

บริบทที่มีอิทธิพลต่อการกลยุทธ์การดำเนินงานขององค์กร ในธุรกิจที่พิกสำหรับนักท่องเที่ยวในประเทศไทย

THE INFLUENCING CONTEXTS OF ORGANIZATIONAL IMPLEMENTATION STRATEGY TOWARD ACCOMMODATION BUSINESS IN THAILAND

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บทคัดย่อ

งานวิจัยนี้มีจุดประสงค์เพื่อศึกษาปัจจัยแวดล้อมทางธุรกิจที่มีอิทธิพลต่อการดำเนินการขององค์กรในธุรกิจที่พักสำหรับนักท่องเที่ยวในประเทศไทย งานวิจัยชิ้นนี้เป็นงานวิจัยเชิงคุณภาพที่บ่งชี้ปัจจัยที่มีแนวโน้มต่อความสำเร็จในการวางกลยุทธ์การดำเนินงานภายใต้บริบทที่มีอิทธิพลต่อธุรกิจ ได้แก่ องค์กร เทคโนโลยี และสิ่งแวดล้อม โดยมีกลุ่มตัวอย่างที่ศึกษาคือ เจ้าของโรงแรม ตัวแทนเจ้าของโรงแรม ผู้จัดการทั่วไปและผู้บริหารระดับสูงที่เข้าร่วมในการพิจารณากลยุทธ์การดำเนินงานของธุรกิจที่พักสำหรับนักท่องเที่ยวในประเทศไทย จากสถานประกอบการทั้งหมดจำนวน 16 แห่ง ซึ่งสถานประกอบการทั้งหมดตั้งอยู่ในพื้นที่ของจุดหมายปลายทางท่องเที่ยวของประเทศไทย จำนวน 4 พื้นที่ ได้แก่ เชียงใหม่ กรุงเทพฯ พัทยา และภูเก็ต งานวิจัยนี้ใช้การสัมภาษณ์กึ่งโครงสร้างในการเก็บรวบรวมข้อมูล เพื่อให้เข้าใจถึงบริบทและปัจจัยต่างๆ ที่ถูกมองว่ามีอิทธิพลต่อการดำเนินงานขององค์กร ผลการวิจัยจากกลุ่มตัวอย่างพบว่าทั้งสามบริบทมีผลกระทบต่อการพัฒนากลยุทธ์การดำเนินงานขององค์กร โดยมีปัจจัยที่มีอิทธิพลภายใต้บริบทองค์กร จำนวน 4 ปัจจัย มีปัจจัยที่มีอิทธิพลภายใต้บริบทเทคโนโลยี จำนวน 4 ปัจจัย และมีปัจจัยที่มีอิทธิพลภายใต้บริบทสิ่งแวดล้อมในธุรกิจจำนวน 2 ปัจจัย อย่างไรก็ตามกรอบกลยุทธ์การดำเนินงานขององค์กรจะมีความแตกต่างกันโดยขึ้นอยู่กับประเภทและการจำแนกระดับการให้บริการของธุรกิจนั้นๆ ทั้งนี้ขอบเขตของงานวิจัยคือการเลือกศึกษาเฉพาะธุรกิจที่พักสำหรับนักท่องเที่ยวที่ตั้งอยู่ในเขตพื้นที่จุดหมายปลายทางท่องเที่ยวจำนวน 4 พื้นที่ที่กำหนดเท่านั้น ดังนั้นการประยุกต์ใช้ผลการศึกษาในจุดหมายปลายทางท่องเที่ยวอื่นเป็นข้อจำกัดที่พึงระมัดระวัง

คำสำคัญ: บริบทที่มีอิทธิพลต่อธุรกิจ การพัฒนากลยุทธ์การดำเนินงาน ธุรกิจที่พักสำหรับนักท่องเที่ยว

