



STRATEGIC IMPLEMENTATION: A CASE OF MICE HOTELS IN THAILAND



A Thesis Submitted in Partial Fulfillment of the Requirements  
for Doctor of Philosophy (INTERNATIONAL BUSINESS) INTERNATIONAL  
PROGRAM

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By  
MISS Kamonluk PHOPHAN



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Maintaining a market share in an increasingly dynamic environment is one of the most challenging tasks for the hotel and hospitality industry. To successfully achieve long-term competitive advantage, Meetings, Incentives, Conferences and Exhibitions (MICE) hotels should focus on a strategic operational process. The purpose of this study is to identify the role of the implementation process in mediating the relationship between MICE influential factors and MICE performance. The variables of statistics used as a research tool are derived from well-established literature to develop a clearly defined measurement of variables. This study uses the quantitative method of analysis by distributing a questionnaire to 416 respondents working in MICE hotels across Thailand. The respondents range from employees to top-management staff involved in the implementation of MICE strategy. Also, structural equation modeling (SEM) was used to examine the mediating role of the implementation process on the relationship between MICE influential factors and MICE performance. Results confirmed that the MICE influential factors positively relate to the implementation process and in turn the implementation process positively relates to MICE performance. There is a direct relationship between an increase in effective implementation and an increase in MICE performance ratings. However, there is no direct relationship found between the MICE influential factors and MICE performance. As a result, the implementation process plays an important mediating role on the relationship between MICE influential factors and MICE performance, serving as a bridge or stepping stone to see the beginning factors reach a common goal. These results have significant contributions for both MICE research and practice. The findings of this study can be used as guidance for improving appropriate implementation process for new strategies. The results also indicate that MICE influential factors can enhance MICE performance in a beneficial way.

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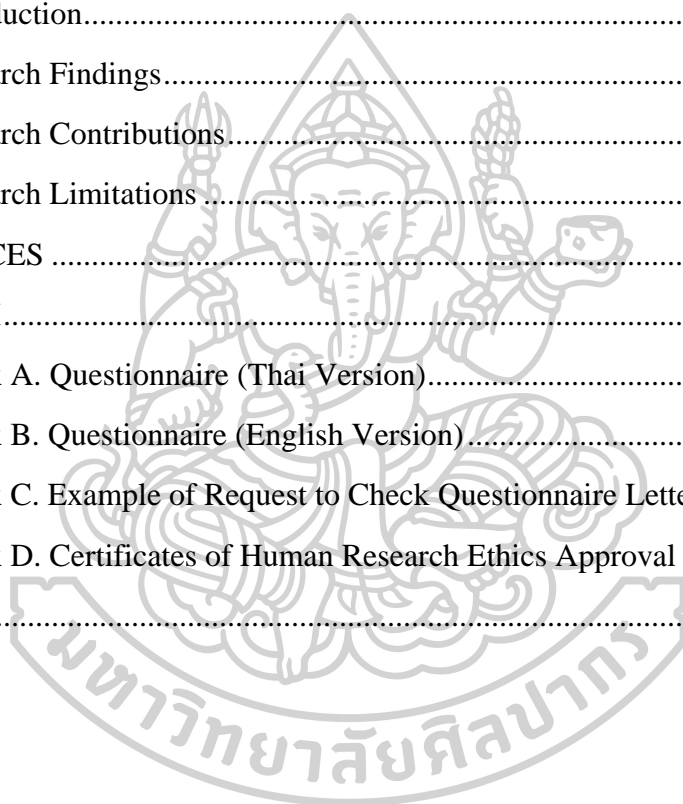
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## **Chapter One**

### **Introduction**

#### **1.1 Introduction**

There is no doubting that today we live in a global economy. There are many sellers and buyers to do business around the world. Thousands of products and services continually cross the globe each and every day. Maintaining a market share in an increasingly dynamic environment is one of the most challenging tasks for international businesses. To successfully achieve a long-term competitive advantage, every organization should focus on a strategic operational process. Strategic management is undoubtedly one of the most crucial areas in business studies to apply to achieve organizational performance. It is also a part of the management theory family that was developed to suit the managerial requirements of current complex organizations and business environments.

This research, “Strategic Implementation: a case of MICE hotels in Thailand,” presents the research background, problem declaration, research goals, research findings, and thesis structure that guides the studies of this dissertation. It begins with the introduction to strategic management in Tourism, Hospitality, and Events (THE). Then, research background will be described including Meetings, Incentives, Conferences and Exhibitions (MICE) and business events situation in Thailand, MICE hotel as a part of MICE sector, and problem statement.

#### **1.2 Introduction to Tourism, Hospitality, and Events (THE)**

Tourism, Hospitality, and Events (THE) are undoubtedly an important part of the global economy, not only for developed countries, but also for developing countries around the world (Okumus et al., 2020). Over the past thirty years, the THE industry has grown quickly and is currently becoming one of the most dominant parts of the service industry. This accounts for more than 10 percent of gross domestic product (GDP) on

a global scale and employs over 11 percent workers around the world (UNWTO, 2019). To get a better understanding of the various definitions of tourism, hospitality, and events, these three words can be clearly identified as follows. Tourism is defined as the flow of travelers from their origin destination to another destination for specific purposes such as relaxing, visiting friends and family, or working more than twenty-four hours but less than one year. Another meaning is the proverbial home away from home. In terms of hospitality, it refers to providing accommodation, meals, and entertainment for travelers both domestic and international. Additionally, types of tourism and hospitality organizations can be categorized such as accommodation business, transportation business, food and beverage business, entertainment business, travel agency, tour operations business, and others. Each of these businesses usually identify as a subsector too. For example; Accommodation includes hotels, resorts, motels, hostels, guest houses, and so forth. Finally, the MICE industry (also known as event industry or business event or meeting industry), a kind of business tourism, creates quality events which give special experiences and offer hosting services as a meeting or trade shows for business professionals. According to the World Travel Organization (UNWTO), the International Congress and Conferences Association (ICCA), and Meeting Professional International (MPI), Event industry is defined as *“activities based on the organization, promotion, sales and delivery of meetings and events; products and services that include corporate, association and government meetings, corporate incentives, seminars, congresses, conferences, conventions events, exhibitions and fairs”*. This industry is a part of the important driving forces of tourism destination improvement and thereby a significant producer of income, job employment, and foreign investment potential. Beyond these economic benefits, the MICE Industry also offers opportunities for networking, knowledge exchange and is an important shaper of intellectual development and cross-regional cooperation (UNWTO, 2019). To fully understand the characteristics of Tourism, Hospitality, and Events (THE), it is essential to distinguish between the various organizations within the service sector in terms of their size, types, and customer segment (Okumus et al., 2020). The following are some closely involved and unique characteristics of THE organizations (Fitzsimmons et al., 2014; Gronoos, 2007; Kandampully, 2007): 1.) Inseparability – customers are deeply rooted in the service process acting as clients and also buyers, 2.)

Simultaneity – created and consumed simultaneously, 3.) Perishability – service perishable if they are not sold, 4.) Tangibility – a combination of tangible and intangible products and services, 5.) Heterogeneity – variations of the service delivery, 6.) Cost structure – pricing strategies and their resource allocation, and 7.) Labor-intensiveness – where employees play a key role in the process. Thus, a conclusion can be described accordingly; the unique identity and various kinds of THE organizations can influence strategic management practices, especially in the analysis sector, decision-making, resource distribution, and building a competitive advantage within the industry (Okumus et al., 2020). Strategic management ideas and guidelines created in many business fields can still be applied within THE context, albeit adapted to the tourism and hospitality sector.

### **1.3 Strategic management in Tourism, Hospitality, and Events contexts**

The steady progression of research in the hospitality and tourism field was recorded from 1980 to 2013 and split into two phases (1980-1999 and 2000-2013). Most scholars concur that hospitality and tourism studies have advanced at a much greater rate over the previous fifteen years or so, there still remains several great obstacles to strategy development in the fields of theory, education, and even infrastructure. Research into strategic management is nothing new in the tourism and hospitality field, but there are some gaps in the research literature that could use further study (Harrington et al., 2014). The scholars focusing on strategic management research have made steady progress by working on current research themes similar to the generic strategic management field. As mentioned above, strategic management is one of the critical areas in business studies, constantly evolving in terms of its foundation, belief, and concentration. It is comprised of analysis, choices, and practical actions an organization brings forth to create and develop a competitive advantages (Dess et al., 2008). Joseph (2001) wrote that “strategies can be created or modified to reflect measurable and observable long – term goals”. However, evidence suggests that only 10% of strategies formulated are implemented successfully (Norton and Kaplan, 2001), and without effective implementation, even the best strategy will not be fruitful (Khemarangsana,

2006). Supporting this, Kaplan and Norton (2001) have stressed that the ability to successfully implement strategy was even more fundamental than the vision or aims of the strategy as a whole as Harald and Elmar (2002) explained that implementation, or more so than strategies of product management and marketing in destinations, becomes even more important for the practical and scientific discussion. Most of these researchers have different perspectives on strategic implementation, though there is some shared opinion favoring measurable results in practice over lofty ideas in theory. They have produced their conceptual frameworks that merely described the factors. To sum up the main points of the theories, corporate organizational failure can arise for many reasons; not occurring from strategic planning failure. Hence, the implementation process is significant to many businessmen and consultants due to its complexity. In fact, successful implementation is a key indicator of a successful strategy and brings the ideas on paper into reality. There are many strategy aids and methods that have been created to help managers to successfully implement strategy and measure organizational progress. However, some scholars also acknowledge a lack of practical strategic implementation techniques as a problem facing many organizations (Bartlett and Ghoshal, 1999; Miller, 2001; Evans, 2015). As a result, to understand implementation, organizations should be aware of the uncertainties being faced by strategic implementation theories to be able to address most of the issues likely to serve as barriers in the implementation process, which will be explained in greater detail in the next chapter.

As previously indicated, several researchers have analyzed strategic management research in the THE industry in the last few years (Harrington et al., 2014; Okumus et al., 2017). These studies pointed out that the majority of research focuses on corporate strategy, entrepreneurship, cooperative strategy, and internationalization which are all required to gain a deeper understanding of the field at large. However, some research has focused on strategy and performance, strategic implementation, and corporate responsibility. Due to the THE context, strategic formulation and implementation processes should be highlighted in this area (Köseoglu et al., 2018). Okumus and colleagues (2020) noted that strategic management research in the present uses more

advanced quantitative research methods such as structural equation modeling (SEM) and data envelopment analysis.

Due to the limitation of research on MICE's strategic implementation, the existing literature review on the generic industry and tourism and hospitality industry will be applied with this field. Hence, this research study primarily focuses on discovering this black box of the implementation process by studying one particular MICE hotel in Thailand.

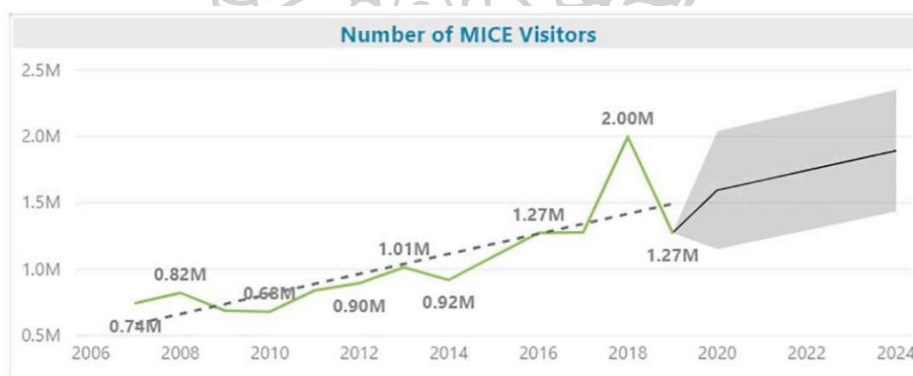
#### **1.4 Thailand's MICE industry Outlook**

The competition for tourist dollars is growing rapidly, and nations the world over are searching for a means to acquire a competitive edge in the niche tourism sector. Understanding the true value of MICE industry (also known as event industry or business event or meeting industry), is one of niche tourism activities that adds plenty to Gross Domestic and Regional Product and even helps with building brand image for attracting more tourists and more revenue for tourist economy countries, much like Thailand. This industry can help the economy directly and also indirectly by making way for economic exchange by event organizers, hotels and places of interest, entertainment venues, catering services, retail outlets, tourist hot spots, and a myriad of other economic mainstays. Generally, business tourists spend more money than normal leisure tourists and the amount of money offered up by business tourists has grown at a much faster rate than other parts of the tourism sector. The demand for MICE business is still on the rise. Despite tremendous growth, one of the greatest challenges that MICE business faces is maintaining a share in the increasingly competitive marketplace. Certainly the MICE industry has grown in size and popularity over the years, but it still deserves much more credit for attracting customers to tourist based economies and for generating vast amount of revenue for both private and public organizations, the government included.

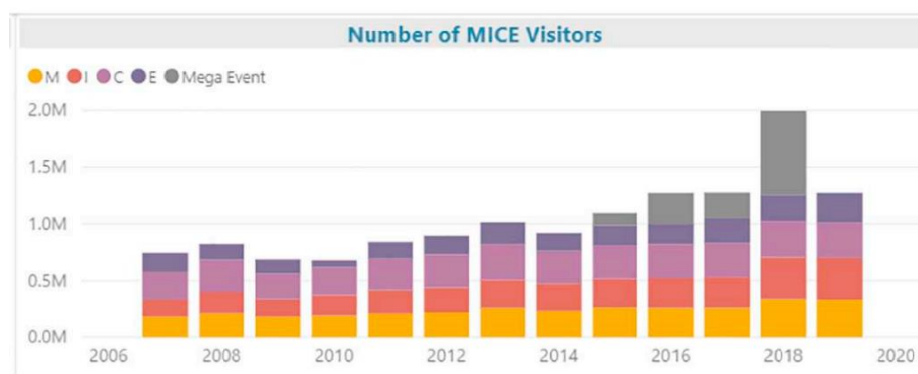
According to Thailand Convention and Exhibition Bureau (TCEB) Annual Report 2019, the global MICE industry changed significantly and expanded regardless of



changes in social circumstances, technological innovation, or the needs and behavior of global MICE operators and entrepreneurs (TCEB, 2019). In 2019, Thailand claimed to have welcomed more than 30 million international and domestic MICE travelers who generated revenue over THB 200,000 million for the country with a positive impact on the economy in terms of reaching the GDP at 3.27 percent (approximately THB 550,160 million). Out of this total, 1,273,981 international MICE travelers visited Thailand, generating revenue of THB 93,971 million as shown in figure 1 and 2. The top 10 countries these travelers came from in terms of number of visitors can be summed up as follows 1.) China (247,660 visitors); 2.) India (216,282 visitors); 3.) Malaysia (95,841 visitors); 4.) Indonesia (75,722 visitors); 5.) Singapore (73,054 visitors); 6.) South Korea (69,883 visitors); 7.) Japan (62,370 visitors); 8.) Vietnam (42,729 visitors); 9.) Taiwan (42,561 visitors); and 10.) Philippines (40,379 visitors).



Figures 1 Number of MICE Visitors Statistics from Thailand MICE Intelligence Center (2019)



*Figures 2 Number of MICE Visitors Statistics (Categorized from sections) from Thailand MICE Intelligence Center (2019)*

Both figure 1 and 2 show the number of MICE visitors declined during and after political unrest in 2008, 2009, 2010, with two political revolutions in 2006 and 2014, and the COVID-19 outbreak in 2020 until now. Surprisingly, Thailand is still ranked as one of the most visited countries in Asia, if not the entire world, playing host to the most international meetings with the capital city of Bangkok ranked as the top 10th convention holding city in the world in 2018 (ICCA, 2018). Moreover, Thailand is the first ranked as a preferred MICE destination in 2008 because of generous hospitality, great value for exchange of money, and a broad spectrum of international and local food as shown in figure 3 Top 10 Preferred Choices for Revisit MICE Destination in 2018.

*“According to the survey, the country features strengths in three areas which are 1. Basic Requirement: connection hub, international standard accommodation, and great facilities 2. Delight Factors: great hospitality and delicious local cuisine 3. Unique Experience: culture & heritage and abundance of nature. Furthermore, the destination also offers a wide variety of activities beyond MICE, good accessibility to/from destination, endless business opportunities, and the uniqueness”,* said Mr. Chiruit Isarangkun Na Ayuthaya - TCEB president.

Top 10 Preferred Choices for Revisit MICE Destination	
1.	Thailand
2.	Japan
3.	Singapore
4.	Hong Kong
5.	Australia
6.	United State
7.	Germany
8.	Switzerland
9.	United Kingdom
10.	China

*Figures 3 Top 10 Preferred Choices for Revisit MICE Destination in 2018*

Thailand has a positive image with a variety of leisure and business (bleisure tourism) attractions, warm and welcoming people, great exchange value for money, open availability of venues, easy access, and a safe place to travel (Jurakanit & Taweepornpatomkul, 2019). In the MICE industry, tourist or business image characteristics during place selection are: accessibility, convenience, ease of local transportation, overall affordability, meeting room facilities, service quality – MICE standard, sales promotions and safety and security (Rittichainuwat et al., 2020). Thailand boasts all of these attributes and continue to expand business in the tourism and hospitality industry.

### **1.5 Problem statement**

Under the philosophy of the “Thailand 4.0” government program, all service industries must strive to incorporate technology into normal operations to maintain competitive advantage in an increasingly globalized world. This economic model strives for innovation as a means for security by creating stronger local industries with global connections. The THE industry in particular seeks to improve upon human capital to develop employees potential while also integrating digital technology to keep pace in a modern world. In a word, the Thailand 4.0 model proposes that all industries, including THE and MICE, must consistently meet high international standards of service and professionalism to perform in the global economy. If the MICE industry is to prosper, it must take on a more international outlook in its operational strategies to reach long term goals of continued growth.

Researchers from different perspectives have concentrated on specific implementation factors, making it difficult to obtain a holistic view. In fact, much of the literature is conceptual in nature, describing only the assumed implementation factors. Therefore, this research focuses on discovering this so called black box of the implementation process by studying strategic implementation of MICE businesses in real time. Furthermore, past studies of influential factors affecting the strategic implementation



of MICE businesses are limited by time and scope. Thus, it is critical to explore the factors affecting the strategic implementation and the strategic implementation elements in MICE business context, which are expected to enhance business performances. Undoubtedly, it is difficult to grasp the full picture of business operational strategies, as some businesses keep their service techniques a strict secret. But it is also undoubtedly important to identify these diverse approaches and various company contexts to find a practical business model that can indeed be implemented to have some positive outcome. We must come to know the link between the implementation process and influential factors and also the effect of the process on the end results. New research and findings in this field will help elucidate the mediating role of the implementation process in turning theory into results, guiding ideas into practice, and generating profit by transforming business models into business methods.

To achieve the research aims and objectives, the following research questions have been formulated:

1. What are the influential factors for the successful management of MICE's strategic implementation?
2. What are the constructs to conceptualize and operationalize the MICE's strategic implementation?
3. How to provide empirical assessment of MICE's strategic implementation and MICE performances.

### **1.6 Research objectives**

The ultimate goal of this research is to build a framework and measurement of the strategic implementation of MICE business. Initially a framework will be developed according to factors identified as a result of reviewing the literature. Then relationships between the factors will be proposed and tested within the study in order to build a new framework. The specific objectives will be:

1. To identify MICE influential factors that are critical for the successful management of the MICE's strategic implementation.
2. To conceptualize and operationalize the MICE's strategic implementation.
3. To provide empirical assessment of MICE's strategic implementation and MICE performances.

In addition, the study aims to fill research gaps by proposing MICE-related factors affecting the strategic implementation of MICE businesses. The research also intends to provide MICE strategic implementation factors that are likely to improve business performances.

### **1.7 Research Contributions**

This contributions mainly focus on giving a better understanding to the mystery of the implementation process. Through empirical studies on the relationship among the factors (i.e. MICE standard, networking, management, structure, inter-functional coordination, MICE personnel knowledge and capability, communication, evaluation, and MICE performance), it gives a new insight into how these factors could be used together more effectively. This study has contributed to this area of literature by empirically testing these factors and also finds out how each influential factor impacts both the implementation factors and the outcome. To sum up, this research will expand upon the already well-established literature in both theory and practice.

In terms of theory, this research offers convincing empirical data to show the importance of the implementation process as previously mentioned by other authors. The study will help connect the various approaches in demonstrating the role of implementation as a crucial linking mechanism, oiling the gears of industry so to speak to turn theory into practice. The research strongly shows how the implementation process is a critical link in driving business success, which can be applied in the real world to generate more revenue within the MICE industry. In other words, this research

may serve as a practical guide for the management level to help streamline operations and see more positive change on the ground level of business.

Within the MICE business sector, a top down approach typically involves executive management outlining a business model and work strategy to be carried out by other levels of the managerial hierarchy. Effectively executing business plans involves not only the ideas of the executive management, but cooperation on all levels from local to national government agencies, contractors and employees, and even paying customers who have some say in the business feedback loop. Lastly, the national government of Thailand should help promote professional development and business outreach programs for the MICE industry as it accounts for a significant portion of GDP. One hand washes the other, where government investment in the industry can return greater profits for the government. But to stay competitive in a global economy, the MICE industry must continue to develop training programs for all levels of the corporate ladder. In particular, Thailand must focus on improving language skills to attract more international customers to share in the beauty of Thai hospitality in “the land of smiles.”

### **1.8 Thesis Structure**

Chapter One presents the research background, problem declaration, research goals, research findings, and thesis structure that guides the studies of this dissertation. It begins with the introduction to Tourism, Hospitality, and Events (THE), strategic management in THE, Thailand’s MICE industry outlook, and so forth.

Chapter Two presents the literature review about strategic implementation in particular. The conceptual framework will be explained to demonstrate the relationships between implementation and MICE influential factors, followed by an explanation of how these factors are derived using three strategic management processes and existing implementation frameworks. Strategic management theory will be discussed at the first stage, followed by definitions of strategic implementation. Then, the conceptual framework will be considered at the end of the literature review.

Chapter Three is divided into two parts: pilot study and survey stage. The sample size, accessibility, questionnaire design, and the data analysis method are introduced and justified for each stage of research design. This study will only focus on one industry (i.e. the MICE hotels in Thailand), this study meets this criterion by employing multiple level research (both management and implementers), and multi-organizational research (exploring more than one organization implementing the same strategy at the same time).

Chapter Four presents the pilot study (the preliminary analysis of the measurement). As part of the broader investigation a pilot study using a structured questionnaire was developed and tested in one MICE hotel, from various departments of about 30 respondents. The aim of the pilot study was to test the reliability and validity of the scales to be used in the final stage of the research. Results showed that these scales are reliable and valid tools of measurement. Some improvements were suggested at the end of the chapter which will be noted for further study.

Moreover, it will report the reliability and validity of the study's constructs. There are several tests that may be used in order for each scale to be considered as valid and reliable such as Cronbach Alpha, Bartlett's test of sphericity, and factor analysis. Results have shown these measurement scales to be reliable and valid.

Chapter Five concludes and discusses the research design and the main findings. It will show the contribution of this research to knowledge and suggest implications for the managers, implementers and people who are involved. The limitations of this study will then be discussed with suggestions for more research too.

## **Chapter Two**

### **Literature Review**

#### **2.1 Introduction**

This chapter analyzes the literature review about the strategic implementation process in particular. The conceptual framework is explained to demonstrate the relationships between strategic implementation and MICE influential factors, followed by an explanation of how these factors are derived using three strategic management processes and existing implementation frameworks. Strategic management theory is discussed at the first stage, followed by definitions of strategic implementation. Lastly, the conceptual framework is described at the end of the literature review.

#### **2.2 Strategic Management Theories**

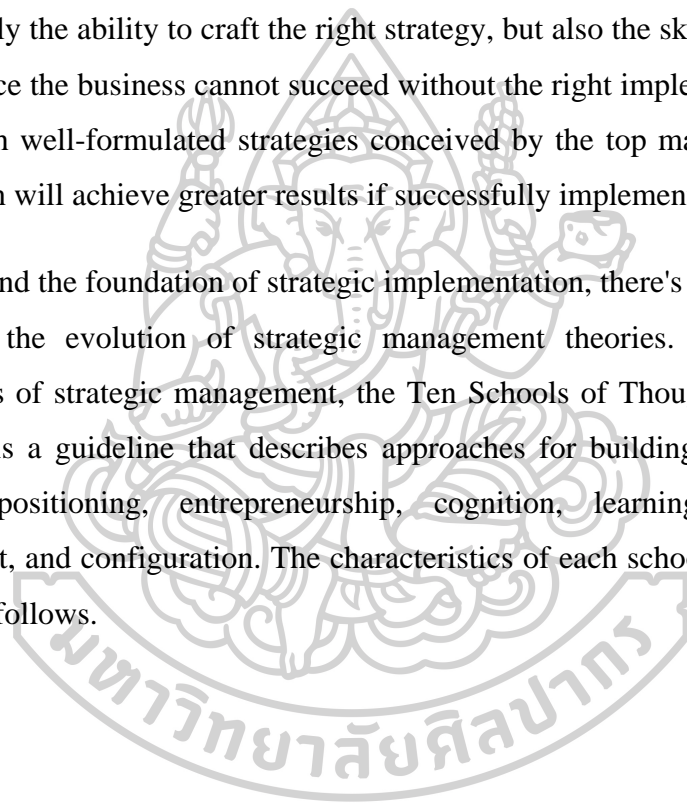
The main ideas of strategic management theories are explored in this section, followed by definitions of strategic implementation.

##### **2.2.1 The origin of strategic management**

Initially, the term strategy was derived from the Greek word "Strategos," which means "art of the general," referring to the military's preparation and battle progression in a war setting, as well as the decisions and tactics taken to put the plan into action by the army's leader (Okumus et al., 2020). According to the literature review, there are several authors who pose the question: what does strategy mean in the business world? For Quinn (1980), he identifies strategy as a code or plan to seamlessly combine the desired outcomes, internal policies, and step by step actions of an organization into an integrated whole. Meanwhile, Mintzberg describes strategy as a plan – providing direction for a company, a map or guide for action to be taken in the present and future – as well as a pattern and for uniform and predictable actions in the years to come (Mintzberg, 1994).

Given the challenges and opportunities in the globalized business world, the top management has to focus on long-term strategies to enhance organizational performance and strategic competitiveness. Strategic management involves the process of determining missions, visions, goals and objectives to reach a common goal. It consists of the analysis of both interior and exterior aspects of the organization, decision-making by management level, and actions - that are at the heart of strategic management (Dess et al., 2008). Strategy research, strategy design, strategy in action, evaluation and control create and maintain competitive advantages. Today's managers need not only the ability to craft the right strategy, but also the skills to implement the strategy since the business cannot succeed without the right implementation (Hourani, 2017). With well-formulated strategies conceived by the top management team, the organization will achieve greater results if successfully implemented (Noble, 1999).

To understand the foundation of strategic implementation, there's a more basic need to understand the evolution of strategic management theories. From the previous perspectives of strategic management, the Ten Schools of Thought model by Henry Mintzberg is a guideline that describes approaches for building a strategy; design, planning, positioning, entrepreneurship, cognition, learning, power, culture, environment, and configuration. The characteristics of each school of thought will be outlined as follows.





*Tables 1 Ten Schools of Thought in Strategic Management*

Dimension	Design School	Planning School	Positioning School	Entrepreneurial School	Cognitive School	Learning School	Power School	Cultural School	Environment School	Configuration School
<b>Author (s)</b>	Andrew, 1965	Ansoff, 1965	Porter, 1980	Schumpeter, 1934	Simon, 1976	Quinn, 1980	Allison, 1971; Perrow, 1970	Normann, 1977	Hannan and Freeman, 1977	Chandler, 1962
<b>Category</b>	Prescriptive	Prescriptive	Prescriptive	Descriptive	Descriptive	Descriptive	Descriptive	Descriptive	Descriptive	Descriptive
<b>Key concept</b>	Fit between internal and external, SWOT model	Formalizing structure step-by-step	Strategy as a formal and controlled process	Leader as the focal point of organizational strategy-making	Strategy formation from the decision-point of view	Learning as the foundation for strategy formation	Micro and Macro power perspectives	Strategy formation as comprising social interaction	Reaction, contingency perspective	Strategy as transformational, bottom-up and top-down transformation
<b>Intended strategy</b>	Fit	Formalize	Analyze	Envision	Create	Learn	Promote	Coalesce	React	Integrate and transform

*Source: Developed from Schools of Thought in Strategic Management by Mintzberg et al., 1998*

First of all, the design school fits between organizational strengths within the firm and external threats and opportunities within the environment at large. This school views strategy formation as more deliberative, the environment serves as merely a reference point. Second, the planning school focuses on mission, vision, goals, and strategies. It sees strategy formulation as a concrete process directed by a top management team into a more systematic approach. The third school leans more towards inner reflection and analysis as a firm creates its own strategy based upon research into the relevant market segments. The fourth is an entrepreneurial school in which leaders are the brains and brawn behind creating and implementing strategy. The visionary process takes place in the mind of an organization's visionary founder or leader. Next, the fifth school is cognitive, strategy formation from the decision maker point of view.

Learning is the sixth school. Strategies are specific patterns that change over time as a result of what leaders and others in the organization experience. So, learning is the foundation for strategy formation. The seventh school sees strategy formation from a lens of power plays which consists of a micro power perspective (internal politics as the basis for a strategy) and a macro power perspective (strategy as a ploy to defeat competitors). Both of these approaches emphasize transactional-level power and market-level power. The eighth school is the cultural school, which expresses strategy development as a group process, incorporating dominant theories, collective mental maps, and different stories. Next, the environmental school of thought describes strategy as a reaction. The contingency perspective focuses on matching the external environment (such as key suppliers, consumers, regulatory, government agencies, and competitors) with internal resources (such as management, resources, and communication) and how they are able to adjust within an environmental context. Finally, the configuration school is the tenth school, which sees strategy as transformational. It refers to a change in configuration based on a change in context and aims to combine all of the nine other strategy school features. So, the configuration of factors that could be involved during the implementation process will be different in each case, in terms of both external and internal factors. Besides, the 'design' and 'planning' schools, as well as the 'positioning' school of thought, are all prescriptive. The remaining six schools are classified as descriptive (Mintzberg et al., 1998; Okumus



et al., 2020). Therefore, deliberate strategy can be implied as a winning strategy because leaders plan to pursue an intended strategic course and make the decision from their experiences, analyzed strategies, well planned, and adopt within the organizational context. On the other hand, the emergent strategy is more flexible, not planned or intended. Sometimes, it happens over the many periods of change that an organization goes through or when faced with an uncertain environment, but it is never wise to completely abandon a particular strategy either. Both processes are vital for the success of any organization regardless of market segment (Enz, 2010). For example; When the Westin first launched the Heavenly Bed idea in 1999, this strategy was a premeditated business campaign, but their guests requested to buy the bed as a product of retail sales. This really unlooked for success of the Heavenly Bed has created a new business in turn. Generally, a good strategy will bring success to the organization.

To date there is only quite limited research into strategic management within the tourism and hospitality industry. Okumus (2001) point out that there are five prominent strategic management theories: the rationalistic perspective (Hrebiniak and Joyce, 1984; Mintzberg et al, 1998; Amjad, 2013), incremental perspective (Mintzberg and Waters, 1985; Pettigrew and Whipp, 1991; Amjad, 2013), configuration perspective (Chandler, 1962; Mintzberg et al, 1998), contingency perspective (Govindarajan, 1988; Sabherwal and Robey, 1993; Amjad, 2013) and interpretative perspective (Mintzberg et al, 1998; Khemarangsana, 2006). These perspectives are clearly different theoretical influences and the nature of a strategic operational process as shown in Table 2.

*Tables 2 Approach Perspectives in the strategy implementation in the tourism and hospitality industry*

<b>Perspectives</b>	<b>Summary</b>	<b>Key author (s)</b>
Rationalistic	<ul style="list-style-type: none"> <li>• Sometimes known as design, linear, and rational.</li> <li>• It fits between the internal capability and external opportunity.</li> <li>• Strategy formation is more deliberative, the environment is just a reference.</li> <li>• An implementation process involves the alignment of internal factors.</li> </ul>	Hrebiniak and Joyce, (1984); Okumus (2001); Mintzberg et al, 1998; Khemarangsana (2006); Amjad (2013)

Incremental	<ul style="list-style-type: none"> <li>• Incremental and emergent strategy-making as distinct modes of strategizing.</li> <li>• Strategy formulation and implementation are intertwined.</li> <li>• Focus more on the inner process of implementation.</li> </ul>	Mintzberg and Waters (1985); Pettigrew and Whipp (1991); Okumus (2001); Khemarangsana (2006); Amjad (2013)
Configuration	<ul style="list-style-type: none"> <li>• It is a complex system of interdependency brought about by central orchestrating themes.</li> <li>• Internal consistency, or fit, among contextual, structural, and strategic factors can help the organization be more effective.</li> </ul>	Chandler, 1962; Mintzberg et al, 1998; Okumus (2001); Khemarangsana (2006)
Contingency	<ul style="list-style-type: none"> <li>• Combining both rational and incremental perspectives,</li> <li>• Considering the environment (both internal and external) in analyzing the process of strategy-making.</li> <li>• No one best way to run an organization due to different situational implications of various contingencies.</li> </ul>	(Galbraith and Nathanson, 1973); Andersen (2004); Jarzabkowski (2008); Okumus (2001); Khemarangsana (2006)
Interpretative	<ul style="list-style-type: none"> <li>• How managers formulate strategy at a cognitive or ideological level.</li> <li>• Exploring the inner context (management issues) process as the implementation factors.</li> </ul>	Okumus (2001); Mintzberg et al, 1998; Khemarangsana (2006)

To begin with a review of all these various fields of thought, the rationalistic perspective focuses on strategic formulation as being concerned with analyzing the internal and external environment of the company before matching it with implementation factors such as types of structure, rewards and control system, knowledge and skills. Therefore, this perspective contributes to the business industry as a driving force for formulating strategy. Secondly, the incremental perspective focuses mainly on the internal environment because the external environment is changing all the time. Managers quickly come to see what will be successful and practical by way of trial and error as well as negotiating power within an organization and organizational process such as communication and the competency of human resources. According to the configuration perspective, this school sees the business world as a mixture of factors (such as structure, strategy, culture, resources, and communication) and it also strives to get a better understanding of the complex situations during the implementation

process. Mintzberg et al, (1998) also refers to strategy implementation as a means of changing thought process and navigating problems with proactive solutions. So, this perspective suggests that the implementation process not only involves internal factors which are either mechanic or behavioral factors. Next, contingency is the fourth school which focuses on both the internal and external environment by analyzing the process of strategy-making. Some scholars argue that there is no one preferred way to operate a firm since each organization's circumstances are unique, thus calling for a diverse approach (Okumus, 2001) and it depends on the situation (environment). Lastly, the interpretative perspective attempts to address how managers formulate strategy at a cognitive or ideological level (Johnson, 1987). This perspective focuses on the internal environment (management issues) process as the implementation factors. Managers ought to be the main actors, but this might not be realistic as an organization is made up of many diverse people. The management aspect is not the only factor contributing to the success of implementation.

Due to the emergence of many diverse strategies, there is still no concrete conclusion to explain which one is the best strategy, for it depends on the organizational context and how to implement a strategic decision successfully. However, this study focuses on the configuration perspective in particular.

### **2.2.2 Definitions of strategic implementation**

Well-formulated strategies initiated by top management teams can generate greater performance for the firm when they are successfully implemented (Noble, 1999). Strategy formulation is not necessarily the only main success factor, for implementation of the strategy is equally important. However, only 10% of strategies formulated are actually implemented successfully (Kaplan and Norton, 2001) and without effective implementation, even the best strategy will not be fruitful. Supporting this, Okumus (2010) stated that strategy implementation is one of the four components of overall strategic management; which also include strategy study, strategy creation, strategy action, and strategy evaluation and feedback. Strategy implementation is somewhat different from overall management as it calls for on the ground actions to make some

practical change in the organization structure or performance (Okumus et al., 2020). Likewise, strategy implementation shows a range of decisions and actions that are necessary to carry out the plan (Enz, 2010). Similarly to Noble, strategy implementation is defined as the exchange of ideas, personalization, acceptance, and implementation of a clearly articulated strategic plan. Implementation is how the business plan and strategy is converted into tangible actions or bodies of work that the staff must carry out on a day to day basis (Noble, 1999). The implementation stage involves translating strategy into an operating plan (Freedman, 2003). Once obtaining permission, a strategic decision can be put into action on the ground level. According to Wheelen and Hunger (2012), the entire collective weight of business plans and activities in line with a specific business strategy coalesce to form this word of implementation. In other words, implementation is the very act of turning ideas into actions. To sum up, strategic implementation can be defined as a process for taking action from plans and strategy to achieve the desired goal.

How can we determine if a specific business model or strategy actually works? In fact, successful implementation is a key indicator a successful strategy, as many authors have conceded in years past. There are many tools and techniques which have been created to help managers implement strategy and measure organizational success. However, some researchers still admit to a dearth of successful strategic implementation as a big challenge affecting many businesses (Bartlett and Ghoshal, 1999; Miller, 2001; Evans, 2015). For example; a misunderstanding of market forces or an ill planned strategic move may mislead a company from reaching the end goals. Miller refers to 'the implementation gap' in arguing that organizations are slow to change and more complex and expensive to develop than strategies are to prepare. As a result, to understand implementation, organizations should be aware of the uncertainties being faced by these theories to be able to address most of the issues likely to serve as barriers in the implementation process.

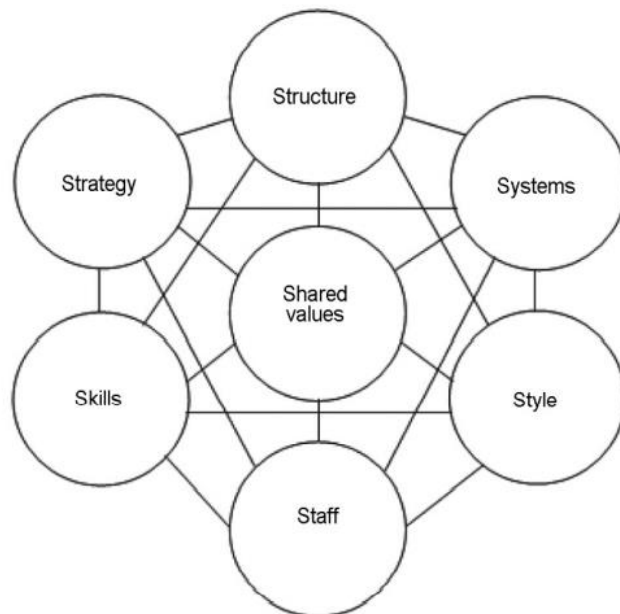
### **2.3 Theoretical framework of MICE strategy implementation**

The successful implementation process has proven to be difficult to attain due to the complexity of the whole process. Most of strategy implementation research has concentrated on executing strategy as a strategic operational process with competitive performance results, rather than connecting strategy implementation with competitive performance results (Hutzschenreuter and Kleindienst, 2006). As mentioned above, the implementation process involves structure, culture, people, communication, resources allocation, planning, and monitoring. The previous empirical frameworks of each study on strategic implementation will be explored in this section, followed by identifying a precise set of factors on strategic implementation for MICE and business events.

#### **2.3.1 Determinants of the Implementation Process Factors**

One of the most popular implementation frameworks was introduced by Waterman and colleagues (1980). According to the study, these scholars asserted that effective strategy implementation pays attention to the interaction between all of the following seven aspects; strategy, structure, systems, style, staffs, skills, and share values (Waterman et al., 1980) as shown in figure 4 The McKinsey 7S Framework. The conceptual framework developed from Hrebiniak and Joyce (1982), Galbraith and Kazanjian (1986), and Reed and Buckley (1988) consists of similar factors, including strategy formulation, structure, culture, people, communication, control, and outcome. These similar implementation factors were also discussed by Alexander (1991) and Thompson and Strickland (1999). Moreover, several authors have offered frameworks based on empirical studies and analyzed similar factors (Hambrick and Cannella, 1989; Hrebiniak, 1992; Okumus, 2001).

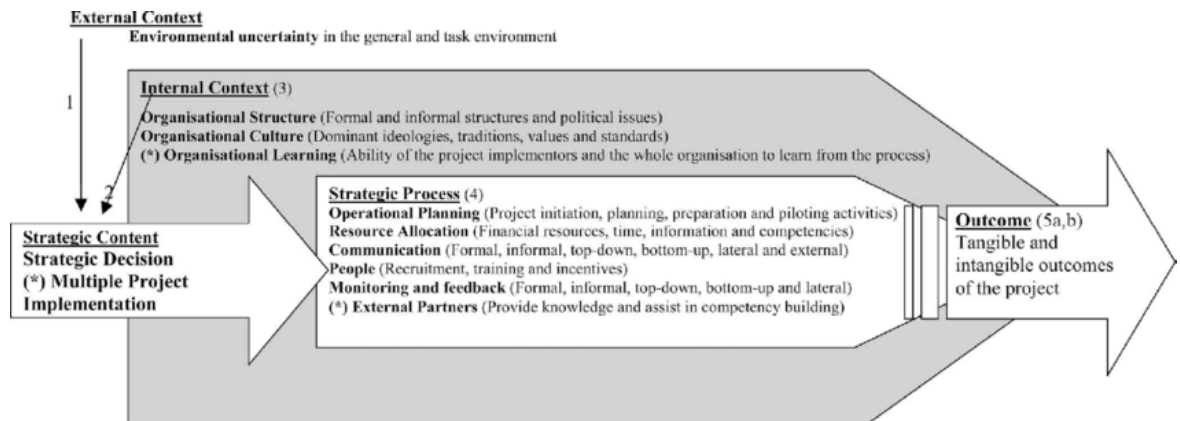




*Figures 4 McKinsey 7S Framework from Waterman et al., (1980)*

According to the McKinsey 7S Framework above, factors are categorized as either hard or soft elements; 1.) Hard elements (rational components) consists of strategy, structure, and systems and 2.) Soft elements (emotional components) are style, staffs, skills, and share values (subordinate goals). However, such factors are not clearly explained in terms of relationship and interactions between factors during other types of change. To begin with strategy, it is defined as the collection of actions that a company undertakes in response to or in anticipation of changes to its external environment. These actions allow a company to strengthen its competitive position within the global economy. The structure focuses on the important areas for its development including how a company divides tasks, integration, and coordination. For systems, they refer to all kinds of procedures for measurement such as formal and informal. Style is a characteristic of a company leader (such as CEO, top management, and other managers). Staffs are people in the organization including human resources working within the company. Skill is the organization's core competencies, distinctive capabilities, or attributes. Developing new skills are necessary to take root and grow for supporting systems or strategy. Lastly, share values (or known as subordinate goals) define a company's beliefs or organizational culture.

