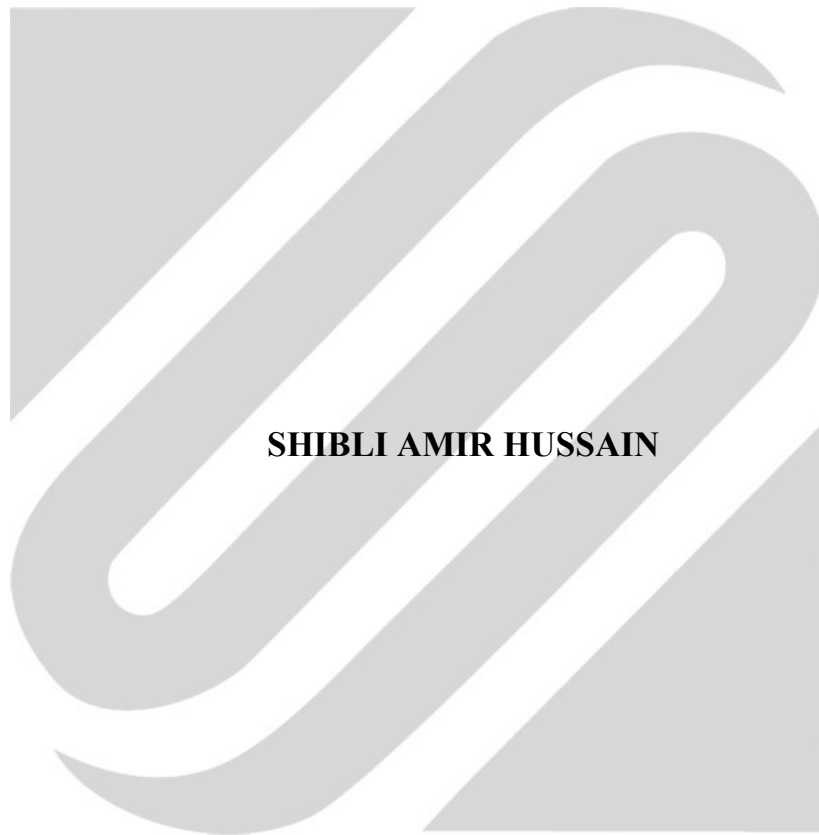


**TOURIST EXPERIENCE MANAGEMENT FOR INCREASE
CUSTOMER SATISFACTION: A CASE STUDY OF TK
EQUIPMENT CO.,LTD. IN PATTAYA**



SHIBLI AMIR HUSSAIN

**A THESIS SUBMITTED IN PARTIAL FULFILLMENT OF THE
REQUIREMENTS FOR THE GRADUATE SCHOOL
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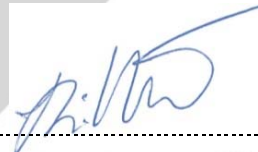
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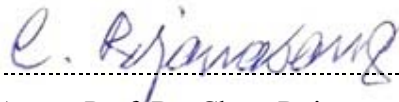
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Abstract

The objective of this research is to identify and explore the major determinants in the increase of customer's satisfaction in case of a company outing, specifically total tourist experience variables to explain total customer experience management to increase customer satisfaction in domestic tourism business. In this research focus on the tour operation part develop customer total experience management model for increase customer satisfaction in the company outing of T.K. Equipment Co., Ltd. By DoDee tour company.

Research mythology: the sample consist of 440 questionnaire responses consisting of 440 employees of TK equipment CO.LTD, The data was analyzed using SPSS. A 5-point rating dissertation evaluation scale was developed for use by the research. Its reliability was verified by using Cronbach's alpha which was 0.888. The collected data were analyzed by ANOVA (F-Test) and multiple regression analysis.

Research findings are as: (1) Tourist with different demographic factors will have different experience towards outing. (2) Tourist with different demographic factors will have different satisfaction level towards the same outing / event (3) Level of tourist experience will affect the level of customer satisfaction

Key Words: Tourist Experience Management, Customer Satisfaction, Company Outing

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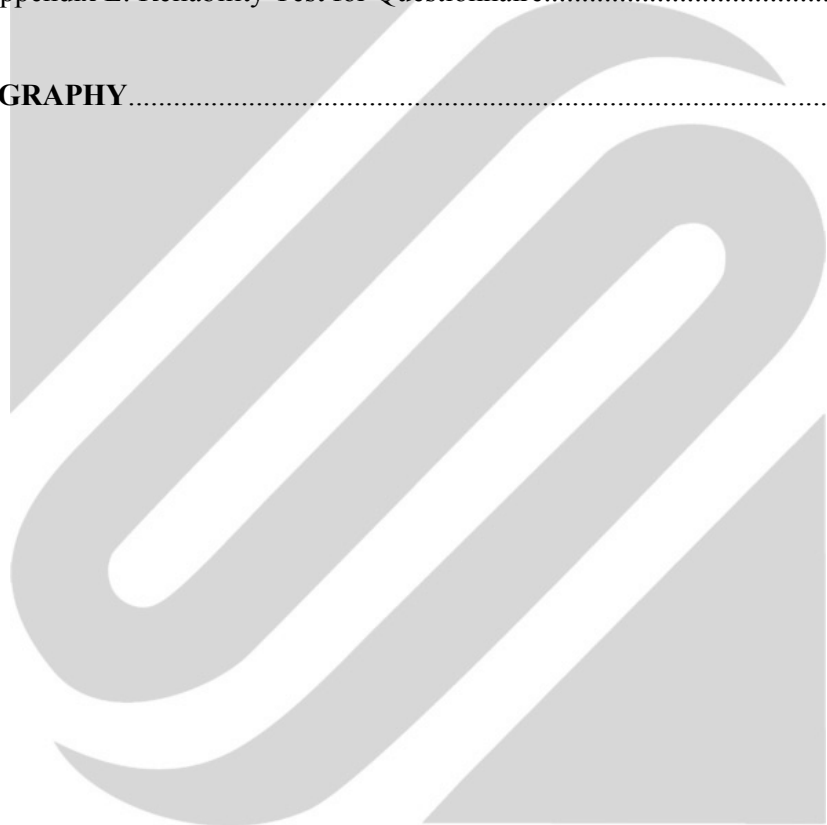
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CHAPTER 1

INTRODUCTION

This chapter presents the background, the problem statement, research objectives, the scope of the study, population and sample, research timeline, limitation of the study, the conceptual framework, the significance of the study, basic assumption, research hypothesis, the benefits of the study and definitions of the terms of this study.

1.1 BackGround

UNWTO (2013) reported that tourism is one of the largest and fast growing sectors of the countries of the world which plays a key role in the sustainable development of a country with the help of good marketing plans and collaboration between government and private sector efficiency.

UNWTO (2015) reported that, in 2014 Thailand was in the 9th place in international tourist destinations with the following four years of double-digit growth. Thailand travel agencies to organize and develop the tourism sector of the country to increase tourism income from domestic and foreign, from 1960 onwards, until the year 2012, income from tourism, 983,928 million Baht Thailand and elsewhere. 34 billion the exchange rate of the average visitor stays about 10 days and cost about 4,800 Baht per day Thailand.

Tourism Statistics 2016 reported that, Tourism sector does not only depend on international tourists, it also needs national tourists to bring international tourists. Domestic tourists do spend much less per day and their trips are shorter on average two and a half day. They did 83 million in country trips in 2007 and created 380 billion Baht in revenue. Nowadays, the focus of business segment is on how business events, promotes knowledge diffusion, networking, new collaborations leading to innovation, and educational outcomes. (Thaiwebsitescom, 2017) According to Getza and Page (2016) present effects on raising the awareness and profiling, showcasing and destination reputation building, and providing a platform for intercultural which were assumed that extrinsic motivators explain most businesses-event travel, that it is necessitated by advancing one's career or doing business. Crew (2014) has shown

significant on the importance of works outings, paid for, or at least subsidized by the firm, as part of the industrial welfare provision.

While Tourism Authority of Thailand (TAT) has changed the structure. And the direction of the national tourism industry. By focusing on value Thailand as a vacation destination value. The goal is to transform the industry into a "Value for Experience", focusing on "Unique Thai Local Experiences" to create a valuable and memorable experience for quality travelers by creating value-for-money tourism products. Raise the standard of tourism products. By focusing on promoting creative tourism through Thai culture, experience and way of life. " TAT has developed various types of marketing communications. Unique Local Experience in Thailand" in " Discover Amazing Stories in Amazing Thailand" In 2017, the target is to raise revenue earnings from domestic visitors by 10% to 950 billion Baht, and from international visitors by 10% to 1.89 trillion Baht. (Thaitraveltourism.com, 2017 and Tourismgoth, 2017)

Pattaya has been the economic development tool of the Thai government since 1979 - 1995, five major cities - Bangkok, Chonburi, Pattaya, Songkhla - Hat Yai and Phuket - generated over \$ 400 million from tourism (Anon., 2001), while Pattaya destinations also have advantages over other cities because of the distance from Bangkok is only about 80 kilometers

Over forty years of tourism development in Pattaya has played an important role in generating revenue for the economy at the regional and national levels. Historically a touristic destination for American soldiers during the Vietnam War since 1959, infrastructure has been developed for public utilities, services and entertainment. Tourism diversity. To attract many tourists. For example, in 2003, over 4.2 million tourists in Pattaya and more than 800 million dollars in tourism in Pattaya, however, over forty years of resort town development. This has continued to grow until the use of natural resources radically. Make the marine environment and sea water quality, lower and cause environmental problems in Pattaya. (Longjit, C., 2010).

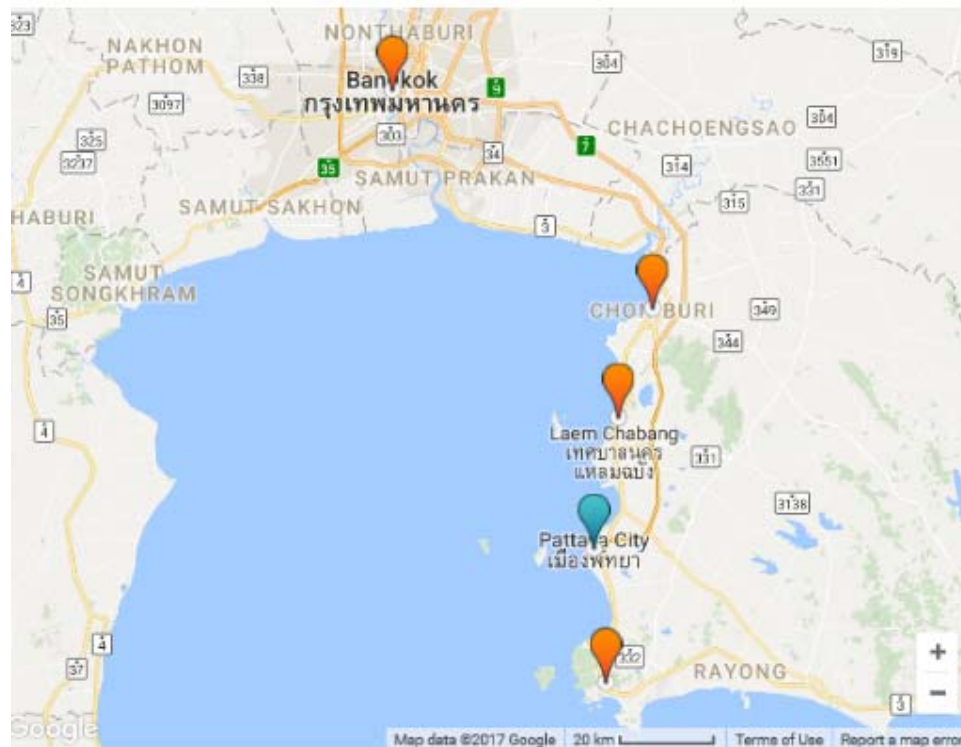


Figure 1.1 The location of Pattaya.

Source: modified from google.com ,2017

From research factors affecting Thai tourists travelling to Pattaya city found The satisfaction of Thai tourists in Pattaya The research found that: 1) Thai tourists are most satisfied with the beauty of nature. 2) Travel in Pattaya by private car. 3) Round trip by private car. 5) Travel expenses 6) Security in accommodation 7) Facilities, Utilities 8) Travel information from internet searches. (Nipawong, 2011) Which align with Keschan, E. (2012). The Research that the level of satisfaction of Thai tourists in Pattaya is divided into 4, the price environment, goods and services. And safety, most of the sample tourists visit 3-1times and most families come back most cost is the main purpose. Leisure, leisure, use of private vehicles. Mostly used cars, homes, relatives, friends, homes, trips are based on the opportunity. Most are overnight. Resources that make travel from friends And most travelers themselves In addition, the tourists are most satisfied. Security Second, price, environment, goods and services, respectively.

In 2016 Tourism Authority of Thailand (TAT) Pattaya Office Join hands with tour operators in the area. Offered "Exclusively Experience @Pattaya" and "Luxurious

Stay @ Pattaya" to promote on weekdays such as Gen Y Women Group and Seminar Group. With the image of Pattaya as a tourist destination for quality tourists. (Tourismthailandorg, 2017)

Until now, the outing will become an opportunity for business owners and employees to get together and relax during off hours. While the company can provide for the welfare and activities such as staff accommodation, good food and games, recreational organizations outside the company's purpose. Improve worker motivation and team performance. The relationship between business owners and employees are bound to be more.

The tour is branded with the outing of the company's activity and the process of spending time outdoors for recreation, relaxation, and pleasure. Help visitors discover the path of travel of the system and useful Since ancient classic business, tourism emerged as a result of benefit to employees (Prize, 2016, Stefanie and Eerikki, 2009) is expected to create a memorable experience that relates to travel for inspiration. Predispose individuals to participate as well. The achievement of outstanding work. The outing "World-class management tools that have been used for a long time. To experience a wonderful journey to encourage participants to increase efficiency in supporting the goals of the organization "(Kononenko 2014). Definitions by Fischer and Davidson & Cope sound very similar because both include

the keyword's management, exceptions, and experience. To put both definitions in other words, to be the best in the market and give everything to the employee "outing" is always a way to motivate employees. If they reach that goal, they will be awarded with an exceptional experience; an unforgettable trip will be a once-in-a-lifetime experience.

According to Richards (2014) when tourists visit more places, they become more experienced and their need for new travel experience grows. Increasingly more people demand constant flow of new experiences, and when visiting a destination, they look for deeper and more significant experiences. This was same for TK Equipment Co., Ltd. Outing as there are few choices for the yearly welfare for their employees? This is a challenge for a tour provider to create a tourist experience with the same old places.

Based on research on tourism and training in Samut Songkhram province. It was found that most of the tourists who attended the training or seminars were women with the average age of 30, 41 years, with the highest education being bachelors and employees of private companies located in Bangkok with more than 100 employees. They are 10,001 to 15,000 Baht per month and they intend to come back to this house within a year. Travel agents provide as many places as possible. Accommodation costs 501 to 1000 Baht per person per night. (Boonpitak, 2009)

For in this research the one who offered such a special experience for TK Equipment Company Co., Ltd. Was the Dodee Tour is a junior domestic tourism business, has 4 years' experience in domestic tourism management which got contacted from TK Equipment Co., Ltd. To organize a company outing. TK Equipment Co., Ltd. Is the biggest dealer company in Thailand with John Deere US. Which are consulted and producing heavy machinery for the agriculture industry. TK established for 14 years ago, which has welfare for employees as outing activities yearly. 80% of all staffs have work site at North, North East and Central area that becomes outing place demand as the sea sand sun. While the company budget cost for the outing was limited 5,000 THB per head a 3-day trip with 60 staff. But there are not many choices for a location; beach and island in East area. The HR department expresses an alarming reality that there is nothing new of what they can offer to their staff that has been enjoying time in outing this year because it's the same product, the same attraction, and the same place. The trend, changes rapidly as this new breed of tourist explores in a company outing, not just for sightseeing, but also potential experience managing. What they think of the company outing as first impression will influence their decision to invest their money. The challenge is how to meet their needs in terms of high-end services, "Aside from our common thinking about people who do not have enough money to rent a room in 5 hotels. So, the new destinations are the tourism market is facing the challenge to develop in sustainable new ways. Place, product combinations' which are strongly unique, competitive, and attractive for different target groups. To maintain the customers for next year and policy makers must try to position the selling points of tourist experiences in market share (Dodee Tour, personal communication 1, April 8, 2016 & TK Equipment, manager, meeting 1, April 26, 2016)

So this research present a model of knowledge management for customer satisfaction within which decision makers in the industry of the travel-and-tourism can improve each offering of service. It suggests that all services should be improved on the basis of its capability to add value to the customers' experiences. Then it comes with a strategic tool to measure the importance of the customer's perceived value of determining the strategic advantages and disadvantages of processes in the marketplace that is useful for Dodee Tour in customer experience management.

1.2 Problem Statement

This paper provides a brief review of some relevant approaches that have been used for the measurement of customer's satisfaction. It discusses different views about developments in relation to the satisfaction of its customers in industry and research questions identified in this research. One of the main problems faced by consumer's tour. That is the issue of quality in the tourism and hospitality industry; The deliverable involved both products and services may not be the expected standards. It is therefore a major challenge of the manager will be facing next. While the success of a business is not easy because there are more competitive in both internal and abroad customers are more desirable. Therefore, to achieve maximum service-driven management and staff need to develop a culture of continuous improvement to meet customer expectations are rising.

Moreover, these attractions are a major challenge. It was found that tends to develop in a similar format. In the end, attractions, it will grow into a mature market. Then, tourists will also be reduced. Like Thailand. As in this case we will study in a company outing of TK Equipment Co., Ltd. That is a welfare for employees as outing activities yearly. 80% of all staffs have the worksheet at North, North East and Central area that becomes outing place demand as the sea sand sun. While the company budget cost for the outing was limited 5,000 THB per heads for a 3-day trip with 440 staffs. So, there has not much choice for location; beach and island in East area. The HR department expresses an alarming reality; "There is nothing new of what we can offer in our staffs that have been enjoying time in outing this year. It's the same product, the same attraction, and the same place. The trend, changes rapidly, this new breed of

tourist explores in a company outing, not just for sightseeing, but as potential experience managing as well. What they think of the company outing as first impression will influence their decision to invest their money. The challenge is how to meet their needs in terms of high-end services, “Aside from our common thinking about people who do not have enough money to rent a room in 5 star hotels. So, new destinations in the tourism market is facing the challenge to develop in sustainable new way. Place product combinations which are strongly competitive, unique, and attractive for different target groups. To maintain customers for next year, policy makers must try to position the selling points of tourist experiences in market share (Dodee Tour, personal communication 1, April 8, 2016 & TK Equipment, manager, meeting 1, April 26, 2016) While multi segment strategies that have high costs and might give the appearance of attractions unclear. Thus, the strategic alternatives that may be used is customer values for the purpose of a business is to create a customer and grow. According to Tribe (2005), even whatever the customer expected from tourism while tourism businesses have many challenges, the generation and use of new knowledge to feed innovation and product development is critical to the competitiveness of both tourism destinations and enterprises. This paper has shown the potential of applying the theoretical perspectives of knowledge management to address issues facing tourism business. These include the recognition of the important role played by tacit knowledge in organizations; the impasse between consultancy and academic research.

1.3 Research objectives

The aim of this research is to identify and explore the major determinants in the increase of customer’s satisfaction in case of a company outing, specifically total tourist experience variables. In this respect, the research objectives that are emanated from the literature are:

1. Define a tourist experience touching point.
2. Design a model of tourist experience management for increase customer satisfaction in case of company outing.
3. To develop an extensive list of ‘best practice’ guidelines on building tourist experiences for increasing customer’s satisfaction.

1.4 Scope of study

This research paper attempted to explain total customer experience management to increase customer satisfaction in the outing. In research, we focus on the tour operation part develop customer total experience management model for increase customer satisfaction in the company outing of T.K. Equipment Co., Ltd. By the tour company.