Abstract

The purpose of this study is to investigate the essential influencing contexts in business environment for implementation strategy for accommodation business in tourist destinations in Thailand. This study is a qualitative study that attempts to identify the influencing business contexts that contribute to the successful business implementation strategy. The influencing contexts in business from the study are organizational, technological, and environmental contexts. To put the light on how these are perceived as the influencing factors to business implementation strategy, the semi-structure interview was conducted for collecting data. The key informants were hotel owners, hotel representatives, general managers, and those in management level, participated in hotel implementation strategy's consideration. The study was conducted from sixteen accommodations. They are all located in four tourist destinations of Thailand including Chiang Mai, Bangkok, Pattaya, and Phuket. From the result of the interviews, it indicated key factors in each context; four factors found in organizational context, four factors in technological context and two factors in environmental context which greatly affected business implementation strategy development. It was also found that the business implementation strategies from these accommodations were different depending on the types of accommodation and services provided. However, with the tourist area limitations of the study, it was important to consider how to apply some useful points in this study to other tourist destinations in different areas.

Keywords: Business Influencing Context, Implementation Strategy Development, Tourist Accommodation Business

Introduction

In intense business competition, most of the business investors had tried to gain a more competitive advantage to their organization. Environmental dynamism and hostility act as the moderators in business strategy and relative competitive performance (Nandakumar, Ghobadian & O'Regan, 2010). There were various external environmental factors suggested from strategic management literature including dynamism, complexity and hostility that influence organization's performance. Moreover, Mintzberg (1979) suggests that the organization performance depends on strategy-environment fit. In most industries, groups of strategic resources pursue to develop a competitive advantages and strategic group level analysis have contributed to the understanding of the relationship between business strategy and organization's performance (Lin, Tsai & Wu, 2014). From the previous empirical studies, they suggested that some strategies were appropriate for some environments because business strategy had a close relationship with the business environment. There were a lot of strategic typologies that were used for strategic management in some business organizations. Miles and Snow's (1978) identify strategies in different types such as prospectors, analyzers, defenders and reactors. While Porter's (1980) suggests generic strategies which were cost leadership, differentiation, and focus strategy. In addition, in the early 1980s, the McKinsey Seven S's (7S's) business strategy was developed by Tom Peters and Robert Waterman, and management scholars. The McKinsey 7S was used as diagnostic tool and seven identifications criteria for successful implementation of business (Pascale and Athos, 1981). Thus, the business environmental scanning process helped improve the business strategy formulation and implementation of the company. From the tourism business growth's perspective, accommodation businesses in Thailand were flourished in the same direction. From the Thailand's tourism industry outlook 2019 (Kasikornbank Public Company Limited, 2019) and Thailand quarterly industry review (quarter3/2018) (Krungsri Research, 2018) mentioned, the tourism business sector in Thailand had the increasing number of domestic and foreign tourists. Therefore, tourist accommodation occupancy rate and revenue would be driven by the tourist groups. Also, investment tendency was still increasing because of the government's policy of Thailand concerning economic engagement impacts known as ASEAN Economic Community (AEC) which opened the windows of opportunity for Thai and Non-Thai investors to invest in Thailand. Thus, this also benefited the investment on accommodation business as well (Kasikornbank Public Company Limited, 2019; Krungsri Research, 2018; The Nation Thailand, 2019).

As a result of accommodation business growth in Thailand, many environmental factors might be involved with business operation in the future including world economic fluctuation, Chinese tourist group expansion, MICE tourist (Meeting, Incentives, Conventions and Exhibitions), and substitute goods (apartment or condominium) (Kasikornbank Public Company Limited, 2019; Krungsri Research, 2018). In addition, business investors tried to gain a more competitive advantage to an organization. There were many external environments that influenced organization's performance such as dynamism, complexity and hostility (Nandakumar, Ghobadian & O'Regan, 2010). Therefore, the business should combine organizational resources and capabilities together if the organization wants to achieve and gain more competitive advantages (Abdullah & Kadir, 2019). Then, the business environmental scanning process was essential to helps them to improve the business strategy formulation of the company. Therefore, many business environmental contexts were

concerned with business operation. Consequently, this paper aimed to determine the influencing contexts toward the organizational implementation strategy development and provided a guideline for the business entrepreneur on how to start the business successfully regarding the surrounding factors or influences that led to successful business implementation strategy as well as introduce distinct factors which related to various circumstances in accommodation business in Thailand.

