

Tourism Service Factors Affecting Health Tourism Service Innovation in Mae Hong Son Province

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This research is on tourism services factors that affect health tourism service innovation in Mae Hong Son Province. The objective of this study is to know the factors of tourism services that affect health tourism service innovation in Mae Hong Son Province. This research is quantitative research. The population is 43 operators in the health and beauty sector in Mae Hong Son Province. The researchers used descriptive statistics and distribution in the form of frequencies, percentage values, average values, standard deviations, and inferential statistics. Multi-variable regression analysis was done with the statistics regarding data analysis. The study indicated that the proactive operation and cooperation with customers that affects health tourism service innovation in Mae Hong Son Province can be explained by the hypothesis test. According to some assumptions, there was a prediction coefficient of 32.7 percent with statistical significance at 0.05. Other factors that can predict health tourism service innovation in Mae Hong Son Province amount to a total of 67.3 percent. Therefore, a regression equation of the standard score is as follows: $Y1 = 2.134 + 0.244 X12 + 0.315 X31$. It means that proactive operational procedures and cooperation with customer factors affect health tourism service innovation in Mae Hong Son Province concurrently.

Key words: *Service, Tourism, Service Innovation, Health Tourism, Factors.*

Introduction

Tour guide businesses are directly related to the tourism industry as agents that analyse the need of services and professional management of tourists. In addition, they are most



important in linking the tourism industry to travel business license operators. In 2007, this amounted to 7,454 people and increased to 12,321 people in 2012. The number of licensees of businesses involved in touring in the southern region has a greater proportion than other regions. This involves the condition of the service operation that depends on the geographical characteristics and problems in each area. The latter include infrastructure problems, natural disasters and the inclusion of disturbance in the area. The style of Thai tourism businesses is different in terms of management structure, size, scope of work and service quality. Small tour guide businesses are the largest group and can connect to others greatly within the local area, whether they are entrepreneurs or other businesses. Then, they often group together to help each other. At the same time, it was found that there was fierce competition among tour guide operators. This results in service constraints and decreases trust (Institute for Small and Medium Enterprises Development. 2018: 1-6).

Due to the increasing competition both from inside and outside the country, tour guide businesses must require an analysis of an environment for determining a business strategy by considering both internal and external factors to develop the service potential that will lead to more trust in the business. The purpose of the use of innovation in the tourism sector is to enhance the capacity of an organisation by means of improving products and services (OECD, 2008). At the present, service innovation is getting attention from the service sector to create important services and organisational strategies (Froehle et al, 2000: 3-17; Menor et al, 2002: 135-157; Stevens & Dimitriadis, 2004: 1074-1084). In addition, it acts as a tool that responds to the value and the needs of customers by improving the image that leads to the sustainable success of the business (Henard & Szymanski, 2001: 362-375; Jermisittiprasert, Joemsittiprasert, & Phonwattana, 2019). The development of service innovation in an organisation is very important to the business operation, especially in tourism businesses that are important to the nation.

Service innovation is developed from the concept of innovation that refers to the initiative, acceptance and implementation of new ideas or activities (Fichman, 2004: 314-355). This includes new things that happen through the use of knowledge and creativity that benefit the economy and society (National Innovation Agency, 2010: Online). Most service innovation in the tourism industry begins with the creative thinking process of leaders or personnel in the organisation who bring it into practice. The main goal of improving services is to respond to customer satisfaction or groups of tourists in many forms. These include online booking services, automatic check-in systems, belt systems for moving people's luggage and communication tools, etc (Liburd, 2005: 107-118).

However, these innovations continue to demonstrate the use of technological or information technology systems to improve productivity for travel companies (Aldebert, et al., 2011: 1204-1213; Blake et al., 2006: 551-557). Creative tourism, ecotourism or volunteer tourism



involve service innovation that occurs in response to the tendency of tourists' attention to the environment and attractions. There is an emphasis on true atmosphere and naturalness without technology. New systems and methods support organisations within larger organisations, such as by facilitating the development of employee retention methods. The wage and salary system (Ottenbacher & Gnoth, 2005: 205-222) aims to improve the satisfaction of the workplace by developing and utilising the capabilities of resources in many organisations, such as the knowledge and ability of executives to create. The atmosphere that encourages innovation (Testa & Sipe, 2011: 1-14) and the ability of personnel to bring customers into an organisation's goals (Gupta & Vajic, 2000: 33-51) is all about management innovation in the organisation. It arises from the concepts and skills that require integration from many factors to develop innovation into organisational performance (Skarzynski & Gibson, 2008: 16). This affects the development of service innovation in travel companies. (MLM Hu, JS Horng, YHC Sun, 2009: 41-50)

