communication, Faculty of Arts, Design and Media, Birmingham City University**	**Malaysian Institute of Art (MIA), Kuala Lumpur,** Working in partnership with **Birmingham School of Architecture and Design (BSoAD), Faculty of Arts, Design and Media, Birmingham City University**
Flying Faculty 3+1 Dual Award: SUIC's Bachelor of Fine Arts (BFA) Digital Communication Design (Years 1-3) Leading to BCU's BA (Hons) Visual Communication (Year 4) Cohorts AY19/20 (Alumni) & AY20/21 (Existing Cohort)	Franchised 3 year TNE model BA (Hons) Interior Architecture and Design Year 1 + Year 2 + Year 3 Cohorts AY19/20 & AY20/21 (Progressing and new students)

Fig 7: Pilot Project 3a and 3b: Demographic including academics responsible for TNE delivery from BCU (UK), SUIC (Thailand) and MIA (Malaysia)

SUIC TNE Partnership Staff Participation:	**MIA TNE Partnership Staff Participation:**
➢ SUIC staff Participants: ➢ BICA staff participants:	➢ MIA staff participants: ➢ BSoAD staff participants:
SUIC TNE working in partnership with the School of Visual Communication (Birmingham Institute of Creative Arts): 8 staff ➢ Female: 25% ➢ Male: 38% ➢ Non-Binary: 12% ➢ Prefer not to say: 25%	**MIA TNE working in partnership with the Birmingham School of Architecture and Design (BSoAD):** 9 staff ➢ Female: 33% ➢ Male: 67% ➢ Non-Binary: 0 ➢ Prefer not to say: 0

Fig 8: Pilot Study Project 3: Academic Gender Participation

The bespoke staff surveys for both institutes focused on key topics as outlined below:
➢ Communication
➢ Impact of blended / online learning instances
➢ Development opportunities
➢ Adjustment to assessment
➢ Opportunities and recommendations to improve the TNE student community
➢ Future student progression options
➢ TNE graduate employment impact

Current staff reporting for TNE partnerships is conducted through annual monitoring and linked to performance and retention data and less about monitoring staff well-being. Academics supporting both home programme delivery and transnational education programmes can excel through continuing professional development (CPD) and their understanding of cultural context of their student and colleagues learning and teaching methods, however it takes resilience and passion to often overcome adversity and rise to the challenges that have faced the TNE HE sector over the course of the pandemic.

4. RESEARCH FINDINGS
Pilot Study 1: International students studying at BCU
International students within Pilot Study 1 were located either in country or had managed to travel to the UK between travel restrictions. Some students were based in country, some had travelled to the UK adhering to quarantine restrictions and being supported online, others were choosing to be taught completely on line, whilst the final group were opting to come onto campus intermittently between restricted onsite access. The percentage of student participation for this study was inconsistent across the Schools within the Faculty indicating that differing methods of communication inviting participation by School resulted in lower levels of participation from some Schools than first expected. This resulted in limitations in comparing the data analysis across the Faculty.

Of the 427 Birmingham Institute of Jewellery, Fashion and Textiles (BIJFT) international student population, 41% responded, with the second highest number of 31% respondents recorded from the Royal Birmingham Conservatoire (RBC). A total of 15% of international students from the Birmingham School of Architecture and Design (BSoAD) participated with only 10% respondents from the Birmingham Institute of Creative Arts (BICA), with the lowest recorded number of participants of 2% from the international student population from the Birmingham Institute of Media and English (BIME).

The questions had been intentionally drafted so as not to cause further anxiety to students during an uncertain period, following consultation with a number of ADM colleagues. Participants were asked a series of questions ranging from how they felt about returning to study, the support they had received with their visa application process and their accommodation and their experience of the pastoral support being offered. It was evident that the latter was less well understood, potentially due to cultural differentiation associated with terminology used for supporting students within an educational environment. Most students were very happy about returning or starting a new course, and similarly respondents communicated very positive feedback about both thee visa support offered by BCU's international office and the accommodation arrangements. There was less certainty about the commute to campus, with 35% feeling anxious about face to face teaching and over 60% providing positive responses to their experience of remote delivery. It was clear from their overall student experience responses 88% confirmed their student experience recorded at the time of the study was very positive with over two thirds of participants confirming that they would definitely like to be included as part of BCU's alumni community on completion of their studies.

The Pilot Studies for students at BCU's TNE partner institutes SUIC (2a) and MIA (2b) were more focused on receiving individual responses to inform the qualitative data analysis and provide recommendations based on the key topics identified earlier. A sample of responses to the TNE student and staff pilot studies is listed below:

Pilot Study 2a: BCU students studying at SUIC, Bangkok, Thailand

Choice of course: Increased opportunities by participating in international programme of study with a double degree.
Staff Communication: Both positive and negative comments relating to staff communication.
Impact of COVID on learning opportunities has meant reduced access to the campus has been challenging at times.
Face to Face teaching: Is preferred and easier to understand and receive more attention.
Online Teaching: Some difficulties experienced relating to connectivity and time zone adjustment during lockdown. Discord online platform recommended as well as a request for more software support being supplied.
Pastoral Support: More staff training required: student consultation requested to discuss key issues.
Participation in future Alumni community: Majority seemed keen to participate to exchange expertise and connect with a community.
PG interest on completion of studies: Some interest to study PG with BCU but not necessarily straight away.
Employment prospects and in which country: Some uncertainty but primarily Thailand as a preferred location, also Japan, Korea, USA and England as work destinations.
SUIC Overall Student Experience: Most students indicated a positive experience with only 16% suggesting they were worried.

Pilot Study 2a: BCU students studying at MIA, Kuala Lumpur, Malaysia

Choice of course: To improve Professional and Language skills by studying an international programme.

Staff Communication: Some communication issues were raised.

Impact of COVID on learning opportunities: Lack of continuity, reduced communication, less rewarding online than face to face, concerns over time management issues related to home study, a very different university experience due to COVID.

Face to Face teaching: Is an easier way to understand, less distraction in a campus environment, though some onsite safety concerns.

Online Teaching: More creativity to explore ways to share work online however staff are sharing good resources.

Pastoral Support: Generally positive. More student financial support, Improve frequency of student feedback.

Participation in future Alumni community: Mainly positive, future career support.

PG interest on completion of studies: Mixed responses including queries related to scholarship opportunities.

Employment prospects and in which country: Some concerns evident but primary location of choice would be Malaysia, then Japan, Singapore, Taiwan and Shanghai.

MIA Overall Student Experience: Most student indicated a positive experience.

Pilot Study 3a: Observations from BCU and SUIC academics responsible for TNE delivery

Staff and Student Communication: Staff are demonstrating good practice by sharing ideas and enabling staff peer review opportunities. Communication between SUIC and BICA staff has improved.

Impact on Blended / Online Learning: There are now more resources available online to support both staff and students / Some IT response issues due to different time zones but teaching staff have adjusted well.

Delivery Platforms: Microsoft Teams is working well as a platform and potential scope to explore additional innovative technology. Online connectivity has been an issue for some staff and students.

Contact between BCU staff and students has increased via online platforms. Duration of students' ability to engage for longer than 2 hours at a time online is reduced. Industry projects and additional distance learning competitions for example have continued to be effective. Trust and understanding between staff and students is often fostered through in-country face to face delivery.

Development Opportunities: Student presentation skills and confidence seems to have improved. More lectures, seminars online, future student and staff exchange opportunities and joint end of year exhibition. More future opportunities to collaborative on projects to understand key debates and different cultural perspectives.

TNE Alumni Network: The need to set up a formal TNE Alumni community online.

Future scoping: Online teaching may have increased student interest in short course and CPD provision rather than PG as initial progression.

Specialist areas: COVID-19 has had a negative impact on the popularity of some specialist areas such as Filmmaking, Events, Concerts and Performance for example whilst Interactive content, Webinars and Gaming are 'blooming'.

Pilot Study 3b: Observations from BCU and MIA academics responsible for TNE delivery

Staff and Student Communication: WhatsApp tends to be used for day to day communications whereas email and MS Teams for more important information resulting in more regular contact. Virtual visits are thought to be less friendly although staff have been more accessible to students.

Impact on Blended / Online Learning: Use of virtual mind maps and concept boards have been introduced and working well. Virtual teaching is easier for older students however digital media platforms have been introduced to support individual student needs. However, virtual delivery can be more tiring and less effective and face to face staff: student engagement is preferred.

Development Opportunities: The previous BCU Summer workshop relating to learning objectives and outcomes was eye-opening. The move to teaching online has been very positive from a staff development perspective.

Assessments in digital format has been communicated to students with an opportunity for guest judges to participate either virtually or face to face. Explore opportunities to share student work across BCU student community perhaps through a summer competition.

TNE Alumni Network: No Alumni network or TNE bespoke community hub created yet but there is interest in an Alumni online newsletter, social media platforms, and collaborative international projects as a future focus.

Future scoping: The cost of PG studies is disproportionate to the wages in Malaysia in addition to lack of local PG study opportunities, however local employment opportunities are likely to be reduced due to COVID-19 therefore there may be some interest.

5. DISCUSSION AND RECOMMENDATIONS

The limitations of this series of research studies is that it was time limiting so ideally could have been conducted over the full academic year at intervals, ensuring the data gathered was more thorough and aligned to key points in the academic calendar, for example inductions, briefings, assessment as well as different stages in the pandemic. The study could have also included technical and administration support staff from both the home and partner institutes. In addition, due to senior staff changes within the University the project dissemination to the wider University has been delayed. The intention initially was to submit a paper for wider university circulation before the end of the academic year 2020-2021 to ensure an implementation plan was in place for the current academic year (2021-2022). The paper was submitted in June 2021 for consideration and due to the delay missed the cycle. The paper refered to the responses to the research study, entitled 'Sharing best practice: Advisory on capturing the International student experience and the experience of students and staff responsible for TNE delivery from BCU and its partner institutes' is awaiting confirmation to be included as an agenda item at the earliest opportunity.

TNE student and staff survey recommendations requiring further consultation:

Future recommended launch: Consider formally introducing the International and TNE Student and Staff experience surveys on an annual basis to help support a better cultural understanding as well as provide international/TNE audit evidence that may be required in the future. Potentially the frequency of conducting surveys each semester could prove more beneficial than once a year.
Timing: Consider launch date of survey and circulation support required.
Content: Consider questions within each survey, and how best to capture contributions from the student and staff community. In addition consider how the University/Partner institutes could contribute to the wider national and international discourse related to capturing TNE staff and student satisfaction.
Wellbeing: Recommendation to provide further pastoral training support and guidance for academic staff for Home and TNE (including virtual training for TNE academic colleagues), in addition to ensuring the terminology is fully understood by students.
Alumni Community Hub: Recommendation to improve and develop the Faculty and University 'TNE' student alumni community hub.

5. CONCLUSION

Dissemination of the project findings has been presented to the relevant Faculty departments and the TNE partnership institutes involved in the study and also shared with the ADM Faculty Executive Group who meet on a regular basis. As a consequence, a number of follow up meetings have been conducted which address some of the recommendations raised by staff and students. For example, due to the response from students wishing to be part of a more formal alumni community, Faculty marketing have supported the set-up of two bespoke LinkedIn Alumni groups. Staff responsible for the TNE teaching and learning at BCU and the partner institutes are being encouraged to promote this to their individual alumni networks to encourage them to become part of a wider alumni community. This network is seen as an opportunity to invite alumni to not only provide in-country mentorship to current cohorts but also support activities such as recruitment and growing the in-country employer networks regionally.

Birmingham City University, currently works with international partner institutes to monitor student feedback in relation to their course, whether it is through module feedback, the student voice through student representatives, student forums, boards of studies or other informal forums. Pastoral support is offered at many universities in the UK however it was evident that this terminology was not fully understood when reviewing student responses. All current TNE monitoring tends to focus on the academic quality of provision with less focus on overseeing pastoral support for student and even less for staff, especially those with dual responsibility in supporting transnational education provision with partner institutes. The impact of COVID-19 has brought a heightened awareness to the fore of how mental health and well-being can impact on engagement, behaviours and performance from both the student and staff perspective.

Another evident factor is the sheer resilience of the student and academic communities throughout the pandemic and how the 'new norm' will continue to evolve for some time to come. The main take away has been that there is a post-Covid future focus for greater support in recording the experience of both students and staff involved in the learning

and teaching of transnational education, as well as understanding that academics need to bridge the generation divide and continue to develop the hybrid adopters HEI's were forced to embrace over the last 18 months.

The United Kingdom will be hosting the COP26 summit taking place in Glasgow, supporting the UN Climate Conference. Over 600 educational institutes in over 700 cities around the globe are committed to supporting the challenge against climate change (UK Government 2021). Mobility for both staff and students will need to be reimagined to embrace hybrid models and rapid digital transformations (Selig, 2020) which became the new norm during the pandemic, in the absence of face to face teaching in HEI's and curriculum delivery regionally, nationally and internationally.

Post COVID-19 and through the necessary support relating to climate change, Higher Education institutes are moving towards a long overdue drive towards digital ways of working to combat the 'no going back' mantra that many are developing within the delivery of international education for the GenZ generation through digital platforms. The Gen Z 'digital natives' described in McKinsey report (Francis and Hoefel, 2018) highlights the shift within the demographic context in relation to learning attributes and the typical HE student paradigm shift to connectivity and a digital world (Selig, 2020).
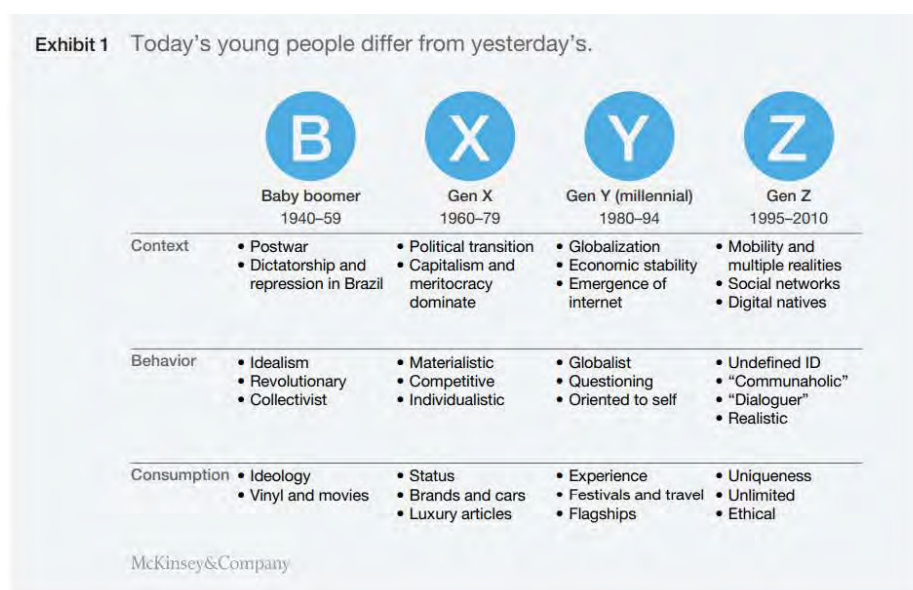
Fig 9: Demographic context

The Open University for example has been working in the virtual education arena for over 50 years, 'delivering exceptional teaching and outstanding support to students across the UK and the world' (The Open University accessed 14/10/2021) whilst other forward thinking companies that offer higher education to an international market, have been driving and leading the transition of different modes of curriculum delivery for some time. Post COVID-19 and in response to the feedback from staff and students, whilst some indicated they miss the face to face, real world experience of being in the physical classroom / studio space others recognised the positive outcomes of working towards hybrid models.

To demonstrate the popularity and global response to these digital changes and how HEI's need to best respond to student feedback Oxford International Education Group, established in 1991, have recently risen to this challenge. Lil Bremermann-Richard, Chief Executive Officer at Oxford International Education Group in discussion with Amy Baker, founder of The PIE (The PIE Chat Live, Oct 2021) communicated that they have launched a new Digital Institute which by coincidence had been scheduled to launch in 2020. The international student population for this institute has risen to 25,000 students from around the global working in partnership with 40 Universities of which 30 institutes are based in the UK.

The COVID-19 and education McKinsey and Company report sought to address the lingering effects of unfinished learning (Dorn et al, 2021). Whilst the report focused on younger pupils in the US the principle concerns are likely to be the same. Are the 2019-2020 and the 2020-2021 cohorts within HE any less employable due to the unexpected challenges they faced and has the sector truly understood the long term impact the pandemic may have had on those learning or teaching?

> 'Students didn't just lose academic learning during the pandemic. Some lost family members; others had caregivers who lost their jobs and sources of income; and almost all experienced social isolation' (Dorn et al, 2021).

One would hope that those involved in TNE, whether at institutional level, as a student or academic, will have to continue to build a deeper resilience in facing the challenges and adaptability required beyond the magnitude of the current global pandemic. There will certainly be a need to continue to monitor and support mental health and well-being as well as ensuring that a digital divide (Fleming, 2021), between academics and the student communities we serve does not stand in the way of the 'new norm'.

6. REFERENCES

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7. APPENDIX
Covid-related questions for inclusion in NSS 2021 (OFS, 2021)

1. I have received useful information about changes to my course from my university or college during the covid-19 pandemic .
2. I have received timely information about my course from my university or college during the covid-19 pandemic?
3. My university or college has taken sufficient steps to support my mental wellbeing during the Covid-19 pandemic
4. My university or college has taken sufficient steps to protect my physical safety from the virus during the Covid-19 pandemic (e.g. providing protective equipment such as masks, social distancing on campus, offering distance learning opportunities) 5. I am content with the delivery of learning and teaching of my course during the covid-19 pandemic
5. I have been able to access the learning resources I need (lecture notes, course materials, journals, Virtual Learning Environment) for my course during the covid-19 pandemic.

Videomusic and Urban Sustainability Innovation

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1. ABSTRACT

There is increasing urgency to address issues of sustainability through innovation for obvious reasons like global warming, management of resources and energy, ensuring health and safety across all layers of society and general concerns about biota (fauna and flora) and promote general positivity through content creation and creativity. This article outlines the challenges involving tertiary education students to create an engaging videomusic work from the ground up through location sound capture on a construction site in Sydney's newest urban neighbourhood, while learning practical skills on site and initiating a unique collaboration with major industry partner AMP Capital and Multiplex in Sydney, Australia. In what is considered a world-first innovation, a skyscraper was upcycled retaining a large portion of it's original structure. To reflect this innovation, the author directed a world-first industry/educational project involving eighteen students from the Digital Music and Media program at the Sydney Conservatorium of Music to record construction sounds on the skyscraper building site. AMP-Capital provided the university with visual aspects of the construction phases of Quay Quarter with commercial briefs to help students understand the sustainable ethos of the building supporting connection/collaboration. Following an overview of sustainability in a global context, including a comparative amalysis of the cultural industries in Australia and Thailand, this case study describes the production and creation of a one hour videomusic featuring all aspects of the project entitled Sounds of Sustainability – with the goal of fostering new opportunities to broaden the scope of urban sustainability innovation around the world.

Keywords: cultural sustainability, digital media, audio visual arts, innovation, architecture, education, creativity, urban development, intellectual capital

1. INTRODUCTION

Wearing hard hats and boots for their guided tour to the 34th floor of AMP Capital's Quay QuarterTower, Circular Quay – Sydney, eighteen first and second year students from the Digital Music and Media program at the Sydney Conservatorium of Music recorded the existing construction sound over an afternoon. AMP-Capital provided the university with the main visual aspects of the construction phases of the Quay Quarter Tower with some examples of commercial briefs to help the students understand the sustainable ethos of the building – a vertical village supporting connection and collaboration, rebuilt from 63 percent of the existing tower.

Heavy drilling, jack hammering, welding and pouring concrete are not sounds that one would normally associate with music. The students extracted the industrial sounds of demolition and rendered them into the musical style of their choice, to create eighteen short musical pieces which were edited into one long (56 minute) audio visual experience. The author combined his own skills with an inspiring and progressive approach to teaching, allowing students to explore new ways of problem solving through creativity and innovation.

In what is considered a world-first innovation, rather than demolish and rebuild the 50 Bridge Street skyscraper, it is being upcycled, retaining 60% of the existing core structure. The tower is expanded, improved and recycled to create the new state-of-the-art Quay Quarter Tower with its new façade and building services, and doubled floor plate size. The design optimises the embodied energy and resources inherent in the existing building and results in a saving of 6,100,000 tonnes of carbon emissions in addition to reduced construction time and environmental impact.

2. INDUSTRY BACKGROUND – A COMPARATIVE OVERVIEW (AUSTRALIA-THAILAND)

Contemporary Australia is home to a wide range of creative arts and industries, from world-class films, visual and performing arts, to publishing and the games industry. Australia has a vibrant arts, culture and entertainment community which is known internationally for its unique cultural style and enriched Indigenous history. Australia also

plays an important role in the education, training and development of key players across the content and creativity industries. A creative economy fosters cultural diversity, environmental sustainability, social inclusion, technology and a broad scope of content development. Creativity is a foundational aspect for innovation to drive sustainability and prosperity. According to a Creative Industries Report, Australia registered 22 years of uninterrupted economic growth. [Creative Industries Report] Creativity and innovation therefore play an important role in Australia's resilience to global economic challenges such as Global Financial Crisis and currently Covid-19 pandemic.

Recently however, Australia's cultural and creative industries was among the hardest hit by the pandemic. More than half of all arts and recreation businesses have ceased trading with job losses of 55–75% (Jobkeeper statistics, 2021). In 2020, the Australian Government announced around $800 million of additional support to strengthen Australia's cultural and creative sector. Creative employment was calculated at almost 600,000 people in 2016, or 5.6% of the workforce. That is over three times the people employed in the mining industry and more than 14 times that of aviation. According to analysis by the Centre of Excellence for Creative Industries and Innovation of the 2006 Census of Population and Housing, there were 486,790 people in the creative workforce across six creative segments. The largest of these segments, software and interactive content, accounted for 35 per cent of the creative workforce, followed by architecture, design and visual arts (24 per cent) and writing, publishing and print media (15 per cent). [Employment Trends]

The film, television and radio segment represents 33 026 people (7 per cent). Of these people, 20,980 were in specialist film, television and radio occupations – film and video editors, for example, or directors of photography – and employed either in one of the six creative industries (16 452 people) or in another industry (4 528 people). The remaining 12 046 people were employed by film, television and radio businesses or service providers in a business support, rather than creative, role. Since 2001, there has been only 1 per cent growth in the film, television and radio segment, although the average for all segments is just 1.7 per cent (see figure 1 below).
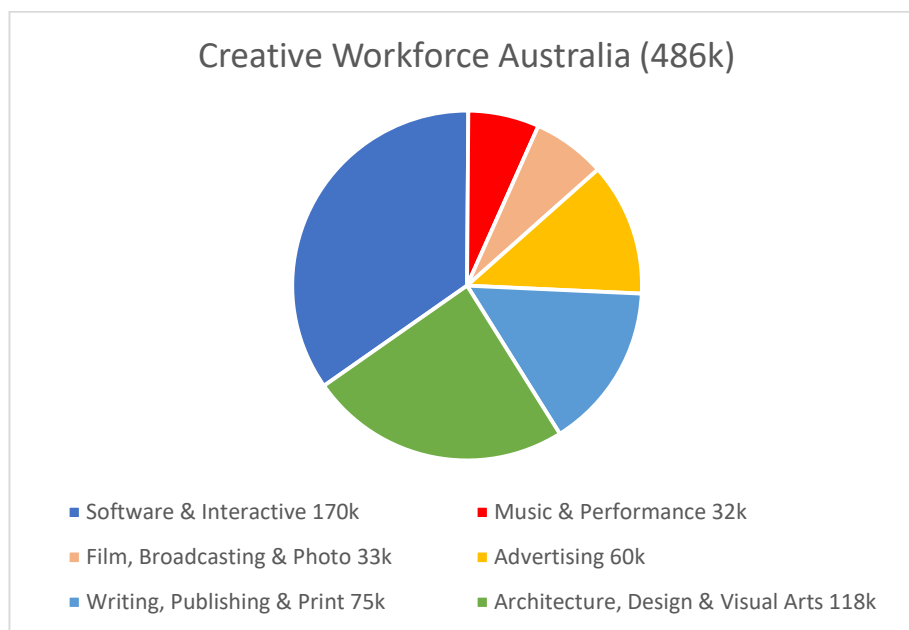
Fig. 1. Distribution of employment in the Creative Workforce in Australia

Closer to South East Asia, the Thai government has defined the creative economy as "an economic engine which utilises the country's rich and diverse intellectual capital to create artisanal products and services as well as digital content that appeal to global audiences, facilitated by the country's advanced digital technology, especially rollout of 5G, and passionate young entrepreneurs and artists who are more attuned to global art and social trends."

According to the Creative Economy Agency (CEA), Thailand's creative industry had a total value of approximately US$44 billion in 2019, accounting for nearly one-tenth of the country's gross domestic product. In 2018, the creative industry employed approximately 830 000 people, equating to around 1.2% of the total population. As of the first

quarter of 2016, more than of one-third of the creative economy workforce, or around 300 000 people, were engaged in the handicrafts supply chain. With global attention shifting towards environmental sustainability, products such as natural-dyed clothing, wooden crafts and upcycled products are expected to draw rising demand from consumers worldwide.

Providing work for around 200 000 people, advertising is the second largest employer in Thailand's creative industry. Music, performing arts and fine arts each employ roughly 70 000 people, while architecture with 68 000 and design with 64 000 also have significant workforces. Films, broadcasting and photography each employ around 50 000 people, followed by software (40 000,) museums, galleries and libraries (14 000), and publishing (13 000). The Thai government is fostering collaboration between the public sector and local entrepreneurs, along with promoting skills and ideas among art students to create new products from local intellectual capital. (Bangkok Post, see figure 2 below).
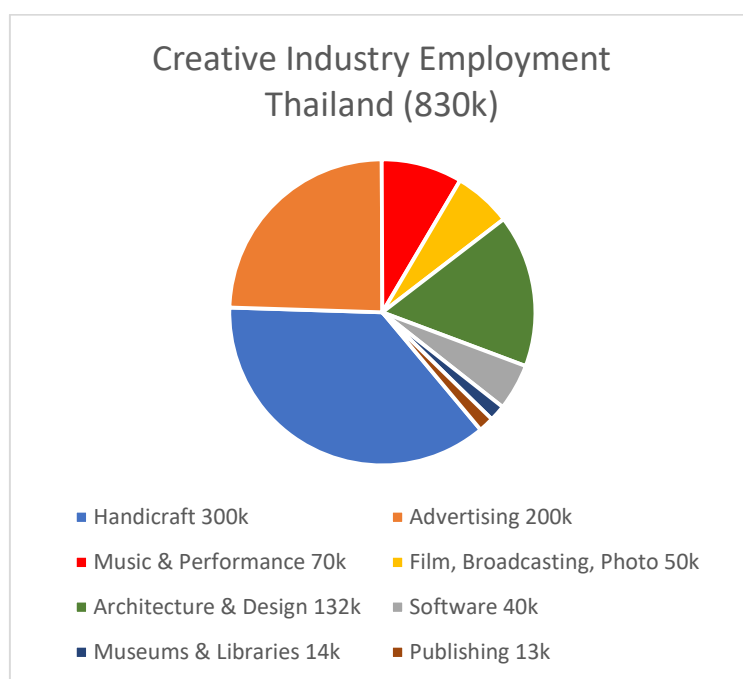
Fig. 2. Distribution of employment in the Creative Industry in Thailand

Many countries have established a specific agency responsible for supporting "Creativity" to become one of the strategies to support national development. The agency keeps up with the world changes and transformations within the sector of creative economy development policy. Creative Economy Agency (CEA) was established in order to be the agency responsible for supporting and developing Thai creative economy. According to the mission statement it has a duty to enhance factors that help scale the creative industry to extend the cultural capital and connect with the manufacturing sectors to strengthen the ability of Thai entrepreneurs to be able to compete in international market. CEA collaborates with government sectors to promote creative economy and integrate it the national strategy.

A variety of approaches are available to develop the creative economy and forge a unique identity within a national context. Training and support to aspiring creatives in conjunction with educational institutions and private sector are beneficial for students and other stakeholders to establish a sustainable culture with significant social, economic and environmental impact. As such, investment in creative entrepreneurship (ie initiatives in the form of music, art and cultural development) pays valuable dividends for the city, region, or country that makes it. These investments, as will be seen in the case study, further the notion that the primary impetus must start from the stakeholders and from ground up rather than depend directly on funding opportunities to forge ahead. The heart of urban sustainability innovation finds itself in the infrastructures already in place such as local industry, educational institutions and numerous community organisations willing to engage, participate and collaborate to develop a deeper understanding of contemporary global issues. In particular, with the current communication and digital transformations, it is increasingly important to create strong partnerships between the cultural sector as facilitator to provide solutions for

the services and industry sectors in a global context as highlighted in the section above with employment trends and the role of Creative Economy Agencies.

3. INNOVATION AS A POWERFUL ENABLER OF CHANGE

Delivering a truly activated vertical village, Quay Quarter Tower is set to be a powerful enabler of change local stakeholder interests. The tower's rotating forms and unique façade maximise natural light and harbour views, while ensuring excellent thermal comfort, spiral staircases and multi-floor atria promote human interactions, communication and foster optimal business relations. The lobby and Market Hall was designed by British designer Tom Dixon and will house lobby hospitality, veranda dining, supermarket, soft health gyms and a wealth of other services for business people and local community. A garden podium offers entertainment and views to the harbour and new public art. The building contains a zone of diversity, creativity and connectivity that will revolutionise how people work.

> "By dividing the building in to five separate volumes and placing an atrium and terrace at the base of each one, the columns become smaller, more intimate social environments, making it easier for employees to connect and interact with one another," says Kim Herforth Nielsen, Creative Director, 3XN Architects.

The main driver to establish connections with the Quay Quarter precinct was to integrate the concept of cultural sustainability as a sustainability catalyst enabling a common dialogue to raise awareness about the multifaceted challenges of urban sustainability innovation.
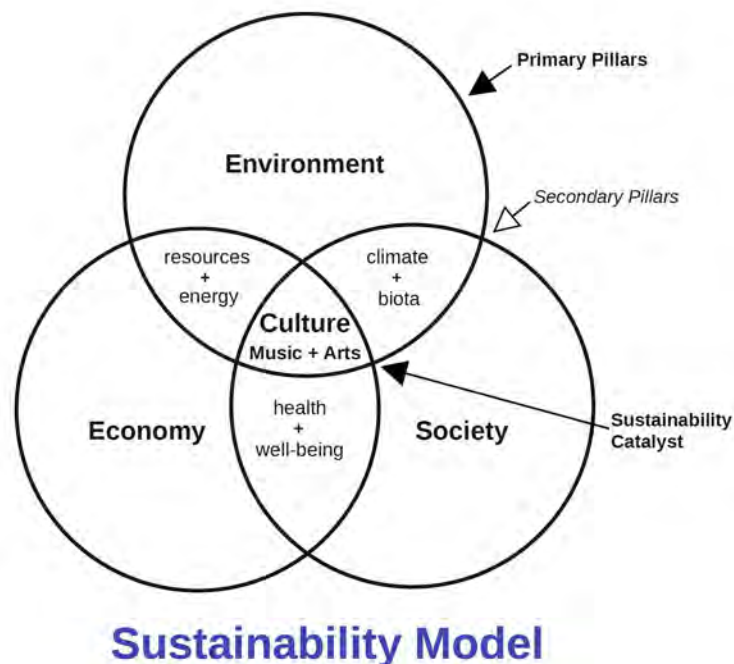
Fig. 3. Sustainability Model for the integration of culture in the problem-solving process

4. CULTURE AS A CATALYST FOR SUSTAINABILITY

Alongside with ecological, social, and economic considerations, culture plays an important role for sustainable development in cities. Public participation on the sustainable development of cities needs engaging stakeholders beyond policy makers, planners or academics. As a starting point, public participation should be included in official city development projects (Martos et al. 2016). Multi-disciplinarity is key to successful mitigation of complex problems in all realms of the three traditional pillars of sustainability. Sustainability is most often defined as meeting the needs of the present without compromising the ability of future generations to meet theirs (as established in1987 United Nations Brundtland Commission). The commonly accepted pillars of sustainability generally include Society, Economy and Environment and are often represented as either independent entities, inter-dependant entities or even

nested entities (Reid and Petocz, 2022). More comprehensive models include Culture as a fourth dimension of sustainability and can be integrated in various forms as an essential entity on par with the traditional perspectives. Reid, Petocz demonstrated through case studies that among other artists, composers can raise awareness of environmental or social problems by using them as themes in their music (see figure 4). They also note that a broad curriculum approaches music as an essential part of living for all people, at all ages, and with all levels of musical ability. It continually investigates inter-relationships between music and other facets of life, and situates music in a social, intellectual, and cultural context. Similar studies support the case for aesthetics as an important addition to three-part sustainability theories and validate that cultural sustainability can be improved through ecomusicology, sound studies, and music. Furthermore, understanding sustainability as a lens rather than a goal is clearly demonstrated by how listeners and musicians value sounds through cultural actions in challenging circumstances (Timothy, 2020).
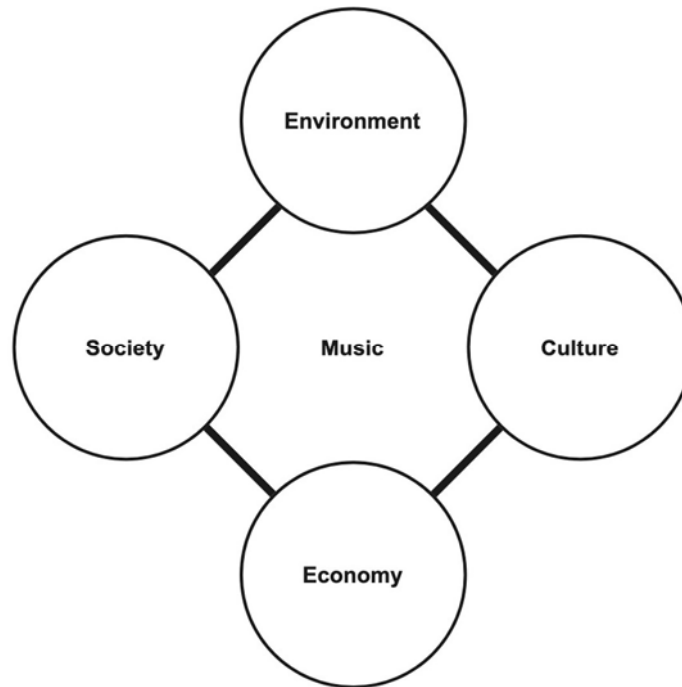
Fig. 4. Four Pillars Sustainability Model with Music as a main connector (Reid, Petocz 2022)

Wu et al. (2015) describe the relationships between culture and buildings following three thematic clusters for sustainable development to understand the relationships between culture and buildings. Firstly, they view the building as an important medium to promote the cultural sustainability as a fourth dimension to be safeguarded, that is, to preserve the cultural diversity, express the cultural identity, reserve the cultural vitality and ensure the cultural continuity. They also see the building as connecting and mediating environment for creative sensitivity and aesthetic experience it provides. In addition, it is seen as a structural vehicle enabling the promotion of culturally embedded and environmentally sound – human and societal well-being. This study led to the elaboration of a Cultural Sustainability Index Framework for Green Buildings, which is summarised in Table 1 (the evaluation column is left intentionally blank for future use in projects such as *Sounds of Sustainability*).

Criterion	Name	Criterion description	Evaluation (1-5)
1	Cultural Diversity	The building encourages cultural exchange.	
		The building hosts different cultures and respects and appreciates people with different backgrounds.	
2	Cultural Identity	The building reflects collective memories and protects the local history and character of a place.	
		The building makes people feel a sense of place, belongingness and rootedness.	

3	Cultural Vitality	The building site has a mixed pattern of land use, with dynamic community activities when applicable.	
		The building is designed with adaptability.	
4	Cultural Continuity	The building involves traditional materials and craftsmanship; traditional practice is also supported.	
		Vernacular architecture/architects are protected/supported.	
5	Aesthetic Experience	The building demonstrates aesthetic value.	
6	Creative Sensitivity	The building arouses imaginative, creative, aspirational sensitivity.	
		The building (and/or its surrounding site) has public spaces for cultural activities.	
7	Spiritual Enrichment	The building (and/or its surrounding site) encourages the inner development of humans.	
		The building incorporates minimalistic design.	
8	Behavioural Shifts	Sustainable behavioural change is encouraged and enabled through the green building design.	

Table 1. List of Criteria for Green Buildings

The Asian Institute of Intelligent Buildings (AIIB) published her Intelligent Building Index (IBI) manual version 2.0 in October 2001. This IBI manual has been used as a tool to audit building intelligence since 2001. This manual had been employed in various Asian cities such as Singapore, Taipei, etc. in intelligent building auditing. In particular, the IBI manual had been selected as a study module in universities courses, such as Master of Science and some Diploma courses in Hong Kong. It has also been employed as a study reference guide in some tertiary education institutions in Singapore and Hong Kong. (Chow, Leung 2005).

Case Study: Sounds of Sustainability
One of the country's first high risers in Circular Quay is undergoing a complete transformation through the rebuilding of the old AMP building. The area is also renamed Quay Quarter and the innovative new design and construction method of the structure is an important change in the urban environment in the vicinity of the Sydney Conservatorium of Music. For the first time SCM students participated in a collaborative effort involving the developers of the new building Multiplex and AMP Capital in an unprecedented project called *Sounds of Sustainability* involving the creativity of Digital Music and Media students led by composer and visual music designer Dr Ivan Zavada.

The sound recordings obtained on the construction site for the new Quay Quarter building were used to create large sound banks of hundreds of sounds and create new pieces for multimedia purposes including games and immersive 3D environments. A total of 18 pieces were written by students and then mixed and mastered by the project leader Ivan Zavada to create a one hour visual rendition and visual score representing a unique perspective of the construction site through motion graphics transformed for a live performance in the form of a visual jockey style film projection.

The national premiere took place December 12, 2019 at Recital Hall West of Sydney Conservatorium of Music and was presented in tandem by AMP Capital representative/development director Michael Wheatley and SCM senior lecturer Dr Ivan Zavada. The one hour video presentation is an national first in educational exchange with commercial partners providing students with industry experience and opportunity to explore industrial sounds as the primary medium of expression for digital music works. These works formed the basis for the entire video created by the program leader as a curated presentation for our new associates. The project was also presented in the form of an Artist Talk at the Australasian Computer Music Conference on August 26th 2021 in an online forum that attracted much attention for future integration in other construction site settings (ACMC 2021).

From building to ideas and inspiration for music…

One of the key components in teaching sound-based composition (ie non-instrumental musical works) involves elaborating a methodology and strategy towards innovation and creativity. One such pathway for this specific type of composition which stems from the tradition of *musique concrète* is the collection of source material through recording, editing the sounds towards the creation of a sound bank and transforming these sounds in to more interesting and complex sound objects to include in a timeline for the organisation of these sounds as a generate a soundscape, a sound based composition representing the students interpretation of their journey.

The process involved:

- ***Recording*** and collecting sounds on site
- Editing and ***creating a sound bank***
- Transforming the sounds into ***new sounds***
- Organising sound objects into a ***timeline***
- Creating ***new compositions*** inspired by Quay Quarter
- This became the Quay Quarter Soundscape Project

The author found the ideas developed by the students very compelling and extremely unique in the context of recording industrial construction/deconstruction and eventually reconstruction in an artistic format. The intent was to suggest even more ideas and collaborative projects for 2020 and beyond. We now live the reality that the arts are an integral part of society and without this essential form of human expression and culture… there is a bleak future relying on isolation and uniformization. The mediums exist to step outside the box and rethink, redesign the way creativity is shared. In that context, the students responded to the following client brief:

> *AMP Capital has collaborated with the Sydney Conservatorium of Music through the Soundscape Project. The world-first initiative involves university students from electronic and digital music composition courses, recording, categorising and designing noises and sounds associated with construction for the purpose of creating unique music.*

In August 2019, led by our team the students visited the Quay Quarter Tower site. The site being a live construction site provided interesting sounds for the students and created the challenge of having to think creatively in their recording of sounds and how they would use these sounds for future use. The music created is embedded in their curriculum through an assignment structure where they are required to develop unique sounds and music for a series of images and video that relate to Quay Quarter Tower.

I told our new associates to be prepared to hear and see extraordinary material created by our students… An all combined effort of over 600 hours of work with all involved. All sounds were entirely created by the students from scratch and were all from the construction site. Because they had a hat trick in that cohort, the sounds had a wide variety of textures and were convincing from a sound morphology perspective. One technique used in the construction of these new sounds was called wavetable synthesis, a technique used in certain digital music synthesizers to produce natural tone-like sounds based on the reading of a periodic or even aperiodic waveform stored in a memory table. Concerning aesthetics however, there was no specific creative direction from the author's part who was essentially there to guide/provide a framework for the team to create the soundtrack – an editor of sorts.

The following table contains a partial list of sounds, their descriptions and function in a compositional context – which can be applied to sound design for media, games, interactive media etc… the students learned to categorise and attach more specific values and meaning to the sounds they recorded.

Sounds	Description	Function
Glossy ambient drone	Created through recording a	Used in the beginning and end in order to give a greater dimension and sense of space to the

	pipe being struck, adding a lot of reverb and applying time stretching to the sound	music, introduces the consonance and leads out from the particularly full mix at the end
Elevator loops	Recorded excerpt from the elevator rising on the side of the construction facility, tempo changed and looped to fit the composition, subtle reverb and eq added to provide more space and have it better fit the mix.	First inclusion of a truly abrasive, industrial sound which helps to smoothly develop into the later sections of the piece as, like an elevator, it can provide momentum whilst moving towards another space, whether musical or physical, for indefinite periods of time.
Plucky Popcorn	This sound was created from a door closing noise. Essentially, various levels of EQ were used in an attempt to create a bass sound, by muting the higher frequencies and boosting the lower ones.	I sampled the bass sounds using Logic's EXS24, and in the higher register it sounded quite plucky and poppy. I simply added an arpeggiator MIDI effect and the sounds were complete. It has a very modern aesthetic, which suits the concept and style of the video.
High harmonic drone	The sound of scraping metal was slowed down significantly and the harmonics of the sound were isolated using heavy EQ, with a high resonance bell applied to the harmonics, and notch and high & low pass filters to remove the majority of the other frequencies. Each harmonic was mapped to a set of notes in a sampler.	The higher drone acts as the main melodic component in the high frequencies, and the nature of the original sample to have swells in volume creates a natural rhythmic figure contrasting with the constant rhythmic drone, not within the pulse.

Table 2. Examples of descriptions for the recorded sounds on the construction site and their function.

Part of the creative process included writing a programme note (synopsis) for the student's individual compositions. Some students described the resulting new compositions with metaphorical concepts that would be difficult to imagine attached to a building, or architectural structures in an urban environment, for instance human emotions and mental states evoked by the music came as a resultant of innovation through creativity based on a very unconventional source of inspiration, namely the construction site for the recycling of a building. This was further enhanced by the video highlighting the variety of eclectic perceptions of what a building or urban setting can convey. Here are some examples of program notes written by student to describe their creative processes and meanings attached to their individual works:

"My composition, titled Bitter Sweet Symphony, represents the flow of emotions when one is in love. Lush, slowly-evolving pads and textures reflect the ethereal feeling of being with someone. These are contrasted with metallic ornamentation at irregular intervals to illustrate the fragility and instability of our emotions during love. Things can change at any moment, but the ebb and flow of these emotions is what makes love exciting, intense, and often dangerous. Love is a truly transcendent and nuanced experience and that is what I have tried to capture with this piece." Student A

"HAAPTIC is a soundscape that represents the extremes of emotional and mental states that intrude themselves on our lives, ranging from visceral fear and trepidation explored through abrasive, digital growls, to moments of unperturbed tranquillity sonified and contrasted with glistening pads, resonant vocal-like leads and reassuring drones. In my track I have attempted to translate the indeterminacy of these contrasting states of being. The title HAAPTIC refers to the physical sensation that can occur as a by-product of these extremely close and engulfing, yet transient emotions." Student B

Further interpretations of architecture and urban settings are described as a catalyst to form musical structure as the main foundation to develop new musical works (ie compositions):

"Three key architectural concepts underpin the Quay Quarter project: rotating stacked volumes, vertical villages and sky terraces. These ideas form the basis of the three distinct sections that make up my piece. Each was used as inspiration and in an attempt to pair the music with the ambitions of this innovative building. For me, the 'Vertical Villages' (1:16) symbolise the humanity of the building project, both in its construction and what they envisage the building will become. I also wanted to represent the contrast

between the built and natural landscape. The recordings of metal nails, wires and ribbons are transformed into sounds that you may associate with nature, mainly in the first and final sections - 'Rotating Volumes' and 'Sky Terraces' (2:24). In this piece, the threshold between city and nature is explored at a time when we need to consider our environmental impact." Student C

In hindsight, the above reflections are integral parts of the works themselves and they are considered herewith as essential for the deeper understanding, significance and implications of the *Sounds of Sustainability* project. They highlight contemporary cultural practice, community engagement, professional development based on sustainability and importance of culture as a catalyst for urban sustainability innovation. The resulting artworks become an effective tool for reflection and the exchange processes between stakeholders from the educational, corporate and artistic spheres and can be extremely valuable in determining what can be improved to manage and promote sustainability in meaningful and inclusive ways.