Research objective

To investigate the factors related to business for implementation strategy in tourist accommodation business in Thailand, the study attempted to identify influencing business context that contributed to the perception of successful business implementation strategy in tourist accommodation in Thailand. In this study, tourist accommodation was defined as a lodging for rest while the tourists were on a travel. It included hotels and resorts that operated as dependent (franchised under hotel chain) or independent hotel. In addition, the accommodations for tourists were those that ranked between 3 to 5 stars as the level of services classification.

Literature review

As mentioned earlier, the purpose of this paper was to demonstrate the essential influencing factors toward the organizational implementation strategy development in tourist accommodation business that were contributed from the perception of successful business implementation of strategic management. The business used this study as a guidance to understand their business environmental factors to create the business implementation strategies as well as to emphasize and highlight their organizational competency development in the right direction that led to an increase in business performance. Andrews (1971) defines strategy as a rational decision-making process which matched the organization's resources and opportunities for raising the competitiveness of the firm. Aldrich (1979) also suggests that the business environment had strong factors that influence on corporate strategy making processes (Aldrich, 1979). However, an advocate of the resources-based view theory from Grant (1991) argued that it was not environment but form of firm strategy. Regardless of the differences of all business strategy frameworks, it had one common thing that aimed to maximize the organizational performance by improving business operation while struggling in a similar competitive environment that continued to intensify (Feurer & Chaharbaghi, 1995). In 1990, Tornatzky and Fleischer developed organizational, technological, and environmental (OTE) framework that explored organizational, technological, and environmental factors in a specific business context. These three factors contributed to business competency and innovation. Furthermore, Mingmalairaks, P., Kumsuprom, S., Jongsureyapart, C., Kamwass, S. and Tiangsoongnern, L. (2016) recognized the factors of OTE framework that could contribute to innovation in terms of the business environmental scanning process. His research presented that, if the innovation in an organization was developed, then it could create and highlight their innovation as a business competency improvement. However, although there is a use of OTE framework on the business environmental scanning process, there is no research on tourist accommodation business that applies OTE framework to explore a specific business context, especially in Thailand.

Organizational Factors

Tornatzky and Fleischer (1990) define the organizational context in terms of several descriptive measures including size, formation, and structure of the organization. Also, they mentioned about how human resources, availability of resources, decision making, links between employees, and the transactions performed throughout the organization are considered as factors that influence organizational context as well. According to Hofstede (1993), the number of management theories could be partially applied to the borders outside of their countries of origin and different managers and cultures may use different ways to manage one particular situation. The organization provided a rich source of structures and processes that facilitate technologies and innovations adoption. Further, the implementations of innovations were included. The results of implementations in the firm were the consequences of both intentional and unintentional decision-making and actions taken by organizational members (Tornatzky & Fleischer, 1990). Tichy and Devanna (1986) explains that organizational change occurs in response to three primary sources of organizational uncertainties. There were uncertainties associated with technical designs, political allocations, and organizational ideologies. Moreover, many researchers introduced different factors which influence an organization. According to their studies, there were various factors including size of the organization (Hackney et al. 2006; Thong, 1999), age of the business (Kamal, 2006), culture (Aguila-Obra & Padilla-Melendez, 2006; Hofstede, 1993; Kamal, 2006; Laforet, 2016), organizational structure (Marx, 2016; Kamal, 2006), management style (Koslowsky, Baharav & Schwarzwald, 2011), business strategy (Marx, 2016), innovation ability (Ho, 2011; Thong, 1999), finance (Kamal, 2006), investment (Kamal, 2006), customer reaction (Kamal, 2006), and performance (Kamal, 2006).