Medical services from abroad increase the quality and efficiency of service providers, such as the compositional criteria development project of the City of Health; Medical Hub & City of Thailand, the project grouping and selecting of the City of Medical Treatment, as well as the project grouping and selecting for the Post Medical Recovery City. The city development project, Medical Hub & City, supports each group of customers in the region. The Wellness & Medical Services Group is one of the three countries that provide the best health and medical services in Asia as a business centre. Foreigners using the service in the country increased by more than 10 percent per year (consumption abroad) and were able to expand the business to no less than 20 countries/year worldwide (commercial presence). The target markets are ASEAN, the Middle East, China, Japan, India, Australia, America, and Europe. A development approach focuses on expertise in specialised medical fields that are in high demand in the future. These include specialists such as ophthalmologists, those involved in transgender reassignment surgery, beauty, dentistry, anti-aging medicine and product/service innovation. It also includes those involved in traditional spa and Thai massage services and holistic health/total wellness centres that use Thai traditional medicinal wisdom and Thai herbs combined with martial arts as Muay Thai.

These sectors may conform with the modern way of health care (business innovation) and put forward the creation of pilot businesses. Together with the private sector, they can act as models for creating a high value service in health and medicine. For example, Aphai Phubes Hospital (process innovation) integrated with both public and private agencies to create start-up groups and cultivate them until they contained potential entrepreneurs. This involves building confidence and showing the potential of Thai services known both in Thailand and abroad. This can be integrated with government agencies to solve problems and facilitate business operations (ease of doing business), such as applying for a license and various certificates. The latter includes the use of proactive negotiation at the bilateral and



multilateral level in the medical hub (Research and Quality Assurance Administration Division, 2017: 130-134).

As Thailand builds confidence in the reputation of industry, the spa industry has been foremost in Asia for a while in terms of developments in industry, both in terms of equipment and products to respond to customer needs in the modern age. It is ready to change strategies to be in line with the changing global and Thai economy all times. It provides services coupled with a selection of equipment and products for regular customers and target customers. The selection of aromatherapy products is very important in terms of being an important element of the spa industry, besides personnel service standards. This is especially true for health spa industry operators, who must accelerate to develop the quality and standards to create preference of Sukonbatham product services in their own establishments. This increases the competitiveness of both domestic and international markets in countries such as Indonesia, Brunei, Malaysia, Vietnam, Myanmar, and Laos. Therefore, health spa industry operators are necessitated to have knowledge and understanding about service standards and a selection of various treatment products, especially in neighbouring ASEAN countries. These began to develop standard quality continuously in services (Narisa Khamkan, 2014: 2).

The Thai tourism strategy has 3 important objectives: first, making a strategy lays the foundation and development in the short-term, medium-term and long-term, leading to the creation of a national tourism development plan in 2017-2021. This involves a national agenda that has been pushed for practical results. Second, focusing on activities that are urgently needed will propel the development of Thai tourism in the next 3 years. Third, focusing on improving driving mechanisms regards the quality of tourist attractions by defining the role of tourism driving mechanisms at all levels. These are linked at the policy level, where the Policy Committee of National Tourism is the core. At the provincial group level, the Tourism Development Committee for Tourism Development is the core. At the provincial level, there is the Provincial Tourism Board, which assumes the main responsibility (Ministry of Tourism and Sports. 2015: 1-44).

Mae Hong Son province is a group of upper northern provinces which consists of Chiang Mai, Lampang, Lamphun and Mae Hong Son Provinces. They have jointly organised the Lana Expo as an integration of activities under the Upper Northern Region Project 1 for the fiscal year of 2016, with the participation of various sectors within the Upper Northern Region 1. These include the government sector, private business sector, public sector and educational institutions. This was done to link and expand the value of trade and investment of target entrepreneurs in the Upper Northern Region 1. It also to promoted a good image and expanded the opportunity to publicise the potential of the provinces' products and services and promoted and supported the continuous cycle of sustainable trade and investment.



