CREATING A SUSTAINABLE TOURISM MODEL OF OCEANFRONT BEACH RESORT, PHUKET THAILAND, DURING THE COVID-19 PANDEMIC
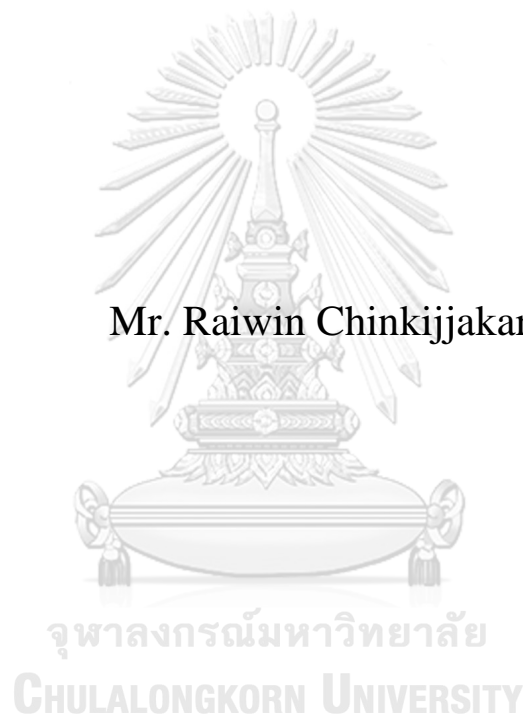
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จุฬาลงกรณ์มหาวิทยาลัย
CHULALONGKORN UNIVERSITY

An Independent Study Submitted in Partial Fulfillment of the Requirements
for the Degree of Master of Arts in Business and Managerial Economics
Field of Study of Business and Managerial Economics
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การสร้างรูปแบบการท่องเที่ยวที่ยั่งยืนของรีสอร์โอเชียนฟรอนท์จังหวัดภูเก็ต ประเทศไทย ในช่วง
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Independent Study Title   CREATING A SUSTAINABLE TOURISM MODEL OF OCEANFRONT BEACH RESORT, PHUKET THAILAND, DURING THE COVID-19 PANDEMIC

By   Mr. Raiwin Chinkijjakarn

Field of Study   Business and Managerial Economics

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Accepted by the FACULTY OF ECONOMICS, Chulalongkorn University in Partial Fulfillment of the Requirement for the Master of Arts

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ไรวินท์ ชินกิจการ : การสร้างรูปแบบการท่องเที่ยวที่ยั่งยืนของรีสอร์ทโอเชียนฟรอนท์จังหวัดภูเก็ต ประเทศไทย ในช่วงการระบาดของโควิด-19. (CREATING A SUSTAINABLE TOURISM MODEL OF OCEANFRONT BEACH RESORT, PHUKET THAILAND, DURING THE COVID-19 PANDEMIC) อ.ที่ปรึกษาหลัก : กิติกา ทิพยาลัย

การศึกษานี้มีวัตถุประสงค์เพื่อสำรวจกลยุทธ์ที่นำมาใช้สำหรับการบริหารธุรกิจท่องเที่ยวช่วง โควิด-19 และ วิเคราะห์ กลยุทธ์สำหรับแนวทางการท่องเที่ยวและการบริหารอย่างยั่งยืนที่สามารถทำได้ ที่โอเชียนฟร้อนท์ บีช รีสอร์ท ภูเก็ต ในประเทศไทยหลังการระบาดใหญ่ของโควิด-19 ใช้วิธีการเชิงคุณภาพในการรวบรวม ข้อมูลโดยละเอียดจากผู้ตอบแบบสำรวจ 20 คนจากหน่วยงานต่างๆ ในอุตสาหกรรมโรงแรมและการท่องเที่ยว การค้นพบนี้แสดงให้เห็นถึงกลยุทธ์ นำมาใช้กับธุรกิจการท่องเที่ยวและการบริการ ช่วงการระบาด และหลังการระบาดของโควิด-19 ที่ โอเชียนฟร้อนท์ บีช รีสอร์ท ภูเก็ต 1)กลยุทธ์การแข่งขัน 2)กลยุทธ์ความสามารถของทรัพยากรมนุษย์ 3)กลยุทธ์การขนส่งที่ยั่งยืน 4)การเพิ่มประสิทธิภาพของ กลยุทธ์ทางเทคโนโลยี 5)ยุทธศาสตร์สนับสนุนรัฐบาล ผลการศึกษานี้สามารถ ช่วยในการสร้างรูปแบบการท่องเที่ยวที่ยั่งยืนสำหรับหาดโอเชียนฟรอนท์ รีสอร์ท ภูเก็ต ประเทศไทย เตรียมพร้อมรับมือกับโรคระบาดในอนาคต สถานการณ์ภาคการบริการ ในประเทศไทย และ สามารถใช้โดย ผู้กำหนดนโยบายในขณะที่จัดโครงการสนับสนุนตามภาคส่วนเพื่อสนับสนุน ของรูปแบบการท่องเที่ยวอย่างยั่งยืน.

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Raiwin Chinkijjakarn : CREATING A SUSTAINABLE TOURISM MODEL OF OCEANFRONT BEACH RESORT, PHUKET THAILAND, DURING THE COVID-19 PANDEMIC. Advisor: KATIKAR TIPAYALAI

This study aims to explore the strategies adopted for the tourism and hospitality business during the Covid-19 pandemic and analyze the strategies for sustainable tourism and hospitality approaches that could be adopted at the Oceanfront Beach Resort, Phuket, in Thailand, during the post-Covid-19 period. Qualitative methodology was used to collect detailed information from 20 respondents from various departments in hotels and tourism industry. The findings illustrate the strategies adopted for the tourism and hospitality business during the Covid-19 pandemic and post-pandemic at the Oceanfront Beach Resort Phuket in Thailand are (1) Competitive strategies, (2) Human resource capacity strategies, (3) Sustainable transport strategies, (4) Enhancement of technological strategies and (5) Government supporting strategies. Moreover, all strategies are similar for implementation both during the Covid-19 pandemic and post-pandemic. The findings of this study could assist in creating a sustainable tourism model for Oceanfront Beach Resort, Phuket, Thailand, better preparation for the future pandemic situation of the hospitality sector in Thailand and could be used by policymakers while organizing sector-based support programs in support of a sustainable tourism model.

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CHAPTER 1- INTRODUCTIONS

1.1 Introductions

United Nations World Tourism Organization (UNWTO) reports international tourist grew 7.0% in 2017 and international tourist arrivals were recorded in destinations around the world is total of 1,326 million. These industries were propelled by sustained travel demand for destinations across the globe, including a substantial recovery of those facing security challenges in recent years. South-East Asia reported the most growth of the Asian subregion, with an additional nine million international tourists in 2017. Vietnam was the fastest increase in arrivals, while Thailand was the subregion's largest destination, with three million more arrivals. (UNWTO, 2018) Visa exemptions and improved air connectivity also contributed to the positive outcomes (UNWTO, 2018). The hospitality and tourism sector has seen significant growth in Phuket, Thailand, and Thailand has seen significant growth in the number of tourists from India, with a 24.9% increase in 2019, recorded at nearly 2.0 million, more than doubling the amount over the past five years. The 33 direct flights from New Delhi, Mumbai, and Bangalore to Phuket, combined with the visa-on-arrival fee exemption for Indian tourists since mid November 2018, resulted in a 286.8% increase between 2017 and 2019. Furthermore, midscale hotels performed well in 2017 and 2018, but the average rate for midscale hotels fell by 6.3% in 2019. (Apichaya Wongsuwan and Ruj Masan, 2020). The recent COVID-19 outbreak has had a

significant impact on Phuket, as tourism is the province's primary source of income, contributing over THB400 billion to the country's economy. The outbreak affected not only tourists, but also the entire tourism industry, as the public's initial reaction was to cancel or postpone their trips.

The European Travel Commission (2022) mention that sustainable tourism is more important than ever during the Covid-19 pandemic, as it can help provide a way for destinations to recover while also protecting the environment and local communities. One key aspect of creating a sustainable tourism model during the pandemic is to focus on responsible and sustainable travel practices. This includes support local communities as well as stay in locally owned accommodation and shop at local market to support the local economy and staying in eco-friendly accommodations, do not participate in elephant rides or other activities that exploit or harm animals and reduce plastic use bring a refillable water bottle and avoid using single-use plastic items such as straws and shopping bags (Green Globe, 2023). We support the local community by staying in locally owned accommodations and help support small hotels, bed and breakfasts, and vacation rentals that may not have the same level of financial resources as larger hotel chains; also, shopping at local markets can help support small farmers, artisans, and other vendors who rely on local sales (World Bank, 2021). Although, there are no tourists around, there are still ways to support the local community by staying in locally owned accommodations and shopping at local markets even which one way to support local accommodation providers is to encourage domestic tourism. The local resident, consider planning a staycation or weekend getaway at a locally owned hotel, bed and breakfast, or vacation rental. This can help provide much-needed business to these small businesses while also allowing you to explore and enjoy local area (U.S. Chamber of Commerce, 2020). In Thailand launched

"Rao tiao duay gun" is a Thai phrase that roughly translates to "We travel together". It is a campaign launched by the Tourism Authority of Thailand (TAT) to promote domestic tourism within Thailand. The campaign aims to encourage Thai residents to explore different regions of the country, experience local cultures, and support local businesses, especially during the COVID-19 pandemic when international tourism has been greatly reduced. The campaign includes various initiatives such as offering discounts and promotions for domestic travel, promoting lesser-known destinations, and highlighting sustainable tourism practices. The campaign has been very successful, with many Thai residents taking advantage of the promotions and discounts offered to travel within the country (Tourism Authority of Thailand TAT, 2020). Additionally, it's important to prioritize the health and safety of both tourists and locals by implementing strict hygiene protocols and promoting physical distancing measures. Another important aspect of sustainable tourism during the pandemic is to support local communities and businesses. This can be done by promoting locally owned accommodations, restaurants and tour operators, as well as encouraging tourists to purchase local products. This not only helps to support local economies, but also helps to preserve traditional cultures and customs. It is also important to consider the long-term impacts of the pandemic on tourism and to plan accordingly. Finally, it is important to involve all stakeholders in the tourism industry, including government, private sector, and local communities, to develop a comprehensive and inclusive approach to sustainable tourism during the pandemic (UNWTO, 2020)

The World Bank (2020) mentioned the impact of Covid-19 on the tourism industry's entire value chain, spanning airlines, bus, and train companies, cruise lines, hotels, restaurants, attractions, travel agencies, tour operators, and online travel entities, which include a variety of hospitality businesses. According to a hospitality context, Buultjens, J., Ratnayake, I., & Gnanapala, 2017; Edvi Gracia Ardani (2020) define the surviving

strategy that hospitality industry used for resilience during a pandemic is the industry's ability to deal effectively with disasters and self-inflicted crises to maintain stability while also ensuring the flexibility and diversity required for innovation. Furthermore, there are social consequences due to associated labor-intensive (WTO, 2020), with projections that technology will play a larger role in a post-pandemic tourism world, potentially leading to additional job losses (Gretzelet al.,2020). According to Baum et al. (2020), the pandemic's impact on tourism and hospitality resilience is simply rapid-fire staff recruitment and retrenchment based on demand, accelerated by the virus's speed and the ability of government schemes to address the social vulnerabilities of the workforce and communities. The challenges that industry players face are more about how to run their businesses in the pandemic. Many hotel owners and managers need help finding solutions to keep their operations running. As a research problem, this study aims to investigate how hospitality business managers deal with this pandemic situation. The identification of problems encountered, how they react to solve them, and their business strategy. The study will benefit by expanding knowledge of hospitality business strategy, particularly in the face of a pandemic crisis. It will provide insights and knowledge to business managers and other hospitality practitioners respond to the situation in Phuket, Thailand. The scope of the industry covered in this study is the Oceanfront Beach Resort, which includes various service. However, it does not include the luxury type of business.

Oceanfront Beach Resort is set in Patong Beach, Oceanfront Beach Resort and Spa offers accommodations with a restaurant, free private parking, an outdoor swimming pool and a fitness center. The 5-star resort has air-conditioned rooms with free WiFi, each with a private bathroom. The accommodations provide a 24-hour front desk, room service and organizing tours for guests. Guests at the accommodations can enjoy a buffet or an American breakfast. Hotel and restaurant businesses in Phuket,

Thailand are well-known for their hospitability and kindness to guests or tourists as part of the hospitality industry. The improvement of the personnel training system was considered to promote the growth in tourism and the hospitality industry and had the potential to become one of the main drivers of the economic development of the territories in the tourism and hospitality industry. (Natalia A. Zaitseva., Liudmila Semenova., A.A. Larionova., et.al, 2016). Human capital is also one of the most important factors influencing company success and competitive advantage, as well as service innovation that AlMarzouqi et al. (2019) investigates the role of human capital as a bridge between HRM practices and service innovation in Jordanian hospitality. Several theories, including the resource-based view (Waheed et al., 2019), the knowledge-based view (Stojcic et al., 2020), and the theory of human resources, have been used in the literature to explain the interactions in hospitality sector (Gannon et al., 2015).

Therefore, the Covid-19 pandemic has negatively impacted the tourism and hospitality of the Oceanfront Beach Resort in Phuket, Thailand. The decrease in tourists has led to a loss of revenue and affected the mental health and well-being of the staff and local community, so led to a study in the creating a sustainable tourism model for Oceanfront Beach Resort, Phuket, Thailand, better preparation to the future pandemic situation of the hospitality sector in Thailand. This study discusses the strategies that could use to maintain the hospitality and tourism sector during the Covid-19 pandemic. Creating a sustainable tourism model of Oceanfront Beach Resort, Phuket in Thailand, concentrates on strategies that could use to maintain the hospitality and tourism sector during the Covid-19 pandemic.

1.2 The research objective

(1) To explore the strategies adopted for the tourism and hospitality business during the Covid-19 pandemic.
(2) To analyze the strategies for sustainable tourism and hospitality approaches that could be adopted at the Oceanfront Beach Resort, Phuket, in Thailand, during the post-Covid-19 period.

CHAPTER 2- LITURATURE REVIEW

2.1 The global impact of the Covid-19 pandemic on tourism and hospitality sector.

According to a report by the World Tourism Organization UNWTO (2021), international tourist arrivals dropped by 72% in 2020, resulting in a loss of $1.3 trillion in revenue for the global tourism industry. The report also projected that the industry would not fully recover until at least 2022. The impact of the pandemic has been felt across the entire tourism value chain, from airlines and hotels to tour operators and travel agencies. Airlines have been particularly hard hit, with many facing financial difficulties and having to reduce their operations or seek government bailouts. Hotels and resorts have also seen a significant decrease in occupancy rates, leading to a loss of revenue and job losses. Similarly, tour operators and travel agencies have seen a decline in bookings and have had to reduce their staff. In addition to the financial impact, the pandemic has also affected the mental health and well-being of tourism and hospitality workers and their families. The prolonged closure of

businesses and the lack of tourists have caused stress and anxiety among these workers.

