Tourism value chain management and tourism logistics in Ubon Ratchathani Province, northeast Thailand

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Abstract

This research objectives aimed to study the demand and create a model for the tourism value chain management and logistics in Ubon Ratchathani Province, the lower northeastern region of Thailand. The data were collected by two samples consist of the tourists, and tourism entrepreneurs. The questionnaires distributed to 791 people from the total of population were 3,672,818 people. This case study emphasized seven tourism entrepreneurship enterprises consisting of of hotel and general accommodation, tour, and transport companies, spas and health services, entertainment, restaurant, general stores and souvenir shops. The sample size was determined using the table of Yamane. The sample was chosen by simple random sampling, using mixed research methodologies. Data was tested and by various statistical techniques, in order to ensure the information's obtained was accurate and shown in a Structural Equation Modeling (SEM). The results showed that tourism supply is not affected by value chain tourism logistics management, while, the primary activities such as distribution and service have the greatest impact on tourism logistics value chain management. In addition, support activities such as Information Technology affected value chain tourism logistics management. However, once the tourism logistics value chain model of the study is implemented it will likely have a direct positive effect on the tourism logistics firm's performance and entrepreneurs will receive the most benefits. From the analysis of the SEM, the entrepreneurs in the tourism sector in Ubon Ratchathani Province can adopt the model for internal operations management services in order to improve the service levels for tourists and increase the efficiency of operations on an ongoing basis.

Keywords: Value chain management, tourism logistics, entrepreneurs, Ubon Ratchathani Province, Thailand.

Introduction

Logistics management involves activities of collecting, moving, storing and distributing products, while value chain management in the supply chain related to inbound and outbound logistics conducting, marketing and sales, and services. Goods and services will be increased in value when going through each process. The tourism industry is one of the key service industries, and it has been seriously supported by Thailand's government since 2002, focusing on management, marketing, tourism, and accelerating issues to develop tourism information technology systems (Malinee Harnyut, 2008). The tourism industry helps to generate huge revenue, which is an important thing in efforts to reduce poverty (Nicolaides, 2020) and it helps to develop the economy, society and stimulate it to develop the basic infrastructure of the country. Thus, the management of tourism logistics is important to facilitate and support services for tourists, while the tourists are in their process with the goal to create maximum satisfaction for them as the search for something special (Nicolaides, 2014). One is able to retain tourists and attract repeat visitors for the benefit of generating income under effective logistics management and tourism supply chain, and this create added value for products and services as well. In the tourism situation and statistics in 2018

there were 29.88 million foreign tourists and this grew by 20.44%, generating 1.44 trillion baht in revenue, expanding 23.53%, the highest record by an increase of 2.7 billion in 2014 and a total tourism income of 2.23 trillion baht. Tourism direction in 2016 was different and tourism groups had a positive perspectives, and the tourism target was 2.3 trillion baht. Therefore tourism has to create a plan to attract quality tourists again, and promote entrepreneurial products that are related to it (Kasikorn Research Center, 2017).

Ubon Ratchathani province which is located in the northeast region, is also known as the lower northeast region. This region is not popular for tourism when compared to other regions such as the northern region. Chiang Mai province is the most popular, and the southern, central and eastern regions include Phuket, Bangkok and Chon Buri (Pattaya City) provinces respectively which are popular. Ubon Ratchathani is a large province and it has several traveling modality possibilities consists of plane (There is an international airport), train and also bus, but it is not frequented enough. The distance is rather far from Bangkok resulting in the province having a decreased interest. Despite the beautiful natural attractions in the area such as the Thousand Waving Khong Chiam, confluence of the Three Colors River, and cultural tourism such as the tradition of the candle processions, the area has low tourism. There are challenges such as the fact that there is more tourism labour supply than demand in the Ubon Ratchathani tourism sector, and many local tourism entrepreneurs select to employ low rather than highly educated workers because the educated go to areas such as Bangkok, Chiang Mai and Pattaya (TAT, 2008)