Most of the businesses in Mae Hong Son province focus on the naturalness and safety of consumers. Popular products include Uncle Bean (or Thua Khun Lung), Tiger and Soybeans, which are a local bean in Mae Hong Son province. The process involves roasting them with salt in a pan. This is classified as folk wisdom. In addition, consumers are still interested in fresh garlic and canned garlic. They are health foods that responds to consumers in this era. While its sales increase to 4 times and the trend is towards growth in Europe and America. These countries are interested in these products, so they will soon be exported to Thai consumers who live abroad.

Adopting the concept of health tourism must require the participation process to develop tourism with Phu Kloung Spa, which is a world-class quality spa of Mae Hong Son Province. This tourism has been rated as a good clone, making it the best of 3 in the world. It consists of a lot of minerals that are rich in benefits for the face and body. Sludge mud contaminated with water under the earth can help to exfoliate the skin. Mineral baths and foot baths help to circulate blood well. In addition, there is also a full range of health services, including firming massages, mineral water soaking, mud masks and a sauna that is filled with 7 main elements that the body needs (calcium, magnesium, potassium, copper, iron, zinc and silicon). These help to strengthen health, burn fat, and maintain good blood. Mud soap cleaning products have won the OTOP Innovation Award of the year. The mineral water mud powder is only in Thailand (a mineral water spray that revitalises the skin). These are considered healthy gifts from Phu Kloung (Chulalongkorn University Intellectual Property Institute, 2017: 1-89).

Health tourism destinations in Thailand are popular for tourists and the tourism industry in Thailand. People try to develop health tourism destinations in many ways, but there are some problems that tourists often encounter. These involve the quality of services and the personnel who provide services, including a lack of safety and non-standard cleanliness. These problems show that the tourism policy of Thailand involves quality tourist destinations with safety standards. These aim to attract foreign customers to come to use the medical services of hospitals in Thailand. Medical tourism and health promotion services have contributed to develop Thai spas to be unique, with Thai massages and the use of herbs. Large private entities have the potential to initiate and compete in business. However, small entrepreneurs still lack the marketing network and organisational development for learning and lack skilled personnel. In other words, the government sector lacks skilled personnel. Health tourism promotion policies lack serious support. This is because of frequent changes in government that do not appoint agencies directly responsible for implementing policies.

The review of health tourism policy aims to enhance the understanding of various dimensions of health tourism. Community development is a strategic plan that promotes health tourism product innovation in the public sector. It works with the private sector as a strategic partner

and appoints main units that have knowledge and expertise about the tourism to develop health tourism. This is done in order to diversify opportunities in the countryside by working in accordance with the principles of ethics and good governance by adhering to the principles of sufficiency in economics and a creative economy. In addition, the use of information technology and electronic media develop and promote health tourism (Pornthep Phuem, 2009: 4).

In the study of service innovation, there is another term used: new service development. This concept studies guidelines, processes and models or frameworks for the development of new services. It starts with business development or review, idea generation, idea testing, market testing, service commercialisation and post-launch evaluation. The needs and behaviours of consumers change according to their environment. The important thing can win the hearts of consumers is the development of things that will respond to the needs of changing times. Then, it is the duty of service businesses to develop their own products and services to be modern and respond to needs. The new product model can be divided into 2 types (Supachai Lolohakorn, 2010, quoted in Somdej Somlert, 2011: 91-94): 1. An innovative service is a new service that has been created and has never happened before in the world. 2. Developed products are developed or improved from existing products. The cause of the creation or development of a service may have many reasons (Supachai Lolohakorn, 2010, cited in Somrnde Somlert, 2011: 91-94): 1. Original products and services are highly competitive, and there is a need to develop products and services to be effective, superior or different to attract customers' needs. 2. Existing products and services still cannot respond to the needs of consumers as well as they should. 3. The needs of consumers change and services need to be improved or developed to be more suitable for their needs. 4. The market has needs and potential but there is no service that can respond to the needs.