The pandemic has also disproportionately affected small and medium-sized enterprises (SMEs) in developing countries, which heavily depend on tourism as a main source of income. According to the World Bank, developing countries are projected to lose $320 billion in tourism revenue in 2020, which is a staggering 9.8% of their gross domestic product (GDP) (World Bank, 2020)

To mitigate the impact of the pandemic, governments and the private sector have implemented a range of procedure, such as financial assistance and health and safety protocols. Financial assistance and health and safety protocols are related to the COVID-19 pandemic because they are both critical components of the response to the pandemic. Financial assistance, such as government loans and grants, is important to help businesses in the tourism and hospitality industry that have been affected by the pandemic to stay afloat and recover. The industry has been hit hard by the pandemic, with many businesses facing declining revenue and increased costs due to closures, travel restrictions, and reduced demand. Financial assistance can help to bridge the gap and support businesses as they work to recover. Health and safety protocols, such as social distancing, wearing masks, and increased cleaning and disinfecting, are important to help slow the spread of the virus and protect the health and well-being of both customers and employees. The implementation of these protocols is essential to ensure that customers feel safe and confident when traveling and staying in hotels and other tourism and hospitality businesses. Furthermore, the UNWTO has also called for a coordinated international response to support the tourism sector and has launched a Global Tourism Crisis Committee to address the crisis (UNWTO, 2021)

The Covid-19 pandemic has also significantly impacted the global public transport sector in several ways. Firstly, in many countries, public transport usage dropped significantly as people were advised to work from home and avoid large gatherings. This led to financial losses for public transport providers and reduced capacity utilization. Secondly, health and safety concerns led to increased cleaning and sanitization costs, as well as the introduction of new measures such as mandatory face masks and physical distancing. Finally, Covid-19 led to significant disruptions in supply chains, causing shortages of parts and equipment needed to maintain and repair vehicles (the International Transport Forum, 2020) Such as Hong Ching Goh (2021) mentions that public transport was shut down, and almost businesses had to downsize and reduce their number of employees in 2020 in Sabah Malaysia. Moreover, during Covid-19, the number of customers visiting a shop dropped considerably, and some businesses needed help to apply a sustainable transport strategies.

Maritime transport was difficulties running, and reduction in flow, with the down 70–80% during COVID-19 infections in 2020 (Mallapaty, S.2020), The pandemic has led to a decrease in global trade and a reduction in the demand for shipping services, causing a drop in freight rates and reduced utilization of shipping capacity. Lockdowns and travel restrictions have caused disruptions in global supply chains and disrupted the movement of goods and people, leading to delays and increased costs for shipping companies. Overall, the survival strategy for shipping companies during the COVID-19 pandemic should focus on adapting to the changing market conditions and exploring new opportunities for growth and diversification while optimizing operations to reduce costs and improve efficiency. Such a first, shipping companies could explore diversifying their services to include new routes or modes of transportation to cater to changing demand patterns. For example, companies could explore offering

intermodal transport solutions that combine shipping with other modes of transport, such as trucking or rail. Second, to cope with the reduced demand and falling freight rates, companies could take steps to reduce costs. This could involve optimizing the use of available resources, reducing overhead costs, and renegotiating contracts with suppliers (The maritime executive, 2022). Additionally, the pandemic has led to increased health and safety measures on ships, including quarantine and medical checks for crew members, adding to operating costs. Finally, the pandemic has also impacted the availability and mobility of maritime labor, including seafarers, port workers, and others (UNCTAD,2020; International Chamber of Shipping, 2020).

Moreover, the COVID-19 pandemic impact on the global air transport industry because travel restrictions, border closures, and decreased demand, many airlines have seen a sharp decline in passenger numbers and revenue. This has led to numerous airlines temporarily suspending flights and reducing their fleets, and in some cases, permanently retiring aircraft (Wi eckowski, M., 2020) The International Air Transport Association (IATA) reported a $118 billion loss for the global airline industry in 2020 due to the pandemic. This represented a 55% decrease in revenue compared to the previous year. The industry has also seen a significant decline in passenger traffic, with a decrease of approximately 2.7 billion passengers compared to 2019 (International Air Transport Association (IATA), 2021)

2.2 Impact of the Covid-19 pandemic on tourism and hospitality at Oceanfront Beach Resort, Phuket, Thailand.

Phuket Tourism Association PTA (2020) reported that the Covid-19 pandemic has had a significant impact on tourism and hospitality in Phuket, Thailand. According to data from the Phuket Tourism Association (PTA), the number of tourists

visiting the island fell by 96% in April 2020, compared to the same month in 2019. This drop in tourism has had a major economic impact on the island, as the tourism industry is a major source of revenue for Phuket and employs a large number of local residents.

The Thai government closed its borders to foreign nationals in April 2020, and while some restrictions have been lifted, the majority of international travel to Phuket remains suspended. This has had a severe impact on the island's hotel and accommodation industry, with many hotels and resorts closing temporarily or laying off staff. According to the PTA, more than 80% of hotels and resorts in Phuket have closed temporarily or permanently since the start of the pandemic (World Travel and Tourism Council, 2020)

The decline in tourism has also had a major impact on the island's retail, dining, and entertainment sectors. With fewer tourists visiting the island, many shops, restaurants, and bars have had to close or reduce their operations. This has resulted in a significant loss of revenue for local businesses and has led to a high level of unemployment among local residents. According to the PTA, more than 90% of businesses in Phuket's tourism industry have been affected by the pandemic, and more than 60% of employees in the industry have lost their jobs.

Despite the challenges facing the tourism and hospitality industry in Phuket, the Thai government and local authorities have been working to support the industry and to attract domestic tourists to the island. The government has introduced a range of support businesses and employees in the tourism industry, including financial assistance and tax breaks. The PTA has also been working to promote Phuket as a safe and attractive destination for domestic tourists, highlighting the island's natural

beauty and the measures that have been put in place to ensure the safety of visitors.

The travel restrictions and fear of contracting the virus have led to a decrease in the number of tourists visiting the resort. As a result of the decrease in tourists, the Oceanfront Beach Resort in Phuket has experienced a significant loss in revenue. Many of the hotel's amenities and services, such as the restaurants and spa, have had to close or reduce their operations. The resort's staff have also been affected, with many losing their jobs or having their hours reduced. To mitigate the impact of the pandemic, the Oceanfront Beach Resort has implemented strict health and safety measures, such as increased cleaning and sanitation, to ensure the safety of guests and staff. They have also implemented flexible cancellation policies and special offers to encourage tourists to visit.

2.3 The strategies adopted for the tourism and hospitality business during the Covid-19 pandemic.

2.3.1 Competitive strategies

The competitive strategies are important for the tourism and hospitality business because they allow companies to distinguish themselves from their competitors, attract and retain customers, and ultimately improve their bottom line. For example, a hotel might offer unique amenities, such as a rooftop pool or a spa, or focus on providing exceptional customer service. A tour company might discern itself from others by offering unique and exclusive tours that cannot be found anywhere else (Porter, M.E.,1980).

Cost leadership position and differentiation are good examples of strategic advantages that must concentrate on businesses. (Mo Koo et al., 2004). Cost leadership refers to the

strategy of being the low-cost producer in the industry. This can be achieved through economies of scale, efficient operations, and cost-saving innovations. A cost leadership strategy can help tourism and hospitality businesses attract price-sensitive customers who are looking for affordable options. However, it is important to ensure that cost cutting does not negatively impact the quality of the product or service offered (Porter, M.E.,1980). Differentiation refers to the strategy of offering a unique product or service that is significantly different from what competitors offer. This can be achieved through offering unique experiences, exceptional customer service, innovative amenities, and superior quality. A differentiation strategy can help tourism and hospitality businesses attract customers who are willing to pay a premium for a unique and memorable experience (Johnson, G., 2008). So, both cost leadership and differentiation are important for the tourism and hospitality business, as they allow companies to target different segments of the market and appeal to a wider range of customers.

Murude Ertac (2021) found that offering differentiated products and services creates a sustainable tourism model in North Cyprus during the uncertainty of the Covid-19 pandemic as well as differentiated products and services can create a sustainable tourism model by appealing to travelers who are looking for unique and memorable experiences, By offering a range of differentiated products and services, North Cyprus can attract tourists who are looking for unique and memorable experiences as well as in the wake of the pandemic, many people are looking for opportunities to prioritize their health and well-being. North Cyprus can offer unique health and wellness experiences such as yoga and meditation retreats, spa treatments, and healthy food and drink options and also provide a virtual experiences that those who may not be able to travel to North Cyprus during the pandemic, virtual experiences can be offered that allow people to explore the country from the comfort of their

own homes. This can include virtual tours of historic sites, online cooking classes, and virtual concerts or cultural events. A tourism business that offers differentiated products and services can attract customers who are willing to pay a premium for these experiences, which can help to increase revenue and support long-term financial stability (Li, X., 2018). In addition to providing a financial benefit, a differentiated tourism model can also have positive impacts on the local community and the environment. This type of tourism can also help to create a more equitable distribution of benefits, as the local community may be more directly involved in the development and delivery of these experiences (World Tourism Organization, 2015).

Moreover, changing the target market to local customers are important (Murude Ertac, 2021). Targeting local customers can help to diversify the customer base and reduce the dependence on seasonal or international tourists. This can improve the overall financial stability of the business and reduce the impact of external factors, such as economic downturns or changes in travel restrictions. Second, offering special products to local customers can help to create a more authentic and localized experience. This can appeal to travelers who are looking for unique and personalized experiences and can help to differentiate the business from its competitors and third, targeting local customers can help to support the local economy by providing employment opportunities, promoting local culture and heritage, and encouraging sustainable tourism practices (World Tourism Organization, 2015). Such as Praveen (2021) found that change the target market from a boutique hotel in the walled city of Famagusta to offering a quarantine service and collaborating with government authorities. Change hoteliers to be the frontliners to receive the first stage of vaccination rollout and to use hotels as vaccination deployment centers designated tourist guides to coordinate groups of vaccine recipients.

2.3.2 Human resource capacity strategies

One of the key challenges for businesses in this sector has been managing their human resources (HR) capacity. In order to effectively navigate this crisis, many organizations have had to implement new HR strategies (World Health Organization, 2021).

SHRM.org (2020) mentioned that one of the most important HR strategies for businesses in the hospitality and tourism industry during the COVID-19 pandemic has been flexibility. This includes the ability to quickly adapt to changing circumstances and to be able to respond to new challenges as they arise. For example, many hotels and restaurants have had to reduce their capacity to comply with social distancing guidelines. This has required them to quickly adjust their staffing levels to match the reduced demand for their services. Another important strategy has been employee engagement. During this time of uncertainty, it has been crucial for businesses to communicate effectively with their employees and to keep them informed about the latest developments. This has included regular updates on safety protocols, as well as efforts to support employees' mental and physical well-being. Finally, many businesses have had to implement new health and safety protocols in order to protect their employees and customers during the pandemic. This has included the use of personal protective equipment (PPE), increased cleaning and disinfection, and social distancing measures (World Economic Forum, 2021).

In conclusion, the COVID-19 pandemic has presented significant challenges for the hospitality and tourism industry. In order to effectively navigate this crisis, many businesses have had to implement new HR strategies, including flexibility, technology, employee engagement, furloughs and layoffs, and health and safety protocols. These strategies have been crucial for

helping businesses to stay operational during the pandemic and to minimize the negative impact on their employees and customers.

2.3.3 Sustainable transport strategies

Napierała T.et.al (2020) mention that transport stopped, slowed down, and limited. International flight and transport stopped and were limited since lockdowns changed human activities in during Covid-19 pandemic and three elements will be essential for more sustainable use in tourism, particularly in transportation-tourism relations: proximity, slower, lower-energy travel, and green transportation. Three elements can also be relevant to the Covid-19 implications because first, in the Covid-19 pandemic, there has been an increased focus on local and domestic travel, as opposed to international travel, due to travel restrictions and health concerns. Proximity can help promote local and domestic travel, by encouraging tourists to explore destinations that are close to their homes. This can help to reduce the carbon emissions associated with long-distance travel and support local businesses, while also minimizing the risk of Covid-19 transmission. second, the pandemic has forced many people to slow down and reassess their priorities. Slower, lower-energy travel options, such as cycling, walking, or taking a scenic train or bus ride, can provide a more mindful and relaxing travel experience. Slower travel can also help to reduce carbon emissions and support local economies, while promoting sustainable and responsible tourism and third, the pandemic has highlighted the need for more sustainable and resilient tourism practices. Green transportation options, such as electric vehicles, hybrid cars, or public transportation powered by renewable energy sources, can help to reduce the carbon footprint of tourism and support a more sustainable and environmentally-friendly travel industry. Green transportation options can also help to reduce the risk of Covid-19 transmission by providing a safer and more socially-distanced travel experience.

The need for further decarbonization, reduced energy consumption, and the choices made by tourists will be critical. Prices are also important choosing cheaper modes of transportation and making fewer trips, in general, may be influenced by a society's impoverishment.

Proximity: the distance between the residential and stay markets for tourists should be reduced. The shorter the stay, the shorter the travel route should be for tourist trips. It is also essential to shaping tourist destination markets and tourists' behavioral decisions, as tourists should try to choose tourist destinations closer to their homes.

Low-speed and low-energy travel: this is access (the length and mode of transportation used), the frequency of tourist trips, and the length of stay (and the choice of specific means of transport during the stay). Tourists should be encouraged to use the least harmful mode of transportation (including transport that consumes less energy and emits less CO_2).

Green transport: increases the use of nonmotorized movement around tourist areas, including walking, cycling, or kayaking (depending on the natural environment and available options). Of course, a strategy and proposal are required for this, as well as real transportation options and tourist-related organization.

So, proximity, lower-energy travel, and green transportation have become increasingly relevant in the wake of the COVID-19 pandemic because first, travel restrictions and health concerns, many people are opting for vacations closer to home or forgoing travel altogether. This has led to a resurgence in local tourism and a shift towards staycations. Second, the pandemic has also led to a reduction in air travel, as people are avoiding crowded spaces

and long-distance trips. This has resulted in a decrease in carbon emissions from air travel, a trend that is likely to continue as remote work becomes more widespread. Third, the pandemic has also led to a shift towards more sustainable modes of transportation, such as cycling and walking, as people seek to avoid crowded public transportation (World Travel & Tourism Council, 2020)

2.3.4 Enhancement of technological strategies

Technological strategies can enhance the hotel industry by improving guest experience; hotels can use technology to automate check-in and check-out processes, offer in-room services, and provide real-time information to guests. Technology can help hotels improve efficiency and reduce costs by automating tasks such as inventory management, room assignments, and revenue management. Hotels can use technology, such as social media and online travel agencies, to reach a wider audience and increase bookings. Improving guest safety and security and providing data-driven insights; hotels can use data analytics to gain a better understanding of their guests and make informed decisions about areas such as pricing, marketing, and operations (Forbes, 2020) Moreover, Technological AI robots have created significant tourism services that will substantially impact post-COVID-19 times. Tourist engagement is no longer limited to greeting devices or helpful apps, assisting in route planning, or guiding; it is far more interactive and far more than what tourists perceive as safety. If tourists become stranded due to such pandemics in the future, robots can assist them in reducing stress and loneliness, particularly elderly tourists (the guardian, 2020). However, human must accept using technology as the technology acceptance model (TAM) and the unified theory of acceptance using technology (UTAT) (Venkatesh, V.; Davis, F.D.,2000).