In addition to the aforementioned textual support for the compositions, the assignment required students to produce visual scores to represent the resulting soundscape (ie composition). Students were free to interpret their own music into a visual format that would then inspire the author to create an entirely new one hour video based on the photos and images collected on site, and combine them with sophisticated motion graphic techniques to simulate an immersive 3D environment. The video (ie. a collection of animated visual scores) formed the basis of the curated presentation for our new associates in the local vicinity. The following figures are sections of visual scores representing the compositions:
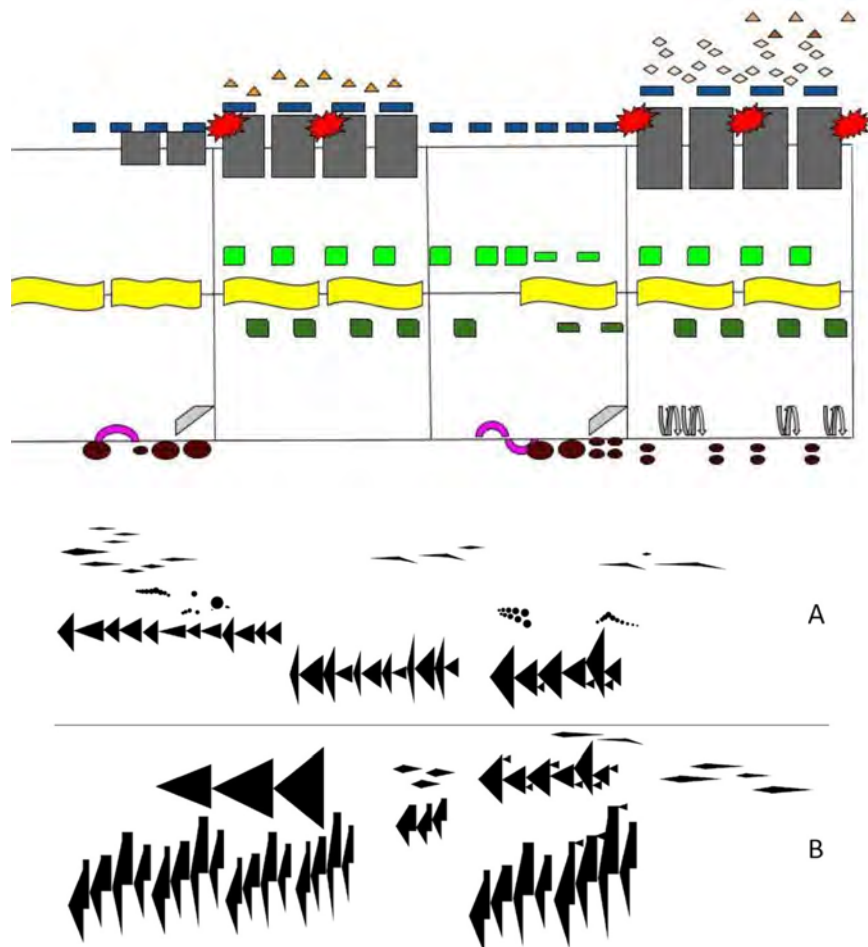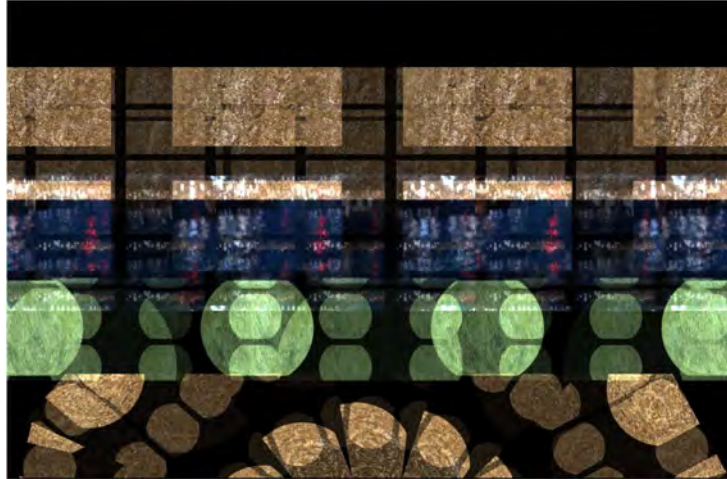
Figure 5. Visual scores created by the students

6. CONCLUSION

The article described the context for the creation of an inter-disciplinary project highlighting cultural sustainability through digital media explorations of visual arts and sound design in a tertiary education setting, supported by a case study entitled *Sounds of Sustainability* undertaken by the education sector (students of the Sydney Conservatorium of Music) in collaboration with the corporate world (AMP Capital, Multiplex). The project integrated local urban corporate development in an innovative way to tie in with architectural concepts as a foundation for musical and audio-visual creativity to promote intellectual capital and foster new ways to generate creative content, not only based on an artistic premise but also on the idea of urban sustainability innovation can form a dialogue between various stakeholders of society – namely the corporate world, local businesses, educational institutions, artistic community and local/global citizens. The author would like to highlight the following quote from the Outback city of Alice Springs, where Michael Portillo meets the indigenous *Arrente* people of the region around their campfire, where he hears dreaming stories and shares their bush-tucker an indigenous account about "Our Culture, Our Environment":

> *"Everything in our culture had a song, like every tree, every animal, our dreamtime stories and history stories all have a song about it, and that's how our people are able to maintain these records about the environment around us. Because songs were memorable… People didn't have to write things down. These songs were brought to life through ceremony, art, drawings in the sand and storytelling…" (BBC documentary 2019)*

It is the author's opinion that this project fits nicely in the entire storytelling metaphor but in the contemporary urban culture of Sydney. It also supports the premise that cultural sustainability is an important catalyst always in transformation through music, sound, fine arts, sculpture and design and is an essential component for the constructive development of a sustainable environment, a sustainable society and a sustainable economy. The instrument used for sound was a construction site for a building being recycled for the above purpose and its cultural catalyst was the performers, the very dedicated cohort of digital music and media students entering the unknown world of concrete sound. The intent is to expand the viability of the *Sounds of Sustainability* project in other urban and environmental contexts to involve the wider community.

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The Use of Social Media in Promoting Cultural Heritage Sites: a case study of Hengjia Shrine, Bangkok

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ABSTRACT
This paper examines the role of social media in conserving heritage sites by using Hengjia shrine as the case study. It attempts to address the following questions: 1) How can social media help preserve heritage sites? and 2) What are the potentials and challenges of using social media as the heritage conservation tool? Social media contents including Firm-Generated Contents (FGCs) and User-Generated Contents (UGCs) were analysed. The findings reveal that the social media can facilitate heritage conservation by spreading the traditional culture to the public and connecting the history with the contemporary context. Social media have potentials to diffuse information to the public immediately as well as generate effective public engagement; however, the site may not have control over the contents circulated on the media. To conclude, this paper provides insights into the use of social media in the context of cultural tourism and cultural heritage. This is among the earliest attempts to explore this issue in the context of Thailand. It can fill the gap in the study on the promotion of Chinese diasporic heritage site, which is still an underexplored topic.
Keywords: social media, cultural heritage sites, Chinese diaspora, cultural conservation

1. INTRODUCTION

Social media is seen as a communication tool widely used among corporates to generate public awareness about their products and services. They can build engagement with the public and maintain contact with the existing customers (Wang and Fesenmaier, 2004). Many companies use the social media alongside with the website to communicate with their customers. Besides, it has been increasingly employed by the artistic and cultural sector as a means to engage with the public (Russo et al., 2006; Vassiliadis and Belenioti, 2018).

It is the intention of this paper to explore how social media is used to assist the conservation of cultural heritage sites in Thailand. The potentials and limitations of social media will be explored. In this context, heritage conservation is not only about maintaining the condition of the material culture, but also making the past relevant to the contemporary time (Poulios, 2014). Hengjia shrine, a historic Chinese shrine located in Chinatown, was used as the case study. The following questions will be addressed: 1) How can social media help preserve the heritage site? and 2) What are the potentials and limitations of social media in preserving heritage sites?

Hengjia shrine (Thai: ศาลเจ้าพ่อเห้งเจีย ไต่เสี่ยฮุกโจ้ว) is one of the oldest shrines in Thailand, which existed since 19th century. Located on Rama IV Road, the shrine was dedicated to Hookjow Gods. There are Hookjow gods' statuettes which are made of sandalwood which presumably dated back to Ming dynasty (14th-17th century), viewed from their artistic style. On these days, the shrine is visited by people, especially overseas Chinese worshippers who come to pray for success in their life. Especially, many visitors pray to 'Dai Xia Hookjow' statue, who has blessing power in education or business.

This paper has both academic and practical significances. This is among the earliest attempts to investigate the ability of social media in conserving heritage sites. Even though social media is recognized as an effective communication tool in many cultural organizations in Thailand (e. g. museums, art gallery and historical sites), little has been known about strategies and techniques used for attracting people to visit heritage sites in Thailand. The insights can be beneficial for practitioners in the cultural heritage sector, such as sites managers, and governmental officials who are in charge of the marketing and public relations of the heritage site.

This paper also contributes to the studies of Chinese diasporic heritage sites in Thailand. The conservation of diasporic heritage is an understudied topic in the academia. Studying the social media contents on heritage sites enable us to understand the continuity between the past and the present and the attempt of cultural heritage site to survive in the long term. Moreover, as Mahmoudi Farahani, Motamed and Ghadirinia (2018) says, social media has plays a part in shaping the value of heritage in future generations.

2. LITERATURE REVIEW
2.1 Heritage Conservation
UNESCO (2019) defines heritage as 'a legacy that we receive from the past, that we experience in the present and that we will pass on to future generations.' In this view, the existence of heritage is not only about the reconciliation of the past memory, but also denotes people's attempt to connect the past with the present(Hems, 2006).

Heritage conservation can be defined as attempts to safeguard heritage objects for the future generations. Poulios (2014) classifies heritage conservation measures into three categories: '**preservation**' – measures that emphasize on the maintenance of heritage sites in the original state, '**value-based approach**' – measures that focus on generating benefits to the current stakeholders, and '**living heritage approach**' – measures that focus on promoting the practice of traditional living heritage in today's time. (Janssen, Luiten and Stegmejer, 2017).

Given its significance to humanity, cultural heritage conservation is embedded in the public policy. As Janssen, Luiten and Stegmejer (2017), the public sector may manage cultural heritage from '**preservation approach**' (Heritage should be kept in its pristine stage.) , '**conservation approach**'(Heritage should generate benefits to the public), and '**heritage approach**' (Heritage should generate sustainable development).

2.2 Social Media
Social network has increasingly become an important part in people's life. The social media is now the principle online activities for many people (Kemp, 2020a). People use social network for a variety of purposes such as social interaction, information search and broadcast their message.

Social media is a tool employed by the business sector to enhance the productivity. With regards to place marketing, social media is recognized for its ability to support business both from the company and the customer side. Leung et al. (2013) points out that social media can assist companies to promote the product, distribute the product and communicate directly with the customers, as well as acquire information useful for strategic planning. Besides, social media can assist customers in making decisions before and during the trip, and encourage them to participate in content production.

Social media is a viable marketing tool (Dolan et al., 2015), especially in the context of customers' brand engagement. Dessart, Veloutsou and Morgan-Thomas (2015) describe that social media can influencing customers' buying process according to cognition-affect-conation model (Lavidge and Steiner, 1961). This is to say, social media exposure can stimulate customers' interest in the brand (cognition), establish emotional ties with the brand (affection), and express behavioral loyalty (conation).

The information circulated by social media vary. It can categorized in terms of the contents. Dolan et al. (2015) divides social media contents produced by the corporate into '**informational contents**'- information on the products and services, '**entertaining contents**' – contents that entertain customers, '**remunerative contents**' – contents providing monetary incentives, and '**relational contents**'- contents that provide social support for the readers by integrating them as part of the group.

Social media contents can be divided according to the producers: **firm-generated contents** (FGCs) (referring to social media contents created by the organization and represent the organization's identity- e. g. the company's official Facebook page, the company's Instagram page), and **user-generated contents** (UGCs) (referring to contents generated by customers). Both FGCs and UGCs are used by companies to promote customers' engagement with the merchandises. Especially, UGCs is known for its persuasive power (Kim and Matila, 2011). It is perceived as reliable source of information, given the presentation genuine user experience (Litvin, Goldsmith and Pan, 2008) and the honesty of the content creator (Burgess et al., 2009; Au, Buhalis and Law,

2014). Reviews made on the social media can either persuade and dissuade perspective customers from using the product. According to Peero, Samy, & Jones (2018), social media review platforms (e.g. Tripadvisor, Wongnai, Yelp) enable perspectives to get information about the products and services by viewing the contents generated by real product users and interacting with other users in the platform. It is found that many organizations share UGCs on their social network sites in order to attract perspective visitors (Suess, 2018).

Social media is a cost-effective marketing tool. It is a cheap and convenient communication channel that can reach a large group of customers. The interactive function allows both the content producers and users to reciprocally communicate in an instantaneous manner. Lazzeretti, Sartori and Innocenti (2015) point out that social media produce both the one-way communication and the two-way communication By interacting with other customers, social media users can obtain the information about the products and services (Peero, Samy and Jones, 2018). Nevertheless, companies can neither control nor predict the direction of social media contents on their products and services (Mangold and Faulds, 2009) due to the fact that everyone can contribute to the social media.

2.3 Digital Technologies in the Conservation of Heritage
Digital technologies play a supportive role in the cultural heritage sector. According to Economou (2016), digital technologies can assist the operation of heritage sites in several way. This includes creating heritage experience and plan conservation measures (GIS and 3D modelling), promoting of the site, educating visitors prior and during the visit (the production of e-guide and games), and crowdsourcing (call for public participation in certain activities)

Digital technologies are used in the preservation of cultural heritage. For example, ICT can be used to keep records of heritage that can be shared to the wide audience and easily maintained for future generations (UNESCO, 2019b). Intangible cultural heritage can be kept in the digital format, such as digital archives that collect historical narratives (Tureby and Johansson, 2017), and records of cultural knowhow (Stuedahl and Mörtberg, 2012). For tangible heritage, digital technology can be used to record the list of heritage sites (Marukawa, 2013), and preserve the physical characteristics of tangible heritage through virtual reality (Kwon et al., 2001; Ikeuchi et al., 2003).

Many cultural institutions such as museums and art galleries showcase objects and artefacts online, enabling people to experience artifacts from the distance. The digital record of heritage can overcome the limitation of physical heritage sites. Guccio et al. (2016) points out that the provision of virtual experience can reduce the physical damage of heritage sites, even though the virtual visit is seen to be less enjoyable than the real visit experience.

Social media contribute the preservation of heritage sites. For one thing, it is a tool that can stimulate the public engagement with heritage sites. Social media is a tool that help visitors make decision during the trip and set their expectation before the visit (see Lunchaprasith & Pasupa, 2019). Pictures posted in the social media can influence visitors' perception of the site, and hence their motivation to visit (Mahmoudi Farahani, Motamed and Ghadirinia, 2018; Suess, 2018). The quality of the message delivered to the audience is a factor that determines the degree of public attention to the heritage site (Yoon and Chung, 2018).

The interactive function of social media can enhance the ability of heritage sites to engage with visitors. According to Chung, Marcketti and Fiore (2014), social media do not only build awareness of the sites' existence and announce upcoming activities conducted on site but also foster the relationship with visitors. Thanks to the visitor interaction function, it is easier to collect visitors' feedbacks, and persuade visitors to do certain activities. Moreover, social media can promote networking by creating a virtual community where visitors can interact with each other.

The social media can fulfil the educational role of cultural institution. Social media contents enable visitors to learn in a more enjoyable manner (Vassiliadis and Belenioti, 2018). As Russo et al. (2006) mentions, museums use social media to enhance visitors on-site learning. Lunchaprasith and Pasupa (2019) points out that social media can promote constructive learning at the museum by prompting visitors with knowledge before visiting the site. Suess (2018) pointed out that contents shared on the Instagram can influence visitors' on-site experience.

The social media make the cultural heritage a relevant issue in the current society. The interactive function brought by social media facilitates the production of common memories towards the historic sites that can possibly attract future visitors (Mahmoudi Farahani, Motamed and Ghadirinia, 2018). Ginzarly & Teller (2020) point out that social media provides opportunities for people to share sentiments towards the heritage site such as the sense of belonging, national pride, attention to a particular issue.

Moreover, social media can be used to assist the recollection of the lost past. It allows the personal heritage to be heard in the public (Roued-Cunliffe and Copeland, 2017). As shown in van der Hoeven (2019), social media help the heritage site to recollect historical information by gathering information from visitors. Moreover, the interaction opportunities brought by social media can provide insights into heritage conservation works. Thanks to the conversational exchange with social media users, conservators can develop the appropriate measure to conserve heritage. There are cases in which social media is used in determining the appropriate approach to construct the replica of heritage objects (see Ginzarly & Teller 2020).

3. RESEARCH METHODS

This paper is based on the qualitative research. It intends to study the role of social network in sustaining and conserving cultural heritage through the social media. The research methods involved analysing social media contents on Hengjia shrine. According to Allen (2017), textual analysis constitutes the exploration of elements that comprises of the texts (including language, symbols and pictures). Texts for this research context constitute social media contents that exist in diverse forms: posts, blogs, and YouTube videos. In this research project, elements that form the social media (e. g. written language, visual, sound) will be analysed to obtain the findings.

To identify the contribution of social media in cultural heritage conservation, Both firm-generated contents (FGC) and user-generated contents (UGC) are subject to analysis. FGCs used in this paper included posts in on the site's official Facebook page. According to Hootsuite (Kemp, 2020b), Facebook is the world's most-used social platform (with 2271 million users). It is also the most popular social network channel in Thailand, accounting for 94% of the total Thai social network users (52 million). Facebook page posts selected for the study were those published between May-October 2019.

UGCs used in this research were google-searched travel blogs and YouTube videos. Google is the world most-visited website, with 864m monthly traffic (Kemp, 2020a). It is the most visited search engine website in Thailand-accounting for 99.27% of the total users (Statista Research Department, 2020). YouTube is the second most-used social network platform in the world (with 1990m users). In Thailand, 90% of the total population are YouTube users (Google, 2019).

The data were analyzed in relation to the research questions. Data were read several times, then grouped and labeled by the researchers. When reporting the data, the written contents were translated from English to Thai. the researchers attempted to preserve the language and contents of the contents as close as possible to the original language. Proper nouns, such as names of Chinese deities, names of festivals, or names of the place would be written in either Romanised Chinese (Mandarin pinyin or Guangdong Romanized Chinese).

4. FINDINGS
4.1 Communication Strategies Used in Social Media Contents

Firm-generated contents are the content created by Hengjia shrine. The official Facebook page (site: https://www.facebook.com/Jaophohangjiawadsarmjeen/) is the official communication channel used by the shrine to communicate with the public. Contents created on the Facebook page appear in the form of posts that include written texts, and/or image.

Figure 1: Example of Facebook Official page's post, comprising written texts and still image

The contents on the official Facebook page can be divided according to the following categories

- **Informational contents**:These included posts that provide visiting information (operating hours, direction to the site) and cultural information (moral teaching) related to the site. They help visitors plan their visit to the shrine and prompt them with knowledge the shrine.

  Moreover, there exist several posts that report the activities conducted by the site's administration. This includes current projects conducted on-site, such as the on-going site renovation project. The summary of past religious events carried out by the site were also found on FaceBook posts.
- **Call to Action Contents:** These were the posts intended to initiate actions among visitors. They included fundraising posts for the ongoing site renovation, in which the site asked visitors to either donate money or buy amulets whose sales would be used to support the renovation project. Also, there are posts that send invitation to the upcoming religious events. The event information is provided for visitor who want to plan their visit.
- **Public Sentiment Posts:** These are contents in which the site's administrator express well wishes on special occasions. This includes post that celebrate special occasions such as the birthday anniversary of high-rank royal family members, King Vajiralongkorn's coronation ceremony, and Visakha Puja Day (Buddha' birth, enlightenment, death anniversary), etc.

User-Generated Contents (UGCs) are content created by the site's ex-visitors, who intended to share their visit experience to the public. This could help others to decide whether they want to visit the site and plan their visit. The contents in UGCs can be categorized into the following:

- **Informational Contents**: These are information that helps visitors make decision on their visit and enhances visitors' experience by prompting visitors with knowledge before coming the site. This includes the site's operation (direction to the site, opening times, recommended transportation, recommended dress code), cultural information (history, art history, mythology), religious information (on-site religious rituals and blessing guidance).
- **Call to Action Contents**: These are contents that ask for visitors' contribution on a specific project. For example, the host of a video UGC persuade visitors to donate money for site renovation.

The presentation technique of UGCs vary according to the platform. Travel blogs mainly comprise of texts that provide information for perspective visitors in the form of written text and pictures taken by the blogger. Video UGCs comprise of moving pictures that narrate the site visit conducted the host (YouTube vlogger). The host show the site's setting, as well as share knowledge and tips related to on-site activities. In some cases, after-visit

tips such as recommendations on nearby restaurants are provided. Moving pictures enable the vlogger to give detailed recommendation to viewers.

Video UGCs appear the form of situational comedy, talk show and documentary video. The situational comedy video depicts the trip among the friends where they make fun with each other and, at the same time, share visiting information to the viewer. Talk show videos depict the conversation between the host and the site's caretaker, where the latter share information about the site and travel tips. Documentary videos comprise of the narration of the site's history and the depiction of lives around the site. The host can be present or absent in the video.

Both FGCs and UGCs are useful in the promotion of Hengjia shrine. Despite similarities in the content presented, they are used in different contexts. FGCs are communication made on behalf of the site's administration. Besides giving information to perspective visitors, FGCs provide the most up-to-date information about the site such as upcoming events, ongoing projects, current operation date/time. UGCs focuses on visitors' experience, and travel recommendations. Detailed information of on-site religious activities is provided, e. g. step-by-step guide to worship Henjia gods for success.

4.2 The Role of Social Media in Preserving Heritage Sites
From the analysis of FGCs and UGCs on Hengjia shrine, social media can be used to assist the conservation of historic sites by creating public awareness of the cultural heritage and promoting the contemporary use of the site. In this view, preserving tradition in the pristine state is not the only goal of heritage management policy. Rather, heritage should respond to the needs of the current society in order to survive in the contemporary times.

4.2.1 The Generation of Public Awareness of Cultural Heritage
It is found that social media help Hengjia shrine preserve its cultural heritage. This applies to both tangible heritage (architectural heritage), and intangible heritage (tradition cultural associated with, moral education).

- <u>Tangible Heritage</u> There are contents related to the conservation of the shrine's physical characteristics. To be noted, some of the site's Facebook page posts ask visitors for their contributions to the renovation project. They are asked to either donate money or buy amulets, the proceeds from which would be used to fund the renovation project. The site expresses gratitude for those who donate money to the shrine.

Figure 2: FGCs post to recognize those who donate money to the shrine

- <u>Intangible Heritage</u> These are the contents that inform the public about the tradition and culture associated with the site. A number of UGCs includes different information about the shrine, such as the history of the structure, and the art history (the artistic style of the shrine's décor and statues). Some UGCs provide information about religious tradition, for example the celebration of Hengjia god's visit to the earth- the site's annual festive event, Chinese New Year- where the statue of Caishen would be place in front of the premises and the birthday of Hengjia God- the site open for 24 hours.

    A number of UGCs focus on blessing guidance. This includes the explanation of the gods' special ability to protect the worshipper. Some video UGCs provided the detailed explanation of Hookjow gods, worship procedures (e.g. step-by step worship guidance), information on the god offerings and worship gestures such as the correct way to place joss sticks and 'galiew'- the act of sweeping the offerings from the head to toe).

4.2.2 The Promotion of The Site as Active Public Institution
The social media reflect the attempt of Hengjia shrine to remain a pertinent religious institution in the contemporary time. The site employs social media to establish their presence in the public such as reporting activities conducted by the site's administration or current projects that are operated on the site (renovation). Also, a significant number of the site's Facebook page posts are for celebrating commorative events such as Mother's Day and King's Birthday.

Social media is also used to promote the site usage among people. The information on the site's operation (location, opening times) and the invitations to join the site's festive events and charitable projects are found in several FGCs and UGCs. While FGC focuses on factual information, UGCs are more user oriented. This can be seen from a video UGC where the host explain the direction to the shrine like he was in a face-to-face conversation.

> 'When you reach a corner of Charoenkrung Road and Rama V Road , you will see that the lanes will be merged into one. You will notice a red town house which has been transformed into Chinese shrine. It is the Hengjia shrine (YouTube Video).'

Many video UGCs depict the site as popular religious shrine by showing images of visitors flooded into the shrine to worship Hengjia gods on special occasion days. Some video UGCs constitutes the story of individuals (a community resident and an owner of offerings show) who developed a strong relationship with the shrine. There is a video UGC featuring a story of the actor (who is also the vlogger) who praised the shrine for being a part of his career success.

Besides, social media is used to emphasize the original role of heritage sites as moral comforter. On the site's Facebook page, the shrine posting moral teaching messages from Chinese Buddhism and encouragement message to make the reader feel enlightened.

5. DISCUSSION
5.1 How can social media preserve heritage sites?
From the case study of Hengjia shrine, the heritage site uses social media to foster the relationship with the visitors. It enables the sites to engage with the audience through direct communication (Leung, Law, Hoof, et al., 2013), such as the communication of general information ('informational contents' such as operation, past events, knowledge, visit information) or current situation ('call to action' such as calls for donation and event invitation and 'public sentiment posts' such as commemoration). To be noted, social media creators take into account of the audience by using presentation strategies according to their abilities to receive and interpret information.

From the study, the social media has the ability to facilitate the heritage conservation work at different levels. This includes the 'preservation' approach – the efforts to maintain the physical characteristics of the heritage site (Larkham, 1995). In other words, social media has potentials to assist the preservation of the site's built environment. This includes FGCs and UGC that encourage visitors to donate money and purchase items whose sales were used to support the renovation project. Contents on the ongoing status of renovation project are seen in the site's official Facebook page.

Social media can facilitate the preservation of living heritage associated with the site, according to Poulios (2014), social media has been used promote the living heritage in the present time. This includes diffusing the knowledge about traditional culture associated with the site (the site's history, the site's art history, religious rituals and festivals, worship guidance).

Moreover, social media can be used to make the cultural heritage site relevant in the contemporary social context, corresponding to Poulios (2014)'s notion of 'value-based approach', where heritage conservation is conducted in compliance to interest of the current stakeholders. For example, social media provides information of the site's operation and rituals carried at the site. Many UGCs are intentionally created to attract young and middle-aged people to the site by giving detailed explanation of rituals and traditions associated with the site. They use simple language, and using celebrities (singers or influencers) to capture the interest of the audience.

Social media is used by the site to reinforce its image as active religious institutions and moral shapers, to be seen from the news the report the public engagement activities conducted by the site's administrative (e. g. posts on the site's official page that report outsiders' visits to the shrine and charitable activities conducted by the site's management team). The moral teachings inserted in the site's Facebook page also marks the continuity of the site's traditional function in the present time

The role of social media in conserving heritage site can be summarized below:
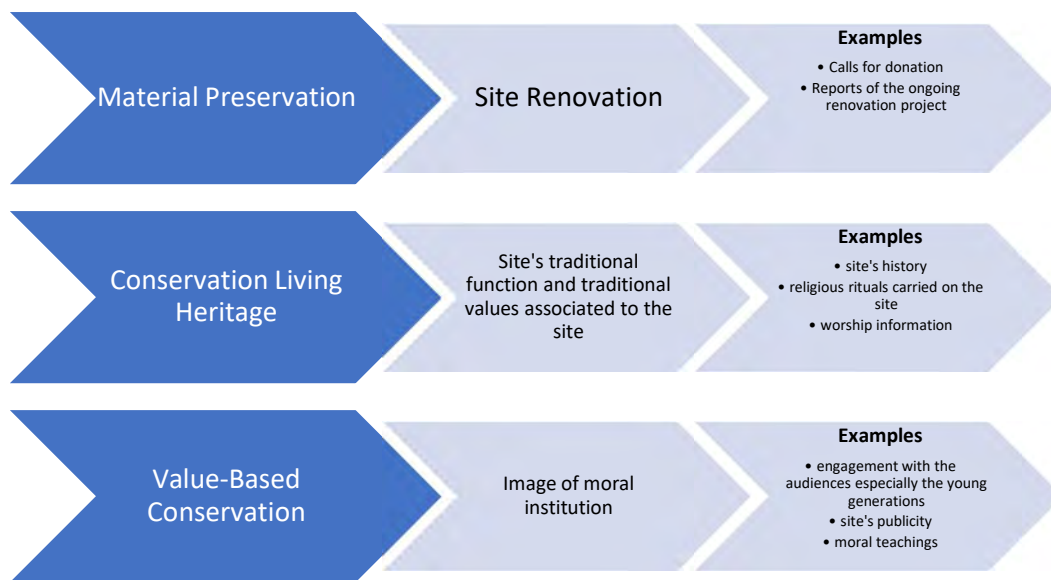
Figure 3: The Role of Social Media in Heritage Conservation

5.2 What are the potentials and challenges of using social media as the heritage conservation tools?
5.2.1 Potentials
- Social media is an effect tool that assist the conservation of the heritage site in many dimensions. This includes the 'tradition-oriented approach', in which the social media is used to promote the preservation of the site's physical and non-physical attributes, and 'contemporary-oriented approach', in which the social media is used to make the heritage site relevant in the contemporary society either by promoting the public use of the site and generate direct public communication to the public.
- When compared to other types of media, social media costs less expensive to operate.
- Social media can be used to engage with a large group of audience due to its ability to reach the wide public regardless of their location.

- The site can use social media to diffuse up-to-date information (e.g. the site's operating hours, the upcoming activities, etc.) immediately to the public.
- Social media facilitates direct communication between the content creators and audience. Visitors receive direct communication from the site through their official social media channel. Also, by interacting with the UGC creators and other audience on the social media, visitors can get ideas about the site experience, which can help them make decisions.

5.2.2 Limitation
- The heritage site may not be able to have the entire control over the contents circulated on Facebook, since other people, including ex-visitors, amateur content creators and professional journalists can contribute to social media. Also, the site's official Facebook page also allows others to insert their voices.

6. CONCLUSION
This paper explores the role and contribution of social media in conserving heritage sites. Active Chinese religious sites such as Hengjia shrine is chosen for this study. Social media contents related to the heritage sites were explored in order to assess their potentials in heritage conservation. It can be concluded that the social media does not only help preserve the physical and non-physical cultural heritage, it also help stimulate the public engagement with the site.

The study can provide insights for historic sites to use social media for the purpose of heritage conservation. By communicating the heritage values and create the meaningful relationship with the public, the site can maintain its existence in the change of time.

7. ACKNOWLEDGEMENTS

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A Systematic Approach to Leverage Business Risks

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ABSTRACT

Managing business risk is challenging and even the most successful companies have struggled in dealing with these challenges. Extant literature has focused on risk management strategies based on the ability to control the risk. This two-tiered multi-method research involved in-depth interviews of 20 C-suite leaders and a survey of 181 senior executives. We complement the research findings with perspectives from extant literature along with analysis of topical business events. Our research identified the multi-dimensional nature of business risk, spread across seven different facets. However, we found that organizational risk management efforts are based on existing knowledge and experience and are limited by the cognition of the risk. We thus propose that risk management efforts should focus on not just the controllability, but also the cognition of risk. We depict this in the form of a risk management landscape along the two axes of controllability and cognition, involving four zones of risk management, viz impact zone, battle zone, blind zone and defenseless zone. We develop a systematic approach towards risk management across these four zones, with distinct objectives, mitigation strategies and focus on risk dimension across each. We illustrate how this shift in risk management from the episodic to a more systematic approach has helped different organizations and demonstrate that the risk management landscape is amenable for deployment across different sectors and companies and for different types of risks. We draw out a four-step template as a ready guide for executives to implement within their organizations whilst dealing with adversity and business risk.

Keywords: business risk, risk facet, risk controllability, risk cognizance, risk management

1. INTRODUCTION

Jet Airways, India's leading private airline for more than two decades, announced a total shutdown of its operations in April, 2019. While Facebook's business grew 40% last year, its troubles appear to grow even faster. Just about a decade ago, General Motors suffered one of history's largest bankruptcies. Jet Airways, Facebook, General Motors and countless other organizations add to the growing list of heavyweights who either succumb or suffer a grievous injury while navigating through the challenges of business.

Managing business risks usually turns out to be more challenging than foreseen, as these firms found to their misfortune. However, successful organizations are also able to convert certain situations to their advantage. In this paper we present a systematic approach to help managers visualize business risks, identify ways to manage them, develop strategies to leverage particular risks and execute those strategies for business advantage.

Refining the Domain of Risk Management

During the period 2010-2015, as the Indian aviation sector grew at a CAGR of 10%, Jet Airways managed to keep pace despite its leadership position and increasing challenges from new operators. It seemed counterintuitive that they would fail but fail they did. Later, analysts identified multiple reasons for Jet Airway's debacle. The company had been courting investors for many months but failed to close a deal since most investors were seeking greater control. Stories abound regarding the founders' unwillingness to let the professional management team take charge. The airline remained saddled with a confused fleet of assets - both wide-bodied Boeings and short-haul ATRs - causing serious operational problems. Closer inspection of its business model highlights the contradictions of managing a full-service airline in a highly competitive market. To top it all was the tsunami of external factors like increasing fuel price, a weakening exchange rate and subdued economic growth (Chowdhury & Mishra 2019).

Most strategic management literature on risk assumes managerial or organizational risk preferences influence strategic choices. As such scholars refer to "risk taking" (e.g., MacCrimmon & Wehrung 1986; March & Shapira 1987) and study the relations between antecedents associated with risk preferences and firm risk. Sitkin and Pablo (1992) focused on the process of making risky decisions and proposed that such effects were not direct but were instead mediated by risk propensity (willingness) and risk perception. However, MacCrimmon and Wehrung (1990) found that managers often denied taking risks, but instead saw it as their responsibility to manage risks. The consequent distinction between taking and managing risk has hinges on the perceived degree of control available to decision

makers to modify the consequences of available response options (Weber 2016, p. 3). Kaplan and Mikes (2012) further suggested that risk management strategies should be based on the organization's ability to control for the risk. Thus, the efforts of most scholars and consultants in the field of risk management have focused on the controllability of risk episodes.

However, as is obvious, Jet's fate cannot be ascribed to any single episode or risk event. Our research suggests that the most challenging business risks seldom flow from a single event or series of events but instead are the result of numerous negative factors working in conjunction. Therefore, we recommend shifting the discourse of risk management from its current episodic form to a more systematic approach.

2. RESEARCH METHODOLOGY AND FINDINGS

This research involved a two-tiered multi-method structure with in-depth interviews of business leaders in the first stage followed by a quantitative survey via a structured questionnaire capturing responses from senior managers (e.g., Kohli & Jaworski 1990; Jaworski & Kohli 1993). We adopted the positivistic approach to field research to complement the insights elicited from executive interviews with perspectives obtained through review of literature along with analysis of topical business events (Miles & Snow 2003).

The first stage involved in-depth field interviews with 20 C-suite executives (managing directors, chief executive officers and functional/ business heads) in three Indian cities (Bengaluru, Delhi & Mumbai), representing diverse industries (fashion, foods, retail, automotive, materials, insurance, pharmaceuticals & IT). The sampling process ceased at saturation, as indicated by information redundancy and consistent with the sample sizes recommended for exploratory research (McCracken 1988; Latham 2014).

For the second stage, we tapped into our extensive LinkedIn network (Mintz & Currim 2013) to obtain a knowledgeable sample that could provide a broad set of responses (Challagalla, Murtha & Jaworski 2014), and received a total of 182 completed surveys (response rate of 36.4%). The respondents had an average experience of 23.6 years (minimum cut-off 5, maximum 38 years) representing 4202 years of combined experience. 90 of the respondents were in general management, 24 in sales & marketing and the remaining in other functions. From the organizational standpoint, 68 were from manufacturing, 76 from services and 36 from the technology sector. 75 were Indian public companies, 49 privately held or venture funded and 49 were multi-national companies (MNC). 83 companies had business customers (B2B) while 98 had consumer (B2C) or both business and consumer as customers.

From our research, it appears that managerial perception of risk is not a dichotomous or linear construct as suggested in extant literature. From our interviews of C-suite managers, we identified 7 different facets of business risk. These are environmental, competitive, customer-led, technological, operational, employee-led and organizational risks (see Exhibit I).
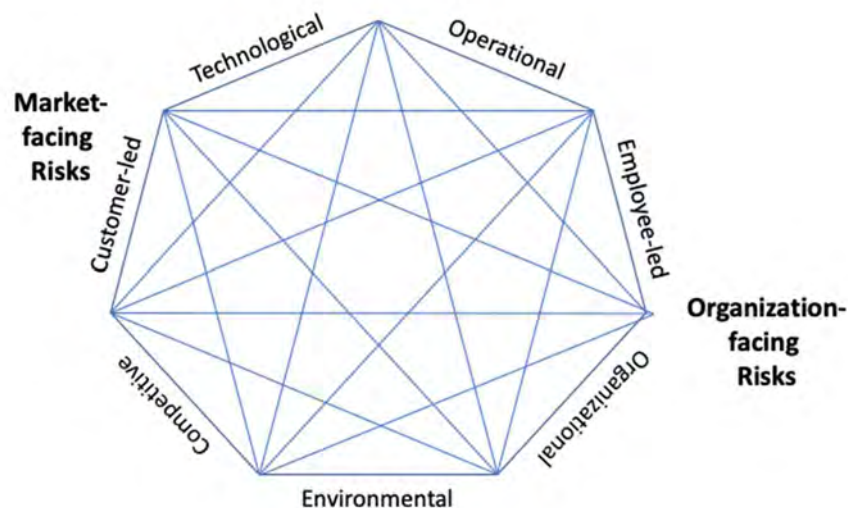
Exhibit I: The Facets of Business Risk

During its heydays, Jet Airways was running one of the most extensive air networks in India whilst also collecting accolades for world-class customer service. However, much of Jet Airways' woes can be ascribed to its operational and organizational challenges, supposedly areas of recognized strength! Unfortunately for the airline, whereas its fleet strength and network were a source of competitive advantage, its fleet management was sub-par. Similarly, even though Jet's crews were renowned for exemplary service, the senior management team lacked empowerment.   This apparent anomaly is not unique to Jet Airways and emerges from the inherent multi-dimensionality of business risks.

Our research also suggests that based on the context, managers limit their attention to certain risk forms, consider the criticality of these risks in some meaningful way and then attach meaning to them. Our view of the managerial perception of risk is consistent with the definition of perception as accepted in social sciences (Assael 1995, p. 205).

From our survey of 181 senior executives, we found that even when managers consider a particular source of risk as critical to their business, they do not treat all its dimensions in the same way. Often, some dimensions may not even be in their consideration. Their treatment of the different dimensions is based on multiple factors like existing knowledge, past experience and predictability of its occurrence. We call this the **cognizance of business risks**.

The controlling-for-risk outlook presumes that the risk is on the management radar. However, our studies establish a clear role of risk cognizance in effectively dealing with business risk. We thus propose that risk management should focus not just on the controllability of risk, but also on its cognition.

3. INTRODUCING THE RISK MANAGEMENT LANDSCAPE

We depict the role of both controllability and cognition in the management of business risk, through the **risk management landscape** (See Exhibit II), which characterizes risk management along the two axes of controllability and cognition. Although each dimension exists on a continuum, together they suggest four zones of risk management.
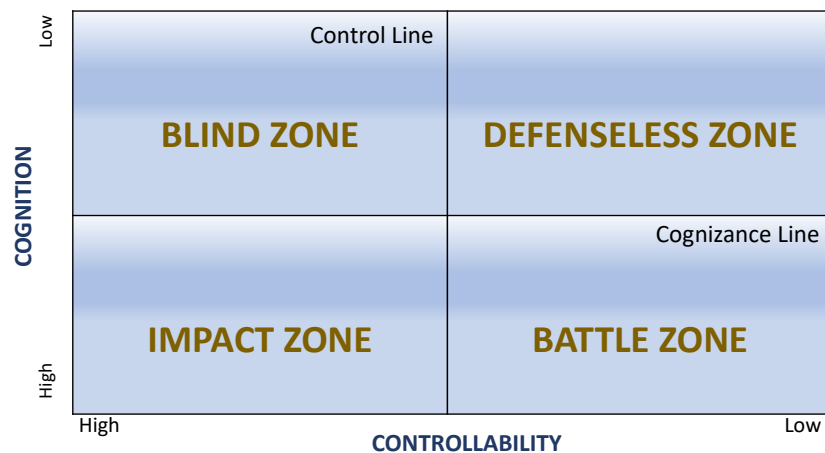
Exhibit II: The Risk Management Landscape

Impact Zone: Such facets of business which are within an organizations' cognition and control, reside in its impact zone. Here, the firm can treat them as assets and not risks, using them for business advantage. A firm should try to expand its impact zone by moving either its control line to the right or the cognition line upwards or both.

By actively engaging with its Chinese suppliers, Micromax (an Indian manufacturer of consumer electronics and home appliances) was able to introduce mobile phones with advanced designs and newer technologies into the Indian market much ahead of its competition (Ojha 2013). More recently, the company has dealt with the hyper-competition in the mobile phone market by expanding its portfolio to consumer electronics, launching televisions, air-conditioners, refrigerators and washing machines. Micromax shifted its control line to include multiple suppliers and by working actively with them, it brought in the extended cross-category business operations within its impact zone.

Battle Zone: Those facets of business which are within its cognition but outside its control, fall in the battle zone. The firm needs to be proactive here and address the risk as it emerges. It calls for preparedness with clear battle tactics, including trying them out on a limited scale. A typical strategy for the battle zone would involve controlled aggression while building one's defenses. In the long-term, through effective engagement the organization may succeed in shifting its control line to the right, thereby shrinking its battle zone and expanding its impact zone.

In late-2016, Reliance Jio hit the Indian telecom sector like a tornado with its unlimited data and free voice calls offer. What followed was a veritable bloodbath with most existing telecom operators trying to match it offer-for-offer and lying decimated in its wake. Even Airtel, the incumbent leader, started down the same path of self-annihilation. However, the company quickly regrouped itself and rather than trying to match Jio strike for strike, focused on reviewing its own strategy (Bharti Airtel mounting a comeback 2020). What followed was a clear effort with Airtel focusing on its most-valuable customers with an integrated package offering (mobile + broadband + cable) with premium benefits. Simultaneously the company took conscious steps in either moving the less profitable customers upwards or encouraging their departure through a revised price offering (Airtel expects more 2019). This approach of focused aggression rather than wildly flaying arms has helped Airtel reverse the downward spiral and re-emerge as the leader with the strongest revenue growth and ARPU in years.

Blind Zone: Such facets of business which are within an organizations' control but outside of its cognition fall into its blind zone. How did General Motors - one of the world's largest companies - fall into one of history's largest bankruptcies in 2009? It failed to recognize changing customer needs, blatantly ignored competition efforts and didn't invest in new technologies (A giant falls 2009). General Motors' dwindling cognizance rendered otherwise well-managed facets of customer risk, competitive risk and technology risk into its blind zone. Though the blind zone should be the easiest to address, General Motors' fate also illustrates how it can be impossible to get out of. The challenge in the blind zone is more ignorance than inability and the need is to invest in terms of continuous building of knowledge, insights and skills to take appropriate action towards risk management.

Unlike General Motors, by continuously investing in consumer understanding, Unilever has remained aware of the growing concerns around sustainability. These insights lead to Unilever making concentrated efforts towards rejuvenating degraded farming communities to maintain viable sources of their agricultural raw materials and to introduce products with less and reusable packaging. It has since developed and launched multiple products around the theme, including a detergent that uses less water (Robles 2016) . Similarly, PepsiCo has stayed aware of changing consumer preferences, which influenced it to invest behind organic Gatorade, probiotic health drinks and lowered sugar and salt in its products to make its portfolio healthier (Govindrajan & Trimble 2012). Through their continued investments towards consumer understanding, both companies developed deep insights with led to such initiatives targeted at the growing base of conscious consumers. Unilever and PepsiCo's approach not only helps them mitigate consumer risk but is also expected to generate a much faster growth in the coming years.

Defenseless Zone: Those facets of business which are both outside an organizations' cognition and its control fall into its zone of defenselessness. Environmental risk, which includes economic, political, legislative, social and other extraneous facets affecting business adversely, falls in this zone. This is also the most difficult zone since it is arduous to move across both the control and cognition line at the same time. Google and Facebook's recent experiences provide a contrasting picture of risk mitigation in this zone.

Consumers and therefore governments world over have become more sensitive to privacy and more demanding of data protection, directly affecting the social networks business model. In this milieu, Google and Facebook adopted opposing strategies towards risk mitigation (Dans 2019). Facebook's initial attempts to either deny or brazen it out, led to several lawsuits, legislative and regulatory hearings and forced the social media giant to issue multiple apologies severely harming its image and raising doubts about its intent. Google though facing a similar fire, has been investing heavily to dial up the privacy protection tools in their offerings, while proactively engaging with governments and consumer bodies worldwide to drive consensus on the future roadmap (Rubin 2021).

Facebook's tried to fight or flight[1], which is the typical kneejerk reaction to a defenseless situation. It seldom works. On the other hand, recognizing its defenselessness, Google could take a mature response and invest in building future defenses.