Reviewing strategy implementation literature shows that similar implementation factors can be categorized into two categories, those involved with the organizational context and those concerned with the organizational process (Skivington and Daft, 1991; Okumus, 2001). Each factor has several sub factors to be discussed in further detail below. Perhaps the most referenced and profound strategy implementation studies was undertaken by Okumus (2001) and (2003), he identified ten key variables which are crucial for strategic implementation including strategy creation, environmental change, organizational design, culture, operational planning, communications, resource allocation, people, control and outcome. Okumus drafted his 2001 framework after pointing out eleven key implementation factors which were strategy development, environmental uncertainty, organizational structure, organizational culture, leadership, operational planning, resources allocation, communication, people, control, and outcome. In 2003, this paper clearly defined and explained the relationship of each implementation focus and also the inter-connectivity amongst the factors as shown in figure 5 Strategy implementation framework and key variables (Okumus, 2003). These variables were regrouped into four categories which are strategic content (strategy development), strategic context (environmental uncertainty, organizational structure, organizational culture, leadership), process (operational planning, resources allocation, communication, people, control), and outcome.



**Key**

\* New implementation variable

1. The characteristics of, and developments in, the external environment influence the strategic context and force the companies to develop new initiatives
2. The problems and inconsistencies in the internal context require new projects
3. The project is implemented in the internal context and the characteristics of, and changes in, the context variables influence the process variables
4. All the process variables are used on a continuous basis
5. (a) The characteristics of, and changes in, the external and internal context have impacts on the outcomes  
(b) The characteristics of the process variables, and how they are used, determine the outcomes of the project implementation

*Figures 5 Strategy implementation framework from Okumus (2003; p336)*

According to the empirical research of Skivington and Daft, they investigated 57 decisions in integrated circuits, petroleum, and healthcare organizations. They also divided the implementation factors into two groups; context (structure, reward and control) and process factors (communication and human resources). They attempted to determine how these factors interrelated during the implementation process (Skivington and Daft, 1991). The results of this study explain that both structural and operational features of a firm have an equal impact on reaching strategy implementation decisions for an organization.

Moreover, Miller investigated ten implementation factors for the model and further categorized factors as realizer (backing, assessability, specificity, cultural receptivity, and propitiousness) and enabler (familiarity, priority, resources availability, structural facilitation, and flexibility). Based on this implementation literature, it can be seen that realizers are more significant in carrying out corporate policy and strategy calls to action, whereas enablers are more diverse and their joint efforts is not as remarkable as realizers. Even though there are several empirical studies (framework testing) that have tested the relationship between factors, there are still various differences in methodologies and factors used. However, there is some framework which added



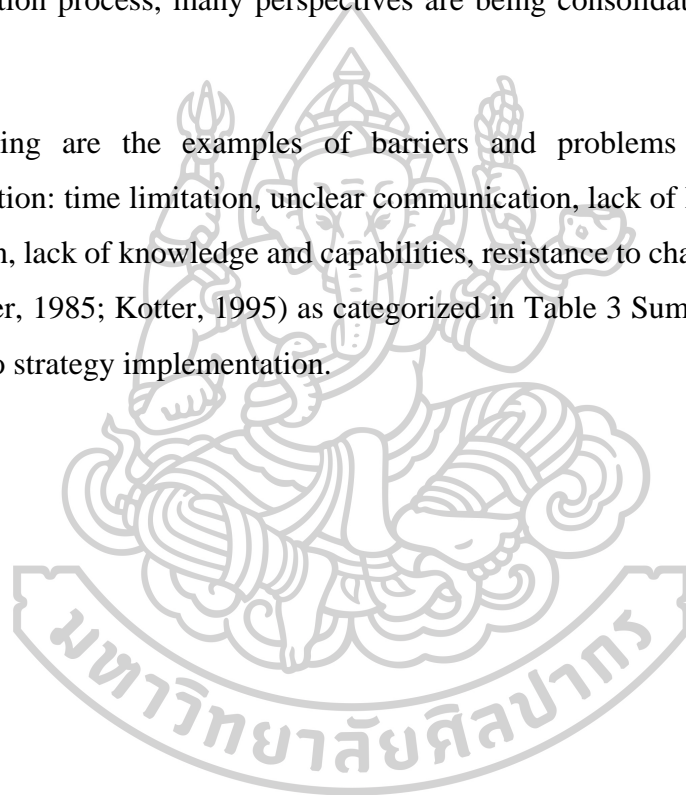
together many different aspects under one factor, whereas others see each aspect as unique unto its own and not considered in a collectivist spirit. Besides, the different titles are given to similar factors (Okumus, 2003, Waterman et al., 1980). For instance; Communication is also called interactions (Skivington and Daft, 1991). Thus, each factor is unique in its own way though there is some overlap in terminology only.

An analysis of the current literature on strategy implementation demonstrates that the approaches to implementation can be divided into two different sections. These two approaches are described as factor-oriented and process-oriented implementation, and divided even further differentiated according to the classification of factors and the very nature of said categories when undergoing strategy implementation (Skivington and Daft, 1991; Noble, 1999; Li et al., 2010). The factor-oriented approaches of strategic implementation consist of structure, interpersonal-behavior, commitment, leadership, communication, culture, resource allocation, human resources, people, reward and control, management, and environmental uncertainty (Waterman and Phillips, 1980; Hrebiniak, 2013; and Brenes et al., 2008). For example, Okumus (2003) illustrated how a major hotel franchise was unable to carry out a revenue management project because they had frequent changes in the senior management team, and their organizational structure as well as corporate culture did not facilitate an efficient strategy formulation and development plan. On the other hand, the process-oriented approaches to strategic implementation show that this approach has been influenced by several scholars during the implementation process including implementation process barriers, strategy-as-practice, and strategy-process (Sminia, 2009; Hutzschenreuter and Kleindienst, 2006; Pettigrew and Whipp, 1991). Although some process-oriented literature concentrates on strategic change, there is also a need for strategic continuity implementation research (Li et al., 2008). The process elements typically used in the strategy formulation and implementation process as well as the outcome are seen as the intended and the unintended outcomes of the initiated strategy.

### **2.3.1.1 Barriers and resistance to strategy implementation**

To truly look at the strategy formulation and implementation process at multiple venues, especially in international organizations, there should be consideration to prevent potential barriers and problems from arising. Many scholars such as Noble (1999) and Pettigrew (1992), have expressed concern about the lack of research in this field and call for more study into the barriers to entry for strategy implementation. Thus, to better understand the potential barriers and problems to be encountered during the implementation process, many perspectives are being consolidated to give a holistic view.

The following are the examples of barriers and problems related to strategy implementation: time limitation, unclear communication, lack of limited resources, no coordination, lack of knowledge and capabilities, resistance to change, and so on (such as Alexander, 1985; Kotter, 1995) as categorized in Table 3 Summary of barriers and resistance to strategy implementation.





### 2.3.2 MICE Strategic Implementation Factors

During the implementation process, there is research concerning this phase of the implementation process. Many scholars have endeavored to identify external and internal impediments to the implementation process (such as Alexander, 1985; Heide et al, 2002; Hoag et al, 2002), list the factors that complicate the implementation process (such as Zagotta and Robinson, 2002; Freedman, 2003), connect the degree of uncertainty to different variables and outcomes (Kotter, 1995; Kenny 2003), and sort these into one of the implementation styles (such as Nutt, 1983; Bourgeois and Broadwin, 1984; Matland, 1995). Based on the existing literature, there is a gap between strategy implementation theories and MICE sector in terms of implementation factors that influence MICE performance. Table 4, summarizes the variables that impact strategic implementation, which has been investigated by previous scholars in both conceptual and empirical studies. A comparison of these two tables allows the factors to be categorized into two main groups that guide this research area: implementation factors and MICE influential factors.



*Tables 4 Summary the variables that impact upon strategic implementation*

Category	Author (s)	Waterman et al., 1980	Okumus, 2003	Skivington and Daft, 1991	Miller, 1997	Noble, 1999a	Hrebiniak and Joyce, 2005	Keating and Harrington, 2002	Tajeddini et al., 2017
Influential Factors	Quality Management/ Standard					✓		✓	
	Networking			✓			✓		
	Leadership				✓				
	Management Involvement		✓		✓			✓	
	Management Styles	✓							
Process	Structure	✓			✓	✓	✓		✓
	Inter-Functional Coordination							✓	✓
	Knowledge/Capabilities	✓			✓		✓		
	Communication	✓	✓	✓		✓	✓	✓	
	Reward	✓	✓	✓			✓		
Outcome	Control	✓		✓		✓	✓		
	Performance		✓		✓		✓		✓
Methodology		Concept	Testing	Testing	Testing	Concept	Concept	Concept	Testing

Building on the strategic implementation and MICE literature, the conceptual framework covers all critical dimensions of strategic implementation for MICE businesses. The identity and importance for each implementation factor and its relationship with other influential factors for the MICE context will be discussed in detail as outline below.

### **2.3.2.1 Organizational Structure**

The organizational structure for MICE and the hospitality industry is similar to the structure in most businesses. Evans (2015) points out that the organizational structure is a term used to describe the 'shape' of the organization. Likewise, Hall and Tolbert (2015) defined organizational structure as the teamwork involved in giving way to a steady flow of work with ample communication, and the proper handling of authority within the organization and amongst the various departments. In addition, organizational structure is the guiding hand that links together all the various roles and responsibilities within the firm from top to bottom (Kanten et al., 2015). There are three main types of structures to an organization which are functional, multidivisional, and matrix (Okumus et al., 2020). First of all, functional structure is a basic pattern for a small company and it is easy to make decisions, carry out communication and closely control the whole process and outcome. All the department heads have to report closely with a big boss of the organization who controls how the operations work. Generally, functional structure is centralized which is increasing power exerted by the center. Secondly, a multidivisional structure is based on each division or geographical area or customer-based structure and is organized for expanding the market and fits well with company size. There are many MICE venues that use this kind of structure because they are well adapted to a flexible market environment while also ensuring customer satisfaction with multiple aspects at the highest level of service quality (Enz, 2010). Their organizational structures are based on brands, geographical area, and focused on customer preferences or called as a customer organizational structure. These structures are popular in larger hospitality companies as well as MICE businesses and always denote some type of decentralization. Finally, a matrix structure combines some



elements of functional structures with other forms, and is sometimes called a hybrid structure. Some departments (Sales Event and Catering department) are assigned to work with one or more products or geographical areas such as Marriott Hotels and Resorts which use this matrix structure to control functional departments, product lines, geographic locals, customers, or services at the same time. Though admittedly, there are many reporting lines that gave rise to the “too many bosses” problem (Enz, 2010). This matrix structure is decentralization with a sharing of authority and is suitable for medium-sized organizations with multiple products. Therefore, the management teams have to carefully analyze their limitation of the organization structure and evaluate the suitable strategy before implementing said business plan.

Regarding the problems of structure in the organization, many authors notice that there are some barriers or obstacles which impact structure during implementation. In the early 1960s, there were several authors who studied the relationship between an organization strategy and its structure. The first researcher, named as Alfred Chandler, mentioned about the importance of strategy and structure relationship that an organization’s structure should be created to support the planned strategy of the company (Chandler, 1962). The organization can select the suitable structural forms after implementing a chosen strategy as organizations will gradually change their structure whenever they face problems (Khemarangsarn, 2006). However, there are many notable research papers on the relation amongst strategy, actions, and structure. Robbins believed that structure can impact strategy because structure can either help or hinder strategic activity by influencing the number of available choices to decision makers and the management level. According to Hall & Saias, in some cases the strategy might follow the structure depending on its existing organizational structure. Mintzberg concludes that neither structure nor strategy are more important than the other and actually both of them support the organization equally so, only in different ways. So, they suggested that structure also influences strategy (Mintzberg, 1994). Alternatively, evolving organizational structure and implementation is just as important. Structure changes slightly in the external competitive environment that makes the organization have to introduce new strategies of organization which may result in changing the entire organizational structure. To resolve this issue the strategy

should synchronize with structure during the implementation process. Unfortunately, there is no concrete evidence that whether structure follows strategy or whether strategy follows structure. The linkage between strategy and structure commonly go together, and normally are found in the certain types of environments. Secondly, coordinating in an organization for implementation activities is often not effective. This is closely related to important implementation calls to action which were not described clearly enough, especially during the implementation period. Furthermore, changing in responsibility of key players is not clear and also does not play an active role in implementation (Al-Ghamdi, 1998). During the implementation process, some organizations may not be successful if they lack employee empowerment, lack of routines, have unclear lines of responsibility, or following up is inadequate. Whenever cross-functional conflicts arise, it is always slowly responding to the market and not in real time to make any effective changes.

MICE structure is an organizational structure which is one of the critical factors to be considered during the implementation process by studying both mechanistic structures and organic structures in terms of decision making, hierarchy, job descriptions and roles, rules and regulations, and communication. The management teams have to carefully analyze their limitation of the organization structure and evaluate the suitable strategy before implementing it. According to Burns and Stalker (1961), organizational structure can be divided into two kinds: the organic structure and the mechanic structure. Organic structures are more flexible, informal, more open to communication, and more adaptable. In terms of MICE businesses, their organization structure has numerous departments collaborating and involved in both direct and indirect departments (such as sales & marketing department, event sales department, banquet & outside catering department, food & beverage department, and other departments). Thus, the organic approach may fit to MICE context more than the mechanistic way. On the other hand, mechanistic structures are defined as being very specific and rigid in nature, demand utmost formality in communication, and operate under centralized authority (Jogaratnam and Tse, 2006). Wang'oe Robert and Maitha Olive (2013) defined the mechanistic structure versus organic structure to account for the variety of different tasks as shown in table 5.

*Tables 5 Characteristics of FOS forms (Wang'oe Robert and Maitha Olive (2013)).*

		<b>Mechanistic</b>	<b>Organic</b>
<i>Centralization:</i>	Decision Making	Few participants. Dominant top level management. Not delegated to staff members.	Team effort. Collaboration involved. Delegated to staff members.
	Hierarchy	Tall structure. High bureaucracy. Power is concentrated at the top.	Flat structure. Not bureaucratic. Power is distributed across the organization.
<i>Formalization:</i>	Job descriptions	Detailed and clearly defined.	Not clearly defined.
	Roles	Clearly defined and permanent.  High codification. Little variation if any.	Not clearly defined and not very permanent. Low/Moderate codified. High variation.
	Rules and Regulations	Clearly defined policies and procedures.	Hardly any formal rules, there is a shared understanding of what is expected of the staff.
	Communication	Very formal	Less formal/Informal
<i>Complexity:</i>	Training	Few training sessions. Short training durations.	Numerous training sessions. Long training durations.
	Departmentalization	Few departments.	Numerous departments.

These authors mentioned that organic business models are much more adapt at communication and that communication is the key to guiding business strategy to successful implementation and even useful in the feedback loop after all the ground work is done (Covin G.J and Slevin P.D., 1998). However, the characterizing degree of organic and/or mechanistic structures in a specific hospitality industry depends on a person's perspective. For example; The Four Seasons Hotel brand guarantees that any order made by a guest will be fulfilled. The management creates an atmosphere focused on respect and leadership, allowing the employees to provide excellent service to the guests. This MICE venue often launches new products and services on a regular basis, making the experience of returning guests ever more pleasant and easy (Dube and Renaghan, 1999). According to research, organic and mechanistic structures have a variety of effects on results (Wilden et al. 2013). As a result, organizational structure methods can be modified to each context and situation. There is a gap between conceptual and empirical research in the current literature on this issue in the hospitality industry with further research in high demand.

### **2.3.2.2 Inter-functional Coordination**

When discussing strategic implementation in the tourism and hospitality context, Narver and Slatter (1990) defined inter-functional coordination as the sharing of company assets by all involved to generate more value for the industry and keep a competitive edge in a cutthroat business world. In a similar way, Lafferty and Hult (2001) stated that everyone in the company must try to make customer value through their own individual actions. Actions to integrate the delivery of business resources are related to the customer and competition direction. To illustrate further; the effective coordination between event sales and the banquet department helps the function to run smoothly and without any problems since all necessary information of the banquet event order (BEO) are shared among all departments concerned. Additionally, communication between the front office and the food and beverage department is critical; otherwise, the organization will become messy and it will be mismanaged. It is very tough for the food and beverage manager to handle the staffs or the food if there are not sufficient details and coordination about the number of bookings and number of heads for a meal. The main aspects of inter-functional coordination are exchanging information between departments, creating and implementing business strategies, and developing business growth plans for the future (Altinay, 2010; Deng and Dart, 1994). To support this notion, inter-functional coordination is often characterized as the linking up of communication, information dispersal, and other resources, as well as the coordination and collaboration of different department units throughout the organization to build value for customers and buyers alike (Javalgi et al., 2014; Wooldridge and Minsky, 2002; Tajeddini et al., 2017). Hence, inter-functional coordination encompasses all of these ideas of teamwork and information sharing to bring about the best possible outcome for the company as a whole. Department units may have radically different tasks, but must coordinate each individual effort to work in line with company goals for future prosperity.

Concerning the problems of inter-functional coordination during the implementation process, there are some barriers or obstacles such as coordination of implementation activities which are not effective enough to reach a desired standard (Alexander, 1985; Al-Ghamdi, 1998; Heide et al., 2002; Atkinson, 2006), Whenever cross-functional

conflicts are taking place, the staff should make business decisions collectively irrespective of the department or functional areas (Jadhve et al., 2014). Sometimes, it is communication breakdown that accounts for such problems between buyers and suppliers as the message gets lost in translation and both parties are equally upset (Jadhve et al., 2014).

From previous studies, many scholars (e.g. Tyler and Gnyawali, 2002; Waterman et al., 1980; Quinn, 1988; Mintzberg, 2009) described that inter-functional coordination is a means for various separate departments to exchange information, deliver and receive messages, and unify activity among different functions towards achieving a common goal. In the frameworks proposed by Okumus et al (2010), this issue is related to the impact of organizational culture on corporate communication, group efforts, and teamwork amongst different department levels. The importance of information exchange between different departments and negotiating bodies is also expressed in research by (Tajeddini et al., 2017). However, there may be limited amounts of literature focusing on inter-functional coordination of MICE business during the implementation phase. Thus, this study is trying to fill in this gap by investigating inter-functional coordination as an important way for companies to streamline information input and output when implementing a business strategy in the real world.

#### **2.3.2.3 MICE Personnel Knowledge and Capabilities**

The term “human resources” is a major factor in the tourism and hospitality industry that serves as the backbone of customer rapport and the smooth functioning of an organization behind the scenes (Baum, 2015; Tracey, 2014). As Richard Lynch mentioned that “There are some industries where people are not just important but they are the key factor for successful performance as, for example, in leisure and tourism, where a company has a direct, intangible interface that relies on individual employees to give interest and enjoyment to the customer” (Lynch, 2003). Hence, the human resource allows for uniqueness in organizations as no other person has the same skill sets or competitive ability that their staff possesses (Thompson & Strickland, 2003).



The most important thing is to focus on long-term strategies to enhance the performance in the MICE industry since we usually work with business travelers who have high expectations on professional services and facility standards. Many MICE businesses have targeted their market segment based on customers' needs or preferences to gain a competitive advantage over their competitors. Considering the human resource (knowledge and capabilities) in the strategic decision (Waterman et al., 1980), is a reflection of the need to maximize the utilization of human assets (Khemarangsana, 2006). For example, the employees have received training of organization theory and can actually live up to operation standards of quality, resulting in an increase of personal responsibility, patience in the heat of the moment, determination, self-confidence in performing duties, and good interpersonal relationships with colleagues (Yaemjamuang, 2016). For MICE and the event sector, although sharing many characteristics with tourism and hospitality, it is rather different in certain ways (Evans, 2015): work usually revolves around a specific time period of high action when the events are kicking off, volunteers or temporary staff form a sizable part of the workforce, and staff numbers must be able to increase and then decline with very short notice. To portray the issue in MICE's terms, human resources is crucial to the successful implementation of strategy in most organizations (Evans, 2015) especially MICE personnel knowledge and capabilities.

Currently, the opportunities and threats of the MICE industry in Thailand are establishing the free movement of skilled labor due to the Mutual Recognition Arrangement on Tourism Professionals of ASEAN. Since there are various types of MICERs or key players who work in the MICE industry such as event organizers, destination management companies, professional conference organizers, professional exhibition organizers, exhibition support companies, transport service providers, and so forth. Therefore, the MICE Capabilities Development department of TCEB and partners has continuously developed the Competency Standards on MICE Tourism Professional. Industry capability from human resources, the quality and quantity of organizers, and the readiness of each destination as well as TCEB's role and operations toward travelers, organizers, and relevant stakeholders in the industry all come into play here (TCEB, 2017). From the analysis above and the perspectives from many



researchers, there are some barriers or obstacles which impact professional human resources development with high standards of performance. For example; employees in a small business or local people may not fully understand their roles and responsibilities in terms of MICE knowledge if compared to employees based in Bangkok, this problem could affect the service quality. The shortage of human resources who have relevant knowledge, skills, and attributes to an industry is also important for the MICE industry, especially English language capability, communication skills, computer, and IT skills. Besides, the management level suffers from a lack of professional skills and capabilities (Waterman et al., 1980) to run international business events. Thailand still requires a lot of experienced staffs who have multi-skills and fully understand the complexity of this industry (Sangpikul et al., 2009). Next, there is a high rate of employee turnover because of a serious issue in the hospitality industry in terms of Convention and Exhibitions, they need a lot of staffs to service their business travelers for seasonal jobs or project-based jobs. Thus, it is necessary to seek out skilled staffs and plan well in advance. Certainly, training and orientation are necessary tools for human resources development in every organization (Okumus, 2003). However, it may be limited to research publications focusing on human resources of MICE during the implementation phase (Sangpikul et al., 2009). The literature shows no consensus on human resource factors having an impact on the successful implementation process. Thus, this study aims to investigate MICE Personnel Knowledge and Capabilities to transition from implementation to reaching the target.

#### **2.3.2.4 Communication**

In the hospitality industry, the vitality of firms depends on many interactions which all include communication within the organization. According to the literature review, there are various definitions and explanations of communication. Communication can be defined as an activity that aims to provide information as one of the parts of customer and staff interaction within the organization, as well as activities that help organizations build their relationships (Seyitoglu and Yuzbasioglu, 2015). The research proposed that

communicating is the process of transmitting messages or thoughts through speaking, pointing, or writing and that a communication event occurs when all messages have been transmitted entirely. According to Khemarangsana (2006), communication is crucial when there is a need for improvement, even though the change is small since some type of change creates instability among the affected employees. It is also well established that there is a correlation between effective communication and a successful outcome. The method of communication (formal and informal communication, top-down and bottom-up communication within an organization) on the new strategy, as well as the use of consistent messages when informing all employees, both internal and external to the organization, are among these considerations (Okumus, 2003). Successful implementation encourages employees to understand any new strategy, but also to know precisely what they need to do to better execute said strategy and to be motivated to do so (Speculand, 2009).

According to the impact of the barriers during implementation, many researchers found that the problems are due to a lack of communication between the management level and staff (Simkin, 2002; Jadhav et al., 2014; Garg et al., 2015) since problems that desperately needed the input from top tier management officials were not talked about early enough or in due time to make any practical changes (Al-Ghamdi, 1998; Okumus and Hemmington, 1998), as well as, communication generally takes time (Haide et al., 2002), unclear content of the message (Khemarangsana, 2006), a miscommunication or even no communication between concerned parties involved in the business strategy (Jadhav et al., 2014) and a lack of understanding of the strategy of both middle level and implementers all adding to the problems of effective communication (Aaltonen, 2002). Besides, there is a lack of participation in bottom-up communication, sense of ownership, or sense of urgency (Kotter, 1995). Hence, effective communication is very crucial insisted that “selling” the idea to everyone at the meeting table, no matter if it is internal affairs, external departments, or any level of power and authority within the business structure, having all members on board is crucial for the implementation process. All parties must be involved in the communication process, which of course, is a two-way street in striking a bargain amongst all individuals involved for the greater good.

This research aims to address the issue of communication throughout MICE, specifically how top management communicates with all employees as workers in the implementation process for all to receive necessary information or new strategies (Borrill and Parker, 2000). There are many ways to communicate, so those carrying out orders need to understand how to achieve effective communication to enhance the new strategy's effectiveness. As a result, communication methods can be modified and contributed to each context and various situations. There tends to be a gap between conceptual and empirical research in the current literature on this issue in the hospitality industry.

#### **2.3.2.5 Evaluation (Rewards and Control)**

When we talk about evaluation in terms of reward and control in the tourism and hospitality industry, there is a variety of terms that can describe reward such as 'compensation', 'remuneration', 'reward', 'payment', 'wages', and 'salaries'. There are many theories of how remuneration can be calculated so that it directs the individual behavior at all levels of staffs towards their achievement (Khemarangsarn, 2006). The three basic types of control are culture, rewards and incentives, and boundaries and constraints. Not all organizations place the same importance on each of the various controls. When a company can easily assess individual achievements and efforts, control is meted out by giving or withholding rewards (Dess et al., 2008). For example, a sales manager has a budget goal to achieve if he/she can generate higher goals over sales volume, which is relatively easy to determine for rewards and incentives, commission, and/or bonus. According to the reward and incentive system, this represents a powerful means of influencing an organization's culture, motivating individuals and collective task performance, and focusing on high-priority tasks (Dess et al., 2008). To summarize, the reward can be defined as the use of performance-based incentive systems to motivate all levels of employees for achieving the organization's goals and objectives. Implementing a strategy in the organization requires that all employees are involved since introducing a system of incentives for corporate strategy implementation. Regarding the control mechanism, it is the process which allows top

organization staff to see whether or not a particular department is performing satisfactorily, and motivates that business unit management to do so accordingly (Khemarangsarn, 2006). Control and feedback can be defined as the process by which employees are either rewarded or punished for achieving or failing to achieve previously agreed upon objectives (Okumus et al., 2020). Despite differences in organization types, MICE organization has both rewards and control systems to motivate and monitor all employees to run the business during and after the implementation process. For MICE sector, all stakeholders also have a role in monitoring, whether that means determining what to monitor, how to monitor, conducting the monitoring activities, or analyzing the monitoring data for assessment. Due to the limitation of research on MICE sectors, the existing literature review on the tourism and hospitality industry will be applied with this field. Hence, this study is trying to fill in this gap by investigating the evaluation (rewards and control) that impact MICE performance.

### **2.3.3 MICE Influential Factors**

While reviewing strategic implementation process in the tourism and hospitality literature, two main constructs can be identified from the extracted factors, namely implementation factors (as per described above) and MICE influential factors (each factor is discussed briefly in this section accordingly). Although, the implementation factors are the actual tools that management uses to implement a strategy, there is evidence that different situations will have a different impact on the usage of the tools (Skivington and Daft, 1991). In this section, it the prominent theories on the influential factors, which could create a different environment/situation for each company in terms of MICE context, and these include: MICE standard, networking, and management will be introduced. Proposed propositions for each influencer factors will also be considered below.

### 2.3.3.1 MICE Standard

Due to the limitation of literature review on MICE standard, the research is adopted from service quality management theories instead. Many scholars pointed out that the quality (of a product) and customer satisfaction are the key factors of organizational performance (Matzler et al., 2004). If customers are satisfied with products and services, it is reasonable to conclude that higher customer satisfaction leads to higher product quality and a higher intention to purchase the product. There are many definitions of the word quality and just as many interpretations as seen commonly used in the MICE sector. Quality is also an important factor in attracting and retaining customers for steady business flow. For example, the Four Season group and Marriott International group consider service quality as a key factor that can bring significant strategic advantages (Erstad, 2001). Generally, MICE must abide by the highest standards of service quality in order to gain some competitive advantage in the global economy. MICE venues in Thailand are not just competing amongst themselves to attract business tourists, but also fighting against big names and popular tourist destinations across South East Asia. Thus, to stay afloat in the global economy, MICE venues need reliable service standards that customers can expect to see time and again as they continue to enjoy working and traveling in Thailand.

MICE Standards refer to guidelines to make property competitive. The various MICE venue standards strengthen Thailand's MICE industry and bring it up to international standards including ASEAN MICE Venue Standards, Thailand MICE Venue Standards, ISO 50001: Energy Management System, ISO 22000: Food Safety Management System, TISI 22300: MICE Security Management System (MSMS), ISO 20121: Event Sustainability Management System, ISO 22301: Business Continuity Management System. All are effective tools for service excellence and quality of MICE venues. TMVS are useful indicators of service quality on an international scale which can be cross referenced by other MICE corporations in building a global network of quality service. Such venues must meet three criteria, namely physical, technical and service factors which all must come together in harmony for a satisfactory guest experience. Positive reviews will help promote good business. Some scholars have divided the process into two basic types of product: goods (tangible or physical aspects)



– things you can touch, and service (intangible or service aspects) – service cannot be touched, but actions taken for you for your own personal gain (Evans, 2015). The literature on resources abounds with examples of tangible products of MICE hotels as can be seen in the form of buildings, hotel rooms, facilities, food and beverage, and/or technology. In terms of intangible goods, this can be defined as the quality of services that guests receive such as butler service, room service, experiences, skills, brand image, and so on. To better explain this issue, the existing literature review suggests that the competitive advantage comes from unique tangible and intangible resources. It should be of high value, hard to find, not subject to forgery, and not substitutable, and the organization should be devised in such a way that it can effectively and efficiently exploit the resource. If a resource is to be considered valuable, it should contribute to the organization's performance (Okumus et al., 2020). In addition, Information Technology is prominent in the literature on MICE, the available evidence points to IT investments as a way to increase productivity, reduce costs, and at the same time add value to the products and services offered to guests (Bilgihan et al., 2011). Although, the cost of IT investment is very expensive, it is worth the investment because IT investment plays a critical role in managing business strategically. Normally, MICE use IT applications purely for front of the house and back of the house. However, business travelers have high expectations for professional services and facilities standards, adding to the challenges already faced by MICE. Thus, MICE venues have targeted their market segment based on customer' needs or preferences to gain a competitive advantage over competitors. For example; some MICE travelers or business travelers may require specific IT applications for their meetings such as Wi-Fi hotspots, in-room entertainment systems, and fast check-in/out from their mobile phone or application (Bilgihan et al., 2011).

Based on the existing barriers to MICE standards, some venues are not ready for certified organizational standards as MICE venues because of the ineffective communication within the organization that causes a resistance to change or development. People are more inclined to accept new things (i.e. high technology) when they see that these things work and lead to better results.



Although there is limited study on MICE, the existing literature review on tourism and hospitality can be applied to this area. As a result, the contribution of this study aims at filling in this void by seeking to investigate how the MICE standard may impact performance.

### **2.3.3.2 Networking**

Most researchers in the tourism and hospitality industry studied some external factors because scanning the environment itself is not sufficient. A company is strongly influenced by business concerns and the task based workload to get the job done. According to Dill (1958), it consists of customers, competitors, suppliers, and regulators. These four elements of the task environment impact the firms in the industry (Andrews, 2009; Bourgeois, 1980). Porter's Five Forces model gives a better picture of the business world and the impact of such an environment for companies big and small. Taking into account business structure, market preferences, strategy development, and a myriad of other market forces are needed to make sure the implementation process stick to the plan and achieves the desired goal (Okumus, 2020). Within the tourism and hospitality supply chain, the buyer-supplier relationships that create the first stage of the supply chain are vital to the chain's success. Fully understanding the relationship between buyers and suppliers is also important when building a smooth running supply chain in the industry (Sitki et al., 2009). Thus, networking is an organization's set of relationship with other individuals/organizations - MICE buyers (customers who have in mind to organize an event), Suppliers (service providers of all kinds of products and services), Competitors (partnerships between competitors), and Government (government's support or policy). These external influencers can impact upon the implementation process. To illustrate, MICE buyers refer to customers who have in mind to organize an event such as corporate companies, associations, consulting companies, Destination Management Company (DMC), incentive house, professional convention organizer (PCO), professional exhibition organizer (PEO), event organizers, wholesales agencies, and so on. Suppliers refer to transportation companies, logistics, event suppliers, contractors, vendors, accommodation, service providers of all

kinds of products and services to the MICE industry. The level of competition could affect the implementation factors accordingly. Getting to know the neighborhood, a wise company should know fellow industry pros and cons, and keep an eye out for industry events. Certainly, there are many government sectors for the MICE industry that play an extremely important role in driving the MICE business in Thailand such as the flagship organization in charge of MICE events known as the Thailand Convention and Exhibition Bureau (TCEB). This is a public organization designed to promote and develop business events in Thailand. TCEB has a strong relationship with Thailand Incentive and Convention Association (TICA), Thai Exhibition Association (TEA), Thai Hotel Association (THA), and others to work together and strengthen the Thai MICE industry on the road to ASEAN leadership.

Hence, the studies in terms of tourism supply chain are limited in literature review. Zhang et al. (2009) have delved deep into the supply chain management system in an attempt to remedy some of the problems. They have discovered the following barriers: (1) mistrust between chain members, rigidness from a lack of teamwork, no desire for further teamwork in the future, (2) fighting between organizational systems, (3) staff are unprepared or not knowledgeable about the situation (4) as an end item, the very structure of “tourism” (Buyukkeklik et al., 2014).

There is only a limited amount of literature focusing on networking of supply chain of MICE context during the implementation process. Thus, this study is trying to alleviate this shortfall of information by investigating networking, information support from suppliers, and customer relationship.

### **2.3.3.3 Management**

The key idea of this topic is that strategic implementation in tourism, hospitality, and event management contexts is different in light of certain characteristics in these sectors that management needs to consider. Some scholars stated that all leaders are managers, but not every manager is a leader. A manager is someone who controls an organization or group of employees, whereas a leader is someone who leads and commands an

organization or group of employees (Okumus et al., 2020). From this perspective, it is clear to see that the management aspect is significant not only in the initiation phase but also during the implementation process.

Understanding the context of change, organizational leaders need to be aware of the context of change for organizational survival before embarking on a program of change as part of its implementation of strategy (Evans, 2015). According to Stone et al., (2004), the big difference between the two styles is that "transformational leaders tend to focus more on organization objectives while servant leaders focus more on the people who are their followers". All of this leads to the question of "why does implementation fails?" From the analysis above and the perspectives from many researchers, it can be concluded that barriers impact implementation. For example; leadership and direction given by departmental managers are not adequate enough or cannot be applied in the real world setting (Alexander L.D., 1985; Al-Ghamdi, 1998), supporters of the strategic decision left the organization during implementation and cannot give the correct information to make change (Al-Ghamdi, 1998), lack of proof or conflicting data can also slow down the decision making process (Schoemaker and Krupp, 2015), lack of top/senior management focus on leadership leaves employees feeling stranded, lack of top/senior management involvement (commitment and support) leaves workers feeling unmotivated, lack of cooperation and mutual trust between management and employees gives way to feelings of jealousy or betrayal (Jadhav et al., 2014), a top-down senior management style and an ineffective senior management team can only complicate matters (Atkinson, 2006), and lack of management support (Simkin, 2002).

Therefore, researchers are trying to fill a gap of the management aspect including leadership, management involvement, and management style. Starting with leadership, it is defined as an important variable during the implementation process (Kotter, 1995; Waterman et al, 1980; Owen, 1982; Alexander, 1989) as is also the visible support of the top management (Miller, 1997; Okumus, 2001). Every leader needs to know how to employ their good points to lead an organization under various circumstances. A multicultural dimension in the tourism and hospitality industry is a must as leaders should attempt to expand their cultural intelligence capabilities in order to work more efficiently within all kinds of business (Okumus et al., 2020). Next, management

involvement is also considered during the implementation process because it helps to resolve political conflicts by removing barriers during the process (Hallinan, 2004), to create a learning culture by showing the commitment to a new policy (Carmen et al., 1996) or by supporting the trial and error approach (Enmondson et al., 2001), and to support the idea of non-separation of formulators and implementers in obtaining success in the implementation process. Moreover, management style is one of the key factors, it can be implied that the leader or manager in implementation may increase the probability of a new strategy's adaptation (Khemarangsana, 2006). Nutt (1987) found that 'intervention' was the best style in securing the success of the implementation process, adding that managers' behavior in implementing strategic purposes was related to various forms of delegation. However, the degree of involvement depends on the situation during the implementation process.

Clearly from the above review, management is important in the initial stage and also during implementation process, guided by decision-making at the management level. This research study will focus on leadership, management involved, and management styles.

#### **2.3.4 MICE Performance**

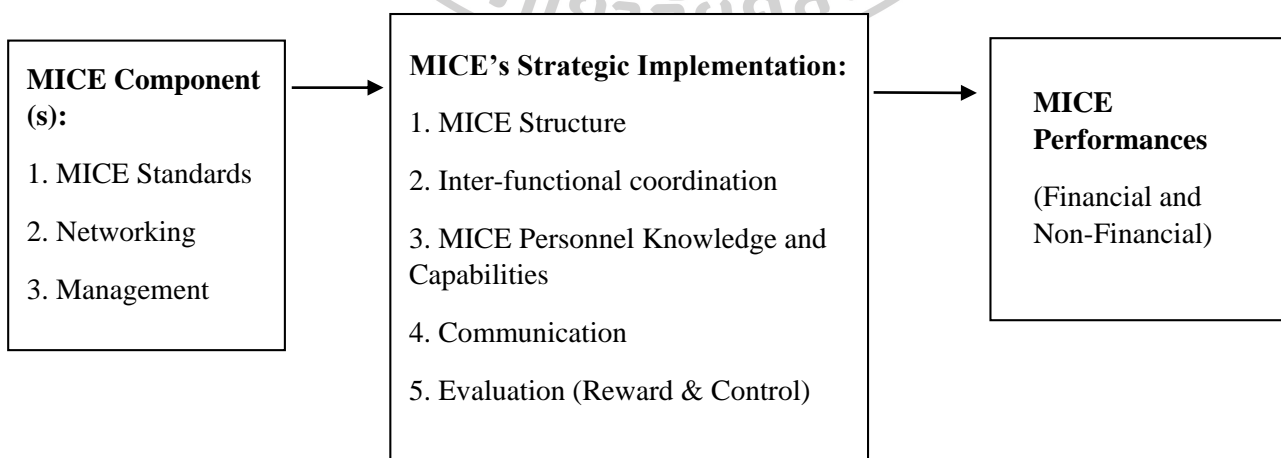
Due to the complexity of empirical study and limited research on MICE performance, the authors will apply for this existing literature review with the tourism and hospitality field. Research on organizational performance uses a combination of financial and non-financial performance variables, and performance is the outcome of the implementation process (Allen & Helms, 2006). For example; 1.) Financial measures include profit, the return on investment (ROI), return on capital employed, inventory turnover, room occupancy, and hotel's RevPAR. 2.) Non-financial measures consist of standards, brand image, competitiveness, and innovation, and 3.) Key performance indicators (KPIs). In general, the success or failure of profitability is largely determined by general managers. As a result, within the highly competitive environment, support for critical quality implementers is critical for survival (Murasiranwa et al., 2010). Therefore, the

MICE performance measure selected for this study is based on three constructs; financial, non-financial, and KPI measures.

## 2.4 Summary

This chapter has defined ‘Strategic Implementation’ by exploring many researches and perspectives which are adopted from various schools of thought that are relevant to the strategic management area. Much of strategy implementation research has focused on only realizing the end goal without paying heed to competitive performance. The implementation process must serve as a hub for connecting strategy and outcomes while also incorporating all divisions of the company into the master plan (Hutzschenreuter and Kleindienst, 2006; Dederiches, 2010). The previous empirical frameworks of each research on strategic implementation will be explored in this section, as a proposed conceptual framework covers all critical dimensions that reflect on a set of strategic implementation for MICE. The model consists of three main concepts: (1) MICE Influential factors, (2) Implementation Process, and (3) MICE performance which is shown in Figure 6. The proposed conceptual framework for MICE. Finally, the propositions to be tested in this research study will be proposed. Below is the summary of the propositions.

*Figures 6 The proposed conceptual framework*



## **Chapter 3**

### **Research Methodology**

#### **3.1 Introduction**

The ultimate goal of this research is to build a framework and measurement of the strategic implementation of MICE business. Initially a framework is developed according to factors identified as a result of reviewing the literature. Then relationships between the factors are proposed and tested within the study in order to build a new framework. The specific objectives will be as follows:

1. To identify MICE influential factors that are critical for the successful management of the MICE's strategic implementation.
2. To conceptualize and operationalize the MICE's strategic implementation.
3. To provide empirical assessment of MICE's strategic implementation and MICE performances.

##### **3.1.1 Research philosophy**

There are many methods of studying research trends, though this paper will use the positivist technique for analysis. This technique bodes well for assessing quantitative data in the tourism and hospitality field. The positivist approach also works well in drawing from other disciplines such as sociology, business management, and even marketing while applying research analysis to the tourism and hospitality sector (Walle, 1997). Quantitative research involves testing a theory based upon a number of variables which are measured and weighed by using raw numbers. By way of methodology, self-evident truths in the positivist approach are confirmed through the verification and replication of data which can be collected and observed by all (Guba and Lincoln, 2005), different applications of the research objects (Trochim, 2000), and the use of rigorous statistical analysis (Bryman, 1998; Kim, 2003). Positivist theory stresses the



use of valid and secure methods to describe events given a set of statistical data. From the data, different trends and interpretations can be made to support or refute a hypothesis. Thus, the proof lies in the numbers for a positivist method.

### 3.1.2 Research Methodology

The choice of methodology is defined as how a research study is conducted, and in this respect, there is a large volume of literature, and the main reason for considering these various research method options is to assist a researcher in choosing an appropriate method and technique for a particular study (Hakim, 1987). According to the existing literature in Tourism, Hospitality, and Events (THE), researchers studying the cause and effects of implementing business strategy have used a variety of research approaches, including multi-case studies (Schelmer and Olsen, 1993; Miller, 2005, 1997; Okumus, 2001), surveys (Alexander, 1985; Al-Ghamdi, 1998; Skivington and Daft, 1991; Lyndon, 2002), empirical studies (Pettigrew et al, 1992), conceptual (Noble, 1999; Atkinson, 2006; Jadhav et al., 2014, Schoemaker and Krupp, 2015), focus group (Garg, Shukla, and Kendall, 2015; Harbison and Whitman, 2008), and student-project cases (secondary data) (Bryson and Bromiley, 1993) as shown in Table 6. Some researchers focus on the interaction between variables by using quantitative methods (Hrebiniak and Snow, 1982; Nutt, 1990; Bryson and Bromiley, 1993).

