

ชื่อเรื่อง การดำเนินกลยุทธ์ความยั่งยืนของธุรกิจท้องถิ่นในอุตสาหกรรมบริการ : กรณีศึกษาแหล่งท่องเที่ยว
เขาหลัก จังหวัดพังงา ประเทศไทย

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บทคัดย่อ

In light of the natural abundance in Khao Lak, the tourists' demand is continuously increasing which has led to the expanding hospitality businesses to meet such demand, affecting the degradation of the environment. Sustainability becomes the primary for all businesses to adopt, especially the businesses in the hospitality industry which heavily rely on natural resources. This research aims to understand how locally owned businesses implement a sustainable strategy. Specifically, it investigates the enabling factors influencing its implementation. This study employed the qualitative method from in-depth interviews by using thematic analysis with a deductive approach. Respondents were from case selection of hospitality businesses in Khao Lak, namely, hotel, restaurant, and tour operator. The finding shows that there are various practices of socially and environmentally sustainable strategy across these businesses. Implementing a strategy into practices for these businesses is not complicated due to the organizational structures which are not that large. The businesses focus on the outcomes by following the sustainable practices rather than going into the details of implementing an effective strategy. The factors which are stakeholder (leadership buy-in and support, employee involvement, customer collaboration, and local community), strategy (strategy orientation and communicating strategy), resource (employee, cost, tool, and environment), and external organization (rules and regulations by national park, local government, foundations, and other enterprises) are influencing the implementation of strategy in local businesses. Add to this, the challenges local businesses encounter in the implementation are no model for guiding the implementation, feeling burdened, conflict, inadequate information sharing, high cost for being sustainable, and the economy in Covid situation. Besides, the motivations for adopting the strategy are to receive the reward, to respond to the pressure, marketing, business image, cost reduction, and degradation of nature. Business reputation, customer and employee satisfaction, cost reduction, market success, competitive advantage, and long-term advantage are benefits for local businesses gained from the implementation which contributes to sustaining tourism by affecting others, reducing pollution, conserving the environment, and returning customers to the city. In addition, customers reveal that they are participating in businesses' practices toward sustainability and would like to support sustainable businesses and be willing to pay more. This

concept impacts choosing products and services, and the business image influences them during decision-making. However, the customers have a perspective that sustainability is for the luxury