

## The Influencing Resources of Innovation Development Toward Competence-based Organizational Innovation: A Case Study of Tourist Accommodation Business in Thailand

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### Abstract

This study aims to study the determinants influencing the development of competence-based organizational innovation within the tourist accommodation sector in Thailand, taking into account both tangible and intangible assets. Employing a qualitative approach inherent to the social sciences, the study elucidates the conceptualization of resources as pivotal factors in instigating competence-based organizational innovation. The research methodology incorporates documentation analysis, semi-structured interviews, and participant observation, facilitating data collection and subsequent content analysis. The research cohort comprises twenty key informants, including business proprietors, general managers, and management-level personnel affiliated with Thailand's tourist accommodation management entities. These stakeholders actively contribute valuable insights into strategies and policies governing competence-based organizational innovation. The selected vital informants represent diverse accommodation enterprises in prominent tourist hubs like Chiangmai, Bangkok, Pattaya, and Phuket. This assortment includes dependent entities franchised under hotel chains and independent establishments, graded between 3 to 5 stars based on service tiers.

The study identifies two overarching categories of resources influencing competence-based organizational innovation in the tourist accommodation sector: tangible and intangible resources. Tangible resources encompass financial and physical assets, with financial components encompassing annual budget allocations, house floats, petty cash, and monetary credit. Physical resources include facilities, amenities, property structures, business locations, and networking with business partners. Furthermore, intangible resources are delineated into human, organizational, technological, regional, and intangible assets. Human resources comprise product and service knowledge,

technological insight, expertise, problem-solving skills, teamwork proficiency, and a positive attitude. Organizational resources encompass structural aspects, management style, planning processes, innovative policies, organizational culture, learning, knowledge sharing, and data management. Technological resources span updated information technology, personnel with technical expertise, databases, and equipment. Regional resources consider natural and human-made elements within the locale, such as scenery, weather, art, culture, traditions, and infrastructure. Finally, intangible assets encompass industrial property, copyright, brand image, and brand values. In conclusion, the study underscores Thailand's tourist accommodation organizations' proactive management and augmentation of tangible and intangible resources to cultivate competence-based organizational innovation. Acknowledging the inherent value of these resources emerges as imperative for sustaining and advancing operational efficacy in the competitive landscape of the tourism industry.

**Keywords:** Innovation development resources, Tangible resources, Intangible resources, Competence-based organizational innovation, Tourist accommodation business, Thailand

## Introduction

In the realm of heightened business competition, entrepreneurs are compelled to seek a competitive edge for their enterprises. The intricacies of the business environment and competitor dynamics have emerged as pivotal elements necessitating adjustments in business strategy and closely tying them to competitive performance (Nandakumar et al., 2010). Strategic management studies in business have identified numerous environmental factors influencing organizational efficiency, including complexity and changes in business competition (Chareanporn, Mingmalairaks & Kumsuprom, 2020). Mintzberg (1979) asserts that organizational performance is contingent upon aligning organizational strategies with the business environment. Industries predominantly concentrate on strategic resource management to foster competitive advantage development, while group-level strategic analysis contributes to understanding the interplay between business strategy and organizational performance (Lin et al., 2014).

Competency development has emerged as a strategy for creating a competitive advantage. This involves analyzing potential related to work performance, encompassing recruitment, employee learning, and operational management, as well as rewards (Armstrong, 2010). Competency definitions vary based on context and usage, with academic definitions in each field contributing to the nuanced understanding of the term (Chareanporn et al., 2016). Boyatzis (1982) defines competency as an inherent ability within an individual that leads to behavior aligning with organizational needs, supporting the idea that competency contributes to organizational success (Rankin, 2002). Business competency is crucial for creating organizational competitive advantage (Chareanporn, Mingmalairaks &

Jongsureyaphas, 2020), and organizational competency encompasses processes, systems, and actions that transform individual abilities into organizational potential (Murray, 2003).

In the context of tourism and service business competition, the challenge of maintaining competitive advantages prompts entrepreneurs to turn to innovation. Innovation, viewed as a crucial means of creating a competitive advantage, becomes a difficult undertaking, particularly for long-term goals, without differentiation in business operations (Pechlaner & Innerhofer, 2016). The tourism and service industry's innovation development is classified based on the nature and level of change, with gradual (incremental) innovation being more common than radical innovation (Peters & Pikkemaat, 2005). The dynamic nature of the tourism industry, influenced by factors like consumer behavior and technological advancements, requires internal management alignment to adapt to changing situations (Malerba, 2002). The external environment's dynamics affect resource management and organizational performance, emphasizing the importance of strategic management in developing and maintaining a strategy that leverages the organization's unique assets and skills for sustainable competitive advantage (Prahalad & Hamel, 1990; Chareanporn, Mingmalairaks & Kumsuprom, 2020).