*Tables 6 Summary of methodologies used in the journals and gap in methodology*

<b>Author (s)</b>	<b>Methodology</b>	<b>Details</b>
Alexander L.D., 1985	Quantitative	Tested problems from identified obstacles
Miller, 1997	Qualitative	Case study (identified factors and see relationship between factors and outcome)
Al-Ghamdi, 1998	Quantitative	Tested problems from identified obstacles
Noble, 1999	Qualitative	Conceptual and identified problems
Lyndon, 2002	Quantitative	Tested problems from identified obstacles

Atkinson, 2006	Conceptual work	Identified problems
Khemarangsarn, 2006	Mix-method	Conceptual and identified problems, tested problems by using questionnaire to confirm the qualitative approach
Harbison and Whitman, 2008	Qualitative	Focus group interview, bring results (barriers) to implement
Jadhve et al., 2014	Conceptual work	Identified problems
Garg, Shukla, and Kendall, 2015	Qualitative	Identified problems, focus group interview and see the relationship among barriers
Schoemaker and Krupp, 2015	Conceptual work	Identified problems and tested, using case

In light of the literature review, the qualitative method is used for exploratory studies of specific phenomena as it can give rich detail and paint a more vivid picture of the reality on the ground, albeit for a small sample size (Miller and Salkind, 2002). To support this, Yin (1994) reported that analyzing such case studies not only broadens knowledge about the subject, but also works to bring together theory and empirical research into one holistic view. Whereas, the aim of the quantitative method is “*to identify the causation among variables, which are tested against hypotheses through a defined measurement of variables and collection of data under standardized conditions*”, (Kaiser, 1997:126). Its advantages are that statistical data which could represent the population are obtained, factors can be measured, and the survey designed may be duplicated in other locations, thus increasing representativeness and the overall ability to generalize findings.

As per the above table, most researchers focus on conceptual aspects and identified problems within, some of them tested those problems. Few researchers focus on the relationship among factors themselves. The author found a gap in methodology as lack of a quantitative approach in this field as well as validation of an empirical study. Consequently, this study uses quantitative methods to identify the variables which are tested against hypotheses through a defined measurement of variables and data

collection. The advantage of this approach is the statistical data that could represent the population is obtained, factors can be measured, and the survey design may be duplicated in other locations, so increasing representativeness and the overall ability to generalize the results. In addition, the proposed study aims to fill research gaps by proposing MICE-related factors affecting the strategic implementation of MICE businesses. The research also intends to provide MICE strategic implementation factors that are likely to improve business performance.

### **3.2 Research Design**

This chapter is divided into two parts: a pre-test and a survey stage. The population, sample size, data collection and accessibility, questionnaire design, and data analysis methods are introduced and justified for each stage of research design. This study only focuses on one industry (i.e. the MICE in Thailand), this study meets this criterion by employing multiple level research (both management and implementers), and multi-organizational research (exploring more than one organization implementing the same strategy at the same time).

In this chapter, it describes in detail the reason for selecting each method for each stage and also the details of different stages (i.e. population, sample size, and data collection and analysis). The details are explained in the following sections.

#### **3.2.1 Back Translation of Questionnaire**

The survey questionnaire was based on previously-validated scales appearing in the literature, and was initially drafted in English. Thereafter, it was translated by Thai Translation Services Center, simultaneously but independently in different locations, and the two translations were compared, before a final version was arrived at. This was reviewed again by yet a different Thai national academic lecturer at the PhD level, who translated the instrument back into English. The back translation technique is used to ensure that nothing is lost or misunderstood in translation from English to Thai and finally back to English to double check for understanding.

### 3.2.2 The Index of item Objective Congruence (IOC)

Index of Item Objective Congruence (IOC) by Rovinelli and Hambleton (1977) is used as the basis for screening the item quality. The items were reviewed by five experts in this field (e.g. International Business, Strategic Management, Tourism and Hospitality Industry, and MICE guru) and tested for content validity. Following the advice of previous study and expert guidelines, the measuring assessment scale was first written in English and then translated into Thai language using the back-translation technique (Beaton, Bombardier, Guillemin & Ferraz, 1998). The scale was then tested with hotel employees ranging from basic implementers to top-management involved in the implementation of the MICE strategy. The IOC points in calculations are given by three scales for rating consistency and congruencies of the items proposed. All committees had to choose only one answer as the given mark from these three different choices:

+1 = Congruent with clear understanding,

0 = Uncertain or not sure whether the item is related to the study,

-1 = Do not understand or not congruent or related to this study

The qualified items should have the IOC equal to or greater than 0.50, but scores lower than 0.50 were revised. IOC marks were calculated by the below equation:

$$\text{IOC} = \frac{\sum R}{N}$$

IOC = Item-Objective Congruence Index

R = Point given by specialists

$\sum R$  = Total points of each specialist

N = Numbers of specialists

As per the five experts' recommendations, the result of each item of the questionnaire used in this pre-test averaged at a score of 0.80, therefore, the questionnaire was qualified and appropriate for the study. After reviewing the tested content validity and

IOC, the validity of the questionnaire was confirmed to allow all responses gathered through the instrument to be considered reliable and accurate. Multiple item indicators were used to evaluate the MICE influential factors, implementation process factors, and MICE performance constructs remain the same.

### **3.2.3 First stage – Pre-test**

#### **3.2.3.1 MICE venues as a part of MICE sector**

The quality of MICE venues often make or break an establishment in the service sector industry. MICE venues come in a wide range of shapes and sizes including meeting rooms, exhibition halls and event spaces. To be clearer, MICE venues are the actual physical spaces designed to host a wide variety of business activities ranging from small meetings to full scale events and exhibitions on a grand scale. Hotel is one of the MICE venue and MICE industry service providers (Stakeholders). Meetings, Incentives, Conferences and Exhibitions (MICE) hotels (known as convention hotels) can be classified as the MICE venue providing meeting spaces, lodging, meals, and other services to business travelers. It has unique characteristics, especially MICE hotels which concentrate on serving a particular niche market (high potential customer from the unique product). According to International Association of Exhibitions and Events, almost half of all exhibitions held in the United States are held in MICE qualified venues. MICE Hotels should focus on a strategic implementation process to effectively and efficiently compete with other hotels to achieve a sustainable competitive advantage (Heracleous & Wirtz, 2009). The number of business tourists and their spending on business or networking trips has been increasing at a faster rate than normal tourism as a whole (Glyn and Terry, 1995). Such business tourists are a significant source of demand and also revenue for the hospitality and hotel industry. The hotels rely on business travelers to fill the beds throughout the week and keep a steady flow of income. Business tourism makes up nearly 70% of occupancy for major hotels, 80-90% of the market of three- and four-star hotels, but only five percent of budget hotels (Gilbert and Arnold, 1989). The figure is comparable to Astroff and Abbrey (1998) who

stated that internationally MICE visitation may even contribute to nearly 70% of the total sales volume for major hotels and 15-20% of sales for smaller sized hotels. Despite the growth of MICE-related tourism in recent years, there is still inadequate research into the MICE sector for the Asian Pacific region.. Some noteworthy publications relevant to Asia are printed within the MICE-related research literature under (Yoo and Weber, 2005; Baloglu and Assante, 1999; Crouch and Ritchie, 1998). Yoo and Weber (2005) review 14 top tourism and hospitality journals over the period of 1983 until 2003, and note a relative lack of research publications addressing Strategic Implementation: a case of MICE hotels in Thailand.

### **3.2.3.2 Pre-test of questionnaire**

The pre-test study was a foundation for the larger-scale survey to be conducted at a later stage in the research (Gills and Johnson, 2000). The survey method was selected for the main part of the study since it is an appropriate means to compare attitude and behavior (Fink, 1995). When choosing a sample size for a pre-test study, most researchers recommend following a specific guideline. The number of variables play an important role in estimation of sample size in order to enhance the reliability, the researcher conducted a pre-test study to avoid misinterpretation by respondents (Abu-Hussin, 2010). If the researcher sets forth 3 variables for study, then a consistent rule would call for a minimum sample size of 30, or ten times the number of variables. Browne (1995) speaks of a research rule of thumb to 'use at least 30 subjects or greater to estimate a parameter', however Julious (2005) calls for a minimum sample size of only 12 subjects per study path. Of course there are some limitations to all the rules, though they can still be used for any size of main trail under study. Hence, the researcher conducted a pre-test prior to the actual conduct of the study, the sample size was distributed to 30 respondents (hotel employees from implementers to top management – who are involved in the implementation of MICE strategy).



### 3.2.3.3 Pre-test Data Collection

A pretest refers to any small scale pilot study used to verify if a questionnaire, or any research tool for that matter, can be modified to give more accurate results true to the words of the respondents (Converse & Presser, 1986).. A pretest for a questionnaire comes in handy to weed out any misinterpreted questions or outlying responses before the actual research begins on a larger scale (Assael & Keon, 1982). The questionnaire used for this research was pretested in a MICE Hotel with 30 respondents within the sample. After finishing the pretest questionnaire, grammar structure and vocabulary were revised to make the questionnaire not only easier to understand, but also easier to respond to. Respondents also gave some advice about different methods to truly back up the research. This advice was certainly taken into account and the questionnaire was revised for ease of understanding and response.

The procedure in the hotel was to introduce the questionnaire to the people involved in the study, and then to leave the questionnaires for a week in order for the respondents to complete them. In respect of the hotel, the data was collected on three separate days. On each day, the researcher visited a different department to introduce the questionnaire to the identified respondents, who completed the questionnaires on the same day. At each department, after collecting the questionnaires, the researcher asked respondents to comment on the questionnaire to gain feedback in terms of its structure, length, language used and other aspects that could be improved.

The reliability of the questionnaire is another crucial issue when conducting research, as responses must be both clear and consistent to the will of the respondents without skewing any data. The questionnaire was tested with 30 hotel staffs that were not within the original sample group. The reliability value was calculated by using Cronbach's alpha to confirm accuracy and consistency of question items within the questionnaire and volunteer responses. George and Mallery (2010) describe the range and coefficient for Cronbach's Alpha in the following Table 7:

*Tables 7 The value of Coefficient Cronbach's Alpha*

<b>The value of Coefficient Cronbach's Alpha</b>	<b>Meaning</b>
$\geq 0.9$	Excellent
$\geq 0.8$	Good
$\geq 0.7$	Acceptable
$\geq 0.6$	Questionable
$\geq 0.5$	Poor
$\leq 0.5$	Unacceptable

Therefore, a research questionnaire is only considered reliable and accurate if it reaches a Cronbach's Alpha Coefficient of at least 0.7. According to the pre-test, the Cronbach's Alpha was 0.994 (see in table 8), so the questionnaire was highly reliable.

*Tables 8 Reliability Cronbach's Alpha of Pre-Test (n=30)*

<b>Variables</b>	<b>Items</b>	<b>Cronbach's Alpha</b>
<b>MICE INFLUENCIAL FACTORS</b>	<b>73</b>	
<b>STANDARD</b>	26	.805
<b>NETWORKING</b>	26	.830
<b>MANAGEMENT</b>	21	.905
<b>IMPLEMENTATION PROCESS</b>	<b>178</b>	
<b>STRUCTURE</b>	45	.921
<b>INTER-FUNCTIONAL COOPERATION</b>	17	.928
<b>MICE PERSONNEL</b>	44	.929
<b>COMMUNICATION</b>	47	.940
<b>EVALUATION</b>	25	.941
<b>MICE PERFORMANCE</b>	<b>38</b>	
<b>FINANCIAL</b>	14	.914

NON FINANCIAL	24	.974
<b>TOTAL</b>	<b>289</b>	<b>.994</b>

### 3.2.3.4 Measurement Scales and Instruments

Multiple item indicators were used to evaluate the MICE influential factors, implementation process factors, and MICE performance constructs. The questionnaire consists of 2 parts; Part 1 includes the demographic information of the respondents such as types of hotel ownership, hotel standard, MICE standard certification (s) the hotel received, number of hotel staffs, gender, age, work department, position, and years of working experience. Part 2 includes the questions relating to key factors which are significant for the successful management of the MICE's strategic implementation. All of the indicators were measured with five-point Likert-type scales ranging from "strongly agree" (=5) to "strongly disagree" (=1). Each construct was conceptualized as a concept at the individual level. All constructs consist of variables that have been well established in the existing literature as follows:

#### A. MICE Influential Factors Variables

##### 1.) MICE standard

MICE standards are one of the key factors to build trustworthiness and the effective tool for MICE's service excellence and quality. MICE standard has three components: implementation of MICE standard, readiness of MICE standard, and importance of MICE standard (TCEB, 2015, Renata et al., 2016) which helps to indicate the degree of readiness for all aspects of MICE standard and the degree of its importance. This construct uses Five-point Likert-type scales responses and the available choices ranged from "strongly agree" (=5) to "strongly disagree" (=1). Each construct was conceptualized as a concept at the individual level as shown in Table 9.

*Tables 9 Measurement of MICE Standards*

<b>Constructs</b>	<b>Question (s)</b>	<b>Adapted from</b>
<p>The importance of MICE standards</p>	<ol style="list-style-type: none"> <li>1. The AMVS certification is an important MICE standard.</li> <li>2. The TMVS certification is an important MICE standard.</li> <li>3. The ISO9001 certification is an important MICE standard.</li> <li>4. The ISO20121 certification is an important MICE standard.</li> <li>5. The ISO22000 certification is an important MICE standard.</li> <li>6. The TISI22300 certification is an important MICE standard.</li> <li>7. The ISO22301 certification is an important MICE standard.</li> <li>8. The ISO50001 certification is an important MICE standard.</li> <li>9. MICE standards are the effective tool for MICE's service excellence and quality.</li> <li>10. MICE standards are one of the key factors to build trustworthiness.</li> <li>11. MICE standards are an important tool for the MICE's readiness.</li> <li>12. MICE standards increase the opportunity to win business event bidding.</li> <li>13. MICE standard certifications provide a high added value to our services.</li> </ol>	<p>Alonso-Almeida et al. (2013)</p>
<p>The readiness of MICE standards</p>	<ol style="list-style-type: none"> <li>1. The readiness for MICE standard certifications in terms of the physical aspect is important.</li> <li>2. The readiness for MICE standard certifications in terms of the technology aspect is important.</li> <li>3. The readiness for MICE standards certifications in terms of the service aspect is important.</li> <li>4. Knowledge and understanding about MICE activities and services of MICE staffs is important.</li> </ol>	<p>C. del Castillo-Peces et al (2017); Renata et al (2016);</p>

<p>Implementation of MICE standards</p>	<ol style="list-style-type: none"> <li>1. Implementation of MICE standards supports successful performance.</li> <li>2. Implementing of MICE standards is a key factor to increase competitive advantage.</li> <li>3. Implementation of MICE standards should be voluntary for the staffs.</li> <li>4. Implementation of MICE standards add value to the competitiveness of MICE venue.</li> <li>5. Implementation of MICE standards are suggested by TCEB or industry associations.</li> <li>6. Implementation of MICE standards can build trust for customers.</li> <li>7. Management supports the implementation of the MICE standard because the regional government supports the application of this standard.</li> <li>8. The organization policy is to meet MICE standards to all company chains that are incorporated into the brand.</li> <li>9. The cost of MICE standard certification and maintenance is not very high.</li> </ol>	<p>C. del Castillo-Peces et al (2017); Renata et al (2016); Alonso-Almeida et al (2013)</p>
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## 2.) Networking

Networking is an organization's set of relationships with other individuals/organizations - MICE buyers (customers who have in mind to organize an event), Suppliers (service providers of all kinds of products and services to the hotel), Competitors (partnerships between competitors), and Government (government's support or policy). These external influencers can impact the implementation process in many ways. Thus, this study investigates networking as a level of networking, information support from suppliers, and customer relationships (Sitki et al., 2009). This construct uses Five-point Likert-type scales responses and the available choices ranged

from “strongly agree” (=5) to “strongly disagree” (=1). Each construct was conceptualized as a concept at the individual level as shown in Table 10.

*Tables 10 Measurement of Networking*

Constructs	Question (s)	Adapted from
Level of networking	<ol style="list-style-type: none"> <li>1. The organization works closely with government agencies.</li> <li>2. The organization works closely with suppliers.</li> <li>3. The organization works closely with rental companies.</li> <li>4. The organization works closely with audiovisual companies.</li> <li>5. The organization works closely with entertainment companies.</li> <li>6. The organization always works with transportation companies.</li> <li>7. The organization always works with outsourcing companies to plan and execute a major event.</li> <li>8. Sales and catering management establishes good working relationships with event planners.</li> <li>9. Sales and catering management establishes good working relationships with destination management companies.</li> <li>10. The organization gets involved with government, associations and community to create strong MICE networks.</li> <li>11. The organization diligently networks and builds strong relationships with stakeholders to gain positive results.</li> <li>12. TCEB is a strong ally for every MICE operator in Thailand.</li> </ol>	Shock and Stefanelli (2009); Rob Hard (2019); Nadel (2011)



	13. TCEB provides valuable information about the event destination, services, and facilities.	
Information support from suppliers	<ol style="list-style-type: none"> <li>1. We get information about logistic operations from our suppliers.</li> <li>2. We get information about production processes from our suppliers.</li> <li>3. We get information about future action foresight of the buyers from our suppliers.</li> </ol>	Danny Pimentel Claro et al (2005)
Customer relationship	<ol style="list-style-type: none"> <li>1. The organization has made significant investment to deliver products and service to the selected MICE customers</li> <li>2. The organization has made significant investment to handle internally the products and services ordered by the selected MICE customers.</li> <li>3. The organization expects the selected MICE customers to be working with us for a long time.</li> <li>4. The selected MICE customers are trustworthy.</li> <li>5. The selected MICE customers provide us with scale forecasts for the products and services.</li> <li>6. The responsibility for getting things done is shared with the selected MICE customers.</li> <li>7. The selected MICE customers and our organization are committed to improvements that may benefit the relationship as a whole.</li> <li>8. When some unexpected situation arises, the selected MICE customers and our organization work out a new deal.</li> <li>9. Partnerships between competitors tend to work well that are equal players in the same rapidly growing industry.</li> <li>10. Network with your hotel's competitors is necessary.</li> </ol>	Danny Pimentel Claro et al (2005); Matt Mckeon (2014); Cvent Guest (2019)

### 3.) Management

Management is important in the initial stage and also during implementation process, decision-making by the management level will have a ripple effect across the entire company. There are three constructs to measure management aspects including leadership, management involved, and management styles. This construct uses Five-point Likert-type scales responses and the available choices ranged from “strongly agree” (=5) to “strongly disagree” (=1). Each construct was conceptualized as a concept at the individual level as shown in Table 11.

*Tables 11 Measurement of Management*

Constructs	Question (s)	Adapted from
Leadership	<ol style="list-style-type: none"> <li>1. Leadership is the ability to lead the organization to achieve its stated objectives.</li> <li>2. Operational supervisors at every level must possess leadership skills.</li> <li>3. Leadership by MICE management influences the MICE performance.</li> <li>4. Leadership by MICE management influences the ability of MICE staffs.</li> <li>5. Leadership commitment influences the MICE performance.</li> <li>6. General Manager is responsible for leading entire business units or divisions of an organization.</li> <li>7. The actual involvement of the CEO in the strategy development and implement process is important.</li> <li>8. Level of support and backing from the CEO for the new strategy until it is completed is important.</li> <li>9. Open and covert messages coming from the CEO about the project and its importance are important.</li> </ol>	Ramjan and Campiranon (2020); F. John Reh (2019); Okumus (2003)

<p>Management involvement</p>	<ol style="list-style-type: none"> <li>1. Management involvement in driving the organization influences the ability of MICE staffs.</li> <li>2. General Manager must ensure the development and implementation of a clear strategic plan for an organization or business unit.</li> <li>3. General Manager is responsible for strategy, structure, budgets, people, financial outcomes, and scorecard metrics.</li> <li>4. The supervisor determines the number of workers needed.</li> <li>5. The supervisor decides who should perform the task.</li> <li>6. The supervisor determines the usage of resources (facilities, funding and human resources)</li> <li>7. The supervisor can implement plans within their area of responsibility.</li> </ol>	<p>Ramjan and Campiranon (2020); F. John Reh (2019); Shock and Stefanelli (2009)</p>
<p>Management styles</p>	<ol style="list-style-type: none"> <li>1. Staff are key stakeholders in your MICE business unit/department.</li> <li>2. MICE business unit/department creates a sense of ownership and pride both in the business and the service it provides to its customers.</li> <li>3. CEO is worth nothing without key employees.</li> <li>4. MICE employees feel that they have a greater stake and sense of ownership, not just in the business of today, but also of the future.</li> <li>5. MICE performance arising from that sense of ownership.</li> </ol>	<p>Peter Jones, 2019</p>

## **B. Implementation Process Variables**

### **1.) Structure**

Structure is an organizational framework of MICE hotels which is one of the critical factors to be considered during the implementation process by studying both mechanistic structures and organic structures in terms of decision making, hierarchy, job descriptions and role, rules and regulations, and communication. The management teams have to carefully analyze their limitation of the organization structure and evaluate the suitable strategy before implementing it. Mechanistic structures are characterized by hard and fast rules of hierarchy. This structure tends to be centrally controlled from the top down with a strict adherence to corporate policy. Organic structures, on the other hand, exhibit decentralized power and much greater flexibility in terms of department role and communication within the system (Khandwalla 1977). The value marks on these items were compared to create a single organic index for the firm. The higher the index, the more organic the firm's structure.

The structure of an organization itself may be measured in relation to the degree of mechanistic or organic features. A seven item, 7-point Likert type organization structure scale can be adapted for this purpose of measuring organicity. This scale was first created by Khandwalla (1977) to measure just how organic a structure is. This test or organicity was later validated and improved by researchers including Naman and Slevin (1993) and Covin and Slevin (1988). Test subject responded to questions asking about the nature and principles guiding the organizations in which they worked. The ratings provided by the respondents were then combined and averaged to arrive at a score where the higher the number the more organic the structure. The organization structure scale had an average of 4.10, a standard deviation of 1.17, and a Cronbach coefficient of 0.851. Here again these results are similar to Naman and Slevin (1993) who found an average of 4.93, a standard deviation of 1.02 and a Cronbach a coefficient of 0.827. In this research, all of the items were measured with five-point Likert-type scales, which cover all indicators. MICE structure items are presented in Table 12.

Tables 12 Measurement of MICE Structure

Constructs	Question (s)	Adapted from
<p>A. MICE Mechanistic structures</p>	<p>Decision making</p> <ol style="list-style-type: none"> <li>1. There are few participants in decision making.</li> <li>2. Decision making is dominant by top level management.</li> <li>3. Decision making is not delegated to staff members.</li> <li>4. A strong emphasis on giving the most say in decision making to formal line managers</li> </ol> <p>Hierarchy</p> <ol style="list-style-type: none"> <li>1. Hierarchy of authority/hierarchy of command is tall (information has to pass through different levels before it gets to the end user).</li> <li>2. We have a high level of bureaucracy.</li> <li>3. Power is concentrated at the top.</li> </ol> <p>Job descriptions/Role</p> <ol style="list-style-type: none"> <li>1. Job descriptions are detailed and clearly defined.</li> <li>2. Roles are clearly defined and permanent.</li> <li>3. There is high codification.</li> <li>4. There is little variation if any.</li> <li>5. A strong emphasis on getting line and staff personnel to adhere closely to formal job descriptions</li> <li>6. There is a lot of emphasis on measuring the results of our work.</li> <li>7. You are very concerned with efficiency.</li> <li>8. There is a heavy emphasis on profitability.</li> </ol> <p>Rules and Regulations</p> <ol style="list-style-type: none"> <li>1. There are clearly defined policies and procedures for our work.</li> <li>2. Tight formal control of most operations by means of sophisticated control and information systems</li> </ol>	<p>John L. Naman and Dennis P. Slevin. (1993); Giri Jogaratnam and Eliza Ching-Yick Tse (2006); Torvald Øgaard, Einar Marnburg, Svein Larsen. (2008); Kayhan Tajeddini, Levent Altinay, Vanessa Ratten (2017); Wang'oe Robert and Maitha Olive (2013).</p>

	<ol style="list-style-type: none"> <li>3. A strong emphasis on always getting personnel to follow the formally laid down procedures</li> <li>4. A strong emphasis on holding fast to tried and true management principals despite any changes in business conditions</li> <li>5. A strong insistence on a uniform managerial style throughout the business unit</li> </ol> <p>Communication</p> <ol style="list-style-type: none"> <li>1. Our communication is very formal</li> <li>2. Highly structured channels of communication and a highly restricted access to important financial and information are used.</li> </ol>	
<p>B. MICE Organic structures</p>	<p>Decision making</p> <ol style="list-style-type: none"> <li>1. Decision making is based on Team effort.</li> <li>2. Decision making involves collaboration.</li> <li>3. Decision making is delegated to staff members.</li> <li>4. A strong tendency to let the expert in a given situation have the most say in decision making even if this means temporarily bypassing of formal line authority.</li> </ol> <p>Hierarchy</p> <ol style="list-style-type: none"> <li>1. Hierarchy of authority/hierarchy of command is flat.</li> <li>2. We do not have a bureaucracy structure.</li> <li>3. Power is distributed across the organization.</li> </ol> <p>Job descriptions &amp; Role</p> <ol style="list-style-type: none"> <li>1. Not clearly defined.</li> <li>2. Not very permanent.</li> <li>3. Low/Moderate codified speech.</li> <li>4. High variation.</li> <li>5. A strong tendency to let the requirements of the situation and the individual's personality define proper on-job behavior</li> <li>6. It is important to discover improvements in the ways we do things.</li> </ol>	<p>Covin, J., Slevin, G., 1988; Giri Jogaratnam and Eliza Ching-Yick Tse (2006); Torvald Øgaard, Einar Marnburg, Svein Larsen. (2008); Kayhan Tajeddini, Levent Altinay, Vanessa Ratten (2017); Wang'oe Robert and Maitha Olive (2013).</p>



	<p>7. It is important to test new ideas in our work.</p> <p>8. I have full discretion in choosing the means for getting the job done.</p> <p>9. I am authorized to correct things that are wrong even if they are outside my responsibility.</p> <p>10. There is a strong team spirit.</p> <p>Rules and Regulations</p> <p>1. Hardly any formal rules, there is a shared understanding of what is expected of the staff.</p> <p>2. Loose, informal control; heavy dependence on informal relationships and norms of cooperation for getting work done</p> <p>3. A strong emphasis on getting things done even if it means disregarding formal procedures</p> <p>4. A strong emphasis on adapting freely to changing circumstances without too much concern for past practice</p> <p>5. Managers' operating styles allowed to range freely from the very formal to the very informal</p> <p>Communication</p> <p>1. Less formal/Informal</p> <p>2. Open channels of communication with important financial and operating information flowing quite freely throughout the business unit</p>	
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## 2.) Inter-Functional Coordination (IFC)

Inter-functional coordination refers to the communication and group collaboration amongst various departments within an organization all of which are striving to reach a common end. IFC items are presented in Table 13. In this research, all of the items were measured with five-point Likert-type scales, which cover all indicators.

*Tables 13 Measurement of Inter-functional coordination*

Constructs	Question (s)	Adapted from
MICE's Inter-functional coordination	<ol style="list-style-type: none"> <li>1. We share resources with other business units.</li> <li>2. MICE-related information is shared with among functions.</li> <li>3. All functions contribute to customer value.</li> <li>4. Our top managers from each business function regularly visit customers.</li> <li>5. Our MICE people regularly discuss customer needs with other functions.</li> <li>6. MICE strategies are driven by the goal of increasing customer value.</li> <li>7. MICE functions are integrated to serve the target market needs.</li> <li>8. We do a good job integrating MICE's activities of all functions.</li> <li>9. There are Inter-functional customer calls.</li> <li>10. There are functional integration in MICE strategy.</li> <li>11. All functions are involved in preparing MICE plans/strategies.</li> <li>12. When one department discovers something important about competitors, it is slow to alert other departments.</li> <li>13. We regularly have inter-functional meetings to discuss MICE trends and developments on a formal basis.</li> <li>14. We make MICE's decisions collectively irrespective of the functional areas.</li> <li>15. MICE employees have very good knowledge of internal communication channels in the hotel.</li> <li>16. Our MICE's employees communicate very well with each other.</li> <li>17. MICE's employees have very good cooperation skills.</li> </ol>	<p>Kayhan Tajeddini, Levent Altınay, Vanessa Ratten (2017); Narver, J.C., Slater, S., 1990; Jasmine Y.W. Tay &amp; Linda Tay (2007); K. Chatzipanagiotou, Aikaterini Vassilikopoulou, George J. Siomkos. (2008); Jayawardhana, A.A.K.K., Silva, S.D. and Athauda, A.M.T.P. (2015); Sven A.Haugland, IngunnMyrtveit, Arne Nygaard. (2007); Lucie Kanovska, Eva Tomášková. (2015).</p>

### 3.) MICE Personnel knowledge and capabilities

MICE Personnel Knowledge and Capabilities refers to human resources who have relevant knowledge, skills and attributes to an industry as important for MICE hotel industry. MICE Personnel Knowledge and Capabilities items are presented in Table 3.8. In this research, all of the indicators were measured with five-point Likert-type scales ranging from “strongly agree” (=5) to “strongly disagree” (=1). Each construct was conceptualized as a concept at the individual level. All constructs consist of variables that have been well established in the existing literature.

*Tables 14 Measurement of MICE Personnel Knowledge and Capabilities*

Constructs	Question (s)	Adapted from
A. Knowledge	<ol style="list-style-type: none"> <li>1. Knowledge of MICE’s customer behavior</li> <li>2. Knowledge of MICE innovation</li> <li>3. Knowledge of MICE trends</li> <li>4. Knowledge of grooming and professional image standards</li> <li>5. Knowledge of guest services standards</li> <li>6. Knowledge of MICE business management</li> <li>7. Knowledge of MICE products and services</li> <li>8. Knowledge of basic terminology used in MICE industry</li> <li>9. Knowledge of the leadership and organizational structure</li> <li>10. Knowledge of event registration</li> <li>11. Knowledge of building stand events</li> <li>12. Knowledge of event marketing communication</li> <li>13. Knowledge of event venue management</li> <li>14. Knowledge of event destination building</li> <li>15. Knowledge of event design</li> <li>16. Knowledge of event content developing</li> <li>17. Knowledge of project management</li> </ol>	Adros, N.M. & Wee, H. (2019); Huang et al. (2017); Greeret al (2017); Olson et al. (2018); Banjongprasert (2017); Tesone, Dana V. and Ricci, Peter (2005); Nurhazani et al. (2014); Zairil (2019); Ahmad and Daud (2016).

B. Capabilities	<ol style="list-style-type: none"> <li>1. Customer service skill</li> <li>2. Research skills / Market survey and analysis</li> <li>3. Ability to work on a team</li> <li>4. Problem solving ability</li> <li>5. Time management ability</li> <li>6. Interpersonal skill</li> <li>7. Analytical thinking</li> <li>8. Ability to make creative decisions to achieve service standards</li> <li>9. Event planning and organizing skill</li> <li>10. Ability to carry out the core parts of the job well.</li> <li>11. Ability to complete core tasks well by using the standard procedures.</li> <li>12. Ability to ensure that the tasks are competed properly.</li> <li>13. Ability to use technology</li> <li>14. Information application ability</li> <li>15. IT skills</li> <li>16. Marketing skill (Sales skills, Advertising capabilities, Public relation skill, Promotion skill)</li> <li>17. Business negotiation ability</li> <li>18. Good communication skill (Ability to inform information)</li> <li>19. Adaptability</li> <li>20. Ability to deal with daily uncertainties and changes in routine</li> <li>21. Ability to make changes work.</li> <li>22. Ability to do tasks well when there are changes.</li> <li>23. Ability to handle changes with ease.</li> <li>24. Ability to learn everything that will be required when change is adopted.</li> <li>25. Ability to empathize with the guest experience</li> <li>26. Ability to anticipate guest wants and needs to provide service</li> </ol>	
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	27. Ability to balance the needs of multiple guests at a given time	
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#### 4.) Communication

Communication is any form of verbal or non-verbal exchange of ideas which include speaking, writing, drawing, body language, and other means or methods to convey a complete thought. This factor includes the method of communication (the formal and informal communication) within MICE hotel in predicting the level of communication effectiveness. Hence, the measure of “communication”, derived from Noble, C.H. (1999a), Okumus (2003), Cater, Tomac; Pucko, Danijel (2010), and Banjongprasert, J. (2017), consists of three components; communication effectiveness, formal communication, and informal communication that measure all employee communication within the organization (see in Table 15). All of the items were measured with five-point Likert-type scales, which cover all indicators.

*Tables 15 Measurement of Communication*

Constructs	Question (s)	Adapted from
Formal communication	<ol style="list-style-type: none"> <li>1. Emphasizing communication between all parties</li> <li>2. Communicating the corporate strategy to people</li> <li>3. Management informs us about the organization’s vision, mission and targets</li> <li>4. I have a routine discussion about business problems caused by the upcoming event.</li> <li>5. The power and responsibility separation between the departments has been done in a clear and precise way</li> <li>6. My division has a discussion or communicates the changes caused by the upcoming event.</li> </ol>	Al-Ghamdi (1998); Cater, Tomac; Pucko, Danijel (2010); Kaplan (2005); Seyitoglu and Yuzbasioglu (2015); Banjongprasert, J. (2017); Mehmet et al (2010)

	<ol style="list-style-type: none"> <li>7. There is a regular performance evaluation of the event related projects.</li> <li>8. I receive the information related to my job.</li> <li>9. I submit a report about how I have dealt with the problems in my job to my managers.</li> <li>10. Objectives of the organization are clearly explained to us.</li> <li>11. I am knowledgeable about the rewards or other benefits I can get.</li> <li>12. Instructions and information related to my tasks are conveyed to me by my superiors in a timely manner.</li> <li>13. Boards, warnings, mottos etc. on the walls show our working principles</li> </ol>	
Informal communication	<ol style="list-style-type: none"> <li>1. Personal discussions</li> <li>2. Interactive and face-to-face communication</li> <li>3. Team level communication</li> <li>4. Departmental level brainstorming</li> <li>5. Workshops discussion</li> <li>6. Online-digital discussion</li> <li>7. Interpersonal communications within the organization are good</li> <li>8. I try to participate in all kinds of organizations arranged for the personnel (meetings, seminars, etc.)</li> </ol>	Gerard Danford (2011); Seyitoglu and Yuzbasioglu (2015);
Horizontal communication	<ol style="list-style-type: none"> <li>1. Maintain regular cross-functional Communications to foster understanding and appreciation</li> <li>2. Discuss and resolve implementation details early in the process</li> <li>3. Update implementation team frequently on progress and changes in objectives</li> <li>4. Communicate implementation progress across the entire organization to foster buy-in</li> </ol>	Noble (1999a); Seyitoglu and Yuzbasioglu (2015);



	<p>5. - Interdepartmental communications within the organization are good</p> <p>6. Any unit, informs all the other units related to the operation it performs</p> <p>6. Vision and mission of the organization are adopted by everybody</p>	
Communication effectiveness	<ol style="list-style-type: none"> <li>1. I can easily reach information necessary for my job</li> <li>2. I can easily reach my superiors to convey to them information, opinions and problems</li> <li>3. I am informed of the decisions taken</li> <li>4. I am informed about the decisions taken related to the department I work for</li> <li>5. My superiors encourage me to convey to them information, opinions and problems</li> <li>6. I can easily convey my wishes, suggestions and complaints about the job or other matters to the management</li> <li>7. My opinions are considered when decisions related to my task or to me are taken</li> <li>8. Management informs us about the ways to follow in order to reach the targets</li> <li>9. We are informed about the news related to the MICE personnel</li> <li>10. We are informed about the evaluations related to the MICE</li> <li>11. The information I need to do my job is timely provided</li> <li>12. We are informed about the successes and failures of the organization</li> <li>13. I can define my efforts put forth for the success of the organization</li> <li>14. Our communication with the other personnel is accurately and freely carried out</li> <li>15. The flow of informative news is completely and correctly maintained</li> </ol>	Seyitoglu and Yuzbasioglu (2015); Mehmet et al (2010)

	16. Publications of the organizations for the personnel are sufficient	
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### 5.) Evaluation (Reward and Control)

MICE hotel has both rewards and control systems to motivate and monitor all employees to run the business during and after the implementation process. The reward can be described as the use of performance-based incentive systems to encourage all levels of employees for achieving the organization's goals and objectives. Control and feedback may be defined as the way in which the outcomes of implementation may be weighed and measured against previously agreed upon goals of performance (Okumus et al., 2020). Five-point Likert-type scales responses were provided and the available choices ranged from "strongly agree" (=5) to "strongly disagree" (=1). Each construct was conceptualized as a concept at the individual level as shown in Table 16.

*Tables 16 Measurement of Evaluation (Reward and Control)*

Constructs	Question (s)	Adapted from
A. Control	<ol style="list-style-type: none"> <li>1. Our MICE unit has formal procedures for reviewing &amp; evaluating strategies</li> <li>2. The implementation of MICE strategies is adequately monitored &amp; controlled</li> <li>3. MICE Strategies outcomes are evaluated periodically.</li> <li>4. Some of MICE strategies were modified after the evaluation process.</li> <li>5. Employees regularly receive feedback regarding their MICE-job performance.</li> <li>6. Employees regularly receive formal performance feedback, often from more than one source.</li> <li>7. Employees routinely receive developmental feedback assessing their strengths and weaknesses.</li> </ol>	Osman Ahmed El-Said and Mohammed Hassan ElMakkawy. (2017); Murray et al (2015); Yilmaza. (2018);

	<ol style="list-style-type: none"> <li>8. Performance measures are derived from MICE strategic goals</li> <li>9. Financial and non-financial measures are used together</li> <li>10. Measures are reviewed occasionally as external and internal environmental conditions change</li> <li>11. MICE Performance criteria are under control of the unit which is evaluated</li> <li>12. Performance appraise measures implementation success of MICE strategies</li> <li>13. Performance measurement is designed not only for monitoring but also for encouraging continuous improvement.</li> <li>14. Each performance criteria and metric are clearly defined</li> <li>15. Measures give feedback quickly</li> </ol>	
B. Reward	<ol style="list-style-type: none"> <li>1. The rewards employees receive are related to the performance and effort they put into their jobs.</li> <li>2. Promotions are primarily based upon merit or performance as opposed to seniority.</li> <li>3. My organization provides rewards based on job performance.</li> <li>4. Total pay for the typical job in this firm is competitive to the market wage for the type of work in the area.</li> <li>5. Employee pay is fair compared to others doing similar work in this company.</li> <li>6. Base salary is an important part of the total compensation package.</li> <li>7. Benefits are an important part of the total compensation package.</li> <li>8. The benefits package is very generous compared to what it could be.</li> </ol>	<p>Murray et al (2015); Balkin and Gomez-Mejia, 1990; Eric M. Olson, Stanley F.Slater, G. Tomas M.Hult, Kai M. Olson. (2018)</p>

	<p>9. Pay incentives such as bonus or profit-sharing are an important part of the compensation package in the organization.</p> <p>10. Pay incentives are designed to provide a significant amount of total earnings in the organization.</p>	
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## C. MICE Performance Variables

### 1.) MICE performance

MICE Performance is the result of the implementation process, using both financial and non-financial indicators. Financial measures include profit, the return on investment (ROI), return on capital employed, inventory turnover, hotel occupancy or hotel room night, and/or hotel's RevPAR. On the other hand, non-financial measures consist of hotel standard, brand image, competitiveness, and innovation. Two constructs were designed to obtain this information (see in Table 17). The main instrument for testing the questions, most of which used a 5-point Likert scale to measure the constructs.

*Tables 17 Measurement of MICE Performance*

Constructs	Question (s)	Adapted from
A. Financial Performance	<p>1. When organizations implement MICE strategy;</p> <p>1) Expected total revenue is achieved.</p> <p>2) Expected F&amp;B sales/revenue is achieved.</p> <p>3) Expected room sales/revenue (absolute or percentage) is achieved.</p> <p>4) Expected average daily rate (ADR) is achieved.</p> <p>5) Expected banquet revenue per occupied room is achieved.</p> <p>6) Expected profitability is achieved.</p>	<p>Pnevmatikoudi and Stavrinoudis (2016); Kala and Bagri (2014); Danny Pimentel Claro et al (2005)</p>

	<p>7) Expected return on invested capital is achieved.</p> <p>8) Expected hotel occupancy rate is achieved.</p> <p>9) Expected sales/revenue growth is achieved.</p> <p>10) Expected number of functions per year is achieved.</p> <p>2. KPIs are important for you personally for the success of the business.</p> <p>1) Expected buying high volume of room nights per year or the function order frequency over the year is achieved.</p> <p>2) Expected quantities of product (rooms or functions) per order is achieved.</p> <p>3) Expected communication quality with people of the selected buyer is achieved.</p> <p>4) Expected prices paid by this buyer for our product and service is achieved.</p>	
<p>B. Non-financial performance</p>	<p>When the organization implements MICE strategy;</p> <p>1) MICE business unit/department has improved its services to cater for each and every customer demand.</p> <p>2) MICE business unit/department ensures it does follow ups so as to retain its customers.</p> <p>3) MICE business unit/department manages its profit increase with the increase of customers attained.</p> <p>4) MICE business unit/department ensures there is consistency of maintaining its brand.</p> <p>5) Customer satisfaction can be improved.</p> <p>6) Customer retention can be increased.</p> <p>7) Number of complaints can be reduced.</p> <p>8) Customers can trust the MICE's standard certifications which are guaranteed by TCEB</p>	<p>Gitau et al (2017); Pnevmatikoudi and Stavrinoudis (2016); Emir, O., Şahin, S., Arslantürk Y. (2019)</p>

	<p>9) Length of stay/ Function can be increased.</p> <p>10) Turnover rates for managerial &amp; non employees can be reduced.</p> <p>11) Employee satisfaction regarding the MICE-related jobs can be increased.</p> <p>12) Number of new MICE products and services provided to customers can be increased.</p> <p>13) Number of new MICE activities provided to customers can be increased.</p> <p>14) Number of innovations performed during the service production process can be increased.</p> <p>15) Number of product and services designed per year can be increased.</p> <p>16) Service quality/Quality offered to customers can be improved continuously.</p> <p>17) Communication between management and employees affects customer satisfaction.</p> <p>18) Management being fair to MICE employees affects customer satisfaction.</p> <p>19) The wage MICE employees get affects customer satisfaction.</p> <p>20) Customer attitudes towards MICE employees affect customer satisfaction.</p> <p>21) Management's ethical behavior against MICE employees affects customer satisfaction.</p> <p>22) Relationship between management and MICE employees affects customer satisfaction.</p> <p>23) MICE physical facilities affect customer satisfaction.</p>	
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	24) Customers see us as a trusted partner who works closely with them and leads their events to success.	
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### 3.2.3.5. Demographic

The demographic of the respondents construct includes types of hotel ownership, hotel standard, MICE standard certification (s) hotel received, number of hotel staffs, gender, age, working department, position, and years of working experience. There are some demographic variables that had to be tested as they were not included in the main study. The researcher had identified the demographic variables, namely departments and positions for non-response bias only.