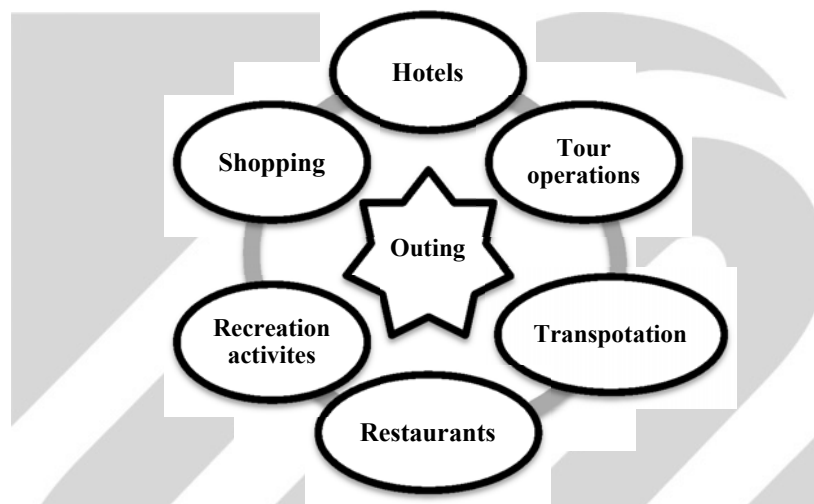


Figure 1.2 Scope of Study

This research aims to explore how customer satisfaction generated by the tourist experience management in each touch point affects customer experience of the overall company outing. This research explored the tourist experience management of a company outing and designs a model as knowledge management for Dodee Tour.

1.4.1 Population and Sample

The respondents of this research are the TK Equipment Co., Ltd. Permanent staff 440 people.

1.4.2 Research Timeline

The survey questionnaire was distributed to tourists and staff during the month of June 2016.

1.4.3 Limitation of the Study.

The study will be carried out in one company (TK) and data will be collected from their staff only may not be statistically representative of general company. And

the research mostly focuses on company outing operations not on other sectors. The research will use a quantity questionnaire and quality research interview, observation, and document so sample size 440 people will not be big but acceptable in statistic.

1.5 Conceptual Framework

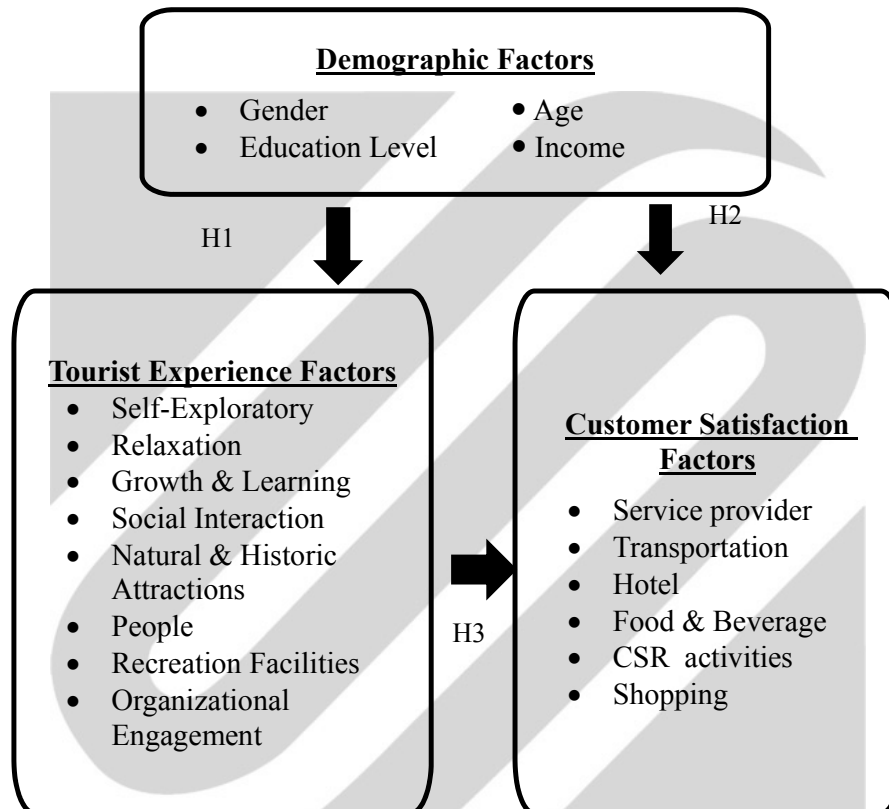


Figure 1.3 Conceptual Framework

The figure 1.3 explains that understanding the tourist experience in each touching point lead to increased customer satisfactions. This paper will study, especially in tourist experience management as quality research to design a useful model for Dodee Tour as customer knowledge management. This study examines the tourist experience's touch points in the tourism value chain and focuses on how to increase customer satisfaction. Additionally, as Dodee Tour is in the tourism business in Thailand therefore this paper will present customer experience KM in Thailand

context scope. Next steps, definitions and concepts of business person tourist's decision and Thailand context will be presented.

1.6 Significance of the study

In recognition of the challenges that the tourism sector is currently facing, enhancing the tourist experience to build customer's satisfaction was identified as a key strategic success driver to create a stronger competitive capacity in tourism organizations. Hence, the results of this study contribute to the benefit of the tourism sector in light of the challenges that it faces and it also contributes to theories and researches involved in this area. The contributions of this study will now be discussed under the following headings theoretical, methodological, and managerial.

1.6.1 Theoretical Significance

As the number of gaps exist in both the practical and theoretical knowledge so this study not only advances research in the area of customer satisfaction but also in relation to customer experience research. In this thesis' context, customer experience clues- process people promotion product place price - are identified as critical determinants in building customer satisfaction. Furthermore, this study determined that value and quality are also major determinants of satisfaction, which mainly operate as mediating variables in customer experience clues and the customer satisfaction increasing. This study has identified the importance of each of the experience clues as the basis of building customer satisfaction; this study supports academics and researchers who have highlighted the significance of customer experience as a contributor of loyalty and it also sheds new insights into the entire phenomenon of loyalty research.

1.6.2 Managerial

This research emanated several important managerial contributions. In the tourism sector the main practical implication for management is the importance of

building customer satisfaction to gain competitive advantage and finally long term success.

1.6.3 Methodological

This research has also made considerable contributions to methodology in a number of aspects as this research has provided a contribution to methodology through the development of a scale to measure the experience and also the methodology of the study adopted a form of data collection technique that is not commonly utilized in research, that is, value chain analysis technique, and is a customer value oriented strategy. It also allows businesses to visualize the service processes and points of customer contact along with the demographic evidence associated with their services from their customers' perspective.

Another contribution to the research methodology in the area of the customer demand, customer experience, customer satisfaction, and customer knowledge management regards the data collection techniques, i.e. In depth interviews, observations, customer surveys, and value chain analysis in this study makes an example for other researchers of how they can research a complex phenomenon such as the customer experience in relation to building satisfaction.

1.7 Basic Assumption

This study is expected to explain successfully customer total experience management should lead to an increase customer satisfactions in case of a company outing. Besides these factors, the author also hopes to conduct an optimal and reasonable conceptual framework with meaningful variables, in order to explore the concepts, theories and relationships of tourism management aspects introduced by previous studies.

1.8 Research Hypotheses

Accordingly, to the above objectives and considerations, this research determines tourist's demographic factors and tourist experience and determine the customer satisfaction in case of TK equipment Co., Ltd. Company outing at Pattaya – Kohkam. The following research hypotheses were formulated

1.8.1 H01: Tourist with different demographic factors will have a different experience towards outing

- H01a: Tourist with different gender will have a different experience towards outing.
- H01b: Tourist with different age will have a different experience towards outing.
- H01c: Tourist with different education will have a different experience towards outing.
- H01d: Tourist with different income will have a different experience towards outing.

1.8.2 H02: Tourist with different demographic factors will have different satisfaction level towards the same outing / event

- H02a: Tourist with different gender will have different satisfaction level towards the same outing / event
- H02b: Tourist with different age will have different satisfaction level towards the same outing / event
- H02c: Tourist with different education will have different satisfaction level towards the same outing / event
- H02d: Tourist with different income will have different satisfaction level towards the same outing / event

1.8.3 H03: Level of tourist experience will affect the level of customer satisfaction

- H03a: Tourist experience will affect the level of customer satisfaction of service provider
- H03b: Tourist experience will affect the level of customer satisfaction of transportation
- H03c: Tourist experience will affect the level of customer satisfaction of the hotel

- H03d: Tourist experience will affect the level of customer satisfaction of food and beverage
- H03e: Tourist experience will affect the level of customer satisfaction of CSR activity
- H03f: Tourist experience will affect the level of customer satisfaction of Shopping

1.9 Term of Definitions

- **Company Outing**

• An excursion, typically a pleasure trip or a short journey made by a group of people, usually for pleasure or education which some companies split their expense for a company trip. It's one of the best ways to spend expense for the company doing a good business. Basically, a manager doesn't force employees to participate in the trip. However, they have no choice but participating in it unless they show a valid reason why they can't.

- **Tourist experience**

• Customer experience (CX) is the product of an interaction between a customer and an organization over the duration of their relationship and this interaction includes a customer's attraction, discovery, awareness, advocacy, cultivation, purchase, and use of a service.

• Total Customer Experience (TCE) is used to describe the relationship between and business. It is made up of all the interactions that the customer has had with a business, from first day customer made contact with the company up to the present day.

• Tourist experience; tourists as consumers of tourism services have to interact with the service supply system, which means that the environment as the demographic surroundings is critical element of the services provided; second, the customer participates in the offering of most tourism services, so there is therefore an interaction between the tourist and the service offered. Third, in tourism settings, the service offer frequently involves or requires interaction amongst customers themselves and finally, tourism services as with other services more generally, are characterized by co-production, or the involvement of the tourist in the production of services on offer.

- **Customer Satisfaction**

- Customer satisfaction is the degree of satisfaction provided by the services of a company as measured by the number of repeated customers.

- Tourist Experience Management

- It is worth reviewing Schmitt (2003) Customer Experience Management model covering five different aspects: the senses, feeling acting thoughts and relationships. According to each of these aspects, Schmitt propose five kinds of tourist experiences: sensory experiences, emotional experience, demographic and lifestyle experiences, creative and cognitive experiences, and social identity experiences.

- Customer Knowledge management

- Strategic initiative employed by companies to acquire intelligence from customers as it relates to their organization. Companies using CKM will affect organizational and behavioral changes based on knowledge obtained from their customers.

CHAPTER 2

LITERATURE REVIEW

This chapter presents an overview of former work on related topics that provide the necessary background for the purpose of this research. The literature review focuses on tourist experience, experience management, customer satisfaction, value chain analysis, knowledge management and related researches.

2.1 Tourist Experience

Traveling motivation include a variety of subtle motives and diversity that describes the specific driving of decision making and the impact on the experience of tourism. Internal emotional factors such as desire for escape, relaxation and rest, health and wellness, family, adventure, interaction and excitement. External situations or inspiration getting by attractions such as beach facilities, cultural attractions, entertainment, natural scenery, shopping and parks (Lee & Hsu, 2013 and Chindaprasert, K, Yasothornsrikul, P & Esichaikul, R. 2015).

The experience means to gain more and more importance as a success factor of the company's offerings. The concept of customer experience has appeared in consumer behavior (which sees customers as rational decision makers). In 1984, Holbrook and Shaughnessy stated the fact that "consumers are sensitive and emotional beings, besides of being rational thinkers". Pine and Gilmore in 1999 also explained that a new economic offers the evolution, goods, the economic value commodities, and services. The consumption as a holistic experience which involves a person opposed to a customer and interaction between a person and a firm, or a firm offer. Lasalle and Britton (2003) discussed that his approach points out that it is not the memorability of states experiences and events what is of primary importance, but what contribute to the creation of value is the quality of the interaction between consumer and company

Schmitt (2003) proposes a modular concept of "Customer Experience" from which 5 strategic Experiential Modules are identified:

1. Sense: Sensory experiences
2. Feel: Affective experiences

3. Think: Creative cognitive experiences
4. Act: Physical experiences, behaviors and lifestyle
5. Relate: Social experience that results from relating to a reference group or culture.

The six components of customer experience were proposed by Gentile et al. (2007): (1) Emotional component, (2) sensorial component, (3) cognitive component, (4) Pragmatic component, (5) lifestyle component, and (6) relational component. (Schmitt, 2011)

Experience is a complex phenomenon that can be described in different ways, and it counts as an important concept in different fields like sociology, psychology and business studies, the interpretative frames of the experience concept are:

- The organizational perspective, the consumer, marketing, value and value creation concepts are in focus.
- The psychological perspective builds the definitions of experience around personal feelings, memorability, consciousness and behavior.
- The sociological perspective builds on sociological contexts, for example lifestyle.

Trademark Products or services the consumer response to the senses. The positive experiences stimulation of the subconscious mind Stimulates nerves in response to the decision. The experiential marketing is being used complementary marketing strategies that increase brand loyalty and brand image of the company in the minds of consumers. This is a very cost consumer happiness. This experience is the gateway to the heart of the consumer and the company can increase earnings and profits. So the consumer experience has to be carefully designed to provide maximum benefit to the Company (Ritchie e & Lewi s, 2003).

A challenge is emerging how can organizations systematically engineer their customer experiences (Berry, Carbone & Haeckel, 2002) in order to achieve the triple essential point, i.e. To make them not only better for the customers, but also better for the organization's staff and better for its' bottom line i.e. Cheaper and more efficient (Johnston & Kong, 2011).

According to Pullman and Gross (2008) found results that service provided in different types of customer's emotions, powerful a personal feelings and relevant physiology. Among these feelings main feelings are the joy, surprise, love, fear, anger, shame and sadness, and those feelings may range from discomfort to depression or intimate too intimate or at simply for pleasure.

Customer getting benefits by using and experiencing the service includes how they perceive, how they have profited or gained from the service provided, along with their experience of it, i.e. How well their requirements and needs have been met. Another outcome of the service from a customer's point of view will be their conscious or unconscious assessment of the service provided (Klaus, 2015) the perceived value of the service received (Ko & Pastore, 2007) and their overall satisfaction or dissatisfaction (an emotion) (Carbone, 2004). The opinions of the clients may have good or bad feedback, but there are resulting in the purchase or intend to encourage others to commit these results identified from the customer's perspective. It also has a major challenge on the organization to drive business to achieve objectives, operations, strategy and financial targets. Especially the tourism industry, which related to customer experience management needs to be studied theoretical models, management tools, and how to respond to customers in practically. The experience as a theoretical concept in tourism is characterized by compound nature experience and can be interpreted on multiply ways (Johnston, Clark & Shulver, 2012).

2.1.1 The tourist's memorable experience

An important dimension of the tourist experience is memory, that tourism practices are the resources of experience, which are accessible only in the form of representations through memory. Another definition of memory is filtering mechanism which makes a link between the emotional experience, and perceptual outcomes or a tourist event. (Carù,a & Cova,b, 2016; Pine & Gilmore, 1999)

There is an impact of memories on the evaluation of the tourist's experience. Cognitive and affective readiness of relevant information is based on memories involve consciously and unconsciously. According to them, memories also tend to be strong when tourist experiences are bad and disappointing; negative destination experiences, will lead to a vivid memory instilling a negative attitude toward the destination. So, the

memories are likely to act as an important filtering mechanism linking the experience to other attitudinal outcomes of the tourist experience. Pine and Gilmore 1999; Gilmore and Pine 2002a, 2002b preferred strategy pattern or practice of offering travelers a gift for creating vivid memories about the experience of a destination. At the heart of engineering Pine and Gilmore's four realms of experience, therefore, is the creation of positive memories; fostering a memorable experience is essential to a destination's ability to provide the four realms of experience.

Morgan, Lugosi and Ritchie in 2010 discussed that the importance of memory as an influential aspect of experience is seen as the outcome of experience and it can also be actively involved in the interpretation as well as transformation of experience all the way through narration. The narration of memory allows experience to change, indicating that experiences are not closed items; they can continually evolve within tourism discourse. Tourists are not passive recipients of destination experiences, but are involved in the production of meaning.

Ross, G.F, Pearce, , P.L & Filep, S. (2011) reiterates this argument, stating that "there are differences between actual experiences and the later representation of experiences in narrative". In taking a cognitive approach to the study of tourist experience one must consider the mental memory processes as this memory will be all that remains after the experience has ended. In 2016 Carù,a and Cova,b, argued that memory is the most influential aspect of tourist experiences. The different form factors or memorability of events, such as emotions and feelings, cognitive evaluations, and situational events. According to the findings, 7 constructs – knowledge, local culture, hedonism, refreshment, meaningfulness, involvement, and novelty- are all important components of the tourist experience and these all are likely to affect a person's memory.

2.1.2 Experience creation

While much operations management research has focused on service design, experience design has received only limited attention (Pullman & Gross, 2008). However, there has been some work in this area. Several operational tools have been developed to help both design and assess the customer experience, including creating experience clues (Seligman, 2012), designing the servicescape, customer journey mapping (Shaw & Ivens, 2002, Zomerdijk & Voss, 2009), service, transaction analysis,

customer experience analysis (Johnston, Clark, & Shulver, 2012), walk-through audits (Bloemer, Ruyter & Wetzels, 1999), and sequential incident technique. Own the customer experience can be enhanced by the design of services to promote the participation of active customers increased during the design process. Bate and Robert (2007) introduced in the design of the customer experience; Design experience How to show that the theoretical elements of good design: the work of engineering and aesthetics can be used as a framework to improve security and good governance.

Another way to experience the design Berry, Carbone and Haeckel (2002) provides guidance on 1) the acquisition of skills, experience design services, 2) data collection and analysis, 3) design services clues and 4.) implementation and monitoring.

The year 2004 onwards Carbone suggested 1) team building, various designs 2) drill down to the core experience, 3) focused on the clues 4) develop a narrative experience or storyline, and 5) prioritize opportunities operations (Seligman, 2012)

While 2007 Berry and Carbone added 1) identify emotions that cause customer commitment, 2) establishing a baseline experience 3) inventory and assessment clues experience 4) determine the gap of experience and 5) to close the gap of experience and monitor the implementation. Carbone added more details of how to: 1) the vision and strategy. (A clear statement of experience) 2) leadership as CXO (Chief Experience), and 3) the transfer of skills and knowledge by getting employees to think in terms of experience clue (Goldsmith and Tsiotsou 2012).

In 2013 Catoni and Xiang stated that “tourism is essentially a marketplace of experiences and tourists provide the mental places’ where the tourist experience happens.

Prahalad and Ramaswamy in 2004 called for a strategic approach based on shared values in which they were allowing customers to co-create their own experience for search of their personal growth. Thus, emphasis just shifted from narrow conceptions of staging or production to broader notions of experience creation, involving a wider range of processes and agencies.

Caru and Cova (2007) published their work on “Consumer Experience” in which authors carried out a systematic view on both experience and value creation between the company and the customer and made a model called the “continuum of consuming experiences”. At one end of the model, there was an experience created

along with the consumer, while at the other extreme, there were experiences of which creation a company had a major effect, and in the middle, there are co-created experiences.

The three cases in which role and marketing approach of the company differs are;

- In the first case where individual experience creation is involved the company or service provider probably applies product oriented traditional marketing strategy,

- In the second case where staged experience creation is involved the service provider or company realizes the experience in a very detailed way and makes plans which enable the consumer to immerse to experience,

- In the third case of experience co-creation the service provider or company attempts to generate an optimal experience environment where consumers can create their own experience.

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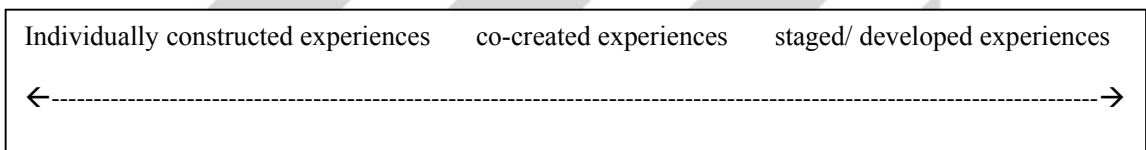


Figure 2.1 Experiences

Source: Caru and Cova, 2007: Online

The participatory mode of the consumer in experience creation is described by the two extremes of the continuum. The level of consumer activity is high in the case of experiences which are mainly constructed by consumers, the level of consumer activity is enough to be low due to his/ her passive role in case of staged experience creation.