In the past, the distribution of Thai and foreigners interested in traveling to Mae Hong Son province was still concentrated in attractive places during the festive season and concentrated mostly in Pai district. However, some groups of tourists still pay attention to travelling to other places, such as visiting for recreation, meditation or soaking in mineral water, cliffs, and mud, etc. Therefore, reducing the concentration and increasing the growth rate of such places is involved in health tourism. This is a trend and is a way to increase public relations with tourists who come to use health tourism services knowing about news. In addition, it involves knowing the expectations of tourists based on how tourists come to use more services.

The potential development of health tourism and creation of tourism networks in a systematic manner requires cooperation from all relevant sectors. This involves the input of entrepreneurs and authorities to set the public policies and social sectors. All sectors must participate in integrated planning work to produce health tourism development. The

approaches to solving these problems involves creating differences in services to increase the selling points for businesses. This involves as fast service responses to the needs of customers, applying local wisdom (such as Thai massages and spas), and applying innovation to tourism.

In this study, the innovative model of health tourism services in Mae Hong Son is a study of the health tourism industry in Mae Hong Son that focuses on spa and massage business for health and uses information about service providers. The owners of enterprises involved in health tourism establishment know the needs of tourists, especially in health tourism products. They know the demand for the current forms of health tourism services and real needs from the perspective of tourists. This is considered the most important basic information in the development of a service innovation model and development of the quality of health tourism products and services in Mae Hong Son Province. They need to be accordance with the needs of the most targeted groups. In addition, this is true whether or not the current model or product is in line with the needs of the tourists. They should be updated or modified according to a service innovation model. When combining the study of the form of service innovation in Mae Hong Son, organisational management and health tourism management, the problems and obstacles encountered in various aspects will define the point of view of health tourism management as a whole; a common point can be found in the sustainable development of the potential of the health tourism industry of Mae Hong Son Province.

For this reason, the researchers were interested in studying the service factors that affect the innovation of health tourism services suitable in the context of Mae Hong Son province. The study focused specifically on strategic variables for tourist business establishments to appreciate the importance of each of 3 affecting factors: 1) focusing on an entrepreneurship, (an important mechanism for management that will drive service innovation in the organisation); 2) Market focusing that supports information for making strategic decisions in business operations; and 3) Co-production of services that give importance to those involved in the production of services outside the organisation, including customers and partners who play an important role to improve the value of products and services. These factors cause the development of service innovation. In addition, they involve the study of resulting factors from the development of service innovation to appear in organisations, such as service performance. These are considered the core of service businesses and the research in the context of tourism using only quantitative methods. (Hjalager, 2010: 1-12). The researchers then studied these factors. The phenomena occur according to the reality of the area in an in-depth study of how to support quantitative data completely.



Purpose of the Study

The purpose of this study is to know the factors of tourism services affect health tourism service innovation in Mae Hong Son Province.

Method of the Study

In the study of factors that result in innovative health tourism services, the researchers studied the knowledge, concepts and theories related to documents and the other resources to determine tourism service factors affecting health tourism service innovation in Mae Hong Son Province. The method of research was as follows:

1) The population used in this research was 43 people who were health and beauty business operators in Mae Hong Son Province. Their work was related to health tourism services, (Mae Hong Son Provincial Health Office, 2562: 1-3).

2) Creating research tools

The researchers conducted data collection by themselves using academic papers and related literature. Then they synthesised and summarised the issues to record data in document analysis form before analysing the important issues to be used in drafting.

Questionnaires consisted of 5 parts:

Part 1: This part shows the personal factors of the respondents.

Part 2: This part included the respondents' opinions and their focus on entrepreneurship.

Part 3: This involved asking about the respondents' opinions on market focus.

Part 4: This involves asking about the respondents' opinions on the co-production of services.

Part 5: This involves asking the opinions of respondents about health tourism service innovation in Mae Hong Son province.

The questionnaires in part 2 and part 5, used a rating scale that is an ordinal scale divided into 5 levels, analysing information about a knowledge management model. The mean (\bar{X}) and standard deviation (S.D.) were analysed.

1) Process of creating tools

3.1 An analysis of the characteristics of essential elements of health tourism service innovation in Mae Hong Son province was carried out. This was done by creating a questionnaire for asking opinions about the essential elements of innovative health tourism

services in Mae Hong Son Province. The process of creating the questionnaire involved the following steps.

3.1.1 The quality of the tools were estimated to check content validity by using the index of item objective congruence: IOC.