When it comes to selecting a strategy between an enhancement of technological strategies and considering the well-being of low-skilled employees during the Covid-19 pandemic, it's important to take a balanced approach that considers both the benefits of technology and the importance of supporting employees. While technology can provide many benefits for hotel during the pandemic, such as reducing the need for direct contact between guests and staff, it's also important to consider the potential impact on employees, particularly those who may be working in low-skilled positions. Oceanfront Beach Resort in Patong Beach, Phuket have strategies for finding a balance between technology and employee support during the pandemic could include to help prevent the spread of the virus and keep their guests and staff safe include contactless check-in and check-out systems to minimize the need for guests to interact with staff and use shared surfaces. This can be done through online check-in, digital key cards, and mobile payment systems. Use thermal scanners to check guests' temperatures and identify potential Covid-19 symptoms. Use advanced cleaning and disinfecting technologies such as UV-C lights, electrostatic sprayers, or ozone generators to sanitize guest rooms and common areas. promote social distancing and reduce the risk of transmission, and events using video conferencing and other online technologies. By taking steps to support low-skilled positions, hotel can help to promote a more resilient and sustainable tourism industry such reduced demand for services, offer flexible work arrangements such as part-time and offer financial support to low-skilled employees who may be struggling due to reduced hours or job losses.

2.3.5 Government supporting strategies

The government supporting is a third party, the government support for the hotel industry can be considered as part of a hotel's

strategy because the hotel proactively seeks and utilizes the support. This could involve lobbying for government incentives and subsidies, participating in government-sponsored tourism campaigns, or utilizing government-provided training and resources to improve operations (Swarbrooke, J., & Horner, S., 1999).

Covid-19 outbreaks have been linked to socioeconomic conditions such as poverty, lack of development, and poor infrastructure and accessibility, as well as poor health infrastructure in most parts of the state, so the government support is one strategy that enhances the way forward to improve competitiveness (Poo, 2020). Poor public healthcare infrastructure is the lack of access to basic health services, resources, and facilities necessary to support the health and well-being of a population. This can include inadequate funding for public health services, shortage of health professionals, lack of resources and equipment for medical facilities, and poor health facilities. Poor health infrastructure can negatively impact the overall health and development of a region, leading to higher rates of disease and lower life expectancy. It can also impact the tourism industry, as travelers may avoid visiting areas with poor health infrastructure due to concerns over their personal safety and well-being (World Health Organization, 2021) Sabah Ministry of Tourism, Culture, and Environment launched a package in September 2020 to boost domestic tourism. The package aimed to subsidize additional costs incurred by tour operators due to implementing health and safety protocols by providing licensed tour operators with an RM50 subsidy per traveler for each tour with a minimum 3-day-2-night program state (Sabah's Ministry of Tourism, Culture, and Environment, 2020; Yusof, 2020)

2.4 Conceptual Framework

Based on the literature review find the dimensions for the creating a sustainable tourism model for Oceanfront Beach Resort, Phuket, Thailand, better preparation to the future pandemic situation of the hospitality sector in Thailand are (1) *Competitive strategies*, (2) *Human resource capacity strategies*, (3) *Sustainable transport strategies*, (4) *Enhancement of technological strategies* and (5) *Government supporting strategies.*
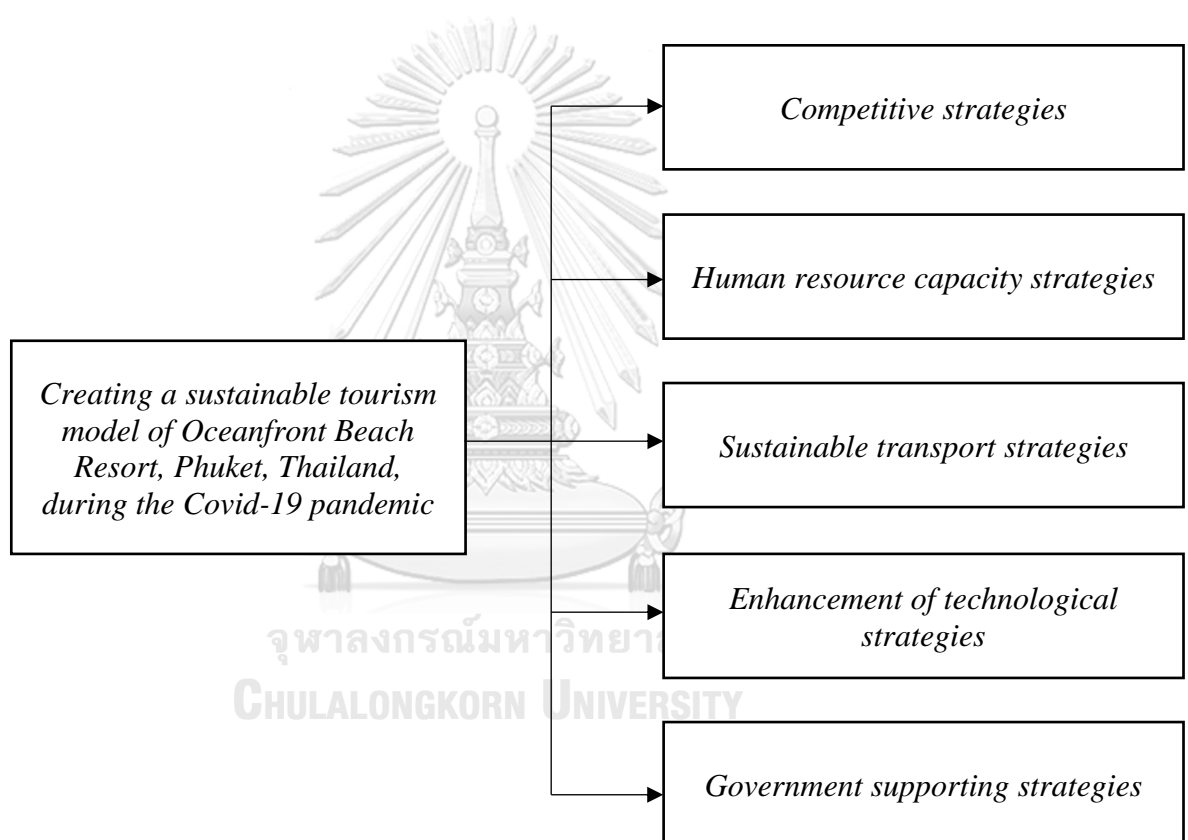
Figure 1. A Framework on the creating a sustainable tourism model for Oceanfront Beach Resort, Phuket, Thailand, better preparation to the future pandemic situation of the hospitality sector in Thailand

The five dimensions that I listed for creating a sustainable tourism model for Oceanfront Beach Resort in Phuket, Thailand, could

indeed be relevant for better preparation for future pandemic situations in the hospitality sector in Thailand. Here's how each dimension could play a role:

Competitive strategies: By developing competitive strategies, such as offering unique and memorable guest experiences and targeting niche markets, hotels and resorts can differentiate themselves from competitors and better withstand the impact of future pandemics.

Human resource capacity strategies: By investing in the capacity and well-being of human resources, such as by offering training and development programs, implementing health and safety protocols, and providing financial assistance during times of crisis, hotels and resorts can build a more resilient and adaptive workforce that can respond to changing circumstances.

Sustainable transport strategies: By promoting sustainable transport strategies, such as encouraging low-carbon modes of transportation and offering shared transport options, hotels and resorts can reduce their carbon footprint and promote sustainable tourism practices that are better suited to a future pandemic situation.

Enhancement of technological strategies: By enhancing technological strategies, such as implementing contactless check-in and check-out systems, offering virtual experiences and services, and using advanced cleaning and disinfecting technologies, hotels and resorts can adapt to changing guest preferences and safety concerns during a pandemic situation.

Government supporting strategies: By seeking government support, such as financial assistance, tax incentives, and regulatory guidance, hotels and resorts can better navigate the

challenges and uncertainties of a future pandemic situation and build a more sustainable and resilient tourism industry.

Overall, a sustainable tourism model that incorporates these dimensions could help Oceanfront Beach Resort and other tourism businesses in Thailand to better prepare for and respond to future pandemic situations, while also promoting sustainability and resilience in the long term.

CHAPTER 3- RESEARCH METHODOLOGY

3.1 Research design and sample

This research used the qualitative research and collected detailed information by in-depth interviewing technique to discern the future pandemic situation of the hospitality sector in Thailand.The data was gathered by observing hospitality businesses that were actively promoting an innovative idea, and it was supplemented with in-depth interviews with managers and employees. From a variety of departments, hospitality 20 professionals are selected to participate in a theoretical sample of hospitality businesses in Thailand as the sampling is purposive (Creswell, 1998; Marshall, Cardon, Poddar, and Fontenot, 2013)

Table 3.1
Participants Profile

Participant	Position	Department	Experience In Current Organization (In Years)
P1	Resort Manager	Management	8
P2	Sale Manager	Management	6
P3	Guest Services Manager	Management	6
P4	General Manager	Management	7
P5	Director of Housekeeper	Management	6
P6	Chief Engineer	Management	8
P7	Corporate Director of Business Development	Corporate Office	8
P8	Director of Sales	Sale	5
P9	Office Administrator	administrative	5
P10	Executive Chef	Food & Beverage	5
P11	Barista	Food & Beverage	5
P12	Server	Food & Beverage	5
P13	Food & Beverage Supervisor	Food & Beverage	5
P14	Busser	Food & Beverage	5
P15	Bartender	Food & Beverage	5
P16	Guest Services Supervisor	Guest Services	7
P17	Quality Assurance Supervisor	Housekeeping	7
P18	Housekeeping Room Attendant	Housekeeping	5
P19	Laundry Attendant	Laundry	5
P20	Gift Shop Attendant	Gift Shop	5

The interview processes are based on used to investigate individual and collective actions and to define social processes (Denzin and Lincoln, 2018). This strategy, known as theoretical sampling, enables researchers to shift the iterative process of data

collection and analysis to obtain the data needed to illuminate this category, fill out its properties, and define its implications (Denzin & Lincoln, 2018). The research uses an inductive approach to data analysis to build patterns of critical informants in their business decision strategy. In contrast, the deductive approach helps the result to be completed through additional data collection (Creswell & Creswell, 2018).

The researcher's role is the key instrument for gathering and interpreting data, whereas data analysis steps and methods are used for presenting the data, interpreting it, validating it, and indicating the potential outcomes of the study. Researchers' prior experiences shape interpretations, which can lead to favorable or unfavorable conclusions about participants. The researchers' hospitality background experience is also crucial for the interpretation of the results. The study was conducted from November 2022 to February 2023, and participants were communicated with via an online video call.

CHAPTER 4- RESULTS

4.1 Results and finding

This research found that twenty participants have worked for a minimum of 5 years and worked at tourism industry in Thailand, during Covid-19. The in-depth interview was conducted at various departments classified into nine departments management department, corporate office department, sales department, administrative department, Food & Beverage department, Guest service department, housekeeping department, laundry department, and Giftshop department.

The strategies found and adopted for the tourism and hospitality business during the Covid-19 pandemic at the Oceanfront Beach Resort Phuket in Thailand are (1) Competitive strategies, (2) Human resource capacity strategies, (3) Sustainable transport strategies, (4) Enhancement of technological strategies and (5) Government supporting strategies.

This research found and analyzed the strategies for sustainable tourism and hospitality approaches that could be adopted at the Oceanfront Beach Resort, Phuket, in Thailand, during the Covid-19 period and post period following:

Table 4.1 Adopting of competitive strategies during the Covid-19 pandemic.

Participate	Positions	Department	People perspective	Coding
P1	Resort Manager	Management	Offered flexible cancellation policies and adjust pricing.	Emphasize flexibility
			Targeted a local tourist with marketing campaigns that highlight the resort's unique features travel restrictions.	Emphasize local tourism
			Offered unique experiences that provide a sense of relaxation to guests escaped the stress of the pandemic.	Offer unique experiences
P2	Sales Manager	Management	Creates flexible packages that allow guests to change their plans without penalty	Create flexible packages
P3	Guest Services Manager	Management	Offered contactless services, such as check-in and check-out, digital key cards, and mobile ordering for room service	Offer contactless services
P4	General Manager	Management	Offer delivery or takeaway services for on-site restaurants for local market.	Diversify revenue streams
P5	Director of housekeeper	Management	Implement more rigorous cleaning and sanitation protocols, including disinfecting high-touch areas such as door handles, elevator buttons	Increase cleaning and sanitation efforts
P6	Chief Engineer	Management	Ensure the resort's HVAC systems are functioning properly to reduce the risk of transmission.	Ensure proper ventilation
			Implement social distancing measures, such as rearranging furniture in public spaces, to reduce the risk of transmission.	Implement social distancing measures
P7	Corporate Director of Business Development	Corporate office	Shift the resort's focus to domestic and local markets, targeting travelers who are local getaways.	Shift focus to domestic and local markets
			Could partner with local businesses, such as restaurants to create	Partner with local businesses

			packages that offer guests a unique	
P8	Director of Sales	Sales	Target local markets to attract guests who are looking for local getaways.	Target domestic and local markets
P9	Office Administrator	Administrative	implement remote working policies, reducing the risk of transmission in the workplace.	Implement remote working policies
P10	Executive Chef	Food & Beverage	implementing strict food safety protocols, and ensuring that all kitchen equipment and utensils are properly cleaned and sanitized	Focus on safety and hygiene

Table 4.1 Adopting of competitive strategies during the Covid-19 pandemic. (continue)

Participate	Positions	Department	People perspective	Coding
P11	Barista	Food & Beverage	Focus on offering locally sourced coffee beans and explore new drink options that are better suited for take-out service.	Adjust menu offerings
P12	Server	Food & Beverage	Focus on safety and hygiene by wearing masks and washing hands and sanitizing surfaces and equipment in between guests.	Focus on safety and hygiene
P13	Food & Beverage Supervisor	Food & Beverage	Focus on safety and hygiene by ensuring that all kitchen equipment and utensils are properly cleaned and sanitized.	Focus on safety and hygiene
P14	Busser	Food & Beverage	Support the service staff by assisting with cleaning and sanitizing tables, refilling water, and beverage glasses	Support the service staff
P15	Bartender	Food & Beverage	Offer unique and signature cocktails and drinks to attract more customers.	Offer signature cocktails and drinks
P16	Guest Services Supervisor	Guest Services	Focus on safety and hygiene by implementing strict sanitation protocols	Focus on safety and hygiene
			Monitor and manage guest flow to ensure that social distancing	Monitor and manage guest flow

P17	Quality Assurance Supervisor	Housekeeping	Review and update standard operating procedures to ensure that they reflect the current sanitation and hygiene protocols being implemented at the resort	Review and update standard operating procedures
P18	Housekeeping Room Attendant	Housekeeping	Focus on safety and hygiene by implementing strict sanitation protocols, and hygiene practices, and providing guests with hygiene amenities.	Focus on safety and hygiene
P19	Laundry Attendant	Laundry	Implement and enforce strict sanitation and hygiene protocols for all laundry operations, including washing, drying, folding, and distribution.	Implement and enforce strict sanitation and hygiene protocols
P20	Gift Shop Attendant	Gift Shop	Adjust merchandising strategies to accommodate changes in demand and guest expectations by offering more health and wellness-related products, promoting locally made or sustainable products, and offering virtual personal shopping experiences	Adjust merchandising strategies

4.1.1 Adopting of competitive strategies during the Covid-19 pandemic:

This research found that adopting of competitive strategies during the Covid-19 pandemic in management department is shown in Table 4.1 there are 9 considerations to take into account that need solutions which are (1) Emphasize flexibility, (2) Emphasize local tourism, (3) Offer unique experiences, (4) Create flexible packages, (5) Offer contactless services, (6) Diversify revenue streams, (7) Increase cleaning and sanitation efforts, (8) Ensure proper ventilation, and (9) Implement social distancing measures. Employees in the management department as well as the resort managers have offered flexible cancellation policies and adjust pricing to remain competitive such as offering discounts on longer stay because the pandemic has created

uncertainty, and guests may be more price-sensitive than ever. Second, the resort manager targeted a local tourist with marketing campaigns that highlight the resort's unique features travel restrictions and offered unique experiences that provide a sense of relaxation to guests escaped the stress of the pandemic such as wellness programs, outdoor activities, and cultural experiences that allow guests to explore the local area safely. The sales manager creates flexible packages that allow guests to change their plans without penalty. The guest services manager offered contactless services, such as check-in and check-out, digital key cards, and mobile ordering for room service. The general manager offered delivery or takeaway services for on-site restaurants for local market. The director of housekeeper implements more rigorous cleaning and sanitation protocols, including disinfecting high-touch areas such as door handles, elevator buttons and the chief engineer ensure that the resort's HVAC systems are functioning properly and providing adequate ventilation to reduce the risk of transmission and implement social distancing measures, such as rearranging furniture in public spaces and installing barriers in high-traffic areas, to reduce the risk of transmission.