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[1] https://www.verywellmind.com/what-is-the-fight-or-flight-response-2795194

Organizations dealing with business facets in the defenseless zone should recognize that they are likely to be caught unawares, and their first reaction may not be the best. Building awareness and understanding of this space while simultaneously investing towards sustained influence and mitigation efforts is a more prudent approach. Stated differently, you want to be aware, and in control of your actions as early as possible.

Zone	Characteristics		Risk Management Objective	Risk Mitigation Strategy	What typically falls here?
	Control	Cognition			
Impact Zone	High	High	Treat as an asset, not risk	Translate into business advantage	Operations Employees
Battle Zone	Low	High	Improve ability to control	Constantly test waters e.g., occasional skirmishes. Build deterrents	Competition
Blind Zone	High	Low	Build knowledge & skills	Invest to learn more. Try conversion to Impact Zone	Technology
Defenseless Zone	Low	Low	Avoid 'fight or flight' response	Ask forgiveness. Make genuine amends.	Environment

Table I: Strategic Approach across Four Zones of the Risk Management Landscape

The risk management landscape described above lays emphasis on the risks facets themselves and suggests strategies for dealing with them across the four zones. Table I provides summary guidance to drive organizational efforts towards risk management.

4. APPLYING THE RISK MANAGEMENT LANDSCAPE

Our research included executives from the manufacturing, services and technology sectors. We observed that the typical risk management landscape differed across sectors, and the location of specific risk facets was often contingent on the sector itself. For example, technology would fall into the impact zone for new-age businesses, whereas it could be housed in the blind zone for a traditional manufacturing business. We demonstrate this through Exhibit III which provides only a representative illustration in the context of the manufacturing sector.

Exhibit III: The Typical Risk Management Landscape for Manufacturing Companies

We specifically noticed that higher-performing companies tend to differ from their industry counterparts in how they deal with different risk facets and in their strategies (as suggested in Table I) to include industry risk facets into their impact zone. Unilever & PepsiCo, through sustained investments in developing consumer insights, are able to influence customer decisions and translate this risk facet into a business asset (Abboud 2019). Similarly, Nike through

sustained investments and innovation considers technology, not as a source of risk but as a business asset (Carr 2013). Exhibit IV provides a graphic illustration of how Nike, PepsiCo and Unilever's risk management landscape differs compared to their competitors, and how their management of these assets provides them significant business advantage.
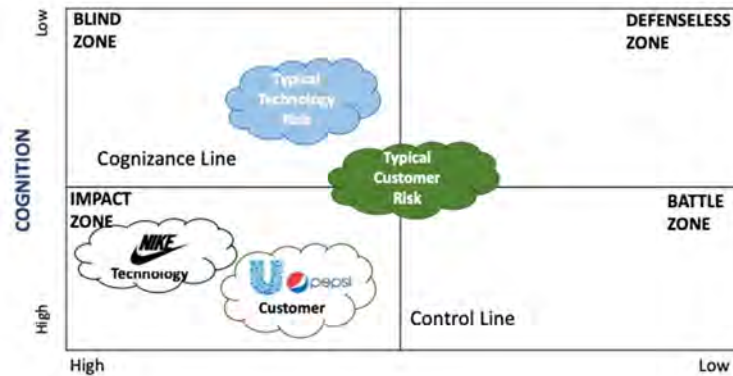
Exhibit IV: Nike, Unilever & Pepsi's Management of Customer & Technology Risks

Risk facets can be leveraged even when they don't fall into the impact zone. We illustrate this further in the context of the Technology industry. Many new-age companies end up building unique business models, often operating in undefined territory, and thus facing greater environmental risks. We earlier referenced Google and Facebook's handling of privacy and data protection, where Facebook reacted arrogantly ('fight or flight') whilst Google through its sustained efforts at influencing managed to mitigate this environmental risk to some extent. In summary, while unique business models are often an aspirational strategic goal, they do come with risks. How you manage that risk will go a long way in determining your destiny.

Similarly, both Airbnb and Uber as proponents of the sharing economy, have been facing enormous local backlash. Whereas Airbnb managed it with active engagement of all stakeholders to showcase the overall benefits of the model, Uber through an aggressive battle-oriented approach ended up burning bridges with multiple stakeholders (Anwar 2018). It was only with a change of management, proactive reach-out, new company policies and sustained influence efforts that it has managed to extricate itself from that position.
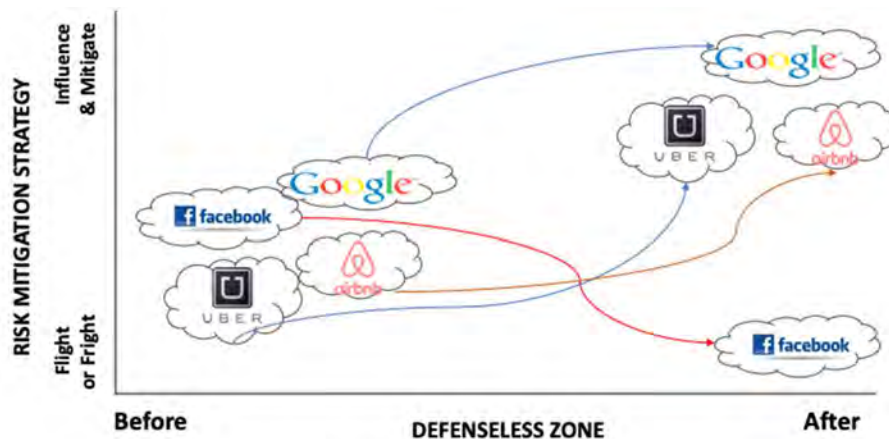
Exhibit V: The Technology Sector's Management of Environmental Risk

Exhibit V draws a spotlight on how these companies dealt with the environmental risks navigating across the defenseless zone.   The difference in Google, Facebook, Airbnb and Uber's management of environmental risk provides a graphic lesson in the role of effective strategy, not just in dealing with but leveraging risk facets towards business advantage.

Whereas it is the industry characteristics that define the position of different risk facets in the risk management landscape, it is the organizational approach, efforts and overall strategy which finally establishes its ability to manage and leverage risks. Reviewing the experiences of these companies on the risk management landscape shows the advantage of using this framework to simplify the process whilst converting the risk mitigation approach into one of dealing with risks for business advantage.

5. DEALING WITH THE INTERCONNECTEDNESS OF RISKS

We started by stating that risk management needed to be more systematic, in lieu of its current episodic approach. As we further probed senior managers, it became apparent that the major business risks are the outcome of multiple negative events working in conjunction. These are the 'crash of grey rhinos'[2], a metaphor for the fact that most of the specific events in isolation are avoidable, but not enough attention is paid to them till they together develop into a catastrophic 'black sawn'(Wucker 2016). The grey rhinos preceding Jet Airways' debacle and General Motors' bankruptcy, and in many of the other examples that we shared illustrate the same point.

The 7 different facets of business and sources of consequent risk often operate in groups. However, there is a common component across each of these facets, and it deals with people. Managing for any risk involves managing through people. In fact, a business deals with people right across its value network, starting with its internal employees, extending to its partners, collaborators, stakeholders and influencers right till the end-customers. Whereas machines and robots can be easily managed, reprogrammed, or upgraded, managing through people throws its own challenges. Our research emphasized that people-related risks form one of the biggest challenges facing businesses.

India has been experiencing a massive e-commerce boom due to increasing penetration of smartphones and broadband connectivity. During our research, we found that many of the incumbent businesses tried to build their own e-commerce engines to reach out to customers. However, most of them were found wanting in terms of reorienting their legacy systems and approach in engaging with their vendors and partners. Their episodic efforts to deal with the technological impact of e-commerce were bound to fail and many of these reactive efforts either wound up or have since dialed down operations (Pani and Thomas 2018). Our conversations with some business leaders (see box) provides a panoramic view of these experiences as well as the lessons thereby learned and how these helped in ultimately dealing with the challenge.

Experiences while navigating through the Risk Management Landscape

In the Battle Zone: The CEO of an Indian retail conglomerate on their experiences to counter the presence of newer and disruptive competition from online players:

While they were trying out multiple initiatives the biggest it faced was organizational and particularly people related.

"Our responses were intense, but quite fragmented. Most things that we tried worked at a fraction of our expectations. Today, from the frenzied craziness of that time we have a more settled calmness. We have a better sense of priority of what we need to do, and our responses are more thought out and better planned. In hindsight, my big learning is about how to deal with change. It's difficult to transform when you are trying to do so many things. We tried to rebuild and retool the organization, but the challenge is that you need people to absorb change. Today we have built a separate organization within, which engages with the experts but being inside the system is better at driving the change required. I didn't have the wisdom to do it then, but it's important to allow capabilities to come in without driving conflict. It's important to know that change is upon you"

In the Blind Zone: The COO of a large life-style brand on their experiences managing the dual risks of fast-changing consumer and newer competitive landscape:

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[2] "Behind every black sawn is a crash of grey rhinos"

The organization was able to successfully deal with these through active collaborations and partnerships. In the process they acquired newer capabilities which are expected to provide greater returns in the coming years.

"Three years ago, our biggest risks were impending foreign competition and fast changing consumer. We had formed an alliance with a tech leader to bring out a co-developed product, but it was difficult to get that moving. Now, we are developing the product inhouse with active engagements with a few start-ups. They have great technology whereas we have the brand and operational muscle. The initial results are very encouraging, and we are in the process of developing these skills in-house."

In the Defenceless Zone: The country -MD & CEO of a multinational processed foods company on their experiences navigating through newer environmental challenges:

The organization was able to deal with these based on past experiences, and it was instrumental in bringing the team together.

"We had two more crises since then, but, we were more equipped to handle these now. In hindsight it was a good thing that that crisis happened to us... because we were able to survive and then we have been able to reboot… challenge is good for team spirit; we became very united and focused on getting back there and winning in the market."

Hopefully, as the experiences of these respondents appears to suggest, the conceptualization of the risk management landscape as laid out in this paper will provide managers a better understanding of business risk. The systematic approach to managing risk should be able to guide executives in their risk management efforts.

6. THE SYSTEMATIC APPROACH: WHEN FACED WITH ADVERSITY WHAT DO YOU DO?

Based on the risk management landscape introduced earlier, we suggest a systematic approach towards leveraging risk for business advantage. It involves four steps as follows:

1. Recognize the two axes of risk management – cognition and control. Use these axes to map the 7 facets of risk on the risk management landscape, in the context of your organization.
   While you are mapping ask yourself two questions :
   a. How well do we understand the risk facet?
   b. In case we understand it well, are we in a position to control it.
2. Identify the zone of incidence for each risk facet. Compare the position of your risk facets in the context of your industry, to map your comparative - advantageous vs disadvantaged – position. This will help you identify how to deal with particular situations. Even if the underlying risk can't be solved, don't panic! Or if your position allows you to use the risk to your advantage because as an organization you have already taken proactive steps. Alternatively, you might find that you could be at a disadvantage on certain risk assets.
3. Develop your strategies for managing each risk facet (Refer Table I). Recognize that the strategy to manage a risk facet will depend upon the zone in which it lies:
   a. If it falls in your impact zone, review whether you are using it for business advantage. If you are, plan to enhance your impact on that facet. If you are not, plan investments to build it as an asset.
   b. If it falls into your blind zone, evaluate your plans for knowledge and skills build-up so that it moves into your impact zone.
   c. If it falls in your battle zone, test the waters with a little bit of skirmish and see the reactions. Keep your battle tactics ready, since you will have little time to react when the risk does manifest itself.
   d. If it falls in the defenseless zone, you need to recognize that you will be caught unawares and your first reaction may not be the best. Avoid 'fight and flight', plan for sustained influence and mitigation.
4. Ensure adequate investments and plans towards each of your identified strategies.

7. IN SUMMARY

Through this study, we shared some highlights of our research and juxtaposed it with business events over the past decade to introduce a framework towards managing the seven facets of business risks and leveraging them for business advantage. We emphasize the need for a systematic (not episodic) approach to risk management. Our research highlights the role of risk cognizance, and we recommend that risk management should focus on both, cognition as well as controllability of risk. The importance of both these dimensions is depicted through the risk management landscape, and we provide strategic guidance towards managing facets of business risks across the different zones, viz impact zone, battle zone, blind zone and the defenseless zone. The risk management landscape is amenable for deployment across different sectors and companies and for different types of risks. Lastly, we outline the methodology as a ready reference for managers to implement it within their organizations.

We believe that if done proactively, organizations can use our approach to remodel business risks into effective engines of business advantage. The key to this approach is a willingness to explore, challenge and confront previous assumptions. Unfortunately, as in the case of Jet Airways, while rising sales and increasing customer satisfaction may seem the perfect recipe, it can not be at the expense of business operations. Management needs to continually remain vigilant across all facets of business risk as outlined herein.

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Perceptions of People in Bangkok Metropolitan Region toward Dining-out during the COVID-19 Pandemic

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ABSTRACT
The COVID-19 pandemic has severely affected the restaurant segments around the world. Although dining out could be seen as a pleasant and enjoyable moment for most people, COVID-19 has caused people's perception toward dining out to change. Many people feel it is too dangerous to dine out or they might be risking their lives if they dine out during this pandemic. As a result, this research aimed to explore the perceptions of people toward dining out during the COVID-19 pandemic. In general, it attempted to study the perceived risks of COVID-19 and to what extent people rely on government and health surveillance. In particular, it investigated brand and restaurant trust and attitudes toward dining out associated with the reference group. The convenience sampling method was employed to collect data from a sample of 408 people residing in Bangkok Metropolitan Region (BMR) including Bangkok, Nakhon Pathom, Nonthaburi, Pathum Thani, Samut Prakan and Samut Sakhon. Online questionnaire consisting of personal information questions and 5-point Likert scales found in recent literature was used as a research instrument.

The results revealed that, in terms of COVID-19 perception, the respondents perceived COVID-19 as having very high physical risks, high psychological risks and low disease denial. Their trusts on government and health surveillance were low. For their perceptions of the restaurants, the perceived safety and restaurant brands and the perceived fair price were moderate but they perceived those restaurants had good precautionary measures. Even though the results showed that the respondents' solidarity to the restaurant sector was strong, their intention to visit the restaurants during the pandemic was moderate. The effects of respondents' personal characteristics on the perceptions were also tested. The results showed that gender, age, education level, occupation, marital status, monthly income had the influences on the respondents' perceptions.
Keywords: COVID-19 pandemic; dining out; perceived risk; perception; trust

1. INTRODUCTION
According to the World Health Organization (2021a), Coronavirus disease (COVID-19) is an infectious disease caused by a newly discovered coronavirus which was named as a severe acute respiratory syndrome coronavirus 2 (SARS-CoV-2). This novel coronavirus outbreak has become a pandemic in a short period of time as it was able to reach 213 countries, areas or territories with cases around the world, with over 3 million confirmed cases and more than 200,000 deaths within only three months (Cori et al. 2020). Therefore, this means that the COVID-19 pandemic might be recognized as the most severe global health challenge and the biggest world health threat of this century.

As mentioned earlier that the COVID-19 has been spread to different countries around the world, one of the countries that got affected by this pandemic is Thailand. In fact, the first case of COVID-19 which was listed as the first case outside China was reported in Thailand on January 13, 2020 (World Health Organization 2021b). The number of infected cases slightly increased at a slow rate in the first period until mid-March. After mid-March, the number of new cases sharply increased until 26 March at an average rate of 25.1% per day (Tantrakarnapa & Bhopdhornangkul 2020). In response to this serious situation of COVID-19 pandemic, the Thai government has decided to implement unprecedented interventions in order to control and prevent the spread of the disease. However, the COVID-19 measures and restrictions launched by the government have impacted to many industries which one of them is the

"restaurant" industry. In the period when the confirmed case of COVID-19 increased rapidly, the government required all restaurants to strictly follow their restaurant dine-in rules such as dining out at the restaurant limited to no later than 9.00 PM, reducing the customer's density inside restaurant to at least 50% and keeping distances between customer and waiter (Department of Disease Control 2021).

These circumstances have affected not only the restaurant business itself but also "dining out" which is involved in the daily life of most Thai citizens as well. According to Smith (1983), dining out is nearly a universal pleasure. Even though the frequency might vary, every age group, culture group, social class, and geographical community makes eating out a significant form of recreation. However, not all dining out is done for exclusively recreational reasons. There are still many restaurant customers who simply dine out as an alternative to carrying a meal to work or to traveling home during work or shopping (Smith 1983). In Thailand, there was once a social change which led to a transformation of consumer's lifestyle pattern. This change made most Thai people, especially those who lived in Bangkok, to usually have responsibilities outside their homes such as going out for studying, working or having recreation with family and friends including traveling to change the atmosphere to relieve their stress. As a result of this change, it has led to the increasing level of dining out which is a new food consumption behavior in Thai society. Moreover, according to Thai consumption behavior survey carried out by EIC's (2017), it is found that the most popular outdoor activity for Thai people is dining out as well (Khaomodjod et al. 2021) (Vutidhammakhun 2017).

Nevertheless, over the past few years, the COVID-19 pandemic in Thailand has been much more severe than anyone can imagine. The evidence is that, in late June 2021, the total number of infected people was rapidly increasing to 218,131 cases with 1,629 deaths (The Standard 2021). As a consequence, even though Thai people have a consumption behavior of enjoying dining out, the COVID-19 pandemic which is too dangerous and may risk one's life might cause people's perception towards dining out to change. Therefore, this study offers empirical evidence on the perceptions of people in Bangkok Metropolitan Region toward the COVID-19 situation and dining out during the time of pandemic. The variables investigate includes social trust, COVID-19 perceived risk, brand and restaurant trust, and attitudes towards dining out.

The remainder of this paper is structured as follows: the second section provides research objectives. For the third section, it presents the study hypotheses grounded in the literature review. The fourth section describes the research methods, which is followed by the fifth section, analysis and results. Finally, the last section of the paper ends with discussion and conclusion.

2. RESEARCH OBJECTIVES
The objectives of this study are:
1. To investigate the social trust of people living in Bangkok Metropolitan region during the COVID-19 pandemic.
2. To investigate the COVID-19 perceived risk of people living in Bangkok metropolitan region during the COVID-19 pandemic
3. To investigate the brand and restaurant trust of people living in Bangkok metropolitan region during the COVID-19 pandemic.
4. To investigate the attitudes towards dining out of people living in Bangkok metropolitan region during the COVID-19 pandemic
5. To determine the effects of personal characteristics on social trust, COVID-19 perceived risk, brand and restaurant trust and attitudes towards dining out.

3. RESEARCH CONCEPTUAL FRAMEWORK
According to the conceptual framework (see Figure 1), this research has an intention to investigate if personal characteristics have the effects on social trust, COVID-19 perceived risk, brand and restaurant trust and attitudes towards dining out or not. In this study, personal characteristics include gender, age, education, occupations, marital status, income, province that the person lives at the present time and vaccination status.

Dependent Variables
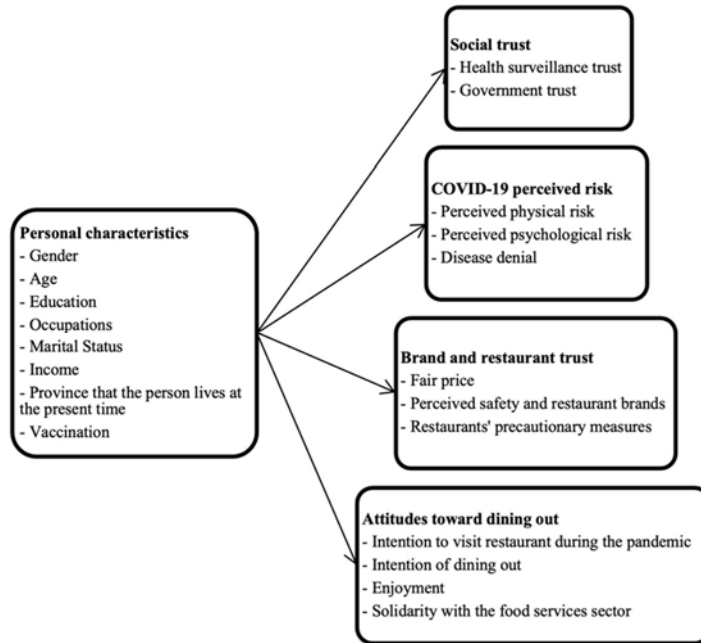
Figure 1. Conceptual framework

4. Literature review
4.1. COVID-19 perceived risk
Since the coronavirus has spread all over the world, as of 20 May 2020, there have been more than 4.8 million COVID-19 confirmed cases and 318,599 deaths worldwide, affecting 187 countries and territories (Ciotti et al. 2020). This rapid and continuous escalation of the COVID-19 pandemic has caused not only the risk of death after virus infection but also led to the situation of lockdown, quarantine and isolation. As a result, it has caused many people to worry, feel anxious, and perceive themselves at risk for the COVID-19 (Yıldırım & Güler 2020).

According to Kates and Kasperson (1983), "Hazards are threats to people and what they value and risks are measures of hazards". In other words, risk can be recognized as the likelihood that a person may experience the effect of a danger including the probability of an adverse event and the magnitude of its consequences (Short 1984; Sjöberg 2004). Moreover, as risk is influenced by various elements including probability, severity, controllability, dread, catastrophic potential and hazard familiarity, it may be also perceived as a complicated, psychologically-oriented, and socially-constructed phenomenon (Yıldırım & Güler 2020).

Bauer (1960) was the first to introduce the concept of "perceived risk" to explain customer behaviour in marketing studies. Perceived risk has been defined in a number of ways but is often seen as consumers' risk perceptions of the unpredictability and adverse consequences when involving in the process of purchasing a product or service (Pathak & Pathak 2017). In addition, according to Adeola (2007), people's judgements and assessments of hazards or dangers that may lead to immediate or long-term threats to their health and well-being are referred to as risk perception as well. Although it can be categorized into various dimensions, in this research, we defined perceived risks as perceived physical and psychological risks only.

As stated by Bhukya and Singh (2015), perceived physical risk or health risk is defined as "the state of the consumer's fear that purchasing certain products may damage their health or physically injure their person". More precisely, physical risk refers to the potential or possibility that consumers might get harmed or injured while using a product or service or, in this case, dining-out at the restaurant (Pathak & Pathak 2017). In addition, the previous study of Zhong, Oh & Moon (2021) also states that perceived physical risks of getting infected with COVID-19 may lead to the reduction in consumers' demand to dine out because they would like to avoid exposure to physical threats. Therefore,

this may be interpreted that personal and physical concerns for safety might play a significant role in influencing perceptions of people toward dining-out during the COVID-19 pandemic as well.

For perceived psychological risk, it can be defined as the state in which consumers feel disappointed by the action of making a poor product or service selection including the possibility of loss in self-image or social embarrassment resulting from purchase of a product (Bhukya 2015; Pathak & Pathak 2017). In contrast, according to Lim (2003), perceived psychological risk can also refer to the possibility that individuals may suffer from their mental stress because of the action of dining-out. For human beings, emotions such as fear, guilt, and empathy all have a significant impact on how people behave, and in terms of dining-out issues, fear caused by uncertainty may be more prominent than other emotions. Therefore, as a result of perceived psychological risk, negative emotions may be able to influence perceptions of people toward dining-out during the COVID-19 pandemic as well (Zhong, Oh & Moon 2021).

Although COVID-19 is an infectious disease which can lead to death, there are still some people who do not perceive risk or are unaware of its severity. This group of people can be recognized as the people who deny the existence of disease or, more precisely, the people who have the condition of "disease denial". According to Vos and Haes (2007), "from a psychoanalytic viewpoint, denial is a pathological, ineffective defense mechanism. In contrast, according to the stress and coping model, denial can be translated as an adaptive strategy to protect against overwhelming events and feelings as well". In the context of the pandemic, denial has been interpreted into non-belief in the disease. A clear example of denial is a statement such as "the pandemic is fake; it does not exist". Meanwhile, "COVID is simply the flu; it is not as dangerous as they say" is an example of rationalization. Both are related to the mechanisms of psychological representations that guide our future behavior (Hakim, Zanetta & da Cunha 2021).

4.2. Social trust

"Trust" consists of a willingness to accept weaknesses through positive expectations based on the intentions or behavior of others as a psychological state (Rousseau et al. 1998). According to Welch et al. (2005), social trust is a shared expectation that is often expressed as a belief that people will act rationally when necessary and a behavior that is mutually beneficial in their interactions with others. In contrast, it can be also interpreted as an individual's willingness to rely on those responsible for making decisions and taking action to the management of environment, technology, health and safety (Siegrist et al. 2000). Therefore, social trust may decrease the perception of risk and increase the perception of benefits affecting people who choose to dine out (Hakim et al. 2020). In this research, social trust is classified into two dimensions: health surveillance trust and government trust.

Lee and Thacker (2011) define public health surveillance as a "interpretation of health-related data with a purpose of preventing or controlling disease including identifying unusual events of public health importance, followed by the dissemination and use of such information for public health action." During the COVID-19 pandemic, as there are some groups of customers who ignore the restaurant's food safety regulations, this situation could lead to a lack of trust in the food safety regulatory system in other customers (Bai et al. 2018). As a result, during the pandemic, public health surveillance would have an essential role to prevent and control the spread of the disease (Sekalala et al. 2020), including providing information to all citizens such as planning and managing protection programs, improving the quality of health and resource allocation. Consequently, this action may be able to gain more trust from people (Groseclose and Buckeridge 2017).

According to Assaf and Scuderi (2020), the important role of the government is that it should develop over time during this crisis. Management should be carried out swiftly from the initial stage of liquidity subsidies to sustainable recovery incentives. Apart from that, trust in government also indicates a correlation between the preferences of citizens and perceived the actual work of government. By specifying this capacity and effectiveness of COVID-19 management and control, the government trust at this period may be more dynamic compared to the general trust in government that has been forged over a long time by cultural, various political or historical factors (Bouckaert & van de Walle, 2003; Han et al. 2020).

Depending on the government's characteristics, the relationship between public trust in their government and their attitude toward the disease seems to be complicated. For this reason, it may be interpreted that trust in the government is based on ideology and can increase an individual's willingness to dine out at a restaurant during the pandemic. On the other hand, trust in the health surveillance sector may reduce the intention to dine out at a restaurant because it is scientifically based (Hakim, Zanetta & da Cunha 2021).

4.3. Brand and restaurant trust

According to the American Marketing Association (1960), a brand is a means of differentiating itself from its competitors by name, word, design, symbol or combination for the purpose of identifying the goods or services of a particular seller or group of sellers. While the competition creates endless choices, many restaurant brands are also looking for ways to connect emotionally with their customers to become irreplaceable and build a strong lifelong brand relationship to make people trust in their brand and their superiority (Wheeler 2013). Meanwhile, when we talk about brand trust, some customers choose a brand regardless of the product or other elements. Customers may show brand loyalty by purchasing that brand regardless of another brand (Torres-Moraga 2008).

Due to the rapid spread of COVID-19, many customers feel very afraid and hesitant which makes it difficult for customers to trust the restaurant (Chakravorty & Uike 2020). Therefore, many restaurants have to show their responsibility by following precautionary measures in order to control the spread of COVID-19 in the food service and retail sectors as well food safety in restaurants. Therefore, by following precautionary measures, it can help restaurants to increase their customer trust (Shahbaz et al. 2020). Customers may feel more secure if restaurants take precautions such as contactless payments, hand sanitizer, and separate dining areas. Moreover, if all employees in the restaurant have been vaccinated, it would be preferable to society when large groups of vaccinated people are in the same place. Most vaccinations also protect unvaccinated individuals; this will leave customers less aware of the physical and psychological risks that may lead to intent to dine in the restaurant (Betsch et al. 2018; Zhong, Oh & Moon 2021). However, the health and well-being of customers is a top priority for the restaurant business, especially during this crisis (Shahbaz et al. 2020).

"Fair price" is another important factor that affects the intention to visit a restaurant during and after this crisis (Hakim, Zanetta & da Cunha 2021). Maxwell and Comer (2010) define price as what people pay to get what they want, whether it's a product or a service, the price also includes time and energy. These elements will determine whether it is worth paying or a reasonable price. According to Rajendran (2009), fair price is when the consumer agrees that the price of the goods is reasonable, fair or equal. In other words, the price of the product or brand is neither too high nor too low. Due to economic uncertainty, consumers are more cautious about costs and prefer more durable goods and choose services based on discretion. Therefore, the fair price would greatly and certainly affect consumer decision-making (Hakim, Zanetta & da Cunha 2021).

4.4. Attitudes towards dining out
4.4.1. Attitude

According to Ajzen (2014), an attitude is an individual's disposition to respond favorably or unfavorably to an object, person, institution, or event, or to any other discriminable aspect of the individual's world. Meanwhile, in the previous study by Maggon and Chaudhry (2018), they indicate that the attitude can be recognized as 'a psychological tendency that is expressed by evaluating a particular entity with some degree of favor or disfavor'. In fact, the feelings, the beliefs and the behavioral intentions of consumers towards products or services in a marketing context are all related to customer's attitude. By considering the context of dining-out, a customer may express their negative or positive attitude to the experience but, in reality, it is based on their own evaluations as well. In addition, the attitude can be transformed repeatedly through different periods of time and can be significantly affected by both external and internal factors such as their previous experience and outside relationships; friends and family (Wang & Nguyen 2018).

4.4.2. Intention

At the present time, there are various recognized and frequently used models such as "TRA", "TPB" and "TAM" that have utilized attitude concerning an object or behavior as a compelling predictor of consumer's behavioral intention (Popy & Bappy 2020). According to Zhong, Oh & Moon (2021), behavioral intention refers to an individual's intention of performing a particular behavior". Meanwhile, in terms of consumer purchase Intention, it can be interpreted as a customer's willingness on whether to buy a product or service or not. In contrast, in some circumstances, purchase intention also refers to whether the customer will buy the product or service again after the last purchase (Wang & Nguyen 2018). In the context of intention to visit, Keni and Wilson (2021) mentioned that consumers' intention to visit is a "consumers' motivation and desire to visit a place for not only experiencing the environment of the places but also purchasing products or services from that place as well". Moreover, by considering restaurant visit intention, intention may be also perceived as the probability that a person will perform a certain action such as restaurant visit or engage in a particular behavior about the attitude object. For example, in the context of a

restaurant, behavior intention indicates the likelihood of a food lover visiting a restaurant frequently (Popy & Bappy 2020).

4.4.3. Enjoyment
Dining-out at restaurants can be recognized as a way to provide consumers with functional value such as satisfying all the hunger by serving delicious food and charging reasonable prices. Moreover, it also creates hedonic value for consumers by offering fun, entertainment, or novelty as well. Therefore, this experiential value would lead a restaurant to be a perfect place for customers to gain excitement, pleasure, and a sense of happiness (Zhong, Oh & Moon 2021). According to Rodrigues, Oliveira, and Costa (2016), enjoyment is the degree to which performing an activity is perceived as providing pleasure and joy in its right, aside from performance consequences. Thus, this means that enjoyment could provide a positive impact on consumers' behavior, especially on their purchasing intention. Normally, in our society, dining in a restaurant is also perceived as an enjoyable and happy experience created when family members and friends share time or moments together. So, this situation would positively affect an individual's attitude towards eating out and enhancement of behavioral intentions. However, because of the severe situation of COVID-19 pandemic, it might adversely affect the eating out experience which leads to the situation of enjoyment getting replaced by negative emotions like stress or concerns driven by the fears of getting infected (Zhong, Oh & Moon 2021).

4.4.4. Solidarity
Solidarity, according to Bayertz (1999), is a term which generally focuses on the tie which binds all of us human beings to one big moral community. For social solidarity, it refers to the unity between an individual and society who search for order and social stability allowing them to feel that they are able to improve other people's lives. However, because of the COVID-19 pandemic, there was a situation of economic crisis/recession around the world. Moreover, this circumstance also caused the unemployment rate to increase dramatically including higher numbers of bankruptcy in many businesses. As a result, it leads to the lack of solidarity which will occur during financial unavailability or a fragile and unfavorable situation. And, we called this situation "solidarity non-adherence". Nevertheless, as there were still people who can maintain their jobs during the pandemic, they can still revive this sense of responsibility for other members' well-being in the community (Hakim, Zanetta & da Cunha 2021).

5. Research Methods
5.1. Population and Sample
In this study, the target population consists of all Thai people living in Bangkok Metropolitan Region which include Bangkok, Nakhon Pathom, Nonthaburi, Pathum Thani, Samut Prakan and Samut Sakhon. For a minimum sample size, it was determined by the formula suggested by Taro Yamane (1967). According to Taro Yamane's sample size table, if the researcher would like to collect data with ±5% precision levels where the number of populations is unknown, the most suitable sample size needs to be 400 people at minimum. In this study, the convenience sampling method was employed. The questionnaires were randomly distributed to target population though an online platform yielding a final sample size of 408 respondents which was larger than the required minimum sample size.

5.2. Data Collection
All questionnaires were distributed in late June and ending in late July, 2021. The data were collected in the period where people were allowed to dine out at the restaurant with some restaurants' precautionary measures, which was between the second wave of COVID-19 beginning to fade and the third wave of COVID-19 beginning to come back again (Thai PBS 2021). Moreover, according to the Center for COVID-19 Situation Administration (2021), during this period, Thailand presented 218,131 confirmed cases of COVID-19 and 1,629 deaths.

For the research instrument, this research used an online questionnaire constructed on an online platform. The questionnaire is divided into three sections:

The first section is "personal characteristic" that includes multiple choice questions regarding gender, age, education, occupation, marital status, income, and province that the respondent lives at the present time.

The second section is "vaccination status" (also recognized as a part of personal characteristic) which has 2 parts: the first part will ask if whether the respondents have been vaccinated or not. If they answer 'yes', it will lead to the second part which asks about the type of vaccine and how many doses they have got. However, if they haven't been vaccinated yet, our questionnaire will take them straight to the third part of the questionnaire.

The third section is the "question items" which is in the form of a five-point Likert scale ranging from "1 = strongly disagree" to "5 = strongly agree". The questionnaire was designed and adapted to measure perceptions of people in the Bangkok Metropolitan Region towards Dining-out during the COVID-19 Pandemic based on social trust, COVID-19 perceived risk, brand and restaurant trust and attitudes towards dining out. This part of the questionnaire contains 51 items adapted from two previous studies by Zhong, Oh & Moon (2021) and Hakim, Zanetta & da Cunha (2021).

After finishing designing the questionnaire, as the participants of this research would be Thai people, the survey needs to be translated into their native language. Later, the translation of our questionnaire was validated by 3 professors from Faculty of Humanity at Kasetsart University in order to ensure that the translation is appropriate with research context. The Item-Objective Congruence (IOC) was used so as to find the content validity. At this stage, three tourism experts were asked to check and evaluate the items of the questionnaire based on the score range from -1 to +1. The results reveal that all of the items have a mean score over 0.5 showing consistency and congruencies of the items.

Prior to finalizing the questionnaire, a pilot test was conducted with 30 university students. Cronbach's alpha was used to assess the reliability coefficient of each variable. The results show that the Cronbach's alpha values of all 12 variables were higher than the cutoff value of 0.7 (Hair 2014).

The URL of the final questionnaire was sent to potential Thai participants living in the Bangkok Metropolitan Region through Line, Facebook and Instagram. Before the respondents would engage in the survey, they were informed that their anonymity and privacy would be secured and that data would be used for research purposes only.

Moreover, once the data has been collected from 408 respondents, an exploratory factor analysis was performed. The results suggest that solidarity factor (SF) and intention factor (IV) should be combined into one factor (SIV), and item DD1 should be removed to increase the constructs' validity and reliability. Table 1 shows the items and references for each factor.

5.3. Data Analysis
There are 3 steps in order to analyze data. Firstly, factor analysis with varimax rotation factor loading greater than 0.5 was used to categorize social trust, COVID-19 perceived risk, brand and restaurant trust and attitudes towards dining out factors. Secondly, in order to know frequency and percentage of sample profile, frequency and percentage distributions were used. Lastly, Independent Sample T-test and One-way ANOVA was employed to examine if each personal characteristic has an effect on social trust, COVID-19 perceived risk, brand and restaurant trust and attitudes towards dining out factors or not by using the 0.05 level of significance.

6. RESEARCH FINDINGS
6.1 Personal characteristics results
The sample was composed of 408 Thai people living in the Bangkok Metropolitan Region. The respondents were mostly female (72.1%), highly educated (62.7% had a Bachelor Degrees), single (64.5%) and living in Bangkok (64.2%). Age of the participants were mostly 21-30 years old (40.2%) while the least is age above 60 years old (2.9%). However, the percentage of other age ranges were likely to be even. In our sample, most of them were students (39.2%) whereas the percentage of state enterprise employees, freelancers, homemakers, and others were nearly similar. For income, the range of 0 - 10,000 Baht had the most percentage of 34.8 while the least was the range of 40,001 - 50,000 Baht (5.9%) (Other income ranges were almost equal). Our participants primarily have been vaccinated yet (49.3%). However, for people who have been partially vaccinated, they were mostly vaccinated with 1 dose of AstraZeneca (24.8%) whilst, for people who have been fully vaccinated, they were mostly vaccinated with 2 doses of Sinovac (15.4%). A sample profile can be found in Table 2.

Variables	Items	Factor Loading	Content
EJ (adapted from Zhong, Oh & Moon 2021)	EJ1	.874	I have fun when I dine out
	EJ2	.918	Dining out provides me with a lot of enjoyment
	EJ3	.910	I think that dining out is an enjoyable experience
	EJ4	.913	Dining out enables me to enjoy the happiness of dining
	EJ5	.815	I enjoy dining out with my family
	EJ6	.821	I enjoy dining out with friends
INT (adapted from Zhong, Oh & Moon 2021)	INT1	.806	I plan to dine out with my friends in the near future
	INT2	.819	I plan to dine out with my family in the near future
	INT3	.752	I would dine out again
	INT4	.805	I intend to dine out in the next few weeks
	INT5	.825	I will very probably dine out in the near future
PHY (adapted from Zhong, Oh & Moon 2021)	PHY1	.793	Dining out during COVID-19 pandemic may not be safe for me
	PHY2	.796	Dining out during COVID-19 pandemic may damage my health
	PHY3	.803	Dining out during COVID-19 pandemic may cause me physical harm
	PHY4	.824	Dining out during COVID-19 pandemic may cause me to get infected with COVID-19
	PHY5	.832	Dining out during COVID-19 pandemic exposes me to higher likelihood of COVID-19 infection
PSY (adapted from Zhong, Oh & Moon 2021)	PSY1	.763	I feel worried about dining out during COVID-19 pandemic.
	PSY2	.885	I feel uncomfortable about dining out during COVID-19 pandemic.
	PSY3	.842	I feel anxiety about dining out during COVID-19 pandemic.
	PSY4	.883	I feel nervous about dining out during COVID-19 pandemic.
	PSY5	.895	I feel stressful about dining out during COVID-19 pandemic.
RPM (adapted from Zhong, Oh & Moon 2021)	RPM1	.763	Restaurants provide separated dining spaces
	RPM2	.771	Restaurants provide liquid soap, hand sanitizer, etc.
	RPM3	.803	Restaurants provide contactless payment
	RPM4	.831	Restaurants provide contactless self-checkout or self-order system/service
	RPM5	.843	Restaurants have sterilization procedures for infection prevention.
	RPM6	.828	Overall, restaurants have provided proper infection prevention measures to avoid infection.
GT (adapted from Hakim, Zanetta & da Cunha 2021)	GT1	.892	I trust that the government can offer intensive care unit beds to everyone in need due to Covid-19.
	GT2	.914	I trust the government to control the risks due to Covid-19.
	GT3	.874	I trust the government's information and news about the Covid-19 pandemic.
DD (adapted from Hakim, Zanetta & da Cunha 2021)	DD1(removed)		It would be better to go back to normal, even if some people die because of COVID-19.
	DD2	.753	If my friends or family are not isolated during the COVID-19 pandemic, I also do not need to be isolated.
	DD3	.873	There is no point in avoiding the COVID-19 now and catching it later.
	DD4	.834	I am not afraid of contracting the COVID-19 because it is simply the flu.
HST (adapted from Hakim, Zanetta & da Cunha 2021)	HST1	.776	Health Surveillance Inspectors are competent enough to guarantee health-related safety in restaurants.
	HST2	.843	Health Surveillance inspectors inspect restaurants randomly, without favoring anyone.
	HST3	.873	Surveillance Inspectors fine only restaurants that do not follow the COVID-19 measures.
	HST4	.806	I trust Health Surveillance to inspect, regulate, and enforce the legislation and rules for reopening restaurants.
PR (adapted from Hakim, Zanetta & da Cunha 2021)	PR1	.563	I feel safe going to a restaurant to eat a meal, even if there is no medicine or vaccine for Covid-19.
	PR2	.637	I believe that it is safe to reopen restaurants.
	PR3	.755	I am sure that the restaurants I know/frequent are reliable in terms of ensuring health safety from COVID-19.
	PR4	.780	I always choose to go to restaurants that I know/frequent.
FP (adapted from Hakim, Zanetta & da Cunha 2021)	FP1	.809	I would go to restaurants during the pandemic if they are not more expensive than before.
	FP2	.806	I would eat in restaurants during the pandemic if the eat-in prices are lower than delivery ones.
	FP3	.755	I would eat in restaurants during the pandemic if prices are fair.
	SF1	.895	I would go to restaurants during the pandemic to prevent them from closing permanently.
	SF2	.920	I would go to restaurants during the pandemic to prevent employees from becoming unemployed.

Note: EJ = enjoyment; INT = intention of dining out; PHY = perceived physical risk; PSY = perceived psychological risk; RPM = restaurants' precautionary measures; GT = government trust; DD = disease denial; HST = health surveillance trust; PR = perceived safety and restaurant brands; FP = fair price; SIV = solidarity and intention to visit; SF = solidarity with the food services sector; IV = intention to visit restaurant during the pandemic

Table 1. Items and factor loading

Personal Characteristics	Frequency	Percent
Gender		
Male	113	27.7
Female	294	72.1
Other	1	.2
Age		
Below 20	44	10.8
21-30	164	40.2
31-40	47	11.5
41-50	81	19.9
51-60	60	14.7
Above 60	12	2.9
Education		
High school	27	6.6
Vocational/High Vocational Certificate/Diploma	15	3.7
Bachelor's Degree	256	62.7
Master's Degree or above	110	27.0
Occupations		
Student	160	39.2
Government officer	51	12.5
State enterprise employee	12	2.9
Private company employee	84	20.6
Business owner	58	14.2
Freelance	13	3.2
Homemaker	24	5.9
Other	6	1.5
Marital Status		
Single	263	64.5
Married/Civil union	133	32.6
Divorced/Separated/Widowed	12	2.9
Income		
0 - 10,000 Baht	142	34.8
10,001 - 20,000 Baht	72	17.6
20,001 - 30,000 Baht	53	13.0
30,001 - 40,000 Baht	43	10.5
40,001 - 50,000 Baht	24	5.9
50,000 and above	74	18.1
Province that the person lives at the present time		
Bangkok	262	64.2
Nakhon Pathom	21	5.1
Nonthaburi	66	16.2
Pathum Thani	42	10.3
Samut Prakan	13	3.2
Samut Sakhon	4	1.0
Vaccination		
Not yet	201	49.3
Partially vaccinated	141	34.6
Sinovac 1 dose	31	7.6
AstraZeneca 1 dose	101	24.8
Sinopharm 1 dose	5	1.2
Moderna 1 dose	1	.2
Pfizer 1 dose	3	.7
Fully vaccinated	66	16.2
Sinovac 2 doses	63	15.4
Moderna 2 doses	1	.2
Johnson & Johnson	2	.5
Total	408	100

Table 2. Sample profile

6.2 Variables result
6.2.1 Social trust
For social trust (see Table 3), it is divided into 2 dependent variables: health surveillance trust and government trust. Overall, health surveillance trust has a mean of 3.13 which is higher than the mean of government trust which is 2.34. However, after analyzing personal characteristics that may have an effect on these 2 dependent variables, it is found that age, education, occupation, marital status and income have effects on only government trust.

For age, the government trust of the respondents in the 51-60 age group is significantly higher than those in the below 20 group. The respondents in the groups of below 20, 21-30 and 31-40 are recognized as having equal levels of government trust. However, the age groups of 21-30 and 31-40 appear to have the same levels of government trust as compared to the age group of 41-50 and above 60 years old. For 31-40, 41-50 and above 60 age groups are also recognized as having the equivalent levels of government trust when compared to 51-60 age group.

For education, the results apparently show significantly different levels of government trust between the respondents in the vocational/high vocational certificate/diploma group, master's degree group, and high school group. Among these three groups, the vocational/high vocational certificate/diploma group has the highest level of government trust, while the high school group has the lowest level of trust. High school and bachelor's degree groups are considered as having equal levels of government trust. However, bachelor's degree group has the same levels of trust as master's degrees or above group.

For occupation, government officer group and business owner group significantly have higher level of government trust than student group. The students, freelance, private company employees, homemakers and state enterprise employees are recognized as having the same levels of government trust. Nevertheless, freelance, private company employees, homemakers and state enterprise employees can be considered as having the equal government trust as compared to business owners and government officers.

For marital status, single group significantly has higher lower level of government trust than married/civil union group and divorced/separated/widowed group.

For income, 40,001-50,000 Baht group significantly has higher level of government trust as compared to 0-10,000 Baht group and 10,001-20,000 Baht group. The 0-10,000 Baht group, 10,001-20,000 Baht group, 20,001-30,000 Baht group, 30,001-40,000 Baht group, 50,000 and above are recognized as having the same levels of government trust. Nevertheless, 20,001-30,000 Baht group, 30,001-40,000 Baht group and 50,000 and above group also have the same levels of government trust as well.