Strategists are advised to incorporate strategic approaches into their planning, emphasizing innovation derived from organizational resources and competencies. External environmental factors must be analyzed to ensure that the resulting business innovation is unique to the organization, difficult to imitate, and customer-centric, thus providing a long-term competitive advantage (Pechlaner & Innerhofer, 2016; Pechlaner & Fischer, 2006). According to Kasikorn Bank Public Company Limited and Krungsri Research Report, the tourism and accommodation businesses in Thailand are experiencing growth, with an increase in both domestic and foreign tourists. This growth, driven by tourist accommodation fees and business investment trends, is further bolstered by government policies that facilitate investment by Thai and foreign investors (Kasikornbank Public Company Limited, 2019; Krungsri Research, 2018). Therefore, this study focuses on competency-based innovation development in the tourist accommodation business in Thailand, aiming to study organizational resources influencing innovation development based on organizational competencies and targeting product, process, and service innovation capabilities to gain a competitive advantage.

### **Research Objective**

To study the resources influencing competence-based organizational innovation development within Thailand's tourist accommodation business. The focus is on both tangible and intangible resources.

## Research Questions

To attain the research objective delineated above, the following research question has been formulated to guide the inquiry into the context of the tourist accommodation business in Thailand: “What are the Influencing resources of innovation development toward competency-based organizational innovation in Thailand's tourist accommodation business?”

## Literature Review

### 1. Strategic management and competitive advantage

Business competition is fierce nowadays, most business entrepreneurs try to create a competitive advantage for their organization. The business dynamic surroundings and competitors have become an important part that makes business strategy adjustments and competitive performance (Nandakumar et al., 2010). Moreover, from business strategic management literature, it is found that many environmental factors affect the efficiency of the organization such as dynamism, complexity, and business competition (Chareanporn, Mingmalairaks & Kumsuprom, 2020). Furthermore, Mintzberg (1979) shows, the organizational performance will depend on a business strategy that adapts to the business environmental. Then most of industry try to focus on strategic resource management and the importance to develop business competitive advantages. In this regard, strategic analysis at the group level will also contribute to the understanding of the relationship between business strategy and organizational performance (Lin et al., 2014). From empirical studies, many scholars have suggested several strategies that are appropriate for the environmental adaptation strategy because the business strategies are closely related to the business environmental (Chareanporn, Mingmalairaks & Kumsuprom, 2020).

There are many types of strategies used for strategic management in organizations. For example, Miles and Snow (1978), divided business strategy into four groups: prospectors, analyzers, defenders, and reactors, while Porter (1985) recommends general strategies for driving business into three groups: cost leadership strategies, differentiation strategies, and strategic focus. Also in the early 1980s, a business strategy framework called the McKinsey Seven S(7S) was developed by Peters and Waterman and a team of management academics. This strategy is used as a business analysis tool to identify criteria for successful business operations in all seven areas. There were organizational strategy (strategy), organizational structure (structure), various systems in the organization (system), organizational management model (style), organizational skills (skill), employees in the organization (staff), and organizational values (share-values) (Pascale & Athos, 1981). The focus is on creating strategies or implementing organizational strategies to develop and gain a competitive advantage (Lin et al., 2014). However, the organization's efficiency depends on the appropriate strategy within the business environment (Mintzberg, 1979). Therefore, each type of business tries to use different types of strategies.

A unique strategy or group of strategies for creating strategies in that type of industry will implement competitive strategies to develop competitive advantages (Parnell, 2010; Lin et al., 2014). Nevertheless, the increase in business performance can be assessed by the level of success such as market access, customer value, or a tendency to create or access new market groups (Chareanporn, Mingmalairaks & Kumsuprom, 2020).