Pareigis, Echeverri and Edvardsson (2008) described that at one of the extreme experiences that are mainly constructed by consumers may involve company-provided products or services from their experience while the businesses in this case do not aim to prioritize the experience creation process. The consumers based on their own abilities

give real value (symbolic, cultural, and functional) to ordinary services or objects. They also suggested that the notion of appropriation should be introduced and Acts of appropriation are the mark of a fundamental psychological system of action that transforms and personalizes the experience. Holbrook & Shaughnessy, (1984) suggested that according to this phenomenon, consumers provide competencies in an effort to become the main builders and co-creators of the consumption experience, and according to Smith and Wheeler (2002) consumers engage imaginatively, creatively, and constructively with the world around them

In 2009, Cova and Dalli suggested that on the other extreme, they find the experiences that companies have largely staged or developed, and in which consumers are immersed in a context that is usually hyper reality. While Pine and Gilmore (1999) suggested to deal with hyper reality, the company managed experiential consumption, and the involvement of consumers in the experience.

In the middle of the continuum, experiences are located that have been created by both companies and consumers, while they had interaction process in 1999 Pine and Gilmore's experienced economic perspective and the concept of staged experience was introduced and analyzed, followed by the co- created experience type, where Prahalad and Ramaswamy's value co-creation concept gets to the focus, which emphasizes the importance of experience co-creation. The type of experience constructed mainly by consumers will not be discussed, because the research questions do not justify it.

2.2 Experience Management

The experience concept, which germinated into the discipline of tourism research (Ritchie & Lewis, 2003). In a social science approach, insight and understanding of the concept have been sought by describing its structure, exploring its dimensionality and analyzing influencing factors. The tourist experience concept has also been analyzed from a marketing and management perspective, focusing on how the experience concept is linked to service quality, satisfaction and behavior intention, management of customer interactions, and the phenomenon of scape (service scape, experience scape). Experience from this perspective is regarded as a distinctive business offering to customers (Pine & Gilmore, 1996; Gilmore & Pine, 2002).

The value concept has within a service – dominant logic approach (Vargo and Lush, 2004; Agarwal et al, 2015) have been positioned at the consumer end as value in use co-created in integrated processes with other stakeholders (Mariani et al, 2016). Resource integration as a foundation for value creation has been discussed by tourism and destination marketing scholars (Sfandla,c and jörk,p, 2016) but not been explicitly linked to the experience concept, analyzed out of a managerial perspective, reflecting the transformation of the economy (Pine and Gilmore, 1999) and discussed by service marketing and tourism researchers (Tung and Ritchie, 2011) who have focused on processes of co-creation. This line of research, in turn, has most often left the link between experience and value unexplored, a link that according to consumer behavior researchers exists (Sharpley & Stone, 2012; Holbrook & Shaughnessy, 1984; Meyer & Schwager, 2007).

Considering what consumer information would be valuable for companies who wish to provide their customers with true satisfactory experiences, Bryson, J.R & Daniels, P.W. (2015) analyzed the procedures through which companies systematically collect information about their customers. After examining information collected by customer relationship management systems, they concluded that managers learn about what the company knows about customers, but not about what customers think about the company. However, if a customer experience encompasses every aspect of a company offer- the quality of customer care, of course, but also advertising. Packaging, product and service features, ease of use and reliability it would be necessary to review the way companies gather information to capture customer's subjective thoughts about their experience with the company. As a solution, they proposed the implementation of a system for managing the customer experience that aims to capture the immediate response of our customers to confront the company, to the immediate response of our customers to confront the company. Every touch point. These systems would monitor the past, present and potential patterns of customer's behaviors. According to the literature, new methodologies, and procedures to collect, analyze and report on tourist expectations, needs and longings should be adopted by tourism destinations and companies to tackle the challenge of exploring what is a memorable experience for different tourism segments and how involvement modulates the individual interpretation of their experience.

Customer experience is defined as your customers' perceptions – both conscious and subconscious – of their relationship with your brand resulting from all their interactions with your brand during the customer life cycle. Pine and Gilmore (1999) see experience management as a strategic tool, as well as, an operational one. The drama is perceived as the interaction between the company and its customers that creates the experience. Those service providers can create the biggest value that is able to support the consumer's personal development.

Customer experience management is about more than serving your online customers. It's about more than knowing where customers shop and what brand of dog food they buy. Knowledge of the complete customer must be able to create and deliver a personalized experience, fulfilled needs to attract and keep loyal, great to product or service, but also to publish other people know about the product or service is more valuable than advertising. To gain knowledge about customers is profound. Must come from a real understanding on all points of contact with customers and channel all across the enterprise as well as control of customer data from online channels and other data were analyzed in depth. Interpret data quickly and accurately.

2.2.1 Why customer experience management is important

The concept of customer experience has become a critical difference in the increasingly competitive global market today connects more advanced. The tangible business value to more effectively manage the customer experience is. Managing the customer experience can be.

- Strengthening the brand through different experiences.
- Increase revenue with increased sales from existing customers and new customers by word of mouth.
- Improve customer loyalty the value and impressive customer interactions.
- Reduce costs by reducing customer churn.

In order to deliver the most value in each point of contact with customers - and improve the customer experience - organizations need to be analyzed to determine the stage in the customer lifecycle in order to send the right message to the right place in. Suitable time each step is important lifecycle - from initial assessment to determine the

arrival time of the purchase, and even after buying experience. Each stage is an opportunity to improve the customer experience. And each stage is an opportunity to gain more insight that you can feed back into your marketing processes to draw from the next time.

The four realms of experience were identified by Pine and Gilmore in 1999, which are differentiated in terms of the level of participation and customer involvement. These four dimensions are esthetics, entertainment, education, and escapism. Among these entertainments and esthetic dimensions entail passive participation, and the consumer does not affect or influence the experiential outcome. In contrast, the education and escapism dimensions involve active participation wherein consumers play a key part in the process. According to Oh et al. (2007) the tourist who passively participates in destination activities does not directly affect or influence the performance of the destination (business), whereas an active participant will personally affect the performance or event that becomes part of his/ her experience.

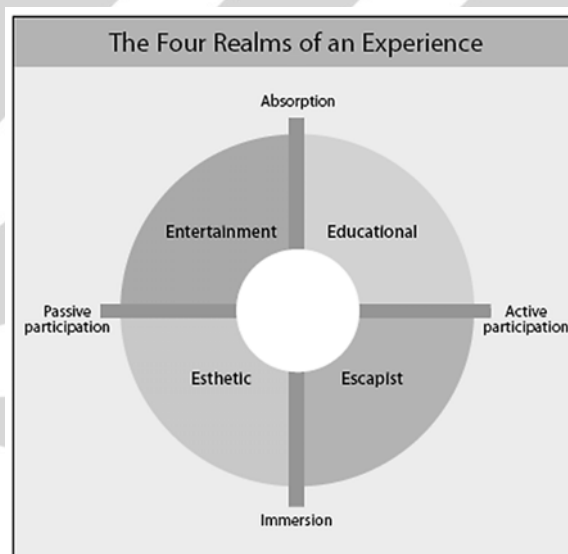


Figure 2.2 The Four Realms of an Experience

Source: Pine and Gilmore and Oh et al. , 2007: online

Along the absorption – immersion axis, the tourist typically “absorbs” entertaining and educational offering of a destination and “immerses” in the destination environment resulting in an esthetic or escapist experience. Absorption in this context is defined as “occupying a person’s attention by bringing the experience into the mind”

and immersion as “becoming physically (or virtually) a part of the experience itself” (Pine and Gilmore, 1999)

Different experiences thought as entertainment by the customer for example going to a show involves customer’s participation in a passive manner. For tourism and hospitality marketers, however, the key to this realm may be to apply it more holistically, i.e. To incorporate entertainment into areas outside of the immediate experience (Williams, 2006).

Boksberger, Laws and Scott discussed in 2010 that in the educational realm participants acquire new skills or increase that are already present. Many tourism and hospitality offerings include educational dimensions; such as informal lectures, guides or background information, and educational programs. Educational experiences for visitors are also offered by heritage sites mostly. Kinicki and Williams (2012) stated that “the potential exists for further increasing the “educational” element of much tourism and hospitality offers”.

Activities characterized by both active participation and immersion are included in the escapist dimension. During travelling, sport activities performed. The Nature of the esthetic experiences is passive. The participants are immersed in the activity, but have little effect on its environment, such as looking natural beauty of the material during the tour, or indulging in a coastal sunset. According to Pine and Gilmore (1999) the esthetic realm involves a more intense experience than the entertainment experience. Much tourism activity is of an esthetic nature, with tourist immersing themselves in the experience, but with little active participation in the experience- this dimension is the most crucial realm of the tourist experience. In essence the entertainment realm involves sensing, the educational realm, learning, the escapist realm doing, and the esthetic realm being there (Petkus, 2006).

As far as customer experience management, Gartner sums it up pretty well in its definition: “the practice of designing and reacting to customer interactions to meet or exceed customer expectations and, thus, increase customer satisfaction, loyalty and advocacy.”

2.3 Customer Satisfaction

According to the theory "Regardless of the action to take customer satisfaction at the desired level" that present by measuring the overall satisfaction of the travel experience (Eusebio & Vieira, 2013). The Measurement of Destination Performance are 4 styles (Cooper, Fletcher, Fyall, Gilbert & Wanhill, 2008) Classified as 1) Attractions, appearance Inventions as well as things or natural events. 2) Amenities include range Facilities and Services. Recreation 3) Extra services provided Customer and 4) ability to develop and transport. So traveling to the sights associated with the sights destination (Chindaprasert, Yasothornsrikul & Esichaikul, 2015)

The concept of CS has been used by consumer behavior and marketing researchers. Researchers consider CS as a part of consumer behavior whereas practitioners treat it as a focal point for designing successful marketing strategies. The majority of approaches view CS as a cognitive process (Thurau & Klee, 1997). The wide speech approach to the definition of CS is therefore that it is the accumulated experience of a customer's purchase and consumption experiences (Arch g Woodside, GeoffreyIi crouch & BrentRitchie, 2001) defines satisfaction as the customer's subjective evaluation of a consumption experience based on some relationship between the customer's perceptions and objective attributes of the product. Thus, CS is treated as an abstract and theoretical phenomenon; it can be measured as a weighted average of multiple indicators' (Arch g Woodside, GeoffreyIi crouch & BrentRitchie, 2001). Consistent with the theory of expectations and performance Woodside and Martin (2008) define satisfaction of tourism as a result of the interaction between the experience of tourists in the destination area and expectations. That they are about the destination.

Tourists' satisfaction with their experience has become important for contemporary tourists in cultural tourism (Dwyer, Gill & Seetaram, 2014; Reisinger & Steiner, 2016; Yeomana, Brassb & McMahon-beattie, 2007). In marketing perspective, satisfaction is the attitude consequence from the comparison of the expectation of performance and the perceived performance of the service experience (Vargo & Lusch, 2012). Considering the tourists as customers; Customer satisfaction is the main task of expectations before the trip and experience on during the trip and after the trip. In addition, Gill and Byslma Ouschan (2007) and Tsotsou, R.H and Goldsmith R.E.

(2012) explored the perceived value may be a predictor of behavioral intention satisfaction or quality. Price refers to the mental projection of tourism products that make consumers aware of the value of the estimated cost of personal / benefit (Mason, 2016). As such, the time or money spent on a trip is compared with tourists' the experiences gained from that visit. In this sense, perceived value elicits form an assessment of the product or services purchased at the destination (Steven, 1992)

In this study, service is what is that cultural tourists buy when they consume an experience, participate in an event (Lehman, Wickham & Fillis, 2014). Experience when compared to the expected results in a sense of satisfaction, experience, tourism is also an important factor for increasing satisfaction of tourists who have visited websites. (Tung and Richie in 2011). Further tourists' positive experience with the place visited enhances their satisfaction by enhancing their positive attitude toward the visited site (Mason, 2016). Uysal, Perdue, & Sirgy (2012) indicated that tourists can experience positive emotions such as joy, interest and contentment during their on-site activities and tourists' happiness is likely to produce positive satisfaction (Petkus, 2006).

Includes incentive travel and events destination of choice. As well as the recognition of tourism products related to satisfaction. So, Americans understand the satisfaction in addition to methods that cause satisfaction. Also, includes knowledge about. Why would someone with the intent to recommend and buy a new journey as well. Practitioners generally use customer satisfaction as a performance evaluation tool to understand the consumer's perception of service quality. The further operational post trip evaluation by tourist, however, with different descriptors to present the tourist's assessment of the trip experience.

It proposes five types of experience that can be illuminated by an experience spectrum entailing the (1) disastrous experience, (2) regretful experience, (3) monotonous experience, (4) memorable experience and (5) extraordinary experience. The first two reflect dissatisfaction experiences, whereas the last three present satisfaction ones. The disastrous experience, located at one end of the spectrum, epitomizes a highly unpleasant outcome. The regretful experience connotes a moderate level of dissatisfaction. Monotonous experience underlines a trip engagement resulting in marginal satisfaction. Memorable experience reflects personal enjoyment and accomplishment of the expectations/ goals set by the tourist. Extraordinary experience

highlights attainment of satisfaction on a colossal scale and may include a level of enjoyment that is unexpected where adventure may be sought by the tourist or a pleasant surprise.

2.4 Value Chain Analysis

Value is one of the most controversial issues in the marketing literature (e.g. Sanchez- Fernandez and Iniesta- Bonillo, 2007). Value- complex and multidimensional – can be perceived to have different meanings depending on time, situation, or person (Holbrook & Shaughnessy, 1984). Value can also be understood as a symbolic meaning (Shaw & Ivens, 2002); as a value- added concept (Raj, Griffin & Nigel, 2013); as a linking value; as value- in – use (Vargo and Lusch, 2004), and as experience value (Holbrook & Shaughnessy, 1984). The perception of value can be explained through the idea of fragmentation, whereby contemporary consumers may customize value and meaning to achieve their life or career goals (Firat et al., 1995).

In this way, value co-creation has moved beyond the consumer's purchasing power and the functional purposes of products of focus on the symbolic meaning of consumption. Thus, companies need to understand how consumers value they set of life projects and how they enact their life narratives (Amould and Price, 2000)

In the field of tourism experience, Prahalad and Ramaswamy (2004) referred the consumer and the firm co-producing the value together is the pre- condition of value co-creation, so the experience of joint creation will serve as a basis of value. With the locus of value co-creation process is the consumers and their co-creation experience. The consumer together with other customers and the firm jointly create the value, while she/ he is taking an active role in value searching, producing and extracting. The firm's role is to engage the consumer in the definition and co-creation of a unique value, while firm applying a traditional marketing approach to define and create the value for the customer in advance. The new, consumer- and experience- centric value co- creation concept views products and services as experienced mediators.

These assumptions and consequences promise new capabilities for firms and service providers. The management is not any more responsible only for the quality of products, services and processes, but for the quality of the experience from value co-creation. This quality depends on how broad is the infrastructure which enables interaction between the firm and the consumer. The firm needs to effectively innovate

its experience environment, which facilitates a diversity of co-created experiences. Products and services are all parts of the experiential environment, where individual consumers create and personalize their experiences.

The value chain is the concept of Michael Porter (2008) explains that activities within the supply chain. These include the management of corporate activity that correlated with each other and are related to the value added to the raw material. From raw material through to the login process until conversion into finished products. The process from raw material to finished product until the conversion is related to the use of resources. Whether the amount of raw material, labor, equipment, buildings and land management. And value chain is a term that describes a group activity that offers a product or service idea. Through each step of the production process into finished goods. Delivery to the final consumption. Including its disposal after use as well. The value chain of an organization is connected to the value chain of suppliers and the value chain of its customers into a relationship with a large or a value (Value System), so the rewards or consequences caused to corporate enterprises. It does not depend on the value chain of the organization. It depends on the value system of the organization involved. Activities in the value chain can be divided into two parts: core activities and support activities.

The main activities are the activities that add value to the raw materials and products directly consists of five activities.

1) Inbound Logistics consists of the activities that have relationships with suppliers, such as the storage level control of raw materials. As well as management information related to raw materials. The technology in this activity, including transportation, transfer material. Material storage, communications, and system test data.

2) Operations activity was causing value by the conversion of raw materials into goods or services. The technology used in this event will consist of. Processes, raw materials, machinery and tools Material Transfer Packaging, testing, maintenance and management of buildings. And information systems

3) Outbound Logistics is the activity performed to deliver goods to customers. Including storage to fulfill the needs of customers. The technology used in this activity,

including transportation, communications, information systems, material handling and packaging.

4) Marketing and Sales is an activity that allows buyers to procure the goods. Including the selection of advertising channels. Public relations and product pricing

5) Customer Services activity are used to treat conditions including repair and after-sales service to customers. The technology used in this activity, including testing services, communication and information systems.

The event is sponsored other activities that support the core activities can proceed. But not directly adding value to the product.

1) Procurement / Purchasing activities in procurement - providing input to be used in the main event.

2) Technology Development activities related to the development of technologies that help to add value to the product, service or process.

3) Human Resource Management activities related to human resource management. From needs analysis Recruitment and selection, evaluation, development, training, payroll wages and labor relations

4) Firm Infrastructure systems, including accounting, financial management of the organization.

The main activity of the above will work together so well, it was a worthy cause. It relies on support activities and events in addition to the four activities to support core activities and support functions. Activities will also be encouraged to support each other well. And you can see that Information systems are one element in the value chain in terms of technological development. To be used in the planning, implementation and control, decision support functions will be connected in any activity. Elements of the value chain Create a competitive advantage in the enterprise as well.

Shank, J.K & Govindarajan, V. (1993) explain that the value chain for companies It is an activity that creates value from the source of production to the end product, which is delivered to the end-consumer.

2.4.1 Identify the customers' value-creating processes.

Create a strategy to differentiate the existing more so. Companies need to start from the research and development process to create customer value. The Association of Information Resource Management (2015) has proposed the creation of value in the organization.

- Functional/instrumental value: Product features and benefits which meet the targeted customers' needs.
- Experiential/hedonism value: Product can build experience, feelings and emotions for customers appropriately.
- Symbolic/expressive value: Product is psychological attachment; Sentimental value and meaningful to customers
- Cost/sacrifice value: the investment value or the costs associated with using the product.

2.4.2 Evaluate differentiation strategies for enhancing customer value.

A key factor in making a difference achieved by means of the value chain. Is to identify the value of the products or services of the company apart from its competitors. And focus on customer needs.

- Features of interest. It exceeds the previous
- Marketing channels are sufficient to meet the convenience. Diversity and access to information
- Service and support where appropriate. If there is a need for different or urgency.
- Brand positioning of service delivery meets the valid target customer
- Selection Criteria for evaluation differentiation strategies for enhancing customer value
- The price includes the purchase price or the value of goods and services.

2.5 Creating Value

The value chain analysis is a useful tool for building performance. This can create the most value possible for the customer service industry. This includes factors such as time, knowledge, equipment and systems. To deliver valuable services to customers.

Creating more value, it would be beneficial to the customer is willing to pay the price for a better product or service. Meanwhile, the value creation is a tool of the team development. That's able to set clarify expectations and the consistent work.

1. Activity Analysis: First, you identify the activities you undertake to deliver your product or service.
2. Value Analysis: Second, for each activity, you think through what you would do to add the greatest value for your customer.
3. Evaluation and Planning: Thirdly, you evaluate whether it is worth making changes, and then plan for action.

Value chain analysis requires a strategic framework or focus for organizing internal and external information, for analyzing information, and for summarizing findings and recommendations. Because value chain analysis is still evolving, no uniform practices have yet been established. However, borrowing recent concepts from strategists and organization experts

2.6 Knowledge Management

Customer knowledge means understanding the customer's needs. What is the importance of business processes, products and services to build relationships with customers. This includes data analysis on sales, the website, behavior or other parts of the customer knowledge. The company knows the trend of emerging market which become the opportunities to exceed the competitors. The creative and challenging ideas can generate too many innovations rapidly as in the creative economy.

CKM is the strategic process by which cutting- edge companies emancipate their customers from passive recipients of products and services, to empowerment as knowledge partners. CKM is about gaining, sharing, and expanding the knowledge residing in customers, to both customer and corporate benefit. It can take the form of prosumerism, mutual innovation, team-based co-learning, communities of practice, and joint intellectual property (IP) management. We have identified these as five styles of CKM, which are distinctively different practices, but not mutually exclusive.

At first glance, CKM may seem just another name for Customer Relationship Management (CRM), or Knowledge Management (KM). But customer knowledge

managers require a different mindset along a number of key variables. Customer knowledge managers, first and foremost focus on knowledge from the customer (i.e. Knowledge residing in customers), rather than focusing on knowledge about the customer, as characteristic of customer relationship management. In other words, smart companies realize that corporate customers are more knowledgeable than one might think, and consequently seek knowledge through direct interaction with customers, in addition to seeking knowledge about customers from their sales representatives.