6.2.2 COVID-19 perceived risk
For COVID-19 perceived risk (see Table 4), it consists of 3 dependent variables: perceived physical risk, perceived psychological risk and disease denial. Overall, perceived physical risk has a mean score of 4.22 while perceived psychological risk has a mean score of 3.80. However, it can be noticed that the mean score of disease denial which is 1.98 is fairly lower as compared to other 2 variables. The tests of the effects of personal characteristics on these 3 dependent variables reveal that there is only the education variable that has an effect on disease denial. The vocational/high vocational certificate/diploma group's disease denial level is significantly higher than the high school group. High school group, bachelor's degree group and master's degree or above group are considered as having the same level of disease denial. Nevertheless, bachelor's degree group and master's degree or above group are also considered as having the same level of disease denial when compared to the vocational/high vocational certificate/diploma group.

Factor: Social trust	Health Surveillance trust Mean = 3.13, SD = .91		Government trust Mean = 2.34, SD = 1.15	
	Mean	SD	Mean	SD
Gender				
Male	3.19	.93	2.40	1.25
Female	3.11	.89	2.32	1.11
t	.80		.55	
Sig.	.43		.58	
Age				
Below 20	3.04	.99	1.84[a]	1.11
21-30	3.05	.96	2.06[a,b]	1.12
31-40	3.14	.85	2.50[a,b,c]	1.26
41-50	3.14	.85	2.70[b,c]	1.09
51-60	3.40	.81	2.81[c]	.92
Above 60	3.27	.70	2.67[b,c]	1.03
F	1.50		8.32	
Sig.	.19		.00*	
Education				
High school	3.12	.96	1.65[a]	.94
Vocational/High Vocational Certificate/Diploma	3.58	.83	3.36[c]	1.19
Bachelor's Degree	3.11	.93	2.25[a,b]	1.14
Master's Degree or above	3.13	.84	2.58[b]	1.07
F	1.30		9.71	
Sig.	.28		.00*	
Occupations				
Student	3.05	.95	1.95[a]	1.04
Government officer	3.17	.87	2.88[b]	1.22
State enterprise employee	3.17	.78	2.75[a,b]	1.30
Private company employee	3.04	.86	2.32[a,b]	1.13
Business owner	3.41	.94	2.87[b]	1.07
Freelance	3.08	1.11	2.08[a,b]	1.06
Homemaker	3.33	.65	2.54[a,b]	.93
F	1.46		8.38	
Sig.	.19		.00*	
Marital Status				
Single	3.08	.93	2.23[a]	1.20
Married/Civil union	3.20	.86	2.54[b]	.99
Divorced/Separated/Widowed	3.52	.73	2.58[b]	1.33
F	1.98		3.57	
Sig.	.14		.03*	
Income				
0 - 10,000 Baht	3.08	.94	2.08[a]	1.08
10,001 - 20,000 Baht	3.25	.85	2.26[a]	1.26
20,001 - 30,000 Baht	3.25	.91	2.55[a,b]	1.11
30,001 - 40,000 Baht	2.90	.84	2.53[a,b]	1.08
40,001 - 50,000 Baht	3.32	.85	2.96[b]	1.13
50,000 and above	3.13	.92	2.46[a,b]	1.14
F	1.33		3.83	
Sig.	.25		.002*	
Province that the person lives at the present time				
Bangkok	3.16	.92	2.29	1.17
Nakhon Pathom	2.98	.68	2.67	1.10
Nonthaburi	3.03	.83	2.39	1.13
Pathum Thani	3.13	.98	2.39	1.07
Samut Prakan	2.94	.95	2.33	1.22
Samut Sakhon	4.38	.95	2.92	1.34
F	1.99		.69	
Sig.	.08		.63	
Vaccination				
Not yet	3.13	.93	2.30	1.07
Partially vaccinated	3.18	.83	2.38	1.18
Fully vaccinated	3.05	.99	2.38	1.33
F	.46		.24	
Sig.	.63		.79	

Note: * = Sig. < 0.05

Table 3. Social trust variable test

Factor: COVID-19 perceived risk	Perceived physical risk Mean = 4.22, SD = .78		Perceived psychological risk Mean = 3.80, SD = 1.00		Disease Denial Mean = 1.98, SD = .94	
	Mean	SD	Mean	SD	Mean	SD
Gender						
Male	4.17	.82	3.75	1.05	2.09	1.04
Female	4.23	.77	3.81	.98	1.93	.89
t	-.77		-.60		1.45	
Sig.	.44		.55		.15	
Age						
Below 20	4.34	.69	3.70	.96	1.99	1.10
21-30	4.19	.72	3.72	1.01	2.02	1.00
31-40	4.04	.94	3.98	.98	2.15	1.09
41-50	4.23	.90	3.72	1.09	1.73	.64
51-60	4.33	.71	4.03	.92	2.02	.84
Above 60	4.15	.72	3.95	.57	2.08	.84
F	1.00		1.42		1.60	
Sig.	.42		.22		.16	
Education						
High school	4.40	.63	3.73	.99	1.65[a]	.78
Vocational/High Vocational Certificate/Diploma	3.93	.62	3.92	.77	2.44[b]	.94
Bachelor's Degree	4.22	.81	3.83	.95	2.02[a,b]	.97
Master's Degree or above	4.22	.78	3.71	1.12	1.89[a,b]	.87
F	1.15		.53		2.90	
Sig.	.33		.66		.04*	
Occupations						
Student	4.25	.69	3.72	.97	1.97	1.00
Government officer	4.27	.81	3.92	.98	1.99	.96
State enterprise employee	4.08	1.14	4.13	.57	2.11	.67
Private company employee	4.10	.93	3.59	1.15	1.91	.85
Business owner	4.12	.83	3.97	.92	2.24	1.06
Freelance	4.45	.54	4.17	.94	1.64	.75
Homemaker	4.50	.51	4.01	.94	1.74	.59
F	1.28		1.90		1.42	
Sig.	.26		.08		.21	
Marital Status						
Single	4.16	.80	3.74	1.02	2.01	1.00
Married/Civil union	4.33	.74	3.90	.95	1.90	.79
Divorced/Separated/Widowed	4.20	.76	3.78	.92	2.22	1.18
F	1.96		1.14		1.01	
Sig.	.14		.32		.37	
Income						
0 - 10,000 Baht	4.25	.71	3.76	.96	1.96	.92
10,001 - 20,000 Baht	4.15	.72	3.70	.98	2.12	1.05
20,001 - 30,000 Baht	4.09	.92	3.84	.93	1.98	1.01
30,001 - 40,000 Baht	4.34	.84	4.06	1.04	1.95	.83
40,001 - 50,000 Baht	4.12	.68	3.72	.89	1.90	.85
50,000 and above	4.27	.88	3.81	1.13	1.92	.91
F	.80		.84		.41	
Sig.	.55		.52		.84	
Province that the person lives at the present time						
Bangkok	4.22	.80	3.78	1.04	1.99	.97
Nakhon Pathom	4.49	.48	3.99	.85	2.00	.81
Nonthaburi	4.06	.69	3.66	.93	1.93	.85
Pathum Thani	4.23	.94	3.85	.96	2.03	.99
Samut Prakan	4.43	.63	4.12	.89	1.56	.63
Samut Sakhon	4.15	.99	4.20	.59	2.33	1.41
F	1.27		.84		.69	
Sig.	.28		.52		.63	
Vaccination						
Not yet	4.24	.75	3.86	.97	2.07	.95
Partially vaccinated	4.16	.78	3.78	.90	1.88	.88
Fully vaccinated	4.26	.89	3.65	1.25	1.89	1.00
F	.508		1.089		1.975	
Sig.	.60		.34		.14	

Note: * = Sig. < 0.05

Table 4. COVID-19 perceived risk variables test

6.2.3 Brand and restaurant trust

For Brand and Restaurant trust (see Table 5), it is divided into 3 dependent variables: perceived safety and restaurant brands, fair price and restaurants' precautionary measures. Overall, perceived safety and restaurant brands has a mean score of 3.06 and fair price has a mean score of 3.24, while restaurants' precautionary measures have a mean score of 4.29 which is higher than other 2 variables.

After analyzing personal characteristics that may have an effect on these 3 dependent variables, it is found that only age has an effect on perceived safety and restaurant brands. The 21-30 and 31-40 age groups significantly have higher level of perceived safety and restaurant brands than the 41-50 and 51-60 age groups. In addition, below 20 age group and above 60 age group appears to have the same perception level as the 21-30 age group and 31-40 age group.

For the fair price perception, it is found that gender, age, occupation have an effect on this dependent variable. For gender, male and female are significantly different from each other in which male has a higher mean score than female. For age, the 31-40 age group significantly has higher level of perception than 41-50 age group. The age groups of below 20, 41-50, 51-60, and above 60 are considered as having the same perception level. The age groups of below 20, 21-30, 41-50, 51-60 and above 60 years old are in the same group. Nevertheless, ages below 20 ,21-30, 51-60 and above 60 are also in the same group as 31-40 as well. In terms of occupation, homemakers significantly have lower fair price perception than students, government officers, private company employees and business owners. However, it appears that homemakers, state enterprise employees, and freelancers have the same level of fair price perception. In addition, state enterprise employees and freelancers are considered to have the same level of fair price perception as compared to private company employees, government officers, business owners and students.

6.2.4 Attitudes toward dining out

For attitudes toward dining out (see Table 6), it consists of 3 dependent variables: intention of dining out; enjoyment; and solidarity and intention to visit. Overall, the mean score of intention of dining out is 3.18; enjoyment is 3.55; solidarity and intention to visit is 3.32. It can be seen that the means of these variables are nearly alike and are in the same range. After analyzing the effects of personal characteristics on these 3 dependent variables, it is found that:

In terms of the intention of dining out, age, occupation, marital status and income have effects on this dependent variable. For age, the 21-30 and above 60 age groups significantly have stronger intention to dine out than the 51-60 age group. For occupation, students, government officers, private company employees and business owners significantly have higher intention of dining out than the homemakers. For income, the 10,001 - 20,000 Baht group significantly has higher intention to dine out than the 30,001 - 40,000 Baht group and 50,000 Baht and above group.

In terms of enjoyment variable, gender, age, education, occupation, marital status and income have effects on this dependent variable. For gender, female respondents significantly have higher enjoyment in dining out than the male respondents. For age, the 51-60 age group significantly has lower enjoyment level than the below 20 age group and 21-30 age group. Moreover, 21-30 age group significantly has higher enjoyment level than the all of the respondents in the older age groups. For education, high school and bachelor's degree groups significantly have higher enjoyment level than the respondents in the vocational/high vocational certificate/diploma group. For occupation, students significantly have higher level of enjoyment than government officers, private company employees, freelancers, and homemakers. For marital status, single respondents significantly have higher enjoyment level than those who are in the divorced/separated/widowed and married/civil union groups. For income, respondents with 0 - 10,000 Baht and 10,001 - 20,000 Baht income significantly have higher enjoyment level than the respondents with 30,001 - 40,000 Baht income.

In terms of solidarity and intention to visit variable, age, occupation and province of residence of residence have effects on this dependent variable. For age, 51-60 age group significantly has stronger solidarity and intention to visit the restaurants than the 21-30 and 31-40 age groups. For occupation, homemakers significantly have lower solidarity and intention to visit restaurants than students, government officers and private company officers. For province of residence, respondents living in Samut Sakhon significantly have stronger solidarity and intention to visit the restaurants than the respondents living Nakhon Pathom and Pathum Thani.

Factor: Brand and Restaurant trust	Perceived safety and restaurant brands Mean = 3.06, SD=.86		Fair price Mean = 3.24, SD=1.03		Restaurants' precautionary measures Mean = 4.29, SD = .64	
	Mean	SD	Mean	SD	Mean	SD
Gender						
Male	3.12	.89	3.45[a]	.99	4.27	.66
Female	3.03	.85	3.15[b]	1.03	4.30	.64
t	.90		2.73		-.34	
Sig.	.37		.00*		.74	
Age						
Below 20	2.99[a,b]	1.03	3.33[a,b]	1.31	4.39	.64
21-30	3.17[b]	.86	3.37[a,b]	.91	4.24	.61
31-40	3.26[b]	.74	3.57[b]	.92	4.36	.67
41-50	2.89a	.82	2.86[a]	1.09	4.24	.68
51-60	2.84[a]	.80	3.04[a,b]	.99	4.40	.68
Above 60	3.15[a,b]	.79	3.19[a,b]	.90	4.22	.58
F	2.66		4.32		.99	
Sig.	.02*		.00*		.43	
Education						
High school	2.90	.95	3.23	1.36	4.54	.57
Vocational/High Vocational Certificate/Diploma	2.90	.86	3.24	1.03	4.32	.59
Bachelor's Degree	3.08	.83	3.31	1.01	4.30	.62
Master's Degree or above	3.07	.89	3.07	.99	4.22	.70
F	.52		1.37		1.87	
Sig.	.66		.25		.13	
Occupations						
Student	3.12	.85	3.34[b]	1.00	4.25	.64
Government officer	3.07	.95	3.27[b]	1.06	4.38	.61
State enterprise employee	3.04	.59	2.94[a,b]	1.00	3.92	.65
Private company employee	3.10	.89	3.26[b]	1.09	4.31	.63
Business owner	3.11	.77	3.30[b]	.89	4.43	.53
Freelance	2.65	.91	2.97[a,b]	1.17	3.96	.93
Homemaker	2.56	.84	2.54[a]	1.07	4.34	.73
F	2.02		2.45		2.02	
Sig.	.06		.02*		.06	
Marital Status						
Single	3.10	.87	3.29	1.07	4.30	.62
Married/Civil union	2.97	.84	3.14	.98	4.29	.68
Divorced/Separated/Widowed	3.04	.80	3.25	.74	4.26	.74
F	1.06		.95		.03	
Sig.	.35		.39		.97	
Income						
0 - 10,000 Baht	3.03	.84	3.35	1.03	4.25	.65
10,001 - 20,000 Baht	3.25	.82	3.36	.95	4.43	.54
20,001 - 30,000 Baht	3.20	.82	3.29	.79	4.25	.60
30,001 - 40,000 Baht	2.97	.91	3.17	1.18	4.39	.59
40,001 - 50,000 Baht	3.06	.68	3.17	.93	4.46	.61
50,000 and above	2.86	.94	2.93	1.15	4.16	.76
F	1.94		1.96		1.96	
Sig.	.09		.08		.08	
Province that the person lives at the present time						
Bangkok	3.10	.86	3.23	1.07	4.30	.63
Nakhon Pathom	3.00	.64	3.32	.76	4.25	.61
Nonthaburi	3.07	.73	3.38	.94	4.22	.68
Pathum Thani	2.83	1.12	2.90	.98	4.39	.64
Samut Prakan	2.94	.94	3.23	.98	4.31	.73
Samut Sakhon	3.06	.66	4.17	.88	4.33	.94
F	.79		1.84		.40	
Sig.	.56		.11		.85	
Vaccination						
Not yet	3.07	.87	3.32	1.00	4.28	.59
Partially vaccinated	3.04	.82	3.24	1.01	4.31	.65
Fully vaccinated	3.03	.92	2.99	1.14	4.31	.76
F	.10		2.52		.12	
Sig.	.90		.08		.89	

Note: * = Sig. < 0.05

Table 5. Brand and Restaurant trust variables test

Factor: Attitudes toward dining out	Intention of dining out Mean = 3.18, SD = 1.12		Enjoyment Mean = 3.55, SD = 1.11		Solidarity and Intention to visit Mean = 3.32, SD = .93	
	Mean	SD	Mean	SD	Mean	SD
Gender						
Male	3.23	1.13	3.31[a]	1.16	3.39	.94
Female	3.16	1.12	3.63[b]	1.07	3.28	.92
t	.60		-2.64		1.09	
Sig.	.55		.01*		.28	
Age						
Below 20	3.04[a,b]	1.11	3.87[b,c]	1.01	3.24[a,b]	.97
21-30	3.53[b]	1.02	3.98[c]	.88	3.48[b]	.87
31-40	3.22[a,b]	.99	3.25[a,b]	1.02	3.50[b]	.83
41-50	2.87[a,b]	1.20	3.20[a,b]	1.20	3.19[a,b]	.94
51-60	2.66[a]	1.16	2.93[a]	1.18	3.00[a]	.97
Above 60	3.42[b]	.75	3.19[a,b]	.99	3.03[a,b]	1.06
F	7.87		13.69		3.58	
Sig.	.00*		.00*		.00*	
Education						
High school	3.05	1.02	3.97[b]	.79	3.04	.98
Vocational/High Vocational Certificate/Diploma	2.80	1.17	2.87[a]	1.11	3.19	.81
Bachelor's Degrees	3.23	1.11	3.60[b]	1.13	3.36	.91
Master's Degree or above	3.15	1.17	3.41[a,b]	1.07	3.30	.95
F	.87		4.07		1.12	
Sig.	.46		.01*		.34	
Occupations						
Student	3.33[b]	1.04	3.91[b]	.96	3.38[b]	.84
Government officer	3.17[b]	1.18	3.32[a]	1.15	3.40[b]	.87
State enterprise employee	2.85[a,b]	1.09	3.47[a,b]	1.11	3.25[a,b]	.79
Private company employee	3.20[b]	1.20	3.33[a]	1.16	3.37[b]	1.03
Business owner	3.22[b]	1.02	3.44[a,b]	1.01	3.31[a,b]	.85
Freelance	3.08[a,b]	1.18	3.06[a]	1.37	3.22[a,b]	1.01
Homemaker	2.21[a]	1.20	3.10[a]	1.18	2.61[a]	1.20
F	3.81		5.35		2.63	
Sig.	.00*		.00*		.02*	
Marital Status						
Single	3.30[b]	1.12	3.74[b]	1.06	3.39	.91
Married/Civil union	2.92[a]	1.11	3.17[a]	1.13	3.19	.96
Divorced/Separated/Widowed	3.48[b]	.81	3.61[b]	.86	3.22	.74
F	5.603		12.356		2.047	
Sig.	.00*		.00*		.13	
Income						
0 - 10,000 Baht	3.20[a,b]	1.04	3.73[b]	1.09	3.35	.87
10,001 - 20,000 Baht	3.61[b]	1.04	3.79[b]	.99	3.50	.88
20,001 - 30,000 Baht	3.15[a,b]	1.10	3.47[a,b]	1.05	3.39	.88
30,001 - 40,000 Baht	2.96[a]	1.14	3.19[a]	1.18	3.16	1.02
40,001 - 50,000 Baht	3.05[a,b]	1.02	3.24[a,b]	.95	3.33	.64
50,000 and above	2.92[a]	1.30	3.31[a,b]	1.19	3.10	1.08
F	3.323		3.680		1.800	
Sig.	.01*		.00*		.11	
Province that the person lives at the present time						
Bangkok	3.23	1.15	3.56	1.14	3.39[a,b]	.96
Nakhon Pathom	2.95	1.19	3.76	.97	3.10[a]	.66
Nonthaburi	3.17	.96	3.49	.98	3.15[a,b]	.89
Pathum Thani	2.95	1.20	3.49	1.19	3.10[a]	.85
Samut Prakan	3.34	1.11	3.41	1.23	3.58[a,b]	.86
Samut Sakhon	3.10	.90	3.50	.58	4.13[b]	.83
F	.70		.27		2.29	
Sig.	.63		.93		.04*	
Vaccination						
Not yet	3.26	1.05	3.65	1.05	3.33	.87
Partially vaccinated	3.13	1.15	3.47	1.15	3.28	1.02
Fully vaccinated	3.03	1.26	3.40	1.16	3.36	.90
F	1.281		1.784		.191	
Sig.	.28		.17		.83	

Note: * = Sig. < 0.05

Table 6. Attitudes toward dining out variables test

7. DISCUSSIONS

After analyzing the result, there is some interesting points that we would like to discuss. The perceived enjoyment of each individual can be different based on their gender. In this study, we notice that females have more enjoyment than male. This may be because, nowadays, women seem to enjoy going out with their friends or lovers to order good-looking food to take pictures and post them on social media which aligns with Perrin (2015) stating that women are more likely than men to use social networking sites for a number of years. However, in terms of fair price, male pays more attention to it than females. Myung et al. (2015) also stated that men are more price sensitive than women. Age can affect individuals to perceive different intentions of dining out and enjoyment. The older you are, the less intention and enjoyment of eating out you perceive. This can also relate to occupation and income. The more responsibility and higher position you have in your job means the more income you will earn. However, this may cause your enjoyment to be reduced and you have no intention to dine out at the restaurant due to the intense schedule.

According to our research findings, it can be clearly seen that the majority of Thai people living in the Bangkok Metropolitan Region have a low trust in the government in dealing with COVID-19. Especially for younger people, they are now more likely to display lower levels of political trust and greater cynicism towards politicians and political institutions (Dalton 2005). Therefore, in order to create more trust, in terms of information and news about COVID-19, the government should have the evidence such as statistics, figures or graphs to ensure the information provided to the citizens is true and reliable. Moreover, they should eliminate fake news and its source which may impact the real information to prevent confusion and misunderstanding of people. Moreover, the result also shows that people have low government trust because of the intensive care unit beds problem during COVID-19. According to BBC (2021), on 23 June 2021, there was still news about the shortage of beds for COVID-19 patients. This may be a beginning in the reduction of trust. Therefore, the government should solve this problem as soon as they can in order to gain trust back again. In order to deal with COVID-19 effectively, one of the most important factors is trust from people as well because, when people trust, they will be willing to cooperate with the government to cope with COVID-19.

8. CONCLUSION

In conclusion, the respondents of this are 408 Thai people living in Bangkok Metropolitan Region which are Bangkok, Nakhon Pathom, Nonthaburi, Pathum Thani, Samut Prakan and Samut Sakhon. The majority of respondents are female (72.1%), aged 21-30 years old (40.2%), highly educated (62.7% had a Bachelor Degrees), students (39.2%), single (64.5%), having income of 0 - 10,000 Baht (34.8%), living in Bangkok (64.2%), and not getting vaccinated yet (49.3%). The results demonstrate how personal characteristics (gender, age, education, occupation, marital status, income, province that the person lives at the present time and vaccination) have an effect on Social trust (Health surveillance trust and Government trust), COVID-19 perceived risk (Perceived physical risk, Perceived psychological risk and Disease Denial), Brand and restaurant trust (Perceived safety and restaurant brands, Fair price and Restaurants' precautionary measures) and Attitudes towards dining out (Intention of dining out, Enjoyment and Solidarity and Intention to visit).

The result shows that Thai people living in the Bangkok Metropolitan Region perceive very high physical risks (Mean=4.22), high psychological risks (Mean=3.80) and low disease denial (Mean=1.98) toward COVID-19. They have low government trust (Mean=2.34) but their trust on health surveillance is moderate (Mean=3.13). For their perceptions of the restaurants, the perceived safety and restaurant brands (Mean=3.06) and the perceived fair price (Mean=3.24) are moderate but they perceive that the restaurants have good precautionary measures (Mean=4.29). Although their enjoyment (Mean=3.55) toward dining out at restaurants is high, their intention of dining out (Mean=3.18) and solidarity and intention to visit (Mean=3.32) during the pandemic is moderate. Moreover, Post hoc comparisons using the LSD test and Tukey were also carried out. The results illustrate that gender has an effect on perceived enjoyment and fair price of people. For age, it affects an individual's intention of dining out, enjoyment, solidarity and intention to visit, government trust, perceived safety and restaurant brands and fair price. Education also influences people's perception of disease denial, enjoyment and government trust. In addition, perceived intention of dining out, enjoyment, solidarity and intention to visit, government trust and fair price of each person can be varied depending on occupation as well. Both marital status and income affect the intention of dining out, enjoyment and government trust. Lastly, the province that the person lives at the present time also has an effect on solidarity and intention to visit.

Although the research findings demonstrate novel results and shed light on perceptions of people in the Bangkok metropolitan region toward dining-out during the COVID-19 pandemic, readers should interpret our findings with the

awareness of some limitations. Because of the situation of the COVID-19 pandemic, the questionnaires needed to take place online. Therefore, there are certain limitations of online surveys in which their results should be interpreted cautiously. Another limitation is that, as the circumstance of the COVID-19 pandemic is different each month, people's perceptions may be changed dramatically with the pandemic's evolution or regression. For the recommendations of future study, firstly, as the sample of this research are only people in the Bangkok metropolitan region, it would be beneficial to include more participants from each province around Thailand. Thus, this may be able to generate new and interesting findings. Secondly, most participants were students, from Bangkok and in the age between 21-30 years old. So, it would be better for the future studies to test a wider range of respondents from more varied demographic characteristics. Thirdly, different types of perceived risk that can influence perceptions of people toward dining-out during the COVID-19 pandemic such as financial and functional risk may be included and considered in further research as well. Lastly, in order to generate more interesting and insightful future studies, it is also possible to carry on similar topics but focus on other industries.

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Ensuring Job Success for Returning Global Executives: Crash Landing or Smooth Sailing? (The Philippine Context)

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ABSTRACT
This research investigated the potential predictors of returning Filipino expatriates' and their sustainable job success. Of particular interest were the extent of firm level differences such as a companies' global engagement, repatriate support programs and individual differences such as the repatriates' compensation, alignment of their personal goals with organizational values, and the level of patriotism to predict their job success upon return to the Philippines. The research employed a grounded theory approach to develop the hypotheses and was executed using a survey methodology. The results were analyzed using a variety of quantitative and statistical techniques. A total of 141 respondents from two different groups were in the final sample. The first group was made up of Senior Management respondents (n=80) and the remaining 43% (n=61) belonged to a group composed of repatriates that were Filipino nationals residing in the Philippines. The results demonstrate significant support for the hypotheses that a repatriates' job success is based on a) compensation, b) sense of patriotism, and c) values alignment with the sponsoring firm.

Much discussion and research has taken place regarding the cost and wisdom of expatriate assignments for corporate employees. While the firm's return on investment (ROI) on executives working abroad has received considerable research and managerial attention, little scientific inquiry or prescriptive advice has been made available on how to repatriate these valuable human resources. Bringing these executives back home and keeping them enamored with their jobs have been a concern for both managers and their returning employees. In this study, the predictors of job success for these returning executives were investigated.

1. WHAT IS REPATRIATION?
Repatriation is formally defined as the process of returning a person to their place of origin or citizenship. From the perspective of global businesses, this refers to the return of executives to their home country after an assignment in a host country for a time period. These assignments are generally done in practice to either fulfill a particular business mission in the host country, to fill a skills gap that is missing abroad, to transport organizational know-how or culture to the foreign market or as part of a career development program. In broad terms, citing industry surveys (Cendant, 2002; Brookfield Global Relocation Services, 2012), it is suggested that the top six reasons for using expatriates are to: (1) fill a skills gap, (2) build management expertise, (3) launch new endeavors, (4) transfer technology, (5) enable managerial control, and (6) transfer corporate culture.

Sending talented managers on foreign assignment and successfully integrating them upon their return seems to challenge even the more astute human resources (HR) professional. International businesses reportedly spend upward of $1-2 million per expatriate manager during a 4-year period (Jassawalla, A. and Sashittal, H.C., 2011) although it had been pointed out earlier that 20-50 % resign within a year of their return (Black, J.S., and Gregersen, H., 1999). Despite the expenses involved, the business literature has paid more attention to selecting and preparing expatriates for foreign assignments than to repatriation. The high levels of dissatisfaction of returning managers and the high attrition rates call into question current practices of utilizing newly acquired skills and perspectives and of realizing returns on investments in human capital (Jassawalla, A,, Connelly, T., and Slojkowski, L., 2004).

2. THE PHILIPPINE CONTEXT
The phenomenon of repatriation is of particular interest in the Philippines with its unique conditions (overseas workers' remittances represent the largest sector of the economy). In the 1960s and very early 1970s, the Philippines was ranked as having the number two economy in Asia, after Japan and hailed to have among the brightest futures in Asia by the London-based macroeconomic research organization Capital Economics (Coclanis, P.A., 2013). Along with the good English communication skills of its workforce, having been colonized for the first half of the 20th century and as a strong Cold War ally of the United States, multinational companies set up shop easily in Manila and in key cities around the countryside. A review of the research literature suggests that going global is both the desired path and the eventual path for companies as they continue to seek growth opportunities (Bartlett & Ghosha, 2000). As businesses globalized, Filipino executives who often spoke both English and Spanish in addition to their native

Filipino served as a good source of expatriates for developing or developed markets around the world. This continued until the 1990s.

What is unique about the Philippines' situation is the relatively limited number of Philippine conglomerates or companies that are truly global or regional in nature. The global port operator International Container and Terminal Services and Jollibee Foods Corporation come to mind as do regional players such as Ayala, First Pacific Group, San Miguel, the Gokongwei Group, the SM group and relatively lesser known firms such as Liwayway Holdings. While quite successful, none of these companies are truly global. Instead, they tend to stay closer to home in Asian markets, with a very few branching out into other parts of the world. The implication is that while there may be expatriation and repatriation cases for these top companies, they are on the constant search and lookout for "global managers" who could strengthen the domestic organizations and regional/global presence they have.

Hence, repatriation of Filipino Executives, more often than not, involves the hiring of expatriates coming mostly from other companies. Stated differently, Filipino firms often seek to repatriate the native sons and daughters in global firms that were sent abroad. Repatriate Filipino Executives of Global Companies are infrequent as these executives may not find an equivalent significant position in the Philippines (In the Philippines, branch or affiliates of these multinational companies exist). Filipino executives that have been sent abroad may opt not to return or be localized in their host countries. Literature has focused on the western model of executive repatriates returning within the same company while this study highlights both executives repatriating within the same company as well as those "not" repatriating to the same company. In summary, Filipinos that are brought home by a different company are part of the sample.

3. THE CHALLENGE OF REPATRIATION
International exposure has long been thought to be an important and positive experience in nurturing an organization's talent pool. The promise of international assignments has been held to be a cornerstone of acquiring high potential talent in industries such as banking, hospitality, tourism, and even health care or packaged goods. Much research has been done on how to send talent to distant locations and ensure their success. Many analyses and investigations have been conducted and efforts have been undertaken to develop compensation plans, skills development, family assistance, job rotations, tax planning, the development of social awareness and cultural sensitivity for outgoing expatriates.

While outbound expatriation has received great attention, little rigorous research nor even practical publications have put forth ideas on how to assess and guide the practice of re-absorbing returning expatriates. Just how can and should the repatriate be reabsorbed into the home country work environment has in the end been little studied. To date, much of the conventional wisdom has centered around duplicating the outbound practices.

A major challenge faced is that expatriates return from overseas with a different profile, changed skills, probably higher expectations and an altered view of the world than when they left. These returning workers are often held in high esteem and paid a premium upon their return, whether they are returning with their sending organization or a new firm. Despite the high stakes and investments being made in these key talents, not much work has been done to understand their plight and how to properly channel their tremendous capabilities and changed view into the home organizations.

The benefits of effective repatriate management for the firm are apparent as they keep key talents with significant experience, tenure, global knowledge and learning abilities to support the company's growth and expansion in the home country of the repatriate. In a series of interviews and focus groups conducted with several Human Resource heads in the Philippines, it appears that many monetary and non-monetary tools have been used to retain talent, such as superior compensation, repatriate support, repatriation transition benefits, reintegration counselling, promotion and career planning post-expatriation. However, evidence-based research to evaluate the effectiveness of any of these specific instruments has been lacking as prior to this research, no formal study to assess this vital opportunity was conducted. Given the cost of raising or acquiring senior talent, the costs spent on repatriating foreign expatriates is far outweighed by the significant financial and nonfinancial costs of repatriate attrition, as the company loses all the knowledge accumulated during the expatriation.

However, one cannot possibly try to utilize all instruments and programs. Firms have limited resources and managers have to figure out what gives the "biggest bang for your buck" (Matteo, M. (2016)). That is why this study looked at

what drives repatriates' job success and what does not in the Philippine context. This research will help CEOs and CHROs to choose   the high impact repatriation programs to implement, while simultaneously avoiding those that do not lead to greater returns. It also provides guidance on some individual differences that might help in selecting the right people to repatriate and, correspondingly, expatriate.

This research was intended to investigate and begin to answer the   question: "How do you ensure job success for returning global executives?" The researcher's interest was actually borne out of the personal experience as a two-time returning expatriate with three separate companies in two separate locations. Having seen repatriation   multiple times it was evident that there were different repatriation efforts undertaken by the host firms upon return.

The aim of this research was to get the answers to the research questions, via the experiences of individual repatriates of particular interest. According to Hyder and Lövblad (2007), a good way to better understand what needs to be supported to ensure a successful repatriation process is to focus on the repatriates' motives and experience of the repatriation process. In this way. the likelihood of retention of an organization's repatriated employees is increased.

4. CONCEPTUAL FRAMEWORK, RESEARCH PROBLEM AND HYPOTHESES
Conceptual Framework

There are factors that are assumed to predict a repatriates' job success upon return to the Philippines, such as the returning expatriates' compensation received upon return to the Philippines, the strength of the returning expatriates' patriotism, the alignment of the returning expatriates' personal values with the organizational values of the company to which he or she is returning, the organizational programs for integration of and adjustment of repatriates upon return to the Philippines, and the global, regional or local nature of the company receiving the in-bound executive.

Repatriation policy clarity effectively communicated at the start of the foreign assignment has been advocated as a predictor of success upon return. According to HR writer and thought leader Andrea C. Poe (2000), repatriation orientation should start at the beginning of the expatriation. As one manager explained, "The expectations were put on   paper up front in terms of what I needed to do and what was required of me while I was there. And they put together a relocation package in writing which really gave me time to think about all the little things I wouldn't have thought about. So, all in all, I had good expectations of what I was getting into". (Jassawalla, A., Connelly, T., and Slojkowski, L., 2004). These "little things" may include the end of term, the repatriation terms and conditions and the potential career next steps with performance conditions in the course of expatriation.

There is always the tendency to look into repatriation in isolation. According to Wederspan (in Callahan, M.R., 1989), the best possible route   and the most cost-effective one is to first select the good people for international training, using validated selection criteria, done at an early   stage. Then, develop an identifiable career path that includes preparation for foreign assignments and then re-integrate the expatriates back into the home country organization and upper management.

Another hypothesized aspect of the process that could ensure better results is career counselling. The link between career counselling and positive repatriation is noted by scholars as well (Brewster, C., and Suutari, V., 2005). Therefore, effective repatriation would require high quality career counselling for expatriates before, during and after the assignment, including explicit clarification of the career options upon return (Jassawala, Connoly and Slojkowski, 2004).

The Perception of Support (POS) while on assignment also leads to effective repatriation. Effective repatriation experiences uniformly recount being supported while on expatriation assignment. Expatriate perception of the company's support and care for them will go a long way in ensuring a high probability of success of their repatriation (Mausner, B., Snydermann, B.B., and Hertzberg, F. 1993). The logic has always been that well-supported employees develop a sense of loyalty or gratitude for the support.

The literature also suggests that communication between the expatriate and the home office will aid a lot in the enhancement of the repatriation experience. Frequent visits back to headquarters, sufficient frequency and time to maintain social networks, newsletters and the presence of mentors are just some of the ways the loyalty and the commitment to the company could be maintained, thereby, ensuring a smoother re- entry when it is time for the expatriate to end the assignment (Suutari and Brewster, 2001 in Brewster, C., & Suutari, V. 2005). The link between expatriation and repatriation in the same company is certainly stronger than the link between expatriation in one company and repatriation in another. The latter is tenuous at best if there is any link at all.

Figure 1. Conceptual Framework of the Dissertation Study's Multiple Regression Model

Figure 1 diagrammatically shows the variables (compensation, patriotism, and alignment of personal and organizational values) that were resent in a review of related literature. These are suggested as potential predictors of a repatriates' job success.

Statement of the Research Problem
This formal inquiry had the following research questions: Is job success of Filipino repatriates predicted by:
1. the compensation they receive as returning expatriates?
2. the strength of the returning expatriates' patriotism?
3. the alignment of returning expatriates' personal values with those of their respective companies' organizational values?
4. the degree of the companies' support for returning expatriates?, and
5. the global nature of the returning expatriates' home companies?

The focal interest is in the dependent variable, returning expatriates' job success. Job success was operationally defined using the lenses of competency, e.g., making good decisions, rather than leaders' attributes, e.g., being a decisive leader. The evaluation was two-fold: 1. a third party perception by CEOs, CHROs and senior executives of their experience with Filipino repatriates (indicators of job success of returning executives with global experience also included the competencies of agility, flexibility, and sensitivity to cultural nuances in corporate life), and 2. a self-assessment of repatriates compared with local managers at the same level.

Statement of Hypotheses
The specific research hypotheses as mentioned above include the following:
Hypothesis 1: The area of operation of a company (local, regional, global) positively impacts job success. It is presumed repatriates joining firms with global operations are most likely to experience job success and satisfaction, while those joining locally operating firms are least likely.
Hypothesis 2: The evaluation of repatriate support programs is positively correlated with the job success of returning expatriates.
Hypothesis 3: The level of compensation satisfaction is positively correlated with sustained expatriate job success.
Hypothesis 4: The level of patriotism expressed by the repatriate is positively correlated with the sustained job success.
Hypothesis 5: The perceived values alignment between the repatriate and the company they are returning to is positively correlated with sustained job success.

Prior to the release of the survey instrument, the researcher conducted a focus group discussion participated in by 10-15 opinion leaders consisting of two groups: Business and Human Resource Leaders with experience in repatriation; and Executive Repatriates themselves.

Participants to the focus group discussion became part of a broader group of 77 business and human resource leaders and 61 repatriates that were sent a research questionnaire that was relevant to their grouping. The responses were treated anonymously.

5. SUMMARY OF FINDINGS AND CONCLUSIONS
Summary of Findings
Repatriate job success is significantly predicted by compensation (B=.11, p=.014), patriotism (B=.30, p<.001), and values alignment (B=.14, p=.005). Nature of company and expatriate support programs were not statistically significant predictors of repatriate job success.

The following table presents a summary of the data analysis outcomesfor each of the study's hypotheses.

Hypotheses	Data Analysis Outcomes
H1: Nature of company (local, regional, global)positively impacts job success.	Not supported (B=.06, p=.44)
H2: Support programs for repatriates positively impacts job success.	Not supported (B=.03, p=.45)
H3: Compensation level positively impacts job success.	Supported (B=.11, p=.014)
H4: Degree of patriotism positively impacts job success.	Supported (B=.30, p<.001)
H5: Values alignment (personal and company values) positivelyimpacts job success.	Supported (B=.14, p=.005)

6. CONCLUSIONS
The results of this study were illuminating and, for the most part, consistent with expectations; that is, that a) compensation level positively impacts job success. b) degree of patriotism positively impacts job success, and c) values alignment (personal and company values) positively impacts job success.

Key Learnings and Recommendations for Repatriating Companies and Individuals
Effective repatriation is a multi-faceted challenge faced by business leaders. The survey captured Philippine data only. However, it is believed that the Philippine context provides learnings not only for that one country but for similar situations in any country.

In summary, this research provided support for the following managerial assertions:

1. Repatriation success can be improved with planning and preparation.
Repatriation planning and preparation starts when expatriation of an executive talent is explored. Those companies that did effective planning and preparation of repatriations saw greater satisfaction and retention. A talent management process should be in place with a particular focus on career planning, career management and career development of the key talents even before actual expatriation. Some highlights expressed during interviews were:
-Career planning should include the development of career roadmaps and pathways for the key roles manned by key talents in the organization. Career management should take place to cover regular key talent assessment to establish how key talents could be better empowered to maximize their performance and potential.

-Career development should embark on high impact development actions such as leadership development programs, membership in critical project teams, taking on super stretch assignments, working with an executive coach, promotion to a position even if not yet ready, job rotations, etc.

2. Maintaining connectedness between expatriate and home country is crucial.
Repatriation success is a function of the degree of connectedness of the expatriate with the sending organization in the particular home country during the period of expatriation.

This connectedness will work better if, to begin with, there has been planning and preparation of the expatriation.

Connectedness will include:

- Regular reporting to the HR of the sending organization in the particular home country on expatriate's performance and development status, challenges faced, etc.
- Regular reporting to a sponsor/mentor in the same organization.
- Networking within the sending organization and being on the lookout for career opportunities that may arise assuming that the expatriation assignment will lead next to repatriation.

The overwhelming sentiment expressed in the interviews was the need to "stay connected" through formal and informal interactions. In summary, without that connectedness, "out of sight is out of mind."

3. Recognize the dynamic and agile nature of careers.
Another important factor for repatriation success (or failure) is whether we view the repatriation as cast in stone and transactional (i.e. if it is a 2 to 3 year assignment, the expatriate simply performs to the best of his or her ability and makes sure that no major mistake is committed that will result in separation) or view the repatriation as a dynamic and agile process in which the expatriate constantly learns, capitalizes on career opportunities within and outside the organization and responds effectively to disruptions presented by the external and internal environments.

The imperative is to integrate and coordinate the performance management, development planning and talent management processes of the respective home and host organizations. For example, the expatriate has to continuously remain in the talent radar screen of the home organization. After each performance and development cycle, there has to be a sharing of information between the HRs of the two sites.

Therefore, if the organization has planned and prepared well for the expatriation and corresponding repatriation, it should be ready as well to depart from the plan depending on the changing conditions and make the necessary adjustments in the expatriation and repatriation journey.

For the expatriate, there should be an understanding of the dynamic and agile nature of careers. Taking responsibility for one's career is a must and the expatriate's ever changing career preferences should be known to the organization specially if the environmental conditions have changed. Conversely, if the organization's plans have changed, it has to be made known to the expatriate as soon as possible.

4. Flawlessly execute the repatriation.
Assuming the above three points have been done well, then the foundation for a successful repatriation has been set. The role to which the executive will be repatriated has to be made clear in the form of role descriptions. These have to be comprehensively and properly explained by both the line and HR and the sponsor to the repatriate. The purpose/mandate, the expectations, the accountabilities and the deliverables have to be articulated. There are examples of repatriates returning to "non-jobs" and this is setting up the repatriation to fail (unless the organization is intentional and deliberate in doing this). Such situations are clearly an example of an embarassing public relations and human resources gaffe.

This research pointed to the insight that the offered compensation has to be thought out carefully with the repatriate. That is, there has to be a full understanding that the compensation should be market-driven and take into account the fact that the repatriate is now in the home country for good. This is why best practices in expatriate compensation have to be practiced right from the start of the expatriation. Otherwise, the repatriate might end up being priced above

market. As a result, the home country organization will be paying more than the real value of the repatriate, which may undermine a successful repatriation.

The organization has to also know the repatriate well enough to find out what patriotism means to the executive. What patriotism means is commonly known, but what the patriotism "hot buttons" that will ensure successful repatriation and job success need to be investigated. Is it a sincere desire to help in the country's social and development processes? Is it strong familial ties? Is it certain creature comforts and conveniences in the home country that are important to the repatriate that offsets the inconveniences? Or is it just a strong sense of association with the national identity? Once these patriotism "drivers" are identified, the organization has to take steps to convert this "driver" into a value proposition for the repatriate. e.g., if the repatriate wants to participate in the country's development process, then participation in the company's foundation may be arranged.

Most importantly, the organization has to take steps to ensure that, in the eyes of the repatriate, the desired values of the company are not only "talked about" but "fully walked." For example, a company may articulate that performance and meritocracy are values and yet the presence of cronies and friends in the organization may prove that these values are only given "lip service." In the interviews for this research, it was often recommended that the company also has to pay attention to the intangibles, that is, how it treats its employees, how it conducts its business, etc. as any gaps between the values of the repatriate and the organization may be sufficient reason for the repatriation move not to succeed. Perhaps more importantly, it may set up the repatriate for job failure because of executive disillusionment and credibility issues on the part of the company.

This study was conducted with the idea of beginning to approach and unravel the expensive and mystifying process or repatriating skilled overseas expatriates. The findings support a number of long-held beliefs of practitioners. It is hoped that it will serve as a starting point for additional research in this arena.

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Comparing Three Generations' Perception of Risk and Risk Reduction Methods Towards Thai Street Food Market

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ABSTRACT

Street food can be commonly found around the world as it is necessary to people's daily life. Even though Thailand street food is continuing growing among Thai travelers and foreigners, it also comes with negative impression about health problems occurring after consuming Thai street foods. There are several studies that explain the risk perception and risk reduction methods of tourists. However, lack of research articles that discuss about Thai excursionists' risk perception and risk reduction methods towards the Thai street food market. The aim of this paper is to study the dimensions of risk perception and risk reduction methods of Thai excursionists toward street food market, and to compare the risk perception, risk reduction methods and behavior intention of Thai excursionists among three generations which are Generation X, Y and Z towards the Thai street food market. An online survey was conducted to collect quantitative data which examined the differences in generations which affect the risk perception, risk reduction methods and behavioral intention on the Thai street food market. A total of 411 respondents were usable as samples of the study. Descriptive statistics and inferential statistics were employed including frequency, Principal component factor analysis and analysis of variance. The results showed that Generation X has the greatest risk perception among three generations which can be proven by a research paper stating that generation X is a health concern. And in the term of risk reduction methods, Thai excursionists in all three generations had a low level of concern toward the certificate and media advice method. The recommendation to the government was advised to prioritize enrolling the certificate for the street food restaurant as a tool to ensure the street food restaurants' hygiene, as well as routine inspection of quality and hygiene.