## **2. Competence development concept and business competency**

The competency concept development is a human resource management concept. According to Armstrong (2010) explains, this concept is about analyzing potential related to work performance. It includes increases in efficiency and effectiveness in work identification. It covers the process of recruiting and selecting employees, learning and development, operations management, and giving rewards or compensation to employees. In addition, this concept is close to the concept of behavioral competency which was conceptualized by Boyatzis, an academic professor in 1982, who stated that factors that affect work performance include of the quality of the person, their motivation, their experience, and the behavioral characteristics they demonstrate in performing their work. However, the definition of the word competency varies according to context and use such as the definition of academics in each field of study as well (Chareanporn et al., 2016). Furthermore, Mitaree (2006) explained that, the definition of competence means personal characteristics that affect the organization's strategy or raise the organization's level. This is consistent with Green (1999, as cited in Mitaree, 2006), who explains that personal competency is something that describes and measures the level of work, knowledge and abilities that make the organization successful according to its goals such as creativity leadership, and ability to present work, etc. The use of competency words is different in each context of the work. Nevertheless, even though the definition of potential cannot be clearly specified but the overall meaning is a factor that helps each organization succeed due to the personal potential of employees in that organization. Agreeing with Boyatzis (1982) who defined competency as an ability that exists within a person and leads to behavior. In addition, it is expressed which meets the needs of the work of the organizational context and can also make the organization successful from these competencies. Furthermore, Rankin (2002) supports this idea, by giving the definition of competency as a reflection of the language of action. It is what creates expectations of individual performance and the performance of various activities. Everyone in the organization can learn this language of action from the organization. However, competency in each organization has different meanings depending on the context as well.

Business competency is important for business operations because it can generate business competitive advantage (Chareanporn, Mingmalairaks & Jongsureyaphas, 2020). As Taylor (2004) has defined business competency is a set of organizational skills that are related to five areas: (1) technology, (2) requirements,

(3) customers, (4) production, and (5) application development. Moreover, competency or competence can also describe the things that are valuable, rare, immutable, and non-substitutable (Prahalad & Hamel, 1990; Barney, 1991; Stalk et al., 1992). Furthermore, core products and business operations can remain valuable and unchanged which competitors will not be able to compete with if the entrepreneur always strongly develops and improves the company's operating result (Mingmalairaks et al., 2016). Business competency development and adaptation can happen according to business assumptions and desired results. Moreover, Murray (2003) explained that organizational competence can be defined as the processes, systems, and various practices of organization. The organization can transform individual abilities or competencies into organizational competencies through training, performance evaluation, motivation techniques, technical processes, and change management programs, etc. In the strategic management field, the concept of transferring the organization's core competencies is analyzed. In particular, it reviews how current competencies and skills can be transferred to the future. Strategic management also pays attention to how the organization must improve or redesign the organizational capabilities that have been delivered or how to achieve competitive advantage for today's dynamic businesses (Prahalad & Hamel, 1990; Chareanporn, Mingmalairaks & Kumsuprom, 2020).

### **3. Innovation development in tourism and hospitality businesses and strategic management approaches**

Nowadays, tourism and hospitality business owners and entrepreneurs have to face serious innovation challenges, especially in service innovations. Most of their business goal hope to achieve business sustainability, in terms of the ability to compete with competitors in the long-term competition. Therefore, innovation is also important and is used as one of the ways to create a competitive advantage in today's business competition. Nevertheless, most innovations in the tourism and service business can be imitated by competitors. If there are no unique differences. Pechlaner and Innerhofer (2016) explain that innovation is something that can be imitated in every business. Especially, if the innovation is tangible. clearly seen, can be developed, or can be purchased in the market. However, unique innovation differences only that can help organizations achieve business sustainability and the ability to compete with competitors in the long run. However, Peters and Pikkemaat (2005) stated that, innovation in tourism and service businesses by type of innovation or by level or the nature of the change will be found. Incremental innovation is a normal standard for innovation in tourism and service businesses while radical innovation is rare and acute in this type of business.

Moreover, Pechlaner and Innerhofer (2016) describe, innovation and innovation processes in tourism and service businesses are quite complex due to the unique nature of the business. Because services are intangible and consumers must participate in the service production and delivery process. Then, consumers play a very important role in the service quality and results. In addition, with the intangible characteristics of service businesses, most

organizations try to present tangible things as representations of their services to consumers as service quality evidence. For this reason, one of the main challenges of service business is how to protect new ideas in service or innovation in business because product innovation can be easily noticed and can be imitated immediately in service businesses. Thus, preventing counterfeiting is difficult and can require a lot of time and money to pioneer. Therefore, gaining a long-term competitive advantage is quite difficult (Pechlaner & Innerhofer, 2016).