Adopting of competitive strategies during the Covid-19 pandemic in corporate office department is shown on Table 4.1 there are 2 considerations to take into account that need solutions which are (1) Shift focus to domestic and local markets , and (2) Partner with local businesses as well as the corporate director of business development shift the resort's focus to domestic and local markets, targeting travelers who are seeking staycations or local getaways and partner with local businesses, such as restaurants to create packages that offer guests a unique and comprehensive experience.

Adopting of competitive strategies during the Covid-19 pandemic in sales department is based on findings as displayed in Table 4.1 there are 1 issue to be considered in looking for solutions which are (1) Target domestic and local markets as well as the director of sales target domestic and local markets to attract guests who are looking for staycations or local getaways.

Adopting of competitive strategies during the Covid-19 pandemic in administrative department is shown on Table 4.1 there are 1 consideration to take into account that need solution which are (1) Implement remote working policies. The office administrator implements remote working policies to allow staff to work from home where possible, reducing the risk of transmission in the workplace.

Adopting of competitive strategies during the Covid-19 pandemic in food & beverage department is shown on Table 4.1 there are 6 considerations to take into account that need solutions which are (1) Focus on safety and hygiene, (2) Adjust menu offerings, (3) Focus on safety and hygiene, (4) Focus on safety and hygiene, (5) Support the service staff and (6) Offer signature cocktails and drinks. The executive chef focuses on safety and hygiene by implementing strict sanitation and food safety protocols, training staff on proper food handling and hygiene practices, and ensuring that all kitchen equipment and utensils are properly cleaned and sanitized. The barista focuses on offering locally sourced coffee beans and explore new drink options that are better suited for take-out service. The server focuses on safety and hygiene by wearing masks and gloves, regularly washing hands, and sanitizing surfaces and equipment in between guests. The food & beverage Supervisor focus on safety and hygiene by implementing strict sanitation protocols and ensuring that all kitchen equipment and utensils are properly cleaned and sanitized. The busser focuses on safety and hygiene by wearing masks and gloves, regularly washing hands, and sanitizing

surfaces and equipment in between guests. The bartender offers unique and signature cocktails and drinks to attract more customers.

Adopting of competitive strategies during the Covid-19 pandemic in guest service department is shown on Table 4.1 there 2 considerations to take into account that need solutions which are (1) Focus on safety and hygiene, and (2) Monitor and manage guest flow. The guest services supervisor focus on safety and hygiene by implementing strict sanitation protocols, training staff on proper cleaning and hygiene practices, and providing guests with hand sanitizers and other hygiene amenities. Also monitor and manage guest flow to ensure that social distancing measures are in place and that guests are safely and efficiently served.

Adopting of competitive strategies during the Covid-19 pandemic in housekeeping department is shown on Table 4.1 there 2 considerations to take into account that need solutions which are (1), Review and update standard operating procedures and (2) Focus on safety and hygiene. The quality assurance supervisor implements and enforce strict sanitation and hygiene protocols for all areas of the resort, including guest rooms, public areas, and back-of-house operations. The housekeeping room attendant focus on safety and hygiene by implementing strict sanitation protocols, and hygiene practices, and providing guests with hygiene amenities.

Adopting of competitive strategies during the Covid-19 pandemic in laundry department is shown on Table 4.1 there 1 consideration to take into account that need solutions which are (1) Implement and enforce strict sanitation and hygiene protocols. The laundry attendant implement and enforce strict sanitation and hygiene

protocols for all laundry operations, including washing, drying, folding, and distribution.

Adopting of competitive strategies during the Covid-19 pandemic in gift shop department is shown on Table 4.1 there 1 considerations to take into account that need solutions which are (1) Adjust merchandising strategies. The Gift Shop Attendant adjust merchandising strategies to accommodate changes in demand and guest expectations by offering more health and wellness-related products, promoting locally made or sustainable products, and offering virtual personal shopping experiences

Table 4.2 Adopting of competitive strategies in post the Covid-19 pandemic.

Participate	Positions	Department	People perspective	Coding
			Offers flexible booking and cancellation policies to provide to guests.	Emphasize flexibility continually

P1	Resort Manager	Management	Offers wellness programs, and healthy dining options to attract guests.	Focus on health and wellness
			Adopts sustainable practices to appeal to guests who prioritize environmentally friendly options.	Emphasize sustainability
P2	Sales Manager	Management	Offers packages to remote workers such as include private workspaces, high-speed internet access.	Offer packages for remote workers
P3	Guest Services Manager	Management	Offered contactless services, such as check-in and check-out, digital key cards, and mobile ordering for room service	Offer contactless services continually
P4	General Manager	Management	Offer delivery or takeaway services for on-site restaurants for local market.	Diversify revenue streams
P5	Director of housekeeper	Management	Implement advanced cleaning technologies, such as electrostatic sprayers and UV-C light disinfection systems, to provide an extra layer of protection against viruses.	Implement advanced cleaning technologies
P6	Chief Engineer	Management	Explore the use of renewable energy sources such as solar or wind power to reduce the resort's carbon footprint.	Utilize renewable energy sources
P7	Corporate Director of Business Development	Corporate office	Explore new to expand the resort's reach and appeal to new audiences.	Explore new markets and partnerships
P8	Director of Sales	Sales	Explore new markets and partnerships to expand the resort's reach and appeal to new audiences.	Expand the resort's reach
P9	Office Administrator	Administrative	Continue to offer flexible work to staff to promote work-life balance	Implement flexible work arrangements
P10	Executive Chef	Food & Beverage	Offer unique culinary experiences such as cooking classes and food tours to provide guests with memorable experiences	Offer unique culinary experiences

Table 4.2 Adopting of competitive strategies during the post Covid-19 pandemic. (continue)

Participate	Positions	Department	People perspective	Coding
P11	Barista	Food & Beverage	Expand menu offerings to include new and unique drinks, catering to changing guest preferences and offering a wide variety of options.	Expand menu offerings
P12	server	Food & Beverage	Focus on service quality by providing prompt, efficient, and personalized service, and ensuring that guests have a memorable dining experience.	Focus on service quality
P13	Food & Beverage Supervisor	Food & Beverage	Emphasize sustainability by using locally sourced ingredients, reducing food waste, and implementing eco-friendly practices in the kitchen.	Emphasize local soured ingredient
P14	Busser	Food & Beverage	Support the service staff by assisting with cleaning and sanitizing tables, refilling water and beverage glasses, and providing general assistance as needed.	Support the service staff continually
P15	Bartender	Food & Beverage	Emphasize sustainability by using locally sourced ingredients, reducing waste, and implementing eco-friendly practices in the bar.	Emphasize sustainability
P16	Guest Services Supervisor	Guest Services	Emphasize sustainability by promoting eco-friendly practices, reducing waste, and implementing sustainable initiatives throughout the resort	Emphasize sustainability
P17	Quality Assurance Supervisor	Housekeeping	Review and update crisis management plans to ensure that the resort is prepared for any future crises that may impact sanitation and hygiene protocols.	Review and update crisis management plans
P18	Housekeeping Room Attendant	Housekeeping	Focus on safety and hygiene by implementing strict sanitation protocols, and hygiene practices, and providing guests with hygiene amenities.	Focus on safety and hygiene continually

P19	Laundry Attendant	Laundry	Implement and enforce strict sanitation and hygiene protocols for all laundry operations, including washing, drying, folding, and distribution.	Implement and enforce strict sanitation and hygiene protocols continually
P20	Gift Shop Attendant	Gift Shop	Offer more health and wellness-related products, promoting locally made or sustainable products, and offering virtual personal shopping experiences	Adjust merchandising strategies continually

4.1.2 Adopting of competitive strategies during the post Covid-19 pandemic:

This research found that adopting of competitive strategies during the post Covid-19 pandemic in management department is shown on Table 4.2 there are 8 considerations to take into account that need solutions which are (1) Emphasize flexibility continually, (2) Focus on health and wellness, (3) Emphasize sustainability , (4) Offer packages for remote workers, (5) Offer contactless services continually, (6) Diversify revenue streams, (7) Implement advanced cleaning technologies, and (8) Utilize renewable energy sources. The resort managers offers flexible booking and cancellation policies to provide peace of mind to guests, Offers wellness programs, and healthy dining options to attract guests and Adopts sustainable practices to appeal to guests who prioritize environmentally friendly options. The sale manager offers packages to remote workers such as include private workspaces, high-speed internet access. The Guest Services Manager Offered contactless services, such as check-in and check-out, digital key cards, and mobile ordering for room service. The General Manager offer delivery or takeaway services for on-site restaurants for local market. The Director of Housekeeping implement advanced cleaning technologies, such as electrostatic sprayers and UV-C light disinfection systems, to provide an extra layer of protection against viruses and bacteria. The Chief Engineer implement advanced technologies, such as

smart building systems, to improve the resort's efficiency and reduce energy consumption.

Adopting of competitive strategies during the post Covid-19 pandemic in corporate office department is shown on Table 4.2 there are 1 considerations to take into account that need solutions which are (1) Explore new markets and partnerships. The Corporate Director of Business Development explore new markets and partnerships to expand the resort's reach and appeal to new audiences.

Adopting of competitive strategies during the post Covid-19 pandemic in sales department is shown on Table 4.2 there are 1 considerations to take into account that need solutions which are (1) Expand the resort's reach. The Director of Sales explore new markets and partnerships to expand the resort's reach and appeal to new audiences.

Adopting of competitive strategies during the post Covid-19 pandemic in administrative department is shown on Table 4.2 there are 1 considerations to take into account that need solutions which are (1) Implement flexible work arrangements. The Office Administrator continue to offer flexible work arrangements to staff to promote work-life balance and increase job satisfaction.

Adopting of competitive strategies during the post Covid-19 pandemic in Food & Beverage department is shown on Table 4.2 there are 6 considerations to take into account that need solutions which are (1) Offer unique culinary experiences, (2) Expand menu offerings, (3) Focus on service quality, (4) Emphasize local soured ingredient, (5) Support the service staff continually, and (6) Emphasize sustainability. The Executive Chef offer unique culinary experiences such as cooking classes, tastings, and food tours to provide guests with memorable experiences that are different from typical dining options. The

Barista expand menu offerings to include new and unique drinks, catering to changing guest preferences and offering a wide variety of options. Servers focus on service quality by providing prompt, efficient, and personalized service, and ensuring that guests have a memorable dining experience. The Food & Beverage Supervisor emphasize sustainability by using locally sourced ingredients, reducing food waste, and implementing eco-friendly practices in the kitchen. The busser continue to support the service staff by assisting with cleaning and sanitizing tables, refilling water and beverage glasses, and providing general assistance as needed. The bartender emphasize sustainability by using locally sourced ingredients, reducing waste, and implementing eco-friendly practices in the bar.

Adopting of competitive strategies during the post Covid-19 pandemic in guest service department is shown on Table 4.2 there are 1 consideration to take into account that need solutions which are (1) Emphasize sustainability. The Guest Services Supervisor emphasize sustainability by promoting eco-friendly practices, reducing waste, and implementing sustainable initiatives throughout the resort.

Adopting of competitive strategies during the post Covid-19 pandemic in housekeeping department is shown on Table 4.2 there are 2 considerations to take into account that need solutions which are (1) Review and update crisis management plans and (2) Focus on safety and hygiene continually. The Quality Assurance Supervisor review and update crisis management plans to ensure that the resort is prepared for any future crises that may impact sanitation and hygiene protocols. This may include developing plans for responding to outbreaks, implementing additional safety measures, and ensuring that staff are trained and prepared for any situation. The housekeeping Room Attendant focus on safety and hygiene by implementing strict sanitation protocols, and hygiene practices, and providing guests with hygiene amenities.

Adopting of competitive strategies during the post Covid-19 pandemic in laundry department is shown on Table 4.2 there are 1 consideration to take into account that need solutions which are (1) Implement and enforce strict sanitation and hygiene protocols. The Laundry Attendant implement and enforce strict sanitation and hygiene protocols for all laundry operations, including washing, drying, folding, and distribution.

Adopting of competitive strategies during the post Covid-19 pandemic in gift shop department is shown on Table 4.2 there are 1 considerations to take into account that need solutions which are (1) Adjust merchandising strategies continually. Gift Shop Attendant offer more health and wellness-related products, promoting locally made or sustainable products, and offering virtual personal shopping experiences.

Table 4.3 Adopting of human resource capacity strategies during the Covid-19 pandemic.