Technological Factors

For technological factor, Tornatzky and Fleischer (1990) describe the technological context including both internal and external factors that are relevant to the organization. Technology in the organization was currently practicing, equipping the firm internally (Lertwongsatien & Wongpinunwatana, 2003; Lin & Chen, 2007; Lofsten, H. 2016; Thong, 1999) and externally by serving as a pool of available technologies (Aguila-Obra & Padilla-Melendez 2006). Cheng, Gibson, Carrillo, and Fitch (2011) mention that technology, organizational structures, and business processes impact one another. From the research, they indicated that nowadays technology-intensive environment, organizational structures and business processes need to be developed or modified to gain more business benefits. Jones, Borgman, and Ulusoy (2015) wrote in their research that there are positive impacts on business success in terms of internet technology benefits, which caused an increase of traffic, awareness and revenue. Jeffcoate, Chappell, and Feindt (2002) showed that the rises of cost-minimizing, quality and performance level were the benefits from technology adoption in a business operation. In addition, relative advantages or benefits of technology could be classified as using websites or social media to increase the number of new customers, customer awareness and inquiries, customer relationships, ability to reach customers on a global scale, and co-promotion with other business to enhance business image in the region (Jones, et al., 2015). However, Cheng, et al. (2011) suggest that technology as a holistic concept must be taken into consideration while researchers or practitioners take a dynamic view to study business entities. From multi-dimensions, technology-centric framework acknowledges technology as the transformational resource. Moreover, it could help the researchers and practitioners to examine

technology as the potential facilitators for organizational operations. Their studies showed many factors including relative advantages (Jeffcoate, et al., 2002; Jones, et al., 2015; Mingmalairaks, et al., 2016), design or available technologies (Cheng, et al., 2011; Mingmalairaks, Kumsuprom, Jongsureyapart, Kamwass, & Tiangsoongnern, 2016; Tornatzky & Fleischer, 1990), compatibility (Cheng, et al., 2011; Karahanna, Agarwal, & Angst, 2006), and capacity of machines (Mingmalairaks, et al., 2016; Techakanont & Terdudomtham, 2004).

Environmental Factors

The environmental factors referred to the environment that influences business operation and conduction (Chesbrough, Lim, & Ruan, 2007; Narula, 2004). Tornatzky and Fleischer (1990) discussed that there were various types of environmental factors such as organization's industry; competitors; accessible resources supplied by others, and ways of dealing with the government. However, competition intensity (Zhu et al., 2003; Mingmalairaks et al., 2016) and information technology intensity (Hackney, et al., 2006; Kamal, 2006; Mingmalairaks, et al., 2016) were found. They have impacted developing countries (Dittmer, 2008; Mingmalairaks, et al., 2016) as many new small and medium-sized enterprises emerged in a variety of industries and struggled in competing with one another. Information technology was another concern as business owners in the small and medium-sized organizations had to utilize the information to improve their business in order to respond to the needs of the customers (Susan, et al., 2009). Also, competition intensity and information intensity were highly mentioned in the data collection process (Mingmalairaks, et al., 2016).

Research Methodology

This study was considered as a qualitative research that used in-depth interview technique. The study began with data collection from a semi-structured interview from sixteen representatives of Thai and Non-Thai brand accommodation businesses in Thailand. Also, a number of the chosen accommodation businesses were manageable in terms of time frame and resources available. The target respondents were selected on the assumption that they willingly accepted to be interviewed. In the study, those who owned the accommodation business and worked as a general manager or in management level position were the anticipated interview samples. The key informants were selected from the accommodations located in tourist destinations in Thailand which are from Chiangmai, Bangkok, Pattaya, and Phuket. Accordingly, the interview respondents came from various types of accommodation business. This included hotels and resorts that were dependent (franchised under hotel chain) and independent, and they were ranked from 3-5 stars in accordance with their level of services classification.