Nowadays, tourism marketing problems exist in Ubon Ratchathani province such as ineffective tourism information presentation, English communication with tourists, lack of integration of cultural strengths with tourism, lack of good management in tourist destinations, ease of travel to reach tourist destinations, unable to create added value during tourism activities, many tourists are new and they lack experience and often have inappropriate behavior. In addition, the personality and human relations of tour guides is problematic, tourism supply management cannot respond to tourism demand, and tourism logistics management is not following the needed supply chain management of tourism (Naiyana Phaibun, 2009).The studying and developing of tourism logistics value chain management models which are more appropriated for the area, and able to be adopted in Ubon Ratchathani province will certainly help to solve the problems faced by entrepreneurial tourism management entities.

Supply chain management seeks to eliminate waste in the chain and improve the services rendered to customers and an improved customer service by means leads to a superior turnover and also higher productivity. Efforts to reduce costs and lead times can only be realized with operative supply chain management.

Good supply chain management approach also enables customer service excellence and it allows inventories, transportation systems and also the delivery systems to be more efficient and the desired service quality excellence which supports drives towards sustainability (Nicolaides, 2008). Quality service exists where the employees deliver a service that they are delighted with of and are willing to put their name to. In addition the service must be delivered timely and customer needs must be met immediately and be appropriate (Nicolaides, 2008).

Research's objectives

1. To study tourism demand in Ubon Ratchathani Province, the lower northeastern region of Thailand
2. To create a model for the tourism value chain management and logistics in Ubon Ratchathani province.

Hypotheses

H1: Tourism Supply (TS) has a direct and indirect effect on Value Chain Tourism Logistics Management (VCTLM)

H2: Value Chain Tourism Logistics Management (VCTLM) has a direct and indirect positive impact on the tourism Logistics Firm's Performance (TLFP)

Literature review

Tourism and tourism elements

Tourism means traveling to various locations for a temporary period. The main purpose is to relax, spend money according to one's budget which is specified or tourism may also have other secondary objectives (World Economic Forum, 2012; Anongnat Siwichit et al., 2013; Kaewta Roethiratana et al., 2013). Tourism is very important as the service industry is an important source of income and brings in foreign currency which is highest revenue to enter the country. It is also a source of job creation and prosperity distribution to various regions. Tourists traveled to various places and distribute their income and the spend needed foreign currency in the domestic economy. Travel types may be divided into 5 categories (Tengsak Chaichan, 2012) which are agro tourism, ecotourism, cultural tourism, health tourism and business tourism. Nicolaides (2020) pronounces that tourism is generally regarded as the forerunner of economic and social benefits for a community, through particularly the income and infrastructural development it brings to marginal, poor and less economically developed countryside communities. This is why it requires good value chain management and carefully thought out tourism logistics.

Tourism Logistics

Tourism Logistics refers to the physical or material, and information flows. The process of tourism logistics begins with inbound logistics and means that tourists begin to flow into the tourism circuit, and at the end to outbound logistics process tourists start off to flow out the travel cycle for possible return. However, tourism logistics requires knowledge from two components, the cores to develop a good and appropriate management system as 1) tourism demand: views on behavior and needs of tourists, and 2) tourism supply: the perspectives of business entrepreneurs must travel for preparing to present and deliver products or services which, impresses tourists by integrating these two parts together, in order to create a balance and consistency between demand and supply, to develop as a guideline "Tourism Logistics Management" in line with Supply Chain Management (SCM), which will lead to the best practice and the most appropriate. It also leads to development of models for applying them to operations in the tourism industry, and help to create more value, and develop competitiveness and enhanced results.