### 3.2.3.6 Data Analysis

For this section of the research, Cronbach's alpha and factor analysis are used to validate the scale. The explanation of these two statistics is described in greater detail in part 3.2.3.3

## 3.2.4 Final stage – Survey

### 3.2.4.1 Population and sample size

To accurately test the research hypotheses, the study created a questionnaire for 500 workers in 40 MICE hotels (out of 150 properties) in Thailand (both International Hotel Chains, Local Hotel Chains, and Independent Hotel) which are randomly selected from Thai Hotel Association (THA) database and the baseline for sample selection was noted as above 3-star hotel standard certified Thailand MICE Venue Standards (TMVS) which applies ISO quality standards for assessment by Thailand Convention and Exhibition Bureau (TCEB). The questionnaires were given out to employees ranging from the most basic ground level implementers to top tier management officials closely

tioned to the the implementation of MICE strategy for the company. The participants in this survey all had some prior knowledge of MICE policy with background experience as an employee already within the industry. Respondents were familiar with the terminology and question is pertaining to MICE hotels, buyers, suppliers, and so forth. More importantly, the survey was able to glean the opinions and attitudes of workers at an individual level. Thus, a total of 416 questionnaires returned were analyzed with the technique of structural equation modeling (SEM) for verification and confirmation of the goodness-of-fit for the model. The empirical data with the indices were used as the criteria for evaluation (Hair et al., 2010).

#### **3.2.4.2 Data Collection**

There are many types of survey research: personal interview, mail questionnaire, panel, and online survey. Using an interview schedule is the most recommended method to gather information; however, its shortcomings are that such a schedule can be difficult to construct, time consuming, and expensive. The mailed questionnaire, on other hand, is less costly, and less time consuming than an interview survey (Sekaran, 1992), although the technique has a low response rate, questionnaires are often returned incomplete, and the researcher has no control over the environment, possibly gaining a biased sample (Bailey, 1994; Kerlinger and Lee, 2002). Nevertheless, even though the mailed questionnaire has these shortcomings, several studies have shown that it is superior to the interview in the situation where a highly sensitive or socially undesirable issue is being explored (Knudsen et al, 1967). Telephone survey and online survey are speedy and can be done at a relatively low cost, but the information secured can also be superficial or biased.

For the purpose of this research, a self-administered survey - a hybrid between a mail questionnaire, online survey and interview survey – was used, for the following reasons:

- 1) It was believed that the response rate would be increased;
- 2) The method gave more control over the incomplete questionnaires as there was a thorough check before surveys were collected.
- 3) There would be no interview bias by the researcher;
- 4) The questionnaire could be completed at the respondent's convenience due to the busy nature of the hotel industry during COVID-19 Era.

After the determination of the methodology and the population, a list of MICE hotels implementing the MICE standards (e.g. Thailand MICE Venue Standards, ASEAN MICE Venue Standards, and other ISO), was retrieved from Thailand Convention & Exhibition Bureau website ([www.micecapabilities.com](http://www.micecapabilities.com)) and Thai Hotel Association (THA) database. The data included the names of the hotels, addresses, telephone numbers, the contact details, and hotel information. In the beginning, the researcher sent permission letters to collect research data to all MICE hotels lists via e-mail. Most of the participating hotels were five-star hotels in Bangkok, Thailand. Due to the COVID-19 Era, the researcher made an appointment in advance to pick up the questionnaires and would report back every week.

#### **3.2.4.3 Response rate and Non-response bias**

The response rate is a very important issue when considering the use of a survey, as it can impact on the ability to apply the findings to a larger population (Kauser, 1997). A number of factors are known to affect the response rate, such as: attractiveness of the questionnaire format (Fox et al, 1988), the length of the questionnaire (Scott, 1961), the ease of completion and return of the questionnaires, the inclusion of a cover letter requesting co-operation (Yammarino et al, 1991), and the nature of follow-up letters and telephone calls (Lansing and Morgan, 1971). A total of 40 MICE hotels (416 complete questionnaires) replied, representing a usable response rate of 83.2%, which can be considered as a high response rate. As Babbie (1973) stated, a 70% response rate is considered very good. The success rate could be due to the follow-up calls every two weeks after they received the questionnaires, the discussion regarding the study with

the respondents personally to make them understand the importance of the study, and using the personal connection with hotels.

Armstrong and Overton (1977) stated that Non-respondent bias can be determined by comparing responses from the first and last waves, such as the first and last quarterly waves of responses. Non-respondents are the respondents who responded late, say after a few reminders. Some researchers advised using the t-test process to account for both equal and unequal group variances (Zou et al., 1997; Skarmeas et al., 2002). If the mean difference is not too high then non-response bias does not exist. Mean difference basically depends on Sig, (2 tailed) values. If this is greater 0.05 then non-response bias does not exist. Thus, that the reader can clearly see a non-response bias was not of much impact on this research. (Skarmeas et al., 2002).

#### **3.2.4.6 Data Analysis**

Data analysis was conducted using parametric techniques (Wonnacott and Wonnacott, 1990). The entire analysis of data was accomplished in three steps:

1. Firstly, validation of the scale was done via two methods, namely checking the reliability score (Cronbach alpha), and the factor analysis including confirmatory factor analysis (CFA)

2. Secondly, descriptive statistical data were analyzed using simple descriptive measurements such as mean, variance, median, and mode, to gain a picture of the sample.

3. Thirdly, three statistical tests were used to gain an understanding of the interaction between the variables (constructs) in different contexts: ANOVA was used to test the propositions of inter-relationship between the implementation factors and the outcome. Finally, structural equation modeling (SEM) was used to get a better understanding of the context, implementation factors, and outcome simultaneously. ANOVA are techniques available on the SPSS statistical package. The AMOS program was used to perform the SEM.

In a later section, these statistical techniques will be explained and discussed in greater detail.

### **1.) Cronbach's Alpha**

Reliability of a measure is the accuracy and consistency contained within a sample which holds true to the very thing being measured, or in other words, the ability of a research to be repeated to no end and still retain the same results within the sample (Field, 2005). One way to assess the reliability score is the split-half reliability construct. This method randomly splits the data set into two. The items in the scale are randomly separated into two groups and the relationship between respondent scores for the two parts are computed to compare for reliability and consistency of value. A correlation coefficient is then computed which ranges from 0 to 1, and the higher the score, the higher the reliability of the scales (Bryman and Cramer, 1997). However, there are several methods in which the data could be divided into two and so the result could be the product from the way the data was split (Field, 2005). To overcome this problem of random influence on splitting the data, Cronbach alpha was recommended. Cronbach alpha is a well-known reliability test for a set of two or more construct indicators. Values can range between 0 and 1. The closer the value is to 1, the higher the reliability among the indicators (Hair et al, 1995). Kline (1999) proposed that the acceptable value of alpha could be between 0.8-0.7. However, if the research is more exploratory, a value below 0.7 is acceptable. This corresponds with Hair et al (1995) who proposed the value of 0.5 for exploratory research. A good score of alpha is the first stage to show how reliable the questionnaire is. However, there is a need for other techniques to test and retest the questionnaire for reliability and validity. Factor analysis will help to increase the confidence of the data.

### **2.) Exploratory Factor Analysis (EFA)**

Factor analysis reduces the multiplicity of the tests by reducing the number of variables with which the researcher must cope (Kerlinger and Lee, 2002). Two factor analytical techniques can be distinguished (Grimm and Yarnold, 1997); exploratory

factor analysis (EFA) (attempts to determine the relationships between various variables without determining the extent to which the results fit a particular model)

### **3.) Confirmatory factor analysis (CFA)**

In this research, confirmatory factor analysis was employed at large. Also, the reliability of the questionnaire, as represented by Cronbach's alpha coefficient, which ranged from 0.714 to 0.880, all greater than the cutoff values of 0.70 (Nunnally, 1978). Each question was coded and assigned a variable name on the data sheet. All questionnaire variables studied have alpha coefficients, ranging between 0.805 and 0.959 which demonstrates acceptable internal consistency, and were therefore retained for further analysis. In the first step, CFA was carried out on the proposed model using the reduced number of factors identified by EFA for each construct of study. At the end, the meaningfulness of all indicators to their constructs was significant. As suggested by Fornell and Larcker (1981), a confirmatory factor analysis (CFA) was performed to test the convergent and discriminant validity of the input data. CFA was conducted using AMOS 22.

#### **3.2.4.7 Structural Equation Modeling (SEM) – AMOS Program**

In this research, SPSS version 22 and IBM SPSS Amos Version 22 were used for the statistical analysis (The AMOS program was used to perform the SEM as it can graphically link each construct together). SEM is a statistical methodology that gives a confirmatory approach in testing the causal relationship based on the observations of multiple variables (Byrne, 2001). It is a modeling technique used for multiple inputs to test for inter-related components while testing all aspects at the same time. Since this research would like to find out the inter-relationship between the dependent and independent variables, this method is being considered as another appropriate technique in analyzing the data. This program can compute all the data to check the fitness of the model to the original data. To evaluate the reliability and validity of the measurement model, the researcher used Cronbach's alpha, factor loadings, composite reliability (CR), average variance extracted (AVE), convergent validity, and discriminant validity



(Fornell & Larcker, 1981; Hair et al., 2010). The reliability of the measures was evaluated using Cronbach's alpha coefficients, which ranged from 0.714 to 0.880, all greater than the cutoff values of 0.70 (Nunnally, 1978). The measurement model was tested for convergent and discriminant validity using CFA. Kinlinger and Lee (2002) proposed that SEM is not suitable for exploratory purposes as the test might 'overkill' any relationship through the testing mean differences between groups and sub-groups of data. For this research, which is based on confirming the hypotheses testing, CFA is applied.

### **3.3 Hypothesis Development**

Based on a comprehensive review of previous literature, MICE influential factors can fulfill the research gap that is lack of literature in this field. Despite the fact that the implementation factors are the tools that management utilizes to put a plan into action, there is evidence that various conditions will have a varied influence on how the tools are used (Skivington and Daft, 1991). The prominent theories on the influential factors, which may generate a varied environment/situation for each firm in terms of MICE context, will be discussed in this part, and they include: MICE standard, networking, and management. MICE standards are one of the key factors to build trustworthiness and the effective tool for MICE's service excellence and quality. Networking is an organization's set of relationships with other individuals/organizations - MICE buyers (customers who have in mind to organize an event), Suppliers (service providers of all kinds of products and services to the hotel), Competitors (partnerships between competitors), and Government (government's support or policy). These external influencers can impact the implementation process in many ways. Management is important in the initial stage and also during implementation process, decision-making by the management level will have a ripple effect across the entire company. The researcher considered to analyze the relationship between these three constructs of MICE Influential factors with implementation process. The hypothesis was formulated in the following statement:

Hypothesis 1 (H1): MICE influential factors have a positive influence on the implementation process.

As per previous chapter, it defined 'strategic implementation' by exploring the perspectives adopted from many schools of thought that are prevalent in the strategic management area. It has further illustrated the composition of the implementation process by looking at factors and variables involved in it. The implementation process consists of structure, inter-functional coordination, MICE personnel knowledge and capability, communication, and evaluation. Building on the strategic implementation and MICE literature, the conceptual framework covers all critical dimensions of strategic implementation for MICE businesses. This research offers convincing empirical data to show the importance of the implementation process as previously mentioned by other authors. The role and importance of each implementation factor and its relationship with MICE performance already discussed in the previous chapter. Therefore, the following hypothesis was proposed.

Hypothesis 2 (H2): The implementation process has a positive influence on MICE performance.

The study will help connect the various approaches in demonstrating the role of implementation as a crucial linking mechanism, oiling the gears of industry so to speak to turn theory into practice. The research strongly shows how the implementation process is a critical link in driving business success, which can be applied in the real world to generate more revenue within the MICE industry. The variables of statistics used as a research tool are derived from well-established literature to develop a clearly defined measurement of variables. The fully-mediated model was used to best explain the relationships among the factors during implementation process, inferring that implementation factors act as mediators between influencer factors and the outcome as proposed below;

Hypothesis 3 (H3): MICE influential factors have a positive, indirect influence on MICE performance.

### 3.4 Summary

This chapter has firstly tried to justify the method of research and the research process, showing the advantages of the quantitative method. This research has a gap in methodology as a lack of a quantitative approach in this field. Thus, this study uses quantitative methods to identify the variables which are tested against hypotheses through a defined measurement of variables and data collection. This chapter is divided into two parts: a pre-test and a survey stage. The sample size and population, data collection and accessibility, questionnaire design, and data analysis method are introduced and justified for each stage of research design. This study only focuses on one industry (i.e. the MICE hotels in Thailand), this study meets this criterion by employing multiple level research (both management and implementers), and multi-organizational research (exploring more than one organization implementing the same strategy at the same time).

The researcher conducted a pre-test prior to the actual conduct of the study, the sample size was distributed to 30 respondents (hotel employees ranging from implementers to top management – who are involved in the implementation of MICE strategy) at Hyatt Regency Bangkok Sukhumvit in January 2021. In the beginning, the questionnaires were created and tested for content validity by IOC and Cronbach's alpha. The questionnaire consists of 2 parts; Part 1 includes the demographic information of the respondents such as types of hotel ownership, hotel standard, MICE standard certification (s) hotel received, number of hotel staffs, gender, age, working department, position, and years of working experience. Part 2 includes the perception regarding to key factors which are significant for the successful management of the MICE's strategic implementation. All of the indicators were measured with five-point Likert-type scales ranging from "strongly agree" (=5) to "strongly disagree" (=1). Each construct was

conceptualized as a concept at the individual level. All constructs consist of variables that have been well established in the existing literature as mentioned earlier.



## **Chapter Four**

### **Findings**

#### **4.1 Introduction**

This chapter reports the empirical results and research findings of large-scaled data analysis by using a quantitative approach. In the beginning, the descriptive statistical analysis explained the demographics of the respondents such as types of hotel ownership, hotel standard, MICE standard certification (s) hotel received, number of hotel staffs, gender, age, working department, position, and years of working experience. Secondly, non-response bias was evaluated by comparing two groups of the respondents from early and late responses. Next, it shows the reliability and validity of the study's constructs. There are several tests such as Cronbach Alpha, Bartlett's test of sphericity, and factor analysis (Hair et al, 1995) used in order to check if the scale is considered as a valid and reliable construct. Results show that these measurement scales are reliable and valid. Then, the measurement model was validated by using confirmatory factor analysis (CFA). After that, the structural equation modeling (SEM) analysis and hypotheses testing is presented. A summary part is at the end of this chapter.

#### **4.2 Descriptive Statistical Analysis**

This study uses the quantitative method of analysis by distributing a questionnaire to 500 respondents working in MICE hotels across Thailand (Both International Hotel Chains and Local Hotel Chains) that are randomly selected from the Thai Hotel Association (THA) database and certified by Thailand Convention and Exhibition Bureau (TCEB). The researcher distributed the questionnaires to staff and top management involved in the implementation of MICE strategy. A total of 40 MICE hotels (416 complete questionnaires) replied, representing a usable response rate of 83.2%, which can be considered as a high response rate. As Babbie (1973) stated, a 70% response rate is considered very good for data collection.

The statistical analysis of sample personal data, as shown in table 18, including types of hotel ownership, hotel standard, MICE standard certification (s) hotel received, number of hotel staffs, gender, age, working department, position, and years of working experience.

*Tables 18 Descriptive table: frequency & percentage of demographic (n = 416)*

<b>Variables</b>	<b>Group</b>	<b>Frequency</b>	<b>Percentage</b>
1. Types of Hotel Ownership	Independent Hotels	12	2.88
	International Hotel Chains	317	76.20
	Local Hotel Chains	87	20.91
2. Hotel Standard	3-Star Hotel	12	2.88
	4-Star Hotel	113	27.16
	5-Star Hotel	291	69.95
3. MICE Standard Certification (s) your hotel is received	ASEAN MICE Venue Standard	138	33.17
	Thailand MICE Venue Standard	297	71.39
	ISO9001	22	5.29
	ISO20121	136	32.69
	ISO22000	72	17.30
	TISI22300	8	1.92
	ISO22301	0	0
	ISO5001	8	1.92
	Others	119	28.61
	4. No. of Hotel Staffs	1 – 100 people	15
101 – 200 people		119	28.61
201 – 300 people		59	14.18
More than 300 people		223	53.61
5. Gender	Male	160	38.46
	Female	256	61.54
	Other	0	0



6. Age	Under 20 year old	0	0
	21 – 30 year old	135	32.45
	31 – 40 year old	154	37.02
	41 – 50 year old	108	25.96
	51 – 60 year old	19	4.57
	Over 60 year old	0	0
7. Working in department	Sales department	73	17.55
	Marketing department	18	4.32
	Event Sales department	92	22.11
	Banquet& Outside Catering department	71	17.07
	Food & Beverage Services department	41	9.85
	Kitchen department	18	4.32
	Front Office department	37	8.89
	Housekeeping department	22	5.28
	Human Resources department	33	7.93
	Engineering department	9	2.16
	Purchasing department	0	0
	Others	2	0.48
8. Hierarchical organization (Position)	Top Management Level	62	14.90
	Middle Management Level/ Department Head	138	33.17
	Junior Management Level	42	10.10
	Supervisor Level	45	10.82
	Operational Level	129	31.01
9. Years of working experience	Less than 1 year	4	0.96
	1 – 5 years	163	39.18
	6 – 10 years	70	16.82

	11 – 15 years	102	24.51
	11 – 15 years	57	13.70
	more than 20 years	20	4.80

According to the above table, the profile of respondents reveals that the MICE hotels in Thailand employ workers of diverse backgrounds. A majority of respondents work in international hotel chains (76.20%), local hotel chains (20.91%), and independent hotels (2.88%). Data indicated that approximately 69.95% of the respondents were from 5-star hotels, 27.16% from 4-star hotels, and 2.88% from 3-star hotels respectively. MICE Standard Certification (s) hotel is received, it is found that most are (1) Thailand MICE Venue Standard (71.39%), (2) ASEAN MICE Venue Standard (33.17%), (3) ISO20121 (32.69%), (4) Others such as SHA (28.61%), and so on. The highest percentage of number of Hotel Staffs is more than 300 people (53.61%), 101 – 200 people (28.61%), 201 – 300 people (14.18%), and 1 – 100 people (3.61%) respectively. The female respondents accounted for the majority of the sample (61.54%), and 38.46% were male. Most of the respondents (37.02%) were between the ages of 31 to 40 years old, 32.45% were between the ages of 21 to 30 years old, 25.96% were between the ages of 41 to 50 years old, and 4.57% were between the ages of 51 to 60 years old. A majority of the respondents work in the Event Sales Department (22.12%), Sales Department (17.55%), Banquet & Catering Department (17.07%), and so on. The final respondents consisted of middle management level (33.17%), operational level (31.01%), top management level (14.90%), supervisor level (10.82%), and junior level (10.10%). In terms of years of working experience, most are between 1-5 years (39.18%), between 11-15 years (24.52%), between 6-10 years (16.82%), between 16-20 years (13.70%), more than 20 years (4.80%), and less than 1 year (0.96%) respectively.

This section examines the mean score, standard deviation (SD), Skewness, Kurtosis, and interpreted level of practice to present the primary statistical analysis of strategic implementation for concerned variables of all factors in the framework. All of the indicators were measured with five-point Likert-type scales ranging from “strongly agree” (=5) to “strongly disagree” (=1). According to Tantekin Çelik and Oral (2016),

they indicated that the score interval (Mean) evaluation criteria as following; 1.00 – 1.79 = Very low level, 1.80 – 2.59 = Low level, 2.60 – 3.39 = Medium level, 3.40 – 4.19 = High level, and 4.20 – 5.00 = Very high level. The analytical results are proposed as shown in Table 19.

*Tables 19 Summary Descriptive table (n = 416)*

Variables	Items	Mean	Std. Deviation	Skewness	Kurtosis	Level of Mean
		Statistic	Statistic	Statistic	Statistic	
<b>MICE INFLUENCIAL FACTORS</b>	73	4.1789	.40772	-1.852	6.095	High
STANDARD	26	4.1985	.49076	-1.083	2.000	High
NETWORKING	26	4.1500	.45185	-1.443	3.774	High
MANAGEMENT	21	4.1882	.46252	-1.357	3.719	High
<b>IMPLEMENTATION PROCESS</b>	178	4.1400	.38986	-1.923	7.353	High
STRUCTURE	45	4.0651	.44717	-1.289	3.036	High
INTER-FUNCTIONAL COOPERATION	17	4.0932	.51316	-.884	1.835	High
MICE PERSONNEL	44	4.2258	.45742	-1.500	5.084	Very High
COMMUNICATION	47	4.2038	.52406	-1.495	3.355	Very High
EVALUATION	25	4.1121	.55336	-1.250	2.441	High

<b>MICE PERFORMANCE</b>	38	4.0207	.59106	-1.136	1.495	High
FINANCIAL	14	3.9778	.61821	-.748	.407	High
NON FINANCIAL	24	4.0636	.66914	-1.092	1.145	High

Usually, the inspection of non-normality is proceeded by the observation of the results of MEAN, Standard Deviation, Skewness, and Kurtosis. Kline (2005) stated that the variables with absolute value of skew index was between -3.0 to 3.0 and the univariate kurtosis index was between -8.0 to 8.0. Otherwise, the data distribution is indicated as serious problem of extreme skewness or extreme kurtosis. As the above table suggests, the results showed that MICE influential factors were perceived at an agreeable level. There were three variables appraised as agreeable namely MICE standard, networking, and management. Next, the implementation process showed an acceptable result. There were five variables appraised as agreeable namely; structure, inter-functional coordination, MICE personnel knowledge and capabilities, communication, and evaluation. Lastly, MICE performance was in the acceptable level. There were two dimensions appraised as agreeable namely; financial and non-financial. The result shows that the skewness and kurtosis values of all constructs matched the normality assumption of SEM. As a result, all data are suitable for confirmatory factor analysis, which is discussed in the following section.

#### **4.3 Non-response Bias**

Armstrong and Overton (1977) stated that non-respondent bias can be determined by comparing responses from the first and last waves, such as the first and last quarterly waves of responses. Non-respondents are the respondents who respond late, say after a few reminders. In the research, there were 30 respondents out of 416 (or approximately 7.21%) who submitted late and needed to be followed up more than one time by calling. The Chi-Square test was used for comparing the demographic difference from the value of Pearson Chi-Square. If the mean difference is not too high, then non-response bias does not exist. Mean difference basically depends on Sig, (2 tailed) values. If this is

greater than 0.05 then non-response bias does not exist. Thus, once again it may be seen that the non-response bias was not of great influence on this research. (Skarmas et al., 2002). Table 20 presents the results of Chi-square tests to perform the demographic comparison between two groups; early and late response by using the significant data such as hotel types, hotel standard, and position.

*Tables 20 Demographic comparison of Non-response bias (n = 416)*

Descriptive		Response			Pearson Chi-Square		
	Details	Early	Late	Total	Value	df	Asymp. Sig. (2-sided)
Hotel Type	Independent	12	0	12	3.703 <sup>a</sup>	2	.157
	Local	77	10	87			
	International	297	20	317			
Hotel Star	3-star hotel	12	0	12	1.436 <sup>a</sup>	2	.488
	4-star hotel	103	10	113			
	5-star hotel	271	20	291			
Position	Top	59	3	62	8.835 <sup>a</sup>	4	.065
	Middle	113	5	138			
	Junior	37	5	42			
	Supervisor	43	2	45			
	Operational	114	15	129			

In table 21, the results of a t-test were used to determine the next best approach to compare and contrast the early replies from the late ones (Armstrong and Overton 1977). The wave analysis method holds that people who respond at greater lengths of time are more likely non-respondents. (Zou, Andrus et al. 1997). They suggested using the t-test procedure to account for both equal and unequal group variances. Thereby, it can be noted that non-response bias was not a big factor in this research as well.

*Tables 21 T-test analysis comparing between early and late replies*

Question(s)	MEAN Early Responses (n = 386)	MEAN Late Responses (n = 30)	Statistical Significance (P-Value)
STAND	4.1677	4.3333	.058
NETW	4.1367	4.1564	.694
MAN	4.1848	4.3698	.054

STRUC	4.0720	4.1089	.442
IFC	4.0949	4.0706	.803
PERS	4.2469	4.1644	.350
COMMU	4.2900	4.2199	.482
EVAL	4.1207	4.0933	.793
PERF	4.0221	4.0640	.705

#### 4.4 Factor Analysis

##### 4.4.1 Measurement Model and Reliability Analysis

As already noted, a Cronbach's test was applied to define the reliability of the measurement items and was one of the most popular methods of evaluating the reliability of the measurement due to the high level of sensitivity provided over its alternatives (Nunnally, 1970). Additionally, Cronbach's alpha is used to measure the reliability for a set of two or more construct indicators (Hair et al, 1998:618), and with values ranging from 0 to 1, the higher the value, the better the reliability of indicators. However, Nunnally (1978) suggested that the cut-off point of a coefficient should be 0.50, and greater than 0.50 is considered a good indication of construct reliability (Nunnally, 1978). Generally, a coefficient accepted minimum value is at 0.60, which is considered acceptable for exploratory research (Hair et al., 2010). The results showed that these scores are reliable as most of the Cronbach's alpha scores are above 0.761 (Skivington and Daft, 1990). The reliability scores were assessed prior to factor analysis to refine the measurement and remove items that resulted in low alpha coefficients. All the scales demonstrated a high degree of internal consistency, with Cronbach's alpha ranging from 0.761 to 0.959, falling within the range of acceptability recommended by Field (2000) and were therefore retained for further analysis. Given each question coding, it was assigned a variable name on the data sheet (see more details in table 22).



Tables 22 Coding represents MICE influential factors/ Implementation Process/ MICE Performance

Coding	Question (s)
<b>MICE INFLUENTIAL FACTORS (FACTORS)</b>	
<b>MICE STANDARD (STAND)</b>	
<i>The importance of MICE standards (IMP)</i>	
Imp1	The AMVS certification is an important MICE standard.
Imp2	The TMVS certification is an important MICE standard.
Imp3	The ISO9001 certification is an important MICE standard.
Imp4	The ISO20121 certification is an important MICE standard.
Imp5	The ISO22000 certification is an important MICE standard.
Imp6	The TISI22300 certification is an important MICE standard.
Imp7	The ISO22301 certification is an important MICE standard.
Imp8	The ISO50001 certification is an important MICE standard.
Imp9	MICE standards are an effective tool for MICE's service excellence and quality.
Imp10	MICE standards are one of the key factors to build trustworthiness.
Imp11	MICE standards are an important tool for the MICE's readiness.
Imp12	MICE standards increase the opportunity to win business event bidding.
Imp13	MICE standard certifications provide a high added value to our services.
<i>The readiness of MICE standards (READ)</i>	
Read1	The readiness for MICE standard certifications in terms of the physical aspect is important.
Read2	The readiness for MICE standard certifications in terms of the technology aspect is important.
Read3	The readiness for MICE standards certifications in terms of the service aspect is important.
Read4	Knowledge and understanding about MICE activities and services of MICE staffs is important.
<i>Implementation of MICE standards (IMSTD)</i>	
Imstd1	Implementation of MICE standards supports successful performance.
Imstd2	Implementing of MICE standards is a key factor to increase competitive advantage.
Imstd3	Implementation of MICE standards should be voluntary for the staffs.
Imstd4	Implementation of MICE standards add value to the competitiveness of MICE
Imstd5	Implementation of MICE standards are suggested by TCEB or industry
Imstd6	Implementation of MICE standards can build trust for customers.
Imstd7	Management supports the implement the MICE standard because the regional government supports the application of this standard.

Imstd8	The organization policy is to meet MICE standards to all company chains that are incorporated into the brand.
Imstd9	The cost of MICE standard certification and maintenance is not very high.
<b>NETWORKING (NETW)</b>	
<i>Level of networking (LEVEL)</i>	
Level1	The organization works closely with government agencies.
Level2	The organization works closely with suppliers.
Level3	The organization works closely with rental companies.
Level4	The organization works closely with audiovisual companies.
Level5	The organization works closely with entertainment companies.
Level6	The organization always work with transportation companies.
Level7	The organization always works with outsourcing companies to plan and execute a major event.
Level8	Sales and catering management establishes good working relationship with event planners.
Level9	Sales and catering management establishes good working relationship with destination management companies.
Level10	The organization gets involved with government, associations and community to create strong MICE networks.
Level11	The organization diligently networks and builds strong relationships with stakeholders to gain positive results.
Level12	TCEB is a strong ally for every MICE operator in Thailand.
Level13	TCEB provides valuable information about the event destination, services, and facilities.
<i>Information support from suppliers (SUPP)</i>	
Supp1	We get information about logistic operations from our suppliers.
Supp2	We get information about production process from our suppliers.
Supp3	We get information about future action foresight of the buyers from our suppliers.
<i>Customer relationship (CURE)</i>	
Cure1	The organization has made significant investment to deliver products and services to the selected MICE customers
Cure2	The organization has made significant investment to handle internally the products and services ordered by the selected MICE customers.
Cure3	The organization expects the selected MICE customers to be working with us for a long time.
Cure4	The selected MICE customers are trustworthy.
Cure5	The selected MICE customers provides us with scale forecasts for the products and services sold to them.

Cure6	The responsibility for getting things done is shared with the selected MICE customers.
Cure7	The selected MICE customers and our organization are committed to improvements that may benefit the relationship as a whole
Cure8	When some unexpected situation arises, the selected MICE customers and our organization work out a new deal.
Cure9	Partnerships between competitors tend to work well that are equal players in the same rapidly growing industry.
Cure10	Network with your hotel's competitors is necessary
<b>MANAGEMENT (MAN)</b>	
<i>Leadership (LEAD)</i>	
Lead1	Leadership is the ability to lead the organization to achieve its stated objectives.
Lead2	Operational supervisors at every level must possess leadership skills.
Lead3	Leadership by MICE management influences the MICE performance.
Lead4	Leadership by MICE management influences the ability of MICE staffs.
Lead5	Leadership commitment influences the MICE performance.
Lead6	General Manager is responsible for leading entire business units or divisions of an organization.
Lead7	The actual involvement of the CEO in the strategy development and implement process is important.
Lead8	Level of support and backing from the CEO for the new strategy until it is completed is important.
Lead9	Open and covert messages coming from the CEO about the project and its importance are important.
<i>Management involvement (INVL)</i>	
Inv11	Management involvement in driving the organization influences the ability of MICE staffs.
Inv12	General Manager must ensure the development and implementation of a clear strategic plan for an organization or business unit.
Inv13	General manager is responsible for strategy, structure, budgets, people, financial outcomes, and scorecard metrics.
Inv14	The supervisor determines the number of workers needed.
Inv15	The supervisor decides who should perform the task.
Inv16	The supervisor determines the usage of resources (facilities, funding and human resources)
Inv17	The supervisor can implement plans within their area of responsibility.
<i>Management styles (STY)</i>	

Sty1	Staff are key stakeholders in your MICE business unit/department.
Sty2	MICE business unit/department creates a sense of ownership and pride both in the business and the service it provides to its customers.
Sty3	CEO is worth nothing without key employees.
Sty4	MICE employees feel that they have a greater stake and sense of ownership, not just in the business of today, but also of the future.
Sty5	MICE performance arising from that sense of ownership.
<b>IMPLEMENTATION PROCESS (PROC)</b>	
<b>1. MICE Structure (STRUC)</b>	
<i>A. MICE Mechanistic structures (MEC)</i>	
Decision making	
Demk1	There are few participants in MICE decision making.
Demk2	MICE Decision making is dominant by top level management.
Demk3	MICE Decision making is not delegated to staff members.
Demk4	A strong emphasis on giving the most say in decision making to formal line managers.
Hierarchy	
Mehi1	Hierarchy of authority/hierarchy of command is tall (information has to pass through different levels before it gets to the end user).
Mehi2	The organization has a high level of bureaucracy.
Mehi3	Power is concentrated at the top.
Mehi4	Hierarchy of authority/hierarchy of command is tall (information has to pass through different levels before it gets to the end user).
Job descriptions & Role	
Mejd1	Job descriptions are detailed and clearly defined
Mejd2	Roles are clearly defined and permanent
Mejd3	There is high codification.
Mejd4	There is little variation if any.
Mejd5	A strong emphasis on getting line and staff personnel to adhere closely to formal job descriptions
Mejd6	There is a lot of emphasis on measuring the results of MICE staff's work.
Mejd7	MICE staff are very concerned with efficiency.
Mejd8	There is a heavy emphasis on profitability.
Rules and Regulations	

Meru1	There are clearly defined policies and procedures for MICE staff's work.
Meru2	Tight formal control of most operations by means of sophisticated control and information systems
Meru3	A strong emphasis on always getting MICE personnel to follow the formally laid down procedures
Meru4	A strong emphasis on holding fast to tried and true management principals despite any changes in business conditions
Meru5	A strong insistence on a uniform managerial style throughout the business unit
Communication	
Mecom1	Organizational communication is very formal
Mecom2	Highly structured channels of communication and a highly restricted access to important financial and information are used.
<i>B. MICE Organic structures (ORG)</i>	
Decision making	
Ordmk1	Decision making is based on Team effort.
Ordmk2	Decision making involves collaboration.
Ordmk3	Decision making is delegated to MICE staff members.
Ordmk4	A strong tendency to let the expert in a given situation have the most say in decision making even if this means temporary bypassing of formal line authority.
Hierarchy	
Orhi1	Hierarchy of authority/hierarchy of command is flat.
Orhi2	The organization does not have a bureaucracy structure.
Orhi3	Power is distributed across the organization.
Job descriptions & Role	
Orjd1	Job descriptions and Role are not clearly defined.
Orjd2	Job descriptions and Role are not very permanent.
Orjd3	Job descriptions and Role are low/moderate codified.
Orjd4	Job descriptions and Role are high variation.
Orjd5	A strong tendency to let the requirements of the situation and the individual's personality define proper on-job behavior
Orjd6	It is important to discover improvements in the ways that the staff do things.
Orjd7	It is important to test new ideas in MICE staff's work.
Orjd8	MICE staff have full discretion in choosing the means for getting the job done.
Orjd9	MICE staff are authorized to correct things that are wrong even if they are outside my responsibility.

Orjd10	There is a strong team spirit.
<b>Rules and Regulations</b>	
Orru1	Hardly any formal rules, there is a shared understanding of what is expected of the staff.
Orru2	Loose, informal control; heavy dependence on informal relationships and norms of cooperation for getting work done
Orru3	A strong emphasis on getting things done even if it means disregarding formal procedures
Orru4	Managers' operating styles allowed to range freely from the very formal to the very informal
<b>Communication</b>	
Orcom1	Communication is less formal/informal
Orcom2	Open channels of communication with important financial and operating information flowing quite freely throughout the business unit
<b>2. MICE's Inter-functional coordination (IFC)</b>	
Inter1	MICE staff share resources with other business units.
Inter2	MICE related information is shared among functions.
Inter3	All functions contribute to customer value.
Inter4	Top managers from each business function regularly visit customers.
Inter5	MICE people regularly discuss customer needs with other functions.
Inter6	MICE strategies are driven by the goal of increasing customer value.
Inter7	MICE functions are integrated to serve the target market needs.
Inter8	Organization does a good job integrating MICE's activities for all functions.
Inter9	There are inter-functional customer calls.
Inter10	There are functional integration in MICE strategy.
Inter11	All functions are involved in preparing MICE plans/strategies.
Inter12	When one department discovers something important about competitors, it is slow to alert other departments.
Inter13	There are regularly inter-functional meetings to discuss MICE trends and developments on a formal basis.
Inter14	MICE's decisions are made collectively and are irrespective of the functional areas.
Inter15	MICE employees have very good knowledge of internal communication channels in the organization.
Inter16	MICE's employees communicate very well with each other.
Inter17	MICE's employees have very good cooperation skills.
<b>3. MICE personnel knowledge and capabilities (PERS)</b>	



<i>A. Knowledge (KNOW)</i>	
Know1	Knowledge of MICE's customer behavior is very important
Know2	Knowledge of MICE innovation is very important
Know3	Knowledge of MICE trends is very important
Know4	Knowledge of grooming and professional image standards is very important
Know5	Knowledge of guest services standards is very important
Know6	Knowledge of MICE business management is very important
Know7	Knowledge of MICE products and services is very important
Know8	Knowledge of basic terminology used in MICE industry is very important
Know9	Knowledge of the leadership and organizational structure is very important
Know10	Knowledge of event registration is very important
Know11	Knowledge of building stand events is very important
Know12	Knowledge of event marketing communication is very important
Know13	Knowledge of event venue management is very important
Know14	Knowledge of event destination building is very important
Know15	Knowledge of event design is very important
Know16	Knowledge of event content developing is very important
Know17	Knowledge of project management is very important
<i>B. Capabilities (CAPA)</i>	
Cap1	Customer service skill is very important.
Cap2	Research skills / Market survey and analysis skill is very important
Cap3	Ability to work in teamwork is very important
Cap4	Problem solving ability is very important
Cap5	Time management ability is very important
Cap6	Interpersonal skill is very important
Cap7	Analytical thinking is very important
Cap8	Ability to make creative decisions to achieve service standards is very important
Cap9	Event planning and organizing skill is very important
Cap10	Ability to carry out the core parts of the job well is very important

Cap11	Ability to complete core tasks well by using the standard procedures is very important
Cap12	Ability to ensure that the tasks are completed properly is very important.
Cap13	Ability to use technology is very important
Cap14	Information application ability is very important
Cap15	IT skills are very important
Cap16	Marketing skill (Sales skills, Advertising capabilities, Public relation skill, Promotion skill) is very important
Cap17	Business negotiation ability is very important
Cap18	Good communication skill (Ability to inform information) is very important
Cap19	Adaptability is very important
Cap20	Ability to deal with daily uncertainties and changes in routine is very important
Cap21	Ability to make changes to work is very important
Cap22	Ability to do tasks well when there are changes is very important.
Cap23	Ability to handle changes with ease is very important.
Cap24	Ability to learn everything that will be required when change is adopted is very important.
Cap25	Ability to empathize with the guest experience is very important
Cap26	Ability to anticipate guest wants and needs to provide services is very important
Cap27	Ability to balance the needs of multiple guests at a given time is very important
<b>4. Communication (COMMU)</b>	
<i>A. Formal communication (FCOM)</i>	
Fcom1	The organization emphasizes on communication between all parties
Fcom2	There is communication of the corporate strategy to people
Fcom3	Management informs us about the organization's vision, mission and targets
Fcom4	There is routine discussion about business problems caused by the upcoming event.
Fcom5	The power and responsibility separation between the departments has been done in a clear and precise way
Fcom6	My division has a discussion or communicates the changes caused by the upcoming event.
Fcom7	There is a regular performance evaluation of the event related projects.
Fcom8	MICE staff receive the information related to my job.
Fcom9	Submit a report about how MICE staff have dealt with the problems in the job to managers.

Fcom10	Objectives of the organization are clearly explained to MICE staff.
Fcom11	MICE staff are knowledgeable about the rewards or other benefits they can get.
Fcom12	Instructions and information related to MICE staff tasks are conveyed to staff by their superiors in a timely manner.
Fcom13	Boards, warnings, mottos etc. on the walls show staff working principles
Fcom14	There is an executive meeting for all concerned everyday
Fcom15	There is a morning brief for all department everyday
Fcom16	A daily report, log book, action plan and BEO are concerned with documents for the meeting
<i>B. Informal communication (INFOM)</i>	
Incom1	There are personal discussions
Incom2	There is interactive and face-to-face communication
Incom3	There is team level communication
Incom4	There is departmental level brainstorming
Incom5	There is workshop discussion
Incom6	There is Online-digital discussion
Incom7	Interpersonal communications within the organization are good
Incom8	MICE staff try to participate in all kinds of organizations arranged for the personnel (meetings, seminars, etc.)
<i>C. Horizontal communication (HCOM)</i>	
Hcom1	The organization maintains regular cross-functional communications to foster understanding and appreciation
Hcom2	There is discussion and resolution implementation in details early in the process
Hcom3	Implementation teams get updated frequently on progress and changes in objectives
Hcom4	There is communication on implementation progress across the entire organization to foster buy-in
Hcom5	Interdepartmental communications within the organization are good
Hcom6	Any unit informs all the other units related to the operation it performs
Hcom7	Vision and mission of the organization are adopted by everybody
<i>D. Communication effectiveness (COMEF)</i>	
Comef1	MICE staff can easily reach information necessary for their job
Comef2	MICE staff can easily reach superiors to convey to them information, opinions and problems
Comef3	MICE staff are informed of the decisions taken

Comef4	MICE staff are informed about the decisions taken related to the department they work for
Comef5	Superiors encourage MICE staff to convey them information, opinions and problems
Comef6	MICE staff can easily convey wishes, suggestions and complaints about the job or other matters to the management
Comef7	MICE staff opinions are considered when decisions related to their task or to them are taken
Comef8	Management informs MICE staff about the ways to follow in order to reach the targets
Comef9	MICE staff are informed about the news related to the MICE personnel
Comef10	MICE staff are informed about the evaluations related to the MICE
Comef11	The information MICE staff need to do the job is timely provided
Comef12	MICE staff are informed about the successes and failures of the organization
Comef13	MICE staff can define their efforts put forth for the success of the organization
Comef14	MICE staff communication with the other personnel is accurately and freely carried out
Comef15	The flow of informative news is completely and correctly maintained
Comef16	Publications of the organizations for the personnel is sufficient
<b>5. Evaluation (EVAL)</b>	
<i>A. Control (CTRL)</i>	
Ctrl1	MICE unit has formal procedures for reviewing & evaluating strategies
Ctrl2	The implementation of MICE strategies is adequately monitored and controlled
Ctrl3	MICE Strategies outcomes are evaluated periodically.
Ctrl4	Some of MICE strategies were modified after the evaluation process.
Ctrl5	Employees regularly receive feedback regarding their MICE-job performance.
Ctrl6	Employees regularly receive formal performance feedback, often from more than one source.
Ctrl7	Employees routinely receive developmental feedback assessing their strengths and weaknesses.
Ctrl8	Performance measures are derived from MICE strategic goals
Ctrl9	Financial and non-financial measures are used together
Ctrl10	Measures are reviewed occasionally as external and internal environmental conditions change
Ctrl11	MICE Performance criteria are under control of the unit which is evaluated
Ctrl12	Performance appraise measures implementation success of MICE strategies
Ctrl13	Performance measurement is be designed not only for monitoring but also for encouraging continuous improvement.