Similarly, conventional knowledge managers typically focus on trying to convert employees from knowledge hoarders into knowledge sharers. This is typically done by intranet based knowledge sharing platforms, Yellow Page initiatives, and so-called 'ShareNets,' i.e. Platforms and tools that have often sophisticated functions such as urgent requests, or incentive systems that reward both the giver and taker of knowledge using a 'miles and more approach' (Papoutsakis, 2007). Clearly, traditional KM fulfills a vitally important role to the extent that knowledge becomes the key value-added resource in companies. However, this knowledge is typically shared, expanded and leveraged among employees (Leibold, Probst & Gibbert, 2005), or between companies (Bardaracco, 1991), with little systematic attention accorded to what could be the company's most important partner in the value creation process, namely the customer. In contrast to KM's very appropriate focus on fostering productive and collaborative relationships along the lines of 'if only we knew what we know,' CKM proposes an additional dimension, namely 'if only we also knew what our customers know.

2.6.1 Tacit Knowledge Capture at Individual and Group Levels

To the knowledge of the person or the nature of the transfer and exchange of valuable expertise from professionals. To retain organizational knowledge. This process reduces the amount of duplicate content. Is set to be disrupted for convenient use. It also helps in the search for knowledge from experts in the field to match the specific requirements can be applied in the presentation of the newly acquired data. This is useful for advertising, PR as well as training

System analysts have functioned in a very similar role in the design and development of conventional software systems" (McGraw and Harrison-Briggs, 1989).

The approach used to capture, describe, and subsequently code knowledge depends on the type of knowledge: explicit knowledge is already well described, but we may need to abstract or summarize this content. Tacit knowledge, on the other hand, may require much more significant up-front analysis and organization before it can be suitably described and represented. The ways in which we can tackle tacit knowledge range from simple graphical representations to sophisticated mathematical formulations. In the design and development of knowledge-based systems, or expert systems, knowledge engineers interviewed subject matter experts, produced a conceptual model of their critical knowledge, and then “translated” this model into a computer-executable model such that an “expert on a diskette” resulted (Redington, 1983).

The aim of the KM system is monitored and the knowledge of the process consists of a specialized knowledge. Knowledge with Action Knowledge of the decision How to diagnose and how to determine which types of claims to knowledge that it is opposed to "what" or "how" so it can be easily organized. It also includes built-in interactive online guide behavior. Or instruction in such fields as engineering, manufacturing, to support. And decisions and care This could lead to the development of artificial intelligence. The innovative interaction with experts focused on tacit knowledge make to explicit knowledge by.

- Analysis of the flow of information and knowledge.
- Work with experts to get information.
- Designing and implementing systems.

Subjects specialist or domain expert is often the only source of information available expertise. Companies need to keep (Dalkir 2005), which many organizations face this challenge. Because knowledge of the boomers are retiring along with the techniques used in the management of knowledge, it is complicated. From artificial intelligence research has indicated that an important way to gain knowledge from individuals and groups, as follows:

- Interviewing experts.
- Learning by being told.
- Learning by observation.

All three approaches are applicable to tacit knowledge capture, but no one approach should be used to the total exclusion of the others. In many cases, a

combination of these approaches will be required to capture tacit knowledge. The following section presents a toolkit and guidelines on the strengths and drawbacks of each as a means of helping select the best combination of techniques for different knowledge capture situations.

• Interviewing Experts

Two of the more popular techniques for optimizing the interviewing of experts are structured interviewing and stories.

Structured interviews of experts Often used to make the knowledge of significant people in obvious ways, such as when an employee is close to retirement. The Company is structured interview. Management proper knowledge. Then releases on what employees have learned and best practices. And experience accumulated over many years in the organization. Structured interview techniques require strong communication skills. The interviewer must have a good understanding about the interview. As the production of specific information, the structured interviews may be used to clarify or refine the knowledge out.

The interviewer should outline specific goals and questions in each session. To gain the knowledge of the interviewee. The two main types of questions used in the interview: open and closed questions. Open questions are likely to be broadly and without limitation. Not the answer the open questions are focused on encouraging response independently (Oppenheim, 2006) these types of questions help the interviewer to observe the use of specialist vocabulary, critical thinking and frame of reference. Specialists can also offer information not specifically asked.

- “How does that work?”
- “What do you know about?”
- “How could. . . Be improved?”
- “What is your general reaction to?”

Closed questions set limits on the type, level, and amount of information an expert will provide. A choice of alternatives is always given. A moderately closed question would be something like:

- “Which symptom led you to conclude that?”

A very strong closed question is one that can only be answered by yes or no. The structured interviewing process is primarily a people-focused one, and as such, techniques that serve to facilitate the interactions can greatly contribute to the successful outcome of such sessions. Reflective listening helps in cases where words may have multiple meanings. The interview participants may hold very different mental models, and personal characteristics such as background, attitude, training, and level of comfort with the current position in the organization, may influence how an expert communicates his or her knowledge. The four major techniques used in reflective listening include paraphrasing, clarifying, summarizing, and reflecting feelings.

Paraphrasing is the restating of the perceived meaning of the speaker's message, but using own words. The goal is to check the accuracy with which the message was conveyed and understood. Examples include:

- "What I believe you said was"
- "If I am wrong, please correct me, but I understood you to say"
- "In other words,"
- "As I think I understand it"

Clarifying helps professionals know that the message was not understood. These responses suggest experts to explain or clarify the original text. To interview the benefit of the intended message. Focus on the text and should be encouraged to explain using open-ended questions. For example:

- "I do not understand"
- "Can you please explain."
- "Please repeat that last part again."
- "Will you give me an example of that."

Summarizing, the interview will collect the discrete data patterns to gain knowledge. It also confirms that the expert was heard and understood correctly. An example would be:

- "To sum up what you have been saying"
- "What I have heard you say so far"
- "I believe that we are in agreement that"

Finally, **reflecting** a return to the talks. Exposure to focus on the emotional reactions, attitudes, not on content. But the purpose of expressing an emotional reaction or the negative impact of the message. Some examples:

- “You seem frustrated about”
- “You seem to feel that you were put on the spot”
- “I sense that you are uncomfortable with”

Interview analysis to identify key concepts of common forms; approach or techniques that experts use to solve problems. Usually interviewing should be conducted more than one time for fulfills the missing knowledge and a lot of that conceptualizes. So, each interview would focus on the question whether the issues have already corrected, or clarify further important component.

The researcher should observe the interview context; the tone of voice, gestures related situation and environment which be able to analyze the content correctly and completely.

- **Stories**

As a matter of organization can be defined as a narrative description of past actions managed employee communications or other important events that have occurred and have been communicated formally (Swap et al., 2001) Information narrative improves organizational learning, values and rules as a virtual vehicle transfer code ensure that storytelling in ways that create value in organizations Sole and Wilson (2002) argues that although the storytelling is not a story that is intended for sharing in every case. However, in the narrative of the story is often used to promote the sharing of knowledge in organizational or encourage a change in behavior as well as corporate culture communication and create a sense of ownership.

To achieve these objectives, the organization's story telling for sharing knowledge to be genuine, credible, and compelling cause to respond. Meanwhile, each of the lessons that can be learned easily which help people remember to avoid similar mistakes from being reproduced or learning to accept good practice. Denning (2011) describes the powers of the springs of knowledge that has been recorded in the form of short stories that is capable of creating the required number of components required in a story that is valuable knowledge, concise and detailed enough that the audience can understand.

- The story must be intelligible to the specific audience so that they are “hooked”.
- The story should be inherently interesting.
- The story should spring the listener to a new level of understanding.
- The story should have a happy ending.
- The story should embody the change message.
- The change message should be implicit.
- The listeners should be encouraged to identify with the protagonist.
- The story should deal with a specific individual or organization.
- The protagonist should be prototypical of the organization’s main business.
- Other things being equal, true is better than invented.
- One should test, test, and test again.
- **Learning by Being Told**

In learning by being told, the interviewee expresses and refines his or her knowledge, and at the same time, the knowledge manager clarifies and validates the knowledge artifact that renders this knowledge in explicit form. This form of knowledge acquisition typically involves domain and task analysis, process tracing, and protocol analysis and simulations. Task analysis is an approach that looks at each key task an expert performs and characterizes the tasks in terms of prerequisite knowledge/skills required, criticality, consequences of error, frequency, difficulty, and interrelationships with other tasks and individuals, as well as how the task is perceived by the person (routine, derided, or eagerly anticipated).

Process tracing and protocol analysis are adapted from psychological techniques. They involve asking the subject matter expert to “think aloud” as he or she solves a problem or undertakes a task. The information used, the questions asked, actions taken, alternatives considered, and decisions taken are the types of knowledge acquired in such sessions (Reisen, Hoffrage & Mast, 2008). Simulations are especially effective for later stages of knowledge acquisition, validating, refining, and completing the knowledge capture process. Tools may include software programs and “props” such as models, schematics, and maps.

- **Learning by Observation**

There are at least two types of discernible expertise: skill or motor based (e.g., Operating a piece of machinery, riding a bike) and cognitive expertise (e.g., Making a medical diagnosis). Expertise is a demonstration of the application of knowledge. The learning-by-observation approach involves presenting the expert with a sample problem, scenario, or case study that the expert then solves. Although we cannot observe someone's knowledge, we can observe and identify expertise. The key is to use audio or video to record what the expert knows.

People think of video mainly as a presentation device. However, experience has shown again and again that video recordings of informal and unrehearsed expert demonstrations form a permanent record of task knowledge—one that can be mined repeatedly. However, one should always accommodate the particular expertise or interviewee at all times; many individuals end up feeling much less comfortable if they know they are being recorded. The happy medium is to bring along recording equipment, but allow the subject the choice and hand over the controls to them—so they can mute whenever they wish to “speak off the record.” For physical demonstrations, inexpensive digital camcorders are recommended. For software demonstrations, screen capture movie software that records the action directly from the desktop is recommended.

2.7 Related Research

From the research of Customer Experience and Its Relative Influence on Satisfaction and Behavioral Intention in Hospitality and Tourism Industry, Schmitt (2011) found that there exists a significant difference in the customer experience levels of the selected hotel that there is indeed a difference between the customer experience levels of those who stayed at the varied hotels with respect to four dimensions like entertainment, education, aesthetic and escapism.

Aliand Oman (2014) supported that physical and social environments are good predictors of customer satisfaction and revisit intentions that means customer satisfaction contribute positively to revisit intentions. While Cassia, Magno & Ugolini (2015) discussed that social coupon is useful to increase brand awareness but does not encourage customer behavioral loyalty while larger hotels can successfully use this marketing tool to balance demand seasonal. And also, Kozak & Kozak, (2016) have

interesting discussed on the holistic perspective of the travel experience is crucial for both experiences centric and utilitarian transport services, therefore, transport companies should have a more holistic management of the customer experience for transportation in general, but should also make adaptations taking the specific settings into account. From research can imply that ambiance, space/function/amenities, design, and signs/symbols/artifacts may be considered main themes under the physical environment factor, whereas, under the social interaction factor, the guests' experiences can be grouped under interactions with staff

(professionalism, attentiveness/customization, and attitude) and interactions with other guests. The results offer valuable insights to managers regarding dimensions of guest experiences and possible mis-perceptions.

Aliand Oman (2014), has been supporting clients' satisfaction positively influence the cost of the meal. While The positive relationship promotes customer satisfaction and frequency of eating. But the award was not supported by the food also created the first order, second order. Creating customer support experience in the food section. While Maslowskaa healthy Malthousea & Collingera (2016) has proposed the participation of the client. With an ecosystem which is thought to form extensive action experience through brand consumption habits, shopping behaviors and interact with the brand on the interactions between these components are non-linear and reactions. Namely the implementation of each action. The reaction to the message of the entire ecosystem. The pattern reflects the character of connected marketing environment today.

While cassia **Magno & Ugolini (2015)** proposed a different perception about the value of the customer for the sale of the company's market positioning, whether it is a service or a product. By offering products that customers want to add perceived value. (Especially in quality, value, emotional and social), while Donnelly Lynch & Holden (2010), presented research on building loyalty: Creating value through customer experiences. Which presented a new view of customer loyalty. Recognizing that customers are interacting with various sections. Since the service of the Order of Service to the Truth (Pareigis, Echeverri and Edvardsson, 2008) Moreover, the successful management of customer experiences has led to a distinct competitive advantage. (Smith & Wheeler, 2002) pointed out that determining the physical

interaction directly with employees and customers. This has a huge impact on the joy and satisfaction of customers. And customer satisfaction affects customer loyalty. Therefore, service providers will need to focus on maintaining a good physical. Human resources management and management behavior of other customers, in order to ensure that it will create delightful experiences to customers, in line with Losekoot (2015) have studied about factors that influence the customer experience at the airport found the airport. That management must take to make people feel welcome. If there is a chance you should take the time to listen carefully to the discussion of the client. Agreed with Singh (2015) presented a positive correlation between customer experience and satisfaction. Between satisfaction and behavioral intentions.

Ferreira & Fernandes (2015) found critical factors that maximize customer satisfaction is keeping up the good work in pricing strategy and free services, supply and stock and logistics. Because of these factors reformulate its strategies in loyalty, image, information and virtual channels, since these are factors that are not considered important and these factors in order to make them more important and to improve their customer satisfaction

The four realms of tourism experience theory were based on an agreement with responses to statements about a bed and breakfast experiences while in the present study the confirmation comes from participation in activities thereby making a strong case for the affirmation of the hypothesized realms.

The knowledge of tourism experiences may be useful for planners and developers. The knowledge is also useful for tour operators who can use the basic premise of the tourism experiences to match available resources that seek to add activities for their guests can use the components of the realms of tourism to create new tourism experiences to satisfy guests.

Geus & Richards (2014) studied about Event Experience are presented comprising of 4 dimensions: affective engagement, cognitive engagement, physical engagement and experiencing newness, with satisfactory values while Hall, C. M, Gossling, S & Scott, D. (2015) examines how attributes of an experience are perceived and combined by the visitor into a small number of representative teams.

So, understanding the relationship between various types of tourism experiences can be useful for marketing strategies. For example, the data suggest that back road

tours should cross market with the scenic train and railway tours. Art galleries and wineries can take advantage of opportunities for marketing at cultural and historical sites and the latter may also wish to form partnerships with spiritual and metaphysical attractions to create a unique experience. Based on the finding that the only significant relationship between bird watching and other activities was a rather weak connection to a resort or spa experience, birding tourists may be considered a unique group not interested in other activities. The regression analysis offers only a glimpse into the connection between the activities in the four realms of tourism activities. Further analysis may reveal other interesting associations.

Value is in particular based on co-creation with customers, making use of their experiences and leading to so-called integrated solutions. The longitudinal viewer on relationships with customers requires networked collaboration of multiple partners with their mutual customers within the context of a product-service system value network. A customer-centric view on solution offerings motivates PSS value networks to enhance their understanding of customers' needs. To achieve a shared understanding of customers' needs across a network, customer knowledge can be seen as a prerequisite.

Bagheri, Kusters & Trienekens (2015) research has been primarily focused on an intra-organizational perspective on customer knowledge management (CKM), in which customer knowledge (CK) is obtained in a one-to-one relationship; a long-term relationship with customers demonstrates new opportunities for CKM.

Three steps to getting customer experience management right So many things can affect the customer experience, where to start, are three steps to successful customer experience management:

1. Create and maintain complete customer profiles.
2. Personalize all customer interactions.
3. Get the right information to the right place at the right time – every time.

The traditional analysis together with the new structure are to learn the customer experience specific improvements at the point. Understand what the customer wants. As well as the expectations of customers, products and services. Contribute to decisions faster and better.

When an organization has a thorough understanding of the customer. Organizations can use the knowledge to customize the interaction. Not only Customers

But also in the context associated with the client. This information will help keep the focus on the customer. Enabling organizations to deliver proposals wisely. And advises clients on a wide range of services. Customers have a choice and bargaining power. If the organization cannot meet the individual needs timely and insightful, it might cost organizations an opportunity. But in the meantime, you can do to customer loyalty.



CHAPTER 3

RESEARCH METHODOLOGY

This chapter presents the process of data collection and analysis methods. Population and sample size, research instrument, testing instrument, data collection and data analysis.

Data collection methods are an integral part of the research design; there are several data collection methods, each with its pros and cons (Sekaran and Bougie, 2013:116)

3.1 Population and sampling

Population is a unifying element of all elements that share some common characteristics, and consists of the universe for the purpose of research problems. Population parameters are numerical information about population parameters, possibly from census or sample size, referring to the number of elements to be included in the study. Determining the sample size is involved several qualitative and quantitative considerations. (Malhotra, 2011).

The eligibility criteria in this study were that the participants had to be the TK equipment Co. Ltd.‘ employees in 2016, which included permanent and temporary employees 440 people have requested to participate in a company outing at Pattaya 15th- 16th October 2016.

The sample of this study consisted of employees who join company outing. Since the exact number of samples was 440 people.

3.2 Research instrument

- Questionnaire

This research uses a survey questionnaire to collect the data questionnaire is a formulated written set of questionnaires to which respondents record their answers. It is generally designed to collect large numbers of quantitative data (Sekaran and Bougie, 2013:147)

Questionnaire examines “Tourist experience management for increase customer satisfaction in outing”. (The questionnaire is in Thai-English version).

The target population in this study is the tourists, who are TK Equipment Co., Ltd. Employees. And the sample populations are TK Equipment Co., Ltd. Employees who join company outing in Pattaya-Koh Kam.

The important variables which primary data from the questionnaire consist of 3 main variables;

1) Demographic of population

For example, gender, age, education, income.

2) Tourist experience

It compresses Tourist Experience toward outing at Pattaya (KohKham) which tourist had positive memory experience in this company outing.

- | | | |
|------------------------------|-------------------------------------|----------------------|
| a. Self exploration | b. Relaxation | c. Growth & Learning |
| d. Social interaction | e. Natural and historic attractions | |
| f. People | g. Recreational facilities | |
| h. Organizational engagement | | |

Among these, there are 5 rating levels from the personal to give to each factor of Tourist Experience

The most experience	5	points
Highly experience	4	points
Medium experience	3	points
Lowly experience	2	points
The least experience	1	points

3) Customer satisfaction is as follows;

It compromises customer satisfaction of the tourists toward outing at Pattaya (KohKham) How satisfaction level in each factor which employees have experience in this outing?

- | | | |
|---------------------|-------------------|----------|
| a. Service provider | b. Transportation | c. Hotel |
|---------------------|-------------------|----------|

d. Food and Beverage

e. CSR activities

f. Shopping

Among these, there are 5 rating levels from the personal to give to each factor of Satisfaction

Extremely satisfied	5	points
Very satisfied	4	points
Satisfied	3	points
Slightly satisfied	2	points
Hardly satisfied	1	point

And Suggestions for improvement (open end question)

The criteria of scoring to measure tourist experience and customer satisfaction level for the rating.

Score from rating score, research range at an interval level. All of these, in order to facilitate on experience and satisfaction level decide which are 3 level since data have a lowest distribution scores are not over 1.00 and the highest score are not over 5.00

$$\begin{aligned} \text{By the interval level} &= \frac{\text{the difference of the highest and the lowest points}}{\text{Number of levels}} \\ &= \frac{(5-1)}{3} = 1.33 \end{aligned}$$

Thus, a researcher can range important factor level as follows:

Score 3.67 – 5.00 points'	high level
Score 2.34 – 3.66 points'	moderate level
Score 1.00 – 2.33 points'	low level

. 3.3 Testing instrument

3.3.1 Validity testing

Construct Validity is used to ensure that the measure is actually measuring what it is intended to measure, and no other variables. Using a panel of “experts” familiar with the construct is a way in which this type of validity can be assessed. The experts can examine the items and decide what that specific item is intended to measure. The executive managers can be involved in this process to obtain their feedback.

3.3.2 Reliability testing

Internal consistency reliability is a measure of reliability used to evaluate the degree to which different test items that probe the same construct produce similar results. This research will use “average inter-item correlation” is a subtype of internal consistency reliability. It is obtained by taking all of the items on a test that probe the same construct (e.g., Reading comprehension), determining the correlation coefficient for each pair of items, and finally taking the average of all of these correlation coefficients. This final step yields the average inter-item correlation.