Tourism Value Chain

In the value chain of the supply chain, products and services will be added value when passing each process. The value chain model consists of two activities to drive the company's operations for achieving with success and bringing profits. (Porter, 1980; 1985; 2001) include activities described below:

1. Primary activities

1. Inbound Logistics is the preparation of raw material movement. Products or services enter production or business locations
2. Operations are the production, testing, storage of products, products, and services.
3. Outbound Logistics means bringing products, products, and services from the

production site or the factory to be moved for distribution to the distribution center.
4. Marketing and Sales are marketing and sale promoting of products and services.
5. Service is the customer related aspects and after-sales services.

2. Support Activities

1. Procurement is the procurement of goods, services, and facilities for operation.
2. Technology is the information technology system to support the work of the organization.
3. Human Resource Management is the human resource management in various departments to coordinate work smoothly.
4. Firm Infrastructure means an organization management project that is agile, support decision-making and can solve problems in time.

According with Anongnat Srivichoke et al.(2013), the value chain of travel and tourism consists of supporting activities and main activities. The main activities will include on-site services, transportation, packaging, wholesale, retail, marketing, sales, and customer management. The supporting activities consist of the company's infrastructure, general management, financial planning, strategic alliances, procedure merger, integration and quality control. All activities will lead to the profit of tourism business increasing or decreasing.

Methodology

A mixed-method was used including quantitative research, qualitative research and experimental research. The quantitative research used a questionnaire distribution method and collected data from a large amount of respondents in a short time in all areas. Qualitative research has conducted using focus groups and in-depth interviews to collect information and experimental research was also applied by using the created model with the travel service companies.

Population and Sample

The research population was 791 people. The total of the population was 3,672,818 people. The population consisted of 2 groups which are tourists (Thai and foreign), and tourism entrepreneurs from various businesses such as hotel and general accommodation, tour, and transport companies, spas and health services, entertainment, restaurant, general and souvenir shops in the area of Ubon Ratchathani province of Thailand.

Data Collection

1. Quantitative methods: questionnaires were used to collect data from 2 groups: tourists (400 people) and tourism entrepreneurs (391 people), with a total 791 respondents. The sample size was determined using the table of Yamane (1967), in which the proportion of the population interested is 0.5, with a 5% error and 95% confidence level.
2. Qualitative methods: the sample of 12 companies directors' were interviewed using pre-selected criteria for the specific interview. The size of business such as large, medium and small was considered as this could yield different management approaches.
3. Experimental methods: the researcher selected and try out the model with 12 companies which were mainly travel service providers.

Research Instruments

Research questionnaires passed the examination of 5 experts, of which 3 were academic experts in logistics and supply chain management and 2 business experts in tourism and hospitality. They checked the content validity and index of item object congruence (IOC) of

the questionnaires. IOC was 1.00 for every question, including considering the consistency between interview forms with a questionnaires.

Data Analysis

1. Quantitative data analysis was obtained from questionnaires. The researchers used the basic statistics program and advanced statistics by analyzing the reliability of the latent variable and the mean of the variance extracted, which was analyzed and the structural validity of the construct validity, and the analysis of confirmatory factor analysis (CFA). The data considered the composition of weight and R^2 values, confirming the composition of the external and internal latent variables of the composition, analyzed the construct reliability and the average variance extracted.

2. The statistics in path analysis as well as the statistics in the structural equation modeling (SEM) were analysed.

3. Qualitative data analysis was obtained from interviews. This part used a validity check of the interview topic corresponding to the question, and more content received from interviews with the outcomes of statistical analysis, in order to consider the similarities and differences of the results.

Results

Quantitative Results

The results were analyzed using LISREL 8.72 and SPSS 20.0 program as shown in Table 1. The researchers have summarized the results as follows:

Table 1. Results of the tourism Value chain management survey.