Participate	Positions	Department	People perspective	Coding
P1	Resort Manager	Management	Implement remote working options for employees where feasible allow to work from home	Implement remote working
			Implement flexible scheduling options to accommodate changes in demand and guest expectations by offering part-time or reduced-hour schedules to employees.	Implement flexible scheduling
			Enhance employee safety by implementing additional safety measures, such as providing staff with personal protective equipment.	Enhance employee safety
P2	Sales Manager	Management	Implement cross-training programs to train sales staff in different areas of the resort	Cross-training
P3	Guest Services Manager	Management	Monitor performance metrics to identify areas for cost-saving opportunities, such as tracking guest satisfaction and response times.	Performance monitoring

Participate	Positions	Department	People perspective	Coding
P4	General Manager	Management	Transparency to keep employees informed about changes to resort operations, safety measures, and other relevant information related to the pandemic.	Communication and transparency
P5	Director of housekeeper	Management	Adjust employee scheduling to ensure that there are enough staff members to handle increased cleaning frequency.	Employee scheduling
P6	Chief Engineer	Management	Implement safety measures to help protect maintenance staff from the virus.	Implement safety measures
P7	Corporate Director of Business Development	Corporate office	Arrange for staff to work remotely, reducing the risk of virus transmission while maintaining productivity levels.	Remote work arrangements
P8	Director of Sales	Sales	Monitor performance metrics to identify areas for improvement or cost-saving opportunities by tracking sales results.	Performance monitoring
P9	Office Administrator	Administrative	implement remote work arrangements for administrative staff to reduce the risk of virus transmission while maintaining productivity levels.	Implementing remote work arrangements
P10	Executive Chef	Food & Beverage	work on redefining kitchen roles and responsibilities to align with new business strategies and resort objectives.	Redefining kitchen roles

Table 4.3 Adopting of human resource capacity strategies during the Covid-19 pandemic. (continue)

Participate	Positions	Department	People perspective	Coding
P11	Barista	Food & Beverage	Redefining coffee shop roles and responsibilities to align with new business strategies and resort objectives.	Redefining coffee shop roles
P12	Server	Food & Beverage	Work on redefining roles and responsibilities to align with new business strategies and resort objectives.	Redefining roles and responsibilities

P13	Food & Beverage Supervisor	Food & Beverage	Increased cleaning and disinfecting protocols, physical distancing measures, and providing personal protective equipment (PPE) to staff.	Implementing health and safety measures
P14	Busser	Food & Beverage	Be flexible in terms of work hours and tasks assigned and work hours can help ensure that the restaurant runs smoothly.	Flexibility
P15	Bartender	Food & Beverage	To minimize the number of staff on duty, the bartender could work with management to reduce staffing levels andr implement new schedules.	Reduced staffing
P16	Guest Services Supervisor	Guest Services	Work with management to reduce staffing levels	Reduced staffing
P17	Quality Assurance Supervisor	Housekeeping	Ensure that all staff members receive training on COVID-19 health and safety protocols	Training on health and safety protocols
P18	Housekeeping Room Attendant	Housekeeping	Provide feedback on how to improve their work environment, such as requesting additional cleaning supplies, PPE, or changes to cleaning procedures.	Providing feedback and suggestions
P19	Laundry Attendant	Laundry	Receive ongoing training on cleaning protocols	Providing ongoing training
P20	Gift Shop Attendant	Gift Shop	limit the number of staff working in the gift shop at one time to maintain social distancing	Reducing staff density
			The resort chooses to hire part-time and contract workers to manage staffing levels during slow periods	Part-Time and Contract Workers

4.1.3 Adopting of Human resource capacity strategies during the Covid-19 pandemic:

This research found that adopting of human resource capacity strategies during the post Covid-19 pandemic in management department is shown on Table 4.3 there are 8 considerations to take into account that need solutions which are

(1) Implement remote working, (2) Implement flexible scheduling, (3) Enhance employee safety, (4) Cross-training, (5) Performance monitoring, (6) Communication and transparency, (7) Employee scheduling, and (8) Implement safety measures. The Resort Manager implement remote working options for employees where feasible allow to work from home. The Resort Manager implement flexible scheduling options to accommodate changes in demand and guest expectations by offering part-time or reduced-hour schedules to employees. The Resort Manager enhance employee safety by implementing additional safety measures, such as providing staff with personal protective equipment, implementing social distancing measures, and adjusting job duties to minimize close contact with guests. The Sales Manager implement cross-training programs to train sales staff in different areas of the resort. This could help maintain productivity levels, and ensure that the sales department is equipped to handle any changes in demand. The Guest Services Manager monitor performance metrics to identify areas for cost-saving opportunities, such as tracking guest satisfaction and response times. The General Manager prioritize communication and transparency to keep employees informed about changes to resort operations, safety measures, and other relevant information related to the pandemic. The Director of Housekeeping adjust employee scheduling to ensure that there are enough staff members to handle increased cleaning frequency and new safety protocols. The Chief Engineer implement safety measures to help protect maintenance staff from the virus. This could include providing personal protective equipment (PPE), implementing social distancing measures, and increasing cleaning frequency.

This research found that adopting of human resource capacity strategies during the post Covid-19 pandemic in corporate office department is shown on Table 4.3 there are 1 consideration to take into account that need solutions which are

(1) Remote work arrangements. The Corporate Director of Business Development arrange for staff to work remotely, reducing the risk of virus transmission while maintaining productivity levels.

This research found that adopting of human resource capacity strategies during the post Covid-19 pandemic in sales department is shown on Table 4.3 there are 1 consideration to take into account that need solutions which are (1) Performance monitoring. The Director of Sales monitor performance metrics to identify areas for improvement or cost-saving opportunities by tracking sales results.

This research found that adopting of human resource capacity strategies during the post Covid-19 pandemic in administrative department is shown on Table 4.3 there are 1 considerations to take into account that need solutions which are (1) Implementing remote work arrangements. The Office Administrator implement remote work arrangements for administrative staff to reduce the risk of virus transmission while maintaining productivity levels.

This research found that adopting of human resource capacity strategies during the post Covid-19 pandemic in food & beverage department is shown on Table 4.3 there are 4 considerations to take into account that need solutions which are (1) Redefining roles, (2) Implementing health and safety measures, (3) Flexibility and (4) Reduced staffing. The Executive Chef work on redefining kitchen roles and responsibilities to align with new business strategies and resort objectives. The barista work on redefining coffee shop roles and responsibilities to align with new business strategies and resort objectives.The server work on redefining roles and responsibilities to align with new business strategies and resort objectives. The F&B Supervisor implement health and safety measures in the

restaurant, such as increased cleaning and disinfecting protocols, physical distancing measures, and providing personal protective equipment (PPE) to staff. And the the busser be flexible in terms of work hours and tasks assigned and work hours can help ensure that the restaurant runs smoothly. Bartenders need to minimize the number of staff on duty, the bartender could work with management to reduce staffing levels andr implement new schedules.

This research found that adopting of human resource capacity strategies during the post Covid-19 pandemic in guest service department is shown on Table 4.3 there are 1 considerations to take into account that need solutions which are (1) Reduced staffing. The guest services supervisor to minimize the number of staff on duty, the Guest Services Supervisor work with management to reduce staffing levels.

This research found that adopting of human resource capacity strategies during the post Covid-19 pandemic in housekeeping department is shown on Table 4.3 there are 2 considerations to take into account that need solutions which are (1) Training on health and safety protocols and (2) Providing feedback and suggestions. The Quality Assurance Supervisor ensure that all staff members receive training on COVID-19 health and safety protocols and are aware of the latest guidelines and procedures. Housekeeping Room Attendants provide feedback on how to improve their work environment, such as requesting additional cleaning supplies, PPE, or changes to cleaning procedures.

This research found that adopting of human resource capacity strategies during the post Covid-19 pandemic in laundry department is shown on Table 4.3 there are 1 consideration to take into account that need solutions which are (1) Providing ongoing training. The Laundry Attendant receive ongoing training on

cleaning protocols, new technologies, and updated guidelines to ensure that they are providing the best possible service in a safe manner.

This research found that adopting of human resource capacity strategies during the post Covid-19 pandemic in gift shop department is shown on Table 4.3 there are 1 consideration to take into account that need solutions which are (1) Reducing staff density and (2) Part-Time and Contract Workers. Gift Shop Attendants were limited the number of staff working in the gift shop at one time to maintain social distancing. The resort choose to hire part-time and contract workers to manage staffing levels during slow periods. This can help to reduce labor costs while still ensuring that the Gift Shop is properly staffed.

Table 4.4 Adopting of human resource capacity strategies during the post Covid-19 pandemic.

Participate	Positions	Department	People perspective	Coding
P1	Resort Manager	Management	Prioritize employee well-being by offering wellness programs and other support services	Focus on employee well-being
			Invest in training and development programs to help employees build new skills.	Invest in training and development
P2	Sales Manager	Management	Work on rebuilding the sales team by identifying any staffing gaps.	Rebuilding the sales team
			Refocus the sales team on building and maintaining relationships with customers	Refocusing on customer relationships
P3	Guest Services Manager	Management	Work on enhancing collaboration between the guest services department and other departments.	Enhancing collaboration
P4	General Manager	Management	Focus on up-skilling the workforce by offering training.	Up-skilling the workforce
			Work on rebuilding the workforce by identifying any staffing gaps.	Rebuilding the workforce
P5	Director of housekeeper	Management	Prioritize employee well-being by offering wellness programs.	Employee well-being
P6	Chief Engineer	Management	Implement safety measures to help protect maintenance staff from the virus.	Implement safety measures
P7	Corporate Director of Business Development	Corporate office	Arrange for staff to work remotely, reducing the risk of virus transmission while maintaining productivity levels.	Remote work arrangements
P8	Director of Sales	Sales	improve sales operations and efficiency by implementing a customer	Improve sale

			relationship management (CRM) system to reach new customers	
P9	Office Administrator	Administrative	work on redefining office roles and responsibilities to align with new business strategies and resort objectives.	Redefining office roles
			offering training and development opportunities to help employees adapt to changing office operations and strategies.	Up-skilling administrative staff
P10	Executive Chef	Food & Beverage	focus on up-skilling kitchen staff by offering training	Up-skilling kitchen staff

Table 4.4 Adopting of human resource capacity strategies during the post Covid-19 pandemic. (continue)

Participate	Positions	Department	People perspective	Coding
P11	Barista	Food & Beverage	Focus on up-skilling coffee shop staff by offering training adapt to changing coffee shop operations and strategies.	Up-skilling coffee shop staff
P12	Server	Food & Beverage	Focus on up-skilling food and beverage by offering training to changing food and beverage operations and strategies.	Up-skilling food and beverage staff
P13	Food & Beverage Supervisor	Food & Beverage	Focus on up-skilling food and beverage staff by offering training.	Up-skilling food and beverage staff
P14	Busser	Food & Beverage	seek opportunities for upskilling or cross-training to develop new skills.	Upskilling
P15	Bartender	Food & Beverage	seek opportunities for upskilling or cross-training to develop new skills that could be valuable to the bar.	Upskilling
			adapts to the post-pandemic landscape, the bartender may need to be flexible in terms of work hours and duties assigned	Flexibility

P16	Guest Services Supervisor	Guest Services	reassign staff members from less busy areas to busier ones to ensure that guests receive prompt and efficient service	Reassigning staff
P17	Quality Assurance Supervisor	Housekeeping	continue to focus on staff retention by offering incentives or rewards to encourage staff members to stay with the resort long-term.	Staff retention
P18	Housekeeping Room Attendant	Housekeeping	continue to provide feedback and suggestions on how to improve their work environment and ensure the safety of guests and staff	Continuing to provide feedback and suggestions continually
P19	Laundry Attendant	Laundry	continually receive training on cleaning protocols and updated guidelines	Providing ongoing training
P20	Gift Shop Attendant	Gift Shop	Maintaining high levels of employee engagement can help to retain staff and reduce turnover rates	Gift Shop Maintaining

4.1.4 Adopting of Human resource capacity strategies during the post Covid-19 pandemic:

This research found that adopting of human resource capacity strategies during the post Covid-19 pandemic in management department is shown on Table 4.4 there are 9 consideration to take into account that need solutions which are (1) Focus on employee well-being, (2) Invest in training and development, (3) Rebuilding the sales team, (4) Refocusing on customer relationships, (5) Enhancing collaboration, (6) Up-skilling the workforce, (7) Rebuilding the workforce, (8) Employee well-being, and (9) Implement safety measures. The Resort Manager prioritize employee well-being by offering wellness programs, mental health resources, and other support services. This could help employees feel valued and supported, which in turn can lead to higher productivity and job satisfaction.

The Resort Manager invest in training and development programs to help employees build new skills and advance their careers within the resort. This could help attract and retain top talent, and ultimately contribute to the resort's long-term success. The Sales Manager work on rebuilding the sales team by identifying any staffing gaps, redefining job roles, and recruiting new team members where necessary. The Sales Manager refocus the sales team on building and maintaining relationships with customers by leveraging customer data to personalize sales and marketing efforts. The Guest Services Manager work on enhancing collaboration between the guest services department and other departments, such as housekeeping and maintenance, to ensure that guest needs are met efficiently and effectively. The General Manager focus on up-skilling the workforce by offering training and development opportunities to help employees adapt to changing resort operations and strategies. The General Manager work on rebuilding the workforce by identifying any staffing gaps, redefining job roles, and recruiting new team members where necessary. The Director of Housekeeping prioritize employee well-being by offering wellness programs, mental health resources, and other support services. This could help employees feel valued and supported, which in turn can lead to higher productivity and job satisfaction. The Chief Engineer implementing predictive maintenance systems, using mobile devices to track work orders, and utilizing energy-efficient equipment to reduce costs.

Adopting of human resource capacity strategies during the post Covid-19 pandemic in corporate office department is shown on Table 4.4 there are 1 consideration to take into account that need solutions which are (1) Remote work arrangements. The Corporate Director of Business Development work on operations and finance, to ensure that resort operations are aligned with overall resort objectives.

Adopting of human resource capacity strategies during the post Covid-19 pandemic in sale department is shown on Table 4.4 there are 1 consideration to take into account that need solutions which are (1) Improve sale. The Director of Sales improve sales operations and efficiency by implementing a customer relationship management (CRM) system to reach new customers.

Adopting of human resource capacity strategies during the post Covid-19 pandemic in administrative department is shown on Table 4.4 there are 2 considerations to take into account that need solutions which are (1) Redefining office roles, and Up-skilling administrative staff. The Office Administrator work on redefining office roles and responsibilities to align with new business strategies and resort objectives. The Office Administrator focus on up-skilling administrative staff by offering training and development opportunities to help employees adapt to changing office operations and strategies.

Adopting of human resource capacity strategies during the post Covid-19 pandemic in food and beverage department is shown on Table 4.4 there are 2 considerations to take into account that need solutions which are (1) Up-skilling, and (2) Flexibility. The Executive Chef focus on up-skilling kitchen staff by offering training and development opportunities to help employees adapt to changing kitchen operations and strategies. The barista focus on up-skilling coffee shop staff by offering training adapt to changing coffee shop operations and strategies. The server focus on up-skilling food and beverage by offering training to changing food and beverage operations and strategies. The F&B Supervisor focus on up-skilling food and beverage staff by offering training and development opportunities to help employees adapt to changing food and beverage operations and strategies. The busser seek opportunities for upskilling or cross-training to develop new skills that could be valuable to the restaurant, such as learning to work with new equipment or systems. The bartender seek

opportunities for upskilling or cross-training to develop new skills that could be valuable to the bar, such as learning to make new cocktails or work with new equipment. The bar adapts to the post-pandemic landscape, the bartender may need to be flexible in terms of work hours and duties assigned.

Adopting of human resource capacity strategies during the post Covid-19 pandemic in guest service department is shown on Table 4.4 there are 1 consideration to take into account that need solutions which are (1) Reassigning staff. The Guest Services Supervisor reassign staff members from less busy areas to busier ones to ensure that guests receive prompt and efficient service.

Adopting of human resource capacity strategies during the post Covid-19 pandemic in guest service department is shown on Table 4.4 there are 2 considerations to take into account that need solutions which are (1) Staff retention, and (2) Continuing to provide feedback and suggestions continually. The Quality Assurance Supervisor continue to focus on staff retention by offering incentives or rewards to encourage staff members to stay with the resort long-term. The Housekeeping Room Attendant continue to provide feedback and suggestions on how to improve their work environment and ensure the safety of guests and staff.

Adopting of human resource capacity strategies during the post Covid-19 pandemic in laundry department is shown on Table 4.4 there are 1 consideration to take into account that need solutions which are (1) Providing ongoing training. Laundry Attendants continually receive training on cleaning protocols and updated guidelines to ensure they are providing the best possible service in a safe manner.

Adopting of human resource capacity strategies during the post Covid-19 pandemic in Gift shop department is shown on Table 4.4 there are 1 consideration to take into account that need

solutions which are (1) Gift Shop Maintaining. The gift shop attendant maintaining high levels of employee engagement that can help to retain staff and reduce turnover rates.