Ctrl14	Each of performance criteria and metric are clearly defined
Ctrl15	Measures give feedback quickly
<i>B. Reward (REW)</i>	
Rew1	The rewards employees receive are related to the performance and effort they put into their jobs.
Rew2	Promotions are primarily based upon merit or performance as opposed to seniority.
Rew3	Organization provides rewards based on job performance.
Rew4	Total pay for the typical job in this firm is competitive to the market wage for the type of work in the area.
Rew5	Employee pay is fair compared to others doing similar work in this company.
Rew6	Base salary is an important part of the total compensation package.
Rew7	Benefits are an important part of the total compensation package.
Rew8	The benefits package is very generous compared to what it could be.
Rew9	Pay incentives such as bonus or profit-sharing are an important part of the compensation package in the organization.
Rew10	Pay incentives are designed to provide a significant amount of a total earnings in the organization.
<b>MICE PERFORMANCE (PERF)</b>	
<i>A. Financial Performance (FIN)</i>	
When organization implements MICE strategy;	
Fin1	1) Expected total revenue is achieved.
Fin2	2) Expected F&B sales/revenue is achieved.
Fin3	3) Expected room sales/revenue (absolute or percentage) is achieved.
Fin4	4) Expected average daily rate (ADR) is achieved.
Fin5	5) Expected banquet revenue per occupied room is achieved.
Fin6	6) Expected profitability is achieved.
Fin7	7) Expected return on invested capital is achieved.
Fin8	8) Expected hotel occupancy rate is achieved.
Fin9	9) Expected sales/revenue growth is achieved.
Fin10	10) Expected number of functions per year is achieved.
KPIs are important for you personally for the success of the business.	
KPI1	Expected buying high volume of room nights per year or the function order frequency over the year is achieved.

KPI2	Expected the quantities of product (rooms or functions) per order is achieved.
KPI3	Expected communication quality with people of the selected buyer is achieved.
KPI4	Expected prices paid by this buyer for our product and service is achieved.
<i>B. Non-financial performance (NON)</i>	
When the organization implements MICE strategy;	
Non1	MICE business unit/department has improved its services to cater for each and every customer demand.
Non2	MICE business unit/department ensures it does follow ups so as to retain its customers.
Non3	MICE business unit/department manages its profit increase with the increase of customers attained.
Non4	MICE business unit/department ensures there is consistency of maintaining its brand.
Non5	Customer satisfaction can be improved.
Non6	Customer retention can be increased.
Non7	Number of complaints can be reduced.
Non8	Customers can trust the MICE's standard certifications which are guaranteed by TCEB
Non9	Length of stay/ Function can be increased.
Non10	Turnover rates for managerial & non employees can be reduced.
Non11	Employee satisfaction regarding the MICE-related jobs can be increased.
Non12	Number of new MICE products and services provided to customers can be increased.
Non13	Number of new MICE activities provided to customers can be increased.
Non14	Number of innovations performed during the service production process can be increased.
Non15	Number of product and services innovated per year can be increased.
Non16	Service quality/Quality offered to customers can be improved continuously.
Non17	Communication between management and employees affects customer satisfaction.
Non18	Management being fair to MICE employees affects customer satisfaction.
Non19	The wage MICE employees get affects customer satisfaction.
Non20	Customer attitudes towards MICE employees affect customer satisfaction.
Non21	Management's ethical behavior against MICE employees affects customer satisfaction.
Non22	Relationship between management and MICE employees affects customer satisfaction.
Non23	MICE physical facilities affect customer satisfaction.



Non24	Customers see us as a trusted partner who works closely with them and leads their events to success.
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#### 4.4.2 Exploratory Factor Analysis (EFA)

In the first stage, EFA was one of the useful tools to reduce the number of factors to be used as indicators to measure the three main latent constructs: MICE influential factors, implementation process, and MICE performance. Some observed variables may be cut off depending on several considerations to improve the theoretical framework. CFA was carried out on the proposed model by using the reduced number of factors to confirm the validity of factors identified by EFA for each construct of study which is described in the next stage. Furthermore, the Kaiser-Meyer-Olkin Measure of sampling adequacy (KMO) should be greater than 0.50 for the results of the factor analysis to be considered acceptable. A significant Bartlett's test of sphericity ( $p < 0.05$ ) indicates that sufficient correlations exist among the variables to proceed (Hair et al., 2010). Cronbach's Alpha was another criteria to be considered (above 0.700). In this research, the completed questionnaires were returned by 416 respondents and divided into 2 parts for data analysis. Worthington and Whittaker (2006) suggest beginning with EFA, and then progressing to CFA and then using a different sample selection. A total of 116 respondents were firstly assessed by an exploratory factor analysis. Then, CFA was conducted with the rest of respondents (300 sample size).

##### 4.4.2.1 Standard (STAND)

According to this study, Standard factors consisted of 26 items, which were used in the principal component method and VARIMAX rotation. The result was found that there were 15 questions removed because those items had factor loadings below 0.50) Hair, et. al., 2010) on all factors or if it is cross-loaded on more than one factor with a factor loading higher than 0.50. Items with communalities less than 0.40 are considered to not have sufficient explanation; therefore, it is advised to be removed from the measurement items accordingly. In these factors, KMO Measure of Sampling Adequacy was 0.852, Bartlett's Test of Sphericity was 1,879.103 ( $p$ -value = .000), the

results of the factor analysis is considered acceptable. Thus, 11 items remained in a group of standard, consisted of 3 components as shown in Table 23 and Table 24.

*Tables 23 the result of EFA and reliabilities of STANDARD*

	COMPONENT		
	IMP	READ	IMSTD
imp10	.861		
imp9	.828		
imp11	.585		
read2		.801	
read3		.791	
read4		.732	
imstd6			.820
imstd5			.768
imstd4			.715
imstd7			.651
imstd8			.635
%of Variance	17.828	20.911	24.115
KMO Measure of Sampling Adequacy = 0.852, Bartlett's Test of Sphericity = 1,879.103, p-value = .000			

*Tables 24 Cronbach's Alpha of STANDARD Component*

Construct	Number of items	Cronbach's Alpha	Internal Consistency
IMP	3	.817	Good
READ	3	.766	Acceptable
IMSTD	5	.851	Good

#### 4.4.2.2 Networking (NETW)

According to this study, networking factors consisted of 26 items, also used in the the principal component method and VARIMAX rotation. The result was found that there were 13 questions omitted because those items had factor loadings below 0.50) Hair, et. al., 2010( on all factors or if it is cross-loaded on more than one factor with a factor loading higher than 0.50. Items with communalities less than 0.40 are considered as not having sufficient explanation, therefore, it is considered to be removed from the measurement items accordingly. In these factors, KMO Measure of Sampling Adequacy was 0.781, Bartlett's Test of Sphericity was 1,881.975 (p-value = .000), the results of the factor analysis is considered acceptable. Thus, 13 items remained in a group of networking, consisted of 3 components as shown in Table 25 and Table 26.

Tables 25 the result of EFA and reliability of NETWORKING

	COMPONENT		
	LEVEL	CURE	SUPP
level6	.788		
level4	.769		
level7	.746		
level5	.712		
level3	.675		
cure4		.781	
cure7		.738	
cure3		.731	
cure6		.706	
cure5		.672	
supp2			.881
supp1			.814
supp3			.701
%oof Variance	22.145	22.010	16.394
KMO Measure of Sampling Adequacy = 0.781, Bartlett's Test of Sphericity = 1,881.975, p-value = .000			

*Tables 26 Cronbach's Alpha of NETWORKING Component*

Construct	Number of items	Cronbach's Alpha	Internal Consistency
LEVEL	5	.887	Good
CURE	5	.846	Good
SUPP	3	.855	Good

#### 4.4.2.3 Management (MAN)

According to this study, management factors consisted of 21 items, which were used in the principal component method and VARIMAX rotation. The result was found that there were 10 questions deleted because those items had factor loadings below 0.50 (Hair, et. al., 2010) (on all factors or if it is cross-loaded on more than one factor with a factor loading higher than 0.50. Items with communalities less than 0.40 are considered as not having sufficient explanation, therefore, it is considered to be deleted from the measurement items accordingly. In these factors, KMO Measure of Sampling Adequacy was 0.858, Bartlett's Test of Sphericity was 1,347.250 (p-value = .000), the results of the factor analysis is considered acceptable. Thus, 11 items remained in a group of management, consisted of 3 components as shown in Table 27 and Table 28.

*Tables 27 the result of EFA and reliability of MANAGEMENT*

	COMPONENT		
	LEAD	INVL	STY
lead2	.765		
lead6	.705		
lead1	.691		
lead4	.685		
lead3	.653		
invl2		.781	
invl1		.733	
invl3		.728	
sty1			.852
sty2			.761

invl7			.564
%of Variance	24.456	18.787	17.573
KMO Measure of Sampling Adequacy = 0.858, Bartlett's Test of Sphericity = 1,347.250, p-value = .000			

*Tables 28 Cronbach's Alpha of MANAGEMENT Component*

Construct	Number of items	Cronbach's Alpha	Internal Consistency
LEAD	5	.857	Good
INVL	3	.808	Good
STY	3	.805	Good

#### 4.4.2.4 Structure (STRUC)

According to this study, structure factors consisted of 45 items, which were used in the principal component method and VARIMAX rotation. The result was found that there were 28 questions deleted because those items had factor loadings below 0.50) Hair, et. al., 2010( on all factors or if it is cross-loaded on more than one factor with a factor loading higher than 0.50. Items with communalities less than 0.40 are considered as not having sufficient explanation, therefore, it is considered to be deleted from the measurement items accordingly. In these factors, KMO Measure of Sampling Adequacy was 0.924, Bartlett's Test of Sphericity was 1,354.013 (p-value = .000), the results of the factor analysis is considered acceptable. Thus, 17 items remained in a group of structure, consisted of 2 components as shown in Table 29 and Table 30.

*Tables 29 The result of EFA and reliability of STRUCTURE*

	COMPONENT	
	MEC	ORG
mejd2	.817	

mejd7	.787	
mejd3	.742	
meru2	.724	
mejd6	.717	
mejd1	.716	
mejd5	.695	
mejd8	.659	
meru1	.647	
orjd3		.853
orjd1		.824
orjd2		.787
orhi2		.771
orru2		.748
orhi1		.694
orjd4		.673
orru3		.610
%of Variance	32.737	31.105
KMO Measure of Sampling Adequacy = 0.924, Bartlett's Test of Sphericity = 1,354.013, p-value = .000		



*Tables 30 Cronbach's Alpha of STRUCTURE Component*

<b>Construct</b>	<b>Number of items</b>	<b>Cronbach's Alpha</b>	<b>Internal Consistency</b>
MEC	9	.919	Excellent
ORG	8	.923	Excellent

#### 4.4.2.5 Inter-functional coordination (IFC)

According to this study, Inter-functional coordination factors consisted of 17 items, were used in the principal component method and VARIMAX rotation. The result was found that there were 7 questions rejected because those items had factor loadings below 0.50) Hair, et. al., 2010( on all factors or if it is cross-loaded on more than one factor with a factor loading higher than 0.50. Items with communalities less than 0.40 are considered as not having sufficient explanation, therefore, it is considered to be rejected from the measurement items accordingly. In these factors, KMO Measure of Sampling Adequacy was 0.845, Bartlett's Test of Sphericity was 1,428.715 (p-value = .000), the results of the factor analysis is considered acceptable. Thus, 10 items remained in a group of Inter-functional coordination, consisted of 2 components as shown in Table 31 and Table 32.

*Tables 31 the result of EFA and reliability of IFC*

	<b>COMPONENT</b>	
	<b>IFC1</b>	<b>IFC2</b>
inter11	.565	
inter13	.665	
inter14	.769	
inter15	.767	
inter16	.789	
inter17	.603	
inter2		.682
inter3		.682
inter4		.704
inter12		.590

%of Variance	35.106	21.676
KMO Measure of Sampling Adequacy = 0.845, Bartlett's Test of Sphericity = 1,428.715, p-value = .000		

*Tables 32 Cronbach's Alpha of IFC Component*

Construct	Number of items	Cronbach's Alpha	Internal Consistency
IFC1	6	.884	Good
IFC2	4	.761	Acceptable

#### 4.4.2.6 MICE personnel knowledge and capabilities (PERS)

According to this study, MICE personnel knowledge and capabilities factors consisted of 44 items, were used in the principal component method and VARIMAX rotation. The result was found that there were 24 questions deleted because those items had factor loadings below 0.50) Hair, et. al., 2010( on all factors or if it is cross-loaded on more than one factor with a factor loading higher than 0.50. Items with communalities less than 0.40 are considered as not having sufficient explanation, therefore, it is considered to be deleted from the measurement items accordingly. In these factors, KMO Measure of Sampling Adequacy was 0.897, Bartlett's Test of Sphericity was 3,415.831 (p-value = .000), the results of the factor analysis is considered acceptable. Thus, 20 items remained in a group of MICE personnel knowledge and capabilities, consisted of 3 components as shown in Table 33 and Table 34.

*Tables 33 the result of EFA and reliability of PERS*

	COMPONENT		
	CAP_S	KNOW	CAP_AJ
cap1	.792		
cap2	.758		
cap6	.736		
cap7	.713		

cap3	.696		
know17	.672		
know15	.602		
know6		.746	
know10		.712	
know3		.698	
know2		.689	
know11		.676	
know5		.628	
know1		.603	
know7		.534	
cap19			.777
cap20			.757
cap21			.725
cap18			.722
cap22			.697
%of Variance	20.265	18.640	16.220
KMO Measure of Sampling Adequacy = 0.897, Bartlett's Test of Sphericity = 3,415.831, p-value = .000			

Tables 34 Cronbach's Alpha of PERS Component

Construct	Number of items	Cronbach's Alpha	Internal Consistency
CAP_S	7	.915	Excellent
KNOW	8	.870	Good
CAP_AJ	5	.915	Excellent

#### 4.4.2.7 Communication (COMMU)

According to this study, communication factors consisted of 47 items, were used in the principal component method and VARIMAX rotation. The result was found that there

were 27 questions removed because those items had factor loadings below 0.50) Hair, et. al., 2010( on all factors or if it is cross-loaded on more than one factor with a factor loading higher than 0.50. Items with communalities less than 0.40 are considered as not having sufficient explanation, therefore, it is considered to be removed from the measurement items accordingly. In these factors, KMO Measure of Sampling Adequacy was 0.938, Bartlett's Test of Sphericity was 6,667.972 (p-value = .000), the results of the factor analysis is considered acceptable. Thus, 20 items remained in a group of communication, consisted of 3 components as shown in Table 35 and Table 36.

Tables 35 the result of EFA and reliability of COMMUNICATION

	COMPONENT		
	COMEF	FCOM	INCOM
comef8	.776		
comef13	.716		
comef9	.713		
comef7	.709		
comef12	.702		
comef6	.666		
comef14	.657		
comef3	.584		
fcom7		.733	
fcom6		.713	
fcom2		.698	
fcom5		.659	
fcom8		.648	
fcom1		.647	
fcom4		.636	
fcom3		.633	
incom3			.788
incom4			.701
incom2			.640
incom5			.609

%of Variance	18.152	16.748	10.380
KMO Measure of Sampling Adequacy = 0.938, Bartlett's Test of Sphericity = 6,667.972, p-value = .000			

*Tables 36 Cronbach's Alpha of COMMUNICATION Component*

Construct	Number of items	Cronbach's Alpha	Internal Consistency
COMEF	8	.943	Excellent
FCOM	8	.912	Excellent
INCOM	4	.862	Good

#### 4.4.2.8 Evaluation (EVAL)

According to this study, evaluation factors consisted of 25 items, which were used in the principal component method and VARIMAX rotation. The result was found that there were 7 questions deleted because those items had factor loadings below 0.50 (Hair, et. al., 2010) (on all factors or if it is cross-loaded on more than one factor with a factor loading higher than 0.50. Items with communalities less than 0.40 are considered as not having sufficient explanation, therefore, it is considered to be deleted from the measurement items accordingly. In these factors, KMO Measure of Sampling Adequacy was 0.941, Bartlett's Test of Sphericity was 5,983.718 (p-value = .000), the results of the factor analysis is considered acceptable. Thus, 18 items remained in a group of evaluation, consisted of 3 components as shown in Table 37 and Table 38.

*Tables 37 the result of EFA and reliability of EVALUATION*

	COMPONENT		
	CTRL	REW	FORCE
ctrl5	.729		
ctrl4	.727		
ctrl3	.724		
ctrl6	.715		

ctrl8	.693		
ctrl2	.688		
ctrl9	.672		
ctrl10	.668		
ctrl11	.656		
ctrl1	.652		
rew7		.775	
rew8		.723	
rew5		.709	
rew6		.693	
rew9		.634	
ctrl14			.749
ctrl15			.662
ctrl13			.610
%of Variance	25.721	16.318	14.714
KMO Measure of Sampling Adequacy = 0.941, Bartlett's Test of Sphericity = 5,983.718, p-value = .000			

Tables 38 Cronbach's Alpha of EVALUATION Component

Construct	Number of items	Cronbach's Alpha	Internal Consistency
CTRL	10	.952	Excellent
REW	5	.872	Good
FORCE	3	.865	Good

#### 4.4.2.9 MICE Performance (PERF)

According to this study, MICE Performance factors consisted of 38 items, which were used in the principal component method and VARIMAX rotation. The result was found that there were 18 questions deleted because those items had factor loadings below 0.50 (Hair, et. al., 2010) (on all factors or if it is cross-loaded on more than one factor with a factor loading higher than 0.50. Items with communalities less than 0.40 are considered



as not having sufficient explanation, therefore, it is considered to be deleted from the measurement items accordingly. In these factors, KMO Measure of Sampling Adequacy was 0.936, Bartlett's Test of Sphericity was 3,455.378 (p-value = .000), the results of the factor analysis is considered acceptable. Thus, 20 items remained in a group of MICE Performance, consisted of 3 components as shown in Table 39 and Table 40.

*Tables 39 the result of EFA and reliability of MICE Performance*

	COMPONENT		
	NON	FIN	KPI
non22	.827		
non21	.776		
non17	.767		
non24	.767		
non15	.756		
non20	.750		
non14	.743		
non13	.730		
fin10		.772	
fin9		.771	
fin7		.732	
fin3		.665	
fin8		.658	
fin2		.644	

fin1		.633	
fin5		.611	
kpi1			.780
kpi2			.708
kpi3			.700
kpi4			.684
%of Variance	36.396	22.154	14.261
KMO Measure of Sampling Adequacy = 0.936, Bartlett's Test of Sphericity = 3,455.378, p-value = .000			

*Tables 40 Cronbach's Alpha of MICE Performance Component*

Construct	Number of items	Cronbach's Alpha	Internal Consistency
NON	8	.959	Excellent
FIN	8	.935	Excellent
KPI	4	.893	Good

#### 4.4.3 Confirmatory factor analysis (CFA)

After reducing the number of variables and determining the relationships between various variables with EFA, CFA was an acceptable methodology for this study since the proposed hypothesized model was developed from the theory and previous empirical studies. At this stage, a series of CFA was performed to examine each measurement model for the three constructs aiming to 1) test the good fit of each measurement model as well as an overall measurement model to evaluate whether the sample data fit the proposed measurement model and 2) determine the construct validity (convergent and discriminant validity) (Hair et al., 2014). CFA was conducted using AMOS version 22.

In a CFA model evaluating more than one factor, the variance-covariance structure of the factors can be studied in even greater detail by allowing for second-order factors to come into the model if (1) the first-order factors are substantially correlated with each other, and (2) the second-order factors may be hypothesized to account for the variation among the first-order factors (Wang, J. & Wang, X., 2012). Therefore, consideration of convergent and discriminant validity of constructs utilized as the criteria of this research to analyze the measurement model should be either first-order model or second-order model. According to the Fornell-Larcker criterion, stated that the correlations between the constructs should not be higher than the square root of AVE. For the first order of CFA, if convergent validity (CR and AVE) is lower than indicators and if constructs are highly correlated (greater than the square root of AVE), then the researcher decided to use the second-order of CFA.

The overall model fit with empirical data for both measurement and structural models, a set of goodness-of-fit measurements should be applied (Kline, 2015). This study uses eight indices – ratio namely the Chi-square/ degree of freedom ( $\chi^2/df$ ), the goodness-of-fit index (GFI), the adjusted goodness-of-fit index, the comparative fit index (CFI), the normed fit index, the root mean square error of approximation (RMSEA), standardized root mean square residual (RMR), and PClose to examine the model fit following the criteria in Table 41. If any measurement model did not fit the data well, a model modification would be considered by eliminating the indicators with factor loadings below 0.50 (Hair et al., 2010) or with high correlation measurement errors through the review of modification indices to develop or achieve the model fit. Reliability and convergent validity were substantially examined. All measures were also evaluated for internal consistency as reflected by the construct reliability which was determined through the calculation of Cronbach's coefficients which were all above the threshold value of 0.7 (Nunnally, 1978). Composite reliability (CR) and average variance extracted (AVE) were used to access the convergent validity with the recommended cut-off values of 0.7 and 0.5 or above (Hair et al., 2014), respectively. After all the measurement models achieved the model fit, reliability, and convergent validity, all latent variables along with their final measurement scales were loaded to test the correlation among the three constructs of this study as well as for discriminant

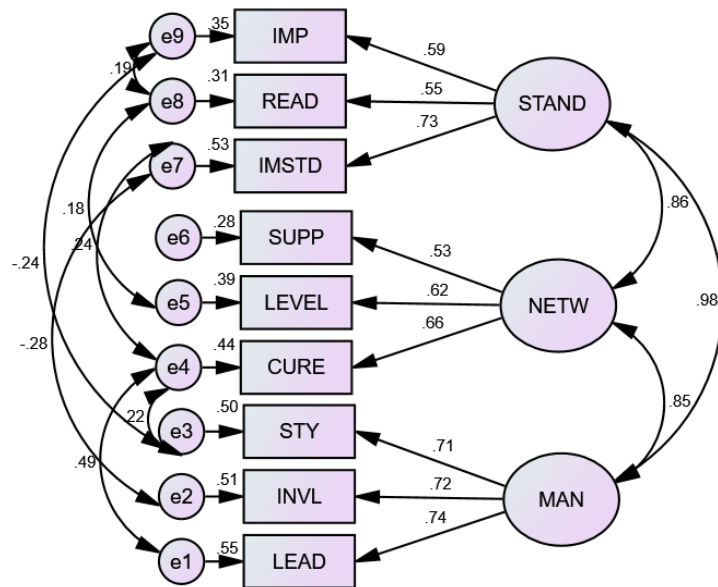
validity testing before progressing to the second step of SEM analysis, structural modeling, and the research hypothesis testing.

*Tables 41 Goodness of fit measures*

	<i>Recommended Value for Goodness of fit</i>							
	$\chi^2/Df$	<i>GFI</i>	<i>AGFI</i>	<i>CFI</i>	<i>NFI</i>	<i>RMSEA</i>	<i>RMR</i>	<i>PClose</i>
<i>Criteria</i>	$\leq 3.00$	$\geq 0.90$	$\geq 0.90$	$\geq 0.90$	$\geq 0.90$	$\leq 0.07$	$\leq 0.08$	$>0.05$
<i>Source</i>	<i>Hair, Black, Babin, and Anderson, 2010; Hoyle, 2012; Kline, 2011; Loelin, 2011 ; Schumacker and Lomax (2016) ; Steiger (2007); Hu and Bentler (1999)</i>							

#### **4.4.3.1 Measurement models of MICE Influential Factors Construct (FACTORS)**

MICE influential factors consists of three latent variables, each latent variable has three observed variables as shown in figure 7. These three components of MICE influential factors were investigated for the model fit by CFA procedure. After the modified measurement model of each construct achieved the acceptable goodness-of-fit, the remaining 9 indicators along with 3 first-order factors were loaded on their respective constructs and performed by CFA to evaluate the fit indices for STAND, NETW, and MAN. The goodness-of-fit of the proposed measurement model indicated an acceptable fit to the data ( $\chi^2/df = 1.377$ ,  $GFI = .987$ ,  $AGFI = .966$ ,  $CFI = 0.995$ ,  $NFI = .983$ ,  $RMSEA = 0.030$ ,  $RMR = 0.009$ ,  $PClose = 0.871$ ). All fit indices, as presented in figure 7, surpassed the recommended values as mentioned in Table 41 (Hair et al., 2014 Schumacker & Lomax, 2010).



Figures 7 Modified Measurement Model of MICE Influential Factors Construct

Tables 42 Assessment of Reliability and Convergent Validity for STAND, NETW, MAN

First Order CFA	FACTOR LOADINGS	R-SQUARE	e	CR	AVE
<b>STAND (<math>\alpha = .846</math>)</b>				<b>0.660</b>	<b>0.396</b>
IMP	0.589	0.347	0.653		
READ	0.555	0.308	0.692		
IMSTD	0.730	0.533	0.467		
<b>NETW (<math>\alpha = .855</math>)</b>				<b>0.635</b>	<b>0.369</b>
SUPP	0.528	0.279	0.721		
LEVEL	0.624	0.390	0.611		
CURE	0.662	0.439	0.562		
<b>MAN (<math>\alpha = .863</math>)</b>				<b>0.766</b>	<b>0.522</b>
STY	0.710	0.504	0.496		
INVL	0.717	0.514	0.486		

LEAD	0.741	0.549	0.451		
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As summarized in Table 42, all Cronbach's alpha values were greater than the recommended value of 0.70 (Hair, 2010). Although, all factor loading higher than 0.50 (ranging from 0.528 to 0.741), several items of CR and AVE lower than recommended cut-off values due to high error-correlated variance. The researcher decided to rerun for the second estimation for further analysis. According to the Fornell-Larcker criterion, the correlations between the constructs should not be higher than the square root of AVE. For first order of CFA, if convergent validity (CR and AVE) is lower than indicators and if constructs are highly correlated (greater than the square root of AVE), then the researcher decided to use the second-order of CFA.

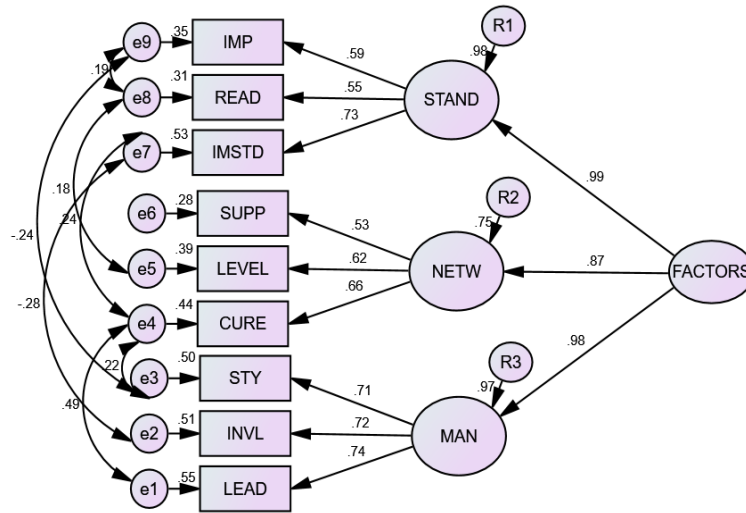
*Tables 43 Discriminant Validity Result for STAND, NETW, MAN*

	MEAN	SD	AVE	STAND	NETW	MAN
STAND	4.198	0.490	.396	<b>.629</b>		
NETW	4.150	0.451	.369	<b>.861</b>	<b>.607</b>	
MAN	4.188	0.462	.533	<b>.975</b>	<b>.853</b>	<b>.723</b>

As presented in Table 43, it shows Mean, std. deviation, and Correlation coefficient among these three constructs (i.e. STAND, NETW, and MAN) including Discriminant Validity among three constructs which showed three latent variables existed with the positive correlation coefficients from 0.861 (NETW and STAND), 0.975 (MAN and STAND) to 0.853 (MAN and NETW) indicating high relationship between the constructs. The results of determining the discriminant validity according to the Fornell and Lacker (1981), said that the correlations between the constructs should not be higher than the square root of AVE (as-presented as the diagonal figures in bold in Table 43) to establish the discriminant. On the other hand, this result of three unmeasured constructs indicated high relationship among these constructs. It proved that the components of MICE Influential factors cannot be separated, thereby, the researcher considered to analyze these three constructs of MICE Influential factors with Second-Order CFA technique to confirm that these three variables are appropriate to



demonstrate this second-order of MICE Influential Factors. As the result, Second-Order CFA is shown in figure 8 and Table 44.



Figures 8 Final Measurement Model of MICE Influential Factors Construct

Tables 44 Assessment of Reliability and Convergent Validity for FACTORS construct ( 3sub-constructs)

Second Order CFA	FACTOR LOADINGS	R-SQUARE	e	CR	AVE
<b>FACTORS</b> ( $\alpha = .930$ )				<b>0.965</b>	<b>0.901</b>
STAND	.992	0.983	0.017		
NETW	.868	0.753	0.247		
MAN	.983	0.967	0.033		

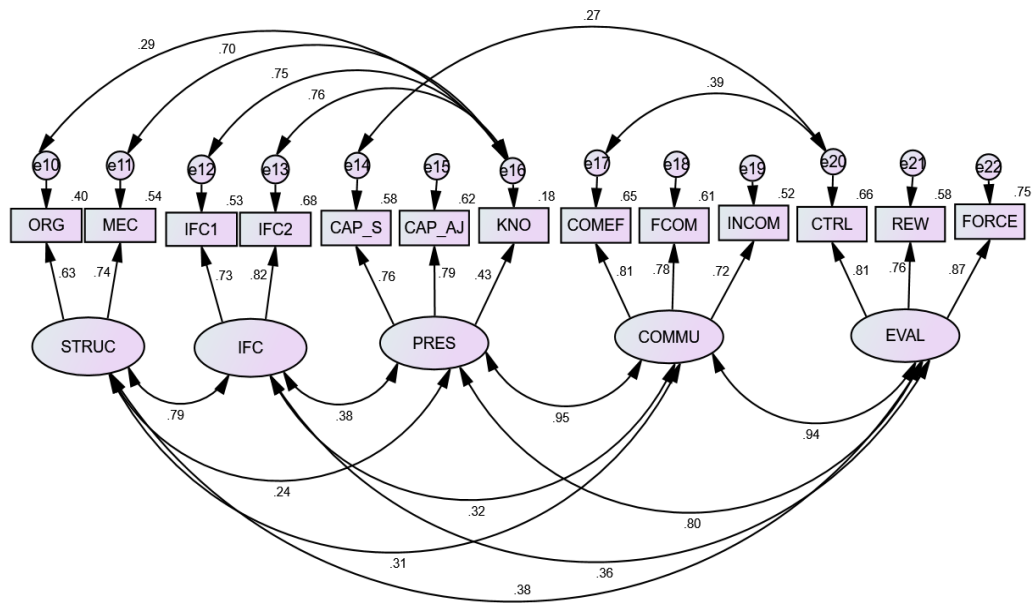
After using the second-order CFA technique in Table 44, the goodness-of-fit of the final measurement model indicated an acceptable fit to the data ( $\chi^2/df = 1.377$ , GFI = .987, AGFI = .966, CFI = 0.995, NFI = .983, RMSEA = 0.030, RMR = 0.009, PClose = 0.871). The overall Cronbach’s alpha coefficient of the modified MICE Influential Factors scales was 0.930, all factor loading were 0.992 (STAND), 0.868 (NETW), and 0.983 (MAN) respectively with overall CR of 0.965 for FACTORS construct exceeding

a cut-off value of 0.70. Moreover, the average variance extracted (AVE) of all second-order of FACTORS construct (0.901) were greater than the acceptable thresholds of 0.50. The above findings of model fit indices, significant factor loadings, reliability coefficient, AVEs, and CR, confirmed the convergent validity for the FACTORS scales (Schumacker and Lomax 2016). To sum up, Second-order CFA method provided the appropriate fit model more so than first-order. Thus, the 35 measurement items loaded on their respective latent factors (11 items on STAND, 13 items on NETW, and 11 items on MAN) for the final FACTORS model were reliable and adequate for further analysis.

#### **4.4.3.2 Measurement models of Implementation Process Construct (PROC)**

Implementation process construct (PROC) consists of five latent variables, each latent variable has two to three observed variables as shown in figure 9. These five components of implementation process factors were investigated for the model fit by CFA procedure. After the modified measurement model of each construct achieved the acceptable goodness-of-fit, the remaining 13 indicators along with 5 first-order factors were loaded on their respective constructs and performed by CFA to evaluate the fit indices for STRUC, IFC, PERS, COMMU, and EVAL. The goodness-of-fit of the proposed measurement model indicated an acceptable fit to the data ( $\chi^2/df = 2.149$ , GFI = .962, AGFI = .930, CFI = 0.980, NFI = .964, RMSEA = 0.053, RMR = 0.014, PClose = 0.359). All fit indices, as presented in figure 9, surpassed the recommended values as mentioned in Table 24 (Hair et al., 2014 Schumacker & Lomax, 2010).

According to figure 9 and Table 45, all Cronbach's alpha were higher than the recommended value of 0.70 (Hair, 2010). Composite reliability (CR) and average variance extracted (AVE) were used to access the convergent validity with the recommended cut-off values of 0.7 and 0.5 or above (Hair et al., 2014), respectively. Most of all factor loading higher than 0.50, except KNO (0.427), 2 out of 5 first-order factors of AVE and 1 out of 5 of CR were less than the recommended cut-off values due to high error-correlated variance. The researcher decided to rerun for the second estimation by using the second-order CFA technique for further analysis.



Figures 9 Modified Measurement Model of Implementation Process Construct

Tables 45 Assessment of Reliability and Convergent Validity for STRUC, IFC, PERS, COMMU, and EVAL

First Order CFA	FACTOR LOADINGS	R-SQUARE	e	CR	AVE
<b>STRUC (<math>\alpha = .899</math>)</b>				<b>0.637</b>	<b>0.469</b>
ORG	0.629	0.396	0.604		
MEC	0.736	0.541	0.459		
<b>IFC (<math>\alpha = .866</math>)</b>				<b>0.752</b>	<b>0.604</b>
IFC1	0.727	0.528	0.472		
IFC2	0.824	0.680	0.320		
<b>PERS (<math>\alpha = .904</math>)</b>				<b>0.708</b>	<b>0.463</b>
CAP_S	0.762	0.581	0.419		
CAP_AJ	0.790	0.624	0.376		
KNO	0.427	0.183	0.817		
<b>COMMU (<math>\alpha = .933</math>)</b>				<b>0.813</b>	<b>0.593</b>
COMEF	0.806	0.649	0.351		

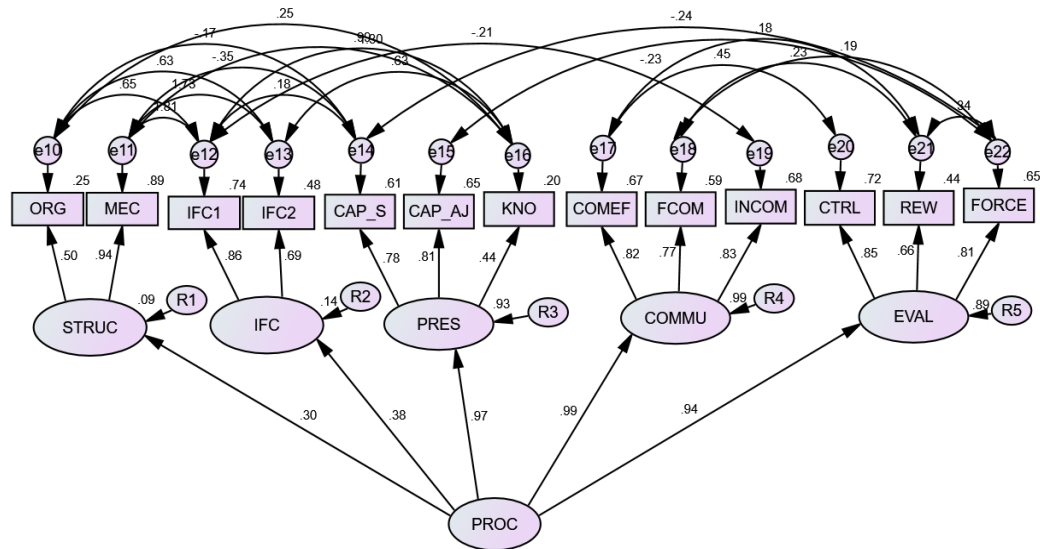
FCOM	0.778	0.605	0.395		
INCOM	0.724	0.524	0.476		
<b>EVAL (<math>\alpha = .934</math>)</b>				<b>0.854</b>	<b>0.662</b>
CTRL	0.810	0.656	0.344		
REW	0.761	0.580	0.420		
FORCE	0.866	0.750	0.250		

*Tables 46 Discriminant Validity Result for STRUC, IFC, PERS, COMMU, EVAL*

	MEAN	SD	AVE	STRUC	IFC	PERS	COMMU	EVAL
STRUC	4.065	0.447	.469	<b>.685</b>				
IFC	4.093	0.513	.604	<b>.785</b>	<b>.777</b>			
PERS	4.225	0.457	.463	.239	.382	<b>.680</b>		
COMMU	4.203	0.524	.593	.307	.318	<b>.947</b>	<b>.770</b>	
EVAL	4.112	0.553	.662	.379	.365	<b>.795</b>	<b>.943</b>	<b>.814</b>

According to Table 46, it shows Mean, std. deviation, and Correlation coefficient among these five constructs (i.e. STRUC, IFC, PERS, COMMU, and EVAL) including Discriminant Validity among five constructs which showed five latent variables existed with the positive correlation coefficients from 0.785 (IFC and STRUC), 0.947 (COMMU and PERS), 0.795 (EVAL and PERS) to 0.943 (EVAL and COMMU) indicating high relationship among the constructs except 0.382 (PERS and IFC) indicating low relationship between the constructs. The results of determining the discriminant validity according to Fornell and Lacker (1981), states that the correlations between the constructs should not be higher than the square root of AVE (as-presented as the diagonal figures in bold in Table 46) to establish the discriminant. As a result, five latent factors indicated high relationship among these constructs, all of which overlap as they are most probably measuring the same thing, and therefore, discriminant validity between them cannot be claimed. The researcher considered to analyze these

five constructs of the implementation process factors with Second-Order CFA technique to confirm that these are five variables appropriate to demonstrate this second-order of implementation process factors. As the result, Second-Order CFA is shown in figure 10 and Table 47.



Figures 10 Final Measurement Model of Implementation Process of Construct

Tables 47 Assessment of Reliability and Convergent Validity for PROC construct (5 sub-constructs)

Second Order CFA	FACTOR LOADINGS	R-SQUARE	e	CR	AVE
<b>PROC</b> ( $\alpha = .964$ )				0.867	0.608
STRUC	0.301	0.090	0.910		
IFC	0.376	0.142	0.858		
PERS	0.965	0.932	0.068		
COMMU	0.994	0.988	0.012		
EVAL	0.941	0.886	0.114		

After using the second-order CFA technique in Table 47, the goodness-of-fit of the final measurement model indicated an acceptable fit to the data ( $\chi^2/df = 1.452$ , GFI = .979, AGFI = .953, CFI = 0.994, NFI = .981, RMSEA = 0.033, RMR = 0.011, PClose = 0.946). The overall Cronbach's alpha coefficient of the modified PROC scales was 0.964, all factor loading were 0.301 (STRUC), 0.376 (IFC), 0.965 (PERS), 0.994 (COMMU), and 0.941 (EVAL) respectively with overall CR of 0.867 for PROC construct exceeding a cut-off value of 0.70. Moreover, the average variance extracted (AVE) of all second-order of PROC construct (0.608) were greater than the acceptable thresholds of 0.50. The above findings of model fit indices, significant factor loadings, reliability coefficient, AVEs, and CR, confirmed the convergent validity for the FACTORS scales (Schumacker and Lomax 2016). To sum up, Second-order CFA method provided the appropriate fit model than first-order. Thus, the 85 measurement items loaded on their respective latent factors (17 items on STRUC, 10 items on IFC, 20 items on PERS, 20 items on COMMU, and 18 items on EVAL) for the final PROC model were reliable and adequate for further analysis.

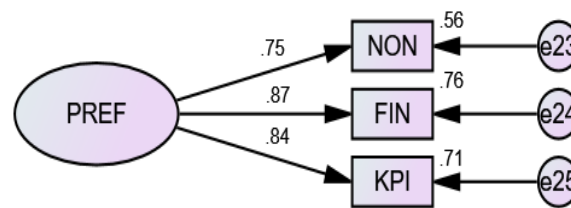
#### **4.4.3.3 Measurement models of MICE Performance Construct (PERF)**

MICE Performance construct (PERF) consist of one latent variable with three observed variables as shown in figure 11. This component of MICE performance factor was investigated for the model fit by CFA procedure. After the modified measurement model of construct achieved the acceptable goodness-of-fit, the remaining 3 indicators along with 1 first-order factor was loaded on their respective construct and performed by CFA to evaluate the fit indices for NON, FIN, and KPI. The goodness-of-fit of the proposed measurement model indicated an acceptable fit to the data ( $\chi^2/df = 0.624$ , GFI = .999, AGFI = .994, CFI = 1.000, NFI = .999, RMSEA = 0.000, RMR = 0.015, PClose = 0.626). All fit indices, as presented in figure 11, surpassed the recommended values as mentioned in Table 41 (Hair et al., 2014 Schumacker & Lomax, 2010).

According to figure 11 and Table 48, all Cronbach's alpha were higher than the recommended value of 0.70 (Hair, 2010). Composite reliability (CR) and average variance extracted (AVE) were used to access the convergent validity with the



recommended cut-off values of 0.7 and 0.5 or above (Hair et al., 2014), respectively. Most of all factor loading higher than 0.50 (ranging from 0.750 to 0.870). CR and AVE were greater than recommended cut-off values, support the convergent validity of the PERF construct. Thus, all three indicators with the best model fit sufficiently and reliably represent the PERF construct for further analysis.