Tourism Value chain management	Descriptive statistics			
	Mean	S.D.	Score	Ranking
Primary activities	**3.62**	**0.43**	**High**	**2**
1. Inbound logistics	3.44	0.42	High	4
2. Operations	3.42	0.27	High	5
3. Outbound logistics	3.56	0.40	High	3
4. Marketing and sales	3.69	0.46	High	2
5. Service	4.01	0.42	High	1
Support activities	**3.80**	**0.49**	**High**	**1**
1. Procurement	3.90	0.33	High	2
2. Firm infrastructure	3.90	0.50	High	2
3. Technology	3.32	0.58	Medium	3
4. Human resource management	4.06	0.73	High	1
Total average	**3.70**	**0.30**	**High**	**-**

1. For tourism supply studied, respondents have opinions at a high score (Mean = 3.90 and S.D. = 0.76) when considering each aspect, and wecan sort the opinions about tourism supply from the list of questions with the highest average to find the list of questions with the lowest average, which is the management of tourism logistics of entrepreneurs (= 4.02 and SD = 0.68), followed by the view of giving Tourist services (Mean = 3.68 and SD = 0.59) and potential of tourism services (Mean = 3.57 and SD = 0.68) respectively.

2. For the tourism value chain management studied, it consisted of:

   2.1 Data analysis: Concerning opinions about value chain management in tourism logistics, respondents have opinions regarding the value management of tourism logistics chains. Value chain activities have a high score (Mean = 3.62 and S.D. = 0.43), when considering each aspect which can sort the opinions about value chain management, tourism

logistics value chain activities from the list of questions with the highest average, we find the list of questions with the lowest average: services (Mean = 4.01 and SD = 0.42), followed by marketing and sales (Mean = 3.69 and SD = 0.46). (Mean = 3.56 and SD = 0.40), Inbound Logistics (Mean = 3.44 and SD = 0.42) Actions (Mean = 3.42 and SD = 0.27) respectively.

2.2 Feedback analysis levels regarding chain management: Concerning tourism value chain support activities, respondents have opinions regarding the value management of tourism logistics chains. In value chain support activities there is a high score (Mean = 3.80 and S.D. = 0.49) when considering each aspect which can sort comments on management tourism logistics value chain in value chain support activities from the list of questions with the highest average to find the list of questions with the lowest average, namely resources and facilities (Mean = 4.26 and SD = 0.73), followed by transportation management (Mean = 3.90 and SD = 0.33). Organizational infrastructure (Mean = 3.90 and SD = 0.58) information technology (Mean = 3.32 and SD = 0.73), respectively.

3. In tourism logistics firm's performance in the tourism entrepreneurs studied, the respondents have opinions about the performance of the tourism companies. High score (Mean = 3.56 and S.D. = 0.44) when considering each aspect which can sort the opinions about the performance of companies in the tourism business from the list of questions with the highest average to find the list of questions with the lowest average, such as competition potential (Mean = 3.89 and SD = 0.83), followed by improvement of operating results (Mean = 3.73 and SD = 0.48) customers (Mean = 3.70 and SD = 0.66) Business growth (Mean = 3.45 and SD = 0.81), Financial stability (Mean = 3.42 and SD = 0.60), and profit (Mean = 3.14 and SD = 0.89), respectively.

4. The results of the structural equation model analysis (SEM) are summarized in Figure 1, it can be found that:

4.1. Tourism Supply (TS) does not have either a direct or indirect influence on Value Chain Tourism Logistics Management (VCTLM) but, there is an overall influence with 0.87 (TE). Opinions of Entrepreneurs Tourism Logistics Management (TS_O) have a maximum weight factor of TS as 0.86 of weight value.

4.2. Primary Activity (PA), all factors affected the Value Chain Tourism Logistics Management (VCTLM), and outbound logistics (PA_D) and service (PA_S). It has the most impact with the weight of 0.84. The marketing and sale (PA_M), operation (PA_O), and Inbound Logistics (PA_L) obtained weights of 0.80, 0.76 and 0.7 respectively. All factors of support Activity (SA affected to Value Chain Tourism Logistics Management (VCTLM), and information technology (SA_I) has the most impact with 0.80 of weight. Resource and facility (SA_S_ and organizational structure (SA_O), and transportation management (SA_L) received to 0.79 and 0.78 of the weights respectively.