Table 4.5 Adopting of Sustainable transport strategies during the Covid-19 pandemic.

Participate	Positions	Department	People perspective	Coding
P1	Resort Manager	Management	Collaborate with local public transportation services to provide discounted tickets for guests and employees, reducing the number of cars on the road.	Encouraging the use of public transportation
			Offer incentives to staff who use sustainable transportation methods,	Offer a discounted rate to staff who use sustainable transportation

Participate	Positions	Department	People perspective	Coding
			such as discounted meals or parking spots	
P2	Sales Manager	Management	Offer packages that include sustainable transportation options, such as bike rentals at a discounted rate.	Offer a discounted rate to staff who use sustainable transportation
P3	Guest Services Manager	Management	Use bicycles or local public transportation to guests and staff to reduce carbon emissions and pollution.	Encouraging the use of public transportation
P4	General Manager	Management	Provide bicycles for guests to rent or offer guided walks around the resort.	Promoting walking and cycling
			Provide shuttle services to the airport or other nearby attractions to encourage guests to use public transport instead of driving their cars.	Encouraging the use of public transportation
P5	Director of housekeeper	Management	Promote the use of public transport, such as buses and to staff.	Encouraging the use of public transportation
P6	Chief Engineer	Management	Promote the use of public transport, such as buses and to staff.	Encouraging the use of public transportation
P7	Corporate Director of Business Development	Corporate office	incentivize employees to use public transportation, such as buses to reduce their reliance on personal vehicles	Encouraging employees to use public transportation
P8	Director of Sales	Sales	Use video conferencing and online communication tools as much as possible instead of traveling for meetings or events	Use video conferencing and online communication tools
P9	Office Administrator	Administrative	Promote working from home when possible, to reduce the number of employees commuting to the office and use video conferencing instead of traveling for meetings.	working from home
P10	Executive Chef	Food & Beverage	Offer incentives to staff who use sustainable transportation methods, such as discounted meals or parking spots	Offer a discounted rate to staff who use sustainable transportation

Table 4.5 Adopting of Sustainable transport strategies during the Covid-19 pandemic. (continue)

Participate	Positions	Department	People perspective	Coding

P11	Barista	Food & Beverage	use locally sourced ingredients to reduce the need for long-distance transportation. This can help to reduce the carbon footprint of the resort.	Use local ingredients
P12	Server	Food & Beverage	Use public transportation, such as buses commuting to work.	Encourage use public transportation
P13	Food & Beverage Supervisor	Food & Beverage	encourage staff to use public transportation to reduce the number of personal vehicles on the road.	Encourage use public transportation
P14	Busser	Food & Beverage	Use public transportation, such as buses commuting to work.	Encourage use public transportation
P15	Bartender	Food & Beverage	Use public transportation, such as buses commuting to work.	Encourage use public transportation
P16	Guest Services Supervisor	Guest Services	Encouraging guests to plan their activities in advance to minimize the need for last-minute transportation arrangements	Encourage guests to plan their activities in advance
			Providing information about sustainable transportation options to guests upon check-in, such as public transportation routes and schedules.	Provide information about sustainable transportation
P17	Quality Assurance Supervisor	Housekeeping	Encouraging guests to use eco-friendly modes of transportation such as bicycles, walking or public transport for short distances.	Encourage guests to use eco-friendly
P18	Housekeeping Room Attendant	Housekeeping	Conduct regular maintenance and servicing of housekeeping vehicles to ensure they are operating efficiently and emitting as little pollution as possible.	Conduct regular maintenance of housekeeping continually
P19	Laundry Attendant	Laundry	attendant use public transport such as buses to commute to and from work. This will help reduce carbon emissions and also save money on fuel costs	Use public transport
P20	Gift Shop Attendant	Gift Shop	attendant use public transport such as buses to commute to and from work. This will help reduce	Use public transport

			carbon emissions and also save money on fuel costs	

4.1.5 Adopting of Sustainable transport strategies during the Covid-19 pandemic:

This research found that adopting of Sustainable transport strategies during the post Covid-19 pandemic in management department is shown on Table 4.5 there are 3 considerations to take into account that need solutions which are (1) Encouraging the use of public transportation, (2) Offer a discounted rate to staff who use sustainable transportation, and (3) Promoting walking and cycling. The resort manager Collaborate with local public transportation services to provide discounted tickets for guests and employees, reducing the number of cars on the road. Offer incentives to staff who use sustainable transportation methods, such as discounted meals or parking spots. The sale manager Offer packages that include sustainable transportation options, such as bike rentals at a discounted rate. The guest service manager Use bicycles or local public transportation to guests and staff to reduce carbon emissions and pollution. The director of housekeeping and chief manager promotes the use of public transport, such as buses and to staff.

Adopting of Sustainable transport strategies during the post Covid-19 pandemic in cooperate office department is shown on Table 4.5 there are 1 consideration to take into account that need solutions which are (1) Encouraging employees to use public transportation. The corporate director of business development incentivizes employees to use public transportation, such as buses to reduce their reliance on personal vehicles.

Adopting of Sustainable transport strategies during the post Covid-19 pandemic in sales department is shown on Table 4.5

there are 1 consideration to take into account that need solutions which are (1) Use video conferencing and online communication tools. The director of sales use video conferencing and online communication tools as much as possible instead of traveling for meetings or events.

Adopting of Sustainable transport strategies during the post Covid-19 pandemic in administrative department is shown on Table 4.5 there are 1 consideration to take into account that need solutions which are (1) working from home. The office administrator promotes working from home, when possible, to reduce the number of employees commuting to the office and use video conferencing instead of traveling for meetings.

Adopting of Sustainable transport strategies during the post Covid-19 pandemic in food & beverage department is shown on Table 4.5 there are 3 considerations to take into account that need solutions which are (1) Offer a discounted rate to staff who use sustainable transportation, (2) Use local ingredients, and (3) Encourage use public transportation. The executive chef offers incentives to staff who use sustainable transportation methods, such as discounted meals or parking spots. The barista uses locally sourced ingredients to reduce the need for long-distance transportation. This can help to reduce the carbon footprint of the resort. Others food and beverage position use public transportation, such as buses commuting to work.

Adopting of Sustainable transport strategies during the post Covid-19 pandemic in guest service is shown on Table 4.5 there are 2 considerations to take into account that need solutions which are (1) Encourage guests to plan their activities in advance, (2) Provide information about sustainable transportation. The guest service supervisor encourages guests to plan their activities in advance to minimize the need for last-minute transportation arrangements and provide information about sustainable

transportation options to guests upon check-in, such as public transportation routes and schedules.

Adopting of Sustainable transport strategies during the post Covid-19 pandemic in housekeeping department is shown on Table 4.5 there are 2 considerations to take into account that need solutions which are (1) Encourage guests to use eco-friendly, and (2) Conduct regular maintenance of housekeeping continually. The quality assurance supervisor encourages guests to use eco-friendly modes of transportation such as bicycles, walking or public transport for short distances. The house keeping room attendant conduct regular maintenance and servicing of housekeeping vehicles to ensure they are operating efficiently and emitting as little pollution as possible.

Adopting of Sustainable transport strategies during the post Covid-19 pandemic in laundry department is shown on Table 4.5 there are 1 consideration to take into account that need solutions which are (1) Use public transport. The laundry attendant use public transport such as buses to commute to and from work. This will help reduce carbon emissions and also save money on fuel costs.

Adopting of Sustainable transport strategies during the post Covid-19 pandemic in gift shop department is shown on Table 4.5 there are 1 consideration to take into account that need solutions which are (1) Use public transport. The gift shop attendant use public transport such as buses to commute to and from work. This will help reduce carbon emissions and also save money on fuel costs.

Table 4.6 Adopting of Sustainable transport strategies during the post Covid-19 pandemic.

Participate	Positions	Department	People perspective	Coding
P1	Resort Manager	Management	Collaborate with local public transportation services to provide discounted tickets for guests and employees, reducing the number of cars on the road.	Encouraging the use of public transportation continually
			Offer incentives to staff who use sustainable transportation methods, such as discounted meals or parking spots	Offer a discounted rate to staff who use sustainable transportation
P2	Sales Manager	Management	Offer packages that include sustainable transportation options, such as bike rentals at a discounted rate.	Offer a discounted rate to staff who use sustainable transportation
P3	Guest Services Manager	Management	Use bicycles or local public transportation to guests and staff to reduce carbon emissions and pollution.	Encouraging the use of public transportation
P4	General Manager	Management	Provide bicycles for guests to rent or offer guided walks around the resort.	Promoting walking and cycling
			Provide shuttle services to the airport or other nearby attractions to encourage guests to use public transport instead of driving their cars.	Encouraging the use of public transportation

Participate	Positions	Department	People perspective	Coding
P5	Director of housekeeper	Management	Promote the use of public transport, such as buses and to staff.	Encouraging the use of public transportation
P6	Chief Engineer	Management	Promote the use of public transport, such as buses and to staff.	Encouraging the use of public transportation
P7	Corporate Director of Business Development	Corporate office	incentivize employees to use public transportation, such as buses to reduce their reliance on personal vehicles	Encouraging employees to use public transportation
P8	Director of Sales	Sales	Use video conferencing and online communication tools as much as possible instead of traveling for meetings or events	Use video conferencing and online communication tools
P9	Office Administrator	Administrative	Promote working from home when possible, to reduce the number of employees commuting to the office and use video conferencing instead of traveling for meetings.	working from home
P10	Executive Chef	Food & Beverage	Offer incentives to staff who use sustainable transportation methods, such as discounted meals or parking spots	Offer a discounted rate to staff who use sustainable transportation

Table 4.6 Adopting of Sustainable transport strategies during the Covid-19 pandemic. (continue)

Participate	Positions	Department	People perspective	Coding
P11	Barista	Food & Beverage	use locally sourced ingredients to reduce the need for long-distance transportation. This can help to reduce the carbon footprint of the resort.	Use local ingredients
P12	Server	Food & Beverage	Use public transportation, such as buses commuting to work.	Encourage use public transportation
P13	Food & Beverage Supervisor	Food & Beverage	encourage staff to use public transportation to reduce the number of personal vehicles on the road.	Encourage use public transportation
P14	Busser	Food & Beverage	Use public transportation, such as buses commuting to work.	Encourage use public transportation
P15	Bartender	Food & Beverage	Use public transportation, such as buses commuting to work.	Encourage use public transportation

P16	Guest Services Supervisor	Guest Services	Encouraging guests to plan their activities in advance to minimize the need for last-minute transportation arrangements	Encourage guests to plan their activities in advance
			Providing information about sustainable transportation options to guests upon check-in, such as public transportation routes and schedules.	Provide information about sustainable transportation
P17	Quality Assurance Supervisor	Housekeeping	Encouraging guests to use eco-friendly modes of transportation such as bicycles, walking or public transport for short distances.	Encourage guests to use eco-friendly
P18	Housekeeping Room Attendant	Housekeeping	Conduct regular maintenance and servicing of housekeeping vehicles to ensure they are operating efficiently and emitting as little pollution as possible.	Conduct regular maintenance of housekeeping continually
P19	Laundry Attendant	Laundry	attendant use public transport such as buses to commute to and from work. This will help reduce carbon emissions and also save money on fuel costs	Use public transport
P20	Gift Shop Attendant	Gift Shop	attendant use public transport such as buses to commute to and from work. This will help reduce carbon emissions and also save money on fuel costs	Use public transport

4.1.6 Adopting of Sustainable transport strategies during the post Covid-19 pandemic:

This research found that adopting of Sustainable transport strategies during the post Covid-19 pandemic in management department is shown on Table 4.6 there are 3 considerations to take into account that need solutions which are (1) Encouraging the use of public transportation, (2) Offer a discounted rate to staff who use sustainable transportation, and (3) Promoting walking and cycling. The resort manager Collaborate with local public transportation services to provide discounted tickets for guests

and employees, reducing the number of cars on the road. Offer incentives to staff who use sustainable transportation methods, such as discounted meals or parking spots. The sale manager Offer packages that include sustainable transportation options, such as bike rentals at a discounted rate. The guest service manager Use bicycles or local public transportation to guests and staff to reduce carbon emissions and pollution. The director of housekeeping and chief manager promotes the use of public transport, such as buses and to staff.

Adopting of Sustainable transport strategies during the post Covid-19 pandemic in cooperate office department is shown on Table 4.6 there are 1 consideration to take into account that need solutions which are (1) Encouraging employees to use public transportation. The corporate director of business development incentivizes employees to use public transportation, such as buses to reduce their reliance on personal vehicles.

Adopting of Sustainable transport strategies during the post Covid-19 pandemic in sales department is shown on Table 4.6 there are 1 consideration to take into account that need solutions which are (1) Use video conferencing and online communication tools. The director of sales use video conferencing and online communication tools as much as possible instead of traveling for meetings or events.

Adopting of Sustainable transport strategies during the post Covid-19 pandemic in administrative department is shown on Table 4.6 there are 1 consideration to take into account that need solutions which are (1) working from home. The office administrator promotes working from home, when possible, to reduce the number of employees commuting to the office and use video conferencing instead of traveling for meetings.

Adopting of Sustainable transport strategies during the post Covid-19 pandemic in food & beverage department is shown on

Table 4.6 there are 3 considerations to take into account that need solutions which are (1) Offer a discounted rate to staff who use sustainable transportation, (2) Use local ingredients, and (3) Encourage use public transportation. The executive chef offers incentives to staff who use sustainable transportation methods, such as discounted meals or parking spots. The barista uses locally sourced ingredients to reduce the need for long-distance transportation. This can help to reduce the carbon footprint of the resort. Others food and beverage position use public transportation, such as buses commuting to work.

Adopting of Sustainable transport strategies during the post Covid-19 pandemic in guest service is shown on Table 4.6 there are 2 considerations to take into account that need solutions which are (1) Encourage guests to plan their activities in advance, (2) Provide information about sustainable transportation. The guest service supervisor encourages guests to plan their activities in advance to minimize the need for last-minute transportation arrangements and provide information about sustainable transportation options to guests upon check-in, such as public transportation routes and schedules.

Adopting of Sustainable transport strategies during the post Covid-19 pandemic in housekeeping department is shown on Table 4.6 there are 2 considerations to take into account that need solutions which are (1) Encourage guests to use eco-friendly, and (2) Conduct regular maintenance of housekeeping continually. The quality assurance supervisor encourages guests to use eco-friendly modes of transportation such as bicycles, walking or public transport for short distances. The house keeping room attendant conduct regular maintenance and servicing of housekeeping vehicles to ensure they are operating efficiently and emitting as little pollution as possible.

Adopting of Sustainable transport strategies during the post Covid-19 pandemic in laundry department is shown on Table 4.6 there are 1 consideration to take into account that need solutions which are (1) Use public transport. The laundry attendant use public transport such as buses to commute to and from work. This will help reduce carbon emissions and also save money on fuel costs.

Adopting of Sustainable transport strategies during the post Covid-19 pandemic in gift shop department is shown on Table 4.6 there are 1 consideration to take into account that need solutions which are (1) Use public transport. The gift shop attendant use public transport such as buses to commute to and from work. This will help reduce carbon emissions and also save money on fuel costs.

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Table 4.7 Adopting of Enhancement of technological strategies during the Covid-19 pandemic.