Keywords: Risk Perception, Risk Reduction, Street food, Generations

1. INTRODUCTION

Due to the change in people's way of life, nowadays people prefer to eat outside than to eat at home. People do not have enough time to cook and prepare food by themselves, live life in the fast lane and also the greater role of women that play in the workforce, so it affects the eating habits of the people who live in the city. Therefore, when there are more people eating outside, street food becomes one of their choices and can be found at schools, streets or train stations especially places where people are crowded (Ceyhun & Şanlıer 2016). Street food is a ready-made meal (Alimi 2016) or ready-to-eat food (Ananchaipattana et al. 2016; Ma et al. 2019) where prepared in public (Chavarria & Phakdee-auksorn 2017). The ingredients that are needed in cooking street food can be freshly sourced from the local area thus there is little need for storage. It is a short distance from producer to final consumer in street food trading. Furthermore, consuming street food is considered as an opportunity for tourists to be involved in host culture and understand more about "local way of life". Even though it is the same menu, each vendor has its own recipe, therefore the taste might be slightly different from vendor to vendor. For this reason, tourists will discover street food differently in different countries. Street food is characterized by three elements: it is cheap, convenient, and also easily obtainable. Around the city there are kiosks and/or vans, located at street markets, festivals and especially in highly frequented tourist locations. Moreover, eating street food is a popular choice as it saves time and money. Plus, the consumer prefers to be part of the cultural landscapes, place, and traditions (Bellia et al. 2016). The street food trade has emerged into a large food sector that provides an income for the vendors and reasonably priced food to millions of people of the world (Ohiokpehai 2003).

Street food can be commonly found around the world as it is necessary to people's daily life. There are a variety of street food that vary from both country to country and vendor to vendor because the ingredients are mostly undocumented and different among each country, as a result, there are variety of street food provided around the world (Draper 1996). There are approximately 2.5 billion people who consume street food every day (Ma et al. 2019). Nevertheless, street foods can be found in developed and developing countries, for instance, North America, where street food trucks have become more popular (Cardoso et al. 2014). Furthermore, street foods are considered a universal characteristic of urban life in many countries, and street foods display cultural food traditions, leading to cultural icons and tourist destinations (Choi et al. 2013). These street foods play an important role to preserve cultural heritage and attract the tourists who are searching for cuisine and culture, which leads to help the tourism industry in the country (Ceyhun & Şanlıer 2016).

Basically, "Street food vending is an important component of socio-economic developing countries" (Alimi 2016). Several papers mainly state about street foods in only developing countries (Joob & Wiwanikit 2014; Charoenjarasrerk 2014; Khontong et al. 2015). In Singapore, Malaysia and Thailand, street food is considered as "touristic resources". In addition, for the destination landscape, street food brings life and color (Chavarria & Phakdee-auksorn 2017). Among Asian countries, Thailand has the "highest number of street vendors" (Khontong et al. 2015). Moreover, Bangkok is also considered as "one of the best cities in the world for street food" (Wuttipan 2018). Street foods have been in Thailand for a long time since the early Bangkok period, the street food vending was both on land and in the canal. Additionally, street food vending has become popular after road construction which began during the reign of King Rama IV (Nirathron 2006). Based on Chayada (2017) Thai foods were sold along the street by local people in the local area. Thai street food vendor means to a person who sells foods in public on temporary building structures located on the footpath or movable vehicles like mobile trucks or mobile food stalls and can be considered as "micro-enterprise" or business that requires less space on the public footpath. For nearby countries like Malaysia, street foods represent heritage and rich cultural landscape as it reflects the lifestyle of local people. Additionally, Malaysian street foods attract both local people and international tourists. In reality, Malaysia island is a major destination for the gastronomic tourism sector (Karim & Halim 2014). Furthermore, neighboring countries like Singapore have a good reputation for its foods. A World Street Food Congress 2013 was founded in Singapore with the aim of street food heritage and culture preservation. Street foods of Singapore operates in the hawker centers instead of on the street. Moreover, it was found that international tourists have much interest and enjoy the experience at hawker centers. Singapore street food is the place where tourists can discover diverse culture, cheap prices and highly accessible. The cuisines consisted of three races which are Chinese, Malays, Indians and other fusion foods. Some popular dishes and stalls achieved Michelin stars (Henderson 2019).

Even though Thailand street food is continuing to grow with demand increasing among Thai travelers and foreigners, it also comes with a negative reputation about health problems occurring after consuming Thai street foods as several studies have reported about diseases from street food that was caused by the lack of hygiene and knowledge (Ceyhun & Sanlier 2016). According to Khontong et al. (n.d.), the weakest point of Thai street food is food hygiene. The research has discovered a high level of pathogenic bacteria which is unacceptable. As stated by Piyaphanee et al. (2010) diarrhea disease is a common illness experienced for travelers who are travelling to developing countries in Southeast Asia and the percentage of travelers' diarrhea incidence is between 5% to 17%. At this point, it is understandable that currently international tourists are still interested in consuming Thai street food and has a steadily rising trend, even though international tourists perceive health risks from Thai street food at the same time. With more supportive evidence from (Jeaheng & Han 2020) it is possible that international tourists might question and be frustrated about Thai street foods quality and hygiene. On the other hand, Thai people are considered as the majority of the street food consumers, but there is no information about Thai excursionist's perspective, especially comparing among three generations, toward food risk and risk reduction methods. The study of risk perception, risk relievers and behavior intentions could help the street food vendors to develop marketing strategies, as well as to the Thai Ministry of Public Health and the Ministry of Tourism to protect Thai consumers/excursionists from unclean food and foodborne illness.

2. RESEARCH OBJECTIVES
1. To study the dimensions of risk perception and risk reduction methods of Thai excursionists toward street food market.
2. To analyze the perception of three generations of Thai excursionists and the effects on risk perception and risk reduction methods and behavior intention toward street food market.

2.REVIEW OF LITERATURE
Perceived risk
Yiamjanya and Wongleedee (2013) provided many definitions of perceived risk from many sources. First, this paper describes the perceived risk as one of consumer behavior and marketing principles since there is a psychological factor that involves the buyer's decision in the decision-making process. Moreover, perceived risk can be defined as necessary in the decision-making process of the customer. Besides, the definition of the word 'perceived risk' can be separated into many kinds of risks: psychosocial risk, physical risk, time risk, performance risk, and financial risk. However, another study delineates the definition of perceived risk as perceptions of the consumers about uncertainty and prejudicial outcome of purchasing a service. Another paper also defines the definition of perceived risk as to the consumer's perceptions of the uncertain consequences of buying a product. Besides, the word 'perceived risk' can be considered as a precursor which impacts consumers' perceived value in a negative way. Furthermore, risk perception of customers can cause a negative impact on value formation since unhygienic food can cause physical loss along the lines of health problems that relate to risk (Seo & Lee 2021).

Physical risk is the risk that consumers perceive the possibilities of health risk from consuming street food (Danelon & Salay 2012B). Physical or health consequences divide into 2 periods of time including short-term such as allergy from food additives, listeria and salmonella, and long-term health risks are such as health problems from growth hormones, antibiotics, pesticides and cholesterol (Lobb et al. 2007). Other studies explain physical risk as to the stress about an illness which can happen from a purchase. Moreover, there is a possibility that purchasing can cause sickness or/and danger. The illnesses which involve street food will include Salmonella and other Enterobacteriaceae, etc., all of these illnesses can cause symptoms such as diarrhea and vomiting (Choi et al. 2013). The physical risk can be shown that there is the possibility that the product can harm the health. Furthermore, the physical environment can affect the consumer's perceived quality of an establishment (Chang et al. 2020).

Psychological risk refers to possibilities of consumers suffering psychological discomfort such as disappointment and frustration that oneself might be harmed after consuming street food (Danelon & Salay 2012B). Slovic & Peters (2006) stated that the way people think and feel about something, consequently, determines the level of both risk and benefits perception.

Social risk relates to loss of esteem or loss of face by consuming street food (Danelon & Salay, 2012B; Choi et al. 2013). Indeed, social risk can affect the loss of status in the social group by product purchase. The unfashionable appearance can be considered a risk in some groups.

Danelon & Salay (2012B) stated that Time risk is the possibility of consumer perceived time risk such as it takes a long time to make an order and time consuming when street food does not reach the consumer's expectation. Chang et al, (2020) clarified that street food provides convenience and timesaving, but street food is regarded as a less unhealthy choice since consuming large amounts of street food can cause many diseases like heart disease.

Financial risk refers to possibilities of consumers perceiving the money risk such as not worth enough for the money value and losing money when street food choices do not fulfill the expectations (Danelon & Salay 2012B). The consumer recognizes and perceives risk when the benefit does not go with the money invested.

Performance risk is the possibility of consumer's perceived undesirable risk when the street food is not present as what consumers expected (Danelon & Salay 2012B). Consumers may perceive performance risk when the performance and benefits of the chosen products do not meet the expectations. In this paper, the author discovered that brand recognition can reduce performance risk perception and the possibility of perceived risk will decrease if that brand has a positive information or reputation.

In consequence, perceived risk in this study is defined as one of customer behaviors that affect a customer's buying-decision which can be divided into five items: physical risk, psychological risk, social risk, time risk, financial performance, and performance risk. Physical risk occurs when consumers perceive that street food is unsafe because it possibly contains food additives which later may cause a negative health effect or illness in both short-term and long-term after consumption. Psychological risk occurs when consumers have a negative perspective towards something, in other words, the more negative thinking towards street food the more risk perception. Social risk occurs when consumers perceive that street food consumption negatively affects their social status. Time risk occurs when

consumers perceive that by consuming street food it takes too long than it should be or belated to what expected at first. Financial risk or money risk occurs when consumers perceive that street food is not worth enough and when street food does not fulfill consumer expectations. Lastly, performance risk occurs when consumers perceive that street food presentations do not meet consumer expectations. Accordingly, this study will apply these items to examine the risk in the context of Thai excursionists toward the Thai Street food market and to develop the theoretical framework of this study.

Risk Reduction method or Risk Relievers
Risk relievers are information or methods that consumers create when they perceive risk as guidelines in making success decisions and avoid making wrong choices when acquiring goods or services. In addition, type of risk relievers and frequency of use depends on goods or services and type of risk that consumers perceive. Some examples of risk relievers are searching for guarantees like (government, private, and laboratory tests), word of mouth from friends and family and lastly is brand loyalty. Moreover, social desirability is indeed a risk reliever because people tend to follow social norms, this means consumers making choices based on social desirability (Danelon & Salay 2012A). Alimi (2016) also stated risk relievers express in another terms as "ways to mitigate" hazards in street food consumption can be done as following; good agricultural practices, proper enforcement and strict policies, raising awareness of bad practices in street food trading through mass media, establishment of guidelines for street food management by food and health professionals, adapt HACCP (Hazard Analysis Critical Control Points) concepts in street food sector, knowledge about "safe food practices are required education for both consumers and vendors. For example, consumers perceive lower performance risk when buying products from well recognized brands (Ha 2002). To reduce the risk of illness from street food which must be controlled in the food preparation step and sale that can lead to the foodborne illness. In addition, in countries such as Bolivia, Colombia and India, FAO has developed and supported several projects to strengthen areas of the street food sector (Rane 2011).

Thus, in this study defined risk reduction or risk relievers as a way to reduce risk perception which can be done in several methods depending on type of risk that consumers have perceived such as looking for guarantees for trustable organization, recommendation from friends or family, repurchase at the same store, buying from well-known brand and following social norms which these items will apply to study the risk reduction in the context of Thai Excursionists toward the Thai street food market.

Behavioral Intention
Lobb et al. (2007) used the "Theory of reasoned action" (TRA) in which explains human behavior intentions that come from three dimensions combined such as behavioral beliefs, normative beliefs, and control beliefs. Behavioural beliefs mean the belief about the outcomes from one's own action, then producing neither negative nor positive attitudes and leads to an action or behavior. Normative beliefs or subjective norms mean the belief of what one's should do as what people in society actually do or social norm and possibly including family, friends, religious organization, doctors, etc. Control belief or perceived behavioral control means "how one's confidence to act on something" for example one might be able to purchase local food if there's street food available. However, Lee et al. (2019) stated the intention in the context of revisiting the restaurant into three dimensions; intend to visit, likely to eat and plan to eat, furthermore, the influence of risk perception can also disturb the intention to visit. After consumers perceive risk from consuming street food, it then affects behavior intention; the consumer will ensure street food safety before purchase. Plus, searching for street food vendors who presented good hygienic practices (Khongtong et al. 2016). However, behavioral intention can be described as the immediate determinant of behavior. Intentions are considered as a representation of actual behaviors (Choi et al. 2013). Thayarnsin et al. (2021) elucidates that there are many studies that seek to study the relationship between behavioral intention and risk, which only concentrate on the street food industry. Behavioral intentions taking into account the street food, are affected by customers' levels of risk. Behavior intention can also mean a customer's positive assessment in reference to previous experiences and information, desire to repurchase the same product or service, and willingness to recommend the product or service to others (Jeaheng & Han 2020).

Consequently, the definition of behavior intention is how people behave after perceived risk which can influence the revisit intention of the customers. Therefore, behavior intention will be used to study the intention to visit in the context of Thai excursionists toward the Thai street food market.

Generations

Generation X age range is 38-53 years old (Department of Mental Health 2020). Generation X is the generation that comes after the Baby Boomers generation. During the time when this generation is growing up, many global events occurred for example political and economic events (Sandeen 2008), so these make Generation X-ers have faced more diversity in many dimensions such as religion, class, race, and ethnicity (Gaidhani et al. 2019). Wong et al. (2008) also stated that being sceptical and individualistic are some common characteristics of Generation X-ers. In terms of eating behavior of this generation, as Sandeen (2008) stated before that they grew up during several global events including economic recession, they are more aware of the value of money on buying food. However, their food options always include delightful and gourmet but generally they will stay with easy dishes that need less preparation time. Besides, due to greater degree of education and global perspective, they always look for labels and nutritional information to help them make decisions. They also love to eat a variety of regional and foreign cuisine, besides; they also love to cook especially healthy recipes (Fernando 2016). Moreover, Shipman (2020) stated that Generation X prefers fresh ingredients for cooking at home as generation Y do. Generation X or Baby Boomers are frequently and heavily purchasing organic foods (Kamenidou et al. 2020).

Generation Y that have an age range from 21-37 years old (Department of Mental Health 2020) or known as the millennial generation is the generation that was going through a period of dynamic changes such as technological development, economic disruption, or globalization (Puspanathan et al. 2017). Generation Y-ers are tech-savvy as they were born and grew up with technology (Sa'aban et al. 2013). Moreover, they also consider them as necessary as clothes or food that they could not live without unlike Generation-Xers that consider them as useful not essential (Nimon 2007). However, due to growing up in the era of dynamic and variety, Generation Y-ers tend to be very adaptable and can work in any environment and with any people even with other generations. (Sa'aban et al. 2013). In the term of eating behavior, food is what Generation-Yers seen as a point in personalizing and individualizing their social media by ordering different kinds of cuisines from one restaurant or even changing food containers from plate to a cup, what Generation-Yers is trying to do is "personalizing the food with different presentations", searching out for adventurous with new food taste and dishes. Millennials also use food as a connection for socializing. Moreover, Millennials are interested in food items with environmentally friendly packages. Furthermore, health concerns are another factor that influences food choices of this generation. They purchase more on natural, clean and organic foods, especially fresh ingredients that are preferred when making a cook at home because generation Y demands fresher food and healthier (Shipman 2020). In contrast, Okumus et al. (2020) indicated that Generation-Yers extremely preferred to visit the restaurant, delivery and take away options.

Generation Z has an age range of 8-20 years old (Department of Mental Health 2020), but in this research paper Generation Z started from 18 years old to ensure the maturity of respondents. Generation Z is the generation that is considered as the generation that is extremely connected with high technology, technology-driven lives, and widespread use of social media. They are tech savvy, but they still lack problem-solving and decision-making abilities (Gaidhani et al. 2019). Bejtkovský (2016) also reported about members of Generation Z that they have poor interpersonal skills and are not good listeners. They struggle with interpersonal skills that their abilities are distinct from those previous generations. Fernando (2016) also described that they are a generation with a wide range of backgrounds and perspectives and although they may not have their own discretionary cash, they have a significant effect on family purchasing decisions. However in terms of eating behavior, among the three generations, Generation Z is the group with the lowest rate of purchasing organic foods in which based on the research with university students, as a result, the reason might be because of taste, price, convenience, time and junk food accessibility or junk food is easier (Kamenidou et al. 2020). On the other hand, Bunbac et al. (2020) stated about the Generation-Zers' eating habit that they have willingness to try various types of local food as well as plant-based meat more than the past generations when they were teenagers. They are also interested in vegan and sustainable food that they always concern about the environmental impact when purchasing food.

So, the theoretical framework of this study is developed to examine the difference in generation of Thai excursionists has effect or no effect on risk perception, risk reduction methods and behavioral intention towards Thai street food market.
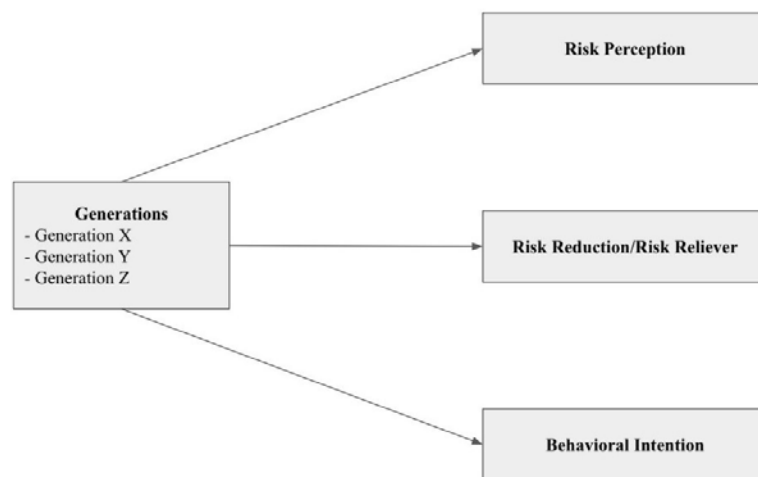
Figure 1: Theoretical framework

3. RESEARCH METHODOLOGY

In this study, the survey was carried out to study the dimensions of risk perception and risk reduction methods of Thai excursionists toward the street food market, and to examine the differences in generations affecting the risk perception, risk reduction and behavioral intention towards Thai street food market. Due to the situation of Covid-19, the survey was designed as an online survey (Google Form) to obtain quantitative data. The population for this survey was Thai people who aged 18-53 years old and have made excursion to street food markets more than 3 times during the past 2 years and the population was undefined, the sample size was then estimated to be approximately 385 people based upon W.G. Cochran's formula. The tool that was used to collect the data was a self-administrated questionnaire which was divided into 5 main parts: the risk perception, the risk reduction, behavioral intention, the respondent's demographic and suggestions or feedback, respectively.

For the first part, the risk perception, there are 26 questions in this part which the questionnaire was developed from Danelon & Salay (2012B). The second part, the risk reduction, consisted of 15 questions which developed from Danelon & Salay (2012A). And for the third part, behavioral intention, there are 3 questions in this part which were developed from Lee et al. (2019). The questionnaire was adapted to fit with the context of the Thai street food market. Therefore, the questionnaire was translated from English to Thai as the population/target are Thai excursionists. To increase the reliability and verify the accuracy of the translation of the questionnaire, the translation was sent to 3 experts to verify the accuracy. The questionnaire was collected during May-July 2021. As a result, 453 responses were collected; only 411 responses were usable based upon the screening question that all respondents must visit street food markets more than 3 times during the past 2 years. The data analysis consisted of 3 steps. First, descriptive statistics were used to compute the descriptive statistics on respondent profiles. Second, Principal component factor analyses with varimax rotation were analyzed to categorize perceived risk factors and risk reduction factors with eigenvalues greater than 1 in which comprised of items with factor loading greater than 0.5. Lastly, analysis of variance, or ANOVA was employed to examine the mean difference in three generations toward perceived risk factors, risk reduction factor and behavioral intention, using the 0.05 level of significance.

3. RESEARCH RESULTS

The demographic characteristics of the respondents of which a total of 411 respondents were surveyed. The majority of respondents are female 62% while 32.4% are male and minor are LGBT 5.6%. Most of the respondents were in Generation X (aged 38 to 53 years old) followed by Generation Y (aged 21 to 37 years old) and Generation Z (aged 18 to 20 years old). 66.2% of respondents' highest education level was in bachelor's degree while only 4 or 1% of respondents were in junior high school. More than half of respondent's earn income between 10,000-20,000 baht.

The exploratory factor analysis (EFA) was used to examine the dimensions of risk perception and risk reduction methods of Thai excursionists toward the street food market. Firstly, the dimension of risk perception was examined. The Kaiser–Meyer–Olkin value was .947, and the Bartlett value was statistically significant ($p < .001$). This indicates that the selection of variables was appropriate. The EFA indicated a total of four dimensions with eigenvalues of 1 or more, and the total variance of the four derived factors was 69.76%. It can be seen from Table 1 showing the first factor called "Physical and Psychological risk" which presents 48.61% of the total variance explained by the model. The items with a higher load on this factor appeared to be related to the view about health consequences due to eating the street food and the presence of contaminants in the street food. The second factor was "Time and Finance Risk" which accounted for 9.87% of the total variance explained by the model. Eight items were presented in this factor with factor loading between .85-.51. The items with a higher load on this factor appeared to be related to time over the meal. The third factor related to "Social Risk" (accounting for 6.21% of the total variance). The items with a higher load on this factor appeared to be related to concern on friends and colleagues about respondent's choice on street food. The last factor is named "Performance Risk" which offers 5.10% of the total variance explained by the model. The items with a higher load on this factor give the idea of street food performance that could not meet the respondent's expectation. The mean score of risk perception was computed with four dimensions of risk. The results showed that in general Thai Excursionists considered there was a low possibility of risk in consuming street food and visiting street food markets.

Factors	Factor loadings	Mean (SD)	Cronbach's Alpha
Factor 1: "Physical and Psychological Risk"		**2.57 (.81)**	**.938**
I could feel sick after eating street food	0.68		
I could have negative health consequences due to eating the street food	0.84		
My health could be compromised in the long term	0.80		
I could become ill after eating the street food	0.77		
My health could be compromised by the presence of contaminants in the street food	0.81		
I could suffer undesirable anxiety on making this choice	0.72		
I could feel uneasy on making this choice	0.70		
I could suffer psychological discomfort on making this choice	0.68		
I could be disappointed with my choice	0.60		
Factor 2: "Time and Finance Risk"		**2.27 (.74)**	**.911**
I could take longer than desirable on the meal	0.61		
The meal could take a long time	0.85		
The meal could become lengthy	0.84		
I could lose a lot of time over the meal	0.79		
The meal may not be financially worth it	0.58		
I may not be using my money well	0.53		
The price of the meal may be a disadvantage	0.51		
The meal may cost more than I wish to pay	0.57		
Factor 3: "Social Risk"		**2.10 (.84)**	**.922**
I could have misgivings about my choice	0.60		
My friends could make negative comments about my choice	0.82		
My friends could judge me badly from my choice	0.84		
My colleagues could disapprove my choice	0.83		
My relatives could disapprove my choice	0.70		

		2.60 (.77)	.834
Factor 4: "Performance Risk"			
The street food may not present the characteristics I expected	0.74		
2The street food may not attend my expectations	0.70		
The street food may be of low quality	0.62		
The street food may not please me as expected	0.63		

Table 1: Results of Principal Components Analysis; Risk Perception

For Table 2, the Kaiser-Meyer-Olkin value for Table 2 was .859, while the Bartlett value was statistically significant ($p < .001$). It indicated that the selection of the variables was appropriate. The EFA identified a total of three dimensions with eigenvalues of 1 or more, with a total variance of 67.99% for the three derived factors. Table 2 displays the first factor, "Appearance and Hygiene," which stands for 42.13 % variance clarified by the model. The items with a higher load on appearance and hygiene on the street before making the decision. Reputation and Recommendation was generated as the second factor of risk reduction methods which calculates for 15.97% of total variance described by the model. The item with a higher load on this factor showed to be related to respondents determined in visited familiarized street food. And for the last factor, Certificate and Media advice that accounted for 9.90% total variance explained by the model. The items with a higher load on this factor appeared to make decisions on consuming street food based on certificate and authority that street food stores get and advice from several kinds of media like television, radio or through the internet.

The mean score of risk reduction methods was calculated. The result showed that among three aspects, Thai Excursionists considered a medium level of risk reduction methods in applying Appearance & Hygiene (Mean=4.02) and Reputation & Recommendation (Mean=3.73). Nevertheless, the Certificate and Media advice method was reflected in a low-level practice by Thai Excursionists in the street food market risk reduction method.

Factors	Factor loadings	Mean (SD)	Cronbach's Alpha
Factor 1: "Appearance and Hygiene"		**4.02 (.76)**	**.898**
I check the vendors' appearance	0.81		
I observe the vendors' behavior	0.83		
I check if there's an undesirable smell in street food	0.80		
I take the general appearance of the street food into consideration	0.82		
I take the general hygiene level of the street food into consideration	0.81		
Factor 2: "Reputation and Recommendation"		**3.73 (.73)**	**.814**
I frequent go to the famous street food store (with a large number of consumers)	0.75		
I take indications by friends and relatives into consideration	0.68		
I frequent go to the street food I already know	0.73		
I frequent go to the street food with a good reputation	0.79		
I take the location of the street food into consideration	0.56		
Factor 3: "Certificate and Media advice"		**2.87 (1.0)**	**.813**
I look for information about the street food in newspapers, radio, TV and Internet	0.57		
I check if the street food has certificates attesting to the hygiene-sanitary quality of its food	0.91		
I check if the street food is registered with the Sanitary Inspection Authorities	0.91		

In order to analyze the perception of three generations of Thai excursionists and the effects on risk perception, risk reduction methods and behavior intention toward street food, analysis of mean score and variance, or ANOVA was employed to examine the mean difference. Table 3 indicated the mean score of three generations regarding their risk perception, risk reduction methods and behavior intention. The results illustrated that Thai Excursionists in all three generations perceived low risk as data shown the mean score of risk perception is only 2.39. However, among the three generations, only generation X perceived performance risk as medium risk perception. As for risk reduction methods, the overall mean score indicated a high level of perception toward risk reduction methods (Mean=3.54). Table 3 also pointed out that risk reduction methods of Appearance & Hygiene and Reputation & Recommendation in three generations were considered as high level, in contrast, Certificate and Media advice as a method to reduce risk perception was reflected as medium level among all three generations. Lastly, for behavior intention, the table showed that all the mean values of each factor in behavior intention range from 3.43 to 3.70 which is considered a high level of behavioral intention toward excursion in the street food market.

Constructs: Mean (SD)	Factors/Items: Mean (SD)	Generation: Mean (SD)		
		Z n = 80	Y n = 155	X n = 176
Risk Perception 2.39 (.67)	Physical and Psychological Risk: 2.57 (.81)	2.48 (.74)	2.57 (.80)	2.60 (.84)
	Time and Finance Risk: 2.27 (.74)	2.08 (.70)	2.17 (.72)	2.44 (.74)
	Social Risk: 2.10 (.84)	1.86 (.76)	1.92 (.78)	2.38 (.85)
	Performance Risk: 2.60 (.77)	2.53 (.69)	2.52 (.89)	2.71 (.69)
Risk Reduction Methods 3.54 (.66)	Appearance and Hygiene: 4.02 (.76)	3.94 (.81)	4.04 (.74)	4.04 (.75)
	Reputation and Recommendation: 3.73 (.74)	3.75 (.66)	3.72 (.67)	3.74 (.82)
	Certificate and Media advice: 2.87 (1.01)	2.86 (.95)	2.77 (.99)	2.95 (1.04)
Behavior Intention 3.56 (.87)	Intention to visit	3.60 (.92)	3.43 (1.00)	3.55 (.91)
	Possibility to visit	3.70 (.91)	3.61 (.98)	3.69 (.86)
	Planning to visit	3.49 (1.01)	3.48 (1.03)	3.51 (.93)

Table 3: Mean Score of Three Generations on Risk Perception, Risk Reduction, and Behavior Intention
n = 411

The analysis of variance, or ANOVA was employed to compare the mean difference among three generations on the risk perception, risk reduction methods and behavior intention. Table 4 illustrated that the effect of three generations on risk reduction methods and behavior intention scale was not significant; risk reduction $F_{(2,408)} = .469$, $p = .626$ and behavioral intention $F_{(2,408)} = .406$, $p = .665$. On the other hand, an analysis of variance showed that the effect of generations on risk perception was significant, $F_{(2,408)} = 7.75$, $p = .000$. Post hoc comparisons using the LSD test were carried out. The results pointed out that there was a significant difference between generation X and generation Y ($p = .01$) with people in generation X perceived more risk than generation Y. There was also a significant difference between generation X and generation Z difference ($p = 0.01$) with people in generation X perceived more risk than generation Z.

		Sum of Squares	df	Mean Square	F-Values	P-Values
Risk Perception	Between Groups	6.665	2	3.32	7.753	.000***
	Within Groups	175.379	408	.430		
	Total	182.044	410			
Risk Reduction methods	Between Groups	.409	2	.204	.469	.626
	Within Groups	177.649	408	.435		
	Total	178.057	410			
Behavioral Intention	Between Groups	.622	2	.311	.409	.665
	Within Groups	310.562	408	.761		
	Total	311.184	410			

Table 4 : Analysis of variance of Risk Perception, Risk Reduction, and Behavior Intention according to the generation difference

4. CONCLUSION AND DISCUSSIONS

In conclusion, the respondents of this paper are Thai people who have made excursions to street food markets more than 3 times within 2 years. The number of respondents is 411 which is in the age range between 18-53 years old dividing into three generations: Generation X, Y and Z. The majority of respondents are female 62%. Most of the respondents were in Generation X (aged 38 to 53 years old) followed by Generation Y (aged 21 to 37 years old) and Generation Z (aged 18 to 20 years old). The results illustrated several dimensions of risk perception and risk reduction methods by employing the exploratory factor analysis. There were four factors derived in risk perception toward the street food market including 1) Physical and Psychological risk 2) Time and Finance Risk 3) Social Risk, and 4) Performance Risk. As for risk reduction methods, the results of three factors were generated as follows 1) Appearance and Hygiene 2) Reputation and Recommendation, and 3) Certificate and Media advice.

The mean score of three generations regarding their risk perception, risk reduction methods and behavior intention. The results illustrated that Thai Excursionists in all three generations perceived low risk (Mean=2.39). As for risk reduction methods and behavioral intention, the overall mean score indicated a high level of perception toward risk reduction methods (Mean=3.54) and high level of behavioral intention (Mean=3.56). The analysis of variance, or ANOVA was employed to compare the mean difference among three generations. The results pointed out that the effect of generations on risk reduction methods and behavior intention scale was not significant which suggested that risk reduction methods and behavior intention had no significant difference among three generations. In contrast, the effect of generations on risk perception was significant. Post hoc comparisons using the LSD test were carried out. The results demonstrated that there was a significant difference between generation X and generation Y, as well as generation X and generation Z which suggested that people in generation X perceived risk from Thai street food market more than generation Y and Z.

There were some interesting points for discussion. The risk perception of Thai excursionists in overall is low because street food is part of everyday life and it is a local culture stated by Wuttipan (2018), similarly to Chayada (2017) stated that street food has become the way of life of Thai people since in the past till this present day, therefore Thai people are familiar with Thai street food. Based on the explanations of Thai way of life and perceived low level of risk perception, consequently, Thai excursionists of all generations have a high level of intention to continue visiting Thai street food markets. Looking closely into some specific factors, Thai Excursionists perceived low physical and psychological risks, in other words, by consuming Thai street food does not make Thai excursionists concerned about suffering with health illness and anxiousness towards future sickness after consumption. According to Wuttipan (2018), Thai Excursionists are familiar with low or mild diarrhea from street food thus it could be an answer to the reason why physical and psychological risk perception is quite low. Another interesting point for discussion is that there was a significant difference among generations in risk perception according to table 4. The difference is generation X perceived more risk compared to generation Y and Z because generation X is a group of people who are health concerned by the evidence that frequently purchasing organic foods (Kamenidou et al. 2020) and preferred fresh ingredients for home-cooked meals (Shipman 2020) rather than purchasing foods outside. While generation Y seeks for new food taste (Shipman 2020) and generation Z who regularly access to junk food more than healthy food (Kamenidou et al. 2020), therefore perceived low risk from street food consumption.

Additionally, based on the findings of this study, physical and psychological risks are the second concerns followed by performance risk in Thai excursionist perspective which are consistent with the previous literature Jeaheng & Han (2020), the study about international tourists' perspective towards Thai street food. As a result, international tourists see the atmosphere and cleanliness of Thai street food areas as a second concern followed by the first concern which is cultural and local experiences.

5. RECOMMENDATIONS
Recommendations from research
According to the findings of our research, Thai excursionists do not prefer to apply certificates and media advice for risk reduction methods. Therefore, the government needs to promote more information about the benefit of being certified by official government standards toward Thai excursionists and street food vendors in order to enhance the significance of certificates. Moreover, the information about certified street food markets could help guarantee the street food sanitation which, in turn helps Thai excursionists to reduce the risk perception toward the street food. In addition, the different types of media including newspapers, radio, TV and Internet should deliver useful data about street food markets around Thailand to support the street food restaurant or vendors. Furthermore, based on research results, Thai excursionists from Generation X, Y and Z also give priority to appearance and hygiene in reducing the risk from street food as the mean score is equal to 4.04. Consequently, the government has to attach great importance to enroll the certificate for the street food restaurant with the intention to form the certificate to be the tool to assure the hygiene of the street food restaurant.

Based on the findings, this research verified that generation X perceived risk higher than other generations due to the fact that generation X has a greater degree of education; before making up their mind, they always seek out the nutritional information and labels to assist them. Accordingly, the government needs to monitor and examine the hygiene around the street food restaurant as a routine work to guarantee the safety for Thai excursionists, especially generation X, which has high perceived risks, to lessen the risk perception from street food.

Recommendation for future research
Due to the unfavorable circumstances, it is difficult to gather the data and unable to conduct on-site surveys. For further research, specific site research should be conducted to obtain more accurate and detailed data. Besides, in order to obtain more interesting outcomes, comparing the risk perception of Thai and foreigner excursionist/traveler towards different street food markets around Thailand may be conducted.

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Travel Risk Perception and Travel Behaviour during COVID-19 Pandemic of People Living in Bangkok

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ABSTRACT
Tourism is one of the sectors severely affected by the COVID-19 pandemic. Apart from travel regulations and measures launched to control the spread of COVID-19, the perceptions of people towards COVID-19 and travelling during the time of pandemic have inevitably influenced the decision to travel. This study aims to study the perceptions of people residing in Bangkok towards COVID-19, travel risk and anxiety, their travel behaviour during the pandemic and their intention to travel after the pandemic. In addition, it aims to examine the effects of the personal characteristics of the respondents on their perceptions and behaviours. The data was collected from a sample of 400 Bangkok residents through an online questionnaire survey. The questionnaire consists of six sections including respondents' personal characteristics questions and 5-point Likert scales adopted from previous studies.

The result found that age, monthly income, and occupation affected the perception of covid-19 and travel risk perception. The education background, occupation, monthly income, and vaccination affect the Physical aspect and COVID-19 infection and vaccination influenced the somatic aspect. Gender, Age, education, occupation, monthly income, and covid-19 infection had affected travel behaviour. Age, education, and occupation affected subjective norms. Age, education, occupation, and monthly income affect control behaviour. To conclude, according to the results, the majority of the respondents were worried about the situation of the COVID-19 pandemic. At the time of the pandemic, the situation affected their travel decision and even though they agreed to take some level of risk, they would rather cancel their travel plans if possible. Moreover, they are optimistic about travelling after COVID-19 if the pandemic ends.
Keywords: COVID-19 Perception, Travel Risk Perception, Travel Anxiety, Travel Intention, Travel Behaviour

1. BACKGROUND AND STATEMENT OF THE PROBLEM
COVID-19 is the disease caused by SARS-CoV-2, the coronavirus that emerged in December 2019 (M. Sauer, 2021). The disease is widespread throughout the world including Thailand. By June 2020, COVID-19 has surpassed 6 million infections and has resulted in over 370,000 deaths in the first five months of 2020. The first COVID-19 patient has confirmed arriving in Thailand from Wuhan on 13 January 2020. In March 2020, there were two initial domestic infection clusters at a boxing stadium as well as the bar-hoppers that occurred in Bangkok. In May 2020, Thailand found nearly 3,000 infections throughout Bangkok (Suntronwong et al., 2020). In April 2020, Thailand implemented social measures including full-scale national lockdown, curfews, and 14-days quarantine for international travellers. The COVID-19 second wave was caused by workers who worked in an entertainment complex in the northern state of Myanmar. They illegally entered Thailand and spread the virus in various Northern provinces in Thailand. A numerous number of migrants carried the virus and travelled illegally to work in the factories and seafood markets at Samut Sakhon province which is the neighbouring province of Bangkok (Rajatanavin et al., 2021). The COVID-19 continued to spread in Thailand. The economy already suffered from the previous wave. The third wave started at the local markets of Bangkae and spread throughout the Ekkamai areas of Bangkok. This cluster initially started and spread among middle and high-class societies (Enquistock, 2021).

To limit the spread of the COVID-19, governments in each country have been taking the national lockdown by prohibiting entry to their borders. This seriously affects businesses in many industries, especially those in the travel and hospitality industry since the lockdown regulations have required many tourist destinations and tourism businesses including accommodations, airlines, and other transportations to limit their operations and to strictly follow the precautionary measures to safeguard both the customers and the staff (Fotiadis et al., 2021). The spread of COVID-19 has significantly impacted the economies throughout the world especially in the Thai economy where tourism is one of its most important economic contributors. On the supply side, the COVID-19 situation in the country does not only prevent businesses to fully operate as usual but, on the demand side, it also changes the perceptions of people towards travelling and their travel behaviour during the time of the pandemic.

The purpose of this research is to explore the perceptions of people residing in Bangkok towards travelling during the spread of COVID-19 and, in addition, to examine the effects of personal characteristics on travel perceptions.

2. LITERATURE REVIEW
COVID-19 and Risk Perception
The risk can be explained as exposure to the possibility of injury or loss, a hazard or dangerous chance (Reisinger and Mavondo, 2005). Risk perceptions mean that people's intuitive evaluations of hazards that they're or could be exposed to, including a large number of undesirable effects that individuals associate with a particular cause. Risk perception can be influenced by many factors including individual or societal as well as classic hazard attributes which go beyond the experiences, beliefs, and attitudes of each person. By thinking ahead about our current fear of risk can be useful to promote increased preparedness and improved the health sector responsiveness. (Cori et al., 2020). Perceived risks also refer to the multifaceted phenomena which combined several risk factors together. Tourists mostly avoid travelling when their perceived health risk is high which combined with perceived severity, anxiety, and efficacy to epidemic and pandemic outbreaks when they are travelling internationally. It is also viewed as a motivation to pursue the next travel intentions and visiting decision-making. Most travellers search for information to reduce the degree of risk related to their travel plan. (Meng et al., 2021).

In the tourism industry, when making travel decisions, potential tourists typically assess the circumstance regarding the risk (Reisinger and Mavondo, 2005). In the tourism literature, risks have been widely discussed and categorized into different types. For instance, while Maser and Weiermair (1998) classified tourism perceived risks into categories including health concerns, hygiene and diseases, crimes and accidents, and natural disaster, Sönmez (1998), on the other hand, categorized risks into time, financial, psychological and satisfaction risks. These travel perceived risks can be affected by many factors ranging internal factors such as personal backgrounds, demographic characteristics, psychographics, and personal experience (Carr, 2001; Seddighi et al., 2001) to external factors such as influential individuals and groups, media, and different information sources (Lepp and Gibson, 2003; Sönmez, 1998).

Perceived travel risk has a significant link with travel and tourism demand. During the spread of COVID-19, people are afraid and worry about losing their lives and members of the family. The information of COVID-19 gains from media reporting the lack of medical treatment, and the shortage of equipment for mitigating the patient, the lockdown related issues (i.e., prolonged home isolation, social distancing, food insecurity, fear of unemployment, loss of income etc.) have prevented them from taking a trip. As pointed out by Floyd et al. (2000), a person's perceived risk consists of perceived susceptibility to a disease and its perceived severity. Perceived susceptibility can be explained as the risk of becoming infected with a disease whereas severity can refer to as the perceived seriousness of getting contracted with the disease (Brewer and Fazekas, 2007). If a person feels that there is a high chance of getting a disease and a consequent serious illness, this person has a tendency to minimize the risk of exposure by avoiding taking a trip.

The perceived risk of the COVID-19 pandemic has drawn great attention from researchers. Neuburger and Egger (2021) examined COVID-19 perceived risk among travellers in the DACH region including Germany, Austria, and Switzerland. Bae and Chang (2021) investigated the influence of cognitive risk perception and affective risk perception on behavioural intention towards 'untact' tourism in South Korea during the COVID-19 pandemic. However, from the literature review, there have been a limited number of studies exploring the perceived risk of COVID-19 in the Thai context. It is therefore the interest of this study to fill this research gap by exploring the perceived risk of people living in Bangkok, Thailand toward COVID-19 in general and the perceived risk regarding tourism in specific. As discussed earlier in this section that demographic and personal characteristics can influence perceptions, this research goes further to examine their effects on the perceptions.

Travel Anxiety
Anxiety is a subjective feeling that is shown as being nervous, apprehensive, stressed, vulnerable, uncomfortable, disturbed, scared, or panicked (McIntyre and Roggenbuck, 1998) due to a consequence of facing the actual or potential risk. It also refers to the fear of the negative consequences (Kim and Gudykunst, 1988). Dowling and Staelin (1994) argued that when people buy something risky, it will generate unknown consequences that could lead to anxiety. There is a positive relationship between the fear of COVID-19 and hospital anxiety which make the degree of fear and anxiety increases when travellers perceived the news of infection rate of COVID-19 as well as the life satisfaction decreases (Ahorsu et al., 2020). However, each traveller may have a different level of anxiety due to their evaluation of the travel and tourism products. For instance, some individuals may perceive that a particular destination will generate fear or nervousness, but others may perceive it as a risk-free destination. When making a travel decision, most people try to avoid anxiety.

Wachyuni and Kusumaningrum (2020), in their study aiming at exploring travel anxiety of people during the COVID-19 pandemic, noted that the sign of anxiety can be distinguished into 3 aspects as follows;
   a. Somatics aspects are observable symptoms such as headaches, dizziness, stomach irritation, chest pain, and shortness of breath.
   b. Psychological aspects happen when travellers concern and get anxious about the future which can be shown as panicking, fearing, facing insomnia and hypervigilance.
   c. Physical aspects include excessive sweating, cold skin, chills and having a red and pale face.

Adopting these three aspects of anxiety, this research investigates the level of anticipated anxiety at the time the pandemic is over and how the aspects of anxiety differ among people with different demographic and personal characteristics.

Travel Behaviour and Travel Intention
Travel behaviour can be characterized by intention to travel, travel plans, choice of transportation modes and destinations, and activities engaged throughout the entire trip. Travel intention and travel behaviour have a strong link with the perceived travelling risks (Pennington-Gray et al., 2011; Reisinger & Mavondo, 2005). Those travelling risks include, for instance, the weather conditions in particular destinations as well as cultural conditions, social conditions, and political conditions. These factors are influenced choosing the choice of a tourist destination (Wachyuni and Kusumaningrum, 2020). In other words, the perceived risk can influence the travellers not only on where and how to travel but also whether to take a trip at the very beginning (Floyd et al., 2000; Rittichainuwat and Chakraborty, 2009).

Travel Intention refers to the desire or intention to travel influenced by two important factors which are personal factors and information sources. These two factors play an important role in determining travel intentions. Travel intention is also associated with risk perceptions and travel anxiety towards travelling. For instance, the situation of tourism in a particular destination can generate the perception of danger and result in a corresponding decision by choosing the less risky tourism destination (Luo & Lam, 2020). When travellers perceive that the destination is "unsafe", it will form a negative perception (George, 2003). Reisinger and Mavondo (2005) noted that when travellers perceived the destination as less safe, travellers may decide not to pursue their travel plans, change their destination choice, modify their travel behaviour or acquire more information if they still deciding to travel. Wachyuni and Kusumaningrum (2020) noted that travel behaviour is influenced by travel intention which is based on three factors:
   a. Attitude towards behaviour. This refers to the extent to which a traveller has a positive or negative appraisal of behaviour under consideration. In terms of travel intention, this could be described as the favourable assessment of the situation which leads to a positive tendency to travel.
   b. Subjective norms. This is the perceived social pressure to engage or not to engage in a behaviour. It refers to the belief of a person about whether other people approve or disapprove of the behaviour of interest.
   c. Perceived behavioural control. This can be explained as a person's perception of difficulty or ease of performing the behaviour in question. Generally, if a person strongly believes in the presence of adequate resources and ability, this person will be confident in controlling barriers to that behaviour.

Travel behaviour can be case examine the choice of visitor destinations, assessment of traveller goals, and eagerly of future visitor behaviour. Tourist behaviour is determined tourist destination which is influenced by several factors including the personal demographic characteristics, attributes of destinations including attractions, tourism assets, offices, administrations, and accessibility of destinations. It also included the weather conditions in particular

destinations as well as cultural conditions, social conditions, and political conditions. These factors are influenced choosing the choice of a tourist destination (Wachyuni and Kusumaningrum, 2020).

Research Objectives

Based on the literature, the following research objectives were formulated to understand the perceptions of people in Bangkok towards travelling during the COVID-19 pandemic outbreak.