4.3. The implementing of Value Chain Tourism Logistics Management (VCTLM) model has a direct influence on the Tourism Logistics Firm's Performance (TLFP) with a weight of 0.93 (DE). This model has a positive effect on all TLFP variables: Profit (TLFP_E), customer (TLFP_C), business growth (TLFP_G), competitive advantage (TLFP_A), improve performance (TLFP_I) and financial strength (TLFP_S) are earned to the weights of 0.89, 0.87, 0.85, 0.84, 0.84 and 0.75 respectively.
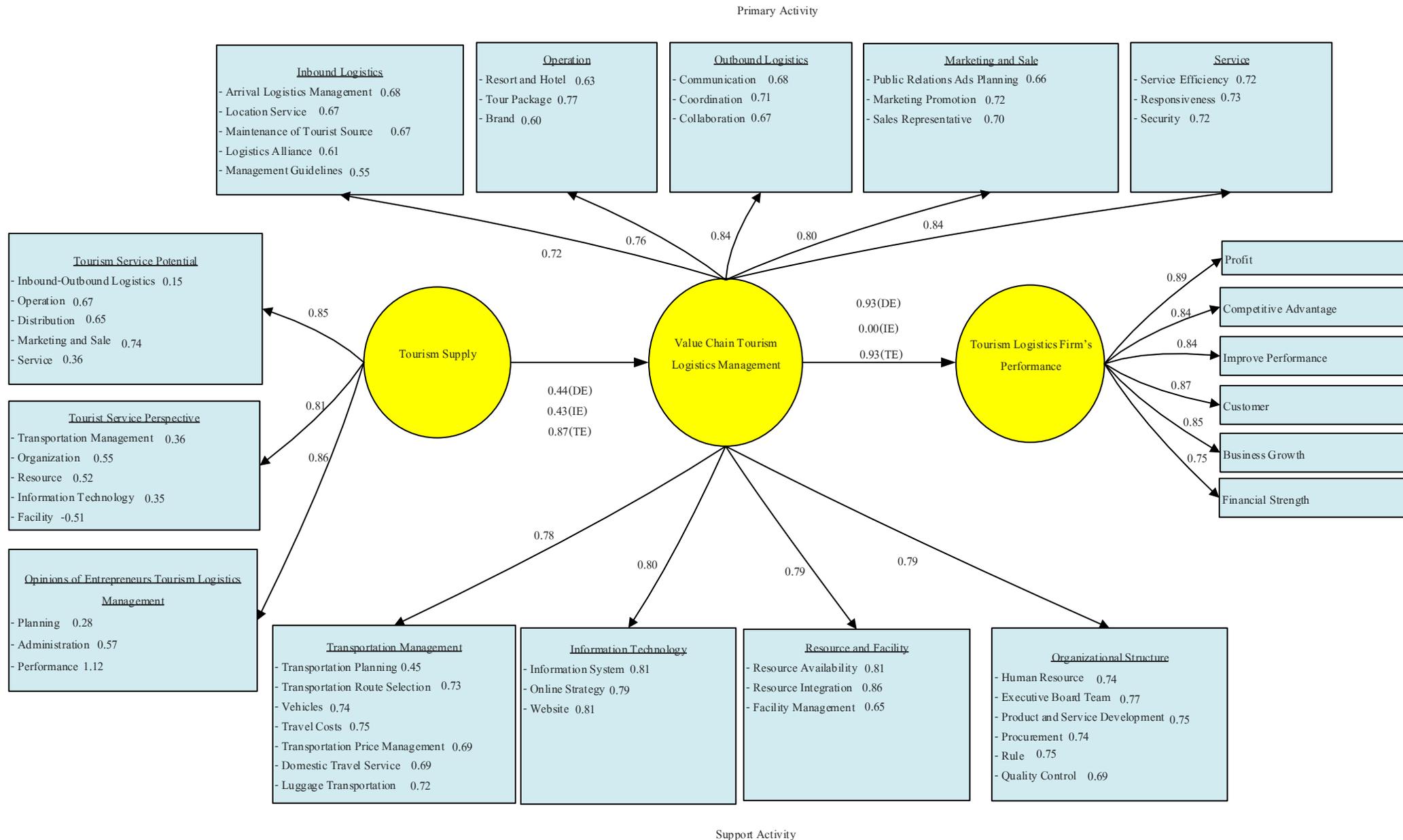
Figure 1. The structural equation model analysis (SEM)