3.1.2 The tools were examined by 5 experts divided into 2 groups:

First group: 3 scholars were experts in health tourism from public or private institutions. They graduated with doctoral degrees and specialised in human resource development for at least 5 years.

Second group: This group included 2 representatives of the parties involved in the health tourism business in Mae Hong Son Province.

The consistency index (IOC) of experts' opinions were found to consider the selection of items that have $IOC = 0.80 - 1.00$, which is higher than 0.5 (Itthiphap Suwattanapornkun, 2018, page 215) and considered to be in the available criteria.

An index of item object congruence (IOC) of experts' opinions was established to consider and select the items that have $IOC = 0.80 - 1.00$, which is higher than 0.5 (Itthiphap Suwattanapornkun, 2018: 215) and considered to be in the available criteria.

3.1.3 Tools were used to experiment with non-target groups. They were then used to analyse the reliability of the questionnaire by calculating the alpha coefficient. According to the Cronbach method (Lee J. Cronbach, 1990, p 164), the discrimination of greater than 0.2 was in the available criteria.

3.1.4 Tools were prepared for use in further testing of target groups.

3.2 Documents were analysed and then the topics of the questionnaire were set.

- 2) For the data collection, the researchers collected the data of the questionnaire by mail, electronic postage and self-collection.
- 3) Preparation and analysis of the content of the data was done to analyse and synthesise the data according to the objectives of the research. Namely, this was to "to know the factors of tourism services that affect health tourism service innovation in Mae Hong Son Province". Data analysis use involved multiple regression analysis.

Results of the Study

The analysis of tourism service factors affecting health tourism service innovation in Mae Hong Son province was divided into 2 parts as follows:

1. Variables of this study consist of 1) the variable of focusing on entrepreneurship, 2) the variable of focusing on the market, 3) the variable of co-production of services, and 4) the variable of health tourism services innovation in Mae Hong Son Province using a mean (\bar{x}) and standard deviation (S.D.).

Table 1

The mean and standard deviation of the variable of focusing on entrepreneurship

Focusing on entrepreneurship	Level of Opinions			
	μ	δ	Meaning	Ranking
1) Riskiness	3.06	0.43	moderate	1
2) The proactive operation	2.79	0.40	moderate	3
3) Innovation ability	2.94	0.37	moderate	2
Total	2.93	0.47	high	

In Table 1, it can be seen that most entrepreneurs gave priority to risk. It was ranked 1st, being at a medium level, with an average level of 3.06 and a standard deviation of 0.43. In terms of the innovation capability, they were ranked 2nd with a moderate value at the average level 2.94 and standard deviation of 0.37. Proactive operations were ranked 3rd with a moderate value at an average level 2.79 and a standard deviation level of 0.4. The sum of the variables of focusing on entrepreneurship that were of a significant value at a high level amounted to an average level of 2.93 and a standard deviation level of 0.47.

Table 2

The average and standard deviation of the variable of focusing on the market

Focusing on the market	Level of Opinions			
	μ	δ	Meaning	Ranking
1) Focusing on customer	2.72	0.53	moderate	3
2) Focusing on competitor	2.80	0.45	moderate	2
3) Coordination within the organisation	2.88	0.34	moderate	1
Total	2.80	0.41	high	

In Table 2, it can be seen that most entrepreneurs gave priority to coordination within the organisation. It was ranked 1st, being at a medium level with an average level of 2.88 and a

standard deviation level of 0.34. Focusing on competitors was ranked 2nd with a moderate value at an average level of 2.8 and standard deviation level of 0.45. Finally, focusing on the customer was ranked 3rd with a moderate value at an average level of 2.72 and standard deviation level of 0.53. The sums of the market-oriented variable were of significant value at a high level (the average level was 2.8 and standard deviation level was 0.41).

Table 3

The average and standard deviation of the variable of co-production of services

Co-production of services	Level of Opinions			
	μ	δ	Meaning	Ranking
1) Cooperation with customers	4.11	0.55	high	1
2) Cooperation with partners	4.10	0.57	high	2
Total	4.10	0.47	high	

In Table 3, it can be seen that most entrepreneurs gave importance to cooperation with customers. It was ranked 1st, with a significant value at a high level. The average level was 4.11 and the standard deviation level was 0.55. Next, Co-operation with partners was ranked 2nd, with a level of significance at an average level of 4.1 and a standard deviation of 0.57. The sum of the variables in the production service had a significant value at a high level at an average of 4.1 with a standard deviation of 0.47.