Figures 11 Modified Measurement Model of MICE Performance Construct

Tables 48 Assessment of Reliability and Convergent Validity for PERF

First Order CFA	FACTOR LOADINGS	R-SQUARE	e	CR	AVE
<b>PERF</b> ( $\alpha = .947$ )				0.862	0.677
NON	0.750	0.562	0.438		
FIN	0.870	0.756	0.244		
KPI	0.843	0.710	0.290		

#### 4.4.4 Overall Measurement Models - Convergent & Discriminant Validity

The measurement model of this study consists of three focal constructs; MICE influential factors, implementation process, and MICE performance were finally brought together to create the overall structural model (see Table 49). The overall measurement model included 11 latent exogenous and endogenous variables. With all the observed variables (25 indicators) used to measure them appeared to be significant at  $p < 0.05$  level, Cronbach's alpha were higher than the recommended value of 0.70 (Hair, 2010). Composite reliability (CR) and average variance extracted (AVE) were used to access the convergent validity with the recommended cut-off values of 0.7 and

0.5 or above (Hair et al., 2014), respectively. Factor loading higher than 0.50, this provide evidence of validity of the measurement.

#### 4.4.4.1 Assessment of Reliability and Convergent Validity for Overall Measurement Model

According to Table 49, most of factor loading was higher than the recommended value of 0.50 (Hair, 2010). The Cronbach's alpha coefficient of all measurement scales were between 0.930 to 0.964, exceeding suggested thresholds ( $> 0.70$ ). The convergent validity of all measurement scales was confirmed, as the composite reliability (CR) and average extracted variance (AVE) of all measurement scales were higher than the suggested value of 0.70 and 0.50, respectively (Fornell and Larcker, 1981; Hair et al., 2014). Hence, all three constructs with the best model fit sufficiently and reliably represent the overall measurement model.

*Tables 49 Assessment of Reliability and Convergent Validity for Overall Measurement Model*

Second Order CFA	FACTOR LOADINGS	R-SQUARE	e	CR	AVE
<b>FACTORS</b> ( $\alpha=$ .930)				<b>0.961</b>	<b>0.891</b>
STAND	0.964	0.929	0.071		
NETW	0.863	0.745	0.255		
MAN	0.999	0.998	0.002		
<b>PROC</b> ( $\alpha=$ .964)				<b>0.843</b>	<b>0.567</b>
STRUC	0.289	0.084	0.916		
IFC	0.314	0.099	0.901		
PERS	0.826	0.682	0.318		
COMMU	0.946	0.895	0.105		
EVAL	1.000	1.000	0.000		
<b>PERF</b> ( $\alpha=$ .947)				<b>0.881</b>	<b>0.717</b>

NON	0.651	0.424	0.576		
FIN	0.997	0.994	0.006		
KPI	0.857	0.734	0.266		

#### 4.4.4.2 Assessment of Discriminant Validity for Overall Measurement Model

Discriminant validity refers to “the degree to which two conceptually similar concepts are distinct” (Hair et al., 2014). The three constructs of this study should not be highly inter-correlated, to confirm that each construct explains its indicators instead of other constructs in the model (Kline, 2015). This study utilized the criterion set by Fornell and Larcker (1981) to test the discriminant validity of the three constructs. The relationship of each pair or the estimated correlation coefficients of latent constructs was compared with the square root of AVE of latent constructs. Hence, the estimated correlations among the three constructs should be lower than the square root of AVE to establish the discriminant validity.

As reported in Table 50, the AVE values are within 0.564 and 0.891. The discriminant validity was evaluated using Fornell and Larcker (1971) by comparing the square root of each AVE value in the diagonal with the correlation coefficients for each construct in the relevant rows and columns, or in other words, a cross sectional study. For the relationship between three constructs existed with the positive correlation coefficients from 0.364 (FACTORS and PROC), 0.280 (FACTORS and PERF) to 0.817 (PROC and PERF) indicating low to strong relationship among the constructs. A pair of PROC and PERF, there are little disputes, However, the difference is too small (0.102) and can be ignored (Rahim and Magner, 1995). Thus, discriminant validity can be accepted for this measurement model and supports the discriminant validity between constructs.

*Tables 50 Assessment of Discriminant Validity for overall measurement model*

	MEAN	SD	AVE	FACTORS	PROC	PERF
<b>FACTORS</b>	4.1789	.40772	.891	<b>.944</b>		
<b>PROC</b>	4.1400	.38986	.564	.364	<b>.751</b>	

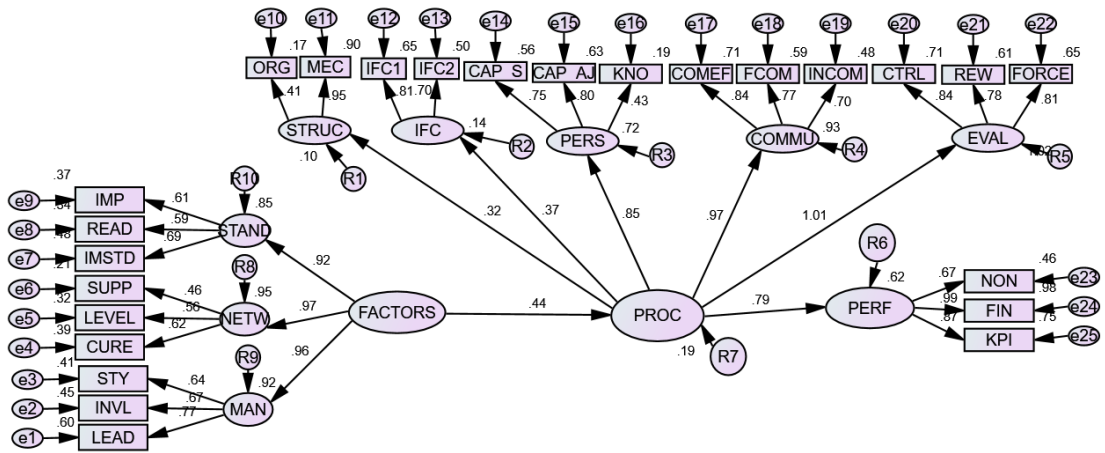
<b>PERF</b>	4.0207	.59106	.717	.280	.817	.847
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#### 4.4.5 Assessment for goodness-of-fit of the Structural Model

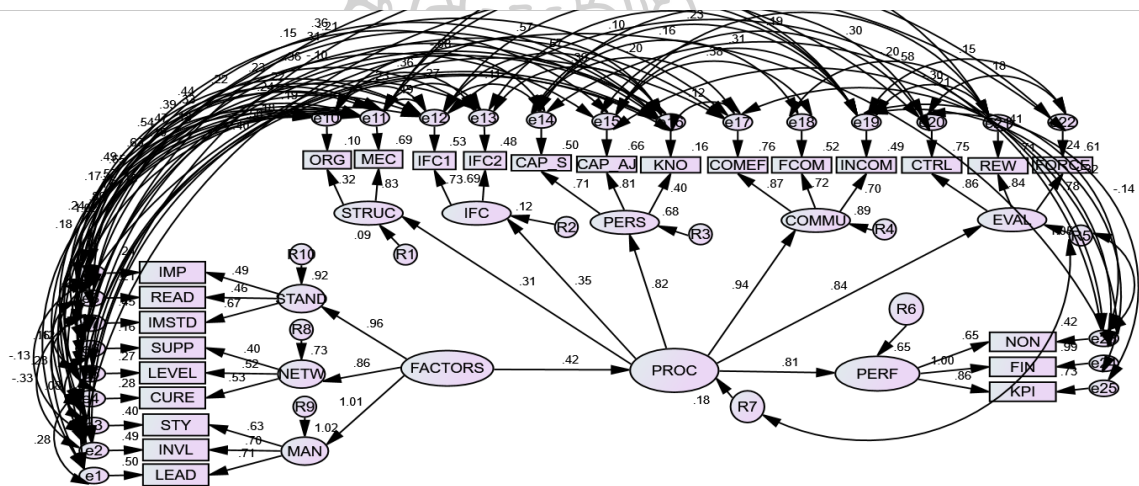
The structural model comprising of 1.) MICE influential factors (3 first-order constructs; MICE standard (three indicators), networking (three indicators), and management (three indicators)), 2.) Implementation process (5 first-order constructs; structure (two indicators), inter-functional coordination (two indicators), MICE personnel knowledge and capability (three indicators), communication (three indicators), and evaluation (three indicators), and 3.) MICE performance (three indicators) was created. In this study, MICE influential factors were recognized as exogenous variables, implementation process as a mediator (exogenous and endogenous variable), and MICE performance as an endogenous variable.

The goodness-of-fit of the initial measurement model indicated an unacceptable fit to the data ( $\chi^2/df = 5.625$ , GFI = .754, AGFI = .698, CFI = 0.778, NFI = .793, RMSEA = 0.107, RMR = 0.046, PClose = 0.000). Only one fit indices, as presented in figure 12, the other are not matching with the recommended values as mentioned in Table 24 (Hair et al., 2014 Schumacker & Lomax, 2010). There was a need for further modification that could affect  $\chi^2/Df < 3$ , GFI > 0.90, AGFI > 0.90, CFI > 0.90, NFI > 0.90, RMSEA < 0.07, and PClose > 0.05.

After the modified measurement model of construct achieved the acceptable goodness-of-fit, the result demonstrated that the full measurement model fit was satisfactory with  $\chi^2/Df=2.258$ , GFI=.942, AGFI=.915, CFI=0.959, NFI=.984, RMSEA=0.057, RMR=0.032, and PClose = 0.065 (Hair, Black et al. 2014, Schumacker and Lomax 2016) (see in Figure 13 and Table 51).



Figures 12 Initial model of Structural Model



Figures 13 Final model of Structural Model

*Tables 51 Goodness-of-Fit Indices Result for the Final Structural Model*

	$\chi^2$	Df	P-value	$\chi^2/Df$	GFI	AGFI	CFI	NFI	RMSEA	RMR	PClose
<b>Criteria</b>	-	-	-	$\leq$ 3.00	$\geq$ 0.90	$\geq$ 0.90	$\geq$ 0.90	$\geq$ 0.90	$\leq 0.07$	$\leq$ 0.08	$> 0.05$
<b>Initial model</b>	1490.558	265	.000	5.625	.754	0.698	.778	.793	.107	.046	.000
<b>Final model</b>	420.071	186	.000	2.258	.942	0.915	.959	.984	.057	.032	.065

*Note: Hu and Bentler (1999, "Cutoff Criteria for Fit Indexes in Covariance Structure Analysis: Conventional Criteria Versus New Alternatives")*

#### 4.5 Hypotheses Testing

The purpose of this study is to identify the relationship between MICE influential factors, implementation process, and MICE performance. The first step in examining the data to test Hypothesis 1-3 concerning the relationship among MICE influential factors, implementation process, and MICE performance. SEM with the maximum likelihood method was performed to estimate for the parameters of the two paths of the proposed hypothesized structural model as presented in Table 35.

Hypothesis 1 (H1): MICE influential factors have a positive influence on implementation process.

Hypothesis 2 (H2): The implementation process has a positive influence on MICE performance.

Hypothesis 3 (H3): MICE Standard has a positive, indirect influence on MICE performance.

##### 4.5.1 Hypothesis Testing of Direct Effect: (H1 – H2)

Hypothesis 1 (H1) proposed that MICE influential factors have a positive influence on the implementation process. The results showed that the value of the standardized factor loading ( $\beta$ ) = 0.424, the unstandardized factor (b) = 0.463, the



standard error (SE) = 0.081, and t-value (t) was significant ( $p = ***$ ). Thus, Hypothesis 1 is supported, MICE Influential factors (3 components; MICE standard, networking, and management) positively impact the implementation process as shown in Table 52 and 4.36.

Hypothesis 2 (H2) predicted that the implementation process has a positive influence on MICE performance. The value of the standardized factor loading ( $\beta$ ) = 0.307, the unstandardized factor ( $b$ ) = 0.152, the standard error (SE) = 0.070, and t-value (t) was significant ( $p = *$ ). Therefore, Hypothesis 2 is also supported, the implementation process (including structure, inter-functional coordination, MICE personnel knowledge and capability, communication, and evaluation) positively impacts MICE performance as shown in Table 35 and 36.

#### 4.5.2 Hypothesis Testing of Indirect Effect: (H3)

For the proposition of Hypothesis 3 suggests that MICE Standard has a positive, indirect influence on MICE performance. Implementation process (PROC) was hypothesized as a mediator mediating the relationship the independent variables (MICE influential factors), and the dependent variable (MICE performance). The role of PROC as a mediator was primarily validated by the evidence of the acceptable overall model fit (Hair et al., 2014). The test of mediating effect for H3 was conducted by using the classic method “The Sobel test” (Baron and Kenny, 1986). This study performed the Aroian test equation using the following formula developed by MacKinnon, Wasri, and Dwyer (1995) to obtain the z-values to assess the mediation effects. The calculation was conducted through the online software established by Preacher and Leonardelli (2001) to obtain the z-values and p-values for further interpretation (<http://quantpsy.org/sobel/soble.htm>).

$$Z\text{-VALUE} = a*b/\text{SQRT}(b^2 * s_a^2 + a^2 * s_b^2 + s_a^2 * s_b^2)$$

Where  $a$  = unstandardized regression estimate between the independent variable and mediator.

$b$  = unstandardized regression estimate mediator and dependent variable.

$S_a$  = standard error (SE) of  $a$

$S_b$  = standard error (SE) of  $b$

As shown in Table 52 and 4.36, Hypothesis 3 was proposed to mediate the relationship between MICE influential factors and MICE performance. The Sobel test revealed that the mediating effect of implementation process (PROC) between MICE influential factors (FACTORS) and MICE performance (PERF) was significant (standardized indirect effects = 0.341 and Sobel Test Z-values = 2.188). So, implementation process plays an important mediating role on the relationship between MICE influential factors and MICE performance. These results have significant contributions for both MICE research and practice.

*Tables 52 Summary results of Hypothesis testing for H1 to H3*

Hypotheses		$\beta$	$b$	SE	$t$ -value	Results
H1: FACTOR	→ PROC	.424	.463	.081	5.736***	Supported
H2: PROC	→ PERF	.307	.152	.070	2.188*	Supported
			<b>Standardized</b>		<b>Sobel test</b>	
			<b>Indirect</b>		<b>Z-</b>	<b>Results</b>
			<b>effects</b>		<b>values</b>	
H3: FACTOR	→ PROC → PERF		.341*		2.029*	Supported

\*P-VALUE<.05

\*\*\*P-VALUE<.001

*Tables 53 Summary of Direct effect, Indirect effect, and Total effect*

	PROCESS			PERFORMANCE		
	DE	IE	TE	DE	IE	TE
FACTORS	.424***	-	.424***	-	.341*	.341*
PROCESS	-	-	-	.307*	-	.307*

\*P-VALUE&lt;.05

\*\*\*P-VALUE&lt;.001

To sum up, the proposed hypotheses model yielded a good fit to empirical data ( $\chi^2/Df=2.258$ ,  $GFI=.942$ ,  $AGFI=.915$ ,  $CFI=0.959$ ,  $NFI = .984$ ,  $RMSEA=0.057$ ,  $RMR=0.032$ , and  $PClose = 0.065$ ). Overall results as presented above Figure 13 and table 35 for the hypothesized structural model testing show that the empirical data supports every proposed hypotheses. More insight into the total effects on MICE performance is presented in table 36. MICE influential factors have the strongest effect between variables (0.341\*) and followed by the implementation process (0.307\*).

#### 4.6 Summary

This chapter reported the main findings of the research based on the quantitative analysis of the collected data to analyze the factors that are important during the implementation process. This section of the survey study analyzed the relationship between these factors (i.e. MICE standard, networking, management, structure, inter-functional coordination, MICE personnel knowledge and capability, communication, and evaluation) and MICE performance. In this research, the completed questionnaires were returned by 416 respondents and divided into 2 parts for data analyzing. A total of 116 respondents were firstly assessed by an exploratory factor analysis (EFA). Then, CFA was conducted with the other respondents (300 sample size) and used to test the hypotheses. First-order and Second-order techniques were applied to examine three constructs; MICE influential factors (FACTORS), implementation process (PROC), and MICE performance (PERF), which are conceptually and empirically specified as a

higher-order factor. Next, SEM was performed and demonstrated that the structural model achieved the model fit with the results of hypotheses testing. All hypotheses were supported, both direct and indirect effects, MICE influential was recognized as an exogenous variables, implementation process as a mediator (exogenous and endogenous variable), and MICE performance as an endogenous variable. Finally, the next chapter will discuss the empirical findings and conclusion. It will show the contribution of this research to knowledge and suggest implications for the managers, implementers and people who are involved in the MICE industry.



## Chapter 5

### Discussion and Conclusion

#### 5.1 Introduction

This chapter concludes with an in-depth discussion of the research findings displayed in the previous chapter. The results of this research are compared to the other research background, research objectives, and the existing literature, thereafter linking it to relevant literature based upon the strategic implementation process in Chapter 2. This empirical study was designed to explore the implementation process by determining the interaction between the implementation factors and the MICE influential factors, as the research conceptual framework in the MICE Hotels in Thailand. The study employed a quantitative approach utilizing a survey questionnaire as a research tool. Data was collected from 416 hotel employees in 40 MICE hotels in Thailand (both International Hotel Chains and Local Hotel Chains) that are randomly selected from Thai Hotel Association (THA) database and certified by Thailand Convention and Exhibition Bureau (TCEB). The questionnaires were distributed to employees ranging from entry level implementers to top tier management, involved in the implementation of MICE strategy. The factors were identified from a stream of earlier conceptual and empirical studies that provided important insights into the relationship among factors in their contributions towards a successful implementation. Using this knowledge, the current research project aimed to build a more holistic framework to assist the implementation process, by testing relationships among factors. The specific objectives were:

1. To identify MICE influential factors that are critical for the successful management of the MICE's strategic implementation.
2. To conceptualize and operationalize the MICE's strategic implementation.
3. To provide empirical assessment of MICE's strategic implementation and MICE performances.

From Chapter 3, the author firstly tried to justify the method of research and the research process, showing a gap in methodology which was from a lack of a quantitative

approach in this field. The sample size and population, data collection and accessibility, questionnaire design, and data analysis method are introduced and justified for each stage of research design. This study only focuses on one industry (i.e. the MICE hotels in Thailand), this study meets this criterion by employing multiple level research (both management and implementers), and multi-organizational research (exploring more than one organization implementing the same strategy at the same time).

The researcher conducted a pre-test prior to the actual conduct of the study, the sample size was distributed to 30 respondents (hotel employees as implementers to top management – who are involved in the implementation of MICE strategy) in one of MICE hotel. In the beginning, the questionnaires were created and tested for content validity by IOC and Cronbach's alpha. The questionnaire consists of 2 parts; Part 1 includes the demographic information of the respondents such as types of hotel ownership, hotel standard, MICE standard certification (s) hotel received, number of hotel staffs, gender, age, working department, position, and years of working experience. Part 2 includes the perception regarding to key factors which are significant for the successful management of the MICE's strategic implementation. All of the indicators were measured with five-point Likert-type scales ranging from "strongly agree" (=5) to "strongly disagree" (=1). Each construct was conceptualized as a concept at the individual level. All constructs consist of variables that have been well established in the existing literature as mentioned earlier. The results of coefficient showed that these scores are reliable as most of the Cronbach's alpha scores are above 0.761 (Skivington and Daft, 1990). The reliability scores were assessed prior to factor analysis to refine the measurement and delete items that resulted in low alpha coefficients. All the scales demonstrated a high degree of internal consistency, with Cronbach's alpha ranging from 0.761 to 0.959, falling within the range of acceptability recommended by Field (2000). EFA was one of the useful tools to reduce the number of factors to be used as indicators to measure the three main latent constructs: MICE influential factors, implementation process, and MICE performance. Some observed variables may be cut off depending on several considerations to improve the theoretical framework. Whereas, CFA was carried out on the proposed model by using the reduced number of factors to confirm the validity of factors identified by EFA for each construct



of study. In this research, the completed questionnaires were returned by 416 respondents and divided into 2 parts for data analyzing. Worthington and Whittaker (2006) recommended starting with EFA, and then moving to CFA using a different sample. A total of 116 respondents were firstly assessed by an exploratory factor analysis. Then, CFA was conducted with the rest of respondents (300 sample size).

## 5.2 Research Findings

This research focused on MICE influential factors, implementation process, and MICE performance. Specifically, Chapter 4 presents the results from the empirical findings of this study to address the following research questions;

1. What are the influential factors for the successful management of MICE's strategic implementation? Briefly, the findings of the research provided insights into the three critical MICE influential factors affecting the strategic implementation of MICE businesses are MICE standard (3 indicators; the importance of MICE standards, the readiness of MICE standard, implementing of MICE standard), networking (3 indicators; level of networking, information support from suppliers, customer relationship), and management (3 indicators; leadership, management involvement, management styles). The results of this study suggested that it is the combination of all variables working together, not just one factor, which makes the transformation process possible and successful during the implementation phase. However, some may argue that the process variables are used in a synergistic way within an ongoing process with no clear end. According to the previous chapter, it should be noted that evaluation (reward, control and force), communication (communication effectiveness, formal and informal communication), as well as MICE personnel knowledge and capability (MICE specific capability, general capability, and knowledge) play a key role in implementing the business plan. Next, structure (mechanistic and organic) and inter-functional coordination (functional coordination and formal coordination) are also critical to explore the factors affecting the strategic implementation in MICE business context, which are expected to enhance business performances. As there have been no studies done in the past on MICE performance, despite its recognized importance for business

events, this research was conducted to help illuminate some fundamental concerns regarding the MICE sectors, especially MICE hotels. MICE performance dimensions revealed through the current study are summarized as non-financial performance, financial performance and KPIs. The overall mean score of all three constructs is at a high level (4.0207 to 4.1789). The findings of this question provide some justifications for the discussion on the hypotheses testing results of this chapter.

2. What are the constructs to conceptualize and operationalize the MICE's strategic implementation? Shortly, a series of CFA testing was performed to examine the reliable indicators of each construct. After the measurement model of each research construct achieved the acceptable goodness-of-fit, the remaining 25 indicators along with 11 variables comprising of 1.) MICE influential factors (3 first-order constructs; MICE standard (three indicators), networking (three indicators), and management (three indicators)), 2.) Implementation process (5 first-order constructs; structure (two indicators), inter-functional coordination (two indicators), MICE personnel knowledge and capability (three indicators), communication (three indicators), and evaluation (three indicators), and 3.) MICE performance (three indicators) (see the summarized new measurement scale as Table 54). In this study, MICE influential factors were recognized as an exogenous variable, implementation process as a mediator (exogenous and endogenous variable), and MICE performance as an endogenous variable. Moreover, none of these indicators were removed after performing structural equation modeling (SEM).

*Tables 54 The summarized new measurement scale*

<b>Coding</b>	<b>Question (s)</b>
<b>MICE INFLUENTIAL FACTORS (FACTORS)</b>	
<b>MICE STANDARD (STAND)</b>	
<i>The importance of MICE standards (IMP)</i>	
Imp9	MICE standards are the effective tool for MICE's service excellence and quality.
Imp10	MICE standards are one of the key factors to build trustworthiness.
Imp11	MICE standards are an important tool for the MICE's readiness.
<i>The readiness of MICE standards (READ)</i>	

Read2	The readiness for MICE standard certifications in terms of the technology aspect is important.
Read3	The readiness for MICE standards certifications in terms of the service aspect is important.
Read4	Knowledge and understanding about MICE activities and services of MICE staffs is important.
<i>Implementation of MICE standards (IMSTD)</i>	
Imstd4	Implementation of MICE standards add value to the competitiveness of MICE
Imstd5	Implementation of MICE standards are suggested by TCEB or industry
Imstd6	Implementation of MICE standards can build trust for customers.
Imstd7	Management supports the implement the MICE standard because the regional government supports the application of this standard.
Imstd8	The organization policy is to meet MICE standards to all company chains that are incorporated into the brand.
<b>NETWORKING (NETW)</b>	
<i>Level of networking (LEVEL)</i>	
Level3	The organization works closely with rental companies.
Level4	The organization works closely with audiovisual companies.
Level5	The organization works closely with entertainment companies.
Level6	The organization always work with transportation companies.
Level7	The organization always works with outsourcing companies to plan and execute a major event.
<i>Information support from suppliers (SUPP)</i>	
Supp1	We get information about logistic operations from our suppliers.
Supp2	We get information about production process from our suppliers.
Supp3	We get information about future action foresight of the buyers from our suppliers.
<i>Customer relationship (CURE)</i>	
Cure3	The organization expects the selected MICE customers to be working with us for a long time.
Cure4	The selected MICE customer is trustworthy.
Cure5	The selected MICE customer provides us with scale forecasts for the products and services selling to them.
Cure6	The responsibility for getting things done is shared with the selected MICE customers.
Cure7	The selected MICE customers and our organization are committed to improvements that may benefit the relationship as a whole
<b>MANAGEMENT (MAN)</b>	
<i>Leadership (LEAD)</i>	

Lead1	Leadership is the ability to lead the organization to achieve its stated objectives.
Lead2	Operational supervisors at every level must possess leadership skills.
Lead3	Leadership by MICE management influences the MICE performance.
Lead4	Leadership by MICE management influences the ability of MICE staffs.
Lead6	General Manager is responsible for leading entire business units or divisions of an organization.
<i>Management involvement (INVL)</i>	
Inv11	Management involvement in driving the organization influences the ability of MICE staffs.
Inv12	General Manager must ensure the development and implementation of a clear strategic plan for an organization or business unit.
Inv13	General manager is responsible for strategy, structure, budgets, people, financial outcomes, and scorecard metrics.
Inv17	The supervisor can implement plans within their area of responsibility.
<i>Management styles (STY)</i>	
Sty1	Staff are key stakeholders in your MICE business unit/department.
Sty2	MICE business unit/department creates a sense of ownership and pride both in the business and the service it provides to its customers.
<b>IMPLEMENTATION PROCESS (PROC)</b>	
<b>1. MICE Structure (STRUC)</b>	
<i>A. MICE Mechanistic structures (MEC)</i>	
Job descriptions & Role	
Mejd2	Roles are clearly defined and permanent
Mejd3	There is high codification.
Mejd5	A strong emphasis on getting line and staff personnel to adhere closely to formal job descriptions
Mejd6	There is a lot of emphasis on measuring the results of MICE staff's work.
Mejd7	MICE staff are very concerned with efficiency.
Mejd8	There is a heavy emphasis on profitability.
Rules and Regulations	
Meru1	There are clearly defined policies and procedures for MICE staff's work.
Meru2	Tight formal control of most operations by means of sophisticated control and information systems
<i>B. MICE Organic structures (ORG)</i>	
Hierarchy	
Orhi1	Hierarchy of authority/hierarchy of command is flat.

Orhi2	The organization does not have a bureaucracy structure.
<b>Job descriptions &amp; Role</b>	
Orjd1	Job descriptions and Role are not clearly defined.
Orjd2	Job descriptions and Role are not very permanent.
Orjd3	Job descriptions and Role are low/moderate codified.
Orjd4	Job descriptions and Role have high variation.
<b>Rules and Regulations</b>	
Orru2	Loose, informal control; heavy dependence on informal relationships and norms of cooperation for getting work done
Orru3	A strong emphasis on getting things done even if it means disregarding formal procedures
<b>2. MICE's Inter-functional coordination (IFC)</b>	
Inter2	MICE-related information is shared with among functions.
Inter3	All functions contribute to customer value.
Inter4	Top managers from each business function regularly visit customers.
Inter11	All functions are involved in preparing MICE plans/strategies.
Inter12	When one department discovers something important about competitors, it is slow to alert other departments.
Inter13	There are regularly inter-functional meetings to discuss MICE trends and developments on a formal basis.
Inter14	MICE's decisions have made collectively and are irrespective of the functional areas.
Inter15	MICE employees have very good knowledge of internal communication channels in the organization.
Inter16	MICE's employees communicate very well with each other.
Inter17	MICE's employees have very good cooperation skills.
<b>3. MICE personnel knowledge and capabilities (PERS)</b>	
<i>A. Knowledge (KNOW)</i>	
Know1	Knowledge of MICE's customer behavior is very important
Know2	Knowledge of MICE innovation is very important
Know3	Knowledge of MICE trends is very important
Know5	Knowledge of guest services standards is very important
Know6	Knowledge of MICE business management is very important
Know7	Knowledge of MICE products and services is very important
Know10	Knowledge of event registration is very important

Know11	Knowledge of building stand events is very important
Know15	Knowledge of event design is very important
Know17	Knowledge of project management is very important
<b>B. Capabilities (CAPA)</b>	
Cap1	Customer service skill is very important.
Cap2	Research skills / Market survey and analysis skill is very important
Cap3	Ability to work on a team is very important
Cap6	Interpersonal skill is very important
Cap7	Analytical thinking is very important
Cap18	Good communication skill (Ability to inform information) is very important
Cap19	Adaptability is very important
Cap20	Ability to deal with daily uncertainties and changes in routine is very important
Cap21	Ability to make changes work is very important
Cap22	Ability to do tasks well when there are changes is very important.
<b>4. Communication (COMMU)</b>	
<b>A. Formal communication (FCOM)</b>	
Fcom1	The organization emphasizes on communication between all parties
Fcom2	There is communication of the corporate strategy to people
Fcom3	Management informs us about the organization's vision, mission and targets
Fcom4	There is routine discussion about business problems caused by the upcoming event.
Fcom5	The power and responsibility separation between the departments have been done in a clear and precise way
Fcom6	My division has a discussion or communicate the changes caused by the upcoming event.
Fcom7	There is a regular performance evaluation of the event related projects.
Fcom8	MICE staff receive the information related to my job.
<b>B. Informal communication (INFOM)</b>	
Incom2	There is interactive and face-to-face communication
Incom3	There is team level communication
Incom4	There is departmental level brainstorming
Incom5	There is workshop discussion



<i>D. Communication effectiveness (COMEF)</i>	
Comef3	MICE staff are informed of the decisions taken
Comef6	MICE staff can easily convey wishes, suggestions and complaints about the job or other matters to the management
Comef7	MICE staff opinions are considered when decisions related to their task or to them are taken
Comef8	Management informs MICE staff about the ways to follow in order to reach the targets
Comef9	MICE staff are informed about the news related to the MICE personnel
Comef12	MICE staff are informed about the successes and failures of the organization
Comef13	MICE staff can define their efforts put forth for the success of the organization
Comef14	MICE staff r communication with the other personnel is accurately and freely carried out
<b>5. Evaluation (EVAL)</b>	
<i>A. Control (CTRL)</i>	
Ctrl1	MICE unit has formal procedures for reviewing & evaluating strategies
Ctrl2	The implementation of MICE strategies is adequately monitored & controlled
Ctrl3	MICE Strategies outcomes are evaluated periodically.
Ctrl4	Some of MICE strategies were modified after the evaluation process.
Ctrl5	Employees regularly receive feedback regarding their MICE-job performance.
Ctrl6	Employees regularly receive formal performance feedback, often from more than one source.
Ctrl8	Performance measures are derived from MICE strategic goals
Ctrl9	Financial and non-financial measures are used together
Ctrl10	Measures are reviewed occasionally as external and internal environmental conditions change
Ctrl11	MICE Performance criteria are under control of the unit which is evaluated
Ctrl13	Performance measurement is be designed not only for monitoring but also for encouraging continuous improvement.
Ctrl14	Each of performance criteria and metric are clearly defined
Ctrl15	Measures give feedback quickly
<i>B. Reward (REW)</i>	
Rew5	Employee pay is fair compared to others doing similar work in this company.
Rew6	Base salary is an important part of the total compensation package.
Rew7	Benefits are an important part of the total compensation package.
Rew8	The benefits package is very generous compared to what it could be.

Rew9	Pay incentives such as bonus or profit-sharing are an important part of the compensation package in the organization.
<b>MICE PERFORMANCE (PERF)</b>	
<i>A. Financial Performance (FIN)</i>	
When organization implements MICE strategy;	
Fin1	1) Expected total revenue is achieved.
Fin2	2) Expected F&B sales/revenue is achieved.
Fin3	3) Expected room sales/revenue (absolute or percentage) is achieved.
Fin5	5) Expected banquet revenue per occupied room is achieved.
Fin8	8) Expected hotel occupancy rate is achieved.
Fin9	9) Expected sales/revenue growth is achieved.
Fin10	10) Expected number of functions per year is achieved.
KPIs are important for you personally for the success of the business.	
KPI1	Expected buying high volume of room nights per year or the function order frequency over the year is achieved.
KPI2	Expected the quantities of product (rooms or functions) per order is achieved.
KPI3	Expected communication quality with people of the selected buyer is achieved.
KPI4	Expected prices paid by this buyer for our product and service is achieved.
<i>B. Non-financial performance (NON)</i>	
When the organization implements MICE strategy;	
Non13	Number of new MICE activities provided to customers can be increased.
Non14	Number of innovations performed during the service production process can be increased.
Non15	Number of product and services designed per year can be increased.
Non17	Communication between management and employees affects customer satisfaction.
Non20	Customer attitudes towards MICE employees affect customer satisfaction.
Non21	Management's ethical behavior against MICE employees affects customer satisfaction.
Non22	Relationship between management and MICE employees affects customer satisfaction.
Non24	Customers see us as a trusted partner who works closely with them and leads their events to success.

3. How to provide empirical assessment of MICE's strategic implementation and MICE performances. As mentioned in the previous chapter, SEM was utilized to examine the relationship of these three constructs. The results show all hypotheses were supported, both direct and indirect effects, MICE influential factors were recognized as an exogenous variable, implementation process as a mediator (exogenous and endogenous variable), and MICE performance as an endogenous variable. As the final results of CFA in all three constructs determined acceptable model fit indices with statistically significant standardized estimates were as shown as follows:

1.) For MICE influential model, the goodness-of-fit of the final measurement model indicated an acceptable fit to the data ( $\chi^2/df = 1.377$ , GFI = .987, AGFI = .966, CFI = 0.995, NFI = .983, RMSEA = 0.030, RMR = 0.009, PClose = 0.871). The overall Cronbach's alpha coefficient of the modified MICE Influential Factors scales was 0.930, all factor loading were 0.992 (STAND), 0.868 (NETW), and 0.983 (MAN) respectively with overall CR of 0.965 for FACTORS construct exceeding a cut-off value of 0.70. The above findings of model fit indices, significant factor loadings, reliability coefficient, AVEs, and CR, confirmed the convergent validity for the FACTORS scales (Schumacker and Lomax 2016).

2.) For implementation process, the goodness-of-fit of the final measurement model indicated an acceptable fit to the data ( $\chi^2/df = 1.452$ , GFI = .979, AGFI = .953, CFI = 0.994, NFI = .981, RMSEA = 0.033, RMR = 0.011, PClose = 0.946). The overall Cronbach's alpha coefficient of the modified PROC scales was 0.964, all factor loading were 0.301 (STRUC), 0.376 (IFC), 0.965 (PERS), 0.994 (COMMU), and 0.941 (EVAL) respectively with overall CR of 0.867 for PROC construct exceeding a cut-off value of 0.70. The above findings of model fit indices, significant factor loadings, reliability coefficient, AVEs, and CR, confirmed the convergent validity for the FACTORS scales (Schumacker and Lomax 2016).

3.) For MICE performance, the goodness-of-fit of the proposed measurement model indicated an acceptable fit to the data ( $\chi^2/df = 0.624$ , GFI = .999, AGFI = .994, CFI = 1.000, NFI = .999, RMSEA = 0.000, RMR = 0.015, PClose = 0.626). Most of all factor loading higher than 0.50 (ranging from 0.750 to 0.870).

4.) The final measurement model of construct achieved the acceptable goodness-of-fit, the result demonstrated that the full measurement model fit was satisfactory with  $\chi^2/Df=2.258$ , GFI=.942, AGFI=.915, CFI=0.959, NFI=.984, RMSEA=0.057, RMR=0.032, and PClose = 0.065 (Hair, Black et al. 2014, Schumacker and Lomax 2016)

The results of examining the data to test Hypothesis 1-3 concerning the relationship among MICE influential factors, implementation process, and MICE performance are as follows:

Hypothesis 1 (H1): MICE influential factors have a positive influence on the implementation process.

Hypothesis 2 (H2): The implementation process has a positive influence on MICE performance.

Hypothesis 3 (H3): MICE Standard has a positive, indirect influence on MICE performance.

### **Hypothesis Testing of Direct Effect: (H1 – H2)**

Hypothesis 1 (H1) proposed that MICE influential factors have a positive influence on the implementation process. The results showed that the value of the standardized factor loading ( $\beta$ ) = 0.424, the unstandardized factor ( $b$ ) = 0.463, the standard error (SE) = 0.081, and t-value ( $t$ ) was significant ( $p = ***$ ). Thus, Hypothesis 1 is supported, MICE Influential factors (3 components; MICE standard, networking, and management) positively impact the implementation process as shown in the previous chapter.

For MICE influential factors, the researcher found that no scholar studied MICE influential factors directly; however, MICE influential factors were also significantly correlated with the MICE performance. the prominent theories on the influential factors, which could create a different environment/situation for each company in terms

of MICE context, and these include: MICE standard, networking, and management. MICE standard is adopted from service quality management theories. Quality is an important factor in attracting and retaining the customer (Erstad, 2001). Networking is an organization's set of relationship with other individual/organization - MICE buyers (customers who have in mind to organize an event), Suppliers (service providers of all kinds of products and services), Competitors (partnerships between competitors), and Government (government's support or policy). These two components are external influencer factors that can impact upon the implementation process through internal factors. The management aspect is significant not only in the initiation phase but also during the implementation process, as proposed by Morgan (1990), Mintzberg (1980), Okumus (2020).

Hypothesis 2 (H2) predicted that the implementation process has a positive influence on MICE performance. The value of the standardized factor loading ( $\beta$ ) = 0.307, the unstandardized factor ( $b$ ) = 0.152, the standard error (SE) = 0.070, and t-value ( $t$ ) was significant ( $p = *$ ). Therefore, Hypothesis 2 is also supported, implementation process (including structure, inter-functional coordination, MICE personnel knowledge and capability, communication, and evaluation) positively impacts MICE performance as shown in Chapter 4 (Table 35 and 36).

The results showed that the implementation process held an important role for MICE influential factors as a full mediator. Based on the existing literature, there is a gap between strategy implementation theories and the MICE sector in terms of implementation factors that influence MICE performance. Thus, the researcher applied this empirical study to the tourism and hospitality industry for further discussion. There are five implementation process factors that directly impact MICE performance, which has been investigated by previous scholars in both conceptual and empirical studies. Khemarangsarn (2006) suggested that implementation factors (context and process factors) affect the outcome. These relationships could not be confirmed by partial correlation analysis only (Boal and Bryson, 1987), and multiple regression results further showed that those factors require mediators also effects on the outcome. Hence, this empirical study uses SEM to examine the relationship of these constructs for confirmation of the interaction impact of these factors on performance.



### **Hypothesis Testing of Indirect Effect: (H3)**

The proposition of Hypothesis 3 suggests that MICE Standard has a positive, indirect influence on MICE performance. Implementation process (PROC) was hypothesized as a mediator in the relationship of the independent variables (MICE influential factors), and the dependent variable (MICE performance). The role of PROC as a mediator was primarily validated by the evidence of the acceptable overall model fit (Hair et al., 2014). The test of mediating effect for H3 was conducted by using the classic method “The Sobel test” (Baron and Kenny, 1986). This study performed the Aroian test equation using the following formula developed by MacKinnon, Wasri, and Dwyer (1995) to obtain the z-values to assess the mediation effects.

Hypothesis 3 was proposed to mediate the relationship between MICE influential factors and MICE performance. The Sobel test revealed that the mediating effect of implementation process (PROC) between MICE influential factors (FACTORS) and MICE performance (PERF) was significant (standardized indirect effects = 0.341 and Sobel Test Z-values = 2.188). So, the implementation process plays an important mediating role on the relationship between MICE influential factors and MICE performance. These results have significant contributions for both MICE research and practice.

As for the MICE hotels, the results showed that the implementation process held an important role for MICE influential factors as a full mediator, which positively affected the MICE performance as mentioned in Hypothesis 3. MICE influential factors positively related to the implementation process in turn which has been supported for the proposition from testing Hypothesis 1 and also implementation process was positively related to MICE performance as supported by Hypothesis 2. The fully-mediated model was used to best explain the relationships among the factors during implementation process, inferring that implementation factors act as mediators between influencer factors and the outcome. Consequently, MICE influential factors have a stronger impact when acting through implementation process factors. It is possible to conclude that the implementation that hotel staff can encounter in the hospitality industry influences both work performance and organizational performance.



### 5.3 Research Contributions

This research contribution mainly focuses on giving a better understanding of the complexity of the implementation process. Through empirically studying the relationship among the factors (i.e. MICE standard, networking, management, structure, inter-functional coordination, MICE personnel knowledge and capability, communication, evaluation, and MICE performance), it gives a new insight of how these factors could be used together more effectively. This research contributed to this area of literature in two main ways: theoretically and practically.

#### **Theoretically:**

1. This study offers empirical data to confirm the critical factors of the implementation process that have been described by previous study. Results showed that structure, inter-functional coordination, MICE personnel knowledge and capability, communication, and evaluation were important tools for managers in implementing any strategic decision. However, the conclusions from these studies were inconclusive. This study has contributed to this area of literature by empirically testing these factors.

2. Another contribution of this study is that it represents the holistic perspective to reveal the different interaction between factors that are most important to the success of implementation from an empirical standpoint. The research has revealed that each factor is acting as a mediating agent to either suppress the disadvantage of other factors or to enhance the advantages of the others. Simply said, focusing only on one factor will not secure the success of the implementation process. This study further found out how each influencer factor impacts both implementation factors and outcomes.

3. Finally, a model is being proposed and tested empirically: The implementation framework has been produced and tested against the survey data. The existing implementation frameworks are either too limited in their factors or not empirically tested. This framework will give an insight into the implementation process for managers to look for when they implement any strategic decision. This framework

has included external and internal factors into one factor (MICE influential factors) that have been proposed to impact the implementation process.