5. The path analysis results showed in Table 2. The researcher has confirmed the model by the group of tourism entrepreneurs, in order to ensure the model is consistent and suitable for using. After analysis with the structural equation model (SEM), the researchers applied the model with 12 tourism business operators confirming the model, which the operator confirms and then provides confidence on this model as being suitable for practical application in the workplaces.

Table 2. The path analysis results in the research model.

Path	Direct Effect		Indirect Effect		Total Effect	
	Std. Estimate	t-value	Std. Estimate	t-value	Std. Estimate	t-value
TS→ VCTLMM	0.95	24.21	-	-	0.95	24.21
VCTLMM →TLFP	0.94	24.11	-	-	0.94	24.11
TS→VCTLMM →TLFP	-	-	0.90	20.99	0.90	20.99

Table 2 shows direct and indirect influences affecting tourism business performance variables (TLFP), they are found to be directly influenced by Value Chain Tourism Logistics Management (VCTLM). This has a direct influence size as 0.94. In addition, Value Chain Tourism Logistics Management (VCTLM) variables are directly influenced by tourism supply (TS), and the influence size is 0.95, and it is a statistically significant influence at the 0.01 level. Value Chain Tourism Logistics Management (VCTLM) is indirectly influenced by the Tourism Supply (TS), it has a magnitude of 0.90, and a statistical significance is 0.01.

Qualitative Results

1. Accommodation: There are more than 40 hotels, resorts, and general accommodation, both 5-star, 4-star and 3-star hotels, with many levels to choose from and all are luxuriously decorated and beautifully decorated, the room rates are higher than 1,200 baht/night, while the normal mid-priced hotels are clean and the rooms are around 450-500 baht/night. This price is popular with salespeople of companies. They frequently travel and have to come to the area of Ubon Ratchathani province regularly. Many hotels are located on the banks of the Mekong River in Khong Chiam district, offering beautiful views in the morning and also at night. Hotels in the city center and around the route are scattered all over. Currently, there is a large expansion in investment in the construction of hotels and general accommodations. Also, the hotel has many facilities, consisting of restaurants, spas, Thai massage, karaoke clubs, and nightclubs, which all serve foreign customers and tourists such as businessmen from Lao PDR and Vietnam who travel a lot.

Also, a group of people from Laos PDR who come to see a doctor to treat illness at a hospital in Ubon Ratchathani Province, which has modern medicine, will stay overnight at the hotel. It was found that there are not many local people in the area that own this type of business. Most of them are businesses of foreigners who come to buy land and invest in construction. Also, the hotel business is a trading partner with the tour companies. Most tour sare divided into 2 groups which are the groups of Thai tours and then the tourists from European countries, as well as people from other nations such as China, Korea and Japan.

2. Tour companies: It was found that many new tour companies are opening in Ubon Ratchathani province. But the office is often a small room which does not have more space than the tour bus ticket office. The offices sell tour package tours, such as nature tours, city tours and attractions tour, which have various types:
    2.1. Outbound tourism: tours within Ubon Ratchathani Province and travel to Laos, Vietnam, and China, and the core traveling method is by car. The tour price is between 3,000 - 5,000 baht. The travel trips are usually 2-3 days duration.
    2.2. Inbound tourism: tourists from the Lao PDR, Vietnam and China traveling to Thailand often do not go through tour companies, they choose traveling by car. But if they

want to going to far away destinations, such as Bangkok or Pattaya where they will travel by plane, most of them need to be wealthy.