1. To investigate the COVID-19 risk perception and travel risk perception of people living in Bangkok during the COVID-19 pandemic.
2. To investigate the perceived travel anxiety of people living in Bangkok during the COVID-19 pandemic.
3. To investigate travel behaviour at the time of the pandemic and the intention to travel after the COVID 19 pandemic among people living in Bangkok.
4. To investigate the effects of personal characteristics on COVID-19 risk perception, travel risk perception, travel behaviour, travel intention, and travel anxiety.

3. RESEARCH METHODS

This study was conducted using a quantitative survey method. The target of the population of the study was the people residing in Bangkok. The sample size was determined using Taro Yamane' sample size table which suggests a minimum sample size of 400 for the infinite population at the 5% allowable error. The convenience data sampling technique was employed. The online questionnaire was distributed on various social media channels from 1-7 September 2021 yielding a size of 400 respondents as required.

An online questionnaire was used as a research instrument. The questionnaire consists of 6 sections. The first section contains multiple-choice questions regarding the respondent's personal characteristics which include gender, age, educational background, income, occupation, and vaccination status. The following sections contain five-point Likert scale measurement items to investigate the variables identified in this research which respondents were asked to rank from 1 (strongly disagree) to 5 (strongly agree). The measurement items for COVID-19 perception and travel, travel risk perception and travel behaviour were adopted from the scales found in the research study by Neuburger and Egger (2020) whose scales were developed from the previous studies carried out by Cahyanto et al. (2016); Lee et al., (2012); Floyd and Pennington-Gray (2004); Sönmez and Graefe, (1998b); Reisinger and Mavondo, (2005). The scales for travel intention and travel anxiety were adopted from the research study by Wachyuni and Kusumaningrum (2020). The details of adopted variables and items are shown in Table 1. All items were modified and formulated in the Thai language to fit the context of the study. The Item-Objective Congruence (IOC) by three tourism experts was conducted to evaluate the items of the questionnaire based on the score range from -1 to +1. All the items had scored over 0.5 confirming the acceptable content validity of the scales. The adjusted questionnaire was pre-tested on 30 respondents and subsequently fine-tuned for data collection.

Descriptive statistics such as frequency distributions, means and standard deviation were employed to portray the summary description of the data. The mean score of each variable is interpreted by the range of interval which is calculated and divided into 5 ranges: 1 - 1.80 (very low), 1.81 - 2.60 (low), 2.61 - 3.40 (moderate), 3.41 - 4.20 (high), 4.21 – 5.00 (very high). Independent sample t-test and analysis of variance (ANOVA) were used to assess the significant effects of personal characteristics of the respondents on the measurement variables at the 0.05 significance level. Scheffe tests were also utilized to perform post hoc comparisons when significant effects were found.

Variable	Items	Content	Source
Perception of COVID-19		The current situation about the coronavirus worries me. Coronavirus is just a new form of the flu. I think there is a lot of fearmongering around the coronavirus.	(Neuburger and Egger, 2020)
Travel Risk Perception		Tourism is mainly responsible for the spread of coronavirus. Tourism will be massively affected by coronavirus. Staying in a hotel is a risk, as there are many people from different countries, who could carry the virus. I fear that the virus will be carried by tourists to my near surroundings. Travelling should be prohibited to avoid a wider spread of the virus. Currently, it is irresponsible to be sent on business trips to countries with a high number of cases. Currently, it is irresponsible to travel to destinations with cases of coronavirus.	(Neuburger and Egger, 2020)
Travel Anxiety	Somatic Aspects	I feel uncomfortable after thinking of going on a tour after a pandemic. I feel uncomfortable after thinking of going on a tour after a pandemic.	(Wachyuni and Kusumaningrum, 2020).
	Psychological Aspects	I was afraid to go on a tour even though this pandemic was over. I will panic when I travel after the COVID pandemic ends.	
	Physical Aspects	I sweat after deciding to travel after a pandemic. I feel an irregular heartbeat when I think of going on a tour even though this pandemic is over.	
Travel Intention	Attitude	Taking a tour after the pandemic ends is fun. Taking a tour after the pandemic ends is not fun but scary. Going on a tour after a pandemic will be more troublesome than usual.	(Wachyuni and Kusumaningrum, 2020).
	Subjective Norm	Seeing people go on a tour again, I became more excited to do the same. Seeing my closest friends planning my trip also planned it too.	
	Control Behaviour	After this pandemic ends, I will go on a tour whenever I want. After this pandemic ends, I will travel wherever I want.	
Travel Behaviour		My travel behaviour is likely to change due to coronavirus. If I travel to another country depends on how the media is reporting about the country. Currently, I would cancel travel plans to countries with reported cases of coronavirus. Currently, I would cancel travel plans to countries with no reported cases of coronavirus. Currently, I would avoid trips by airplane/ boat. Currently, I would avoid trips by train. Currently, I would avoid domestic travel.	(Neuburger and Egger, 2020)

TABLE 1 Variables and items

4. RESEARCH RESULTS

The Characteristics of the Respondents

The characteristics of the 400 respondents are shown in Table 2. The majority of the respondents are female (61.8%). Most of the respondents were in the age group of 20-30 (31.5%) followed by the age group of 41-50, 51-60, 31-40 and under 20. Only 5% of the respondents are older than 60. Most of the respondents has a bachelor's degree as their highest educational level (69.8%) followed by those who have a master's degree (19.3%), vocational certificate (6%), high school (4.5%) and primary school (0.5%). Most of the respondents are students (32.5%) followed by those who work for private companies (23.8%), government officers (15.8%), entrepreneurs (11.5%). In terms of monthly income, over half of the respondents had income lower than 20,000 Baht, fairly evenly distributed between the group reporting income 10,000 Baht and below (24.3%) and the group reporting income 10,001 – 20,000 Baht (23.3%).

For their vaccination status, most of the respondents have received at least one dose of COVID-19 vaccine, fair evenly distributed between the group of respondents who have been fully vaccinated (40.5%) and the group of respondents who have been partially vaccinated (43.8%). Only 44 respondents report that they have been infected with COVID-19 (11%).

Demographic Characteristics	Frequency	Percentage
Gender		
Male	153	38.3
Female	247	61.8
Age		
Under 20 years old	40	10
20-30 years old	126	31.5
31-40 years old	61	15.3
41-50 years old	90	22.5
51-60 years old	63	15.8
Above 60 years old	20	5
Educational Background		
Primary School	2	0.5
High School	18	4.5
Bachelor degree	279	69.8
Vocational Certificate	24	6
Master Degree or above	77	19.3
Occupation		
Student	130	32.5
State Enterprise	16	4.0
Private Company Limited	95	23.8
Government Officer	61	15.3
Entrepreneur	46	11.5
Freelance	20	5.0
Private Household	22	5.5
Unemployment	3	0.8
Retired	7	1.8
Monthly Income		
10,000 Baht or Under	97	24.3
10,001 - 20,000 Baht	93	23.3
20,001 - 30,000 Baht	59	14.8
30,001 - 40,000 Baht	50	12.5
40,001 - 50,000 Baht	25	6.3
Above 50,000 Baht	76	19
Are you fully vaccinated?		
I have been fully vaccinated	162	40.5
I have been partially vaccinated	175	43.8
I haven't got vaccinated yet	63	15.8
Have you ever been infected with COVID-19?		
Yes	44	11
No	356	89

TABLE 2 Respondents Demographic Characteristics

COVID-19 risk perception and travel risk perception

The data analysis results are shown in Table 3 interestingly indicate that while the respondents perceive COVID-19 as having a low-risk level (Mean = 2.59), they perceive travelling during the time of the COVID-19 pandemic as having a high level of risk (Mean = 3.82). In other words, from their perspectives, while the situation of COVID-19 might put them at risk but taking a trip could significantly enhance risk level.

The results also indicate the significant effects of age, occupation, and monthly income on the perception of COVID-91 and Travel Risk perception. In terms of age respondents who are 30 under 30 have a significant lower COVID-19 risk perception than those who are above 30. For, travel risk perception, the respondents who are 30 and under 30, and those who are 41-50 significantly have a higher level of risk perception than the respondents who are 31-40.

Occupation is another personal factor that significantly affects both COVID-19 risk perception and travel risk perception. For COVID-19 risk perception, students perceive the COVID-19 risk significantly lower than government officers and unemployed respondents. On the other hand, for travel risk perception, students appear to have a significant higher travel risk perception than those who are government officers and unemployed respondents.

In terms of income, respondents who have an income of 10,000 Baht or under perceive COVID-19 as having significantly lower risk when compared to those who have an income above 50,000 Baht. However, for travel risk perception, the respondents having income 20,000 Baht or under and respondents having income 30,001 - 40,000 Baht significantly have a higher risk perception than the respondents having income 20,001-30,000 Baht and 40,001-50,000 Baht.

It is interesting to note that while it is generally hypothesized that vaccination could help reduce the risk of getting infected, the results apparently reveal that vaccination status does not affect both COVID-19 risk perception and travel risk perception,

In the aspect of monthly income that affects Travel risk perception. It can be divided into three groups which are the group of not sure, agree and the one which stays both. The group which both not sure and agree included above 50,001 Baht. Another group is not sure included 20,001-30,000 baht and 40,001-50,000 baht. Last group is agree included 10,000 Baht or under, 10,001-20,000 Baht and 30,001-40,000 baht.

Variable	Perception of COVID-19 Mean = 2.59 SD = 0.73		Travel Risk Perception Mean = 3.82 SD = 0.61	
	M	SD	M	SD
Gender				
Male	2.74	0.71	3.70	0.58
Female	2.49	0.73	3.89	0.61
t	0.156		0.384	
Sig	0.693		0.536	
Age				
Under 20 Years old	2.36[a]	0.71	3.97[a]	0.60
20-30 Years old	2.40[a]	0.74	3.93[a]	0.61
31-40 Years old	2.67[b]	0.76	3.57[b]	0.58
41-50 Years old	2.76[b]	0.67	3.82[a]	0.57
51-60 Years old	2.66[b]	0.68	3.76[a,b]	0.62
Above 60 Years old	2.92[b]	0.72	3.78[a,b]	0.62
F	4.783		3.569	
Sig	0.000*		0.004*	
Education Background				
Primary School	2.33	1.89	4.00	0.40
High School	2.76	0.72	3.56	0.63
Bachelor Degree	2.56	0.74	3.86	0.60
Vocational Certificate	2.58	0.73	3.71	0.54
Master Degree or Above	2.66	0.69	3.74	0.62
F	0.602		1.747	
Sig	0.661		0.139	
Occupation				
Student	2.35a	0.75	3.99[b]	0.57
State Enterprise	2.69[a,b]	0.69	3.80[a,b]	0.78
Private Company Limited	2.65[a,b]	0.67	3.80[a,b]	0.63

Government Officer	2.83[b]	0.59	3.61[a]	0.57
Entrepreneur	2.72[a,b]	0.76	3.81[a,b]	0.57
Freelance	2.47[a,b]	0.88	3.83[a,b]	0.53
Private Household	2.68[a,b]	0.79	3.62[a,b]	0.62
Unemployment	2.89[b]	0.19	3.29[a]	0.38
Retired	2.76[a,b]	0.74	3.63[a,b]	0.56
F	3.180		3.073	
Sig	0.002*		0.002*	
Monthly Income				
10,000 Baht or Under	2.37[a]	0.73	3.94[a]	0.53
10,001 - 20,000 Baht	2.55[a,b]	0.81	3.87[a]	0.64
20,001 - 30,000 Baht	2.76[b]	0.69	3.63[b]	0.64
30,001 - 40,000 Baht	2.75[b]	0.65	3.90[a]	0.63
40,001 - 50,000 Baht	2.52[a,b]	0.71	3.53[b]	0.62
Above 50,000 Baht	2.68[b]	0.66	3.80[a,b]	0.57
F	3.413		3.385	
Sig	0.005*		0.005*	
Vaccination				
I have been fully vaccinated	2.59	0.71	3.84	0.62
I have not been fully vaccinated	2.54	0.70	3.81	0.61
I haven't got vaccinated yet	2.70	0.86	3.79	0.55
F	1.029		0.145	
Sig	0.358		0.865	
COVID-19 Infection				
Yes	2.85	0.70	3.64	0.62
No	2.55	0.73	3.84	0.60
F	0.715		0.203	
Sig	0.398		0.653	

TABLE 3 Effects of personal characteristics on COVID-19 risk perception and travel risk perception

Note: Asterisk (*) means the p-value is less than 0.05. Mean scores with the same superscripts are not significantly different. Different superscripts indicate means are statistically different according to Scheffe post hoc tests.

Travel anxiety after the pandemic ends
In the online questionnaire, the respondents were asked to indicate the level of travel anxiety after the pandemic is over according to somatic aspects, psychological aspects, and physical aspects. The results from Table 3 reveal that the mean scores of somatic aspects (Mean=2.89) and psychological aspects (Mean=2.85) of anxiety are moderate whiles meaning the score of physical aspects of anxiety (Means=2.56) is low.

According to table 4, The results indicate that somatic aspects of anxiety are significantly influenced by vaccination status and COVID-19 infection status. Apparently, respondents with full and partial vaccination significantly have lower somatic aspects of anxiety than those who have not been vaccinated. In other words, people with either partial or full vaccination feel that their minds and bodies are ready to take a trip after the pandemic is over. However, a comparison between groups of respondents who have and who have not been infected with COVID-19 show that the group with COVID-19 infection significantly has a higher level of somatic risk perception.

For physical aspects of anxiety, the results indicate the significant effects of educational background, monthly income, and vaccination status on the physical aspects of anxiety. The respondents who hold a master's degree or above significantly have lower anxiety than those who have a high school qualification and vocation certificate. The respondents with monthly income above 50,000 Baht significantly have lower income when compared to those with monthly income 30,001-40,000 Baht. The respondents with partial or full vaccination significantly have lower physical aspects of anxiety than the respondents who have not got the vaccination.

While some of the personal characteristics affect somatic and physical aspects of anxiety, psychological anxiety is not affected by any of the tested personal characteristics.

Variable	Somatic Aspects Mean = 2.89 SD = 0.99		Psychological Aspects Mean = 2.85 SD = 1.03		Physical Aspects Mean = 2.56 SD = 1.09	
	M	SD	M	SD	M	SD
Gender						
Male	3.19	0.97	3.02	0.96	2.91	1.09
Female	2.70	0.95	2.74	1.26	2.34	1.03
F	0.204		2.983		1.261	
Sig	0.652		0.085		0.262	
Age						
Under 20 Years old	2.66	0.94	2.69	1.11	2.26	1.01
20-30 Years old	2.82	1.00	2.88	1.12	2.45	1.12
31-40 Years old	3.11	1.08	2.83	1.00	2.80	1.05
41-50 Years old	2.91	0.95	2.94	0.97	2.63	1.12
51-60 Years old	2.88	0.91	2.78	0.95	2.54	1.04
Above 60 Years old	3.05	1.06	2.78	0.90	2.83	1.09
F	1.252		0.465		1.764	
Sig	0.284		0.802		0.119	
Education Background						
Primary School	3.50	1.41	3.00	2.12	3.50[a,b]	2.12
High School	3.28	0.77	3.28	0.83	3.11[b]	0.63
Bachelor Degree	2.88	1.01	2.81	1.06	2.56[a,b]	1.11
Vocational Certificate	3.25	1.04	3.04	0.91	3.10[b]	0.88
Master Degree or Above	2.72	0.90	2.82	0.97	2.24[a]	1.04
F	2.293		1.120		4.849	
Sig	0.059		0.346		0.001*	
Occupation						
Student	2.77	0.98	2.83	1.12	2.37	1.05
State Enterprise	2.91	1.25	3.09	1.27	3.03	1.27
Private Company Limited	2.88	0.89	2.89	0.96	2.49	1.07
Government Officer	3.16	1.10	2.89	0.98	2.66	1.18
Entrepreneur	3.12	1.03	2.90	1.01	2.85	1.10
Freelance	2.83	0.92	2.83	1.03	2.78	0.98
Private Household	2.75	0.77	2.73	0.86	2.66	1.04
Unemployment	2.83	1.15	2.33	1.15	2.50	1.32
Retired	2.07	0.61	2.00	0.29	2.07	0.45
F	1.823		0.896		1.703	
Sig	0.071		0.520		0.096	
Monthly Income						
10,000 Baht or Under	2.81	0.98	2.88	1.12	2.49[a,b]	1.08
10,001 - 20,000 Baht	2.91	1.04	2.80	1.11	2.58[a,b]	1.16
20,001 - 30,000 Baht	3.13	0.96	2.92	0.92	2.69[a,b]	0.99
30,001 - 40,000 Baht	3.06	0.96	2.90	0.91	2.90[b]	1.11
40,001 - 50,000 Baht	2.88	1.13	2.86	0.99	2.58[a,b]	1.17
Above 50,000 Baht	2.68	0.89	2.77	0.99	2.28[a]	1.00
F	1.838		0.221		2.234	
Sig	0.104		0.953		0.050*	
Vaccination status						
I have been fully vaccinated	2.82[a]	1.00	1.09	0.09	1.15[a]	0.09
I have not been fully vaccinated	2.85[a]	0.96	0.96	0.07	1.00[a]	0.08
I haven't got vaccinated yet	3.20[b]	0.99	1.04	0.13	1.13[b]	0.14
F	3.735		1.965		3.255	
Sig	0.025*		0.141		0.040*	
COVID-19 Infection						

Yes	3.43	0.87	3.15	0.92	3.08	1.01
No	2.82	0.98	2.81	1.04	2.49	1.08
t	3.979		2.156		2.157	
Sig	0.047*		0.143		0.143	

TABLE 4 Effects of personal characteristics on anticipated travel anxiety after the pandemic ends

Note: Asterisk (*) means the p-value is less than 0.05. Mean scores with the same superscripts are not significantly different. Different superscripts indicate means are statistically different according to Scheffe post hoc tests.

Attitude towards behaviour, subjective norms, control behaviour, and travel behaviour

In the online questionnaire, the respondents were asked to indicate the level of attitude towards behaviour, subjective norms, control behaviour and travel behaviour after the pandemic is over. The results from Table 3 reveal that the mean of subjective norms (Mean=3.94), control behaviour (Mean=4.10), and travel behaviour (Mean=3.89) is high while the mean score of attitudes towards behaviour (Mean=3.09) is low.

According to table 5, The result shows that age, educational background, and occupation has a significant effect on the subjective norm. In terms of age, respondents who are under 20 years old are optimistic about travelling after COVID-19 when they see other people start to plan to travel again. In term of educational background, the respondents who are studying in primary school is not sure about planning to travel again after COVID-19 whereas the respondents who are in high school, bachelor's degree, vocational certificate and master degree or above tend to plan to travel after a pandemic is the end. While respondents from every type of occupation tend to travel after the COVID-19 pandemic but there is one kind of occupation that has a lower mean than others which is freelance (Mean=3.45).

Control behaviour was affected by age, educational background, occupation, and monthly income. Regarding age, apparently, the respondents who are under 20 years old and 20-30 years old will travel again after the pandemic is the end than the rest of the respondents. In the view of occupation, the respondents who are studying for a bachelor degree, vocational certificate and master's degree or above will travel again after the pandemic. On the other hand, the respondents who study in primary school and high school is not sure about travelling after the pandemic ends. In term of occupation, the respondents who work as a student, state enterprise's employee and retirement person have strong intention to travel after pandemic ends, however, the government officer, entrepreneur, freelance, private household, and the unemployment's person also tend to travel after pandemic end but not strive as a student, state enterprise's employee and retirement person. In terms of monthly income, obviously, every respondent has a tendency to travel after the pandemic ends but the respondents who have a monthly income of 10,000 baht or under has a steady intention to travel than other respondents which the mean value is 4.29.

Gender, age, educational background, occupation, monthly income, and COVID-19 infection influences travel behaviour. Obviously, the respondents who are female have more travel behaviour than males. In terms of age, the travel behaviour of every respondent will change. For educational background, the student is not sure about changing travel behaviour. In contrast, other respondents will change their behaviour on travelling. In terms of occupation, Government officers and private households have significantly lower travel behaviour than other occupations. While the respondents who have income 40,001-50,000 Baht indicate significant lower travel behaviour than other respondents. Regarding COVID-19 infection, the respondents who haven't had infect COVID-19 has travel behaviour than who haven't had infect.

	Attitude towards behaviour		Subjective Norms		Control Behaviour		Travel Behaviour	
	Mean = 3.09 SD = 0.61		Mean = 3.94 SD = 1.01		Mean = 4.10 SD = 0.89		Mean = 3.89 SD = 0.61	
Variable	M	SD	M	SD	M	SD	M	SD
Gender								
Male	3.12	0.62	3.75	0.95	3.89	0.90	3.81	0.53
Female	3.06	0.61	4.06	1.02762	4.23	0.86	3.95	0.65
F	0.693		0.176		0.477		8.969	
Sig	0.406		0.675		0.490		0.003*	
Age								
Under 20 Years old	3.12	0.56	4.36[a]	0.78	4.38[a]	0.79	4.14[a]	0.55

20-30 Years old	3.02	0.58	4.14[a]	1.02	4.31[a]	0.88	3.92[a,b]	0.62
31-40 Years old	3.18	0.59	3.79[a,b]	0.94	3.84[b]	0.93	3.72[b]	0.65
41-50 Years old	3.07	0.65	3.73[b]	1.05	3.97[b]	0.87	3.92[a,b]	0.61
51-60 Years old	3.16	0.67	3.79[b]	1.06	3.96[b]	0.86	3.81[a,b]	0.52
Above 60 Years old	3.00	0.60	3.78[a,b]	0.80	4.08[a,b]	0.80	3.92[a,b]	0.64
F	*0.840*		*3.966*		*4.020*		*2.718*	
Sig	*0.522*		*0.002**		*0.001**		*0.020**	
Education Background								
Primary School	3.33	0.47	3.00[a,b]	0.71	3.25[a,b]	0.35	2.93[a]	0.30
High School	2.98	0.54	3.69[a,b]	0.73	3.53[a]	0.70	3.77[b]	0.56
Bachelor Degree	3.08	0.61	4.05[b]	1.01	4.22[b]	0.86	3.93[b]	0.58
Vocational Certificate	3.14	0.55	3.46[a]	0.79	3.52[a]	1.05	3.66[a,b]	0.64
Master Degree or Above	3.10	0.66	3.77[a]	1.06	4.03[a,b]	0.85	3.89[b]	0.69
F	*0.273*		*3.578*		*6.574*		*2.661*	
Sig	*0.895*		*0.007**		*0.000**		*0.032**	
Occupation								
Student	3.05	0.58	4.28[b]	0.90	4.38[b]	0.84	3.99[b]	0.60
State Enterprise	3.13	0.68	4.19[a,b]	0.81	4.25[a,b]	0.68	4.19[b]	0.54
Private Company Limited	3.09	0.63	3.79[a]	1.08	4.03[a,b]	0.79	3.95[b]	0.53
Government Officer	3.05	0.66	3.70[a]	0.93	3.72[a]	1.03	3.64[a]	0.70
Entrepreneur	3.08	0.66	3.74[a]	1.07	3.96[a,b]	0.90	3.91[a,b]	0.58
Freelance	3.07	0.65	3.45[a]	1.01	3.93[a,b]	0.89	3.81[a,b]	0.66
Private Household	3.32	0.49	3.89[a,b]	1.14	4.05[a,b]	0.86	3.66[a,b]	0.44
Unemployment	3.33	0.33	4.17[a,b]	0.76	4.00[a,b]	1.00	3.90[a,b]	0.81
Retired	3.10	0.63	4.21[a,b]	0.39	4.50[b]	0.65	3.86[a,b]	0.75
F	*0.536*		*3.749*		*3.833*		*2.873*	
Sig	*0.829*		*0.000**		*0.000**		*0.004**	
Monthly Income								
10,000 Baht or Under	3.07	0.55	4.12	0.90	4.29[a]	0.82	3.98[b]	0.56
10,001 - 20,000 Baht	3.04	0.58	4.01	1.08	4.14[a,b]	0.92	3.85[a,b]	0.67
20,001 - 30,000 Baht	3.07	0.54	3.86	0.92	3.92[b]	0.84	3.75[a,b]	0.52
30,001 - 40,000 Baht	3.03	0.64	3.71	0.95	3.88[b]	0.96	4.04[b]	0.64
40,001 - 50,000 Baht	3.00	0.82	4.16	0.86	3.94[a,b]	0.89	3.64[a]	0.64
Above 50,000 Baht	3.23	0.69	3.77	1.15	4.16[a,b]	0.88	3.95[a,b]	0.58
F	*1.147*		*2.019*		*2.354*		*2.744*	
Sig	*0.335*		*0.075*		*0.040**		*0.019**	
Vaccination								
I have been fully vaccinated	3.10	0.67	3.85	1.06	4.10	0.85	3.94	0.59
I have not been fully vaccinated	3.07	0.60	4.04	1.00	4.15	0.93	3.84	0.62
I haven't got vaccinated yet	3.08	0.49	3.90	0.88	3.97	0.86	3.92	0.60
F	*0.096*		*1.497*		*0.987*		*1.207*	
Sig	*0.908*		*0.225*		*0.374*		*0.300*	
COVID-19 Infection								
Yes	3.02	0.57	3.85	0.91	3.80	0.91	3.76	0.50
No	3.09	0.62	3.95	1.02	4.14	0.88	3.91	0.62
F	*0.900*		*0.472*		*0.386*		*4.969*	
Sig	*0.343*		*0.492*		*0.535*		*0.026**	

TABLE 5 Attitude towards behaviour, subjective norms, control behaviour, and travel behaviour after COVID-19 pandemic.

5. CONCLUSION AND DISCUSSION

This study examines the effect of personal characteristics on COVID-19 perception, travel risk perception, travel behaviour, travel intention, and travel anxiety of 400 people living in Bangkok before and after the pandemic ended.

The first research question desired to find out whether personal characteristics affect the COVID-19 perception and travel risk perception during COVID-19 or not. The finding indicates that Age, occupation, and monthly income influence the Perception of COVID-19 and travel risk perception.

The second research question is personal characteristics affect travel anxiety after COVID-19 or not. The result found that vaccination and COVID-19 infection affect somatic aspects. Education background, monthly income and vaccination affect physical aspects.

The third research question aims to study the personal characteristics that affect the travel intention and travel behaviour after COVID-19 or not. Travel intention consists of 4 sub-topic included attitude, subjective norm, control behaviour and travel behaviour. Consequences reveal Age, educational background and occupation affect subjective norms. Age, educational background, occupation, and monthly income affect control behaviour. Gender, Age, educational background, occupation, monthly income, and COVID-19 infection affect travel behaviour.

These Implications should be considered in the context of academic and managerial contribution. For academic contribution, there are limited academic papers in Thailand related to the perception of COVID-19 and travel intention after COVID-19 which has a significant role in terms of the implication of future academic research. For managerial contribution, this research paper contains valuable data of the consumer in Thailand as well as the elements of travel intention and travel behaviour after COVID-19 which contribute to the tour operator, hotel, government, and related hospitality provider entrepreneur as the marketing strategies as well as risk management strategies and handling customer strategies after COVID-19. For future research, there should be more factors of travel behaviour carried out due to each type of personal characteristic have a significance which is>0.05 except vaccination. *

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Conservation Studies on The Contemporary Outdoor Steel Sculpture 'Kuppel'

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The following article gives an in-depth view of a Conservation Studies project centered on a contemporary steel sculpture created by the Austrian artist Wolfgang Georgsdorf[3] (*1959 in Linz) in 1982/83 during his studies in the 'Master Class for Design - Metal' at the Art College of Art and Industrial Design Linz[4], capital of Upper Austria (Fig. 1). The sculpture did not have a title at the time of its conception, but was soon given the name 'Kuppel' ('dome') because of its shape (Georgsdorf, W, personal communication, 4 May 2020).

The Master Class was taught by Helmuth Gsöllpointner (*1933 in Vorderweißenbach), who also was the director of the Art College from 1977/78 to 1980/81 (Kannonier 2019, p. 337-338). Since 1963, the study workshops of the Master Class were located on the premises of the VOEST[5], which enabled the students to connect art and industrial techniques, and generally allowed them to benefit from experiences with industrial workflows (Gsöllpointner, H, personal communication, 15 October 2020). This was further promoted by Gsöllpointner by initiating numerous international metal-focused art symposia from the 1970s onwards, to which famous artists from all around the world, like Jean Tinguely, Donald Judd or Ettore Sottsass, were invited to create metal sculptures for public spaces in Linz (Baum 2019, p. 295). A student at that time, Georgsdorf was inspired by some of the large-scale steel sculptures that were created at the symposia, and also by the diversity of shapes he could make out in the huge mountains of scrap metal on the industrial site at VOEST, which was where he collected the ingredients for his three-dimensional assemblage of steel. The late 1970s and 1980s were also a time of social change, with young artists looking for new ways of artistic expression. Georgsdorf was a founding member of the 'Stadtwerkstatt', a cultural association in Linz founded in 1979, that became a focal point for artistic and political activities challenging the didactically conservative line of the art academy (Oberösterreichische Landesgalerie 1995). Here, Georgsdorf was able to experiment freely in countless art and music projects. For the artist, the 'Kuppel' reflects the diversity of shapes and forms he encountered at the VOEST, but also his attitude to life at that time, and therefore can be read as a form of self-portrait (Georgsdorf, W, personal communication, 3 June 2020).

Even before the 'Kuppel' was completed, it had been decided that it would be loaned to the Museum of Modern Art in Vienna, to be exhibited at the Liechtenstein Garden Palace. For this, the large dome-shaped structure was shipped via the Danube from Linz to Vienna in June 1983, and then transported on a low-loader to the Garden Palace, where it was exhibited for 13 years (Fig. 2). In 1996, when it became uncertain whether the Dome would continue to be

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[3] Between 1964 and 1987 the artist used the name Wolfgang Hofmann. More about his work can be found at http://georgsdorf.com/works/ (viewed 16 October 2021).
[4] The university was founded as School of Arts in 1947 and given the university status from 1998 onwards. Many art disciplines are tought, from free to applied design (UAD 2021)
[5] *Vereinigte Österreichische Eisen- und Stahlwerke AG (VOEST)* is an Austrian iron and steel factory, which was founded during WWII. Today it is called *voestalpine AG* and has a leading position on the steel and technology market worldwide (voestalpine 2020).

exhibited in Vienna, the Upper Austrian Provincial Museum in Linz decided to acquire it. This time the Dome was transported on low-loader directly to Linz, and installed in the sculpture park of the Upper Austrian Provincial Gallery FC - Francisco Carolinum[6], which also is the objects current place of exhibition.

As the uncoated steel sculpture has been exhibited outdoors for a total of 37 years and has been exposed to environmental influences unprotected, corrosion-related damage has occurred. This damage was examined more closely in the course of a diploma thesis at the Institute for Conservation and Restoration at the University of Applied Arts Vienna (Hietz 2021). The study was focused on the formulation of a conservational measures concept, based on a physical inventory and condition assessment, and supported by scientific investigations. In particular, the stability and surface condition of the steel construction were examined, and possibilities for structural stabilisation and surface treatment were determined. In addition, the wider art historical context, as well as the history of the creation of the artwork itself were reviewed through detailed literature and media review as well as interviews with the artist Georgsdorf. To determine the artist's intentions for his creations were of special interest in this case, as use of scrap as a material for artworks can easily lead to the (often erroneous) assumption that the artist intends the natural decay of the art object - which was ascertained to not be the case here.

1. CONSERVATION MEASURES CONCEPTS FOR CONTEMPORARY WORKS OF ART: LITERATURE REVIEW

Several key factors need to be considered in putting together a conservation measures concept for a contemporary art piece. Since the artist is still alive in many cases, his or her opinion can and should be integrated in the evaluation and decision process (Cantisani et al. 2018, p. 674-675). In order to address the challenges of dealing with a broad spectrum of modern materials and new artistic tendencies that also have an impact on the field of conservation, specialized international symposia have been held, and publications on the subject are lining up (i.e. Grattan 1999; Hummelen 1997; Deborah 2017). Furthermore, international working groups[7] have been established, and ethical principles pertaining to restoration best practices are continuously discussed and reevaluated (i.e. Wharton 2018; Schädler-Saub & Szmygin 2019; Verbeek 2019).

A 'decision-making model for the conservation and restoration of modern and contemporary art' was compiled to guide the decision-making process and ensure the continuing authenticity of the artwork, by reconciling an eventual 'discrepancy between the physical condition of the art work and its meaning' (SBMK 1999). This model has been revised to accommodate the dynamic and complex process to the unavoidable shift in values, interpretations, as well as to meet the trend to non-linear decision-making (i.e. Bartheld 2012; CICS 2021). Objects displayed outdoors often confront the conservator with particularly difficult decisions and the need to compromise. Naude and Wharton (1993) addressed this issue for outdoor sculptures, followed by other contributions to the subject (i.e. Pullen & Heuman 2007; Buder & Herbst 2013; Cantisani et al. 2018; Hartin 2018; Sunara 2018). There seems to be a common agreement that the basis for the preservation of outdoor exhibited sculptures is a routine in maintenance, in order to avoid arising high costs for accumulated restoration measures at a later date, the key here being an interdisciplinary approach and good communication between the different stakeholders (Naude & Wharton p. 5-6; Pullen & Hemann 2007, p. 4). In a more modern approach, and in order to reach a broader audience and increase awareness by inviting the public to participate, efforts have been made to collect data on outdoor sculptures via online platforms (SAAM n.d.; PMSA n.d.; pARTicipe n.d.). This approach serves to find effective ways for the conservation and protection of the recored objects and enable conservators to acquire an overview over a huge number of sculptures.

2. DESCRIPTION OF THE ARTWORK

The dome-shaped artwork is made of scrap metal found objects and has a diameter of 5.3 m, an apex height of 3.3 m, and weighs about 3.5 tonnes (Gsöllpointner 1984, p. 5). Georgsdorf himself sees the 'Kuppel' as a 'world metaphor', an 'iron firmament' that embodies the inside and the outside (personal communication, 4 May 2020). First Georgsdorf created the 'roundabout dance', the circular base which consists of variously sized mast- and door-like found objects, followed by the 'primary framework' consisting of six massive round steel tubes (personal communication, 8 October

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[6] Museumsstraße 14, A-4020 Linz

[7] Following working groups were established to provide an international platform for professionals in the field of the conservation of contampary art to share their knowledge and experiences: ICOM-CC Working Group,for Modern and Contemporary Art, http://www.icom-cc.org/32/working-groups/modern-materials-and-contemporary-art-/#:~:text=The (viewed 15 October 2021); GCI's Modern and Contempory Art research Iniitative https://www.getty.edu/conservation/publications_resources/newsletters/30_2/research_initiative.html (viewed 15 October 2021); International Network for the Conservation of Contemporary Art, https://www.incca.org (viewed 15 October 2021)

2020). These give the object its dome-like shape and divide it into four main segments[8] of equal size, two of which are again divided into two halves. The resulting segments are filled with all kinds of steel scrap objects which are partly intertwined and positioned in such a way as to follow the curved shape of the structure. The entrance to the Dome is located in the main segment on the west side, consisting of two inward-slanting, trestle-shaped found objects, and made to look like the entrance of a tent. A swing is mounted above the the main entrance, which was supposed to allow the viewer to 'dive' into the Dome (Gsöllpointner 1984, p. 56). At a first glance the artwork appears somewhat convoluted and confusing to the viewer, but a closer look reveals a meticulously planned three-dimensional composition.

3. MATERIALS AND TECHNIQUES: A CLOSER LOOK

The whole structure mainly consists of hot-rolled steel products, made of structural steel (e.g. plates, various steel sections, tubes) or mild steel (e.g. assorted bars, tubes, reinforcing bars, wire mesh), with only a few found objects integrated that clearly fall into the category of tool steel, spring steel or cast iron. From the corrosion behavior, shape and presumed intended use of the individual parts, most of them can be presumed to be made of low-alloyed carbon steel[9] with a small content of other organic and inorganic alloy elements (e.g. S, P, Si, Mn, Cu, Ni, Cr, Mo). A non-destructive, semi-quantitative analysis was carried out with a portable XRF (X-ray fluorescence analysis) spectrometer[10]. Apart from Fe, mostly Mn or Ca was detected, as well as minor contents of Zn, Ti, Cr, Ba und Pb in a number of specimens.

The lower end of the circular base is buried up to 10 cm in the ground, presumably because the whole structure has sunken into the earthen ground during the years of the object's outdoor exhibition in Linz. A schematic sketch shows the presumed dimensions of the buried base based on photographic material, in situ spot excavations and measurements (Fig. 3). For the lower level of the circular base Georgsdorf mainly used massive steel sections like C-sections and and others. The six curved round tubes of the 'primary framework' have a diameter of 43 mm and a wall thickness of 3.5 mm. They are welded to the circular base at different heights on one end and meet at the apex (Fig. 4). Using panoramic images[11] as guides, a mapping of the various steel products used in the structure was created (Fig. 5). The individual found objects were welded together through manual metal arc welding (MMA) using standard welding rods for unalloyed structural steel. Only for the cast iron objects Georgsdorf used welding rods containing bronze to connect the high carbon cast iron to the the dome structure[12]. Georgsdorf carried out a total of over 600 welds to finish his artwork. All weld beads, the ones which were carried out by Georgsdorf as well as the ones the objects already had when they were incorporated into the structure, as well as some joints held together by screws, were marked on mappings (Fig. 6)[13]. This provided a holistic picture of the dimensions of the individual found objects, as well as the larger structure they make up.

Georgsdorf had deliberated the idea of sandblasting the completed structure and ultimately coating it in white and pink pastel shades, but eventually decided to leave the objects as he had originally found them at the scrap yard (personal communication, 4 May 2020). Some of the finds were coated or galvanised, creating accents of colour in the composition, although Georgsdorf did not pay much attention to this as he was mainly interested in the shapes of

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[8] During the investigation of the 'Kuppel' and for the detailed mapping of the objects structure the four main equally sized segments where prescribed according to the compass direction of the current placement of the object. (north segment, east segment, south segment, west segment)

[9] The usual carbon content for mild or low-carbon steel lies between 0.17 % (S235JR) and 0.4 % (E360), which have a good weldability (Schulze 2010, p. 379). If the carbon content exceeds 2.06 %, it is referred to as cast iron.

[10] Carried out with Tracer 5i series model (Bruker, USA) at 40 kV, 10 µA, 5 sec., 10.7.2020 by Sen.lect. Dr.rer.nat. Marta Anghelone, Institute for Conservation (Head o. Univ.-Prof. Mag. Dr. Gabriela Krist), University of Applied Arts Vienna. This device detects all elements from Mg to U. Apart from Fe, Mn or Ca was detected.

[11] To create the panorama image 68 images were taken from inside the Dome and put together by Univ.-Ass. Christoph Schleßmann, Inst. of Cons.Univ. of Applied Arts Vienna on 14.5.2020. The image was then used as a basis for the mapping by the author using the image editing software *Affinity Photo*.

[12] XRF-analysis carried out with Tracer 5i series model (Bruker, USA) with 40 kV, 10 µA, 5 sec, 10.7.2020 by by Sen.lect. Dr.rer.nat. Marta Anghelone, Institute for Conservation (Head o. Univ.-Prof. Mag. Dr. Gabriela Krist) detected the elements Cu, Fe, Ni, Mn, Ca. This could be further confirmed on a cross-section sample by a quantitative elemental analysis in the scanning electron microscope (SEM-EDX, device ZEISS - EVO® MA 15, QAUANTAX EDS with XFlash® 6 | 30 Detector), carried out on 29.7.2020 by Dipl.-Ing. Dr. Robert Linke, Department Natural Science Laboratory, Federal Monuments Authority Austria.

[13] As a basis for more detailed mapping of the four main segments drone images were taken by Stud.-Ass. Georg Weninger, Inst. for Cons., Univ. of Applied Arts Vienna on 14.5.2020, which were post-processed by the author with the image editing software *Affinity Photo*.

the objects (personal communication, 8 October 2020). Using NCS indexing, shades of green, blue, ochre and red, as well as grey, black, white and silver colour were found and also marked on a panorama image mapping. A detailed examination of the binders and pigments was not carried out, as the colours do not originate from Georgsdorf's design and consist of various modern coatings, presumably binders of epoxy resin or polyurethane, which were mainly used as anti-corrosion coatings from the 1970ies onwards (Defeyt, Langenbacher & Rivenc 2018, p. 2).

4. OBJECT CONDITION AFTER 37 YEARS OF OUTDOOR EXPOSURE

The main focus of the condition survey was to investigate the structural integrity and surface condition of the Dome. All recorded damage was documented in detail on mappings of the four main segments of the Dome (Fig. 7). In order to investigate the stability of the object, every single weld bead was inspected for macro cracks visible to the naked eye (Fig. 8). Most of the detected cracks can be traced back to bonding defects between the weld metal and the welded material[14]. This was especially obvious in the single weld containing bronze that was supposed to hold a square cast iron manhole cover above the entrance in place. Due to a weak bonding to the cast iron that was worsened by selective corrosion processes at work in the weld, the manhole cover eventually came off and is currently missing. Also, while several other individual carbon-steel parts are loose because of imperfections in the welded joint, there are some constituent objects that had been added to the structure without welding.

The found objects were already covered with rust when Georgsdorf collected and combined them together by welding, but due to many years of exposure to the outdoor environment, electrochemical corrosion has taken place and lead to an ongoing corrosion process. Atmospheric corrosion in particular needs only a thin electrolyte film to be triggered, which is already present at increased relative humidity values above 60% (Bauer 1990, p. 47). The gradual hydrolysis of the iron is determined by the composition of the electrolyte and the steel alloy, the availability of oxygen, and the pH value and ion concentration of the environment (Selwyn 2004, p. 100-102). A high conductivity of the electrolyte film originating from air pollutants - such as sulphur and nitrogen oxides (SO^X, NO^X), aerosols, dusts, their constituents or reaction products, but above all hygroscopic salts such as chlorides or sulphates (Costa 2019, p. 32-33), accelerates the process. The degree of corrosion also depends on the local surface situation as well as the design of the structure. The resulting types of corrosion are classified according to the patterns of their formation and proliferation. Increased water retention is a crucial factor in determining the local corrosion rate, and a reason for areas of locally increased corrosion attack. Since it depends on the oxygen transport to the iron surface, corrosion occurs in aerated water or 'aeration elements' (Tostmann 2001, p. 49-50). The time of wetness (TOW) or drying speed also plays an important role, as the concentration of corrosive pollutants is more pronounced in a thin electrolyte film, and the corrosion reaction is thus accelerated (Selwyn 2004, p. 33).

As the individual parts were already corroded to a certain extend when Georgsdorf picked them up at the scrapyard and no regular monitoring was conducted, it is not possible to determine exactly how aggressively the corrosion has progressed until now. For the present condition survey the types of corrosion were mainly determined by visual inspection, and they tended to show uniform corrosion and localized corrosion in the form of pitting, crevice and filiform corrosion. Uniform corrosion occurs all over the surface and progresses rather slowly. All types of localized corrosion have in common that a differential aeration and high anodic potential speed up the process (Litzkendorf 2001, p. 2160). For pitting corrosion, it is noticeable that mainly shaded, slow-drying areas are affected, while filiform corrosion occurs under some areas with damaged coating residue. Especially in the case of crevice corrosion the main cause can be found in problematic design features of the structure. Particularly problematic are areas where rain water accumulates, like in the case of the 'Kuppel' vertically mounted rectangular and square hollow sections which are open at the top, or C-sections that are mounted with the side walls pointing upwards. Additionally, areas that are consistently in contact with moist soil were identified. The increased metal dissolution rate poses a risk particularly to hollow steel sections because of their lower material thickness. In the lower area of the structure, some inflated square tubes indicate that water accumulations inside the tubes have lead to a dangerous 'pumping effect' during temperature fluctuations (Linhardt, P, personal communication, 10 November 2020). In some areas that show particularly aggressive crevice corrosion in progress, the material is already eroded through (Fig. 9). Ultrasonic thickness measurements[15] were carried out on hollow sections of the structure, showing that the tightly welded round tubes of

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[14] Bonding defects occur primarily in the heat-affected zone (HAZ), which represents a typical weak point for selective corrosion attacks due to the formation of a heterogeneous crystal structure (Schulze 2010, p. 140-145).

[15] Carried out with the ultrasonic thickness gauge UT8000 (Fa Proceq) under the guidance of Ing. Jürgen Panholzer, NDT+ GmbH on 18.12.2020. Due to the manufacturing process, a tolerance range of 0.4 mm can be expected for the tubes. Furthermore, due to the corroded uneven surface a measurement uncertainty of +/- 0.2 mm was determined.

the 'primary framework' have suffered only a small loss in wall thickness. In contrast, significant reductions could be determined for tubes that are open at the top or in constant contact with moisture. This indicates that owing to a slower drying process and to acidic aerated areas, increased pitting and crevice corrosion takes place inside these tubes, whereas on the tightly welded round tubes, uniform surface corrosion with minimal thickness loss can be observed.[16]

Another conservation-related issue is the pronounced biogenic growth. Due to the direct placement on the lawn, some areas are exposed to constant moisture from tall grass. Moreover, ivy has managed to creep its way up the structure, tightly clinging to the steel sections, and mosses have settled especially in areas effected by severe crevice corrosion. Algae and lichen have colonized the whole object - while the algae can be seen almost on the entire surface, the lichens[17] grow especially on horizontal planes. These microbial communities form a biofilm that contains over 95% water and a matrix of extracellular polymeric substances (EPS), mostly composed of organic macromolecules like polysaccharides, proteins, lipids and nucleic acids (Beech et al. 2014, p. 35-36). Microbial colonization can cause or accompany physical, chemical and/or mechanical damage to the metal. Some fungal hyphae and rhizines burrow deep into the surface depending on the porosity of the substrate (Salvadori & Casanova 2016, p. 43-44). The damage potential of microbiologically influenced corrosion (MIC) relies on a variety of factors and is highly dependent on the particular lichen species and the nature of the substrate material. The secretion of organic acids for example can cause a shift in pH-value, or the complexation of metal ions (Sand 2001, p. 814; Videla & Herrera 2005, p. 175). Additionally, the uneven distribution of the biofilm leads to aerational differences on the surface which are associated with accelerated corrosion processes, and can therefore result in biopitting (Zarasvand & Vittal 2014, p. 170; Salvadori & Casanova 2016, p. 43).