There were many sampling techniques which are based on non-probability sampling such as convenience, quota, purposive sampling technique and snowball sampling technique (Neuman, 2006). For this study, it employed purposive sampling and snowball sampling technique as it was the most suitable tool that matches with the research's aim and target research population. Purposive sampling referred to the technique that the researcher purposively selects key informant that fits with the particular criteria of the study. While the snowball sampling technique starts with a small group of informants and extends the sample size through referrals based on the initial selected key informants (Neuman, 2006; Yin, 2013). Therefore, colleagues, acquaintances

and friends could be referred to in these techniques. The appropriate sample size for an in-depth interview was around fifteen to twenty-five informants or until the data reached the saturation point (Kamsuprom, 2010; Riley, 1995). In addition, Patton (2002) asserted that there were no specific rules for deciding the sample size if the size could provide significant insights into research issues. In practical terms, the sample size was often decided by resource constraints, which depend on the cooperation of research informants, their effort and contribution to the researcher. The number of interviews was limited and chosen from four tourist destinations due to costs and time limits. Regardless of the use of snowball sampling technique, the critical informant pool became smaller after half of the informants had been interviewed; so, there was not any new data emerged from the last three interviews. Hence, a sample of sixteen accommodations was considered suitable to achieve the goal of this study.

Each interview was conducted around one hour on average in Thai and English (depending on the mother tongue of the informants), recorded and transcribed into English if the conversations were in Thai. Also, there was an examining case by comparing the case classified by themes with multiple cases within cross-case analysis (Creswell & Clark, 2011; Edmonds & Kennedy, 2017). Therefore, the data analysis of this study was done by analyzing each interview from observation notes and company documents and grouping the issues found by classifying them into different themes. Moreover, the analysis took the form of thematic analysis by using the constant comparative method to identify and refine new categories. The validity of the data was assured by comparing statements from the interviewees in some accommodation business with multiple data sources.

Findings

Sixteen informants described their business influencing contexts and provided influencing factors that affected their implementation strategy development. The findings could be categorized into three themes: (1) Organizational context; (2) Technological Context; and (3) Environmental context, which were repeated by more than one organization from the case analysis. They were seen by the executive staffs as key contexts that were found to help develop a strategic implementation plan. Each of these contexts contained specific influencing factors that directly relate with business strategy implementation.

(1) Organizational Influences

From the result, it was found that the size of the organization, culture of organization, organizational structure and management style are the key factors regarding organizational context. For the organization's size, it related to the number of employees. The number of staffs depended heavily on the type of accommodation and level of services. The staff number could support services quality in terms of business operation management. The participant concurred that the organization size needed to be large sufficient because the accommodation business had to deal with people and provided many service functions. In terms of organizational culture, it concerned with rules, regulations, norms and practices in an organization that were distinct in each organization. All managements had to be based on the fact that staff are different as they were from different backgrounds. Appropriate management practices had to be established to avoid the conflict. It was alight with organizational structure and management style. Thus, these factors were important to be considered because different managers might have different ways of management. In addition,

the organization should provide a rich source of structures and processes that facilitated the staffs with technologies and innovations adoption.

(2) Technological Influences

With extensive experience operating their businesses, most of the participants pointed out that the technological issue was one of the important influencing contexts in accommodation business strategy development. The participants mentioned that the customer's trends have been changing by technology. The customers planned their trips by searching for information on the internet. Therefore, accommodation businesses had to provide more information about themselves and quickly replied to the customers when they made any inquiries. In addition, accommodation businesses did not only use technologies to facilitate their customer but also the staffs. Technology could be classified into two types: inside and outside technology. For the inside part, it was the technology that hotels used to facilitate customer's requirements and staffs' operation such as property management system (PMS). Moreover, the available machines or updated devices were essential to make the customer satisfied with the hotels. It was a crucial reason why the hotels had to update their facilities frequently. For the outside part of technology, it could be perceived as a crucial factor of marketing implement strategy. Most of the outside technology was concerned with social media. It was a direct channel that the hotels could interact and attracted the customers such as Facebook, Instagram or Twitter. For the technological context, the results of the interviews showed four influencing factors that could affect or improve the business implementation strategy development, which were relative advantages, design or available technologies, compatibility, and capacity of machines.