Table 3.1 Reliability Statistics

<i>Reliability Statistics</i>	<i>Cronbach's Alpha</i>
Reliability of Tourist Experience	0.825
Reliability of Customer Satisfaction	0.813
Total Reliability	0.888

3.4 Data collection

Primary and secondary data are in the scope of statistics and research method.

3.4.1 Primary data

Primary data collect information from original sources such as personal interviews, questionnaires or surveys with a specific objective.

3.4.2 Secondary data

Secondary data is information that already public in somewhere, such as journals, on the internet, in a company's records, related documents and material.

3.5 Data analysis

The purpose of analyzing data classifies useful data for next operation. Which data can be qualitative or quantitative as below:

- Describe and summarize the data.
- Identify relationships between variables.
- Compare variables.
- Identify the difference between variables.

3.5.1 Quantitative Data

The author verified the validity of the questionnaire and statistically analyzed data by using a software program of statistic package for social sciences (SPSS)

3.5.2 Qualitative Data

The author used the following inductive approach only using the emergent framework to group the data and then look for a relationship

3.6 Data Analysis Technique

3.6.1 Frequency distribution

The frequency of observations, shown as old, which can be used to measure of central tendency and distribution of information. The mean, median and mode All three measures of central tendency.

"Mean" is the average. It equals the sum of all values divided by the number of observations. The most popular is a measure of central tendency. Suitable for data sets do not have the disorder.

"Median" is the middle value when all of which are lined up in order. (Assuming there is an odd number of values), even if the average is the average of the two numbers in the middle. This is useful when the data set is unusual, and the distribution is very uneven.

"Mode" is observed most often. It is useful when the data is not a number or when asked to list the most popular.

And the standard deviation is a measure of the dispersion. And the larger the standard deviation.

The greater speed the "range" is the difference between the maximum and minimum values of the variables, which shows how much change out of the average.

The variance is the average of the difference from the average stretch. The standard deviation is the square root of the variance.

3.6.2 One-way ANOVA

One-way ANOVA is used to test the different points of the average of two or more samples. If there are differences between individual research groups are testing different ways of Scheffé multiple comparisons by identifying statistically significant at the 0.5 level.

3.6.3 Linear Regressions

Regression is a more accurate way to test the relationship between the variables compared with the relationship (Adjusted R Square) and statistical tests of variables. The regression formula for one variable is $Y = AX + B$ and multiple regression $Y = AX_1 + BX_2 + C$.

For $y = ax + B$, y is the dependent variable X is a variable causal and cut shows the relationship between x and y , if "A" is 0.2, it means that when the variable x increases one unit, y increases 0.2. If the "a" is negative, meaning Y decreases as x increases.

For $y = ax_1 + bx_2 + C$, y is variables X_1 and X_2 are the cause of one variable causes the variable 2. "A" is the first cut variable and "B" variant 2.

CHAPTER 4

RESEARCH FINDINGS

This chapter presents findings from descriptive analyzed of respondent's demographic data and tourism behavior of the respondents. The hypothesis test results are also presented as follows.

4.1 Personal Data of Respondents

Personal data of the respondents obtained from questionnaires was analyzed and presented in the following tables.

Table 4.1 Frequency and percentage of Demographic Factor Classified by Gender

Gender	Frequency	Percent (validated)
Male	328	74.5
Female	112	25.5
Total	440	100

Findings from Table 4.1, it is revealed that a major group of respondent's gender were male, there are 328 people (74.5 %) and follows by female, there are 112 people (25.5%) reactively. Based on the results, the dominant gender among the respondents was male.

Table 4.2 Frequency and percentage of Demographic Factor Classified by Education

Education	Frequency	Percent (validated)
Primary	112	25.5
Secondary/ College	136	30.9
Bachelor	160	36.4
Master	32	7.3
Total	440	100

Findings from Table 4.2, it is revealed that a major group of respondent's gender were Bachelor, there are 160 people (36.4% %) and follows by Secondary/ College, there are 136 people (30.9%), Primary there are 112 people (25.5%) and Master there are 32 people (7.3%) reactively.

Table 4.3 Frequency and percentage of Demographic Factor Classified by Age

Age	Frequency	Percent (valid)
21	8	1.8
22	24	5.5
23	8	1.8
24	24	5.5
25	16	3.6
26	40	9.1
27	40	9.1
28	26	5.9
29	8	1.8
30	8	1.8
31	8	1.8
32	8	1.8
33	32	7.3
34	17	3.9
35	8	1.8
36	25	5.7
37	18	4.1
38	16	3.6
39	32	7.3
41	17	3.9
42	8	1.8
44	8	1.8
50	9	2.0
53	16	3.6
55	8	1.8
66	8	1.8
Total	440	100

Findings from Table 4.3, it is revealed that a major group of respondents age were 26 years old and 27 years old there are 40 people (9.1 %)

Table 4.4 Frequency and percentage of Demographic Factor Classified by Income

Income	Frequency	Valid Percent
9000.00	88	20.0
9740.00	16	3.6
9980.00	8	1.8
10000.00	24	5.5
10400.00	8	1.8
10500.00	8	1.8
10610.00	8	1.8
10790.00	48	10.9
10980.00	8	1.8
11900.00	8	1.8
12080.00	16	3.6
12180.00	8	1.8
12230.00	8	1.8
12980.00	8	1.8
13290.00	8	1.8
13500.00	24	5.5
14610.00	8	1.8
15000.00	7	1.6
17510.00	8	1.8
17710.00	8	1.8
18020.00	8	1.8
18190.00	8	1.8
18360.00	8	1.8
19110.00	8	1.8
25000.00	7	1.6
26000.00	8	1.8
29580.00	8	1.8
32500.00	8	1.8
39300.00	8	1.8
40000.00	8	1.8
45020.00	8	1.8

Table 4.4 Frequency and percentage of Demographic Factor Classified by Income
(Cont.)

Income	Frequency	Valid Percent
52500.00	16	3.6
60000.00	8	1.8
150000.00	1	.2
250000.00	1	.2
Total	440	100.0

Findings from Table 4.4, it is revealed that a major group of respondent's gender were 9,000.00 THB per months, there are 88 people (20.0 %) and follows by 10,790.00 there are 48 people (10.9%), 10,000.00 and 13500.00 there are 24 people (5.5%) reactively.

According to the above objectives and considerations, this research determines tourist's demographic factors and tourist experience and determine the customer satisfaction in case of TK equipment Co., Ltd. Company outing at Pattaya – Kohkam. The following research hypotheses were formulated

4.2 The analysis of tourist experience factors of outing at Kohkam, Pattaya

This part explored the tourist experience factors which Self exploration, Relaxation, Growth & Learning, Social interaction, Natural and historic attractions, People, Recreational facilities and Organizational engagement to determine their relationship to the customer satisfaction of outing at Kohkam, Pattaya. Regarding the opinion of the respondents, the standard five- point Likert scale was applied to measure the level of satisfaction for each factor. The data gathered in this part is presented in the form of mean and standard deviation (SD) followed by brief explanations of the findings. The mean is used to describe the average degree of the respondents 'opinion on the tourist experience factors which lead to customer satisfaction. The mean scores were interpreted according to the mean range introduced by using the five-point Likert scale. The standard deviation (SD indicated the extent of the variation in the distribution of the data

Table 4.5 Descriptive of Tourist Experience Factor

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Self- Exploration	328	3	5	3.49	.630
Relaxation	328	1	5	3.32	.975
Growth & Learning	328	2	5	3.46	.629
Social Interaction	328	1	5	3.80	.804
Natural & Historic Attraction	328	1	5	3.39	.909
People	328	1	5	3.49	.915
Recreational Facilities	328	2	5	3.34	.785
Organizational Engagement	328	3	5	3.78	.751
Valid (listwise)	N 328				

Table 4.5 Mean and standard deviation (SD) are used to describe the average degree of the respondent's opinions on tourist experience factors which lead to customer satisfaction. The mean scores were interpreted according to the mean range introduced by using the five-point Likert scale. The standard deviation (SD) score indicated the variation in the distribution of the data.

Score from rating score, research range at an interval level. All of these, in order to facilitate on experience and satisfaction level decide which are 3 level since data have the lowest distribution scores are not over 1.00 and the highest score are not over 5.00

By the interval level = the difference between the highest and the lowest points

Number of levels

$$= \frac{(5-1)}{3} = 1.33$$

Thus, a researcher can range important factor level as follows:

Score 3.67 – 5.00 points'	high level
Score 2.34 – 3.66 points'	moderate level
Score 1.00 – 2.33 points'	low level

Table 4.6 The mean and standard deviation (SD) of Tourist Experience factors

Tourist Experience	Mean	STD.	Level
Self-Exploration	3.49	.630	Moderate
Relaxation	3.32	.975	Moderate
Growth & Learning	3.46	.629	Moderate
Social Interaction	3.80	.804	High
Natural & Historic Attraction	3.39	.909	Moderate
People	3.49	.915	Moderate
Recreational Facilities	3.34	.785	Moderate
Organizational Engagement	3.78	.751	High
Total	3.50	.799	Moderate

Table 4.6 Mean and standard deviation (SD) are used to describe the average of the degree of the respondents' opinions on the tourist experience factors which lead customer satisfaction. The mean score was interpreted according to the mean range introduced by using the five-point Likert scale. The standard deviation (SD) score indicated the variation in the distribution of the data. According to the data, the tourist experience is related to customer satisfaction. According to the table, the level of respondents' opinion is moderate, and the result of the mean is 3.50 and the standard deviation (SD) is .799. Moreover, the results in social interaction and organizational range are at a high level, which means all influence the customer satisfaction of outing at Kohkam- Pattaya, the results in Self-Exploration, Growth and Learning, Natural and Historic Attraction, People, and Recreational Facilities range are at a Moderate level, which means all influence the customer satisfaction of outing at Kohkam- Pattaya.

Table 4.7 Descriptive of Customer Satisfaction Factor

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Service Provider	328	1	4	2.78	.952
Transportation	328	1	5	2.93	1.179
Hotel	328	1	5	3.22	1.160
Food & Beverage	328	1	5	2.78	1.095
CSR Activity	328	1	5	3.49	.992
Shopping	328	1	4	2.37	.905
Valid N (listwise)	328				

Table 4.7 Mean and standard deviation (SD) are used to describe the average degree of the respondent's opinions on tourist experience factors which lead to customer satisfaction. The mean scores were interpreted according to the mean range introduced by using the five-point Likert scale. The standard deviation (SD) score indicated the variation in the distribution of the data.

Score from rating score, research range at an interval level. All of these, in order to facilitate on experience and satisfaction level decide which are 3 level since data have the lowest distribution scores are not over 1.00 and the highest score are not over 5.00

$$\text{By the interval level} = \frac{\text{the difference between the highest and the lowest points}}{\text{Number of levels}}$$

$$= \frac{(5-1)}{3} = 1.33$$

Thus, a researcher can range important factor level as follows:

Score 3.67 – 5.00 points'	high level
Score 2.34 – 3.66 points'	moderate level
Score 1.00 – 2.33 points'	low level

Table 4.8 The mean and standard deviation (SD) of Customer satisfaction factors

Customer satisfaction	Mean	STD.	Level
Service Provider	2.78	.952	Moderate
Transportation	2.93	1.179	Moderate
Hotel	3.22	1.160	Moderate
Food & Beverage	2.78	1.095	Moderate
CSR Activity	3.49	.992	Moderate
Shopping	2.37	.905	Moderate
Total	2.91	1.05	Moderate

Table 4.8 Mean and standard deviation (SD) are used to describe the average of the degree of the respondents' opinions on the customer satisfaction factors. The mean score was interpreted according to the mean range introduced by using the five-point Likert scale. The standard deviation (SD) score indicated the variation in the distribution of the data. According to the data, the customer satisfaction are related to customer satisfaction. According to the table, the level of respondents' opinion is moderate, and the result of the mean is 2.91 and the standard deviation (SD) is 1.05. Moreover, all results in customer satisfaction factors; Service Provider, Transportation, Hotel, Food and Beverage, CSR activities and Shopping range are at a Moderate level, which means all influence the customer satisfaction of outing at Kohkam- Pattaya.

4.3 H1: Tourists with different demographic factors will have different experiences towards outing.

Table 4.9 Tourists with different gender have different experiences toward outing

Gender (ANOVA)	F	Sig.
Self-Exploration	1.189	.276
Relaxation	15.693	.000**
Growth & Learning	1.995	.159
Social Interaction	.285	.594

Table 4.9 Tourists with different gender have different experiences toward outing
(Cont.)

Gender (ANOVA)	F	Sig.
Natural & Historic Attraction	5.067	.025*
People	9.851	.002**
Recreational Facilities	27.775	.000**
Organizational Engagement	5.309	.022*

Remarks: * Significant at or below 0.05 level and ** Significant at or below 0.01 Level

The table 4.9 of (Gender) ANOVA shows that the Relaxation, Natural and Historic Attraction, People, Recreational Facilities and Organizational Engagement value of sig. F is smaller than .05.

F value from the calculation is 15.693 Relaxation, 5.067 Natural and Historic Attraction, 9.851 People, 27.775 Recreational Facilities and 5.308 Organizational Engagement the value indicated that simultaneously the variables of Gender affect tourist experience of an outing at Kohkam- Pattaya.

The F value from the calculation will tell us that our assumptions favor H1: Tourists with different gender have different experiences toward outing

Table 4.10 Tourists with different age have different experiences toward outing

Age (ANOVA)	F	Sig.
Self-Exploration	1.071	.357
Relaxation	1.259	.129
Growth & Learning	1.338	.078
Social Interaction	.892	.677
Natural & Historical Attraction	1.130	.269

Table 4.10 Tourists with different age have different experiences toward outing
(Cont.)

Age (ANOVA)	F	Sig.
People	2.035	.000**
Recreational Facilities	.926	.617
Organizational Engagement	1.445	.036*

Remarks: * Significant at or below 0.05 level and ** Significant at or below 0.01 Level

The table 4.10 of (Age) ANOVA shows that the People, and Organizational Engagement value of sig. F is smaller than .05.

F value from the calculation are 2.035 People, and 1.445 Organizational Engagement the value indicated that simultaneously the variables of Age affect tourist experience of an outing at Kohkam- Pattaya.

The F value from the calculation will tell us that our assumptions favor H1: Tourists with different age have different experiences toward outing

Table 4.11 Tourists with different Education have different experiences toward outing

Education (ANOVA)	F	Sig.
Self-Exploration	12.372	.000**
Relaxation	2.006	.113
Growth & Learning	29.155	.000**
Social Interaction	3.361	.019*
Natural & Historic Attraction	4.627	.003**
People	24.447	.000**
Recreational Facilities	5.761	.001**
Organizational Engagement	9.957	.000**

Remarks: * Significant at or below 0.05 level and ** Significant at or below 0.01 Level

The table 4.11 of (Education) ANOVA shows that the Self Explore, Growth and Learning, Social Interaction, Natural Historic Attraction, People, Recreational Facilities and Organizational Engagement value of sig. F is smaller than .05.

F value from the calculation is 12.372 Self-Explore, 29.155 Growth and Learning, 3.361 Social Interaction, 4.627 Natural Historic Attraction, 24.447 People, 5.761 Recreational Facilities and 9.957 Organizational Engagement the value indicated that simultaneously the variables of Education affect tourist experience of an outing at Kohkam- Pattaya.

The F value from the calculation will tell us that our assumptions favor H1: Tourists with different education have different experiences toward outing

Table 4.12 Tourists with different Income have different experiences toward outing

Income (ANOVA)	F	Sig.
Self-Exploration	13.607	.000**
Relaxation	7.703	.000**
Growth & Learning	17.319	.000**
Social Interaction	11.112	.000**
Natural & Historic Attraction	9.306	.000**
People	40.871	.000**
Recreational Facilities	9.819	.000**
Organizational Engagement	7.647	.000**

Remarks: * Significant at or below 0.05 level and ** Significant at or below 0.01 Level

The table 4.12 of (Income) ANOVA shows that all results; Self Explore, Relaxation, Growth and Learning, Social Interaction, Natural Historic Attraction, People, Recreational Facilities and Organizational Engagement value of sig. F is smaller than .05.

F value from the calculation is 13.607 Self Explore, 7.703 Relaxation, 17.319 Growth and Learning, 11.112 Social Interaction, 9.306 Natural Historic Attraction, 40.871 People, 9.819 Recreational Facilities and 7.647 Organizational Engagement the

value indicated that simultaneously the variables of Income affect tourist experience of an outing at Kohkam- Pattaya.

The F value from the calculation will tell us that our assumptions favor H1: Tourists with different Income have different experiences toward outing

4.4 H2: Tourists with different demographic factors will have different satisfaction level towards the same outing/event.

Table 4.13 Tourist who has different gender will have different satisfaction level towards the same outing/event

Gender (ANOVA)	F	Sig.
Service Provider	52.578	.000**
Transportation	21.217	.000**
Hotel	50.343	.000**
Food & Beverage	24.540	.000**
CSR Activity	17.126	.000**
Shopping	21.102	.000**

Remarks: * Significant at or below 0.05 level and ** Significant at or below 0.01 Level

The table 4.13 of (Gender) ANOVA shows that all results; Service Provider, Transportation, Hotel, Food and Beverage, CSR Activity and Shopping value of sig. F is smaller than .05.

F value from the calculation is 52.578 Service Provider, 21.217 Transportation, 50.343 Hotel, 24.540 Food and Beverage, 17.126 CSR Activity and 21.102 Shopping the value indicated that simultaneously the variables of Gender affect customer satisfaction level towards outing at Kohkam- Pattaya.

The F value from the calculation will tell us that our assumptions favor H2: Tourist who has different gender will have different satisfaction level towards the same outing/event

Table 4.14 Tourist who has different age will have different satisfaction level towards the same outing/event

Age (ANOVA)	F	Sig.
Service Provider	2.044	.000**
Transportation	2.394	.000**
Hotel	1.603	.010**
Food & Beverage	2.089	.000**
CSR Activity	.883	.695
Shopping	.687	.944

Remarks: * Significant at or below 0.05 level and ** Significant at or below 0.01 Level

The table 4.14 of (Age) ANOVA shows that Service Provider, Transportation, Hotel, Food and Beverage, value of sig. F is smaller than .05.

F value from the calculation is 2.044 Service Provider, 2.394 Transportation, 1.603 Hotel, 2.089 Food and Beverage, the value indicated that simultaneously the variables of Age affect customer satisfaction level towards outing at Kohkam- Pattaya.

The F value from the calculation will tell us that our assumptions favor

H2: Tourist who has different age will have different satisfaction level towards the same outing/event

Table 4.15 Tourist who has different education will have different satisfaction level towards the same outing/event

Education (ANOVA)	F	Sig.
Service Provider	29.793	.000**
Transportation	18.129	.000**
Hotel	8.619	.000**
Food Beverage	9.850	.000**
CSR_Activity	7.362	.000**
Shopping	1.642	.179

Remarks: * Significant at or below 0.05 level and ** Significant at or below 0.01 Level

The table 4.15 of (Education) ANOVA shows that the Service Provider, Transportation, Hotel, Food and Beverage, and CSR Activity value of sig. F is smaller than .05.

F value from the calculation is 29.793 Service Provider, 18.129 Transportation, 8.619 Hotel, 9.850 Food and Beverage, and 7.362 CSR Activity the value indicated that simultaneously the variables of Education affect customer satisfaction level towards outing at Kohkam- Pattaya.

The F value from the calculation will tell us that our assumptions favor H2: Tourist who has different education will have different satisfaction level towards the same outing/event

Table 4.16 Tourist who has different income will have different satisfaction level towards the same outing / event

Income (ANOVA)	F	Sig.
Service Provider	28.936	.000
Transportation	22.866	.000
Hotel	17.802	.000
Food & Beverage	10.850	.000
CSR Activity	16.292	.000
Shopping	15.204	.000

Remarks: * Significant at or below 0.05 level and ** Significant at or below 0.01 Level

The table 4.16 of (Income) ANOVA shows that all results; Service Provider, Transportation, Hotel, Food and Beverage, CSR Activity and Shopping value of sig. F is smaller than .05.

F value from the calculation is 28.936 Service Provider, 22.866 Transportation, 17.802 Hotel, 10.850 Food and Beverage, 16.292 CSR Activity and 15.204 Shopping the value indicated that simultaneously the variables of Income affect customer satisfaction level towards outing at Kohkam- Pattaya.