Participate	Positions	Department	People perspective	Coding

P1	Resort Manager	Management	Promote the use of contactless payment methods to reduce the risk of transmission.	Contactless Payment
			Adopt virtual meeting technology to reduce in-person meetings.	Virtual Meetings
			increase digital marketing efforts to promote the resort	Digital Marketing
P2	Sales Manager	Management	implement an online booking and payment system remotely.	Implement online booking and payment systems
			leverage social media and digital marketing to reach a wider audience	Digital Marketing
			use data analytics tools to gather insights into customer behavior	Utilize data analytics
P3	Guest Services Manager	Management	implement digital check-in and check-out processes to reduce the risk of transmission of the virus.	Digital check-in and check-out
			encourage contactless payment methods, such as credit card or mobile payments	Contactless payments
P4	General Manager	Management	adopt video conferencing tools to enable virtual meetings, reducing the need for travel	Implementing virtual meetings
			use data analytics tools to track and monitor guest behaviors	Utilizing data analytics
P5	Director of housekeeper	Management	UV-C disinfection technology can be used to disinfect high-touch surfaces, such as door handles, to help prevent the spread of the virus.	Use of UV-C disinfection
P6	Chief Engineer	Management	remote access to CCTV cameras, building automation systems, to monito the property from anywhere.	Use of remote monitoring and control systems
P7	Corporate Director of Business Development	Corporate office	use online marketing tool to reach potential customers.	Online Marketing
P8	Director of Sales	Sales	focus on digital marketing strategies such as email marketing, and pay-per-click advertising	Digital marketing
			implement chatbots to handle basic guest inquiries and provide customer support.	Use of chatbots
P9	Office Administrator	Administrative	use cloud computing and video conferencing software to facilitate remote work for employees.	Implementing remote work technologies
P10	Executive Chef	Food & Beverage	use cloud-based software to manage inventory, track food waste, and monitor sales trends	Use of Cloud-based Software
			offer virtual cooking classes where customers can learn from their own homes	Virtual Cooking Classes

Table 4.7 Adopting of Enhancement of technological strategies during the Covid-19 pandemic (continue)

Participate	Positions	Department	People perspective	Coding
P11	Barista	Food & Beverage	use inventory management software to track coffee and supplies usage	Inventory Management Software
			Use to display the menu, minimizing contact between staff and guests.	Digital Menu
P12	Server	Food & Beverage	used to display the menu, minimizing contact between staff and guests.	Digital Menu
P13	Food & Beverage Supervisor	Food & Beverage	use remote monitoring systems to keep an eye on the dining areas, kitchen, and other areas of the restaurant	Remote monitoring
P14	Busser	Food & Beverage	use digital menus that customers can access using their tablets, which reduce the spread of the virus.	Digital menus
P15	Bartender	Food & Beverage	Digital menus used to eliminate the need for physical menus, QR codes can be displayed at the tables, and customers can scan them to access the menu on their tablet	Digital menus
P16	Guest Services Supervisor	Guest Services	implement digital check-in and check-out processes to minimize the risk of transmission of the virus.	Digital check-in and check-out
P17	Quality Assurance Supervisor	Housekeeping	conduct quality checks on guest rooms, public areas, and food and beverage outlets	Use of mobile apps for quality checks
P18	Housekeeping Room Attendant	Housekeeping	use Cloud-based software can help housekeeping teams manage their cleaning schedules	Use of cloud-based software
P19	Laundry Attendant	Laundry	use automated laundry machines, reducing the need for manual labor and minimizing contact between employees.	Use of automated laundry machines
P20	Gift Shop Attendant	Gift Shop	create an online store to make purchases from the comfort of their rooms.	Online presence
			offer contactless delivery services to customers who	Contactless delivery

			are not comfortable visiting the store.	

4.1.7 Adopting of enhancement of technological strategies during the Covid-19 pandemic*:*

This research found that adopting of Enhancement of technological strategies during the Covid-19 pandemic in management department is shown on Table 4.7 there are 10 considerations to take into account that need solutions which are (1) Contactless Payment, (2) Virtual Meetings, (3) Digital meeting, (4) Implement online booking and payment systems, (5) Utilize data analytics, (6) Digital check-in and check-out, (7) Implementing virtual meetings, (8) Use of UV-C disinfection, and (9) Use of remote monitoring and control systems. The resort manager promotes the use of contactless payment methods to reduce the risk of transmission through physical currency. The Resort Manager adopt virtual meeting technology to reduce the need for in-person meetings and minimize travel for guests and staff. The Resort Manager increase digital marketing efforts to promote the resort and its services online, reaching potential guests who prefer to limit physical interactions. The Sales Manager implement an online booking and payment system that allows guests to make reservations and payments remotely. The Sales Manager use data analytics tools to gather insights into customer behavior and preferences, allowing the resort to tailor its offerings to meet the needs of its guests. The Guest Services Manager implement digital check-in and check-out processes to reduce physical contact and minimize the risk of transmission of the virus. The General Manager adopt video conferencing tools to enable virtual meetings and events, reducing the need for travel and physical contact while still maintaining communication and networking opportunities. The director of housekeeping UV-C

disinfection technology can be used to disinfect high-touch surfaces, such as door handles, light switches, and remote controls, to help prevent the spread of the virus. The Chief Engineer *uses* remote access to CCTV cameras, building automation systems, and other critical systems, allowing the engineering team to monitor and manage the property from anywhere.

Adopting of Enhancement of technological strategies during the Covid-19 pandemic in cooperate office department is shown on Table 4.7 there are 1 consideration to take into account that need solutions which are (1) Online Marketing. The Corporate Director of Business Development explore and use options like social media marketing, email marketing, and paid online advertising to increase the resort's visibility.

Adopting of Enhancement of technological strategies during the Covid-19 pandemic in sale department is shown on Table 4.7 there are 2 considerations to take into account that need solutions which are (1) Digital marketing, and (2) Use of chatbots. The Director of Sales focus on digital marketing strategies such as social media marketing, email marketing, and pay-per-click advertising to reach potential guests. The Director of Sales implement chatbots to handle basic guest inquiries and provide customer support. This strategy will reduce the workload of the sales team and promote social distancing.

Adopting of Enhancement of technological strategies during the Covid-19 pandemic in administrative department is shown on Table 4.7 there are 1 consideration to take into account that need solutions which are (1) Implementing remote work technologies. The office administrator uses cloud computing, virtual private networks (VPNs), and video conferencing software to facilitate remote work for employees.

Adopting of Enhancement of technological strategies during the Covid-19 pandemic in food and beverage department is shown on Table 4.7 there are 5 considerations to take into account that need solutions which are (1) Use of Cloud-based Software, (2) Virtual Cooking Classes, (3) Inventory Management Software, (4) Digital Menu, and (5) Remote monitoring. The Executive Chef use cloud-based software to manage inventory, track food waste, and monitor sales trends. This can help optimize the supply chain, reduce food waste, and improve operational efficiency. The Executive Chef offer virtual cooking classes where customers can learn how to cook their favorite dishes from the comfort of their own homes. This can help engage customers and promote the resort's brand while also adhering to social distancing guidelines.The barista used to display the menu and daily specials, reducing the need for physical menus and minimizing contact between staff and guests.The server used to display the menu and daily specials, reducing the need for physical menus and minimizing contact between staff and guests. The Food & Beverage Supervisor use remote monitoring systems to keep an eye on the dining areas, kitchen, and other areas of the restaurant. This will allow for real-time monitoring, and prompt action can be taken if any issues arise. The busser use digital menus that customers can access using their tablets. This eliminates the need for physical menus, which can harbor germs and bacteria and reduce the spread of the virus.The bartender used to eliminate the need for physical menus, which can be a potential source of infection. QR codes can be displayed at the tables, and customers can scan them to access the menu on their tablet.

Adopting of Enhancement of technological strategies during the Covid-19 pandemic in guest service department is shown on Table 4.7 there are 1 consideration to take into account that need solutions which are (1) Digital check-in and check-out. The Guest Services Manager implement digital check-in and

check-out processes to reduce physical contact and minimize the risk of transmission of the virus.

Adopting of Enhancement of technological strategies during the Covid-19 pandemic in housekeeping department is shown on Table 4.7 there are 2 considerations to take into account that need solutions which are (1) Use of mobile apps for quality checks, and (2) Use of cloud-based software. The Quality Assurance Supervisor conduct quality checks on guest rooms, public areas, and food and beverage outlets. This can help to minimize physical contact and ensure that the necessary hygiene and safety protocols are being followed. The Housekeeping Room Attendantuse Cloud-based software can help housekeeping teams manage their cleaning schedules, room assignments, and inventory levels. This can also help reduce contact with guests and other staff members.

Adopting of Enhancement of technological strategies during the Covid-19 pandemic in laundry department is shown on Table 4.7 there are 1 consideration to take into account that need solutions which are (1) Use of automated laundry machines. The laundry Attendant use Automated laundry machines can be used to wash and dry linens and towels, reducing the need for manual labor and minimizing contact between employees.

Adopting of Enhancement of technological strategies during the Covid-19 pandemic in gift shop department is shown on Table 4.7 there are 2 consideration to take into account that need solutions which are (1) Online presence, and (2) Contactless delivery. The gift shop attendant create an online store where customers can place orders and make payments. This will reduce the need for physical contact and allow customers to make purchases from the comfort of their rooms. offer contactless delivery services to customers who are not comfortable visiting

the store. This can be done by using the resort's in-house delivery system.

Table 4.8 Adopting of Enhancement of technological strategies during the post Covid-19 pandemic.

Participate	Positions	Department	People perspective	Coding
P1	Resort Manager	Management	Promote the use of contactless payment methods to reduce the risk of transmission.	Contactless Payment continually
			Adopt virtual meeting technology to reduce in-person meetings.	Virtual Meetings continually
			increase digital marketing efforts to promote the resort	Digital Marketing continually
P2	Sales Manager	Management	implement an online booking and payment system remotely.	Implement online booking and payment systems continually
			leverage social media and digital marketing to reach a wider audience	Digital Marketing continually
			use data analytics tools to gather insights into customer behavior	Utilize data analytics continually
P3	Guest Services Manager	Management	implement digital check-in and check-out processes to reduce the risk of transmission of the virus.	Digital check-in and check-out continually
			encourage contactless payment methods, such as credit card or mobile payments	Contactless payments continually
P4	General Manager	Management	adopt video conferencing tools to enable virtual meetings, reducing the need for travel	Implementing virtual meetings continually
			use data analytics tools to track and monitor guest behaviors	Utilizing data analytics continually

Participate	Positions	Department	People perspective	Coding
P5	Director of housekeeper	Management	UV-C disinfection technology can be used to disinfect high-touch surfaces, such as door handles, to help prevent the spread of the virus.	Use of UV-C disinfection continually
P6	Chief Engineer	Management	remote access to CCTV cameras, building automation systems, to monito the property from anywhere.	Use of remote monitoring and control systems continually
P7	Corporate Director of Business Development	Corporate office	use online marketing tool to reach potential customers.	Online Marketing continually
P8	Director of Sales	Sales	focus on digital marketing strategies such as email marketing, and pay-per-click advertising	Digital marketing continually
			implement chatbots to handle basic guest inquiries and provide customer support.	Use of chatbots continually
P9	Office Administrator	Administrative	use cloud computing and video conferencing software to facilitate remote work for employees.	Implementing remote work technologies continually
P10	Executive Chef	Food & Beverage	use cloud-based software to manage inventory, track food waste, and monitor sales trends	Use of Cloud-based Software continually
			offer virtual cooking classes where customers can learn from their own homes	Virtual Cooking Classes continually

Table 4.8 Adopting of Enhancement of technological strategies during the post Covid-19 pandemic (continue)

Participate	Positions	Department	People perspective	Coding
P11	Barista	Food & Beverage	use inventory management software to track coffee and supplies usage	Inventory Management Software continually
			Use to display the menu, minimizing contact between staff and guests.	Digital Menu continually
P12	Server	Food & Beverage	used to display the menu, minimizing contact between staff and guests.	Digital Menu continually
P13	Food & Beverage Supervisor	Food & Beverage	use remote monitoring systems to keep an eye on the dining areas, kitchen, and other areas of the restaurant	Remote monitoring continually
P14	Busser	Food & Beverage	use digital menus that customers can access using their tablets, which reduce the spread of the virus.	Digital menus continually

P15	Bartender	Food & Beverage	Digital menus used to eliminate the need for physical menus, QR codes can be displayed at the tables, and customers can scan them to access the menu on their tablet	Digital menus continually
P16	Guest Services Supervisor	Guest Services	implement digital check-in and check-out processes to minimize the risk of transmission of the virus.	Digital check-in and check-out continually
P17	Quality Assurance Supervisor	Housekeeping	conduct quality checks on guest rooms, public areas, and food and beverage outlets	Use of mobile apps for quality checks continually
P18	Housekeeping Room Attendant	Housekeeping	use Cloud-based software can help housekeeping teams manage their cleaning schedules	Use of cloud-based software continually
P19	Laundry Attendant	Laundry	use automated laundry machines, reducing the need for manual labor and minimizing contact between employees.	Use of automated laundry machines continually
P20	Gift Shop Attendant	Gift Shop	create an online store to make purchases from the comfort of their rooms.	Online presence continually
			offer contactless delivery services to customers who are not comfortable visiting the store.	Contactless delivery continually

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4.1.8 Adopting of enhancement of technological strategies during the post Covid-19 pandemic:

This research found that adopting of Enhancement of technological strategies during the Covid-19 pandemic in management department is shown on Table 4.8 there are 10 considerations to take into account that need solutions which are (1) Contactless Payment, (2) Virtual Meetings, (3) Digital meeting, (4) Implement online booking and payment systems, (5) Utilize data analytics, (6) Digital check-in and check-out, (7) Implementing virtual meetings, (8) Use of UV-C disinfection,

and (9) Use of remote monitoring and control systems. The resort manager promotes the use of contactless payment methods to reduce the risk of transmission through physical currency. The Resort Manager adopt virtual meeting technology to reduce the need for in-person meetings and minimize travel for guests and staff. The Resort Manager increase digital marketing efforts to promote the resort and its services online, reaching potential guests who prefer to limit physical interactions. The Sales Manager implement an online booking and payment system that allows guests to make reservations and payments remotely. The Sales Manager use data analytics tools to gather insights into customer behavior and preferences, allowing the resort to tailor its offerings to meet the needs of its guests. The Guest Services Manager implement digital check-in and check-out processes to reduce physical contact and minimize the risk of transmission of the virus. The General Manager adopt video conferencing tools to enable virtual meetings and events, reducing the need for travel and physical contact while still maintaining communication and networking opportunities. The director of housekeeping UV-C disinfection technology can be used to disinfect high-touch surfaces, such as door handles, light switches, and remote controls, to help prevent the spread of the virus. The Chief Engineer *uses* remote access to CCTV cameras, building automation systems, and other critical systems, allowing the engineering team to monitor and manage the property from anywhere.

Adopting of Enhancement of technological strategies during the Covid-19 pandemic in cooperate office department is shown on Table 4.8 there are 1 consideration to take into account that need solutions which are (1) Online Marketing. The Corporate Director of Business Development explore and use options like social media marketing, email marketing, and paid online advertising to increase the resort's visibility.

Adopting of Enhancement of technological strategies during the Covid-19 pandemic in sale department is shown on Table 4.8 there are 2 considerations to take into account that need solutions which are (1) Digital marketing, and (2) Use of chatbots. The Director of Sales focus on digital marketing strategies such as social media marketing, email marketing, and pay-per-click advertising to reach potential guests. The Director of Sales implement chatbots to handle basic guest inquiries and provide customer support. This strategy will reduce the workload of the sales team and promote social distancing.