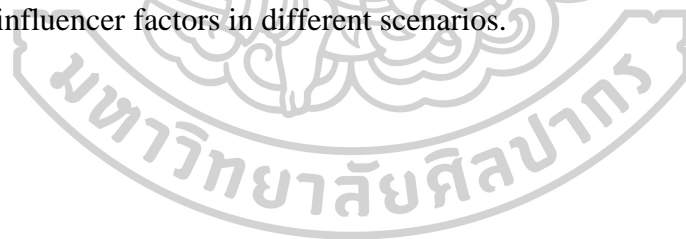
**Practical:**

The results from this research offer insight into many practical changes that can be made to the MICE industry as well. The main contribution for MICE industry, specifically MICE hotels, will benefit these following sectors. In terms of MICE Hotels, to successfully achieve a long-term competitive advantage, every hotel should focus on a strategic operational process, especially the executive management should develop an effective strategy as a means to successful performance. For private and public sectors, the findings confirm the value of meaningful cooperation between the many public ministries such as Thailand Convention and Exhibition Bureau (TCEB), Tourism Authority of Thailand (TAT), the Ministry of Tourism and Sports, and the others concerned, in better producing a clear marketing strategy with effective management procedures, therefore, this ensures higher sustainability of the high potential tourism development. Additionally, government, public and private sectors have to support and develop MICERs for current employees and new generations especially MICE knowledge and training, multiple skills relating to MICE careers, language proficiency, service mind and attitude. Finally, the Thai government must come to see the important economic contribution of MICE as a source of income and as a means to attract more tourists in general. The economy of Thailand is kept afloat by tourism, so improving the MICE industry will also have a broad sweeping impact on the economy as a whole. Government support of MICE industry at all levels (national to local) will help build strong economic ties, customer satisfaction, and a high return rate for tourists. In a word, the government must support MICE as MICE supports the government and the economy just as a wheel spins under its own weight.

#### **5.4 Research Limitations**

In this study, the focus was on one industry as the aim was to compare the implementation process of a particular strategy in many companies at the same time.

The MICE hotel is a unique characteristic where the implementers (hotel staff), undergo training to become qualified to perform their specific jobs. Therefore, job descriptions are the same across the industry, with the result that an underlying moral code guides the behavior of hotel staff in the international hotel chains. This is one reason why international hotel chains and local hotel chains require different management systems. As a result, the research findings may be restricted by industry and geography. Further research is necessary because the findings may have different outcomes when applied to different industries and countries. To be precise, this study can serve as a good example to be replicated in different times or places within the hospitality and tourism industry to assess the impact of strategic implementation on hotel performance. Due to time constraints, it was difficult to conduct another round of qualitative study to confirm the findings. Hence, it is still mainly reliant on the quantitative approach. It will be interesting for future research to use the qualitative method as the main data gathering approach. An initial exercise could use the survey technique to collect the data and to form the model, which could then use a qualitative method to measure the fitness of the model. According to past researchers' preference, a case study approach is recommended (Okumus, 2001; Miller, 1997), since this might be able to reveal more insight regarding why there is a difference in interaction among the implementation factors and influencer factors in different scenarios.



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**APPENDIX**

## Appendix A. Questionnaire (Thai Version)

### แบบสอบถามการดำเนินการเชิงกลยุทธ์: กรณีโรงแรมในชนบทประเทศไทย

คำชี้แจง: แบบสอบถามนี้มีวัตถุประสงค์เพื่อระบุปัจจัยหลักที่มีนัยสำคัญต่อการบริหารการดำเนินการเชิงกลยุทธ์ในธุรกิจไมซ์ที่ประสบความสำเร็จ เพื่อกำหนดกรอบแนวคิดและปฏิบัติตามแนวทางดำเนินการเชิงกลยุทธ์ในธุรกิจไมซ์ และเพื่อกำหนดแนวทางการประเมินเชิงประจักษ์เกี่ยวกับการดำเนินการเชิงกลยุทธ์ในธุรกิจไมซ์และประสิทธิภาพของธุรกิจไมซ์

ในการนี้จึงใคร่ขอความกรุณาจากท่านช่วยตอบแบบสอบถามตามข้อมูลที่เป็นความจริง ซึ่งข้อมูลที่ได้เพื่อประกอบการทำวิทยานิพนธ์และจะไม่มีการนำไปเปิดเผยเป็นรายบุคคล/องค์กร แต่จะเป็นการนำเสนอผลในภาพรวมเพื่อประโยชน์ในการพัฒนาศักยภาพของธุรกิจไมซ์ในโรงแรมของประเทศไทยให้ดียิ่งขึ้น ขอขอบพระคุณที่ท่านสละเวลาในการตอบแบบสอบถามในครั้งนี้

โดยแบบสอบถามแบ่งเป็น 3 ส่วน ได้แก่ ส่วนที่ 1 ข้อมูลทั่วไป ส่วนที่ 2 ความคิดเห็นของท่านกับการดำเนินการเชิงกลยุทธ์ในธุรกิจไมซ์ในโรงแรม ส่วนที่ 3 ข้อคิดเห็นและข้อเสนอแนะเพิ่มเติม

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ส่วนที่ 1 ข้อมูลทั่วไป (โปรดทำเครื่องหมาย ✓ หน้าคำตอบที่ตรงกับความเป็นจริง)

1. ชื่อโรงแรม.....
2. รูปแบบองค์กร  โรงแรมบริหารงานอย่างอิสระ (Independent Hotels)  เครือข่ายโรงแรมจากต่างประเทศ (International Hotel Chains)  
 เครือข่ายโรงแรมในประเทศไทย (Local Hotel Chains)
3. มาตรฐานโรงแรมระดับ  1 ดาว  2 ดาว  3 ดาว  4 ดาว  5 ดาว
4. มาตรฐานสถานที่จัดงานไมซ์ที่โรงแรมได้รับ  AMVS  TMVS  ISO9001  ISO20121  ISO22000  
 TIS122300  ISO22301  ISO5001  อื่นๆ (โปรดระบุ).....
5. จำนวนพนักงานในโรงแรม  1-100 คน  101-200 คน  201-300 คน  มากกว่า 300 คน
6. เพศ  ชาย  หญิง  อื่นๆ
7. อายุ  น้อยกว่า 20 ปี  21-30 ปี  31-40 ปี  41-50 ปี  51-60 ปี  มากกว่า 60 ปี
8. ทำงานในแผนก  แผนกขาย (Sales)  แผนกการตลาด (Marketing)  แผนกจัดงานจัดเลี้ยง (Event Sales)  
 แผนกจัดเลี้ยง (Banquet & Outside Catering)  แผนกบริการอาหารและเครื่องดื่ม (Food & Beverage Services)  แผนกครัว (Kitchen)  
 แผนกบริการส่วนหน้า (Front Office)  แผนกแม่บ้าน (Housekeeping)  แผนกทรัพยากรมนุษย์ (Human Resources)  
 แผนกวิศวกรรมและบำรุงรักษา (Engineer)  แผนกจัดหาจัดซื้อจัดจ้าง (Purchasing)  อื่นๆ (โปรดระบุ).....
9. ตำแหน่งงาน  ผู้บริหารระดับสูง  ผู้บริหารระดับหัวหน้าแผนก  ผู้บริหารระดับปฏิบัติการ  
 หัวหน้างานเฉพาะด้าน  พนักงานระดับปฏิบัติการ
10. ระยะเวลาทำงาน  น้อยกว่า 1 ปี  1-5 ปี  6-10 ปี  11-15 ปี  16-20 ปี  มากกว่า 20 ปี

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ส่วนที่ 2 ความคิดเห็นของท่านกับการดำเนินการเชิงกลยุทธ์ในธุรกิจไมซ์ในโรงแรม

คุณเห็นด้วยกับข้อความต่อไปนี้มากน้อยเท่าใด (โปรดทำเครื่องหมาย  ช่องที่ตรงกับความคิดเห็นของท่าน)

1 = ไม่เห็นด้วยอย่างยิ่ง      2 = ไม่เห็นด้วย      3 = เห็นด้วยปานกลาง      4 = เห็นด้วย      5 = เห็นด้วยอย่างยิ่ง

ชื่อ	คำตอบ	1	2	3	4	5
มาตรฐานของธุรกิจไมซ์ (เช่น ISO 9001/ISO 20121/ISO 22000/TIS122300/ISO 22301/ISO 50001/TMVS/AMVS)						
<b>ความสำคัญของมาตรฐานของธุรกิจไมซ์</b>						
1	การรับรองมาตรฐานสถานที่จัดงานไมซ์ของอาเซียน (AMVS) เป็นมาตรฐานที่สำคัญของธุรกิจไมซ์					
2	การรับรองมาตรฐานสถานที่จัดงานไมซ์ของประเทศไทย (TMVS) เป็นมาตรฐานที่สำคัญของธุรกิจไมซ์					
3	การรับรอง ISO 9001 เป็นมาตรฐานที่สำคัญของธุรกิจไมซ์					
4	การรับรอง ISO 20121 เป็นมาตรฐานที่สำคัญของธุรกิจไมซ์					

ข้อ	คำถาม	1	2	3	4	5
5	การรับรอง ISO22000 เป็นมาตรฐานที่สำคัญของธุรกิจไหม้					
6	การรับรอง TIS122300 เป็นมาตรฐานที่สำคัญของธุรกิจไหม้					
7	การรับรอง ISO22301 เป็นมาตรฐานที่สำคัญของธุรกิจไหม้					
8	การรับรอง ISO50001 เป็นมาตรฐานที่สำคัญของธุรกิจไหม้					
9	มาตรฐานของธุรกิจไหม้เป็นเครื่องมือที่มีประสิทธิภาพสำหรับการบริการที่เป็นเลิศและคุณภาพของธุรกิจไหม้					
10	มาตรฐานของธุรกิจไหม้คือหนึ่งในปัจจัยที่สำคัญในการสร้างความน่าเชื่อถือ					
11	มาตรฐานของธุรกิจไหม้เป็นเครื่องมือที่สำคัญสำหรับความพร้อมของธุรกิจไหม้					
12	มาตรฐานของธุรกิจไหม้เพิ่มโอกาสในการชนะการประกวดราคาของงานอีเว้นท์ทางธุรกิจ					
13	การรับรองมาตรฐานของธุรกิจไหม้ช่วยสร้างมูลค่าเพิ่มให้กับบริการของเรา					
<b>ความพร้อมของมาตรฐานของธุรกิจไหม้</b>						
1	ความพร้อมของการรับรองมาตรฐานของธุรกิจไหม้ในด้านกายภาพเป็นเรื่องสำคัญ					
2	ความพร้อมของการรับรองมาตรฐานของธุรกิจไหม้ในด้านเทคโนโลยีเป็นเรื่องสำคัญ					
3	ความพร้อมของการรับรองมาตรฐานของธุรกิจไหม้ในด้านการบริการและการจัดการเป็นเรื่องสำคัญ					
4	ความรู้และความเข้าใจเกี่ยวกับกิจกรรมของธุรกิจไหม้และการบริการของพนักงานที่เกี่ยวข้องกับการจัดงานไหม้เป็นเรื่องสำคัญ					
<b>การดำเนินการตามมาตรฐานของธุรกิจไหม้</b>						
1	การดำเนินการตามมาตรฐานของธุรกิจไหม้ช่วยสนับสนุนให้เกิดผลงานที่ประสบความสำเร็จ					
2	การดำเนินการตามมาตรฐานของธุรกิจไหม้เป็นปัจจัยหลักที่ช่วยเพิ่มความได้เปรียบในการแข่งขัน					
3	การดำเนินการตามมาตรฐานของธุรกิจไหม้ควรเป็นความสนใจของพนักงาน					
4	การดำเนินการตามมาตรฐานของธุรกิจไหม้ช่วยเพิ่มขีดความสามารถในการแข่งขันของสถานที่จัดงานไหม้					
5	การดำเนินการตามมาตรฐานของธุรกิจไหม้ได้รับคำแนะนำจากสำนักงานส่งเสริมการจัดประชุมและนิทรรศการ (สสปน.) หรือสมาคมต่าง ๆ ในธุรกิจ					
6	การดำเนินการตามมาตรฐานของธุรกิจไหม้ช่วยสร้างความน่าเชื่อถือให้ลูกค้า					
7	ผู้บริหารสนับสนุนการดำเนินการตามมาตรฐานของธุรกิจไหม้เนื่องจากรัฐบาลสนับสนุนการใช้มาตรฐานนี้					
8	นโยบายขององค์กรถือการทำให้ได้มาตรฐานของธุรกิจไหม้ของทุกหน่วยงานขององค์กรที่เกี่ยวข้องกับแบรนด์					
9	ค่าใช้จ่ายในการได้รับการรับรองมาตรฐานของธุรกิจไหม้และการรักษามาตรฐานไม่สูงมาก					
<b>การสร้างเครือข่าย (ผู้ซื้อ, ซัพพลายเออร์ คู่แข่งในธุรกิจไหม้และรัฐบาล)</b>						
<b>ระดับของเครือข่าย</b>						
1	องค์กรมีการทำงานอย่างใกล้ชิดร่วมกับตัวแทนรัฐบาล					
2	องค์กรมีการทำงานอย่างใกล้ชิดร่วมกับซัพพลายเออร์					
3	องค์กรมีการทำงานอย่างใกล้ชิดร่วมกับบริษัทผู้ให้เช่า					
4	องค์กรมีการทำงานอย่างใกล้ชิดร่วมกับบริษัทด้านโสตทัศนูปกรณ์					
5	องค์กรมีการทำงานอย่างใกล้ชิดร่วมกับบริษัทผู้ให้บริการด้านความบันเทิง					
6	องค์กรมีการทำงานร่วมกับบริษัทผู้ให้บริการขนส่งอย่างสม่ำเสมอ					
7	องค์กรมีการทำงานร่วมกับบริษัทผู้รับจ้างภายนอกเพื่อวางแผนและปฏิบัติงานอีเว้นท์ลักษณะสม่ำเสมอ					
8	การบริหารด้านการขายและจัดเลี้ยงช่วยสร้างความสัมพันธ์ที่ดีกับผู้วางแผนจัดงานอีเว้นท์					
9	การบริหารด้านการขายและจัดเลี้ยงช่วยสร้างความสัมพันธ์ที่ดีกับบริษัทรับจัดการธุรกิจไหม้ภายในประเทศ					



ข้อ	คำถาม	1	2	3	4	5
10	องค์กรมีส่วนร่วมกับรัฐบาล สมาคมและชุมชนเพื่อสร้างเครือข่ายธุรกิจไมซ์ที่เข้มแข็ง					
11	องค์กรที่สร้างเครือข่ายและความสัมพันธ์ที่เข้มแข็งกับผู้มีส่วนได้เสียอย่างฉลาดจะได้รับผลลัพธ์ที่ดี					
12	สำนักงานส่งเสริมการจัดประชุมและนิทรรศการ (สสปน.) เป็นพันธมิตรที่เข้มแข็งของผู้ให้บริการไมซ์ทุกรายในประเทศไทย					
13	สำนักงานส่งเสริมการจัดประชุมและนิทรรศการ (สสปน.) ให้ข้อมูลที่เป็นประโยชน์เกี่ยวกับสถานที่จัดงานไมซ์ การบริการ และสิ่งอำนวยความสะดวกของงานอีเวนต์					
<b>การสนับสนุนข้อมูลจากสหราชอาณาจักร</b>						
1	องค์กรได้รับข้อมูลเกี่ยวกับการปฏิบัติงานด้านโลจิสติกส์จากสหราชอาณาจักรของเรา					
2	องค์กรได้รับข้อมูลเกี่ยวกับขั้นตอนการผลิตจากสหราชอาณาจักรของเรา					
3	องค์กรได้รับข้อมูลเกี่ยวกับการคาดการณ์อนาคตของผู้ซื้อจากสหราชอาณาจักรของเรา					
<b>ความสัมพันธ์กับลูกค้า</b>						
1	องค์กรมีกระบวนการที่ท้าทายเพื่อนำเสนอผลิตภัณฑ์และบริการให้กับลูกค้าธุรกิจไมซ์รายหลัก					
2	องค์กรมีกระบวนการที่ท้าทายเพื่อบริหารจัดการผลิตภัณฑ์และบริการเป็นการภายในตามที่ลูกค้าธุรกิจไมซ์รายหลักต้องการ					
3	องค์กรคาดหวังที่จะทำงานร่วมกับลูกค้าธุรกิจไมซ์รายหลักเป็นเวลานาน					
4	ลูกค้าธุรกิจไมซ์รายหลักขององค์กรมีความน่าเชื่อถือ					
5	ลูกค้าธุรกิจไมซ์รายหลักให้ข้อมูลผลการซื้อขายผลิตภัณฑ์และบริการที่เราขายให้ลูกค้า					
6	ลูกค้าธุรกิจไมซ์รายหลักร่วมรับผิดชอบในการปฏิบัติงานให้สำเร็จ					
7	ลูกค้าธุรกิจไมซ์รายหลักและองค์กรของเรามีความมุ่งมั่นที่จะพัฒนาปรับปรุง ซึ่งจะเพิ่มประโยชน์ต่อความสัมพันธ์โดยรวม					
8	เมื่อเกิดเหตุการณ์ที่ไม่คาดคิดเกิดขึ้น ลูกค้าธุรกิจไมซ์รายหลักและองค์กรของเราทางออกร่วมกัน					
9	ความร่วมมือระหว่างคู่แข่งเกิดประโยชน์เมื่อมีคู่แข่งที่มีความเท่าเทียมในธุรกิจที่เติบโตได้รวดเร็วใกล้เคียงกัน					
10	การมีเครือข่ายคู่แข่งในธุรกิจโรงแรมของคู่แข่งเป็นเรื่องจำเป็น					
<b>การจัดการ (ภาวะผู้นำ ฝ่ายบริหารที่มีส่วนร่วม สวัสดิการบริการ)</b>						
<b>ภาวะผู้นำ</b>						
1	ภาวะผู้นำคือความสามารถในการนำองค์กรให้บรรลุวัตถุประสงค์ที่กำหนด					
2	หัวหน้างานฝ่ายปฏิบัติการในทุกระดับจะต้องมีทักษะด้านภาวะผู้นำ					
3	ภาวะผู้นำของฝ่ายบริหารของธุรกิจไมซ์มีอิทธิพลต่อผลงานของธุรกิจไมซ์					
4	ภาวะผู้นำของฝ่ายบริหารของธุรกิจไมซ์มีอิทธิพลต่อความสามารถของพนักงานที่เกี่ยวข้องกับการจัดงานไมซ์					
5	ความมุ่งมั่นในสำนึกภาวะผู้นำมีอิทธิพลต่อผลงานของธุรกิจไมซ์					
6	ผู้จัดการทั่วไปมีความรับผิดชอบในการเป็นผู้นำหน่วยงานธุรกิจหรือแผนกต่าง ๆ ขององค์กร					
7	การมีส่วนร่วมอย่างจริงจังของประธานเจ้าหน้าที่บริหารในด้านการพัฒนาบุคลากรและขั้นตอนการดำเนินงานเป็นเรื่องสำคัญ					
8	ระดับการสนับสนุนช่วยเหลือของประธานเจ้าหน้าที่บริหารจนกระทั่งกลยุทธ์ใหม่ผ่านการเสร็จสมบูรณ์เป็นเรื่องสำคัญ					
9	ข้อความจากประธานเจ้าหน้าที่บริหารที่เปิดเผยและไม่เปิดเผยเกี่ยวกับโครงการและความสำคัญของโครงการเป็นเรื่องสำคัญ					
<b>การมีส่วนร่วมของฝ่ายบริหาร</b>						
1	การมีส่วนร่วมของฝ่ายบริหารในการผลักดันองค์กรมีอิทธิพลต่อความสามารถของพนักงานที่เกี่ยวข้องกับการจัดงานไมซ์					
2	ผู้จัดการทั่วไปจะต้องทำให้เกิดการพัฒนาและการดำเนินการตามแผนกลยุทธ์ที่ชัดเจนสำหรับองค์กรหรือหน่วยธุรกิจ					



ข้อ	คำถาม	1	2	3	4	5
3	ผู้จัดการทั่วไปมีความรับผิดชอบในด้านกลยุทธ์ โครงสร้างองค์กร งบประมาณ บุคลากร ผลตอบแทนทางการเงิน และการวัดผลเชิงคุณภาพ (Balanced Scorecard)					
4	หัวหน้างานเป็นผู้กำหนดจำนวนพนักงานที่ต้องการ					
5	หัวหน้างานเป็นผู้ตัดสินใจว่าใครจะปฏิบัติงานใด					
6	หัวหน้างานเป็นผู้กำหนดการใช้ทรัพยากร (สิ่งอำนวยความสะดวก เงินทุนและทรัพยากรบุคคล)					
7	หัวหน้างานสามารถดำเนินงานตามแผนในขอบเขตของความรับผิดชอบ					
<b>สัดสักรบริหาร</b>						
1	พนักงานเป็นผู้มีส่วนได้เสียหลักในหน่วยธุรกิจ/แผนกของธุรกิจ ไม้ซ์ของคุณ					
2	หน่วยธุรกิจ/แผนกของธุรกิจ ไม้ซ์สร้างความรู้สึกเป็นเจ้าของและความภาคภูมิใจทั้งในธุรกิจและการบริการที่นำเสนอให้ลูกค้า					
3	ประธานเจ้าหน้าที่บริหารไม่มีความสำคัญ ถ้าปราศจากพนักงานหลักที่สำคัญ					
4	พนักงานที่เกี่ยวข้องกับการจัดงาน ไม้ซ์รู้สึกว่ามีส่วนได้เสียและความเป็นเจ้าของมากขึ้น ไม่เฉพาะธุรกิจในปัจจุบัน แต่ในอนาคตด้วย					
5	ประสิทธิภาพของธุรกิจ ไม้ซ์เกิดขึ้นจากความรู้สึกเป็นเจ้าของนั้น					
<b>1. โครงสร้างธุรกิจ ไม้ซ์ (โครงการแบบจัดกลุ่มและโครงสร้างแบบลิ้นจี่)</b>						
<b>A. โครงสร้างธุรกิจ ไม้ซ์แบบจัดกลุ่ม</b>						
การตัดสินใจ						
1	มีผู้เกี่ยวข้องเพียงไม่กี่รายในการตัดสินใจในธุรกิจ ไม้ซ์					
2	การตัดสินใจในธุรกิจ ไม้ซ์เกิดจากผู้บริหารระดับสูงเป็นหลัก					
3	พนักงานไม่ได้รับมอบหมายให้มีส่วนในการตัดสินใจในธุรกิจ ไม้ซ์					
4	มุ่งเน้นอย่างมาก ในการให้สิทธิ์ในการตัดสินใจมากที่สุดกับผู้จัดการสายงาน					
ลำดับขั้น						
1	ลำดับขั้นของอำนาจ/ลำดับขั้นของการบังคับบัญชาเป็นแนวสูง (ข้อมูลจะต้องผ่านหลายชั้นก่อนก่อนที่จะถึงผู้รับรายละเอียด)					
2	องค์กรมีระดับความเป็นราชการสูง					
3	อำนาจรวมศูนย์อยู่ที่ผู้บังคับบัญชาระดับบน					
รายละเอียดงานและบทบาท						
1	รายละเอียดงานมีความละเอียดและระบุหน้าที่อย่างชัดเจน					
2	มีการระบุบทบาทอย่างชัดเจนและถาวร					
3	มีการจัดระเบียบกฎเกณฑ์ในระดับสูง					
4	ถ้ามีความเปลี่ยนแปลง จะเกิดในระดับต่ำ					
5	มุ่งเน้นอย่างมาก ให้พนักงานในสายงานยึดมั่นกับรายละเอียดงานอย่างจริงจัง					
6	มุ่งเน้นอย่างมาก ในการวัดผลงานของพนักงาน ไม้ซ์					
7	พนักงาน ไม้ซ์ให้ความสำคัญกับประสิทธิภาพอย่างมาก					
8	มุ่งเน้นอย่างมาก ในการทำกำไร					
กฎเกณฑ์และข้อบังคับ						
1	งานของพนักงาน ไม้ซ์มีนโยบายและลำดับขั้นตอนที่ชัดเจน					
2	มีการควบคุมการปฏิบัติงานส่วนใหญ่อย่างเป็นทางการและเข้มงวดด้วยใช้การควบคุมที่ซับซ้อนและสารสนเทศ					
3	มุ่งเน้นอย่างมาก ให้บุคลากรของธุรกิจ ไม้ซ์ปฏิบัติตามลำดับขั้นตอนที่เป็นทางการ					

ข้อ	คำถาม	1	2	3	4	5
4	มุ่งเน้นอย่างมากในการยึดมั่นในหลักการบริหารที่กำหนดแม้ว่าจะมีการเปลี่ยนแปลงในภาวะธุรกิจ					
5	ยึดหลักอย่างจริงจังในรูปแบบการบริหารที่เป็นหนึ่งเดียวทั้งหน่วยงานธุรกิจ					
การสื่อสาร						
1	การสื่อสารในองค์กรมีความเป็นทางการมาก					
2	ช่องทางการสื่อสารมีความเป็นโครงสร้างสูง และการเข้าถึงข้อมูลและการเงินที่สำคัญมีข้อจำกัดสูง					
<b>B. โครงสร้างธุรกิจไม่ซับซ้อนสิ่งชีวิต</b>						
การตัดสินใจ						
1	การตัดสินใจขึ้นอยู่กับความพยายามของทีมงาน					
2	การตัดสินใจอาศัยความร่วมมือร่วมใจ					
3	พนักงานได้รับมอบหมายให้มีส่วนร่วมในการตัดสินใจในธุรกิจ ไม่ใช่					
4	ในบางสถานการณ์ มีแนวโน้มสูงที่จะให้ผู้เชี่ยวชาญมีสิทธิ์ในการตัดสินใจมากที่สุด แม้ว่าจะเป็นกรข้ามสายการบังคับบัญชา โดยชั่วคราวก็ตาม					
ลำดับขั้น						
1	ลำดับขั้นของอำนาจ/ลำดับขั้นของการบังคับบัญชาเป็นแนวราบ					
2	องค์กรไม่มีโครงสร้างแบบราชการ					
3	มีการกระจายอำนาจทั่วทั้งองค์กร					
รายละเอียดงานและบทบาท						
1	ไม่ระบุรายละเอียดงานและบทบาทอย่างชัดเจน					
2	รายละเอียดงานและบทบาทไม่ถาวรมากนัก					
3	มีการจัดหมวดหมู่รายละเอียดงานและบทบาทน้อยปานกลาง					
4	รายละเอียดงานและบทบาทมีการเปลี่ยนแปลงสูง					
5	มีแนวโน้มสูงที่องค์กรจะกำหนดการทำงานที่เหมาะสมตามสถานการณ์และบุคลิกลักษณะของบุคคล					
6	เป็นเรื่องสำคัญที่จะหาแนวทางการปรับปรุงการทำงานต่าง ๆ ของพนักงาน					
7	เป็นเรื่องสำคัญที่จะตรวจสอบแนวคิดใหม่ๆ ในงานของพนักงานที่เกี่ยวข้องกับการจัดการไม่ใช่					
8	พนักงานที่เกี่ยวข้องกับการจัดการไม่ใช่ผู้คอยฟังใจได้อย่างเต็มที่ในการเลือกวิธีการทำงานให้สำเร็จ					
9	พนักงานที่เกี่ยวข้องกับการจัดการไม่ใช่มีอำนาจที่จะแก้ไขสิ่งที่ผิด แม้ว่าจะอยู่นอกเหนือความรับผิดชอบ					
10	ทีมงานมีสิทธิสูง					
กฎเกณฑ์และข้อบังคับ						
1	แทบจะไม่มีกฎเกณฑ์ที่เป็นทางการ มีเพียงความเข้าใจร่วมกันว่าองค์กรคาดหวังสิ่งใดจากพนักงาน					
2	การควบคุมมีความค่อนข้างน้อย ไม่เป็นทางการ ให้ความสำคัญอย่างมากกับความสัมพันธ์ที่ไม่เป็นทางการและแนวทางการร่วมมือเพื่อการทำงานให้สำเร็จ					
3	มุ่งเน้นอย่างมากในการทำงานให้สำเร็จ แม้ว่าจะข้ามลำดับขั้นคอนที่เป็นทางการ					
4	สไตล์การปฏิบัติงานของผู้จัดการมีความเป็นอิสระ ทั้งแบบเป็นทางการมากจนถึงแบบไม่เป็นทางการมาก					
การสื่อสาร						
1	การสื่อสารมีความเป็นทางการน้อย/ไม่เป็นทางการ					
2	เปิดเผยช่องทางการสื่อสารหรือข้อมูลที่สำคัญด้านการเงินและการปฏิบัติงานอย่างอิสระทั่วทั้งองค์กร					
<b>2. การประเมินสถานะหลายเกณฑ์ในธุรกิจไม่ใช่</b>						
1	พนักงานที่เกี่ยวข้องกับการจัดการไม่ใช่แบ่งปันทรัพยากรร่วมกับหน่วยงานธุรกิจอื่น ๆ					
2	มีการแบ่งปันข้อมูลที่เกี่ยวข้องกับธุรกิจ ไม่ใช่ในทุก ๆ หน่วยงาน					

ข้อ	คำถาม	1	2	3	4	5
3	ทุกหน่วยงานมีส่วนในการสร้างคุณค่าที่ลูกค้าได้รับ					
4	ผู้จัดการระดับสูงของแต่ละหน่วยงานไปพบลูกค้าอย่างสม่ำเสมอ					
5	พนักงานที่เกี่ยวข้องกับการจัดงาน ไม่ซับซ้อนหรือเกี่ยวกับหน่วยงานอื่นที่ช่วยกับความคืบหน้าของลูกค้าอย่างสม่ำเสมอ					
6	กลยุทธ์ของธุรกิจ ไม่ซับซ้อนเกินไปโดยมีเป้าหมายในการเพิ่มคุณค่าที่ลูกค้าได้รับ					
7	หน่วยงานของธุรกิจ ไม่ซับซ้อนอย่างบูรณาการเพื่อตอบสนองความต้องการของลูกค้าเป้าหมาย					
8	องค์กรทำได้ดี ในการผสมผสานกิจกรรมต่าง ๆ ของธุรกิจ ไม่ซับซ้อน หน่วยงาน					
9	มีการไหลลื่นต่อลูกค้าระหว่างหน่วยงาน					
10	มีการบูรณาการระหว่างหน่วยงานในเรื่องกลยุทธ์ของธุรกิจ ไม่ซับซ้อน					
11	ทุกหน่วยงานมีส่วนร่วมในการจัดเตรียมแผนงาน/กลยุทธ์ในธุรกิจ ไม่ซับซ้อน					
12	เมื่อแผนกหนึ่งพบข้อผิดพลาดที่สำคัญเกี่ยวกับคู่แข่ง จะแจ้งเตือนแผนกอื่นก่อนช้าช้า					
13	มีการประชุมระหว่างแผนกอย่างสม่ำเสมอเพื่อปรึกษาหารือเกี่ยวกับประเด็นและการพัฒนาในธุรกิจ ไม่ซับซ้อนเป็นทางการ					
14	การตัดสินใจของธุรกิจ ไม่ซับซ้อนและเป็นองค์รวมและไม่คำนึงว่ามาจากหน่วยงานใด					
15	พนักงานที่เกี่ยวข้องกับการจัดงาน ไม่ซับซ้อนมีความรู้เป็นอย่างดีเกี่ยวกับช่องทางสื่อสารภายในองค์กร					
16	พนักงานที่เกี่ยวข้องกับการจัดงาน ไม่ซับซ้อนสื่อสารกันเป็นอย่างดี					
17	พนักงานที่เกี่ยวข้องกับการจัดงาน ไม่ซับซ้อนทำงานร่วมกัน					
<b>3. ความรู้และความสามารถของพนักงานที่เกี่ยวข้องกับการจัดงานไม่ซับซ้อน</b>						
<b>A. ความรู้</b>						
1	ความรู้เกี่ยวกับพฤติกรรมลูกค้าของธุรกิจ ไม่ซับซ้อนเป็นสิ่งสำคัญมาก					
2	ความรู้เกี่ยวกับนวัตกรรมของธุรกิจ ไม่ซับซ้อนเป็นสิ่งสำคัญมาก					
3	ความรู้เกี่ยวกับเทคนิคของธุรกิจ ไม่ซับซ้อนเป็นสิ่งสำคัญมาก					
4	ความรู้เกี่ยวกับการดูแลตนเองและภาพลักษณ์ที่เป็นมืออาชีพเป็นสิ่งสำคัญมาก					
5	ความรู้เกี่ยวกับมาตรฐานการบริการแขกเป็นสิ่งสำคัญมาก					
6	ความรู้เกี่ยวกับการบริหารธุรกิจ ไม่ซับซ้อนเป็นสิ่งสำคัญมาก					
7	ความรู้เกี่ยวกับผลิตภัณฑ์และบริการในธุรกิจ ไม่ซับซ้อนเป็นสิ่งสำคัญมาก					
8	ความรู้เกี่ยวกับคำศัพท์พื้นฐานที่ใช้ในอุตสาหกรรม ไม่ซับซ้อนเป็นสิ่งสำคัญมาก					
9	ความรู้เกี่ยวกับภาวะผู้นำและโครงสร้างองค์กรเป็นสิ่งสำคัญมาก					
10	ความรู้เกี่ยวกับการลงทะเบียนงานอีเวนต์เป็นสิ่งสำคัญมาก					
11	ความรู้เกี่ยวกับการสร้างสแตนด์ในงานอีเวนต์เป็นสิ่งสำคัญมาก					
12	ความรู้เกี่ยวกับการสื่อสารการตลาดของงานอีเวนต์เป็นสิ่งสำคัญมาก					
13	ความรู้เกี่ยวกับการจัดการสถานที่จัดงานอีเวนต์เป็นสิ่งสำคัญมาก					
14	ความรู้เกี่ยวกับการจัดงานอีเวนต์ที่สถานที่ปลายทางเป็นสิ่งสำคัญมาก					
15	ความรู้เกี่ยวกับการออกแบบงานอีเวนต์เป็นสิ่งสำคัญมาก					
16	ความรู้เกี่ยวกับการพัฒนาเนื้อหาสาระของงานอีเวนต์เป็นสิ่งสำคัญมาก					
17	ความรู้เกี่ยวกับการบริหารโครงการเป็นสิ่งสำคัญมาก					
<b>B. ความสามารถ</b>						
1	ทักษะด้านการบริการลูกค้าเป็นสิ่งสำคัญมาก					
2	ทักษะด้านการวิจัย / การสำรวจตลาดและทักษะด้านการวิเคราะห์เป็นสิ่งสำคัญมาก					
3	ความสามารถในการทำงานเป็นทีมเวิร์คเป็นสิ่งสำคัญมาก					

ข้อ	คำถาม	1	2	3	4	5
4	ความสามารถในการแก้ไขปัญหาเป็นเรื่องสำคัญมาก					
5	ความสามารถในการบริหารเวลาเป็นเรื่องสำคัญมาก					
6	ทักษะด้านมนุษยสัมพันธ์เป็นเรื่องสำคัญมาก					
7	การคิดเชิงวิเคราะห์เป็นเรื่องสำคัญมาก					
8	ความสามารถในการตัดสินใจเชิงสร้างสรรค์เพื่อปฏิบัติตามมาตรฐานด้านการบริการเป็นเรื่องสำคัญมาก					
9	ทักษะด้านการวางแผนและจัดงานอีเวนต์เป็นเรื่องสำคัญมาก					
10	ความสามารถในการดำเนินงานที่เป็นส่วนสำคัญได้ดีเป็นเรื่องสำคัญมาก					
11	ความสามารถในการปฏิบัติงานส่วนสำคัญได้สำเร็จโดยปฏิบัติตามขั้นตอนมาตรฐานเป็นเรื่องสำคัญมาก					
12	ความสามารถในการตรวจสอบว่าปฏิบัติงานได้สำเร็จอย่างเหมาะสมเป็นเรื่องสำคัญมาก					
13	ความสามารถในการใช้เทคโนโลยีเป็นเรื่องสำคัญมาก					
14	ความสามารถในการประยุกต์ใช้ข้อมูลเป็นเรื่องสำคัญมาก					
15	ทักษะด้านไอทีเป็นเรื่องสำคัญมาก					
16	ทักษะด้านการตลาด (ทักษะด้านการขาย ความสามารถด้านโฆษณา ทักษะด้านการประชาสัมพันธ์ ทักษะด้านการส่งเสริมการขาย) เป็นเรื่องสำคัญมาก					
17	ความสามารถในการเจรจาต่อรองทางธุรกิจเป็นเรื่องสำคัญมาก					
18	ทักษะการสื่อสารที่ดี (ความสามารถในการสื่อสารข้อมูล) เป็นเรื่องสำคัญมาก					
19	ความสามารถในการปรับตัวเป็นเรื่องสำคัญมาก					
20	ความสามารถในการรับมือกับความไม่แน่นอนในแต่ละวันและการเปลี่ยนแปลงที่เกิดขึ้นเสมอเป็นเรื่องสำคัญมาก					
21	ความสามารถในการทำให้การเปลี่ยนแปลงได้ผลจริงเป็นเรื่องสำคัญมาก					
22	ความสามารถในการทำภารกิจได้ดีเมื่อมีการเปลี่ยนแปลงเป็นเรื่องสำคัญมาก					
23	ความสามารถในการรับมือความเปลี่ยนแปลงอย่างท้อแท้เป็นเรื่องสำคัญมาก					
24	ความสามารถในการเรียนรู้ทุกอย่างที่จำเป็นในการรับความเปลี่ยนแปลงเป็นเรื่องสำคัญมาก					
25	ความสามารถในการทำความเข้าใจประสบการณ์ของตนเองเป็นเรื่องสำคัญมาก					
26	ความสามารถในลดการรบกวนความต้องการและความจำเป็นของลูกจ้างเพื่อให้บริการเป็นเรื่องสำคัญมาก					
27	ความสามารถในการบริหารความต้องการของแขกหลายคนอย่างสมดุลในเวลาที่กำหนดเป็นเรื่องสำคัญมาก					
<b>4. การสื่อสาร</b>						
<b>4. การสื่อสารอย่างเป็นทางการ</b>						
1	องค์กรให้ความสำคัญกับการสื่อสารของทุกฝ่าย					
2	มีการสื่อสารกลยุทธ์ขององค์กรไปถึงพนักงาน					
3	ฝ่ายบริหารแจ้งให้ทราบเกี่ยวกับวิสัยทัศน์ พันธกิจ และเป้าหมายขององค์กร					
4	มีการปรึกษาหารือเป็นประจำเกี่ยวกับปัญหาทางธุรกิจที่อาจเกิดจากงานอีเวนต์ในอนาคต					
5	แต่ละแผนกแยกอำนาจและความรับผิดชอบในลักษณะที่ชัดเจนและละเอียด					
6	ฝ่ายของเงินมีการปรึกษาหารือหรือสื่อสารเรื่องความเปลี่ยนแปลงที่อาจเกิดจากงานอีเวนต์ในอนาคต					
7	มีการประเมินผลงานโครงการที่เกี่ยวข้องกับงานอีเวนต์อย่างสม่ำเสมอ					
8	พนักงานที่เกี่ยวข้องกับการจัดงานไม่ได้รับข้อมูลที่เกี่ยวข้องกับงานของเงิน					
9	ส่งรายงานเกี่ยวกับวิธีการที่พนักงานที่เกี่ยวข้องกับการจัดงานไม่ได้รับมือกับปัญหาในงานให้กับผู้จัดการ					
10	มีการอธิบายวัตถุประสงค์ขององค์กรอย่างชัดเจนให้กับพนักงานที่เกี่ยวข้องกับการจัดงานไม่					
11	พนักงานที่เกี่ยวข้องกับการจัดงานไม่มีความรู้เกี่ยวกับรางวัลหรือสิทธิประโยชน์อื่น ๆ ที่จะได้รับ					
12	หัวหน้างานสื่อสารวิธีการและข้อมูลที่เกี่ยวข้องกับการกิจของพนักงานที่เกี่ยวข้องกับการจัดงานไม่อย่างทั่วถึง					

ข้อ	คำถาม	1	2	3	4	5
13	กระดานข่าว ค่าเตือน ค่าขวัญ และอื่น ๆ บนผนังแสดงหลักการทำงานของพนักงาน					
14	มีการประชุมผู้บริหารในเรื่องที่เกี่ยวข้องทั้งหมดทุกวัน					
15	มีการบริหารคนลงในทุกแผนกทุกวัน					
16	รายงานประจำวัน บันทึกการปฏิบัติงาน แผนดำเนินงาน และใบสั่งงานการจัดตั้ง (BEO) เป็นเอกสารที่เกี่ยวข้องสำหรับการประชุม					
<b>B. การสื่อสารอย่างไม่เป็นทางการ</b>						
1	มีการปรึกษาหารือแบบส่วนตัว					
2	มีการสื่อสารแบบเผชิญหน้าและมีปฏิสัมพันธ์					
3	มีการสื่อสารในระดับทีม					
4	มีการระดมสมองในระดับแผนก					
5	มีการปรึกษาหารือในการประชุมเชิงปฏิบัติการ					
6	มีการปรึกษาหารือทางออนไลน์-ดิจิทัล					
7	การสื่อสารอย่างมีมนุษยสัมพันธ์ภายในองค์กรเป็นเรื่องที่ดี					
8	พนักงานที่เกี่ยวข้องกับการจัดงานไม่พยายามมีส่วนร่วมในทุกองค์กรที่เกี่ยวข้องกับบุคลากร การประชุม สัมมนา และอื่น ๆ)					
<b>C. การสื่อสารนอกรวม</b>						
1	องค์กรรักษาระดับการสื่อสารข้ามสายงานอย่างสม่ำเสมอเพื่อเพิ่มความเข้าใจและการทำงานร่วมกัน					
2	มีการปรึกษาหารือและดำเนินงานตามแผนงานเพื่อแก้ปัญหาอย่างละเอียดตั้งแต่เริ่มดำเนินการ					
3	ทีมงานงานได้รับทราบข้อดีข้อเสียเกี่ยวกับความลับและการเปลี่ยนแปลงในวัตถุประสงค์					
4	มีการสื่อสารเกี่ยวกับความลับในการดำเนินงานทั่วทั้งองค์กรเพื่อให้เกิดการยอมรับ					
5	การสื่อสารระหว่างแผนกภายในองค์กรเป็นเรื่องที่ดี					
6	แต่ละหน่วยงานแจ้งข้อมูลหน่วยงานอื่น ๆ ทั้งหมดเกี่ยวกับการปฏิบัติงานที่ทำอยู่					
7	พนักงานทุกคนรับผิดชอบและพันธกิจขององค์กร ไปปฏิบัติ					
<b>D. ประสิทธิภาพในการสื่อสาร</b>						
1	พนักงานที่เกี่ยวข้องกับการจัดงานไม่สามารถเข้าถึงข้อมูลที่เป็นผลงานได้ง่าย					
2	พนักงานที่เกี่ยวข้องกับการจัดงานไม่สามารถเข้าถึงหัวหน้างานได้ง่ายเพื่อสื่อสารข้อมูล ความคิดเห็นและปัญหา					
3	พนักงานที่เกี่ยวข้องกับการจัดงานไม่ได้รับทราบข้อมูลในเรื่องที่มีการตัดสินใจ					
4	พนักงานที่เกี่ยวข้องกับการจัดงานไม่ได้รับทราบข้อมูลในเรื่องที่มีการตัดสินใจเกี่ยวกับแผนกที่ทำงานอยู่					
5	หัวหน้างานส่งเสริมให้พนักงานที่เกี่ยวข้องกับการจัดงานไม่ขัดเพื่อสื่อสารข้อมูล ความคิดเห็นและปัญหา					
6	พนักงานที่เกี่ยวข้องกับการจัดงานไม่สามารถสื่อสารความต้องการ คำแนะนำ และข้อร้องเรียนเกี่ยวกับงานหรือเรื่องอื่น ๆ ที่เกี่ยวข้อง					
7	ความคิดเห็นของพนักงานที่เกี่ยวข้องกับการจัดงานไม่ได้รับการพิจารณาเมื่อมีการตัดสินใจเกี่ยวกับภารกิจหรือตัวพนักงาน					
8	ฝ่ายบริหารแจ้งข้อมูลให้พนักงานที่เกี่ยวข้องกับการจัดงานไม่ทราบเกี่ยวกับแนวทางปฏิบัติเพื่อให้บรรลุเป้าหมาย					
9	พนักงานที่เกี่ยวข้องกับการจัดงานไม่ได้รับทราบข้อมูลเกี่ยวกับข่าวสารที่เกี่ยวกับบุคลากรของธุรกิจไม่ชัด					
10	พนักงานที่เกี่ยวข้องกับการจัดงานไม่ได้รับทราบข้อมูลเกี่ยวกับการประเมินผลที่เกี่ยวข้องกับธุรกิจไม่ชัด					
11	มีการให้ข้อมูลที่จำเป็นในการทำงานต่อพนักงานที่เกี่ยวข้องกับการจัดงานไม่ชัดเจนทั้งหมด					
12	พนักงานที่เกี่ยวข้องกับการจัดงานไม่ได้รับทราบข้อมูลเกี่ยวกับความสำเร็จและความล้มเหลวขององค์กร					
13	พนักงานที่เกี่ยวข้องกับการจัดงานไม่ทราบถึงความพยายามที่ได้ทุ่มเทเพื่อความสำเร็จขององค์กร					
14	การสื่อสารของพนักงานที่เกี่ยวข้องกับการจัดงานไม่ชัดกับบุคลากรอื่น ๆ มีความถูกต้องและนำเสนอได้อย่างอิสระ					