Furthermore, Malerba (2002) describes the tourism industry as a dynamic industry. It can change at any time and can be divided into two parts. There are (1) production and (2) innovation systems part. For the first part is production part which is a product created by an agent and achieved through interaction with consumer and non-consumer markets. This actor can be both an individual and an organization. This can be achieved through the use of specific resources, competencies, learning processes, and organizational structures. It can interact through communication, cooperation, or exchange processes. In the second part is the innovation system part, actors and products are issues of dynamic or change and transformation where these things cause the development of existing products and services and can also develop innovation (Aldebert et al., 2011; Hall & Williams, 2008; Pechlaner & Innerhofer, 2016). Therefore, it can be seen that the dynamics of the external environment affect the actions of resources and organization competency. There are the combination and interaction of stimuli that occur with the characteristics of internal environmental factors. Thus, the consideration of both the dynamics of the external environmental factor and the internal environmental factors is the heart of strategic management methods.

The essence of strategic management is to develop and maintain a strategy that ties together specific assets and skills to achieve sustainable competitive advantage and choosing a combined strategy and gaining an advantage over competitors is the most important thing (Aaker, 1989; Pechlaner & Innerhofer, 2016). Resource-based view theory (RBV) is a theory that focuses on organizational resources. It is believed that if the organization would to gain more competitive advantages in business competition, the available resources within the organization should be considered first. However, the Resource-based view theory mentioned, to create competitive advantages, it must depend on the existing potential of the organization's resources and competencies. In addition, both the organizational resources and competencies must be connected and related also. For corporate strategy, if the organization wants to differentiate themselves from competitors, they have to arise the organization's resources and competency while also responding to customer needs. In addition, if the business wants to maintain this competitive advantage in order to achieve long-term sustainability. The business creating innovation that are difficult to imitate, not easy to replace, or cannot be imitated is something that the organization should focus (Pechlaner & Innerhofer, 2016; Pechlaner & Fischer, 2006).

## Research Methodology and Data Collection Scope

This study was considered qualitative research that used an in-depth interview technique. The data collection of research began with semi-structured interviews. In this step, a qualitative approach was used to obtain essential information and explore the resources that affect competence-based organizational innovation development, both tangible and intangible resources in Thailand's tourist accommodation business. The key informants are Thailand's tourist accommodation business management groups in Thailand. They were business owner, general managers, and management-level staff who participated in competence-based organizational innovation strategy and policy initiation, sharing their insights for the current study. There were many sampling techniques which are based on non-probability samplings, such as purposive, convenience, quota, and snowball sampling techniques (Neuman, 2006). However, this study employed purposive sampling and snowball sampling techniques as it was the most suitable tool matching the research's aim and target population. While purposive sampling implies to the technique that researcher purposively selects key informants that fits with the particular criteria of the study, snowball sampling is the technique that starts with a small group of key informants then extends the sample size through referrals based on the initial selected key informants (Neuman, 2006; Yin, 2013).

The interview was conducted with twenty key informants from Thailand's tourist accommodation business. In addition, the key informants were selected from the accommodation business located in tourist destinations in Thailand which are from Chiangmai, Bangkok, Pattaya, and Phuket. Accordingly, the interview respondents came from various types of accommodation business. This included hotels and resorts that were dependent (franchised under a hotel chain) and independent, and they were ranked from 3-5 stars following their level of service classification (see Table 1). Consequently, colleagues, acquaintances, and friends could be referred to in these techniques. The appropriate sample size for an in-depth interview was around fifteen to twenty-five informants or until the data reached the saturation point (Chareanporn, Mingmalairaks & Kumsuprom, 2020; Riley, 1995). Furthermore, Patton (2002) affirmed that there were no specific rules for deciding the sample size if the size could provide significant insights into research issues. In general, the sample size was often decided by resource constraints which depend on the cooperation of research informants or even their effort and contribution to the researcher. Also, a number of the chosen participants were manageable in terms of time frame and resources available. The target respondents were selected on the assumption that they willingly accepted to be interviewed. Each interview was conducted around one hour on average. There was an examining case by comparing the case classified by themes with multiple cases within cross-case analysis (Creswell & Clark, 2011; Edmonds & Kennedy, 2017). Then, the data analysis was done by analyzing each interview from observation notes and grouping the issues found by classifying them into different themes. Furthermore, the data analysis took the form of thematic

analysis by using the constant comparative method to identify and refine new categories. The validity of the data was assured by comparing statements from the interviewees in healthcare businesses with multiple data sources. Nevertheless, this study focuses only on the resources that impact the model of innovation development based on organizational competencies according to the goal dimensions of innovation under the context of Thailand.