Adopting of Enhancement of technological strategies during the Covid-19 pandemic in administrative department is shown on Table 4.8 there are 1 consideration to take into account that need solutions which are (1) Implementing remote work technologies. The office administrator uses cloud computing, virtual private networks (VPNs), and video conferencing software to facilitate remote work for employees.

Adopting of Enhancement of technological strategies during the Covid-19 pandemic in food and beverage department is shown on Table 4.8 there are 5 considerations to take into account that need solutions which are (1) Use of Cloud-based Software, (2) Virtual Cooking Classes, (3) Inventory Management Software, (4) Digital Menu, and (5) Remote monitoring. The Executive Chef use cloud-based software to manage inventory, track food waste, and monitor sales trends. This can help optimize the supply chain, reduce food waste, and improve operational efficiency. The Executive Chef offer virtual cooking classes where customers can learn how to cook their favorite dishes from the comfort of their own homes. This can help engage customers and promote the resort's brand while also adhering to social distancing guidelines.The barista used to display the menu and daily specials, reducing the need for physical menus and minimizing contact between staff and

guests.The server used to display the menu and daily specials, reducing the need for physical menus and minimizing contact between staff and guests. The Food & Beverage Supervisor use remote monitoring systems to keep an eye on the dining areas, kitchen, and other areas of the restaurant. This will allow for real-time monitoring, and prompt action can be taken if any issues arise. The busser use digital menus that customers can access using their tablets. This eliminates the need for physical menus, which can harbor germs and bacteria and reduce the spread of the virus.The bartender used to eliminate the need for physical menus, which can be a potential source of infection. QR codes can be displayed at the tables, and customers can scan them to access the menu on their tablet.

Adopting of Enhancement of technological strategies during the Covid-19 pandemic in guest service department is shown on Table 4.8 there are 1 consideration to take into account that need solutions which are (1) Digital check-in and check-out. The Guest Services Manager implement digital check-in and check-out processes to reduce physical contact and minimize the risk of transmission of the virus.

Adopting of Enhancement of technological strategies during the Covid-19 pandemic in housekeeping department is shown on Table 4.8 there are 2 considerations to take into account that need solutions which are (1) Use of mobile apps for quality checks, and (2) Use of cloud-based software. The Quality Assurance Supervisor conduct quality checks on guest rooms, public areas, and food and beverage outlets. This can help to minimize physical contact and ensure that the necessary hygiene and safety protocols are being followed. The Housekeeping Room Attendantuse Cloud-based software can help housekeeping teams manage their cleaning schedules, room assignments, and inventory levels. This can also help reduce contact with guests and other staff members.

Adopting of Enhancement of technological strategies during the Covid-19 pandemic in laundry department is shown on Table 4.8 there are 1 consideration to take into account that need solutions which are (1) Use of automated laundry machines. The laundry Attendant use Automated laundry machines can be used to wash and dry linens and towels, reducing the need for manual labor and minimizing contact between employees.

Adopting of Enhancement of technological strategies during the Covid-19 pandemic in gift shop department is shown on Table 4.8 there are 2 considerations to take into account that need solutions which are (1) Online presence, and (2) Contactless delivery. The gift shop attendant create an online store where customers can place orders and make payments. This will reduce the need for physical contact and allow customers to make purchases from the comfort of their rooms. offer contactless delivery services to customers who are not comfortable visiting the store. This can be done by using the resort's in-house delivery system.

4.1.9 Receiving Government supporting strategies during the Covid-19 pandemic.

The Oceanfront Beach Resort Phuket in Thailand received of supporting from government in during the Covid-19 pandemic following:

We Travel Together Campaign: This campaign was launched in July 2020 to encourage domestic tourism by subsidizing 40% of the cost of hotel accommodation, food, and other expenses for Thai citizens.

Rao Tiew Duay Kan Campaign: This campaign was launched in December 2020 to further stimulate domestic tourism by offering 40% discounts on hotel rooms, air tickets, and car rentals for up to 5 million registered Thai citizens.

Soft Loan Program: The Thai government has also provided a soft loan program for hotels in the tourism industry to help us survive the crisis. The loans are provided at a low-interest rate and with a grace period for repayment.

Special Tourist Visa (STV) Program: This program was launched in October 2020 to allow long-stay tourists to enter the country. The program was aimed at helping the us by increasing occupancy rates during the low season.

Tax Incentives: The Thai government has also provided tax incentives to the hotel industry to encourage investment and development in the sector.

These campaigns and programs are aimed at supporting the Oceanfront beach resort, hospitality and others hotel industry, which has been severely impacted by the COVID-19 pandemic.

4.1.10 Receiving Government supporting strategies during the post Covid-19 pandemic.

Domestic tourism promotion: The government has still launched "We Travel Together" campaign which offers discounts on accommodation and other travel-related expenses for Thai citizens, so our hotel increases more revenue from this campaign.

Tax incentives: The government has also announced tax incentives for hotels and other businesses in the hospitality industry. These include a reduction in the property tax rate for hotels.

Financial assistance: The government has provided financial assistance to hotels in the tourism industry through various measures, including soft loans, debt restructuring, and cash handouts.

Safety and hygiene standards: The government has implemented strict safety and hygiene standards for hotels and other businesses in the hospitality industry to ensure the safety of tourists and staff. This includes measures such as mandatory temperature checks, social distancing guidelines, and the use of face masks.

Training and development: The government has also offered training and development programs for workers in the hospitality industry to enhance their skills and improve the quality of service provided to tourists.

These campaigns and initiatives aim to revive the hospitality and hotel industry in Thailand and restore confidence among domestic and international tourists after the Covid-19 pandemic.

CHAPTER 5- DISCUSSION AND CONCLUSION

5.1 Conclusion of the study

This research found that twenty participants have worked for a minimum of 5 years and worked at tourism and hospitality business in Thailand, during Covid-19. The in-depth interview was conducted at various departments classified into nine departments management department, corporate office department, sales department, administrative department, Food & Beverage department, Guest service department, housekeeping department, laundry department, and Giftshop department.

The strategies found and adopted for the tourism and hospitality business during the Covid-19 pandemic and post-pandemic at the Oceanfront Beach Resort Phuket in Thailand are (1) Competitive strategies, (2) Human resource capacity strategies, (3) Sustainable transport strategies, (4) Enhancement of technological strategies and (5) Government supporting strategies. Moreover, All strategies are not different for implementation both during the Covid-19 pandemic and post-pandemic

This research found and analyzed the strategies for sustainable tourism and hospitality approaches that could be adopted at the Oceanfront Beach Resort, Phuket, in Thailand, during the Covid-19 period and post period following.

(1)   Competitive strategies

Adopting of competitive strategies during the Covid-19 pandemic and post pandemic in *management department* is based on findings as 9 issues to be considered in looking for solutions which are (1) Emphasize flexibility, (2) Emphasize local tourism, (3) Offer unique experiences, (4) Create flexible packages, (5) Offer contactless services, (6) Diversify revenue streams, (7) Increase cleaning and sanitation efforts, (8) Ensure proper ventilation, and (9) Implement social distancing measures. In *corporate office department* is based on findings as 2 issues to be considered in looking for solutions which are (1) Shift focus to domestic and local markets, and (2) Partner with local businesses. In *sales department* is based on findings as 1 issue to be considered in looking for solutions which are (1) Target domestic and local markets. In *administrative department* is based on findings as 1 issue to be considered in looking for solutions which are (1) Implement remote working policies. In *food & beverage department* is based on findings as 6 issues to be considered in looking for solutions which are (1) Focus on safety and hygiene, (2) Adjust menu offerings, (3) Focus on safety and hygiene, (4) Focus on safety and hygiene, (5) Support the service staff and (6) Offer signature cocktails and drinks. In *guest service department* is based on findings as 2 issues to be considered in looking for solutions which are (1) Focus on safety and hygiene, and (2) Monitor and manage guest flow. In housekeeping *department* is based on findings as 2 issues to be considered in looking for solutions which are (1), Review and update standard operating procedures and (2) Focus on safety and hygiene. In *laundry department* is based on findings as 1 issue to be considered in looking for solutions which are (1) Implement and enforce strict sanitation and hygiene protocols. In *gift shop department* is based on findings as 1 issue to be considered in looking for solutions which are (1) Adjust merchandising strategies.

All above are related to competitive strategies such as offering unique and memorable guest experiences and targeting niche markets; hotels and resorts can differentiate themselves

from competitors and better withstand the impact of future pandemics (Murude Ertac, 2021; Porter, M.E.,1980; Li, X., 2018).

(2) Human resource capacity strategies

Adopting of human resource capacity strategies during the post Covid-19 pandemic and post pandemic in *management department* is based on findings as 8 issues to be considered in looking for solutions which are (1) Implement remote working, (2) Implement flexible scheduling, (3) Enhance employee safety, (4) Cross-training, (5) Performance monitoring, (6) Communication and transparency, (7) Employee scheduling, and (8) Implement safety measures. In *corporate office department* is based on findings as 1 issue to be considered in looking for solutions which are (1) Remote work arrangements. In *sales department* is based on findings as 1 issue to be considered in looking for solutions which are (1) Performance monitoring. In *administrative department* is based on findings as 1 issue to be considered in looking for solutions which are (1) Implementing remote work arrangements. In *food & beverage department* is based on findings as 4 issues to be considered in looking for solutions which are (1) Redefining roles, (2) Implementing health and safety measures, (3) Flexibility and (4) Reduced staffing. In *guest service department* is based on findings as 1 issue to be considered in looking for solutions which are (1) Reduced staffing. In *housekeeping department* is based on findings as 2 issues to be considered in looking for solutions which are (1) Training on health and safety protocols and (2) Providing feedback and suggestions. In *laundry department* is based on findings as 1 issue to be considered in looking for solutions which are (1) Providing ongoing training. In *gift shop department* is based on findings as 2 issues to be considered in looking for solutions which are (1) Reducing staff density and (2) Part-Time and Contract Workers.

All above are related to human resource capacity strategies such as by offering training and development programs, implementing health and safety protocols, and providing financial assistance during times of crisis, hotels and resorts can build a more resilient and adaptive workforce that can respond to changing circumstances. (World Economic Forum, 2021; World Health Organization, 2021)

(3)   Sustainable transport strategies

Adopting of human resource capacity strategies during the post Covid-19 pandemic and post pandemic in *management department* as 3 issues to be considered in looking for solutions which are (1) Encouraging the use of public transportation, (2) Offer a discounted rate to staff who use sustainable transportation, and (3) Promoting walking and cycling. In *cooperate office department* is based on findings as 1 issue to be considered in looking for solutions which are (1) Encouraging employees to use public transportation. In *sales department* is based on findings as 1 issue to be considered in looking for solutions which are (1) Use video conferencing and online communication tools. In *administrative department* is based on findings as 1 issue to be considered in looking for solutions which are (1) working from home. In *food & beverage department* is based on findings as 3 issues to be considered in looking for solutions which are (1) Offer a discounted rate to staff who use sustainable transportation, (2) Use local ingredients, and (3) Encourage use public transportation. In *guest service* is based on findings as 2 issues to be considered in looking for solutions which are (1) Encourage guests to plan their activities in advance, (2) Provide information about sustainable transportation. In *housekeeping department* is based on findings as 2 issues to be considered in looking for solutions which are (1) Encourage guests to use eco-friendly, and (2) Conduct regular maintenance

of housekeeping continually. In *laundry department* is based on findings as 1 issue to be considered in looking for solutions which are (1) Use public transport. In *gift shop department* is based on findings as displayed in Table 4.5 there are 1 issue to be considered in looking for solutions which are (1) Use public transport.

All above are related to sustainable transport strategies such as encouraging low-carbon modes of transportation and offering shared transport options, hotels and resorts can reduce their carbon footprint and promote sustainable tourism practices that are better suited to a future pandemic situation. (World Travel & Tourism Council, 2020; Napierała T.et.al, 2020)

(4)   Enhancement of technological strategies

Adopting of Enhancement of technological strategies during the Covid-19 pandemic and post pandemic in *management department* is based on findings as 9 issues to be considered in looking for solutions which are (1) Contactless Payment, (2) Virtual Meetings, (3) Digital meeting, (4) Implement online booking and payment systems, (5) Utilize data analytics, (6) Digital check-in and check-out, (7) Implementing virtual meetings, (8) Use of UV-C disinfection, and (9) Use of remote monitoring and control systems. In *cooperate office department* is based on findings as 1 issue to be considered in looking for solutions which are (1) Online Marketing. In *sale department* is based on findings as 2 issues to be considered in looking for solutions which are (1) Digital marketing, and (2) Use of chatbots. In *administrative department* is based on findings as 1 issue to be considered in looking for solutions which are (1) Implementing remote work technologies. In *food and beverage department* is based on findings as 5 issues to be considered in looking for solutions which are (1) Use of Cloud-based Software, (2) Virtual Cooking Classes, (3) Inventory Management

Software, (4) Digital Menu, and (5) Remote monitoring. In *guest service department* is based on findings as 1 issue to be considered in looking for solutions which are (1) Digital check-in and check-out. In *housekeeping department* is based on findings as 2 issues to be considered in looking for solutions which are (1) Use of mobile apps for quality checks, and (2) Use of cloud-based software. In *laundry department* is based on findings as 1 issue to be considered in looking for solutions which are (1) Use of automated laundry machines. In *gift shop department* is based on findings as 2 issues to be considered in looking for solutions which are (1) Online presence, and (2) Contactless delivery.

All above are related to Enhancement of technological strategies such as implementing contactless check-in and check-out systems, offering virtual experiences and services, and using advanced cleaning and disinfecting technologies, hotels and resorts can adapt to changing guest preferences and safety concerns during a pandemic situation. (Venkatesh, V.; Davis, F.D.,2000).

(5) Government supporting strategies.

The Oceanfront Beach Resort Phuket in Thailand received of supporting from government in during the Covid-19 pandemic are (1) Soft Loan Program, (2) We travel together campaign, (3) Rao Tiew duay Kan campaign, (4) Special tourist visa, (5) Tax incentive.

The Oceanfront Beach Resort Phuket in Thailand received of supporting from government in during the post Covid-19 pandemic are (1) Domestic tourism promotion, (2) Tax

incentives, (3) Financial assistance, (4) Safety and hygiene standards and (5) Training and development.

All above are related to government supporting strategies such as financial assistance, tax incentives, and regulatory guidance, hotels and resorts can better navigate the challenges and uncertainties of a future pandemic situation and build a more sustainable and resilient tourism industry. (Sabah's Ministry of Tourism, Culture, and Environment, 2020; Yusof, 2020)

5.2 Suggestions for further studies

The creating a sustainable tourism model for Oceanfront Beach Resort, Phuket, Thailand, better preparation to the future pandemic situation of the hospitality sector in Thailand which are discussed in this paper include 1) Competitive strategies, (2) Human resource capacity strategies, (3) Sustainable transport strategies, (4) Enhancement of technological strategies and (5) Government supporting strategies could be used by policymakers while organizing sector-based support programs in support of a sustainable tourism model.

This study considers and researched at Oceanfront Beach Resort, Phuket, Thailand only, so the limitation of data is that the result only can explain this hotel at the point in time. In the future may study at another hotel in Phuket or another province.

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