ข้อ	คำถาม	1	2	3	4	5
15	การส่งผ่านข้อมูลมีความครบถ้วนสมบูรณ์และถูกต้อง					
16	สิ่งพิมพ์ขององค์กรที่ให้กับพนักงานมีความเพียงพอ					
<b>5. การประเมินผล (การควบคุมและการให้รางวัล)</b>						
<b>A. การควบคุม</b>						
1	หน่วยงานของธุรกิจ ไม้ซีมีลำดับขั้นตอนที่เป็นการทางในการทบทวนและประเมินผลกลยุทธ์					
2	การดำเนินงานตามกลยุทธ์ของธุรกิจ ไม้ซีมีการตรวจสอบและควบคุมอย่างเพียงพอ					
3	ผลลัพธ์ของกลยุทธ์ของธุรกิจ ไม้ซีมีการประเมินผลเป็นระยะๆ					
4	กลยุทธ์ของธุรกิจ ไม้ซีบางเรื่องมีการปรับเปลี่ยนหลังจากผ่านการประเมินผล					
5	พนักงานได้รับข้อเสนอแนะตอบกลับอย่างสม่ำเสมอเกี่ยวกับผลงานของธุรกิจ ไม้ซี					
6	พนักงานได้รับข้อเสนอแนะตอบกลับที่เป็นทางการอย่างสม่ำเสมอเกี่ยวกับผลงานบ่อยครั้งมาจากแหล่งข้อมูลมากกว่าหนึ่งแหล่ง					
7	พนักงานได้รับข้อเสนอแนะตอบกลับเชิงสร้างสรรค์เป็นประจำในการประเมินจุดแข็งและจุดอ่อน					
8	ตัวชี้วัดผลงานมาจากเป้าหมายเชิงกลยุทธ์ของธุรกิจ ไม้ซี					
9	มีการใช้ตัวชี้วัดทั้งด้านการเงินและไม่ใช้ด้านการเงินร่วมกัน					
10	มีการทบทวนตัวชี้วัดเป็นระยะ ๆ เมื่อสภาวะแวดล้อมทั้งภายในและภายนอกเปลี่ยนแปลง					
11	เกณฑ์การวัดผลงานในธุรกิจ ไม้ซีอยู่ภายใต้การควบคุมของหน่วยงานที่ประเมิน					
12	ตัวชี้วัดผลงาน ใช้วัดความสำเร็จในการดำเนินงานตามกลยุทธ์ของธุรกิจ ไม้ซี					
13	การประเมินผลงานออกแบบมาไม่เพื่อแค่ตรวจสอบ แต่ยังส่งเสริมการพัฒนาปรับปรุงอย่างต่อเนื่อง					
14	มีการระบุปัจจัยและเกณฑ์การวัดผลงานแต่ละตัวอย่างชัดเจน					
15	ตัวชี้วัดเป็นตัวแทนแสดงตอบกลับที่รวดเร็ว					
<b>B. การให้รางวัล</b>						
1	รางวัลที่พนักงานได้รับมีความสัมพันธ์กับผลงานและความพยายามที่ทุ่มเทในงาน					
2	โปรแกรมจะเป็นไปตามคุณค่าหรือผลงานเป็นหลัก ไม่ใช่ความอาวุโส					
3	องค์กรให้รางวัลตามผลงาน					
4	ค่าตอบแทนในงานทั่วไปขององค์กรอยู่ในระดับที่แข่งขันได้ในตลาดที่มีลักษณะงานเดียวกัน					
5	ค่าตอบแทนพนักงานมีความยุติธรรมเมื่อเทียบกับพนักงานรายอื่นที่ทำงานลักษณะ ใกล้เคียงกันของบริษัท					
6	เงินเดือนพื้นฐานเป็นส่วนสำคัญของแพ็คเกจค่าตอบแทนโดยรวม					
7	สิทธิประโยชน์เป็นส่วนสำคัญของแพ็คเกจค่าตอบแทนโดยรวม					
8	แพ็คเกจสิทธิประโยชน์มีจำนวนมากเพียงพอเมื่อเทียบกับสิ่งที่ควรจะเป็น					
9	ค่าตอบแทนสร้างแรงจูงใจ เช่น โบนัส หรือส่วนแบ่งกำไรเป็นส่วนสำคัญของแพ็คเกจค่าตอบแทนขององค์กร					
10	ค่าตอบแทนสร้างแรงจูงใจวางแผนมาเพื่อมอบรางวัลได้โดยรวมจำนวนมากเพียงพอในองค์กร					
<b>ผลงานของธุรกิจ ไม้ซี (ด้านการเงินและไม่ใช้ด้านการเงิน)</b>						
<b>A. ผลงานด้านการเงิน</b>						
1	เมื่อองค์กรดำเนินงานตามกลยุทธ์ของธุรกิจ ไม้ซี,					
	(1) สร้างรายได้โดยรวมได้ตามที่คาดหวัง					
	(2) สร้างยอดขายรายได้จากอาหารและเครื่องดื่มได้ตามที่คาดหวัง					
	(3) สร้างยอดขายรายได้จากห้องพัก (จำนวนหรือเปอร์เซ็นต์) ได้ตามที่คาดหวัง					
	(4) สร้างรายได้เฉลี่ยต่อห้องพัก (ADR) ได้ตามที่คาดหวัง					



ข้อ	คำถาม	1	2	3	4	5
	(5) สร้างรายได้จากห้องจัดเลี้ยงต่อห้องที่ใช้งานได้ตามที่คาดหวัง					
	(6) สร้างผลกำไรได้ตามที่คาดหวัง					
	(7) ได้ผลตอบแทนต่อเงินลงทุนตามที่คาดหวัง					
	(8) มียอดผู้เข้าพักตามที่คาดหวัง					
	(9) มีการเติบโตของยอดขาย/รายได้ตามที่คาดหวัง					
	(10) มีจำนวนหน่วยงานต่อปีตามที่คาดหวัง					
2	ดัชนีชี้วัดผลงาน (KPIs) เป็นสิ่งสำคัญต่อตัวคุณในความสำเร็จทางธุรกิจ					

คุณคิดว่าความถี่ที่ผู้ซื้อหลักตีความน้อยเพียงใดในช่วง 12 เดือนที่ผ่านมา (โปรดทำเครื่องหมาย  ช่องที่ตรงกับความคิดเห็นของท่าน)

1 = ไม่ได้เลย                      2 = พอใช้                      3 = ดี                      4 = ดีมาก                      5 = ยอดเยี่ยม

ข้อ	คำถาม	1	2	3	4	5
1	มีจำนวนคืนที่เข้าพักต่อปีหรือมีความถี่การจองงานต่อปีตามที่คาดหวัง					
2	มีจำนวนผลิตภัณฑ์ (ห้องหรือฟังก์ชัน) ต่อออเดอร์ทันที่คาดหวัง					
3	คุณภาพการสื่อสารกับบุคลากรของผู้ซื้อหลักตามที่คาดหวัง					
4	ราคาของผู้ซื้อชำระค่าผลิตภัณฑ์และบริการเป็นไปตามที่คาดหวัง					

คุณเห็นด้วยกับข้อความต่อไปนี้มากน้อยเพียงใด (โปรดทำเครื่องหมาย  ช่องที่ตรงกับความคิดเห็นของท่าน)

1 = ไม่เห็นด้วยอย่างยิ่ง                      2 = ไม่เห็นด้วย                      3 = เห็นด้วยปานกลาง                      4 = เห็นด้วย                      5 = เห็นด้วยอย่างยิ่ง

ข้อ	คำถาม	1	2	3	4	5
<b>B. ผลงานที่ไม่ใช้ด้านการเงิน</b>						
เมื่อองค์กรดำเนินงานตามกลยุทธ์ของธุรกิจไม่ซ้ำ,						
1	หน่วยธุรกิจ/แผนกของธุรกิจไม่ซ้ำมีการปรับปรุงบริการเพื่อตอบสนองความต้องการของลูกค้าทุกราย					
2	หน่วยธุรกิจ/แผนกของธุรกิจไม่ซ้ำมีการคิดตามผลงานเพื่อรักษากลุ่มลูกค้า					
3	หน่วยธุรกิจ/แผนกของธุรกิจไม่ซ้ำสร้างผลกำไรเพิ่มขึ้นจากการเพิ่มจำนวนลูกค้า					
4	หน่วยธุรกิจ/แผนกของธุรกิจไม่ซ้ำมีความสม่ำเสมอในการรักษาแบรนด์					
5	ความพึงพอใจของลูกค้าสามารถพัฒนาปรับปรุงได้					
6	การใช้บริการของลูกค้าสามารถเพิ่มขึ้นได้					
7	จำนวนข้อร้องเรียนสามารถลดลงได้					
8	ลูกค้ามีความเชื่อใจในการรับรองมาตรฐานของธุรกิจไม่ซ้ำที่รับประกัน โดยสำนักงานส่งเสริมการจัดประชุมและนิทรรศการ (สสปน.)					
9	ระยะเวลาที่เข้าพัก/ใช้ฟังก์ชันต่าง ๆ สามารถเพิ่มขึ้นได้					
10	อัตราการลาออกของพนักงานฝ่ายบริหารและบุคลากรที่ไม่ใช่พนักงานสามารถลดลงได้					
11	ความพึงพอใจของพนักงานในงานที่เกี่ยวข้องกับธุรกิจไม่ซ้ำสามารถเพิ่มขึ้นได้					
12	จำนวนผลิตภัณฑ์และบริการใหม่ในธุรกิจที่นำเสนอให้ลูกค้าสามารถเพิ่มขึ้นได้					
13	จำนวนกิจกรรมใหม่ของธุรกิจไม่ซ้ำที่นำเสนอให้ลูกค้าสามารถเพิ่มขึ้นได้					
14	จำนวนนวัตกรรมที่เกิดขึ้นในขั้นตอนการนำเสนอบริการสามารถเพิ่มขึ้นได้					
15	จำนวนผลิตภัณฑ์และบริการที่คิดค้นในแต่ละปีสามารถเพิ่มขึ้นได้					

ข้อ	คำถาม	1	2	3	4	5
16	คุณภาพงานบริการ/คุณภาพที่นำเสนอให้ลูกค้าสามารถพัฒนาปรับปรุงได้อย่างต่อเนื่อง					
17	การสื่อสารระหว่างฝ่ายบริหารและพนักงานมีผลต่อความพึงพอใจของลูกค้า					
18	ฝ่ายบริหารที่มั่งคั่งหรือพร้อมต่อพนักงานที่เกี่ยวข้องกับการจัดการงาน ไม่จมีผลต่อความพึงพอใจของลูกค้า					
19	ค่าตอบแทนของพนักงาน ไม่จมีผลต่อความพึงพอใจของลูกค้า					
20	ทัศนคติของลูกค้าที่มีต่อพนักงานที่เกี่ยวข้องกับการจัดการงาน ไม่จมีผลต่อความพึงพอใจของลูกค้า					
21	พฤติกรรมด้านจริยธรรมของฝ่ายบริหารที่กระทำต่อพนักงานที่เกี่ยวข้องกับการจัดการงาน ไม่จมีผลต่อความพึงพอใจของลูกค้า					
22	ความสัมพันธ์ระหว่างฝ่ายบริหารและพนักงานที่เกี่ยวข้องกับการจัดการงาน ไม่จมีผลต่อความพึงพอใจของลูกค้า					
23	สิ่งอำนวยความสะดวกต่าง ๆ ของธุรกิจ ไม่จมีผลต่อความพึงพอใจของลูกค้า					
24	ลูกค้ามองว่าเราเป็นพันธมิตรที่น่าเชื่อถือที่จะทำงานร่วมกันและนำงานอันหนักหนำให้ประสบความสำเร็จ					

ส่วนที่ 3 ข้อคิดเห็นและข้อเสนอแนะเพิ่มเติม

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## Appendix B. Questionnaire (English Version)

### Questionnaire for Strategic Implementation: A Case of MICE Hotels in Thailand

**Instructions:** The purpose of this survey is to identify key factors which are significant for the successful management of the MICE's strategic implementation, to conceptualize and operationalize the MICE's strategic implementation, and to provide empirical assessment of MICE's strategic implementation and MICE performances.

It would be your generosity to respond to the following questionnaires. Be sure that all the personal data provided from the questionnaire will be kept strictly confidential in our reports. Your personal data will not be disclosed nor used for any other purpose than educational research. It took about 10-20 minutes to do so. Thank you in advance for your help and cooperation.

The questionnaire is divided into 3 sections; Section 1 General Information, Section 2 to identify key factors which are significant for the successful management of the MICE's strategic implementation, and Section 3 Additional comments and suggestions.

\*\*\*\*\*

#### Section 1 General Information (Please tick in the box as appropriate)

1. Hotel Name: .....
  2. Types of Hotel Ownership  Independent Hotels  International Hotel Chains  Local Hotel Chains
  3. Hotel Standard  1-Star Hotel  2-Star Hotel  3-Star Hotel  4-Star Hotel  5-Star Hotel
  4. MICE Standard Certification (s) your hotel is received  AMVS  TMVS  ISO9001  ISO20121  
 ISO22000  TISI22300  ISO22301  ISO5001  อื่นๆ (โปรดระบุ).....
  5. No. of Hotel Staffs  1 – 100 people  101 – 200 people  201 – 300 people  More than 300 people
  6. Gender  Male  Female  Other
  7. Age  Under 20 year old  21 – 30 year old  31 – 40 year old  41 – 50 year old  51 – 60 year old  Over 60 year old
  8. Working in department  Sales department  Marketing department  Event Sales department  
 Banquet & Outside Catering department  Food & Beverage Services department  Kitchen department  
 Front Office department  Housekeeping department  Human Resources department  
 Engineering department  Purchasing department  อื่นๆ (โปรดระบุ).....
  9. Hierarchical organization  Top Management Level  Management Level/ Department Head  Middle Management Level  
 Supervisor Level  Operational Level
  10. Years of working experience  Less than 1 year  1 – 5 years  6 – 10 years  11 – 15 years  16 – 20 years  more than 20 years
- \*\*\*\*\*

#### Section 2 your opinion regarding to key factors which are significant for the successful management of the MICE's strategic implementation

To what extent do you agree with the following statement? (Please tick  in the box corresponding to your opinion.)

1 = Strongly disagree      2 = Disagree      3 = Neutral      4 = Agree      5 = Strongly agree

No.	Question (s)	1	2	3	4	5
<b>MICE standards (incl. ISO9001/ISO20121/ISO22000/TISI22300/ISO22301/ISO50001/TMVS/AMVS)</b>						
<i>The importance of MICE standards</i>						
1	The ASEAN MICE Venue Standard (AMVS) certification is an important MICE standard.					
2	The Thailand MICE Venue Standard (TMVS) certification is an important MICE standard.					
3	The ISO9001 certification is an important MICE standard.					
4	The ISO20121 certification is an important MICE standard.					

No.	Question (s)	1	2	3	4	5
5	The ISO22000 certification is an important MICE standard.					
6	The TISI22300 certification is an important MICE standard.					
7	The ISO22301 certification is an important MICE standard.					
8	The ISO50001 certification is an important MICE standard.					
9	MICE standards are the effective tool for MICE's service excellence and quality.					
10	MICE standards are one of the key factors to build trustworthiness.					
11	MICE standards are an important tool for the MICE's readiness.					
12	MICE standards increase the opportunity to win business event bidding.					
13	MICE standard certifications provide a high added value to our services.					
<b><i>The readiness of MICE standards</i></b>						
1	The readiness for MICE standard certifications in term of the physical aspect is important.					
2	The readiness for MICE standard certifications in term of the technology aspect is important.					
3	The readiness for MICE standards certifications in term of the service aspect is important.					
4	Knowledge and understanding about MICE activities and services of MICE staff is important.					
<b><i>Implementation of MICE standards</i></b>						
1	Implementation of MICE standards supports the successful performance.					
2	Implementing of MICE standards is a key factor to increase competitive advantage.					
3	Implementation of MICE standards should be voluntary for the staffs.					
4	Implementation of MICE standards add value to the competitiveness of MICE venue.					
5	Implementation of MICE standards are suggested by TCEB or industry associations.					
6	Implementation of MICE standards can built trust for customers.					
7	Management supports the implement the MICE standard because the regional government supports the application of this standard.					
8	The organization policy is to meet MICE standards to all company chains that are incorporated into the brand.					
9	The cost of MICE standard certification and maintenance is not very high.					
<b>Networking (MICE buyers, Suppliers, Competitors, and Government)</b>						
<b><i>Level of networking</i></b>						
1	The organization works closely with government agencies.					
2	The organization works closely with suppliers.					
3	The organization works closely with rental companies.					
4	The organization works closely with audiovisual companies.					
5	The organization works closely with entertainment companies.					
6	The organization always work with transportation companies.					
7	The organization always works with outsourcing companies to plan and execute a major event.					
8	Sales and catering management establishes good working relationship with event planners.					
9	Sales and catering management establishes good working relationship with destination management companies.					

No.	Question (s)	1	2	3	4	5
10	The organization gets involved with government, associations and community to create strong MICE networks.					
11	The organization diligently network and build strong relationships with stakeholders gain positive results.					
12	TCEB is a strong ally for every MICE operator in Thailand.					
13	TCEB provides valuable information about the event destination, services, and facilities.					
<b>Information support from suppliers</b>						
1	We get information about logistic operations from our suppliers.					
2	We get information about production process from our suppliers.					
3	We get information about future action foresight of the buyers from our suppliers.					
<b>Customer relationship</b>						
1	The organization has made significant investment to deliver products and service to the selected MICE customers.					
2	The organization has made significant investment to handle internally the products and services ordered by the selected MICE customers.					
3	The organization expects the selected MICE customers to be working with us for a long time.					
4	The selected MICE customers is trustworthy.					
5	The selected MICE customers provides us with scale forecasts for the products and services selling to them.					
6	The responsibility for getting things done is shared with the selected MICE customers.					
7	The selected MICE customers and our organization are committed to improvements that may benefit the relationship as a whole.					
8	When some unexpected situation arises, the selected MICE customers and our organization work out a new deal.					
9	Partnerships between competitors tend to work well that are equal players in the same rapidly growing industry.					
10	Network with your hotel's competitors is necessary.					
<b>Management (Leadership, management involved, management styles)</b>						
<b>Leadership</b>						
1	Leadership is the ability to lead the organization to achieve its stated objectives.					
2	Operational supervisors at every level must possess leadership skills.					
3	Leadership by MICE management influences the MICE performance.					
4	Leadership by MICE management influences the ability of MICE staffs.					
5	Leadership commitment influences the MICE performance.					
6	General Manager is responsible for leading entire business units or divisions of an organization.					
7	The actual involvement of the CEO in the strategy development and implement process is important.					
8	Level of support and backing from the CEO for the new strategy until it is completed is important.					
9	Open and covert messages coming from the CEO about the project and its importance is important.					
<b>Management involvement</b>						
1	Management involvement in driving the organization influences the ability of MICE staffs.					
2	General Manager must ensure the development and implementation of a clear strategic plan for an organization or business unit.					

No.	Question (s)	1	2	3	4	5
3	General manager is responsible for strategy, structure, budgets, people, financial outcomes, and scorecard metrics.					
4	The supervisor determines the number of workers needed.					
5	The supervisor decides who should perform the task.					
6	The supervisor determines the usage of resources (facilities, funding and human resources).					
7	The supervisor can implement plans within their area of responsibility.					
<b>Management styles</b>						
1	Staff are key stakeholders in your MICE business unit/department.					
2	MICE business unit/department creates a sense of ownership and pride both in the business and the service it provides to its customers.					
3	CEO is worth nothing without key employees.					
4	MICE employees feel that they have a greater stake and sense of ownership, not just in the business of today, but also of the future.					
5	MICE performance arising from that sense of ownership.					
<b>1. MICE Structure (Mechanistic structures and Organic structures)</b>						
<b>A. MICE Mechanistic structures</b>						
Decision making						
1	There are few participants in MICE decision making.					
2	MICE Decision making is dominant by top level management.					
3	MICE Decision making is not delegated to staff members.					
4	A strong emphasis on giving the most say in decision making to formal line managers.					
Hierarchy						
1	Hierarchy of authority/hierarchy of command is tall (information has to pass through different levels before it gets to the end user).					
2	The organization have high level of bureaucracy.					
3	Power is concentrated at the top.					
Job descriptions & Role						
1	Job descriptions is detailed and clearly defined.					
2	Roles are clearly defined and permanent.					
3	There is high codification.					
4	There is little variation (if any).					
5	A strong emphasis on getting line and staff personnel to adhere closely to formal job descriptions.					
6	There is a lot of emphasis on measuring the results of MICE staff's work.					
7	MICE staff are very concerned with efficiency.					
8	There is a heavy emphasis on profitability.					
Rules and Regulations						
1	There are clearly defined policies and procedures for MICE staff's work.					
2	Tight formal control of most operations by means of sophisticated control and information systems.					
3	A strong emphasis on always getting MICE personnel to follow the formally laid down procedures.					



No.	Question (s)	1	2	3	4	5
4	A strong emphasis on holding fast to tried and true management principals despite any changes in business conditions.					
5	A strong insistence on a uniform managerial style throughout the business unit.					
Communication						
1	Organizational communication is very formal.					
2	Highly structured channels of communication and a highly restricted access to important financial and information are used.					
<b>B. MICE Organic structures</b>						
Decision making						
1	Decision making is based on Team effort.					
2	Decision making involves collaboration.					
3	Decision making is delegated to MICE staff members.					
4	A strong tendency to let the expert in a given situation have the most say in decision making even if this means temporary bypassing of formal line authority.					
Hierarchy						
1	Hierarchy of authority/hierarchy of command is flat.					
2	The organization does not have bureaucracy structure.					
3	Power is distributed across the organization.					
Job descriptions & Role						
1	Job descriptions and Role are not clearly defined.					
2	Job descriptions and Role are not very permanent.					
3	Job descriptions and Role are low/moderate codified.					
4	Job descriptions and Role are high variation.					
5	A strong tendency to let the requirements of the situation and the individual's personality define proper on-job behavior.					
6	It is important to discover improvements in the ways that the staff do things.					
7	It is important to test new ideas in MICE staff's work.					
8	MICE staff have full discretion in choosing the means for getting the job done.					
9	MICE staff are authorized to correct things that are wrong even if they are outside my responsibility.					
10	There is a strong team spirit.					
Rules and Regulations						
1	Hardly any formal rules, there is a shared understanding of what is expected of the staff.					
2	Loose, informal control; heavy dependence on informal relationships and norms of cooperation for getting work done.					
3	A strong emphasis on getting things done even if it means disregarding formal procedures.					
4	Managers' operating styles allowed to range freely from the very formal to the very informal.					
Communication						
1	Communication is less formal/informal.					
2	Open channels of communication with important financial and operating information flowing quite freely throughout the business unit.					
<b>2. MICE's Inter-functional coordination</b>						
1	MICE staff share resources with other business units.					

No.	Question (s)	1	2	3	4	5
2	MICE-related information is shared with among functions.					
3	All functions contribute to customer value.					
4	Top managers from each business function regularly visit customers.					
5	MICE people regularly discuss customer needs with other functions.					
6	MICE strategies are driven by the goal of increasing customer value.					
7	MICE functions are integrated to serve the target market needs.					
8	Organization does a good job integrating MICE's activities of all functions.					
9	There are inter-functional customer calls.					
10	There are functional integration in MICE strategy.					
11	All functions are involved in preparing MICE plans/strategies.					
12	When one department discovers something important about competitors, it is slow to alert other departments.					
13	There are regularly inter-functional meetings to discuss MICE trends and developments on a formal basis.					
14	MICE's decisions have made collectively and are irrespective of the functional areas.					
15	MICE employees have very good knowledge of internal communication channels in the organization.					
16	MICE's employees communicate very well with each other.					
17	MICE's employees have very good cooperation skills.					
<b>3. MICE personnel knowledge and capabilities</b>						
<i>A. Knowledge</i>						
1	Knowledge of MICE's customer behavior is very important.					
2	Knowledge of MICE innovation is very important.					
3	Knowledge of MICE trends is very important.					
4	Knowledge of grooming and professional image standards is very important.					
5	Knowledge of guest services standards is very important.					
6	Knowledge of MICE business management is very important.					
7	Knowledge of MICE products and services is very important.					
8	Knowledge of basic terminology used in MICE industry is very important.					
9	Knowledge of the leadership and organizational structure is very important.					
10	Knowledge of event registration is very important.					
11	Knowledge of building stand events is very important.					
12	Knowledge of event marketing communication is very important.					
13	Knowledge of event venue management is very important.					
14	Knowledge of event destination building is very important.					
15	Knowledge of event design is very important.					
16	Knowledge of event content developing is very important.					
17	Knowledge of project management is very important.					
<i>B. Capabilities</i>						
1	Customer service skill is very important.					
2	Research skills / Market survey and analysis skill is very important.					

No.	Question (s)	1	2	3	4	5
3	Ability to work in teamwork is very important.					
4	Problem solving ability is very important.					
5	Time management ability is very important.					
6	Interpersonal skill is very important.					
7	Analytical thinking is very important.					
8	Ability to make creative decisions to achieve service standards is very important.					
9	Event planning and organizing skill is very important.					
10	Ability to carry out the core parts of the job well is very important.					
11	Ability to complete core tasks well by using the standard procedures is very important.					
12	Ability to ensure that the tasks are completed properly is very important.					
13	Ability to use technology is very important.					
14	Information application ability is very important.					
15	IT skills is very important.					
16	Marketing skill (Sales skills, Advertising capabilities, Public relation skill, and Promotion skill) is very important.					
17	Business negotiation ability is very important.					
18	Good communication skill (Ability to inform information) is very important.					
19	Adaptability is very important.					
20	Ability to deal with daily uncertainties and changes in routine is very important.					
21	Ability to make changes work is very important.					
22	Ability to do tasks well when there are changes is very important.					
23	Ability to handle changes with ease is very important.					
24	Ability to learn everything that will be required when change is adopted is very important.					
25	Ability to empathize with the guest experience is very important.					
26	Ability to anticipate guest wants and needs to provide service is very important.					
27	Ability to balance the needs of multiple guests at a given time is very important.					
<b>4. Communication</b>						
<b>A. Formal communication</b>						
1	The organization emphasizes on communication between all parties.					
2	There is communication of the corporate strategy to people.					
3	Management informs us about the organization's vision, mission and targets.					
4	There is routine discussion about business problems caused by the upcoming event.					
5	The power and responsibility separation between the departments have been done in a clear and precise way.					
6	My division has a discussion or communicate the changes caused by the upcoming event.					
7	There is a regular performance evaluation of the event related projects.					
8	MICE staff receive the information related to my job.					
9	Submit a report about how MICE staff have dealt with the problems in the job to managers.					
10	Objectives of the organization are clearly explained to MICE staff.					

No.	Question (s)	1	2	3	4	5
11	MICE staff am knowledgeable about the rewards or other benefits they can get.					
12	Instructions and information related to MICE staff tasks are conveyed to them by their superiors in a timely manner.					
13	Boards, warnings, mottos etc. on the walls show staff working principles.					
14	There is an executive meeting for all concerned every day.					
15	There is a morning brief for all department everyday.					
16	A daily report, log book, action plan and BEO are concerned documents for the meeting.					
<b>B. Informal communication</b>						
1	There are personal discussions.					
2	There is interactive and face-to-face communication.					
3	There is team level communication.					
4	There is departmental level brainstorming.					
5	There is workshops discussion.					
6	There is online-digital discussion.					
7	Interpersonal communications within the organization are good.					
8	MICE staff try to participate in all kinds of organizations arranged for the personnel (meetings, seminars, etc.).					
<b>C. Horizontal communication</b>						
1	The organization maintains regular cross-functional communications to foster understanding and appreciation.					
2	There is discussion and resolution implementation in details early in the process.					
3	Implementation team get updated frequently on progress and changes in objectives.					
4	There is communication on implementation progress across the entire organization to foster buy-in.					
5	Interdepartmental communications within the organization are good.					
6	Any unit informs all the other units related to the operation it performs.					
7	Vision and mission of the organization are adopted by everybody.					
<b>D. Communication effectiveness</b>						
1	MICE staff can easily reach information necessary for their job.					
2	MICE staff can easily reach superiors to convey them information, opinions and problems.					
3	MICE staff are informed of the decisions taken.					
4	MICE staff are informed about the decisions taken related to the department they work for.					
5	Superiors encourage MICE staff to convey them information, opinions and problems.					
6	MICE staff can easily convey wishes, suggestions and complaints about the job or other matters to the management.					
7	MICE staff opinions are considered when decisions related to their task or to them are taken.					
8	Management informs MICE staff about the ways to follow in order to reach the targets.					
9	MICE staff are informed about the news related to the MICE personnel.					
10	MICE staff are informed about the evaluations related to the MICE.					
11	The information MICE staff need to do the job is timely provided.					
12	MICE staff are informed about the successes and failures of the organization.					

No.	Question (s)	1	2	3	4	5
13	MICE staff can define their efforts put forth for the success of the organization.					
14	MICE staff r communication with the other personnel is accurately and freely carried out.					
15	The flow of informative news is completely and correctly maintained.					
16	Publications of the organizations for the personnel is sufficient.					
<b>5. Evaluation (control &amp; reward)</b>						
<i>A. Control</i>						
1	MICE unit has formal procedures for reviewing & evaluating strategies.					
2	The implementation of MICE strategies is adequately monitored & controlled.					
3	MICE Strategies outcomes are evaluated periodically.					
4	Some of MICE strategies were modified after the evaluation process.					
5	Employees regularly receive feedback regarding their MICE-job performance.					
6	Employees regularly receive formal performance feedback, often from more than one source.					
7	Employees routinely receive developmental feedback assessing their strengths and weaknesses.					
8	Performance measures are derived from MICE strategic goals.					
9	Financial and non-financial measures are used together.					
10	Measures are reviewed occasionally as external and internal environmental conditions change.					
11	MICE Performance criteria are under control of the unit which is evaluated.					
12	Performance appraise measures implementation success of MICE strategies.					
13	Performance measurement is be designed not only for monitoring but also for encouraging continuous improvement.					
14	Each of performance criteria and metric are clearly defined.					
15	Measures give feedback quickly.					
<i>B. Reward</i>						
1	The rewards employees receive are related to the performance and effort they put into their jobs.					
2	Promotions are primarily based upon merit or performance as opposed to seniority.					
3	Organization provides rewards based on job performance.					
4	Total pay for the typical job in this firm is competitive to the market wage for the type of work in the area.					
5	Employee pay is fair compared to others doing similar work in this company.					
6	Base salary is an important part of the total compensation package.					
7	Benefits are an important part of the total compensation package.					
8	The benefits package is very generous compared to what it could be.					
9	Pay incentives such as bonus or profit-sharing are an important part of the compensation package in the organization.					
10	Pay incentives are designed to provide a significant amount of a total earnings in the organization.					
<b>MICE performance (Financial and Non-Financial)</b>						
<i>A. Financial Performance</i>						
1	When organization implements MICE strategy;					
	(1) Expected total revenue is achieved.					

No.	Question (s)	1	2	3	4	5
	(2) Expected F&B sales/revenue is achieved.					
	(3) Expected room sales/revenue (absolute or percentage) is achieved.					
	(4) Expected average daily rate (ADR) is achieved.					
	(5) Expected banquet revenue per occupied room is achieved.					
	(6) Expected profitability is achieved.					
	(7) Expected return on invested capital is achieved.					
	(8) Expected hotel occupancy rate is achieved.					
	(9) Expected sales/revenue growth is achieved.					
	(10) Expected number of function per year is achieved.					
2	KPIs are important for you personally for the success of the business.					

How well do you think the following aspects of the relationship with the selected buyer over the last 12 months? (Please tick  in the box corresponding to your opinion.)

1 = Not at all                      2 = Fair                              3 = good                              4 = Very good                              5 = Excellent

No.	Question (s)	1	2	3	4	5
1	Expected buying high volume of room nights per year or the function order frequency over the year is achieved.					
2	Expected the quantities of product (rooms or functions) per order is achieved.					
3	Expected communication quality with people of the selected buyer is achieved.					
4	Expected prices paid by this buyer for our product and service is achieved.					

To what extent do you agree with the following statement? (Please tick  in the box corresponding to your opinion.)

1 = Strongly disagree                      2 = Disagree                              3 = Neutral                              4 = Agree                              5 = Strongly agree

No.	Question (s)	1	2	3	4	5
<b>B. Non-financial performance</b>						
When the organization implements MICE strategy;						
1	MICE business unit/department has improved its services to cater for each and every customers demands.					
2	MICE business unit/department ensures it does follow ups so as to retain its customers.					
3	MICE business unit/department manages its profit increase with the increase of customers attained.					
4	MICE business unit/department ensures there is consistency of maintaining its brand.					
5	Customer satisfaction can be improved.					
6	Customer retention can be increased.					
7	Number of complaints can be reduced.					
8	Customer can be trusted the MICE's standard certifications which guaranteed by TCEB.					
9	Length of stay/ Function can be increased.					
10	Turnover rates for managerial & non employees can be reduced.					



No.	Question (s)	1	2	3	4	5
11	Employee satisfaction regarding the MICE-related jobs can be increased.					
12	Number of new MICE products and services provided to customers can be increased.					
13	Number of new MICE activities provided to customers can be increased.					
14	Number of innovations performed during the service production process can be increased.					
15	Number of product and services innovated per year can be increased.					
16	Service quality/Quality offered to customers can be improved continuously.					
17	Communication between management and employees affects customer satisfaction.					
18	Management being fair to MICE employees affects customer satisfaction.					
19	The wage MICE employees get affects customer satisfaction.					
20	Customer attitudes towards MICE employees affect customer satisfaction.					
21	Management's ethical behavior against MICE employees affects customer satisfaction.					
22	Relationship between management and MICE employees affects customer satisfaction.					
23	MICE physical facilities affect customer satisfaction.					
24	Customers see us as a trusted partner who works closely with them and leads their events to success.					

**Section 3 Additional comments and suggestions.**

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Thank you very much for your kindness and cooperation.

## Appendix C. Example of Request to Check Questionnaire Letter

ที่ อว 8606/ ๗๑



บัณฑิตวิทยาลัย มหาวิทยาลัยศิลปากร  
22 ถนนบรมราชชนนี ดลิ่งชั้น  
กรุงเทพฯ 10170

15 มกราคม 2564

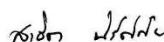
เรื่อง ขอเชิญเป็นผู้เชี่ยวชาญในการตรวจเครื่องมือวิจัย  
เรียน

ด้วย นางสาวกมลลักษณ์ โพธิ์พันธุ์ รหัสนักศึกษา 58502901 นักศึกษาระดับปริญญา  
ตรี สาขาวิชาธุรกิจระหว่างประเทศ (หลักสูตรนานาชาติ) บัณฑิตวิทยาลัย มหาวิทยาลัยศิลปากร กำลัง  
ทำวิทยานิพนธ์เรื่อง “Strategic Implementation: A Case of Mice Hotels in Thailand” มีความประสงค์  
จะเชิญท่านเป็นผู้เชี่ยวชาญในการตรวจสอบเครื่องมือวิจัยดังกล่าว

ในการนี้ บัณฑิตวิทยาลัย มหาวิทยาลัยศิลปากร จึงขอความอนุเคราะห์จากท่านโปรดให้ความ  
อนุเคราะห์แก่นักศึกษา เพื่อนักศึกษาจะได้นำข้อเสนอแนะที่ได้ไปปรับปรุงคุณภาพเครื่องมือการวิจัยให้มีความ  
เหมาะสมต่อไป

จึงเรียนมาเพื่อโปรดพิจารณาให้ความอนุเคราะห์ จักขอบคุณยิ่ง

ขอแสดงความนับถือ



(ผู้ช่วยศาสตราจารย์ ดร.สาธิต นิรติศัย)  
รองคณบดีบัณฑิตวิทยาลัยฝ่ายบริหาร  
รักษาการแทนคณบดีบัณฑิตวิทยาลัย

สำนักงานคณบดีบัณฑิตวิทยาลัย ดลิ่งชั้น

โทรศัพท์ 0-2849-7502

โทรสาร 0-2849-7503

ปรัชญาบัณฑิตวิทยาลัย : “มุ่งมั่น ส่งเสริมและสนับสนุนการจัดการศึกษาระดับบัณฑิตศึกษาอย่างมีคุณภาพ”

## Appendix D. Certificates of Human Research Ethics Approval



### บันทึกข้อความ

ส่วนงาน สำนักงานบริหารการวิจัย นวัตกรรมและการสร้างสรรค์ มหาวิทยาลัยศิลปากร ภายใน 216004

ที่ อว 8603.16/1296

วันที่ 25 มีนาคม 2564

เรื่อง ผลการพิจารณาการขอรับการรับรองจริยธรรมการวิจัยในมนุษย์

เรียน นางสาวมลลักษ์ณ์ โพธิ์พันธุ์ (นักศึกษาวิทยาลัยนานาชาติ)

ตามที่ท่านได้ส่งโครงการวิจัย เรื่อง Strategic Implementation: A Case of MICE Hotels in Thailand (REC 64.0315-033-1405) ไปยังสำนักงานบริหารการวิจัย นวัตกรรมและการสร้างสรรค์ เพื่อขอรับการพิจารณารับรองจากคณะกรรมการจริยธรรมการวิจัยในมนุษย์ มหาวิทยาลัยศิลปากร แล้วนั้น

บัดนี้ สำนักงานบริหารการวิจัยฯ ขอแจ้งผลการพิจารณาให้ทราบว่า โครงการวิจัยดังกล่าวเข้าข่ายโครงการวิจัยที่ได้รับการยกเว้นการพิจารณา (Exemption review) จึงออกหนังสือรับรองให้กับโครงการวิจัยดังกล่าวตามเอกสารแนบ

จึงเรียนมาเพื่อโปรดทราบ หากผู้วิจัยมีข้อสงสัยสามารถสอบถามเพิ่มเติมได้ที่ นางสาวนฤมล นันทิวาวัฒน์ โทร (เบอร์สำนักงาน) 098-5479738 ภายใน 216004

(ศาสตราจารย์ ดร.พรศักดิ์ ศรีอมรศักดิ์)  
ประธานกรรมการจริยธรรมการวิจัยในมนุษย์



มหาวิทยาลัยศิลปากร

หนังสือฉบับนี้ให้ไว้เพื่อแสดงว่า

รหัสโครงการ: REC 64.0315-033-1405

ชื่อโครงการ (ภาษาอังกฤษ): Strategic Implementation: A Case of MICE Hotels in Thailand

ผู้วิจัยหลัก: นางสาวกมลลักษณ์ โพธิ์พันธุ์

สังกัด: วิทยาลัยนานาชาติ

เอกสารที่รับรอง:

1. แบบเสนอเพื่อขอรับการพิจารณาจริยธรรมการวิจัยในมนุษย์ เวอร์ชัน 01 ฉบับลงวันที่ 15 มีนาคม 2564
2. แบบเสนอโครงการวิจัยเพื่อการพิจารณาจริยธรรมการวิจัยในมนุษย์ (ฉบับภาษาไทย) เวอร์ชัน 01 ฉบับลงวันที่ 15 มีนาคม 2564
3. เอกสารชี้แจงผู้เข้าร่วมการวิจัย เวอร์ชัน 01 ฉบับลงวันที่ 15 มีนาคม 2564

ได้ผ่านการรับรองจากคณะกรรมการจริยธรรมการวิจัยในมนุษย์ มหาวิทยาลัยศิลปากร โดยยึดหลักเกณฑ์ตามคำประกาศ เฮลซิงกิ (Declaration of Helsinki) และมีความสอดคล้องกับหลักจริยธรรมสากล ตลอดจนกฎหมายข้อบังคับ และข้อกำหนดภายในประเทศ โดยขอให้รายงานฉบับสมบูรณ์เมื่อโครงการเสร็จสิ้น



(ศาสตราจารย์ ดร.พรศักดิ์ ตรีอมรศักดิ์)  
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มหาวิทยาลัยศิลปากร

หมายเลขใบรับรอง COE 64.0323-036

วันที่รับรอง: 23 มีนาคม พ.ศ.2564

สำนักงานบริหารการวิจัย นวัตกรรมและการสร้างสรรค์  
6 ถนนราชมรรคาใน ตำบลพระปฐมเจดีย์ อำเภอเมืองนครปฐม จังหวัดนครปฐม 73000  
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