3. Transportation service: It was found that the tourists are not using personal cars, and most of them come to Ubon Ratchathani province by plane. The transportation service methods can be carried out in three ways, which are by bus or tour bus for large group tours, vans, and continuous transportation such as the tourists traveling by plane to Ubon Ratchathani International Airport, and they then travel by van to the destinations. Moreover, some travel by train and tour bus to Ubon Ratchathani province and then go on to Mukdahan or Yasothon province, but these are not popular for tourists due to the long-distance and long time to travel there. In addition, the cost of travel is not much different from traveling by plane. Therefore traveling by plane is still the most popular and most tourists will travel from the point of origin which is Bangkok. In the city of Ubon Ratchathani, there are currently taxis, which are new cars, and there are numerous suited to serving tourists.

4. Spas and health services: It was that found that there are many as well as an equivalent number of hotels due to the fact that most of the customers are hotel customers from Laos PDR and Thai. The spas and health services have clean venues and offer a variety of services such as aromatic massage, relaxing massage and other beauty treatments. For Thai traditional medicine, services have been established by the Provincial Administrative Organization, and such services are open for general personnel to use. Anyone can go to use the treatment service, such as symptomatic treatment massage or herbal massage, at the price rate of 150 baht/hour. Also, the Ubon Ratchathani province still has a Thai traditional medicine clinic which provides services in the area of the fountain at Rim Rong Road. Moreover, many beauty services are located in the Central Department Store area and beauty clinics are spread around the area in the city for servicing Thai and foreign customers, and business people from Laos, and Vietnam who generally use a lot of these services.

5. *Entertainment:* There are many entertainment places including restaurants and music venues. The "Tawandang" is a large entertainment venue open at night, with rotating stars traveling from Bangkok to entertain people in the area who travel and stay from Friday to Saturday and many close as late as 2.00 am.

6. Restaurants: It was that found that there are more than 40 restaurants, both located on the Moon riverside road in the city and on its outskirts. The main categories of food which are in Vietnamese restaurants are famous Vietnamese noodles, and there are also Thai restaurants, and seafood restaurants and buffets. The Vietnamese restaurants are the most popular, due to the people in Ubon Ratchathani province having a lot of people who migrated from Vietnam. Moreover they are selling food for the tourists and people to buy in local area. Vietnamese food of Ubon Ratchathani Province is still being shipped for people to buy in Bangkok.

7. Shops and souvenir shops: It was that found the shops and souvenir shops have Vietnamese food and processed fruits. They have very good ways to preserve food and they are self-produced products. Most of the products are produced by Thai-Vietnamese people, the locals call "Chao Yuan". Most souvenirs are food types, including both of fresh and dry food. The sampled stores that have been open for a long time, sell items such as pork sausages, crispy pork and Vietnamese noodles (Kuay Jab Yuan)

Discussion and Conclusions

1. The composition of the tourism supply (TS) has an overall impact on Value Chain Tourism Logistics Management (VCTLM). The seven business groups used were hotel and general

accommodation, tour, and transport companies, spas and health services, entertainment, restaurant, general and souvenir shops which should follow the Value Chain Tourism Logistics Management (VCTLM), in order to achieve good company performances. The result of this analysis is consistent with the research of Chalong Sripimol Somphong (2005), where the key factor to attract the tourism demand is readiness of tourism supply. Kaewta Roethiratana et al. (2013), say that the tourism supply will result in service providers or sellers in the tourism industry, both service providers or operators will be local agencies, private companies, tourism organizations, and infrastructure providers. Moreover, there are more service providers that now support tourism and which meet the needs of tourists and meeting the stakeholder needs is a very important step towards tourism sustainability (Nicolaides, 2015).