Table 4

The average and standard deviation of the variable of health tourism services innovation in Mae Hong Son Province

Health tourism services innovation in Mae Hong Son Province	Level of Opinions			
	μ	δ	Meaning	Ranking
1) Products	4.07	0.53	high	2
2) Process	3.96	0.61	high	4
3) Staff performance	3.91	0.59	high	5
4) Personal learning	3.84	0.55	high	6
5) Employee compensation	4.06	0.64	high	3
6) Information technology adoption	4.10	0.74	high	1
7) Strategic placement	3.72	0.70	high	7
Total	3.95	0.41	high	

In Table 4, it can be seen that most entrepreneurs recognise the importance of information technology adoption. It is ranked 1st, with a significant value at a high level. The average level is 4.1 and the standard deviation is 0.74. The product was ranked 2nd, with a significance value at a high level. The average level was 4.07 and standard deviation level was 0.53. Next, Employee compensation is ranked 3rd with a high level of importance. The

average level was 4.06 and standard deviation level was 0.64. The process was ranked 4th, with the value of significance at a high level. The average level was 3.96 and standard deviation level was 0.61. Employee performance was ranked 5th, with a high level of importance. The average level 3.91 and standard deviation level was 0.59. Personal learning was ranked 6th, with a high level of importance. The average level was 3.84 and standard deviation level was 0.55. Finally, strategic placement was ranked 7th, with a high level of importance. The average level was 3.72 and standard deviation level was 0.7. The sum of variables in health tourism service innovation in Mae Hong Son Province had significant values at high levels. The average level was 3.95 and standard deviation level was 0.41.

2. Analysis of tourism service factors affecting health tourism service innovation in Mae Hong Son province by using multiple regression analysis.

Table 5

Multiple Linear Regression analysis of travel service variables used to predict health tourism service innovation in Mae Hong Son Province

Predictive variable	Health tourism service innovation in Mae Hong Son Province				
	B	SE(b)	β	t	p-value
Constant	2.134	0.198		10.795	0.000*
Riskiness	0.098	0.101	0.054	0.967	0.334
Proactive operation	0.244	0.102	0.129	2.377	0.018*
Innovation ability	-0.038	0.091	-0.022	-0.415	0.679
Focusing on customers	0.252	0.133	0.106	1.893	0.059
Focusing on competitors	0.049	0.110	0.024	0.444	0.657
Coordination within the organisation	0.111	0.095	0.064	1.167	0.244
Cooperation with customers	0.315	0.121	0.142	2.611	0.009*
Cooperation with partners	0.009	0.101	0.004	0.089	0.929
$r = 0.327$, $R^2 = 0.107$, Adjusted $R^2 = 0.088$, $F = 5.842$, $p\text{-value} = 0.000^*$					

* statistical significance at the level of 0.05.

Based on Table 5, hypothesis testing found that only 2 variables had an effect on the innovation of health tourism services in Mae Hong Son Province: proactive operations ($p = 0.018$, $\beta = 0.129$) and cooperation with customers ($p = 0.009$, $\beta = 0.142$). The hypothesis test shows that it is consistent with some of the hypothesis. The predictive coefficient was 32.7 percent and statistically significant at 0.05, and there are other factors that can predict health tourism service innovation in Mae Hong Son. The total was 67.3 percent. Therefore, a regression equation of the standard score can be written as follows.

$$Y_1 = 2.134 + 0.244 X_{12} + 0.315 X_{31}$$

$$r = 0.327 \quad R^2 = 0.107 \quad \text{Adjusted } R^2 = 0.088, \quad r = 0.327, \quad F = 5.842, \quad p\text{-value} = 0.000$$

From the equation, it can be seen that the proactive operation factors and cooperation with customers affect health tourism service innovation in Mae Hong Son province in the same direction.

Conclusion and Criticism of Results

Conclusion

The results of the study of tourism service factors affecting health tourism service innovation in Mae Hong Son Province showed that proactive operations and cooperation with customers affect health tourism service innovation in Mae Hong Son Province.