The F value from the calculation will tell us that our assumptions favor H2: Tourist who has different income will have different satisfaction level towards the same outing/event

4.4 H3: level of tourist experience will affect the level of customer satisfaction.

Table 4.17 Multiple regression for testing the relationship between tourist experience and the customer satisfaction of service provider in Outing at Kohkam, Pattaya.

Service Provider					
Model	Unstandardized Coefficients		Standardize	t	Sig.
	B	Std. Error	d Coefficients Beta		
(Constant)	.916	.204		4.480	.000
Recreational Facilities	.558	.060	.461	9.368	.000
R	R Square	Adjusted R Square	Std. Error of the Estimate	F	Sig.
.461 ^a	.212	.210	.846	87.763	.000 ^b

a. Dependent Variable: Service Provider

From the table 4.17; The result of multiple regression testing by stepwise Regression of dependent variable , Customer satisfaction of service provider at outing has shown that the independent variable, Tourist Experience, such as Recreational Facilities in the significant statistical level at .05(the significant = .000 respectively, the Tourist Experience on service provider of outing in Kohkam, Pattaya, which is a positive regression coefficient on the variable is filled the edge with a forecast increase of the customer satisfaction is increased, The coefficient correlation of multiple variables on the basis of the customer satisfaction equal .461, which can forecast customer satisfaction was 46.1, indicating that there is still a variable basis in other areas of 53.1 affecting on the customer satisfaction in service provider of outing at Kohkam, Pattaya and a standard error of prediction was .846 and multiple regression equations can be written as follows.

The F value= 87.763 with sig is .000 (small than 0.05); the value indicates that simultaneously the variables of tourist experience (Recreational facilities) affect customer satisfaction in an outing at Kohkam, Pattaya. That mean we can reject the null hypothesis because there is at least one factor of tourist experience that has a linear relationship with customer satisfaction. This result is significant at the 0.05 level

Customer satisfaction in service provider Beta = .461. and t value = 9.368 is significantly higher (the sig = .000 is less than the significance level) that mean to reject the null hypothesis which means, the Recreational facilities factor influences customer satisfaction in service provider of an outing at Kohkam, Pattaya by linear multiple regression at significance level 0.05. Thus, from the hypothesis H3 can be summarized as Tourist Experience of recreational facilities have an effect on customer satisfaction in service provider.

Table 4.18 Multiple regression for testing the relationship between tourist experience and the customer satisfaction of transportation in Outing at Kohkam, Pattaya.

Model	Transportation			t	Sig.
	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta		
(Constant)	-1.970	.320		-6.149	.000
People	.663	.065	.515	10.135	.000
Self Exploration	.665	.088	.356	7.561	.000
Natural & Historic Attraction	.298	.056	.229	5.298	.000
Growth & Learning	-.215	.105	-.115	-2.040	.042
R	R Square	Adjusted R Square	Std. Error of the Estimate	F	Sig.
.715 ^d	.511	.505	.829	84.458	.000 ^e

a. Dependent Variable: Transportation

From the table 4.18; The result of multiple regression testing by stepwise Regression of dependent variable , Customer satisfaction of Transportation at outing has shown that the independent variable, Tourist Experience, such as people, self-exploration and natural and historic attraction and growth and learning in the significant statistical level at .05 (the significant = .000, .042 respectively, the Tourist Experience on transportation of outing in Kohkam, Pattaya, which is a positive regression

coefficient on the variable is filled the edge with a forecast increase of the customer satisfaction is increased, The coefficient correlation of multiple variables on the basis of the customer satisfaction equal .715 which can forecast customer satisfaction was 71.5, indicating that there is still a variable basis in other areas of 28.5 affecting on the customer satisfaction in transportation of outing at Kohkam, Pattaya and a standard error of prediction was .829 and multiple regression equations can be written as follows.

The F value= 84.458 with sig is .000 (small than 0.05); the value indicates that simultaneously the variables of tourist experience (as people, self-exploration and natural and historic attraction and growth and learning) affect customer satisfaction in an outing at Kohkam, Pattaya. That mean we can reject the null hypothesis because there is at least one factor of tourist experience that has a linear relationship with customer satisfaction. This result is significant at the 0.05 level

Customer satisfaction in transportation Beta =.515 people +.356 self-exploration +.229 natural and historical attraction -.115 growth and learning =.985 and t value = 10.135 people, 7.561 self-exploration, 5.298 natural and historical attraction, -2.040 growth and learning is significantly higher (the sig = .000, .042 is less than the significance level) that means reject the null hypothesis which means, the tourist experience of people, self-exploration, historic attraction and growth and learning factor influences customer satisfaction in transportation of outing at Kohkam, Pattaya by linear multiple regression at significance level 0.05. Thus, from the hypothesis H3 can be summarized as Tourist Experience of people, self-exploration, historic attraction and growth and learning have an effect on customer satisfaction in transportation.

Table 4.19 Multiple regression for testing the relationship between tourist experience and the customer satisfaction of Hotel in Outing at Kohkam, Pattaya.

Model	Hotel			
	Unstandardized Coefficients		Standardized Coefficients	t Sig.
	B	Std. Error	Beta	
(Constant)	-2.270	.287		-7.920 .000
Recreational Facilities	.414	.084	.280	4.918 .000

Table 4.19 Multiple regression for testing the relationship between tourist experience and the customer satisfaction of Hotel in Outing at Kohkam, Pattaya.

Hotel						
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
Self	.555	.085	.301	6.509		.000
Exploration						
Natural & Historic	.181	.057	.141	3.149		.002
Attraction						
Organizational Engagement	.280	.075	.181	3.738		.000
Relaxation	.199	.061	.167	3.282		.001
People	.206	.064	.162	3.207		.001
Growth & Learning	-.252	.093	-.137	-2.703		.007
R	R Square	Adjusted Square	R	Std. Error of the Estimate	F	Sig.
.783 ^g	.613	.604	.730	.730	72.298	.000 ^h

a. Dependent Variable: Hotel

From the table 4.19; The result of multiple regression testing by stepwise Regression of dependent variable , Customer satisfaction of hotel at outing has shown that the independent variable, Tourist Experience, such as Recreational Facilities, Self-Exploration, Natural and Historic Attrition, Organizational Engagement, Relaxation, People and Growth and Learning in the significant statistical level at .05 (the significant = .000, .001, .002 and 007 respectively, the Tourist Experience on hotel of outing in Kohkam, Pattaya, which is a positive regression coefficient on the variable is filled the edge with a forecast increase of the customer satisfaction is increased, The coefficient correlation of multiple variables on the basis of the customer satisfaction equal .783, which can forecast customer satisfaction was 78.3, indicating that there is still a variable basis in other areas of 21.7 affecting on the customer satisfaction in hotel of outing at

Kohkam, Pattaya and a standard error of prediction was .730 and multiple regression equations can be written as follows.

The F value= 72.298 with sig is .000 (small than 0.05); the value indicates that simultaneously the variables of tourist experience (Recreational Facilities, Self-Exploration, Natural and Historic Attrition, Organizational Engagement, Relaxation, People an Growth and Learning) affect customer satisfaction in an outing at Kohkam, Pattaya. That mean we can reject the null hypothesis because there is at least one factor of tourist experience that has a linear relationship with customer satisfaction. This result is significant at the 0.05 level

Customer satisfaction in hotel Beta =. 280 Recreational Facilities +.301 Self Exploration +.141 Natural and Historic Attraction +.181 Organization Engagement + .167 Relaxation +.162 People -.137 Growth and Learning =1.095 and t value = Recreational Facilities 4.918, Self-Exploration 6.509, Natural and Historic Attraction 3.149, Organizational Engagement 3.738, Relaxation 3.282, People 3.207 and Growth and Learning -2.703 is significantly higher (the sig = .000, .001, .002 and .007 is less than the significance level) that means reject the null hypothesis which means, the Recreational Facilities, Self-Exploration, Natural and Historic Attrition, Organizational Engagement, Relaxation, People and Growth and Learning factor influences customer satisfaction in the hotel of outing at Kohkam, Pattaya by linear multiple regression at significance level 0.05. Thus, from the hypothesis H3 can be summarized as Tourist Experience of Recreational Facilities, Self-Exploration, Natural and Historic Attrition, Organizational Engagement, Relaxation, People an Growth and Learning have an effect on customer satisfaction in hotel.

Table 4.20 Multiple regression for testing the relationship between tourist experience and the customer satisfaction of Food and Beverage in Outing at Kohkam, Pattaya.

Model	Food and Beverage				
	Unstandardized Coefficients		Standardized Coefficients	t	. Sig
	B	Std. Error	Beta		
(Constant)	-1.144	.247		-4.623	.000
Recreational Facilities	.656	.074	.470	8.856	.000
Organizational Engagement	.435	.071	.298	6.111	.000
Natural & Historic Attraction	.257	.055	.214	4.660	.000
People	-.224	.060	-.188	-3.759	.000
R	R Square	Adjusted R Square	Std. Error of the Estimate	F	Sig.
.704 ^d	.496	.489	.783	79.314	.000 ^e

a. Dependent Variable: Food and Beverage

From the table 4.20; The result of multiple regression testing by stepwise Regression of dependent variable , Customer satisfaction of food and beverage at outing has shown that the independent variable, Tourist Experience, such as recreational families, organizational engagement, natural and historic attraction and people in the significant statistical level at .05 (the significant = .000 respectively, the Tourist Experience on food and beverage of outing in Kohkam, Pattaya, which is a positive regression coefficient on the variable is filled the edge with a forecast increase of the customer satisfaction is increased, The coefficient correlation of multiple variables on the basis of the customer satisfaction equal .704, which can forecast customer satisfaction was 70.4, indicating that there is still a variable basis in other areas of 29.6 affecting on the customer satisfaction in food and beverage of outing at Kohkam, Pattaya and a standard error of prediction was .783 and multiple regression equations can be written as follows.

The F value= 79.314 with sig is .000 (small than 0.05); the value indicates that simultaneously the variables of tourist experience (recreational facilities, organizational engagement, natural and historic attraction, and people) affect customer satisfaction in an outing at Kohkam, Pattaya. That mean we can reject the null hypothesis because there is at least one factor of tourist experience that has a linear relationship with customer satisfaction. This result is significant at the 0.05 level

Customer satisfaction in food and beverage Beta =.470 recreational facilities+.298 organizational engagement + .214 natural and historic attraction- .188 people = .794 and t value = -4.623 recreational families, 8.856 organizational engagement, 4.660 natural and historic attraction and -3.759 people is significantly higher (the sig = .000 is less than the significance level) that means reject the null hypothesis which means, the tourist experience of recreational facilities, organizational engagement, natural and historic attraction and people factor influences customer satisfaction in food and beverage of outing at Kohkam, Pattaya by linear multiple regression at significance level 0.05. Thus, from the hypothesis H3 can be summarized as Tourist Experience of recreational facilities, organizational engagement, natural and historic attraction, and people have an effect on customer satisfaction in food and beverage.

Table 4.21 Multiple regression for testing the relationship between tourist experience and the customer satisfaction of CSR activities in Outing at Kohkam, Pattaya.

Model	CSR Activities			t	Sig.
	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta		
(Constant)	.645	.292		2.209	.028
Recreational Facilities	.308	.093	.244	3.313	.001
Natural & Historic Attraction	-.340	.061	-.311	-5.551	.000
Relaxation	.282	.066	.277	4.245	.000

Table 4.21 Multiple regression for testing the relationship between tourist experience and the customer satisfaction of CSR activities in Outing at Kohkam, Pattaya. (Cont.)

Model	CSR Activities			t	Sig.
	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta		
Growth & Learning	.472	.092	.299	5.142	.000
Organizational Engagement	.265	.077	.200	3.445	.001
People	-.174	.070	-.160	-2.485	.013
R	R Square	Adjusted R Square	Std. Error of the Estimate	F	Sig.
.593 ^h	.351	.339	.807	28.982	.000 ⁱ

a. Dependent Variable: CSR Activity

From the table 4.21; The result of multiple regression testing by stepwise Regression of dependent variable , Customer satisfaction of CSR activities at outing has shown that the independent variable, Tourist Experience, such as Recreational facilities, natural and historic attraction, relaxation, growth and learning, organizational engagement and people in the significant statistical level at .05 (the significant = .028, .001, .013, .000 respectively, the Tourist Experience on CSR activities of outing in Kohkam, Pattaya, which is a positive regression coefficient on the variable is filled the edge with a forecast increase of the customer satisfaction is increased, The coefficient correlation of multiple variables on the basis of the customer satisfaction equal .593, which can forecast customer satisfaction was 59.3, indicating that there is still a variable basis in other areas of 40.7 affecting on the customer satisfaction in CSR activities of outing at Kohkam, Pattaya and a standard error of prediction was .807 and multiple regression equations can be written as follows.

The F value= 28.982 with sig is .000 (small than 0.05); the value indicates that simultaneously the variables of tourist experience (Recreational facilities, natural and historic attraction, relaxation, growth and learning, organizational engagement, and people) affect customer satisfaction in an outing at Kohkam, Pattaya. That mean we can reject the null hypothesis because there is at least one factor of tourist experience that

has a linear relationship with customer satisfaction. This result is significant at the 0.05 level.

Customer satisfaction in CSR activities Beta = .244 Recreational facilities - .311 natural and historic attraction + .277 relaxation + .299 growth and learning + .200 organizational engagement - .160 people = .549 and t value = 3.313 Recreational facilities, -5.551 natural and historic attraction, 4.245 relaxation, 5.142 growth and learning, 3.445 organizational engagement and -2.485 people is significantly higher (the sig = .000, .028, .001, .013 is less than the significance level) that means reject the null hypothesis which means, the tourist experience influences customer satisfaction in CSR activities of outing at Kohkam, Pattaya by linear multiple regression at significance level 0.05. Thus, from the hypothesis H3 can be summarized as Tourist Experience of Recreational facilities, natural and historic attraction, relaxation, growth and learning, organizational engagement and people have an effect on customer satisfaction in CSR activities.

Table 4.22 Multiple regression for testing the relationship between tourist experience and the customer satisfaction of Shopping in Outing at Kohkam, Pattaya.

Shopping					
Coefficients^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.528	.225		6.793	.000
Recreational Facilities	.466	.067	.404	6.915	.000
Natural & Historic Attraction	-.212	.058	-.213	-3.642	.000
R	R Square	Adjusted R Square	Std. Error of the Estimate	F	Sig.
.359 ^b	.129	.123	.848	24.030	.000 ^c

a. Dependent Variable: Shopping

From the table 4.22; The result of multiple regression testing by stepwise Regression of dependent variable , Customer satisfaction of shopping at outing has shown that the independent variable, Tourist Experience, such as recreational facilities, natural and historic attraction in the significant statistical level at .05 (the significant = .000 respectively, the Tourist Experience on shopping of outing in Kohkam, Pattaya, which is a positive regression coefficient on the variable is filled the edge with a forecast increase of the customer satisfaction is increased, The coefficient correlation of multiple variables on the basis of the customer satisfaction equal .359, which can forecast customer satisfaction was 35.9, indicating that there is still a variable basis in other areas of 64.1 affecting on the customer satisfaction in shopping of outing at Kohkam, Pattaya and a standard error of prediction was .848 and multiple regression equations can be written as follows.

The F value= 24.030 with sig is .000 (small than 0.05); the value indicates that simultaneously the variables of tourist experience (recreational facilities, natural and historic attraction) affect customer satisfaction in outing at Kohkam, Pattaya. That means we can reject the null hypothesis because there is at least one factor of tourist experience that has a linear relationship with customer satisfaction. This result is significant at the 0.05 level

Customer satisfaction in shopping Beta =. .404 recreational facilities - .213 natural and historic attraction=.191 and t value = 6.793 recreational facilities, -3.642 natural and historic attraction is significantly higher (the sig = .000 is less than the significance level) that means reject the null hypothesis which means, the recreational facilities, natural and historic attraction factor influences customer satisfaction in shopping of an outing at Kohkam, Pattaya by linear multiple regression at significance level 0.05. Thus, from the hypothesis H3 can be summarized as Tourist Experience of Recreational Facilities and Natural and Historic Attraction have an effect on customer satisfaction in shopping.

CHAPTER 5

SUMMARY, CONCLUSION & RECOMMENDATION

This chapter contains the summary, discussion, conclusion, limitations of the study, recommendations of the study. This chapter uses as a basis all the information that the researcher has gathered, analyzed, and organized in previous chapters.

5.1 Summary

The purpose of this study is to determine which factors will have more effect on customer satisfaction. To accomplish this goal, it became necessary to reach some prerequisite goals. Determining what tourist experience factors mean and how that influence the customer satisfaction. The literature review conducted for this research, it became necessary to reach an understanding about tourist experience literacy. To provide for the possibility that construction could be perceived and measured as elements which have the potential to develop the tourism management model. Once these fundamental steps were achieved, this research could go forward. This chapter reports, conclusions and recommendations resulting from the study.

5.2 Conclusion

This research used a quantitative study to explore customer satisfaction in the outing. The study was designed to meet the objectives of the study, which included investigating the tourist experience in terms of various variables.

5.2.1 Demography characteristics

Based on 440 usable data from tourists who worked at TK Equipment Co., Ltd. In Thailand, we can find that the number of male tourists and female tourists is (male 328, female 112), most of them are 26-27 years old, with the education level of a bachelor's degree with an income of 9,000THB

5.2.2 H1: Tourists with different demographic factors will have different experiences towards outing.

The outing consisted of 8 tourist experience factors that are Self Exploration, Relaxation, Growth and Learning, Social interaction, Natural and historic attractions, People, Recreational facilities, and Organizational engagement. The results of data analysis on demographic Factors are as follows:

Table 5.1 Results Finding from Hypotheses H01

	Hypothesis Statement H01	Result
H01	Tourist with different demographic factors will have a different experience towards outing.	Rejected H0
H01a:	Tourist with different gender will have a different experience towards outing.	Rejected H0
H01b:	Tourist with different age will have a different experience towards outing.	Rejected H0
H01c:	Tourist with different education will have a different experience towards outing.	Rejected H0
H01d:	Tourist with different income will have a different experience towards outing.	Rejected H0

As shown in the table above, that the hypotheses were rejected in all cases, so per the results it shows that all independent variables (demographics) are significantly related to the dependent variable (tourist experience)

- The tourist who has different genders (between male and female) will have a different experience level towards the same outing/event in Relaxation, Natural Historic Attraction, People, Recreational Facilities, and Organizational Engagement
- The tourist who has different age will have a different experience towards the same outing/event in People, and Organizational Engagement
- The tourist who has different education will have a different experience towards the same outing/event are in Self Explore, Growth and Learning, Social Interaction, Natural Historic Attraction, People, Recreational Facilities, and Organizational Engagement

- The tourist who is different income having different experiences towards the same outing/event in all experience; Self-Explore, Relaxation, Growth and Learning, Social Interaction, Natural Historic Attraction, People, Recreational Facilities, and Organizational Engagement

5.2.3 H2: Tourists with different demographic factors will have different satisfaction level towards the same outing/event.

The outing consisted of 6 customer satisfaction factors that are the Service provider, Transportation, Hotel, Food and beverage, CSR activities and Shopping. The results of data analysis on demographic Factors are as follows:

Table 5.2 Results Finding from Hypotheses H02

	Hypothesis Statement H02	Result
H02	Tourist with different demographic factors will have different satisfaction level towards the same outing/event	Rejected H0
H02a:	Tourist with different gender will have different satisfaction level towards the same outing/event	Rejected H0
H02b:	Tourist with different age will have different satisfaction level towards the same outing/event	Rejected H0
H02c:	Tourist with different education will have different satisfaction level towards the same outing/event	Rejected H0
H02d:	Tourist with different income will have different satisfaction level towards the same outing/event	Rejected H0

As shown in the table above, that the hypotheses were rejected in all cases, so per the results it shows that all independent variables (demographics) are significantly related to the dependent variable (customer satisfactions)

- The tourist who has different gender will have different satisfaction level towards the same outing/event can be found in the all satisfaction factor results; Service Provider, Transportation, Hotel, Food and Beverage, CSR Activity, and Shopping
- The tourist who has different age will have different satisfaction level towards the same outing/event can be found in the Service Provider, Transportation, Hotel, Food, and Beverage.
- The tourist who has different education will have different satisfaction level towards the same outing/event can be found in the Service Provider, Transportation, Hotel, Food and Beverage, and CSR Activity
- The tourist who is different income having different satisfaction level towards the same outing/event are the all satisfaction factor results; Service Provider, Transportation, Hotel, Food and Beverage, CSR Activity, and Shopping

5.2.4 H3: Level of tourist experience will affect the level of customer satisfaction.

Tourist Experience to increase customer satisfaction in the outing as below

Table 5.3 Results Finding from Hypotheses H03

	Hypothesis Statement H03	Result
H03	Level of tourist experience will affect the level of customer satisfaction	Rejected H0
H03a:	Tourist experience will affect the level of customer satisfaction of service provider	Rejected H0
H03b:	Tourist experience will affect the level of customer satisfaction of transportation	Rejected H0
H03c:	Tourist experience will affect the level of customer satisfaction of the hotel	Rejected H0
H03d:	Tourist experience will affect the level of customer satisfaction of food and beverage	Rejected H0
H03e:	Tourist experience will affect the level of customer satisfaction of CSR activity	Rejected H0

H03f:	Tourist experience will affect the level of customer satisfaction of Shopping	Rejected H0
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- Tourist Experience of recreational facilities influences customer satisfaction of service provider.