(3) Environmental Influences

There was an evidence showing that the environmental context directly impacts their business implementation strategy plan. Most of the participants mentioned that competition intensity and information intensity were crucial factors of the context. Most entrepreneurs had to adapt their strategic plan following the high business completion. Therefore, the competition intensity was one of most influencing factors under the environmental context that the strategic implementation planners could not overlook because they had to deal with high competition's rates as the customers' trends of accommodating had been changed. Most of the customer could search for hotel information and compared price from the hotel websites or even hotel blogs (reviews). Thus, information intensity was also another key factor that most of the vital informants mentioned in the interview session.

Discussion

As was evident from the results of the interviews, the influencing contexts of toward organizational strategy implementation development in Thai tourist accommodation business were organizational context, technological context, and environmental context. These three distinct influencing contexts were the major concerns that led to successful business strategy implementation because the executive staffs saw how these contexts could help generate practices within their organizations. This was in line with Mingmalairaks et al. (2016) they believed that these three factors could contribute to business innovation adoption strategy in Thailand. Their work presented that if innovation in the organization was developed, then an organization could create and highlight their innovation as a business improvement also. It was aligned with OTE framework from Tornatzky and

Fleischer (1990). These two researchers developed organizational, technological, and environmental (OTE) framework that explores organizational, technological, and environmental factors in a specific business context. These factors were used as the scope and theory framework for the study as an environmental scanning process.

Influencing factors in organizational context of accommodations in Thailand

All interviewees affirmed that the organizational context was one of the crucial factors that led to business success and it argued with the kinds of literature mentioned (Aguila-Obra & Padilla-Melendez, 2006; Hackney, et al. 2006; Hofstede, 1993; Kamal, 2006; Koslowsky, Baharav & Schwarzwald, 2011; Marx, 2016; Mingmalairaks, et al., 2016; Thong, 1999; Tornatzky & Fleischer, 1990). Accommodation business entrepreneurs had to explore and understand their organizational context. Tornatzky and Fleischer (1990) define the organizational context as several descriptive measures including organization size, organization formation, and organizational structure. These factors complied with the study results. Also, human resources, availability of resources, decision making, links between employees, and the transactions performed throughout the organization were mentioned as influencing factors of organizational context (Tornatzky & Fleischer, 1990). Furthermore, the result of the study also complied with Hofstede (1993) as mentioned that the number of management theories might partially be applied to outside the borders of their countries of origin, different managers and culture where they might have different ways of management. Finally, it was found in the study that organizational context was influenced by organizational implementation strategy development in tourist accommodation business. Thus, it could be concluded that influencing factors in this context was comprised of the size of the organization (Hackney et al. 2006; Mingmalairaks et al. 2016; Thong 1999), culture of organization (Aguila-Obra & Padilla-Melendez, 2006; Hofstede, 1993; Mingmalairaks, et al., 2016; Kamal, 2006; Laforet, 2016), organizational structure (Kamal, 2006; Marx, 2016; Mingmalairaks, et al., 2016) and management style (Koslowsky, Baharav & Schwarzwald, 2011; Mingmalairaks, et al., 2016).