5. FOCUS OF RESTORATION AND CONSERVATION EFFORTS

The focus of the investigations lies in the question of the stability and transportability of the object, partly because the museum was considering a relocation of the sculpture park. In preparation of an eventual relocation, considerations concerning the future display had to be made: It was necessary to understand to what extent the corrosion has led to structural damage and what options to ensure the stability and preservation there are. As the Dome is exhibited in a public open space, an aesthetically pleasing appearance of the object was also a factor the museum was interested in. Eventually extensive discussions took place with both Museum and artist in order to include the artist's intentions in the decision-making process.

6. PRESERVING THE 'KUPPEL': CONSIDERATIONS CONCERNING CONSERVATION MEASURES

The main focus was with the stability of the structure which is relying on the condition of the welded joints and the materials integrity, which in turn is influenced by the state of corrosion. In order to ensure the stability of the Dome, all weld beads with pronounced cracks need to be renewed. Since adhesive bonding is unsuitable in the case of the Dome due to its materials and structure, welding suggests itself as the most stable and reliable measure. After ascertaining the implementability, a suitable welding process needs to be selected and applied by a professional, as to not cause any aesthetic impairment or unnecessary loss of material (Scott 1993, p. 313; Mundschin 2007, p. 41-42). Four square tube legs of the trestle-shaped objects at the entrance of the Dome have a supporting function, but are strongly affected by crevice corrosion. As they have partly eroded through, the damaged areas need to be reinforced with square tube parts made from the same steel-alloy. If the welds are properly executed, they can be left without further treatment in the best case (Scott 1993, p. 313).

A potential discrepancy concerning the conservation measures for the 'Kuppel' can be found in the corroding surface, which on one hand is a potential source of damage from a conservatory point of view, but on the other hand has to be understood as the intentional appearance of the object at the time of its creation. The artist turned out to be rather open to changes of the Dome's appearance, and even indicated his willingness to accept intrusive measures, e.g. sandblasting the whole surface, and then applying a suitable anti-corrosion coating. This option was weighed carefully, since the protection the object's historical value is of great importance, and so is avoiding ad-hoc decisions that might do more harm in the long run. An in-depth examination of the corrosion phenomena on the 'Kuppel' was carried out to build

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[16] Measurements of the inflated areas of the rectangular tubes near the ground showed minimum thickness values down to 1 mm, compared to the original thickness of about 3 mm. The round tubes oft he ‚primary framework' with originally 3.5 mm wall thickness all showed measurements of 3.1 to 3.4 mm.

[17] Lichen specialist Berger (email, 27 November 2020) detected 9 species of nitrophilic lichen that are typical for uraban areas.

a foundation for evaluating the conservation options, in search of a solution that will both preserve the authenticity of the artwork, but also ensure its longevity. A relocation of the Dome to an interior exhibition space was not desired by the Museum, therefore conservation measures needed to be focused on improving the current installation situation and the potential for corrosion protection. An extensive literature survey was carried out in order to pinpoint a best practice approach to surface conservation that might work for the Dome, but while numerous literature is available about dealing with renewing oil coatings (i.e. Riederer 1993; Krebs 1994; Conrad 2014; Mendl 2020) or modern painting materials (i.e. Beerkens & Learner 2014; Krehon 2019) on historical wrought iron objects or other mild steel sculptures, not a great deal of research has been published on the subject of outdoor sculptures made from uncoated mild steel from the point of view of conservation studies. Since a lot of modern steel sculptures are made from weathering steel[18] the literature tends to focus on this material which is typically intentionally not coated by the artist and is left to form a uniform corrosion layer as part of its aesthetics (e.g. Decker 2006; Aramendia 2012; Costa 2019; Decker, Brüggerhoff & Eggert 2008). Efforts have been made to run tests in search of a suitable transparent coating as a corrosion protection for industrial cultural heritage or weathering steel, with no permanent saticfactory solution so far (e.g. Decker, Brüggerhoff & Eggert 2008, p. 246). Not only might the coating change the original appearance of the art object, but the maintenance of the corrosion protection system also tends to be rather care-intensive. Another initially promising method, cathodic protection (CP)[19], was experimented on the steel sculptures by Chillida Eduardo, but no successful results have been produced so far (Decker 2006, p. 48). In the case of the Dome however, the condition survey made it clear that rather than just being of aesthetic consideration, areas of localized corrosion are threatening the overall stability of the structure at a higher rate than uniform corrosion, and therefore need to made a priority. The main factor in taking care of this localized corrosion is moisture: Water accumulations have to be avoided, and the TOW needs to be kept at as low a rate as possible. To take care of crevice corrosion the unhindered drainage of water needs to be ensured (Tostmann 2001, p. 186). Particularly problematic areas include the inflated tubes which show increased corrosion processes due to moisture accumulation inside the tubes. In order to prevent further damage, but also to make an eventual future transport possible at all, the base ring of the Dome needs to be excavated and drained. After the removal of all dirt, moisture and pack rust, the application of a corrosion protection coating inside the hollow sections can be considered. Hollow sections can be left open if the water can drain from the bottom, but should not be closed if it cannot be assured that no moisture will enter. A simple but very effective way to deal with water accumulation is to implement drainage holes (Scott 1993, p. 315-316; Litzkendorf 2001, p. 2161-2162; FMAA 2015, p. 199). In case of the 'Kuppel', appropriate spots for the holes can be choosen without harming its appearance, which the artist has also agreed to (personal communication, 8 October 2020).

A further step to reduce corrosion potential and also a decision made for aesthetical reasons was to remove all plant growth, like ivy, mosses as well as lichen and algae. A series of tests were carried out to determine an effective and environmentally friendly method. The use of a high-pressure cleaner (K 2.14, Kärcher) and a steam jet (SC 1030 B, Kärcher) proved to be the most effective and gentle methods (Fig. 10-12), which are also generally used for the cyclical removal of dirt on metal sculptures (Naude & Wharton 1993, p. 35).

For the case of a future relocation and reinstallation of the Dome a general guideline was compiled. While this guideline is based on the specific situation of the 'Kuppel', many elements can be expected to be applicable to similar objects and may serve as a foundation for decision making in comparable cases.

Before the structure can be lifted or transported, all welding reinforcements need to be carried out. In addition, after excavating the base ring needs to be reinforced using flat bars diametrically welded so they form a cross, or by attaching wire ropes. The lifting straps for the hydraulic crane will need to be attached at stable points to avoid putting unnecessary physical stress on the material. If it has not been done until that point, a relocation provides an opportunity to clean the hollow steel sections of any accumulations of grass, moisture and pack-out corrosion, reassure the drainability of water, and place the Dome on dry ground. When the artist was asked about the re-installation of his work, he pointed out that it had never been his intention to put the Dome on lawn, and suggested an unobtrusive concrete foundation as a suitable set-up area (personal communication, 13 May 2020) From a conservation point of

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[18] Weathering steel is a form of structural steel, produced since the beginning of the 20th century. Because of low contents of alloying elements like Cu, Cr, P, Ni, Si and Mn, it forms a stable corrosion layer/'rust patina' under favorable conditions and thus has a very low corrosion rate. Since the 1960s, weathering steel or COR-TEN steel (American trademark deriving from 'corrosion-tensile') has been increasingly used by artists and architects. (Scott 1993, p. 308-311; Costa 2019, p. 88)

[19] The of CS is to create an electrochemical cell in which the object's steel is made the cathode (cathodic polarization), by attaching less noble material (e.g. zinc), which acts as sacrificial anodes and go into solution instead of the steel.

view, a single concrete slab foundation with a slightly larger diameter than the object, and a convex shaped surface would allow the water to drain off effectively. Compared to a concrete pile foundation, an effective protection against growing grass and moisture, as well as easier lawn maintainance can be given as advantages of a slab foundation. The choice of a new location should also be guided by considerations concerining the expected environmental situation. Factors promotion corrosion, e.g. areas with higher levels of industrial pollution or the possibility of contact to de-icing salt, should be avoided, as well as locations where a large number of lichen species or plant growth can be expected.

The key concepts to ensure the objects longevity however, are monitioring and maintenance. Water accumulations have to be minimized at all costs, and critical areas need to be checked on a regular basis to sort out potential damage at an early state, and take action if necessary. A simple visual inspection of the particular problem zones (e.g. weld beads, crevices, function of the drainage holes, biofilm or plant growth) might be sufficient. Additionally, the changes of the surface condition should be documented on mappings and photographs to provide a better understanding of the long-term changes. Under favourable conditions, very low corrosion rates can be expected, and the corrosion might even be predictable to a certain extent, if supported by analytical measuring. Ultrasonic thickness measurements for example gave some insight into the condition of the hollow steel sections, and were found to be a valuable method for further and/ or regular investigations. Also, the composition of the corrosion layers is of great interest, as some corrosion products might in fact have a protective effect: According to research data, a higher formation of the more stable goethite in the corrosion layer results in slow corrosion rates (Singh, Yadav & Saha 2008, p. 108-109). Furthermore, the trend towards more sustainable, environmentally friendly energy production has lead to a decrease in SO_2 emissions in many parts of the world, which in turn is accompanied by a reduction in the annual corrosion rates (Kreislova & Knotkova 2017, p. 5). Therefore, the corrosion rate might actually be lower than expected under favourable conditions. The collection of data on environmental conditions in combination with analytical investigations of the corrosion composition could provide the field of conservation with helpful knowledge for future decision-making processes.

7. MEASURES CARRIED OUT
In order to stabilize the structure, gas metal arc welding (GMAW) was chosen, since it allows for easy handling on site. A total of six weld joints were determined insufficient because of cracks or a complete loss of bonding. After cutting out the old weld material with an angle grinder, the welding was performed by a professional welder and left untouched afterwards. As expected, it developed a natural corrosion layer after a few months (Fig. 13). The results show that welding repairs can be carried out in a targeted and appropriate manner without harming the overall appearance of the work of art.

Using adapted scrapers, chisels and dental tools, the corrosion products were tapped and scraped out without damaging the healthy steel surface and firmly adhering rust layer. Pack rust could be sucked out of the cavities and crevices with the help of a wet-dry vacuum cleaner (Einhell company). In order to eliminate water accumulations, a total of 13 drainage holes were opened; dirt and corrosion accumulations were removed. This made it possible to eliminate some problem zones with increased corrosion potential. Based on the results of a series of tests carried out to remove algae and lichen growth, the lichen growth on the entire north segment was treated using a high-pressure cleaner at a minimum distance of 80 cm. Especially for higher areas which were difficult to access, this method proved to be extremely practicable.

8. SUMMARY AND DISCUSSION OF FINDINGS
In this paper, the decision-making process involved in developing a fundamental conservation concept for a contemporary steel sculpture was discussed from several viewpoints. Focusing on the specific conservation issues when dealing with uncoated structural steel, the traditional approach to corrosion related issues was found to be lacking, since the application of a protective coating would entail a departure from the artist's original vision. However, it became clear localized corrosion was responsible for the main preoblematic areas, the causes of which could be traced back to areas with higher water retention and a high TOW. This emphasized the need for spot-specific measures. Maintenance and monitoring were determined to be the key factors for the avoidance of corrosion related structural damage, while detailed mappings of the structure made it possible to highlight weak points in need of special attention. Examples for this include hollow sections (round, square and rectangular tubes) with less material thickness than the other parts. Analytical methods like ultrasonic thickness measurements were found to be helpful for examining changes in the corrosion layer. On a more general note, interdisciplinary cooperation was found to be necessary to lay the foundation for reliable data. Ultimately, however, it can certainly be said that an optimised

installation situation and the avoidance of areas with increased corrosion potential are the cornerstones of any sustainable conservation of steel sculptures exposed to atmospheric environment.

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The Public-Private-Partnership Social Enterprise in Phuket's Community-Based Tourism

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ABSTRACT

Social Enterprise in Thailand started around 2002 based on social consciousness and corporate social responsibility concepts. Thai social enterprises are either in the form of foundation partly funded by government or private ownership funded by individuals or groups of people sharing the same vision. Most of them focus on product-based business models rather than service sector. In lesser than a decade, tourism-related social enterprises are emerged by using technological platforms and innovative business models to attract wider consumers globally, such as Local Alike and Social Giver. Thai government caught this trend and turned it into one of the national policies called 'Pracharath Raksamakki'- the unity of people's state - social enterprise company limited under an umbrella theme of 'Sarn Palang Pracharath' – the people unity power encouragement. With various supports of a Thai tycoon, this public-private-partnership social enterprise was recognised legally and started in Phuket province along with other six provinces in 2015. The companies emphasized three major areas; agricultural products, processed goods, and community tourism. Although Pracharath Raksamakki Phuket social enterprise company limited was appraised as the best pilot operation over other provinces in 2016 because of its effective performances on stimulating economic foundation, it still had many challenges and skepticism under the political watershed. This study aims to examine this newly legitimized type of social enterprise and its operation in Phuket's community tourism. In addition, it intends to seek for factors making this project be reckoned as a truly social enterprise towards community development.

Keywords: community, Pracharath Raksamakki, social enterprise, Thailand 4.0, tourism

1. INTRODUCTION

The current government's roadmap called Thailand 4.0 referring to the country development by applying innovation and technology, it is a wide controversy on possibility of hidden agenda for future election of junta government. Tourism is one of major service sectors that government needs to gear-up from level 2.0 to 4.0. Being major stakeholders, local people need to monitor and participate objectively to achieve better outcomes. Travel and tourism industry in Thailand had a total contribution to GDP for 21.2% or 3,229.8 billion Thai Bath or 95 billion US dollars in 2017, and expected to grow 7.4% in 2018(WTTC, 2018). Tourism is considered as almost one fifth of the country's economy including hotel, accommodations, restaurant, leisure activities, Meeting Convention Incentive Exhibition (MICE) industry, and other related products. Thailand has confronted with the rising numbers of tourists, especially from China since 2010 from 15.9 million to 32.6 million in 2016 (Peel, 2017). As a tourism city, Phuket has a major income from tourism industry. In 2017 Phuket has 13,274,769 tourists, divided into 3,591,083 Thais and 9,683,686 foreigners, generating revenue from tourism for 423,012.85 million Baht (Ministry of Tourism and Sports, 2018). Based on its arrivals and annual incomes, Phuket is one of the top three tourism destinations in Thailand apart from Bangkok and Pattaya.

The government employs the concept of public-private-partnership in operating projects like Pracharath Raksamakki social enterprise company limited to stimulate economic foundation including tourism industry. Tourism development primarily has the focal on the economic benefits, but the people in the tourism community also concern on the collateral impacts on society, culture, and environment (Yoon, Gursoy, & Chen, 2001). The smart enterprise in tourism for Thailand 4.0 roadmap should not only sustain the economic growth based on the use of technology and innovation

but in the meantime also contribute to invigorate socio-cultural community, and practice environmental accountability. Regardless of judging if Thailand achieve the state of 4.0 yet, this research firstly aims to investigate this public-private-partnership social enterprise on planning and implementation. Secondly, it examines outcomes of its executions in Phuket's community-based tourism and related activities. Lastly, it pursues for supportive and obstructive factors on the implementation of Pracharath Raksamakki social enterprise in local tourism.

2. REVIEW OF LITERATURE
Types of Social Enterprises
Social enterprise emerged primarily in UK and U.S. during the late 1990s. With the rich literatures on definitions and concepts of social enterprise (SE), this business identity and model is simply originated from social problems focus (Dart, 2004; Dees, 1998; Dees, Emerson, & Economy, 2001; Defourny and Nyseens, 2006; Mattavanont, 2015; McFarlane, 2018; Nittayagasetwat, 2011). It is literally established to solve the problems of community or society. Although there are differences between social enterprise and social entrepreneurship on the scope of goal and business approach (Defourny & Nyseens, 2006), social enterprise can be seen 'a bridge between co-operatives and non-profit organizations (Defourny & Nyseens, 2006:7)' and rooted from various needs and insufficient supplies over multiple facets of social perspectives with 'specific social, environmental and economic objectives (Seanor, Bull, & Ridley-Duff, 2007: 2) than social entrepreneurship. In Thailand, an organisation called Thai Social Enterprise Office (TSEO) was launched under the Thai Health Promotion Foundation Act in 2010. TSEO was supported by the government during 2010-2014 to act as the center of network connections and encourage this new type of businesses to be legitimised. TSEO identifies the definition of Thai social enterprise as 'social enterprise is a business which has a clear objective to develop a community by solving its social or environmental problems. It must have central revenue from producing a service or product which is parallel to its social objective and must not concentrate solely on maximizing profit for its partners or stakeholders (2010: 2).' There are 1,007 total organisations with 371 potential Social Enterprises and more than 48 certified Social enterprises in Thailand in 2015 (Jaruwannaphong, 2016). However, TSEO has been temporarily dissolved and transferred all documents and works to Department of Social Development and Welfare since 2017 (NESBD, 2018). Obviously, TSEO did not reach to next stage of Thai social enterprise development. Most enterprises have to continue on their own approaches and contexts. In order to promote social enterprises effectively, major types of social enterprise should be examined. In Figure 1 shows that businesses in the 21st century are not shaded only on the two orientations; profit orientation and non-profit orientation. Firms these days involve with multiple activities engaging in the combination of both missions.
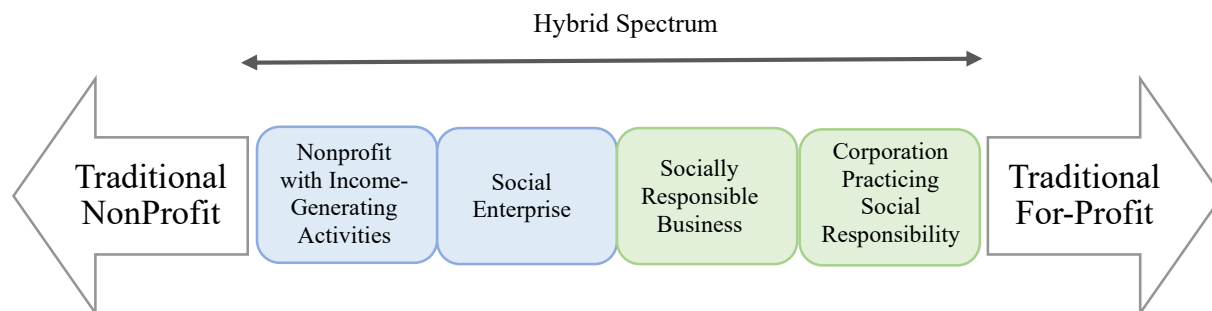

Figure 1. Hybrid Spectrum of practitioners' business activities
Adapted from "Social Enterprise Typology," by S.K. Alter, 2007, p.14.

Firms can be classified as one of six types of enterprises inclined to either for-profit or nonprofit. By the gradients of business activities, firms can also be identified as hybrid. The spectrum supports the context of sustainability equilibrium (Dees, 1998; Emerson, 2003; Reis, 1999) originally based on double bottom line model (Alter, 2000) as shown in Figure 2. Ultimate goal of a hybrid model is the equilibrium of economic and social sustainability where social value and economic value can coalesce as the core value of the company to create business sustainability. Later, double bottom line was extended to cover environmental factor influencing on the business's performance. The consideration of triple bottom line or TBL (Elkington, 1994), is widely called in short as three significant issues about People, Profit, and Planet.
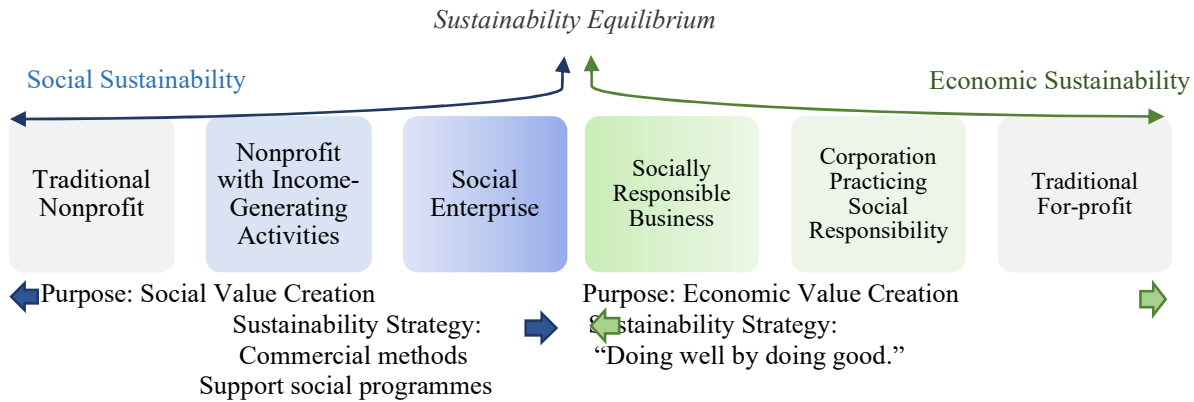
Figure 2. Sustainability equilibrium spectrum of practitioners' business activities
Adapted from "Social Enterprise Typology," by S.K. Alter, 2007, p.15.

Social enterprise is not only justified to its goals and activities but also referred to the participants, such as supporter, investor, shareholder, worker, and so on. Pharoah, Scott, and Fisher (2004, as cited in Seanor et al. 2007) suggest that social enterprise can be established on the overlapping areas of three sectors, Public, Private, and Voluntary Sectors as shown in Figure 3. They believe that these sectors are key stakeholders driving social enterprise's activities relating to its mission and goal.
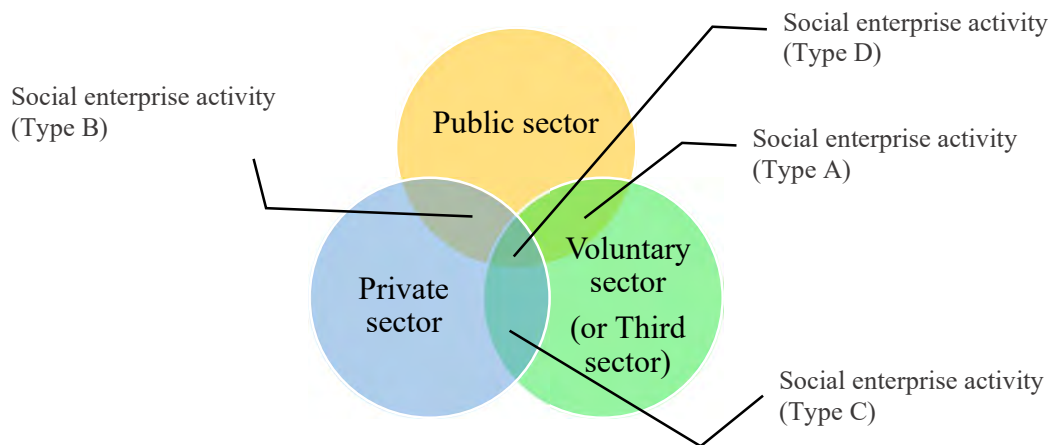

Figure 3. The cross-sectoral view of Social Enterprise in three sectors
Adapted from
  (1) "Mapping social enterprise: do social enterprise actors draw straight lines or circles?" by P. Seanor, M. Bull, and R. Ridley-Duff, 2007, 4th Social Enterprise Research Conference, London South Bank University, p.5.
  (2) "A composite theory: the triangle of social enterprise" by R. Ridley-Duff & M. Bull, 2011, California: Sage, p. 75.

The overlapping of three sectors in Figure 3 are applied as the four areas of social enterprise model. Ridley-Duff and Bull (2011) pointed out equivocal spectrums of social enterprise model as 'Type A – Non-profit model, Type B – Corporate social responsibility model, Type C – More-than-profit model, and Type D – Multi-stakeholder model (p.75-76)'. They also support to the concept of shading models of enterprise nowadays that it is difficult to distinguish

social enterprise based on parties and business activities. There are chances of collaboration more than two parties, such as public, private, and third party which can be voluntary sector. These theories and concepts are crucial elements for community and society to take part in either charitable activity or commercial performance. Furthermore, business model of social enterprise can influence on source of fund, potential expansion, and eventually business sustainability. Chamnanlertkit (2014) found different levels of operating outcomes from three case studies of social enterprise in Thailand; the Doi Tung Development Project Company Limited (DTDP), Supreme Renewable Energy Company Limited, and Grassroots Innovation Network Company Limited (GIN) led by socially spirited volunteers. He showed that among the three enterprises DTDP, as a half-governmental entity, yielded the high potential of impact expansion and economic performance. This study entails the significance of ambiguous entity of social enterprise that can yield a more economic sustainability. On the other hand, it cannot affirm any quantifiable outcomes of community and environment.

Public-Private-Partnership Social Enterprise
Social Enterprise emphasizes on solving the social matter as the primary objectives rather than creating economic values to the company. Certainly, the company also has to survive and prosper but the goals are fixed to the benefits of society prior to its own. According to Alter (2007), four contexts of social enterprise can be identified by various factors, such as motives, methods, sustainability and resulted in four various spectrums of enterprises shown in Table 1.

Table 1 *Summary of Social Enterprise context*

Context	Identifiable factors	Social enterprise appearances	Author(s)
Hybrid Organisation	Motives, methods, goals, destination of income/profit	Purely philanthropic, Hybrid*, Purely commercial	Dees (1999) Reis (1999)
Sustainability Equilibrium	Sustainability strategy, commercial methods, purpose	Dual Value Creation, The Blended Value of Proposition,	Alter (2000) Dees (1998) Reis (1999) Emerson (2003)
Hybrid Practitioners	Social purpose, Enterprise approach, Social Ownership	Non-profit with income-generating activities, Social Enterprise, Socially Responsible Business, Corporation practicing social responsibility	Dees (1999) Reis (1999)
Mission Orientation and Motives	Financial need, Mission benefit	Mission Orientation in Hybrid Organizations, Mission vs. Profit Motives in Hybrid organisations,	Alter (2007)

Note: Excerpted from "Social Enterprise Typology," by Kim Alter, 2007, p.13-22.

According to Ridley-Duff and Bull (2011), public-private-partnership social enterprise can Type B or Corporate social responsibility model or 'Hybrid Practitioners (Alter, 2007)'explained as any enterprise conducting business performance for generating income to achieve social purpose. This business model can alleviate public sector to contribute resources and responsibilities to private sector for effective execution and outcome. However, this type of social enterprise creates unclear identity. Stakeholders, such as people in various professions of community, can feel idle to fully support or immediately discard since it may affect to their benefits or create loss of opportunities. The current Thai government intends to use this model to draw funding and business knowledge transferring from private partner to support social and economic development. This can be initiated to both man manufacturing products and service operations. It is easier to monitor the progress and measure on tangible products because of the characteristics of production, cost, and revenue based on sales. When service sector has many other dimensions such as intangibility, reliability, responsiveness, assurance, and empathy (Parasuraman, Zeithaml, & Berry, 1985) that are used to assess quality of service contributing to the success of business operation based on the consumer's perception. The process of assessment of outcomes practically takes longer time and more complicated than manufacturing products. It is also

a challenging task for social enterprise operating in any service business because of its nature of business as well as human relationship involvements. For-profit enterprise may find it straight forward in creating service quality to match customer's expectations and values. Social enterprise needs to have a wider consideration to create quality satisfying stakeholders not only customers but also people in the community. Public-private-partnership social enterprise has to generate income to maintain economic conditions as a private entity. It primarily strives to operate for social solutions in return to the favourable support from the government. The most important service industry in Thailand is tourism. Whoever becomes the government, tourism is always the forefront policy to support other agriculture, trading manufactures, import-export products, and service businesses. It is certainly inevitable to include tourism in the scheme of public-private-partnership social enterprise in the current government's policy.

Thai Social Enterprise in Community Tourism
The cases of social enterprise in tourism industry are not as many as manufacturing industry. Since social enterprise emerged in Europe and expanded to North America, many cases are examples of successes to other countries including Thailand. In Italy, Picciotti (2017) used a qualitative empirical study based on an analysis of the experience of various social cooperatives on the three projects of three different fields; renewable energy sources (1,000 Solar Roofs project) , tourism (Le Mat Social Franchising network), agriculture on the usage of assets confiscated from the Mafia (The Libera Terra project). He pointed out that social enterprise can employ innovation in contributing to the economic growth of the community and ultimately the country. These cases give samples of multiple stakeholders; government, partners, and local people, influencing on social enterprise for communities' tourism. With the close monitoring and support from the various participants, the three projects reflected mutual goals and created benefits by using the scheme of bottom to top (community to government) rather than top-down approach (government to community). Another case that also supports the concept of stakeholder's engagement for community tourism is a recent study on social innovation success factors on hospitality and tourism social enterprises conducted by Alegre and Berbegal-Mirabent in 2016. They used an inductive comparative case study methodology on companies trying to overcome the economic calamity by generating a business model innovation in Barcelona, Spain. The results of study revealed three major supporting factors and two additional factors backing to firm's success. The three major factors are value proposition, proper market research, and stakeholder involvement along with augmented factors; such as pressures of social need and managerial trust on employees (p. 1155). Von Der Weppen and Cochrane (2012) employed the seven-model framework of social enterprise of Alter (2006), which are Entrepreneur Support Model (ESM); Market Intermediary Model (MIM); Employment Model (EM); Fee-For-Service Model (FFSM); market linkage model (MLM); service subsidisation model (SSM); and organisational support model (OSM) (p.499), on the selected successful enterprises to investigate social enterprise models in tourism and find critical determinants of success and challenging factors (p.508). They had the samples in Thailand, Andaman Discoveries, and other countries such as Mozambique, Indonesia, Ecuador, Cambodia, Scotland, and UK and India-based enterprises operating in East Africa, Russia, Nepal, India, Ethiopia, Africa, Asia, Latin America, and Malaysia. They found that SSM was the most popular and suitable for tourism organisations with a connection of social drivers and business practices. SSM or Service Subsidisation model is 'a model that business mandate is separate from social mission by selling products or services externally but business activities are often mission-related and used to subsidise or support social programmes (p.499).' Meanwhile, accommodation and lodging providers prefer EM – employment model providing opportunities of employment and training to people through enterprises, while tour operators prefer MIM – market intermediary model offering services to access markets for micro or small producers in the community. Moreover, they suggested that success factors were the combinations of awareness of marketing conditions, strong leadership supporting corporate culture and growth, strategy, organizational culture, and the balance of all financial, social, and environmental goals.

Private owned social enterprise are scattering in many types of businesses and industries in Thailand. Thai social enterprise Office (TSEO) accumulated and published the 'SE Catalog (Huadchai & Suksrithong, 2012)' containing prominent name lists of social enterprise in five major categories; product and service, food, education, media, and tourism. The listed social enterprises in tourism represent small to medium business owners possessing social contribution purposes. The sizes of business varied from small-scale local homestays or tour guide and agricultural tourism to medium-size resorts mainly operated by people in the community or landlords in different provinces. However, recently, there are young social entrepreneurs with supportive educational backgrounds and drives for social contribution establishing social enterprises related to tourism such as Social giver – lifestyle and travel, LocalAlike – leisure and hotel or lodging, Wo-Manis – souvenirs, and Farmsook Ice cream – premium ice cream (Kittisrikangwan, 2015). They are examples of private-owned social enterprise creating service innovation in tourism for social benefits. Other noteworthy scholastic papers on the case studies of social enterprise in Thailand are further listed as shown in

Table 2. In April 2016, Thai government introduced the first of five provinces, which were Phuket, Petchaburi, Udon Thani, Chiang Mai, and Buriram, to steer social enterprise concepts and register as limited company entity under the theme - *Pracharath Raksamakki* meaning unity of 'People's State' (Vongkusolkit, 2016, p.34). Interior Minister of Thailand opened the ceremony to launch Phuket as the first social enterprise under committees led by Phuket Governor Chamroen Tipyapongtada and Thapana Siriwatnaphakdee Managing Director of Thai Beverage Company Limited (Naknakhon, 2016). He announced that the enterprise was assigned to improve local economies of the communities, through Community-based enterprises (CBEs) or private sector, in remote areas focusing on three fields, such as agriculture, product transformation or processed goods, and tourism. Since Phuket has many agricultural products and service businesses related to tourism, the economic foundation of local people consequently involves with the three economic activities.

When looking at the current situation of Thailand's CBEs of all goods and services, at the end of June 2017, there are 83,613 registered CBEs abided by Community Enterprise Promotion Act, B.E. 2548 (2005) nationwide with 743 CBEs offering tourism in their communities (Ministry of Social Development and Human Security, 2017). Thai CBEs were established primarily to reduce poverty in the poor villages based on the possible determining variables such as material deprivation, access to basic needs, empowerment, vulnerability, social deprivation, and powerlessness (Teerakul, Villano, Wood, & Mounter, 2010, pp.3, 10). Hence, this newly launched Pracharath Raksamakki social enterprise company limited shall support CBEs or other forms of community development. Nevertheless, earlier in February 2017, the government had just arranged a board meeting of community-based enterprise and announced that around 30,000 CBEs were in the process of withdrawing and cancelling registration out of the system. The rest of them including OTOP (One Tambol One Product), which were mainly in agricultural, livestock, and processed food productions, would be upgraded to Small and Medium Enterprises (SMEs) to boost economic values for the country (Secretariat of the Prime Minister, 2017). This is contradiction of the proclaimed policy implementation since the government plans to support CBEs by using Pracharath Raksamakki social enterprise to increase economic value to communities. The government decided which areas or provinces of CBEs should receive the supports than others. This inverse act can stimulate doubts and questions to the operations of Pracharath Raksamakki social enterprise. According to a study of Alegre and Berbegal-Mirabent (2016), social enterprise marketplace project can be relevant to the factor of proper market research. Social enterprise's facilitating services can relate to factors of value proposition and support local economy by community-based tourism projects. The government should employ social enterprise as the platform to engage business model into the local communities' economic activities. There is no clear evidence on how the government choose Phuket as the first steering province for Pracharath Raksamakki social enterprise. Although Phuket is one of the top destinations in Thailand, it is hardly to identify social enterprise in tourism. The case of Phuket's Laguna is so far the most well-known social enterprise launched in 2016. It was two years after the initiative of Seedling Hoi An - destination resort in Vietnam (Anonymous, 2015a), which was the first social enterprise restaurant launched by Laguna Lăng Cô under Banyan Tree's group-wide mentorship programme in 2013 with the aim to provide training and job opportunities for underprivileged local youths (Anonymous, 2015b). Laguna Resorts & Hotels Public Company Limited had managed the first social enterprise restaurant named 'Seedlings Phuket' project in collaboration with Banyan Tree and Angsana for the training implementation based on the curriculum discussion and ratification by Prince of Songkla University, Phuket Campus. Therefore, this study intends to explore this legalised public-private-partnership social enterprise in Phuket, how it operating and comments from participated people in the community-based tourism, and search for success factors and challenges in managing this type of social enterprise in Phuket as a case study of Thai tourism.

Table 2 Literatures of Thai Social Enterprise in tourism industry: Case Studies

Title of study	Authors/year	Objectives	Conclusions
The Development process of social enterprise boutique hotels	Phithithanasin, T. (2014)	Studying on four SEs' development process of boutique hotel and entrepreneurial concept in SE regulations	1. Three major process development areas; finance, maintenance, & marketing 2. Four areas of entrepreneurial concepts relating to SE goal, viable finance, environmentally friendly, and profitability

The Integrated Marketing Communication Plan for Social Enterprise "Khao Hom Khun Yaay"	Jakrabat, T. (2013)	Creating brand awareness and motivate consumer to purchase	Quality of SE's product is the most critical issue.
The Integrated Marketing Communication Plan for Social Enterprise Homemade Ice-cream "Farmsook"	Kungwankaittichai, T. (2013)	Creating IMC practical plan and creating brand awareness for consumer to buy	Consumers are lack of brand awareness; internet is the most effective platform to communicate to target customers.
An Exploratory Study of the Development Social Entrepreneurship: Key Concepts, Characteristics, Roles and Success Factors of Social Enterprise in Thailand.	Thiemboonkit, S. (2013).	Studying key success factors and challenges of five social enterprises in Thailand; Akha Ama coffee, GreenNet SE, Freehap mobile application, Farmsook ice-cream, BE magazine	Although social enterprise uses business practices and discipline to achieve social mission outcome in the third sector, it has limited success based on different stage of business. It can raise awareness of social enterprise entity but there are numerous challenges, such as business issues, financial assistance, social and cultural effect, government support, and legal forms suitable for social enterprise.

3. METHODOLOGY

This study employs qualitative methods (Creswell & Clark, 2011; Saunders et al., 2007) in collecting data. Snowball sampling is used by asking for person relating to the social enterprise and tourism industry in Phuket. This research primarily investigates an official social enterprise in Phuket to prove internal engagement among staff and management, then requests for suggestion for external engagement parties such as participated government organisations and departments. Using triangulation of sources (Denzin, 1978; Patton, 1999), this study includes thirteen interviewees listed in Table 3 who involving with the public-private-partnership social enterprise in Phuket's community, previous studies on social enterprises and cases, and published reports from governmental departments. Semi-structured interviews with guideline questions are prepared, repeated, adjusted, and sometime added during the interviews to uncover deeper information. This paper uses narrative analysis (Berg and Lune, 2012) to analyse the content of interviews and observations and deductive method (Hak & Dul, 2009) to relate theory to the case study (Yin, 2009) and explain the findings.

Table 3 *List of key informants and its role in social enterprise*

Key informants	Impact to community	Age	Roles in Community tourism
1.Managing Director, Pracharath Raksamakki Phuket Social Enterprise Company Limited	Direct	46	Obtaining governmental policies, liaison with Phuket's governmental departments, strategic marketing planning and consulting for implementation
2. Director, Phuket Provincial Commerce	Indirect	60	Coordinating and supporting for certifying origin of local goods

3.Phuket Governor, Phuket city municipality	Indirect	60	Monitoring and supporting on governmental policy
4. Head of Community Development Strategy Group, Provincial Community Development Department Office of Phuket, Ministry of Interior	Direct	50	Government's policies governing, coordinating, promoting, and implementing plan with local community, such as OTOP Inno-Life community tourism
5.Director, Ministry of Tourism and Sports in Phuket	Direct	53	Government's policies governing coordinating, promoting, and implementing.
6.Chief Executive Officer, Phuket City Development Company Limited (PKCD)	Indirect	51	Policy maker, coordinator, and implementation
7.Restaurant manager, a floating seafood restaurant of Bangrong community	Direct	42	Stakeholders, targeted community
8. Committee and head of pineapple strategic group, Pracharath Raksamakki Phuket Social Enterprise Company Limited	Direct	46	Coordinating with Phuket's governmental departments, strategic marketing planning and consulting for implementation
9. Phuket Pineapple farm owner	Direct	50	Stakeholders, targeted community
10. Head of Community Tourism, Bangrong community	Direct	45	Stakeholders, targeted community
11.Community developer volunteer, Pracharath Raksamakki Phuket Social Enterprise Company Limited	Direct	24	Coordinating with other committees, visiting communities, and Public relations of the company
12. Owner of Goat farm and homestay	Direct	49	Stakeholders, targeted community
13.Head of Lobster farming community and community tourism, Ban Bo Rae village	Direct	60	Stakeholders, targeted community

4.FINDINGS

Pracharath Raksamakki Phuket Social Enterprise Company Limited was found in 2015. In this paper, author abbreviates the name of Pracharath Raksamakki Phuket Social Enterprise Company Limited to be *PRPSE*. It was established before the new act of social enterprise enforced on August 31, 2016 (The Revenue Department, 2017). Based on the local business people, PRPSE is the only registered company as legitimated social enterprise in Phuket. Managing Director of PRPSE explained that the firm was originated by the government's policy with the support of private sector as he mentioned in the interview as below.

> *Pracharath Raksamakki Phuket Social Enterprise was established according to the government's Pracharath policy, which has more ten groups of it. We are in E3 under the economic foundation and civil group supported by Ministry of Internal Affairs and Thai Beverage Public Company Limited. We can say that Pracharath is a collaboration project of public and private sectors. Phuket is the first prototype-enterprise found even prior to Pracharath Raksamakki Thailand around February 2016.*

According to Director of Phuket Provincial Commerce stated in the interview, he mentioned the concept of social enterprise is very new to people and industries in Phuket. Although there might be other companies operating for social purposes, such as Phuket City Development (PKCD), there is only company registered as social enterprise to gain the benefits by the new law.

> Before Pracharath Raksamakki project often called in short as Pracharath came, there was no company registered under the concept of social enterprise because all firms register and operate the business for profits distribution to owners. Phuket is the prototype of this project and luckily received the support from Thai Beverage PLC. So far, there is only one company named as 'Social Enterprise' in Phuket.

> PKCD is a for-profit organisation. They operate for profitability but they intend to bring those money to invest back to develop Phuket. That is also seen as a social enterprise, I supposed because they want to improve the city.

With a registered capital of one hundred million Baths, PKCD announces that it uses the social enterprise concept to operate twelve business units from Phuket city development master plan; such as 1) transportations (public land transportation and sea freight), 2) transit-oriented development (TOD), 3) ocean marina, 4) alternative electricity supply, 5) water supply management, 6) application platforms, 7) premium tourist and real-estate promotions, 8) ASEAN Expo 2025 as a MICE city, 9) Land mark for tourism development, 10) smart public lighting development, 11) smart safety development, and 12) knowledge repository system (Phuket City Development (PKCD), 2018). Chief Executive Officer of PKCD explained about its vision and goal as below here.

> Established on September16, 2016, PKCD is a private sector consisted of various business owners in Phuket. We want to uplift Phuket to be an international tourist destination. However, we are confronting with traffic, problems in transportation.

> Phuket is called as an 'Andaman Pearl'. We are now thinking of how to make Phuket becomes international destination by aiming to be a 'Hawaii of Asia.' In March 2018 PKCD launched ten smart buses – airport to Rawai beach route and 'Choop.me' web application as a platform for tourists to find flights, hotels, spa, restaurant, car rental or other landmarks.

However, it is still viewed as a profit-oriented company as the Phuket Governor stated below.

> I know PKCD. They also regularly come to talk to me. However, it is unlike PRPSE. It is an enterprise aiming for profits and creating projects to support Phuket development.

On the other hand, Managing Director of Pracharath Raksamakki Phuket social enterprise company limited (PRPSE) explained about the establishment of this public-private-partnership social enterprise and its main activities as below.

> Pracharath Raksamakki Phuket Social Enterprise Company Limited was established according to the government's Pracharath policy, which has more ten groups of it. We are in E3 under the economic foundation and civil group supported by Ministry of Internal Affairs and Thai Beverage Public Company. We can say that Pracharath is a collaboration project of public and private sectors. Phuket is the first prototype-enterprise found even prior to Pracharath Raksamakki Thailand around February 2016.

> At the beginning, we don't have a good response, we do not get accepted from the communities. So we come back to think about our role. We decided that we shall act as a consultant who has knowledge since we have experiences in business management previously. This consultant will bring economic foundation to have opportunity.

PRPSE has 12 volunteers from various industries to support in all major functions of business operation, including accounting, finance, marketing, and so on. With the full supports from the government and many big corporate firms, such as Thai Beverage PLC, Bangkok Bank, Kasikorn Bank, Krung Thai Commercial Bank, Bangkok Air, and Bangkok Hospital, considering it as CSR, *PRPSE* can encourage partners to feel positive to facilitate and collaborate when request. One of PRPSE's volunteers is a volunteered community developer who has the training on all aspects

of community development from the central government. He explained about his opinion on the community development and social enterprise as here.

> *I came to join PRPSE because of the project called 'unity for supporting homeland.' They let me making documents, meeting people, and visit communities. I think it will not be wasteful because this is for our hometown. I think it takes time to develop communities. People in the community are not ready even though we already create tourism programme. Community does not have only a group of people but compiling with many different groups. It is not easy to develop them all together.*

> *PEPSE goes to help community in administrative action. People in the community are lack of knowledge in management for example pineapples or community-based tourism. We provide knowledge and consultancy of management such as creating route of tourism, tourism programme, and marketing including finding markets for them. We don't have money to give to them. Community-based tourism also needs to have tour guide to complete basic elements of tourism management. Apart from Bangrong, we also help Koh Loan. There are so many tourists these days. It is very successful.*

PRPSE has been planned and implemented on five primary projects, which are; Phuket pineapple, Phuket Batik fabric, goat farming and homestay, lobster farming, and community-based tourism at Paklok district and Bangrong sub-district or village. Phuket Governor mentioned that *PRPSE* originally derived from the central government's Pracharath projects. Its main purposes are marketing activities since local people know how to produce but do not know well how to make it marketable to gain more profits as he mentioned here.