- Tourist Experience of people, self-exploration, historic attraction and growth and learning influence customer satisfaction in transportation

- Tourist Experience of Recreational Facilities, Self-Exploration, Natural and Historic Attrition, Organizational Engagement, Relaxation, People, Growth, and Learning influence customer satisfaction with the hotel.

- Tourist Experience of recreational facilities, organizational engagement, natural and historic attraction, and people influence customer satisfaction in food and beverage

- Tourist Experience of Recreational facilities, natural and historic attraction, relaxation, growth and learning, organizational engagement and people influence customer satisfaction in CSR activities.

- Tourist Experience of Recreational Facilities and Natural and Historic Attraction influence customer satisfaction in shopping.

Table 5.4 Model of Tourist Experience Management

Model of Tourist Experience Management for increase customer satisfaction in case of a company outing is table below

Dependent Variable (Tourist experience)	Service Provider	Transportation	Hotel	Food & Beverage	CSR Activity	Shopping
Self - Exploration		yes	yes			
Relaxation			Yes		Yes	
Growth & Learning		Yes	Yes		Yes	

Social interaction

Table 5.4 Model of Tourist Experience Management (Cont.)

Model of Tourist Experience Management for increase customer satisfaction in case of a company outing is table below

Dependent Variable (Tourist experience)	Service Provider	Transportation	Hotel	Food & Beverage	CSR Activity	Shopping
Natural & Historic Attraction		Yes	Yes	yes	yes	yes
People		yes	yes	yes	yes	
Recreational Facilities	yes				yes	yes
Organizational Engagement			yes	yes	yes	

In conclusion, support H3: Tourist experience influences the customer satisfaction of outing at Koh Kam- Pattaya.

From the above model, the researcher found the key tourist experience factors are

1. The only one tourist experience which influences customer satisfaction in service provider is recreation facility
2. The Natural & Historic Attraction experience is the most impact on customer satisfaction in all factors except service provider
3. The People experience is the second most impact to customer satisfaction follow the natural & historic attraction experience in all factors except service provider and shopping

However, for others, tourist experience factors should be designed as supportive factors to meet stakeholder expectation, or achieve the outing objective, such as self-exploration, relaxation, Social interaction, and organizational engagement

Therefore, from this study, the researcher could suggest the tour operator the scenario model of tourism management as below

Scenario 1: The outing highlight is placed on location, so the natural & historic attraction and recreation facilities experience the main creation focus to increase customer satisfaction, while tourism management keeps some other tourist experience which aligns with outing intent.

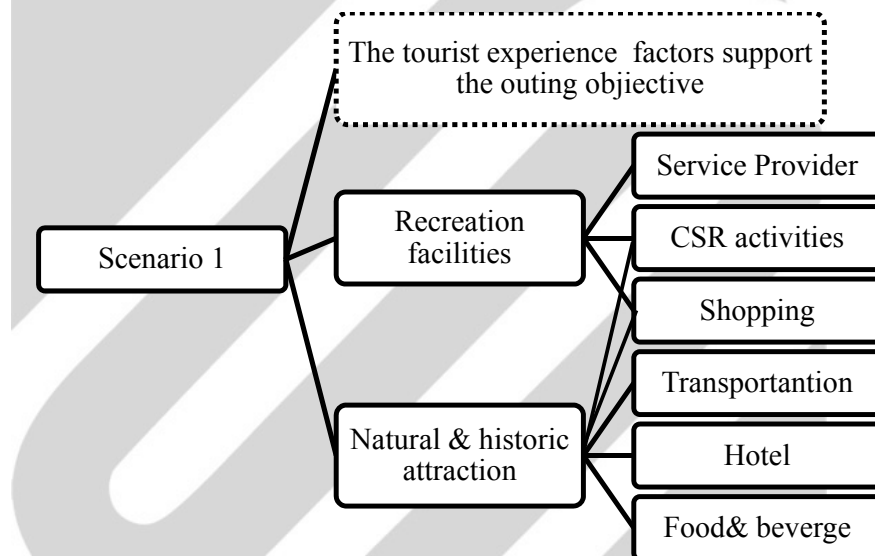


Figure 5.1 Scenario 1

Scenario 2: The outing highlight is not placed on location, but people so the people, experience and recreation facilities are the main creation focus to increase customer satisfaction, while tourism management keeps some other tourist experience which aligns with outing intent.

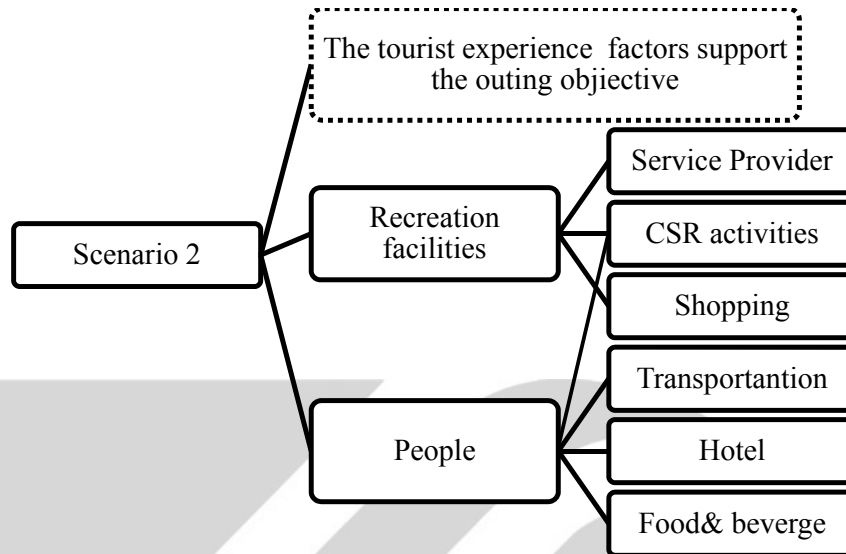


Figure 5.2 Scenario 2

5.3 Discussion

The study had three main hypotheses, which are H1, H2, and H3. These were the most relevant hypotheses that directly related to the topic of the study. The finding of this study has shown that there is a relationship between demographic factor, the tourist experience and customer satisfaction of outing

The hypotheses were discovered. This was as the result of the comments and suggestions given by the respondents during the survey. This research defined the influencing factors for customer satisfaction of outing in Koh Kam-Pattaya. The variables of demographics and tourist experience, the tourist who has different demographic (gender, age, education, and income) will have a different experience level towards the same outing / event in Relaxation, Natural Historic Attraction, People, Recreational Facilities, and Organizational Engagement in concurrence with the related research results of predictors of tourists' shopping behavior: An examination of the social and demographic characteristics and classification travel. Palacio & Martín, (2004) stated that the relationships between the perceived image and the motivation of tourists to experience their holiday travel and social characteristics of the populations referring to their gender, age, the level of education, social class and country of residence are assessed. Which able to indicate that the demographic characteristics influence the cognitive and affective assessment of the image experience holiday travel

correlated significantly with the thoughts and emotions., and the motivations influence the affective component of the image

And this research in which all the data were collected from 440 respondents, the relationship is shown between demographic and satisfaction. This shows that all the results conform to the research hypotheses. The most important thing is the tourist who has different demographic will have a different customer satisfaction level towards the same outing/event can be found in the all satisfaction factor results; Service Provider, Transportation, Hotel, Food and Beverage, CSR Activity, and Shopping. While Yoon-Jung oh et al, (2004) stated that the importance of tourism shopping is widely recognized and tourism destinations are aware of the contribution of shopping there is still realize about the actual behavior and expectations of tourism and what influences their preferences. The results of previous research consistently show that some relationships among age, sex, and travel classification on trip activity profiles with tourist's shopping behaviors and preferences.

The results finding from chapter 4 regarding tourist's opinions toward the outing at Koh Kam – Pattaya, tourist experience of recreational facilities influence customer satisfaction of service provider. Which related to the study of tour service performance framework that Chan, Hsu & Baum (2015) assesses the impact of tour service performance on tourists' satisfaction with tour services and experience as well as their behavioral intentions, the results show that satisfaction with tour services and satisfaction with the tour experience are differently constructed with significant relationships with the various tour services.

Moreover, this research finds the tourist experience of people, self-exploration, historic attraction and growth and learning influence customer satisfaction in transportation. In the car trip context Wang et al, (2016) stated that the perceived value and tourist satisfaction mediate the relationship between destination image and loyalty.

From the research of Understanding the impact of ecotourism resort experiences on tourists' environmental attitudes and behavioral intentions, Lee, Won Hee, and Moscardo, Gianna (2005) supported that awareness about the resort in environmental practices and satisfying experience in ecotourism leads visitors a good environmental attitude, thus increasing their interest in further ecotourism experiences.

Through these cumulative effects, ecotourism accommodation could achieve its educational goal. Which The study found that the composition of the tourist experience; recreational facilities, self-exploration, natural and historic attraction, organizational engagement, relaxation, people a growth and learning influence customer satisfaction in the hotel.

In another way, Song et al, (2014) demonstrated the influence of tourist experience on perceived value and satisfaction with temple stays: the experience economy theory that escape and entertainment experiences are important predictors of both functional and emotional values. Aesthetic experiences influence emotional experiences while educational experience impact on the value of work. Both the functional and emotional effects tourist satisfaction.

Which agreed with Chen, Petrick & shahvali, (2016) that the role of tourism experiences as a stress reliever, particularly focusing on the underlying psychological experiences associated with recovery. In addition, this research is to examine how these recovery experience during leisure travel, influencing the perception of satisfaction in life after the trip. It was found that the four-dimensional experience of recovery, tourism has a positive effect on life satisfaction. The results also revealed that even a weekend getaway can help people to recover from the stress of work.

Accord Cetin & Bigihan, (2016) viewed the destinations a provide a package of products and services. Using these resources for tourists create their own experiences. Providing an experience, the favorite tourist destinations is critical for success in the long term. Therefore, the tourist experience of recreational facilities, organizational engagement, natural and historic attraction, and people influence customer satisfaction in food and beverage and tourist experience of recreational facilities, natural and historic attraction, relaxation, growth and learning, organizational engagement and people influence customer satisfaction in CSR activities.

From understanding the relationships between tourists' emotional experiences, perceived the overall image, satisfaction, and intention to recommend Prayag et al, (2015) presented the story telling of outstanding experience, they are the "values" of the tour. They "paid" for the quality of "what has been" the product. Further analyses show that different satisfaction groups used somewhat different narratives to represent their shopping experiences which different from finding of this research that the tourist

experience of recreation facilities and natural and historic Attraction influence customer satisfaction in shopping.

5.4 Management implications

The purpose of this study is to design model linking tourists' experiences, and customer satisfaction. The data collected from the tourists outing Koh Kam-Pattaya. Results show that tourists' experiences influence customer satisfaction. In addition, overall image has a positive influence on tourist satisfaction and intention to recommend. The study expands current theorizations by examining the tourist experience in tourism management. From a practical perspective, the study offers important implications for the tour company.

To had better understand and analyze the specific activities through which Dodee Tour can create a competitive advantage, a value chain analysis for outing has been conducted as below for model of value creating activities. The goal of these activities (Inbound logistics, operations, outbound logistics, marketing and sales, and services) is to create value that exceeds the cost of the service is to create a profitable business for domestic tourism.

The proposed model and findings can greatly help researchers and practitioners understand the concept of tourist experience and its complex relationships with customer satisfaction and behavioral intentions.

Table 5.5 Application of Tourist Experience Management Model

Value Chain	Customer Touch Point	Experience	Management
In Bound	Service provider -Get requirement -Trip planner	Recreational Facilities	-Providing quality services management to meet customer expectation, the tourism management needs to recognized that many tourists were interested particularly in recreational.because of enjoyment, amusement, or happy and fun. -For member management, to be the tour team Leads. These are the all-stars: Friendly, engaging, thorough.

They should be giving most of the tours, but that is worth time to train staff members as well, so you never have to turn a visit down

Table 5.5 Application of Tourist Experience Management Model (Cont.)

Value Chain	Customer Touch Point	Experience	Management
Operations	Transportation -Logistics -Coordination with destination places -Facility bus and boat	Self- Exploration Relaxation Growth & Learning Natural & Historic Attraction People Organizational Engagement	-Facilitating the transport business travel by providing standard logistics. Which is safe, comfortable and has a contingency plan, staff is cooperative on the bus and the food and drinks in the way a tour guide to lead them on a bus that supports people can interact with employees cross functional by game and quiz. - Outing with a variety of attractions would be necessary to design plans to travel smoothly around. Send a positive impact on travel and coming cited for historical and natural attractions, shopping, activities, relaxation and recreation. Safely, timely and

tourists do not get bored or too tired

Table 5.5 Application of Tourist Experience Management Model (Cont.)

Values Chain	Customer Touch Point	Experience	Management
Operations	Accommodations & Hotel <ul style="list-style-type: none"> - Location - Reserve - Check in- out - Facility internet 	Self-Exploration Relaxation Growth Learning Natural & historic Attraction People Organizational Engagement	<ul style="list-style-type: none"> - Establishment of the structure allows travelers have been & providing comfortable accommodation for tourists, the group had a chance to rest and recover from the stress of the day. - In the case of joint company activities. The hotel can be allocated to support area for the special event or seminar the facility can support the activities of other companies, such as light and sound area to take pictures.

- The hotel should be located in the downtown area. So tourists can take care of self after they've finished a trip to the official. Nearby attractions such as the police, bank, convenience store or transport other attractions.

Table 5.5 Application of Tourist Experience Management Model (Cont.)

Values Chain	Customer Touch Point	Experiences	Management
Operations	Food & Beverage -Restaurant -Menu -Lunch box and breaks -Snack	-Natural historic attraction -People -Organizational Engagement	-The tourism management needs to know is that tourism has any special plans for the night/weekend or not. Is defined as a pattern. Sometimes a memorable experience for visitors to tour. May define the local cuisine or the signature design associated with the local culture. - Restaurants need to know the context of a company outing and

attractions. And encourage visitors to get comfortable. In a special atmosphere Or format that combines a business meeting. Or specific activities To support successful outing this time focusing on the participation of the organization. The restaurant is supposed to set up a form people can get together.

Table 5.5 Application of Tourist Experience Management Model (Cont.)

Values Chain	Customer Touch Point	Experiences	Management
Out Bound	Activity on destiny location Location Attraction - Event and Activities	Relaxation Growth Learning Natural & Historic Attraction People Recreational Facilities Organizational Engagement	-Activities and experiences Joy and satisfaction in the end. Organizers are required to give employees the opportunity to participate in the idea. Their experiences The goal of the outing. Activities are focused on building social skills. And increase the motivation to leave the house. It also contributes to the work.

-In addition, the actual page. The plan may not be possible. Organizers must plan activities. To remedy the situation, Do not make the atmosphere of the tour. The activities planned will continue to support the objectives of the outing like to interact and explore yourself.

-The event will be impressed with gimmicks and giveaways. Or to surprise positively. Travelers unexpected as Banner Design Company for photography. Or photographic tour as well as a souvenir reminder.

Table 5.5 Application of Tourist Experience Management Model (Cont.)

Values Chain	Customer Touch Point	Experiences	Management
Sales- Marketing and After Service	Onboarding service - Shopping - Photos	Natural historic attraction Recreational Facilities	- To do this well, the tour company should conduct a survey or interviews with target consumers to establish their needs, what they respond to what they look for when selecting such organizations and tour companies are. Must be able to use that information to create a successful campaign to increase the

demand of customers to participate in the outing.

- After checking the travel and appreciate the gift of a surprise also shared memories and produce a short video clip that everything should be a tour to remember Travel. And has earned a reputation for providing high quality and friendly way.

- The system of a survey that focuses on improving a specific problem in a convenient travel. Can be connected anywhere at any time, such as online fan pages on social media is also a way to network and build relationships with customers.

The results show significantly positive relationships among tourist experiences. Structural modeling analysis verified that the effect of creative experiences on customer satisfaction. The study suggests that better information about patterns and predictor factors of customer satisfaction can lead to improved planning, marketing and management of sales, expenditures, and opportunities in the industry.

The experience of the tourist 's outing has a great impact on customer satisfaction. The evaluation method must have comprehensive and specific services of a tour package. A key factor in making a difference achieved by means of the value chain. Is to identify the value of the products or services of the company apart from its competitors and focus on customer needs. How to create a strategy to differentiate the existing more so.

- Tourism management needs to start from the research and design process for creating tourist experience.
- Tourism management should design the features of interest. It exceeds the previous and develops experience in each tourist touch point meet the targeted

customers' needs and build experience, feelings, and emotions for customers appropriately.

- Service and support where appropriate. If there is a need for different or urgency for recreation objective.
- Customer knowledge management is the most important for evaluation differentiation strategies for enhancing customer value from whole value chain
- The tourist experience is psychological attachment; Sentimental value and meaningful to customers which create the customer satisfactions the value or the costs associated with an experience of outing.

5.5 Limitations of the Study

There are several limitations to this study, some of them are: (1) the sample is focused just on employees in TK equipment, Thailand and (2) the employees are all from the agriculture mechanism industry. All the reasons lead to the sample not matching the demographics of the world. This makes it hard to generalize this study.

5.6 Recommendations of the Study

This study could be further improved if the sample was not just from employees in TK equipment in the agriculture industry. In addition, also measuring customer satisfaction by comparing two groups a common tourist experience management model and analyzing which group more satisfactions, the one that apply tourist experience management or the one that don't apply tourist experience, this way we would be able to see more clearly if what they claim to be their customer satisfaction matches reality.

5.6.1 Recommendations for researchers

This study has made an important contribution in shaping the scale of satisfaction of touring in a company outing. Besides this, it also contributed to understanding the factors of the tourist experience, as well as the effect of the components that effect the satisfaction of the tourists.

However, the subject still has some limitation mostly as follows:

1. The researcher should conduct the research with both Thai and international employees for a better result.
2. The researcher should select the respondents who have the same level of an amount of monthly income.

3. The researcher should collect the data for the sample group selection that has been calculated.

4. The researcher should extend the scope of research and apply much more research components.

5.6.2 Recommendations for company

1. It would be important to create a grandstand investment of employee engagement or organizational engagement, experience in people and social interaction which would prove to be a simple procedure to outing and co-design with the tour company.