2. Value Chain Tourism Logistics Management (VCTLM) consists of value component activities for value chains (PA) and value chain support activities (SA). Data analysis results confirmed the implementation of the Value Chain Tourism Logistics Management (VCTLM) model. It has a direct positive impact on the tourism Logistics Firm's Performance (TLFP) up to 0.93. The result of this analysis is consistent with the research of Anongnat Srivihok and the team (2013). This case is about the value chain of travel and tourism and consists of supports and main activities. Particularly, the core activity includes on-site services, transportation, packaging, wholesale, retail, marketing, and sales. In addition, customer management has support activities consisting of the company's infrastructure, general management, financial planning, strategic alliances, procedure merger, integration and quality control. These activities will lead to the profit of tourism business as Ming San, Khao Sa-at and the group (2005), who tried to study the value-added projects in the country's tourism industry in Thailand and also the Porter (1985) value chain model. This sample represented products and services and will give added value when it is going through each process, and the activities of the value chain. Therefore, managing tourism logistics in accordance with the tourism supply chain will be able to create added value to become a value chain, and to solve problems as implied by Na Na Paibun (2009). An important problem exists which means tourism logistics management is still not in line with tourism supply chain management.

3. Components of the tourism Logistics Firm's Performance (TLFP) tourism business performance, consist of profit, competitive advantage, improve performance, customer, business growth, and financial strength. Financial strength will be improved when entrepreneurs apply the Value Chain Tourism Logistics Management (VCTLM) model. As the implementation of the Value Chain Tourism Logistics Management (VCTLM) model for management has a positive impact on the hotel and general accommodation, tour, and transport companies, spas and health services, entertainment, restaurant, general and souvenir shops. The analysis outcomes are consistent with Porter (1985). Moreover, a value chain model can solve the problem that tourism logistics management is not in accordance with the tourism supply chain management provision, according to Naiyana Phaibun (2009). This model accorded to Soontharee Charoensuk (2012), about a complete managed logistics company will be obtained to gain a competitive advantage in the part of cost leadership, making a difference, and allowing for quick responses.

Contributions

1. Suggestions for using research results in short-term corporate strategy planning (up to 1 year). This should be started with preparation for determining the management approach according to the Value Chain Tourism Logistics Management (VCTLM) model. The results of this research are recommended to operators by all seven business groups, including the hotel and general accommodation, tour, and transport companies, spas and health services,

entertainment, restaurant, general and souvenir shops. These businesses are able to prepare and plan the management by using the model according to the Value Chain Tourism Logistics Management (VCTLM) model, in order to achieve better business results.

2. Suggestions are made for applying research outcomes to the company strategy planning in the medium term (2-3 years). They are to implement the guidelines in the Value Chain Tourism Logistics Management (VCTLM) model, which must be performed in both components of the value chain (PA) and support activities.

3. Suggestions for using the research results in the long-term (3 years) with company strategy planning are made. The last is a follow-up, evaluation, and improvement after the actual implementation of the Value Chain Tourism Logistics Management (VCTLM) model. Using it in seven diverse business groups may yield different results. Given that tourism is an economic growth catalyst in national and regional economic development (Nicolaides, 2015; 2020), it is critical to have sound value chain management and tourism logistics. All the needed planning and management activities regarding purchasing suppliers, internal logistics' management, as well as teamwork with all marketing channel associates need careful consideration. Internal logistics comprises actions that refers to purchasing, operations' sustenance and physical distribution, and thus the supply chain needs to be effectively crafted being between the relevant tourism stakeholders so that the tourists can benefit as well as local communities (Nicolaides, 2020).

Future research directions

1. Further research should be conducted in-depth studies of each business, such as building a network of hotel and general accommodation, tour, and transport companies, spas and health services, entertainment, restaurant, general and souvenir shops for tourist services.
2. One could possibly also choose to use other methods of the research besides the mixed method.

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