Influencing factors in technological context of accommodations in Thailand

From the findings, it was argued with the literature that technological context had influenced on organizational implementation strategy development in tourist accommodation business. Tornatzky and Fleischer (1990) describe the technological context with both internal and external factors. They were relevant to the organization as technologies in the organization were currently practiced and equipped the firm internally (Lertwongsatien & Wongpinunwatana, 2003; Lin & Chen, 2007; L fsten, H., 2016; Thong, 1999). From the study, there were four influencing factors in technological context, which were relative advantages (Jeffcoate, et al., 2002; Jones, et al., 2015; Mingmalairaks, et al., 2016) design or available technologies (Cheng et al., 2011; Tornatzky & Fleischer, 1990), compatibility (Cheng et al., 2011; Karahanna, E., Agarwal, R. & Angst, C., 2006; Mingmalairaks, et al., 2016; Tornatzky & Fleischer, 1990), and capacity of machines (Cheng, et al., 2011; Jeffcoate, et al., 2002; Jones, et al., 2015; Mingmalairaks, et al., 2016; Techakanont & Terdudomtham, 2004). Furthermore, the result indicated that all interviewed accommodations were investing on technologies to support staff's operation and to facilitate customers' requirements. There were positive impacts on business' success in terms of benefits gained from internet technology, for example, an increase of traffic, the number of new customers, customer awareness

and inquiries, customer relationships, ability to reach customers on a global scale, and co-promotion with other business to enhance a business' image and hotel revenues by using a website or social media sites.

Influencing factors in environmental context of accommodations in Thailand

The environmental context referred to the environment that affected business operation and conduction (Chesbrough, Lim & Ruan, 2007; Narula, 2004). Tornatzky and Fleischer (1990) include that there were various types of environmental factors including an organization's industry; competitors; access to resources supplied by others; and dealing with the government. It was compiled with the study's result that there were influencing factors in environmental context affecting to implementation strategy in accommodation business in Thailand, which were competition intensity (Zhu, et al., 2003; Mingmalairaks, et al., 2016) and information technology intensity (Hackney, et al., 2006; Kamal, 2006; Mingmalairaks et al., 2016). Those factors had impacts on developing the countries (Dittmer, 2008; Mingmalairaks, et al., 2016) as many new small and medium-sized enterprises emerged in a variety of industries and struggled in competing with each other. Thus, as the finding indicated, business strategy implementation had to be done by utilizing and providing the information to improve their business to respond to the needs of the customers (Susan, et al., 2009).

Conclusion

This research defined the important factors in influencing business contexts that could contribute to the implementation strategy development for accommodation business properties. The sixteen cases had strong reputations in the accommodation business and they were located on popular tourist destination areas of Thailand in this aspect. The finding indicates that all properties require environmental scanning progress before developing organizational implementation strategic plan. All executives and management level team admitted that they needed to review all influencing factors in business context before implementing any strategies. This study classified the contexts that greatly influence their organizational strategy implementation into three contexts: organization, technology and environment. These three contexts complied with the literature. They argued that organizational, technological and environmental context was important and critical leading to successful business strategy implementation. In the organizational context, the influencing factors were the size of the organization, culture of organization, organizational structure and management style. For the technological context, there was a focus on relative advantages, design or available technologies, compatibility and capacity of machines. For the final context, environmental context concerned with both of the competition intensity and information intensity.

The customer trend was also examined in order to initiate a strategic implementation plan. All property attended to the dynamic of the business environment. Focusing on variable factors under the influencing contexts of organizational implementation strategy could help them to initiate the proper strategic plan that contributed to the perception of successful business strategy implementation. The reason was that successful strategies depend on the environmental investigation. All cases focused on their properties' characteristics and business competencies such as accommodation classification. Before they formulated their business strategy, they should take a look at the inside and outside environment first. It was a crucial stage of strategic management. Agreeing

with Rajkulchai (2015), she mentioned that the model of strategic management had to include environmental scanning, strategy formulation, strategy implementation and evaluation and control.

Further research would be helpful with regard to investigate more accommodation businesses and apply quantitative approach to increase the generalizability to reaffirm the results of the study. Nevertheless, a business environmental context framework for accommodation entrepreneur and management team was provided in this study which can supply influencing factors that contribute to the perception of successful business strategy implementation in tourist accommodation based on case study in Thailand. It was hoped that this paper had the value that could provide an analysis of the crucial factors under the influencing contexts of the organizational implementation strategy for the developments of accommodation business in Thailand to learn and develop a better implementation strategy model for the future.

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