2. It is important to create a nonfinancial good fare for employee which outing can provide relaxation recreational facilities in work life

3. It is important to create a learning and development for employee, which outing can provide employee 's self-exploration experience and learning and growth experience

5.6.3 Recommendations for tour company

1. The tour company needs to cooperate with the Company including hotels, restaurants, eco-tourism subprefectures for tourism management and planning. This is to ensure a solid growth of the company which, at the same time, avoiding massive development, and any imbalance between customer satisfaction and company financial budget. Tight management would greatly help in improving tourism management in a company outing

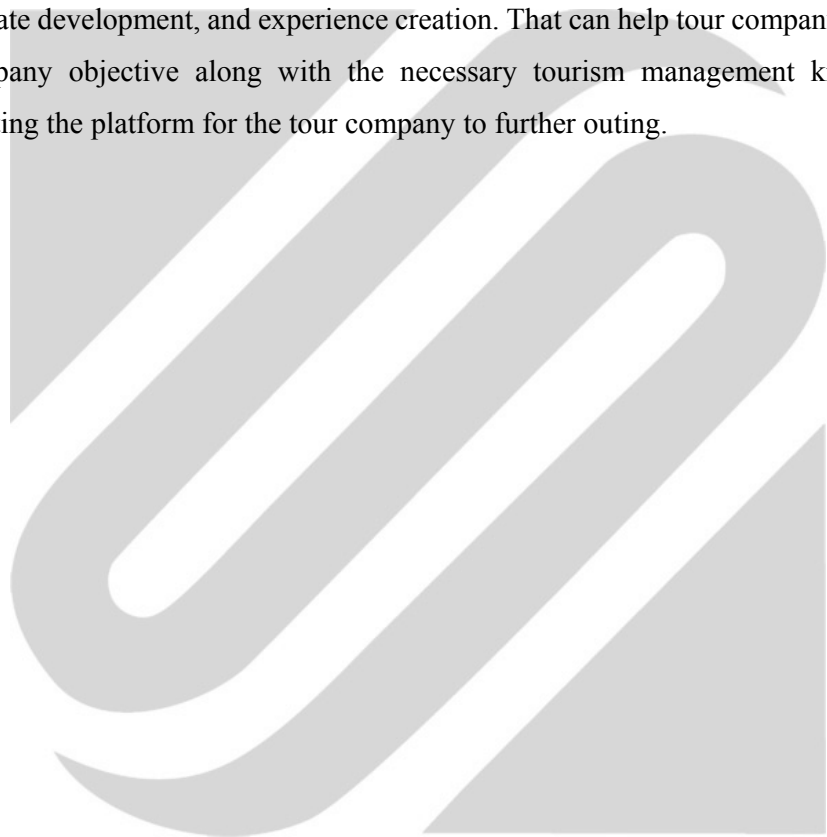
2. Combined with traveling with the organizational objective. Can be the tourism image marketing campaign.: Team building; CSR activity: Company Outing, Annual trip. Off-site seminar Etc. It is obligatory, to be able to recognize the crucial role of marketing in tourism. Thus, the task of research and application of tourism marketing strategies will require the complete cooperation of experts to draw out the correct, up to date and effective direction to follow.

3. Cooperation with Navy, Army who are responsible for taking care destination attraction in Koh Kam will aim towards protecting the ecology and local nature. This is especially necessary for the development of CSR activities equals the increase in the customer satisfaction.

4. It's important to encourage tourism business to improve their service quality via experience touch point in both organizational view and tourist personal view. The tour company is also responsible for consulting company on the methodology for creating the tourist experience meet their expectations and beyond the expectation.

5. Tour company should act as a link – between the company with other service suppliers with a view to creating tourist experience.

6. A form of tourism management should also be varied at learning, development, climate development, and experience creation. That can help tour company provide the company objective along with the necessary tourism management knowledge as creating the platform for the tour company to further outing.



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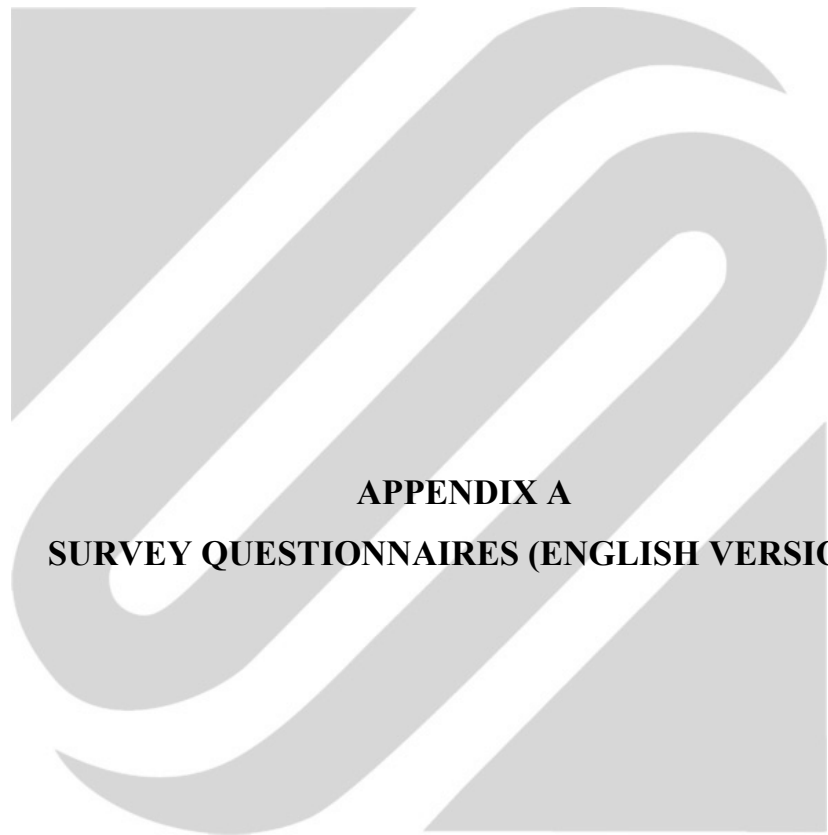
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APPENDIX A
SURVEY QUESTIONNAIRES (ENGLISH VERSION)



Master of Tourism and Hospitality Program

Survey Questionnaire

“Total Customer experience management for increase customer satisfaction in the outing”

In completion of the requirements of the study in Master of Business Administration at Stamford International University, Thailand, I am conducting this survey for the purpose of identifying factors that lead educational tourists to choose Thailand as Educational Tourism destination. The importance of this study will support the development of educational tourism in Thailand. All your answers will be kept confidential and your assistance in completing this survey is greatly appreciated.

Please read each question thoroughly and answer as best as possible. This questionnaire is divided into three parts:

Part 1: Question about General Information

Part 2: Tourist Experience toward outing at Pattaya (KohKham)

Part 3: Satisfaction of tourists toward outing at Pattaya (KohKham)

How satisfaction level in each factor which you have experience in this outing? Please enter a mark (√) into the that matches your feeling most.

Extremely satisfied = 5 ,Very satisfied = 4, Satisfied= 3,

Slightly satisfie= 2, Hardly satisfied = 1

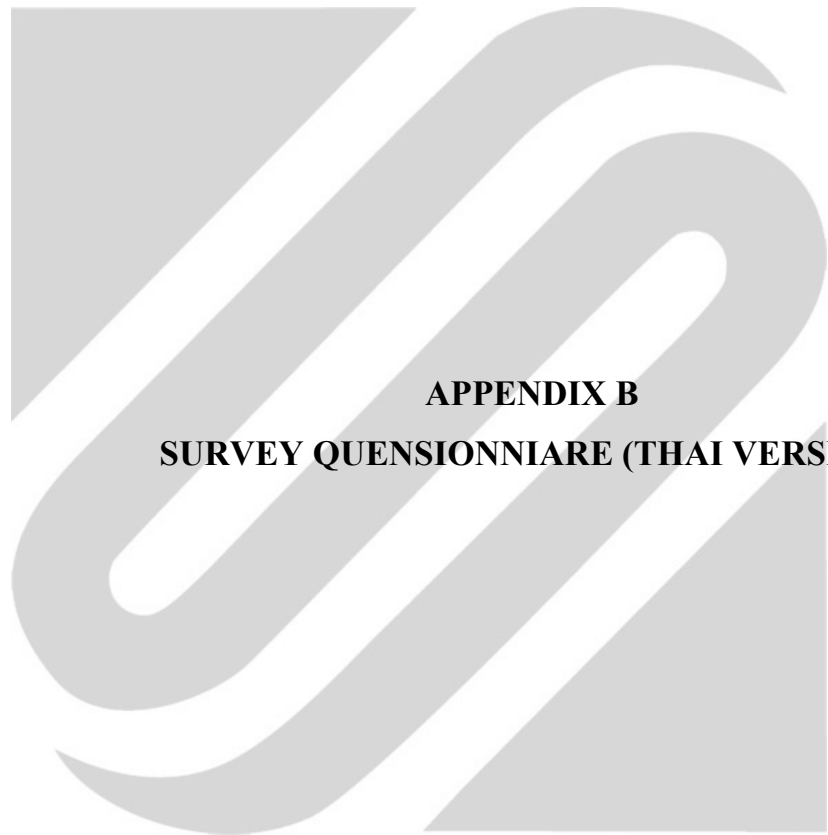
Factors	Satisfaction Level					Suggestions for improvement
	1	2	4	4	5	
1. I am satisfied with the service providers.						
2. I am satisfied with the vehicle and travel.						
3. I am satisfied with the hotel and accommodation.						
4. I am satisfied in restaurant food and beverages.						
5. enjoy the activity green "building a house reef. And clean the beach "						
6. I am happy to do some shopping for souvenirs						

Suggestions

.....

.....

.....



APPENDIX B
SURVEY QUESTIONNAIRE (THAI VERSION)

แบบสอบถามความพึงพอใจเกี่ยวกับกิจกรรมท่องเที่ยวประจำปี ที่ พัทยา – เกาะขาม

ข้อมูลจากแบบสอบถามนี้จะ เป็นประโยชน์ต่อการพัฒนาปรับปรุงกิจกรรมในปีต่อไป

โปรดอ่าน คำถามแต่ละข้ออย่างละเอียด และตอบคำถามให้สอดคล้องกับความรู้สึกของท่านมากที่สุดเท่าที่เป็นไปได้ ทั้งนี้แบบสอบถามแบ่งออกเป็นสามส่วน ดังนี้

ส่วนที่ :1ข้อมูลส่วนบุคคล

ส่วนที่ : 2ประสบการณ์การท่องเที่ยวประจำปี ที่ พัทยา- เกาะขาม

ส่วนที่ :3ความพึงพอใจต่อท่องเที่ยวประจำปี ที่ พัทยา- เกาะขาม

ส่วนที่ 1 : ข้อมูลส่วนบุคคล

โปรดระบุข้อมูลของท่าน (ทั้งนี้ ข้อมูลที่ได้จะนำไปใช้ในการพัฒนาเท่านั้น ไม่เกี่ยวข้องกับการพิจารณาผลงานใดๆ ทั้งสิ้น)

1. เพศ ชาย หญิง
2. อายุ
3. ระดับการศึกษา
 ประถมศึกษา มัธยมศึกษา
 ปริญญาตรี ปริญญาโท หรือ สูงกว่า
4. รายได้

ส่วนที่ : 2ประสบการณ์การท่องเที่ยวประจำปี ที่ พัทยา- เกาะขาม

ท่านได้รับประสบการณ์จากการท่องเที่ยวประจำปีอย่างไร โปรดระบุเครื่องหมาย (√) ในช่องที่ตรงกับความคิดเห็นของท่านมากที่สุด

1= น้อยที่สุด, 2=น้อย, 3=ปานกลาง, 4= มาก, 5=มากที่สุด

ประสบการณ์ที่ได้รับ	ระดับประสบการณ์ที่ท่านได้สัมผัส				
	1	2	3	4	5
a.ข้าพเจ้าได้ค้นพบว่าตนเองมีคุณค่า					
b.ข้าพเจ้าได้พักผ่อนและคลายเครียด					
c.ข้าพเจ้าได้เรียนรู้และพัฒนาตนเอง					
d.ข้าพเจ้าได้การปฏิสัมพันธ์เพื่อนร่วมงาน					
e.ข้าพเจ้าได้สัมผัสกับธรรมชาติและทะเล					
f.ข้าพเจ้าได้รู้จักกับคนใหม่ๆ					
g.ข้าพเจ้าได้สนุกเพลิดเพลินกับเกมส์กิจกรรม สันทนาการ					
h.ข้าพเจ้าได้มีส่วนร่วมและรู้สึกผูกพันกับที่ .เค.					

ส่วนที่ 3 : ความพึงพอใจในกิจกรรมท่องเที่ยวประจำปี พัทยา เกาะขาม

ท่านมีความรู้สึกพึงพอใจในแต่ละองค์ประกอบของการท่องเที่ยวประจำปีอย่างไร โปรดระบุเครื่องหมาย (✓) ในช่องที่ตรงกับความคิดเห็นของท่านมากที่สุด

1= พึงพอใจน้อยที่สุด, 2=พื่อพอใจน้อย, 3=พึงพอใจ, 4= พึงพอใจมาก, 5=พึงพอใจมากที่สุด

องค์ประกอบ	ระดับความพึงพอใจ					ข้อคิดเห็นเพิ่มเติม
	1	2	3	4	5	
1. ข้าพเจ้าพึงพอใจในผู้ให้บริการ						
2. ข้าพเจ้าพึงพอใจในยานพาหนะและการเดินทาง						
3. ข้าพเจ้าพึงพอใจในโรงแรม และที่พัก						
4. ข้าพเจ้าพึงพอใจในร้านอาหาร อาหาร และเครื่องดื่ม						
5. ข้าพเจ้าพึงใจในกิจกรรม รักษ์โลก "สร้างบ้านให้ปะการัง และเก็บขยะริมหาด"						
6. ข้าพเจ้าพึงพอใจในการแวะซื้อของฝาก						

ข้อเสนอแนะเพิ่มเติม

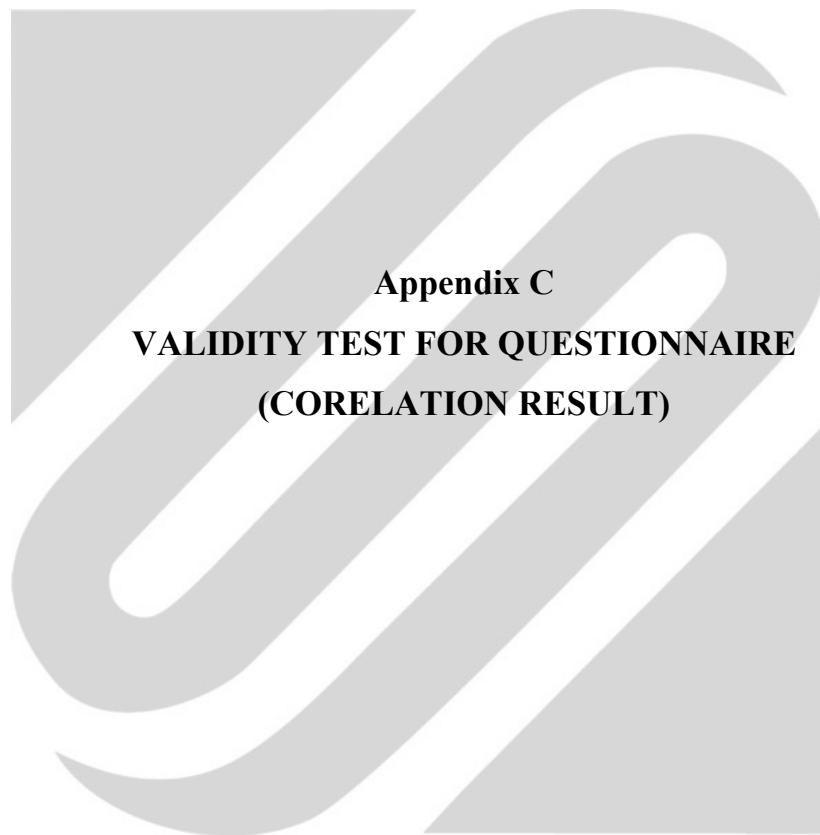
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ขอขอบพระคุณที่ให้ความร่วมมือ



Appendix C
VALIDITY TEST FOR QUESTIONNAIRE
(CORELATION RESULT)

Correlations

		Tourist Experience Factors	Customer Satisfaction Factors
Tourist	Pearson Correlation	1	.718**
Experience	Sig. (2-tailed)		.000
Factors	N	328	328
Customer	Pearson Correlation	.718**	1
Satisfaction	Sig. (2-tailed)	.000	
Factors	N	328	328

** . Correlation is significant at the 0.01 level (2-tailed).



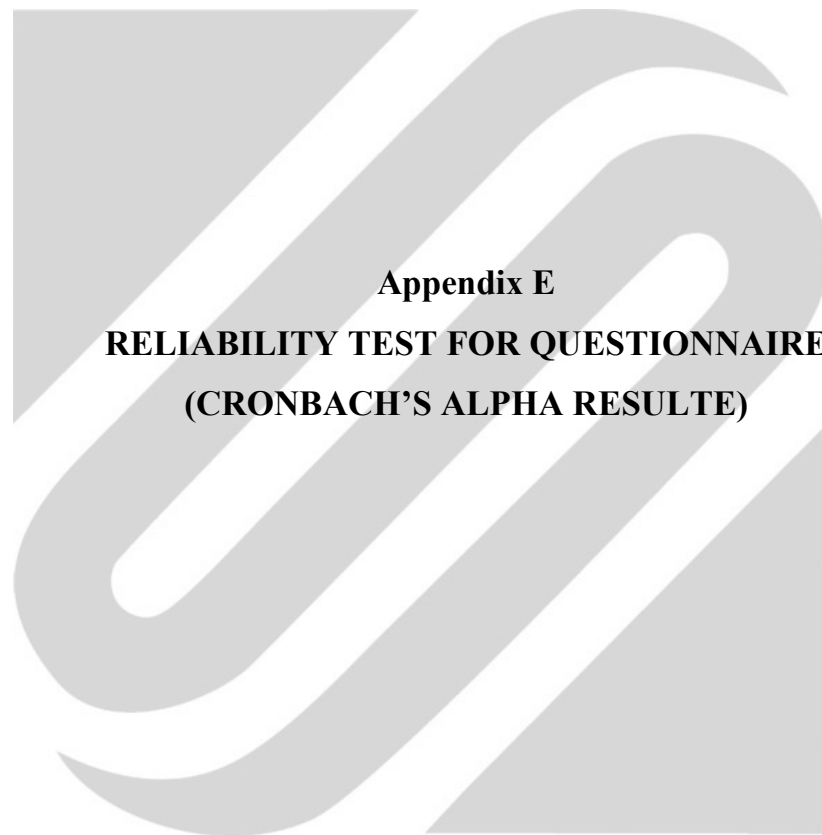
Appendix D

INDEX OF ITEM OBJECTIVE CONGRUENCE RESULT

INDEX OF ITEM OBJECTIVE CONGRUENCE RESULT

Questions	The Score			IOC	Result
	Judge 1	Judge 2	Judge 3		
Part 1 Demographic					
Gender	1	1	1	3	Accepted
Age	1	1	1	3	Accepted
Education level	1	1	1	3	Accepted
Income	1	1	1	3	Accepted
Part 2 Tourist Experience					
a. I have discovered that they have value.	1	1	1	3	Accepted
b. I can relax and unwind.	1	1	1	3	Accepted
c. I have to learn and develop themselves	1	1	1	3	Accepted
d. My colleague interaction.	1	1	1	3	Accepted
e. I got in touch with nature and the sea.	1	1	1	3	Accepted
f. I got to know new people.	1	1	1	3	Accepted
g. I have fun with games, activities.	1	1	1	3	Accepted
h. I have involved in and engage with TK	1	1	1	3	Accepted
Part 3 Customer Satisfaction					
1. I am satisfied with the service providers.	1	1	1	3	Accepted
2. I am satisfied with the vehicle and travel.	1	1	1	3	Accepted

Questions	The Score			IOC	Result
	Judge 1	Judge 2	Judge 3		
3. I am satisfied with the hotel and accommodation.	1	1	1	3	Accepted
4. I am satisfied in restaurant food and beverages.	1	1	1	3	Accepted
5. enjoy the activity green "building a house reef. And clean the beach "	1	1	1	3	Accepted
6. I am happy to do some shopping for souvenirs	1	1	1	3	Accepted



Appendix E
RELIABILITY TEST FOR QUESTIONNAIRE
(CRONBACH'S ALPHA RESULTE)

RELIABILITY TESTING RESULT

Reliability Statistics	Cronbach's Alpha
Reliability of Tourist Experience	0.825
Reliability of Customer Satisfaction	0.813
Total Reliability	0.888

Questions	Cronbach's Alpha if Item Deleted
I am satisfied with the service providers.	.876
I am satisfied with the vehicle and travel.	.875
I am satisfied with the hotel and accommodation.	.865
I am satisfied in restaurant food and beverages.	.876
enjoy the activity green "building a house reef. And clean the beach "	.885
I am happy to do some shopping for souvenirs	.895
I have discovered that they have value.	.885
I can relax and unwind.	.880
I have to learn and develop themselves	.881
My colleague interaction.	.885
I got in touch with nature and the sea.	.885
I got to know new people.	.879
I have fun with games, activities.	.873
I have involved in and engage with TK	.878
Total	.888

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