Discussion

Proactive operations affect health tourism service innovation in Mae Hong Son Province because entrepreneurs are one aspect involved in innovation. Activities are risky and have proactive operations that lead to competition. Focusing on entrepreneurship is the process of an organisation surviving and performing. In addition, the structure of an organisation is closely linked to strategic management and strategic decision-making processes. Focusing on entrepreneurship is as a strategic focus of organisations that affects them in the form of decisions, practices and methods of operation. In addition, this is a combination of 3 dimensions: proactive riskiness and innovative ability that accepts the risk of experimenting with new products, uncertainty of products and services, and proactive operations to achieve market opportunities beyond competitors, including the willingness to change market offerings. It can be said that the focusing on entrepreneurship means focusing on the personality and characteristics of entrepreneurs involved in managing employee practices and executives in an organisation. This reflects the strategic decision-making process within the perception of their own needs. Creative and challenging actions are able to respond and accord to the goals of an organisation.

This principle is consistent with the research of Walailak Ratanawong (2014: online system), who studied the causal factors and the results of service innovation for tourism businesses in Southern in Thailand. They found that quantitative research involves the level of performance of causal factors, resultant factors and service innovations in all 3 areas. These include the Andaman coast, the area on the Gulf of Thailand and the border area. The models of causal and resulting factor measurement of service innovation consist of 7 latent variables and 17 observed variables. These are consistent with empirical data at a good level. The



development results of the models of causal factors and results of service innovations found that there were 3 correlations between external latent variables: the variable of focusing on entrepreneurship, the variable of co-production of services, and the acceptance of information technology. In addition, regarding service innovation in the context of tourism businesses in Southern Thailand, it is necessary to consider the supporting factors of the government's policies, factors affecting customer satisfaction and factors in the production of personnel in tourism as well. The main problems and obstacles affecting to the development of service innovation involve the subject of human resource management in organisations, especially mental services. For the development of service innovation to lead to competitive advantages, tour operators commented that service innovation can attract customers and create growth for businesses.

In terms of qualitative research, it was found that the variables used in the study were consistent with the data of quantitative research. As for the comparison of the consistency between quantitative research and qualitative research results, the structural equation model of causal factors and the results of service innovation derived from both quantitative and qualitative studies were consistent with empirical data.

Cooperation with customers that affects health tourism service innovation in Mae Hong Son Province focuses on creating interactions with customers. This design develops platforms for organisations using technology, human resource development, tools and machinery that result in the benefit of participation in creating experiences. Participation in creating value is also presented with a new marketing concept called service-dominant logic by offering what makes a fit between what the customer wants and what the organisation must present. The advancement of information technology has enabled customers to gain more access. There is more learning combined to bring more new information technology. This makes organisations try to find ways to respond to the growing needs of customers and the increasing demands of globalisation.

An organisation is therefore pressured to think about and change management styles with flexibility and efficiency under such circumstances to present a value creation system in a product and service. It can do so by looking for cooperation and useful interactions that can add value to a business. It can be said that the value co-creation paradigm concept of customer cooperation is important for creating value to lead to new service development. The customer is the source of information outside the organisation. Good service innovation should therefore look at external sources. This good knowledge driver is the client themselves. This is consistent with the research of multiple authors (Chen et al.; 2009: 36-55, Chen et al.; 2011: 1331-1346, Cheung & To; 2016: 1981-2000, Hongqi & Ruoyu; 2012: 1449-1454). In terms of co-production services and innovation in health tourism services, the researchers drew from both domestic and foreign scholars. The conclusion is that the process



of creating valuable interactions among organisations, external stakeholders, customers and partners is considered a basic resource of creativity for the organisation. This contributes to the production of services by creating cooperation that is beneficial to service development and leads to practices that respond to the values and needs of customers in delivering services. Two dimensional indicators are related to this: cooperation with customers and cooperation with partners.

Recommendation

An organisation should be organised with the first step of designing and organising work groups by analysing and designing work that needs to be done. Then, the scope of work for each job that is grouped should be defined. The structure of personnel should be organised and personnel should be recruited to work together by assigning qualifications to ensure suitability for the work being done. These personnel include lecturers, leaders and volunteers. When personnel assignment has been completed, there should be an orientation to clarify objectives, goals and various operational plans. These include relevant knowledge about the behaviour, activities and nature of entrepreneurs.

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