> *Most of their works support at the end, the marketing works, because agricultural industries always have marketing problems. We can produce more. We have many ways to transform products to be processed goods but we cannot. Because we do not have systematic registration or records for agricultural production. That makes it hard for local people to do the marketing. One of our governmental supports in helping Phuket's pineapple is the label of Geography Indicator (GI). It is issued to ensure the true Phuket's pineapple which has good-smell, crispness, and sweetness. Pracharath helps to promote by creating packaging tying-in to the Chinese New Year festival called 'Onglai Po Pee Peng Arn' as a unique gift for people to buy.*

A committee also being head of pineapple strategic group of PRPSE describes about its role in developing Phuket pineapple project as here.

> *We have people, public, NGO, civil society, public, elite, and business owners.*
> *We choose the products that are already existed. Phuket Pineapple is already available. We come to work on PR, marketing, and access to knowledge and information sources. These are all what we do. We do not teach them how to grow pineapple. They already have the support with Phuket Provincial Agricultural Extension Office.*

PRPSE created a marketing campaign on Phuket pineapple since 2016 by selling 100 pieces of Phuket pineapples in a special design packaging at high prices and presenting every unit in a gift-set box for Chinese New Year. First year it was tagged at 543 Baht regarding to the size of Phuket's area, and then the second year it was increased to be 15,000 Baht per unit for 100 top quality Phuket pineapples. They were all sold out by high-ranking officers, elites, and celebrities. One of Phuket pineapple farm owners told researcher about this marketing event.

> *PRPSE is good. They try to help us to promote 'Phuket pineapple,' as its quality of sweetness crispiness, good fragrance, and tasty. It seems like the marketing project is so good that makes everyone know more about Phuket pineapple. PRPSE also encourages us to produce processed goods such as pineapple juice, scrub, soap, washing face foam by inviting experts from Thailand Institute of Science and Technological Research (TISTR) and local universities to help us know how to produce, make the packaging, design labels and tags for our products.*

> *However, it also comes with negative effects. Since there is an increasing demand of fresh Phuket pineapples from consumers, many new growers come into the market and make pineapples in Phuket oversupply again. The price per unit gets higher because of higher demand, hence, more people think it must be good to sell pineapples in Phuket. They are new growers who do not know how to grow quality Phuket pineapples and*

middlemen who take pineapples from other provinces such as Krabi, Phang Nga, Trad, Petchburi and sell as 'Phuket' pineapples at very low prices. Finally, we are now confronting with price war and we cannot compete with them. Another problem is that we do not have logistics to distribute our harvests or pasteurised pineapple juice. There are hundreds of luxurious hotels in Phuket but they want only 10 – 20 pineapples. We do not have the ability to deliver small quantities to all those customers. Although we create values to our productivities, we also have to invest more money in those projects. The higher values we want to create, the higher investments we have to consider to add on.

In practice, there are two major governmental departments in Phuket who working relatable with PRPSE on the area of community-based tourism. One is Provincial Community Development Department Office and Ministry of Tourism and Sports in Phuket. These departments also work with communities supporting Phuket tourism. One is OTOP Inno-lifestyle, meaning innovative lifestyle in OTOP village, and another is Phuket's seven major community-based tourism routes. Their works involve with central government's policies, budgets, and goals. Head of Community Development Strategy Group, Provincial Community Development Department Office of Phuket stated that their works are mainly about knowledge transferring to the people in the community. However, marketing planning and implementing are their weaknesses as below comments.

At the beginning, we do not understand the word Pracharath, we are not familiar with beautiful words. Later, we know that it is the same works as what we do. PRPSE is a private but not belongs to individuals alone. It opens for public to buy shares of the company too.

There are major units, such as Batik fabric, pineapple, lobster, goat farm, and Bangrong community tourism that PRPSE operated since the first year. PRPSE can develop in every business in helping Phuket, especially tourism. Marketing is something that governmental officers can do but it is not as good as private sector, so PRPSE comes to help on marketing for community. They integrate all of governments' functions, such as provincial development focus on and tourism and sports. Provincial development, cultural division, and tourism and sports come to help each other.

How to draw people to community by what approach.
PRPSE look at overall perspective by integrating products development and tourism together based on their business-oriented approach. It should be together to develop properly. They recommend us sometimes. We give knowledge to local people but let communities work or take action by themselves. PRPSE's projects are, for example, the marketing of Phuket pineapple that can draw tourism to see 543 square meters as the price of its gift-set box. Lobster can also support tourism to come and enjoy the food in Phuket during low season. They can draw everything to tourism. We also support goat farming. We look at the product development for processed goat milk, meanwhile, people of Ministry of Tourism and Sports in Phuket look at the route for tourism separately.

Future look? I think having public or private volunteers is not easy. Some communities do not understand and also attack back. Some communities are well-accepted. PRPSE also has different approaches. They are quite fast or sometimes cannot work synchronisedly. Challenge is how three sectors; civil society, government, and private can get along well. It depends on people in the enterprise who make it too.

Director of Ministry of Tourism and Sports in Phuket thought that PRPSE work is also relating with marketing for communities but responses and outcomes are still doubtful as mentioned here.

Each community of major seven communities' tourism in Phuket already have their tourism destinations but they just do not know how to manage it. That's what we do to support by helping people in the community create the travel routes and tour guides. We have to establish the structure of community activities and examine potentials to develop the tourism programme for them. Dr. Prajeat, previous deputy governor of Phuket and chairman of PRPSE, also comes regularly in our activities with community. For example, Thai Niyom Yung Yuen – Sustaining Thai popular is a recent project we work with PRPSE to organize an event to stimulate tourism in Phuket.

Community has different feeling when they meet PRPSE and meet me. I can feel that people in the community have better acceptance and welcome to talk and inform us about their problems.

The concept of self-reliance in the community is well-aware from the top management of government officer as Phuket Governor mentioned below.

> *Local people should be able to work on their own expertise rather than working other businesses that they do not know. Mainstream tourism make them leave their agricultures. When we need to help them, we should develop the agricultural products to be industrial level. We need to see areas and their potentials. We should not support what they are not keen on, such as resort or restaurant, they do not have skills and knowledge. Finally, they will sell the land part by part to be temporarily rich and later have to go back to work in the agriculture again. This is not a sustainable development at all.*

Bangrong is appraised as a community-based tourism model. Head of Community Tourism at Ban Bangrong, Pa Klok district describes PRPSE's actions as below here.

> *I have been worked for community-based tourism for Ban Bangrong for so many years. There were so many problems in our community in making systematic tourism. When PRPSE came to our community, I was so glad and thought that they would help us to make it better. However, their approaches and ours are not aligned. They chose to do something and cut off other things according to their comments. They are like business man, thinking only what makes money but not building local people. Projects are found to be scattered and inconsistent.*

> *In my opinion, if PRPSE wants to help community-based tourism, they need to include local people in their working teams. It should not only fill with hotel owners, restaurant owners, or business owners to come and help local community. It must have local people too. We are not keen in marketing. They are good at marketing, then they should come to promote what we already have in the community and help us to have more tourists to come. It must be tourism by people in the community to strengthen unity of people and develop economy from foundation. Koh Loan project was rented by an opportunist to gain money for himself and after community against him. There is nothing at Koh Loan anymore, no tourists, no tourism. Everywhere they go, community's unity is always destroyed because they do not understand what we truly want.*

This study found that communities did not obtain benefits from PRPSE's works. Moreover, they think that their projects are not applicable and deceitful. An owner of a goat farm and homestay at Pa Klok village giving comments on PRPSE's operation on the goat farm owners in Phuket as here.

> *They came and told us to add values to our products by goat milk processing. They asked us how much we sell a bottle of goat milk. I told them 20 Baht per bottle. They said it was not worth of their time to help and suggested that we should know how to process milk into body cream or lotion and milk soap. They sent someone to teach us how to do those two products for a day and asked us to order the trainer's company to produce and sell to hotels instead. We were surprised and confused why we need to sell the manufacturer our goat milk and buy back those lotion and soap to sell again. This is not a scheme to make us expand our abilities to have more income.*

> *Community does not want to get rich at once. We need to continuously sell products and have professions to earn revenue. But this is not what they want. There was an event that PRPSE wanted us to sell goat milk for their processing products. In the meeting, he said that he got 250,000 baht from selling in that event. Where is the money? Nobody in the community got the money! Community did not receive even a single baht!*

> *Moreover, they accused that community's products are not standardisation. This is not only insulting Phuket Provincial Health Office, but also Provincial Community Development Department since they are our main supporters and certifiers for our products. From that day onwards, no people in the goat farm community participates with PRPSE's project. However, another meeting that one of our community went to hear PRPSE reported about goat milk projects. They claimed that they had helped people in the community and gained 800,000 baht to return to community. We asked people in the community who got any money from them. There was no one.*

Now we have a stronger bonding among members of goat milk farms in Phuket. We went to ask for help from Science faculty of Phuket Rajabhat University to develop spray-dry for milk powder. Finally, the request, supported by Phuket province livestock office, goes up to Ministry of Science and Technology to approve the budget to buy the spray-dry. Next month, we are going to have the machine that can support every goat milk farm owner to produce milk powder.

A restaurant manager of a floating seafood restaurant at Bangrong community expressed his concerns of the two weaknesses of PRPSE. First one is the readiness of a target community to give away the consultancy fee to PRPSE. Another is about the goals of target community and PRPSE's as he mentioned during the interviews as here.

I know Pracharath operating as a company. It needs to earn money like any business in general. But deducting twenty percent from the community's revenue after five to six months as a consultancy fee is not acceptable. Furthermore, we do not understand where we are heading to. They visited and talked to us briefly and discontinuously. Community people do not comprehend their inaccessible approaches to improve our income. We do not think it helps. We just neglect to participate any activity. I do not go to their meeting or training anymore. I think we sell fresh seafood, good taste, and low price under Bangrong's local fishermen lifestyle and atmosphere. This identity is our strength and it's good enough to attract tourists to come to our community.

Head of Lobster farming community and community tourism, Klong Mudong traditional fishery, Wichit subdistrict, Ban Bor Rae village. His people in Bor Rae community have been worked on traditional fishery for more than twenty years. He explained his experiences about working PRPSE as below.

I met them a couple times. At first, PRPSE team visited us and asking about how we operate lobster farming and where we find lobster breed three years ago. They said they want us to sell to restaurants. They would find how to run lobster farming and markets for us. But then, they were gone silence. Later, they ask me to bring lobsters and meet the Prime Minister in Bangkok. I heard they arranged an event about Phuket lobster but there was no orders to us. There were few calls asking about our lobsters but never turned to be orders. There is nothing changing here. We still sell to our old customers and look for customers by ourselves. Luxurious hotels nearby do not buy from us. I think they buy from Sri Lanka or other provinces because they might be cheaper. Last time I met PRPSE was when they organised a lunch meeting at well-known restaurant with Phuket Governor as the chair of that event. There were many guests and they invited me to just sit there, have lunch, and listen to their presentations. They mentioned that they had done so many works helping lobster community to have higher incomes, but in fact, there was no one getting any baht. There is no money coming to our community even until today.

They want me to sign on a registration or something that I disagree. They said if I could sell twenty or thirty thousand baht, they would collect commission in percentage with me. I do not think it is workable, so I leave it there. That's my opinion.

Based on different contents from various sources, researcher found that there are many assumptions that can be drawn to discuss in the next part.

5. DISCUSSIONS

Social enterprise models in Phuket reveal two major models, which are private models, such as PKCD and goat farm owner, and public-private-partnership model, which is PRPSE. From the below Figure 4, private type of social enterprise can be divided further by weight of motives from purely philanthropic to purely commercial. According to Dees (1998), firms involve with key stakeholders to achieve different levels of mission and market driven to create social or economic values. The more they engage with numbers of stakeholders, the tense of social motives drive their operations. In this case, a goat farm owner, private business ownership, in Bangrong, Pa Klok district, supports the goat farm community to develop higher quality products and gain higher incomes for the local people by themselves. An individual, a leader of Bangrong's community-based tourism (CBT), drives and integrates community-based enterprise (CBE) such as pineapple farm trip, bank of breeding embryos of blue swimming crab, seafood restaurant, tapping rubber trees, and batik painting to a systematic programme of community-based tourism in Bangrong. Phuket City Development (PKCD) dedicates two business units to support Phuket tourism by Choob.me mobile application

and tourism landmark development on the infrastructure. These three types of organisations apply social enterprise concept based on the different shades and motives to create impacts to Phuket tourism. Although their works may appear in different ways and platforms and they are not legitimized by supported social enterprise law, they are accountable to social enterprise in practice. When looking at another side of social enterprise model, public-private-partnership model, emerged by the government's policy supported by volunteer sector and funded by private sector, is an alternative type to respond mainly to the government's questions. *How can we increase the foundation of local economy? How can we make local communities have higher incomes?*
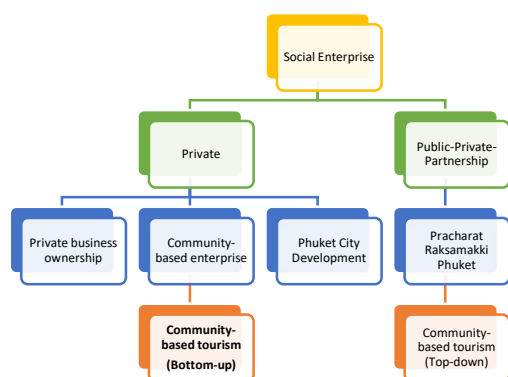
Figure 4: Social enterprise models in Phuket view
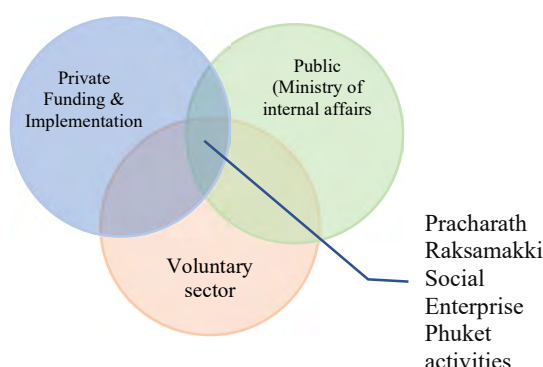Excerpted from data collection by author 2018. and

Figure 5: Social enterprise model of the cross-sectoral in Phuket Based on Pharoah, Scott, & Fisher, 2004)

adapted from Seanor et al. (2007)

The mixed motives create hybrid model of business practice. Although the models of social enterprise are divided into two major categories, they are interdependent in term of social enterprise activity under the cross-sectoral model (Aiken, 2006) shown in Figure 5. It shows the cross sectoral view of public-private-partnership social enterprise in Phuket managing to work on the partnership of three sectors; public, private, and volunteer.

It is obvious that all outcomes of five working projects are doubtful. Although few of them are primarily suggested and supported by Community Development Division in Phuket, PRPSE still has struggled to find appropriate approaches to work with communities. Every project has to be measurable on the economic impact. They need to reveal numbers of financial outcomes showing progress of increasing revenues on the economic foundation. Furthermore, PRPSE concept and entity are a new to people in all target communities. They do not clearly understand social enterprise model and difference from governmental entity, which make it is hard to gain acceptance and trust. Community-based tourism and community-based enterprise are well-aware and accepted among villagers. They believe whatever project should be planned with the participation of local people and executed by local community. PRPSE positions itself as a consultancy service company but treats target communities as top-down approach. This different level of perspectives creates a big gap of collaboration and lower community confidence in the joining the projects. Each project should be viewed as conglomerate supports to all process in management of community-based tourism instead of dispersed module. It should have a consensus from people in the community on planning and implementation before execution.

Therefore, major supportive factors for this public-private-partnership social enterprise are from governmental agencies and private sectors. They are willingly and readily providing knowledge transference and budget allocations to support the company if needed. However, many obstructive issues are concerning a transparency of the company's budgets and outcomes of its project operation, a top-down consulting approach, community's confidence and trust on the company's staff and projects' executions. These challenges are crucial to the continuity of this type of social enterprise. A national election is impending in early 2019. The works of PRPSE can be considered as a short-term tool to promote the current government's policy that could win the people in the community along with their votes.

Since the government has established this kind of company in every province, it can be viewed as an advance political campaign of the current government. After election, the government's policy can change and this type of social enterprise may cease to exist if it cannot affirm to truly support society or community as anticipated.

6. Conclusion

Social enterprise is a new business concept to Thailand, certainly for Phuket's business. This study employs qualitative method based on multiple interview sessions. Pracharath Raksamakki Phuket social enterprise company limited has primarily involved only with economic aspects since it is formed and supported by central government. It seems like an old liquor filling in a new bottle to the communities. There is nothing wrong with the business model and its goal but the approach to engage in community-based tourism is quite skeptical. Unlike government departments or offices, this type of social enterprise use business/profit orientation to administer tourism projects that were not aligned to the community's goals. It needs to expand focus to not only creating economic values but also enhance societal values to the target community. It requires compassion and courage since it is a challenge in creating innovative experience concepts (Eide et al., 2017). When most tourism firms or owners are mainly small-sized family businesses operating individually, social enterprise should promote economic and social integration in order to achieve mutually agreeable goals for the people and by the people in the community to create a long-term business.

Academic implication

This research can be used as a case study on a new social enterprise model in Thailand. It can emphasize the dynamic flow of social enterprise concepts that can be adjusted according to the external environment and marketplace.

Managerial implication

Pracharath Raksamakki Phuket Social Enterprise can be set as an example of how public-private partnership can be established as a social enterprise for primary economic foundations. Nevertheless, this case is still worth of considering as a start-up in the tourism industry because it is definitely involved with high leadership of management team and using innovation to achieve the goals of each project.

Recommendation for further study

This paper explores data based on the case of Phuket tourism that may not be the same to all cases of other provinces in Thailand. In order to enhance the explanation in Thailand perspectives, the future studies can organize to investigate in other provinces in comparison to Phuket phenomenon to have a wider explanation of the whole country.

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Thai Architecture And Landscape Design Services: Causal and Effectual Decision in The International Opportunity Process

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ABSTRACT
Services are a major part of the global economy, generating more than two-thirds of global gross domestic product (GDP). Free trade agreements and advancement in technology have brought new services on to the global economy stage. Technology plays a pivotal role in the dissemination of architecture and landscape design services. Operating in an international context involves uncertainty and risk such as e.g., political, economic, sociocultural to navigate through with limited resources. This research aims to propose a foundation for research in international entrepreneurship. Two literature streams; 1) the causal and effectual logic in individual decision-making, action, and interaction as well as 2) the international opportunity process inform the theoretical framework development in this article. How the effectual and causal logics are used in providing international services are still underdeveloped. This research provides a research framework to conduct qualitative research to guide creative practitioners looking for adequate and effective decision-making solutions to tackle uncertainty and risk of providing service activities across international borders. In conclusion the causal and effectual logic in the international architecture and landscape design opportunity process is not fully understood in its detail and there is especially a need for qualitative research in Thailand.
Keywords: architecture services, causal logic, effectual logic, international entrepreneurship, international opportunity

1. INTRODUCTION

The 21st century presents a challenging endeavour for creative practitioners of international architecture and landscape design services to identify, evaluate, and exploit international opportunities. International creative decision-makers who operate in an international service environment are faced to tremendous uncertainty caused by regional crisis for example the "Tom Yum Kung" crisis back in 1997 and the current global crisis in 2020/2021 caused by an invisible virus (SARS-CoV2) where the future is unpredictable.

In an uncertain and unpredictable service environment international creative decision-makers need practical decision-making guidance to respond quickly to the rapidly shifting environment and sustain their firms through the trials ahead. Traditional business managers deal with challenges by relying on established structures and processes. These processes are designed to reduce uncertainty and support calculated bets to manage the residual risks (Sarasvathy, 2001, 2008). In a crisis, however, uncertainty can reach extreme levels, and the normal way of working becomes overstrained.

For a century, the connection between uncertainty and decision-making, actions and interaction has concerned research across a wide variety of research fields in social and human sciences (Knight, 1921; Sarasvathy, 2001, 2008). Uncertainty is the lifeblood of entrepreneurial opportunities that are necessary for the rejuvenation of organisations and economies (Venkataraman, 1997; Townsend et al., 2018). Individual decision-making, action, and interaction under conditions of uncertainty and an unpredictable future cannot only rely on traditional marketing practices and business planning procedures learned in business schools and entrepreneurial education to succeed in international markets (causal logic). There is a more dynamic approach in practice - effectual logic - which is intuitively practiced

by individual creative decision-makers but not consciously known (Sarasvathy, 2001, 2008) or not taught through the architecture and landscape design university syllabus.

This article has the purpose to develop the foundation for a qualitative research approach. The aim of this research is to present the significance and relevance of a qualitative research in international entrepreneurship at the example of Thai architecture and landscape design services in general, and on effectual and causal logic decision-making, action, and interaction in specific. With the proposed qualitative research, it is intent to answer the question of "How are causal and effectual logics used by creative practitioners in decision-making, action, and interaction throughout the international opportunity process of Thai architecture and landscape design services?" We address this research question with the objective to fill in the research gap in international entrepreneurship and architecture and landscape design services in general and effectuation research in specific.

2. REVIEW OF LITERATURE

Two literature streams inform the theoretical framework development to provide a foundation for an empirical qualitative research approach. The first explores the causal and effectual logic in decision-making, action, and interaction (Sarasvathy, 2001, 2008). The second deals with the international opportunity concept (Mainela et al., 2014, 2018; Tabares et al., 2020).

Framework one: causal and effectual logic

In any firm anywhere in the world daily decisions are made by individual decision-makers equally from a born global to an MNC in any industry sector. Most likely, chances are the discussion revolves around a decision or a set of decisions to be made and actions to be taken (Sarasvathy, 2001). The entrepreneurial process to internationalise service activities outside the firm's home country, starts with making important decisions of the decision-maker. Every entrepreneurial journey is unique as every individual decision-maker does have individual opportunities to create or to discover. In the attempt to evaluate and exploit opportunities, individual decision-maker follow certain cognitive logics, for instance decision-making heuristics in decision-making assessment and judgment.

To understand entrepreneurial decisions, one needs to look at previous theories that attempted to explain the relationship between the entrepreneur and how they think, make decisions, act, and interact accordingly. Three different fields, namely economics, personality psychology and strategic management, were used to explain entrepreneurship theory (Mitchell et al., 2002). Each of these research fields made its own contribution, but at the same time had some major shortcomings. In more recent studies the focus has thus moved to a cognitive approach of understanding how entrepreneurs think and make decisions (Alvarez and Busenitz, 2001; Busenitz and Barney, 1997; Manimala, 1992; Tversky and Kahneman, 1974).

To examine the entrepreneurial cognition, it means to have a closer look at the people side of entrepreneurship and entrepreneurs are seen as key persons in the entrepreneurial process (Mitchell et al., 2002). Entrepreneurial cognition areas of cognitive psychology using mainly the lens of Mitchell et al., (2002) as entrepreneurial cognition refers to "the knowledge structures that people use to make assessments, judgments, or decisions involving opportunity evaluation, venture creation, and growth" (p. 97). The key elements in this definition are knowledge structure (heuristical) and decision-making (assessment and judgement) within opportunity evaluation (Mitchell et al., 2007). In other words, research in entrepreneurial cognition is about understanding how entrepreneurs use simplifying mental models to link together previously unconnected information that helps them to identify and invent services, and to assemble the necessary resources to start and grow services internationally.

There have been many studies on the importance of entrepreneurs' cognition in the entrepreneurial process (Allinson et al., 2000; Baron, 1998; 2009; Baron and Ward, 2004; Kickul et al., 2009). For example, Baron and Ward (2004) argued that cognitive mechanisms can have a critical role in all aspects by which people think, say, and act. Entrepreneurs' knowledge, susceptibility to cognitive bias, and the use of cognitive strategies have a significant influence on pursued opportunities (Baron, 2002). Since the cognitive mechanism includes ways that people collect, organise, scrutinise, interpret, and integrate information (Allinson and Hayes, 1996), cognitive styles of an entrepreneur are a critical determinant in understanding entrepreneurs' decision-making and behaviours (action and interaction).

According to Allinson et al. (2000), cognitive style is defined as "preferred approach to information processing" (p. 31) or "the way of thinking about and processing vital information upon which decisions are made" (p. 32). Allinson and Hayes (1996) suggested two types of cognitive styles, intuition, and analysis. Intuitive cognitive style is the

approach of processing information quickly and effortlessly based on the global perspective of an individual. Thus, people who prefer intuitive cognitive style are more likely to be nonconformist, use open-ended ways of problem-solving, and depend on holistic, synthetic, lateral, and relational manners of thinking. On the contrary, analytic cognitive style is the approach to information processing in a systematic and sequential manner. People who prefer analytic cognitive style tend to be conformist, use a structured approach to problem-solving, and employ careful, deductive, rigorous, convergent, and critical reasoning.

The theory of heuristics has been part of the entrepreneurial cognition literature since the early nineties (Manimala, 1992; Shaver and Scott, 1991). The potential of heuristics to explain internationalisation processes has also been recognised by internationalisation scholars (Bingham et al., 2007; Grégoire et al., 2008). It has been advanced that heuristics based cognitive mechanisms may be involved in entrepreneurs' early internationalisation decisions (Grégoire et al., 2008). Heuristics are rules of thumb, used in reasoning under conditions of uncertainty (Tversky and Kahneman, 1974). They are shortcuts that allow for making quick and reasonably reliable judgements that substitute for the lengthy gathering and processing of all relevant information, which humans tend not to do (Braisby and Gellatly, 2005) and would not be able to do due to boundaries in their rationality (Kahneman, 2003; Simon, 1992).

Sarasvathy (2001) provides and contrasts two decision-making, action, and interaction logics in uncertain and unpredictable business environments. She criticised the dominance of causal methods in the management and entrepreneurship literature and introduced effectuation logic as a complementary logic to the causal logic in decision-making (Read et al., 2015). Sarasvathy (2001, p. 245) defined effectuation and causation as follows: "effectuation processes take a set of means as given and focus on selecting between possible effects that can be created with that set of means" and "causation processes take a particular effect as given and focus on selecting between means to create that effect." Sarasvathy (2001) illustrates the two decision-making, action, and interaction logics with the example of preparing a meal. A causal chef chooses what meal to make, shops for the necessary ingredients and prepares it; effectual chefs see what ingredients are readily available, imagine possible meals to make, and choose one to prepare.

Effectuation consists of five heuristics, each of which emphasises ways of making decisions without relying on predictive information. The five heuristics that comprise effectuation were induced from a protocol analysis study of expert entrepreneurs (Sarasvathy, 2001, 2008). The expert entrepreneurs in the study had experience from starting, running, failing, and succeeding at multiple ventures, including at least one company that went public. The original study has since been replicated with novice entrepreneurs (Dew et al., 2009) and expert corporate managers (Brettel et al., 2012). Additional studies have examined the use of causal and effectual logic heuristics in internationalisation and incorporated a variety of methods including experiments, simulations, case studies, interviews, and conjoint analysis (e.g., Ahi et al., 2017; Galkina and Chetty, 2015; Kalinic et al., 2014).

The set of logically consistent non-predictive heuristics are particularly useful in reference to Knightian uncertainty, a situation characterised by risks that are literally immeasurable, where probabilities are not only unknown, but also unknowable (Knight, 1921). Effectuation heuristics are the tools that help navigate the entrepreneur in the presence of multidimensional uncertainty (Dew et al., 2008; Dew and Sarasvathy, 2016). The five effectual logic heuristics worded below, offer mechanism that leverage things within the entrepreneurs' control to shape and influence an uncertain and unpredictable future (Sarasvathy, 2001, 2008):

1) **Bird-in-hand heuristic – start with your means.** Expert entrepreneurs approach an opportunity, based on who they are (identity), what they know (knowledge and skills), and whom they know (social and professional network). They work from competence, expertise, and their network to envision possibilities, rather than target opportunities according to the market size or expected returns.
2) **Affordable-loss-heuristic – focus on the downside risk.** Invest no more than you can afford to lose. Even slack and waste can be transformed into resources.
3) **Crazy-quilt heuristic – form partnerships.** Work with self-selected stakeholders who make actual commitments to your enterprise. Who comes on board may not only help to shape what you end up doing, but also reduce costs and increase innovative outcomes.
4) **Lemonade heuristic – leverage contingencies**. Embrace and leverage unexpected contingencies, whether positive or negative. Opportunities often come disguised as misfortune.
5) **Pilot-in-the-plane heuristic – control the future.** Co-Create the future without worrying about so called inevitable trends. The future comes from what people do; history does not run-on autopilot.

Sarasvathy (2001) indicates that "both causation and effectuation are integral parts of human reasoning that can occur simultaneously, overlapping and intertwining over different contexts of decisions and actions" (p. 245). Effectuation studies have not specifically focused on examining their simultaneity (Read et al., 2016). In the literature, effectuation is mainly seen as a decision-making logic prevailing during the initial stages of business formation when the level of uncertainty about the venture, the service and the potential market is rather high (Sarasvathy, 2001, 2008). Further, along the next stages of business development, when the firm becomes more established and there is more certainty e.g., about its internal processes, management team, suppliers, customers, market infrastructures and the goals of entrepreneurial activities become more articulated and certain, traditional goal-oriented reasoning becomes more relevant and the logic of decision making becomes less effectual (Sarasvathy, 2008; Sarasvathy and Dew, 2005). However, does it become causal? This transition and the dynamics of interplay between causation and effectuation is questionable, particularly considering the study by Perry et al. (2012) who argue that causation and effectuation are not the opposite ends of a continuum but have an orthogonal, or independent, uncorrelated relationship. This means that one can be present without the other or both can be present at the same time with varied intensity.

Framework two: The international opportunity concept
Individual decision-makers in any firm are faced with significant questions when internationalising their service activities. They need to make decisions on what? Who? Why? Where? And how? (Baker et al., 2005; Sarasvathy et al., 2013; Shane and Venkataraman, 2000; van Gelderen et al., 2021) throughout the international opportunity process (Mainela et al., 2014, 2018; Tabares et al., 2020).

The international opportunity as a concept and object of entrepreneurship study has gained increasing interest from international entrepreneurship and international business scholars in recent years. Mainela et al. (2014) argue that international opportunity has the potential to be an "unifying concept of international business and entrepreneurship in IE as a field of scholarly research." The 'opportunity' concept has been a key focus of entrepreneurship research for a long time. Venkataraman (1997) proposed that entrepreneurship as a scholarly field should focus on opportunities as its distinctive domain and seek to understand how opportunities to bring into existence and with what consequences. Shane and Venkataraman (2000) defined the field of entrepreneurship as "the scholarly examination of how, by whom, and with what effects opportunities to create future goods and services are discovered, evaluated, and exploited" (p. 218).

Mainela et al. (2014) reviewed the state of knowledge concerning opportunities in the IE field by content-analysing research published between 1989 and 2012 employing the concept of opportunities. They found the articulation of the conceptual features of international opportunities and opportunity-focused behaviours to be limited, and the full potential of the opportunity focus to be underexploited. They argued that IE research should pay more attention to international opportunities and the cognitive and behavioural processes leading to the discovery and creation of these. These subjects have not been adequately explored (Chandra et al., 2009).

The international opportunity process can be studied along three stages: 1) international opportunity identification, 2) international opportunity evaluation; and 3) international opportunity exploitation. Whereas stage one - International opportunity identification: is defined as how the international opportunity comes into existence. Either by international opportunity creation (effectual logic) via co-creation or international opportunity discovery (causal logic) via serendipity or active search (Alvarez and Barney, 2010; Sarasvathy, 2001, 2008; Tabares et al., 2020). Stage two - International opportunity evaluation: is defined as the reason why do people view identified opportunities favourably and reject others. Moreover, how do individuals decide to pursue the international opportunity they identified (Alvarez and Barney, 2007; Baker et al., 2005; Shane and Venkataraman, 2000) to act accordingly. Stage three - International opportunity exploitation: is defined as the reason of what happens after an individual decision-maker has identified an opportunity and decided whether it is worth pursuing it. Moreover, how, and where are resources acquired and mobilised in pursuit of that opportunity (Alvarez and Barney, 2007; Baker et al., 2005; Shane and Venkataraman, 2000) to act accordingly. The international opportunity view on service internationalisation provides an understanding of international business in full, by examining the three opportunity stages and should not be limited to the international opportunity aspect but to what, who, why, where, and how (Baker et al., 2005; Sarasvathy et al., 2013; Shane and Venkataraman, 2000; van Gelderen et al., 2021) international opportunities are identified, the decision is made, the actions are taken and interactions are made to pursue international opportunities.

Causal and effectual logics in Thai architecture and landscape design cross-border services

Analysing previous research on internationalisation of architecture services it is proved that these studies were mainly conducted from a traditional management and marketing point of view (Coviello and Martin, 1999; Erramilli, 1990; Rimmer, 1988; Winch, 2008) and not from causal and effectual logic perspective. Erramilli (1990) investigated how service firms enter a foreign market by direct and indirect export, by contractual method e.g., licencing, and foreign direct investment (joint ventures and wholly own subsidiaries). Coviello and Martin (1999) took a management perspective and focused on: 1) the FDI theory, 2) the stage models of internationalization, and 3) the network perspective. Nevertheless, some results of those studies are indicating evidence that the effectual logic in decision-making and action is an important part in providing architecture services which are traded across national borders. Published research provided by Winch (2008) and Canavan et al. (2012) provide evidence in their results of effectual logic principles such us: 1) international experience and common international identity, as well as 2) knowledge and technical competencies, can be referenced to the effectual logic principle of 'Available Means', 3) networks of corresponding firms that are committed to referring international clients can be referenced to the effectual logic principle of 'Forming Partnership' and/or 'Leveraging Contingencies', and 4) relational capital and reputation, can be referenced to the effectual logic principle of 'Affordable Loss'.

An emerging research stream in IE has applied the causal and effectual logic to firm internationalisation (Ahi et al., 2017; Galkina and Chetty, 2015; Kalinic et al., 2014). This stream is built upon the argument that due to the unpredictability of the internationalisation environment (Vahlne and Johanson, 2017); small and mid-sized enterprises cannot rely only on market research, competitive analysis, and market planning in their internationalisation efforts. Small and mid-sized firms need to find entrepreneurial pathways to pass national borders (Schweizer et al., 2010). Scholars in this stream argue that shifting from causal to effectual logic supports small and mid-sized firms to focus on construction versus positioning strategies (Wiltbank et al., 2006) and control the internationalisation process by applying the logic of affordable loss and networking to overcome their liability of outsidership by forming new networks, entering into related network(s), improving their position inside those network(s), and increasing the level of trust and commitment in relationships (Kalinic et al., 2014). This logic supports small and mid-sized firms to shape the market as a network of relationships (Read et al., 2009), within which partners share tacit knowledge of internationalisation opportunities (Vahlne and Johanson, 2017). Applying the effectual logic in internationalisation studies does not imply ignoring the importance of predictive goal-oriented approaches. Instead, effectuation considers the applicability of both causal and effectual logics in different situations (Read et al., 2015; Sarasvathy et al., 2014). As Sarasvathy et al. (2014) observed: "while effectual approaches open up and create new markets at low costs of failure, causal approaches can help stabilize and establish leadership in those new markets" (p. 63).

Sarasvathy et al. (2013) reviewed the effectual logic principles and the implication for international entrepreneurship and questioned that prior knowledge, experience, and network characteristics (Available means) are seen as antecedents to the internationalisation process. Not only whether different types of identity, knowledge and networks result in internationalisation, but which types of these variables lead to how and how fast firms may internationalise. When smaller firms are facing limited resources, affordable loss may be used both causally and effectually for how to internationalise rather than whether to internationalise. Therefore, firms may make whether to internationalise decision in a deliberate, planned, goal-driven, causal way and my still use an effectual affordable loss approach on designing the how. And social capital, social networks, social ties are related to 'whom I know' (Available means), it is not networks themselves that matter, rather it is what entrepreneurs do with those networks. Architecture and landscape design services are provided in form of projects. Brettel et al. (2010) applied in their study causation and effectuation to the R&D projects context. Therefore, we argue that we can apply the five causal and effectual logic heuristics to the architecture and landscape design projects as depict in Table 1.

Principle	Causal characteristics	Effectual characteristics
1) Means vs. Goals	International Projects are driven by given project targets	International Projects are driven by means

2) Affordable loss vs. expected return	International Projects driven by expected project returns	International Projects are driven by in-advance commitments to what one is willing to lose
3) Reduce vs. identify uncertainty	Existing uncertainty identified and avoided through market and competitor analysis	Existing uncertainty reduced through partnerships and precommitments of stakeholders
4) Acknowledge vs. overcome the unexpected	Contingencies / Surprises avoided or quickly overcome to reach given project targets	Contingencies / Surprises seen as source of opportunities
5) Create vs. exploit opportunities	Development/trends seen as exogenously given than can be exploited by us of forecasts.	Human agency seen as prime driver of future developments

Table 1: Key characteristics of causal and effectual logics in project related internationalisation (Source: Own creation adapted from Brettel et al. (2012).

Previous research on internationalisation of architecture services were exclusively conducted from a traditional management and marketing point view (Rimmer, 1988; Erramilli, 1990; Coviello and Martin, 1999; Winch, 2008) which is referenced to the causal logic (Sarasvathy, 2001, 2008). To the best knowledge of the researchers, causal and effectual logic heuristics in the international architecture and landscape design service industry was not proceed before. Based on these patterns, international entrepreneurship research on architecture and landscape design services applying causal and effectual logics appear to be new. Therefore, the researchers argue to conduct empirical research on the international architecture and landscape design service industry is of high interest.

Combining causal and effectual logics (Sarasvathy, 2001, 2008) together with the concept of international opportunity (Mainela et al., 2014, 2018; Tabares et al., 2020) it defines the theoretical framework to study individual decision-making, action, and interaction in the international opportunity process of Thai architecture and landscape design services. It builds on previous research that has initiated the process of integrating the causal and effectual logics in small and mid-sized firm internationalisation (Schweizer et al., 2010; Sarasvathy et. al., 2013; Kalinic et al., 2014; Chetty et al., 2015). The main research question defined on the presented literature review for a qualitative research approach is:

> **RQ1** – "How are causal and effectual logics used by creative practitioners in decision-making, action, and interaction throughout the international opportunity process of Thai architecture and landscape design services?"

We develop the theoretical framework in this research based on the arguments presented in previous chapters and depict in figure 1.
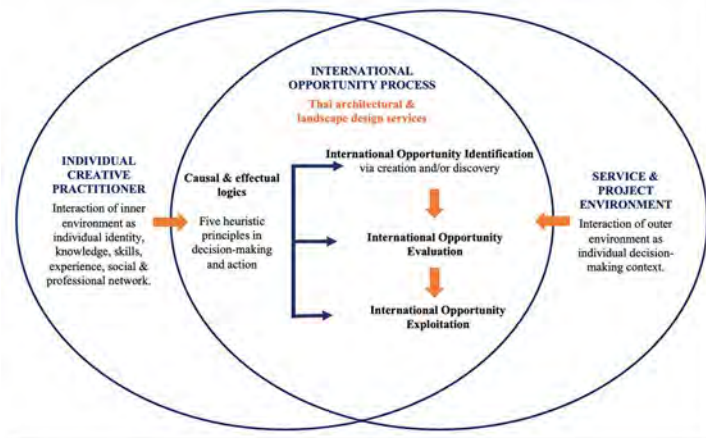

Figure 1: The theoretical framework (Source: Own creation adapted from Tabares et al. (2020))

3. METHODOLOGY

To understand the nature of entrepreneurial decision-making and activity, a rationalistic dualist ontology will hinder the researcher's comprehension of the interrelation between individual creative decision-makers, their actions, and interactions (Szkudlarek and Wu, 2018). Therefore, this research employs an interpretative approach that assumes that the world and the individual are not two separate entities, but that the world is perceived and enacted through a person's experience (Berger and Luckmann, 1966; Husserl, 1970). As such, the perception of entrepreneurship is dependent on individual's lived experiences in the business world. Within the broad range of interpretative research methods, this study employs the approach of phenomenography (not to be confused with phenomenology). Phenomenography is a qualitative empirical approach used to identify the conceptions people have about the phenomena in their world (Marton 1981, 1994, 2000). It assumes a non-dualistic reality where the objective and subjective worlds are not differentiated. Instead, they are linked (Svensson 1997; Szkudlarek and Wu, 2018).

The phenomenon to be studied in the proposed research is the objective of seeing the world from the international creative decision-maker's perspective in the international opportunity process. Meaning to get an understanding of the different ways in which this phenomenon is experienced, conceptualised, understood, perceived, and apprehended (Marton, 1986). A phenomenographic study allows studying how individuals experience a phenomenon, such as the creative practitioners experience in the how-to internationalisation process of services. Phenomenography started with the seminal study by Svennson and Marton (1970), at Gothenburg University in Sweden. A phenomenographic study facilitates a way to look for relations and variations, in ways of e.g., Thai architects and landscape architects are internationalising their service and project activities. By exploring these relations and variations it is possible to see similarities and difference between decision-making in general and action as well as interaction in specific, which will help to develop a deeper understanding of the Thai architecture and landscape design service internationalisation process. Phenomenographic studies typically involve small group of participants and use open, explorative data collection to investigate the qualitatively different ways in which a phenomenon can be experienced.

Phenomenographic studies within applied business research are not widely known. There is one research done by Lamb et al. (2011) who used the proposed phenomenography as a qualitative methodology for investigating how owner-manager practice internationalisation in small firms in small Australian wineries. They also suggested extending the phenomenography beyond the firm internationalisation practice, to investigate other areas within the international business research (Lamb et al., 2011). Moreover, Szkudlarek and Wu (2018) conducted a qualitative study employed phenomenography to investigate the role of embeddedness in business venturing of migrant and ethnic entrepreneurs. Therefore, using a phenomenographic research approach offers an innovative exploration of Thai architecture and landscape design service and project internationalisation.

4. DISCUSSION AND CONCLUSION

The purpose of this article is to address research gaps regarding the internationalisation of Thai architecture and landscape design firms. The aim of this research is to present the significance and relevance of a qualitative research at the intersection of international architecture and landscape design services and effectuation. The researchers briefly provided the two main research dimensions: 1) the causal and effectual logic in decision-making, action, and interaction (Sarasvathy, 2001, 2008), and 2) the international opportunity concept (Mainela et al., 2014, 2018; Tabares et al., 2020). Next, the theoretical framework as a foundation for empirical research via qualitative research in Thai architecture and landscape design service industry was developed.

Thai architecture and landscape design firms provide cross-border services in an uncertain and unpredictable business environment. Considering these characteristics, it gives rise of decision-making paradigms besides the traditional causal logic approach as taught in business schools and entrepreneurial education. There is a more dynamic approach in practice - effectual logic - which is intuitively used by individual creative decision-makers but not consciously known (Sarasvathy, 2001, 2008) or not taught through the architecture and landscape design university syllabus. The causal and effectual logic heuristics together provide an adequate and effective solution to tackle an uncertain and unpredictable future of service activities across international boundaries.

Previous research on internationalisation of architecture and landscape design services were exclusively conducted from a traditional management and marketing point view (Rimmer, 1988; Erramilli, 1990; Coviello and Martin, 1999; Winch, 2008) which is referenced to the causal logic (Sarasvathy, 2001, 2008). Nevertheless, some results of those

studies are indicating that the effectual logic in individual decision-making, action, and interaction is essential in providing architectural services across national borders.

In conclusion, since this research provides only a theoretical framework for a qualitative study being conducted via a phenomenographic research approach in Thailand it is difficult to take definite conclusions. Nevertheless, the theoretical framework ensures a qualitative, explorative, and inductive research approach. The causal and effectual logic in the international opportunity concept is not fully understood in its detail and there is a need for qualitative research on Thai architecture and landscape design service industry. Conducting qualitative research to gain a better understanding of decision-making, action, and interaction throughout the international opportunity process is of high significance. The study will make important contributions to international entrepreneurship research in general and effectuation research in specific. It provides new insights in the international architecture and landscape design service industry.

5. LIMITATIONS

The proposed research contains certain limiting conditions, which are related to the common critiques of qualitative research methodology in general. Further limitations of the proposed study are mainly associated with its exploratory nature by using heuristic reasoning in internationalisation decisions which are more descriptive than prescriptive. Indeed, the purpose of an exploratory study is mainly to describe a phenomenon.

The Thai architecture and landscape design firms which will be selected for the proposed study may be prone to biases since only firms who are willing to participate and share information will be included in the research. However, the purpose of the research is not to achieve statistical generalisation, but rather analytical generalisation. As the proposed study focuses on the 'international opportunity-firm' nexus, an extensive amount of data relevant to key opportunities in each firm will be collected and analysed. The in-depth analysis of each firm compensates a limited sample size.

The research may be subject to cultural/geographical bias because it focuses exclusively on creative practitioners and firm founders of Thai architecture and landscape design service firms. The findings may therefore only apply in this specific context and have geographical bias. In addition, there may be a possible bias from the retrospective nature of some of the qualitative data, like views expressed and actions remembered by interviewees that happen a long time ago. The use of various sources of data and especially the firm founders' interviews will try to minimise this risk but cannot be guaranteed the total absence of retrospective bias.

Additionally, the findings will be primarily based on qualitative data, they can be generalised analytically, but not statistically. In addition, the theoretical framework in this article treats small and midsized enterprises equally. However, all two enterprise types have differences in their legal structure and international markets. However, we aim to enhance the body of international entrepreneurship knowledge, through exploring and examining causal and effectual logic heuristics in decision-making, actions, and interactions in international Thai architecture and landscape design services and projects. The outlined limitations are acknowledged in this research, but do not pose a threat to the objectivity of the proposed empirical study.

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