## Research Findings

The results provide a rich summary of the variety of Thailand's tourist accommodation business management groups. The table below presents a summary of the interviewee profiles relating to their demographic profile which references position age, gender, type of business, and level of service. Twenty informants described two main resources of the competence-based organizational innovation development. Based on the semi-structured interview, the following shows the result to answer the research question and discussion as follows:

RQ1: What are the resources that affect competence-based organizational innovation development in Thailand's tourist accommodation business?

The result of the research question is related to the organizational resources between competence-based resources and innovation development. From the interview results, it is found that two competence-based organizational innovation development resources: (1) Tangible resources; (2) and Intangible resources, were repeated by more than one tourist accommodation business management group from the case analysis. The tourist accommodation business management groups saw them as key resources that were found to affect competence-based organizational innovation development in the tourist accommodation business in Thailand.

**Table 1** Profiles of key informants

Code	Position	Age	Gender	Type of Business	Level of Service
KI 1	Executive Assistant Manager	52	Male	Independent Hotel	4 star hotel
KI 2	Front Office Manager	46	Male	Independent Hotel	4 star hotel
KI 3	Director of Rooms Division	43	Female	Dependent Hotel	5 star hotel
KI 4	Director of Sales and Marketing	50	Female	Independent Hotel	5 star hotel
KI 5	Training Manager	46	Female	Dependent Hotel	4 star hotel
KI 6	Director of Human Resources	47	Female	Dependent Hotel	5 star hotel
KI 7	Training Manager	40	Male	Dependent Hotel	5 star hotel
KI 8	Executive Chef	54	Male	Dependent Hotel	4 star hotel
KI 9	Food and Beverage Manager	48	Male	Independent Hotel	3 star hotel
KI 10	Executive Chef	55	Male	Dependent Hotel	4 star hotel
KI 11	Human Resources Manager	39	Male	Independent Hotel	3 star hotel

Table 1 (continued)

Code	Position	Age	Gender	Type of Business	Level of Service
KI 12	Executive Assistant Manager	52	Male	Dependent Hotel	5 star hotel
KI 13	General Manager	57	Male	Dependent Hotel	5 star hotel
KI 14	Resort Manager	58	Male	Independent Hotel	4 star hotel
KI 15	Executive Assistant Manager	46	Male	Independent Hotel	3 star hotel
KI 16	General Manager	57	Male	Independent Hotel	3 star hotel
KI 17	Director of Sales and Marketing	43	Female	Independent Hotel	5 star hotel
KI 18	Quality and Security Manager	41	Male	Dependent Hotel	5 star hotel
KI 19	Human Resources Manager	47	Female	Independent Hotel	3 star hotel
KI 20	Front Office Manager	40	Female	Dependent Hotel	3 star hotel

Each resource contained specific influencing competence-based development that directly relate to organizational innovation development; two types of resources found in the tangible resources, and five types of resources found in the intangible resources.

### 1. Tangible resources

The result found that two resource categories are classified as tangible resources that affect competence-based organizational innovation development in the tourist accommodation business in Thailand. There were (1) Financial resources and (2) Physical resources.

Under the *financial resources*, there were three factors; funds of the yearly budget, house floats and petty cash floats, and financial credit. (1) Funds of the yearly budget; refers to the budget that the department managers have to set up and plan year by year such as salary that use to pay for employees of the human resource development department, the amount of money use to buy raw materials, new machine or equipment of the food and beverage department, the investment budget to obtain modern technology of front office department etc. (2) House floats and petty cash floats; refer to a cash payment that will not be allowed to pay other accommodation business expenses, except there is an order or authority to disburse some money but only a small amount of expenses. These kinds of cash floats help to increase work efficiency and provide flexibility. Therefore, to control various cash payments must be strict procedures and regulations. Ultimately, it must be able to be verified transparently and accurately also. (3) Financial credit; refers to a type of loan or line of credit extended to businesses by financial institutions or suppliers. It is the ability to borrow money or goods from a lender in exchange for repayment at a later date. It is often used to purchase business items such as raw materials of food and beverage, hotel amenities and facilities, operational equipment, and furniture and feature decoration etc. Three respondents highlighted the financial resources that:

*“We have to provide funds of the yearly budget for hotel operation. All department managers have to send us the budget plan of each year before the operating period such as the salary budget that HR department has to use for employment, or the new machine or equipment that F&B department would like to invest... it can help them to plan their future work operations that concern innovation performances.” (KI 13)*

*“We provide house floats and petty cash floats for each department because they can use this money to generate more effective work operations and flexibility. Some departments want to initiate innovative service process. Nevertheless, it will not be allowed to pay other accommodation business expenses, except if there is an order or authority to disburse some money. (KI 16)*

One informant further asserted that:

*“Financial credit is important in organizational innovation in our business, It is often used to purchase business items such as raw materials of food and beverage, hotel amenities and facilities, operational equipment, and furniture and feature decoration. We no need pay them immediately but use credit reliability...” (KI 1)*

For *physical resources*, there were four factors; facilities and amenities, property building and structure, business location, and business partner and networking. (1) Facilities and amenities; refers to movable assets such as hotel facilities, tools, and equipment that are used to provide or assist customer service satisfaction, etc. (2) Property building and structure; refers to real estate such as the architecture of accommodation buildings, restaurants, and other structures or landscape that used to provide services and more attractive for customers intention. (3) Business location; it is the choice of region and the selection of a particular site for setting up an accommodation business. However, the choice is made only after considering the cost and benefits of different alternative sites or locations. Location can provide a competitive advantage by positioning a business close to competitors or complementary businesses. In addition, most accommodation businesses try to attempt at the optimum or ideal location and find out the place of maximum advantage while keep to a minimum unit cost of production and distribution also. (4) Business partner and networking; refers to business alliances such as the suppliers that support the provision of service delivery processes such as goods or services transportation, in terms of the purchasing process, procurement, and manufacturing of the raw materials for food and beverage operations. In addition, it refers to the business partners and networking that help to increased business profits by providing activities venues and events for tourists. Three respondents highlighted the financial resources that:

*“Our property provides all basic facilities and amenities that are used to provide or assist customers. We believe it can help to generate innovation of our property and lead to service satisfaction of our guests.” (KI 20)*

*“Our hotel has a very beautiful architecture of accommodation buildings, I think, it is one of the key factors that our customer chooses to stay with us. In addition, it can be used to represent our innovative property image also.” (KI 18)*

Similarly, one respondent added:

*“Business location is one of our competitive advantages when we compare with our competitors. Moreover, our business partners and networking can help us a lot to increase business profits by providing activities venues, and events for tourists. It is one of our innovative organizational performances.” (KI 4)*

## 2. Intangible resources

With extensive experience working in the accommodation business, most management group informants pointed out that five intangible resources affect competence-based organizational innovation development in the tourist accommodation business in Thailand. There were (1) Human resources, (2) Organizational resources, (3) Technological resources, (4) Regional resources, and (5) Intangible assets.

Under *human resources*, nine factors were found in human resources; products and services knowledge, innovation and technology knowledge, expertise and working skills, problem-solving and seeking opportunities skills, teamwork skills, upselling and negotiation skills, data analysis and technology adoption skills, organizational participation and engagement attitude, and positive attitude and creativity. (1) Products and services knowledge; refers to the knowledge of staff in products or services that is clearly expressed (explicit knowledge) and knowledge hidden in employees (implicit knowledge). (2) Innovation and technology knowledge; refers to the knowledge of innovation and technology that can be applied to their job such as new hotel operation systems, process and services innovation development etc. (3) Expertise and working skills; refer to the skills that related to their job position and service delivery process. These skills also contribute to customer satisfaction and property professionals. (4) Problem-solving and seeking opportunities skills; refer to the skills that the staff can respond to customer complaints or requirements while seeking an opportunity to recover the situation to a positive side. (5) Teamwork skills; it is the ability of team members to work well together in every situation and focus on working effectively in a team and awareness of the team dynamic. (6) Upselling and negotiation skills; refers to the skill that staff can make customers' life easier. The staff's job is to help their customers see it. Occasionally products complement each other, so frame offers with the idea that the combination of items is worth even more than their value. In addition, negotiation is a major aspect of closing a profitable contract such as getting the best deal possible without jeopardizing the customer relationship. (7) Data analysis and technology adoption skills; refer to skills in organizational data analysis and technology that are used to facilitate working operation and satisfy the customer

requirements. (8) Organizational participation and engagement attitude; refers to the employees feeling that they are a part of the organization and belong to organization participation and have goals with the organization direction. And (9) Positive attitude; refers to the positive attitude that can enhance staff creativity in working operation and flow. Continuity of human resources was also identified as a key factor of intangible resources affecting competence-based organizational innovation development in the tourist accommodation business in Thailand. The following two exemplars illustrate this thinking:

*“All of our staff have to gain more product and service knowledge if they understand them. It can help to increase customer satisfaction. In addition, innovation and technology knowledge are important also. All knowledge can be applied to their job innovation, such as the development of new hotel operation systems, processes, and services. (KI 7)*

*“Most of our organizational innovation is rooted in the expertise and working skills. These skills can contribute to customer satisfaction and property professionals also.” (KI 6)*

*“Based on my point of view, I think the skills of staff are a key factor of innovation development in the hotel business. Because we have to use humans to produce and deliver services to customers. If our staff get well training and higher skills level. It can help to generate more innovative products and services a lot such as problem-solving and seeking opportunities skills, teamwork skills, data analysis and technology adoption skills, or even upselling and negotiation skills.” (KI 11)*

One respondent further asserted that:

*“...Most of our management policies and working style focus on participation and engagement attitude of our colleagues. In addition, a positive attitude is important for innovation development in the organization because sometime we have to experience with unfamiliar situations, equipment and tools, or new information technologies. However, if we get positive attitude and staff participation and engagement, finally we can do that. (KI 14)*

Furthermore, for *organizational resources*, six factors were found; organizational structure and management style, organizational planning process and shared-vision participation, obviously innovative organizational policy, organizational culture, organizational learning and knowledge sharing, and organizational data acquired and management. (1) organizational structure and management style; refers to an organizational structure and management style of leaders are facilitates innovation development or not. In addition, the contrast idea of management style is also an innovation development barrier in an organization. (2) organizational planning process and shared-vision participation; refers to the processing of work planning and creating a shared-vision between

leaders and employees in the organization. (3) clear innovative organizational policy; refers to the organization's policy being clear in its focus on creating innovation in the organization or not because if they provided obviously innovative organizational policy, all employees can operate their working performances align to the organization's direction. (4) organizational culture; refers to an organizational culture that builds innovative culture and environment within the organization via many platforms. In addition, the organization should provide opportunities for their staff to experiment, learn, and experience new things. (5) organizational learning and knowledge sharing; refers to an organization that opens an opportunity for their staff to give them to reflect on what they have experimented with or learned together with innovative ideas of work. Furthermore, if it fails, an organization still supports staff to develop their learning through various methods or helps them to find out the better solutions and (6) organizational data acquired and management; which refers to the essential data of their responsibility or job. The information and data management is useful for the digital era and business competition. Moreover, data acquired is used to make a decision and help an organization know the efficiency and worthiness of materials, humans, and financial resources of the organization combination. In this regard, one respondent stated:

*"...Because the organizational structure and management style of leaders facilitate innovation development and organizational planning process and shared-vision participation between leaders and employees in the organization are important in innovative accommodation business nowadays..." (KI 3)*

Similarly, one respondent explained:

*"The organization's policy should be clear in a focus on creating innovation in the organization because if we provided obviously innovative organizational policy, all employees can operate their working performances align to the same direction. It contributes to organizational culture also because of organization environment provides opportunities for all staff to experiment, learn, and experience new things with each other." (KI 12)*

Agreeing with one respondent stated:

*"The information and data management is useful for the digital era and hospitality business competition. Especially, data acquired is used to make a decision and help an organization know the efficiency and worthiness of materials, humans, and financial resources of the organization combination too." (KI 5)*

Next, for *technological resources*, four factors were found; updated information technology and systems, personnel with knowledge and expertise in technology, databases and technology advantages, and updated technological equipment and tools both hardware and software. (1) updated information technology and systems; refers to both technology and systems that customers easy to use and access. It should not be complex and makes customer confused or feel annoyed when they use it. (2) personnel with knowledge and expertise in technology;

refers to the staff who have technology knowledge and expertise in technology application. The expertise should be able to be shared and educated other staff within an organization. In addition, this expertise should be able to solve technology problems that might occur immediately. (3) databases and technology advantages; refer to the technology beneficial to the business. If the organization can utilize databases to generate benefits for the business. It could be one of the business advantages of an organization such as customer and membership-base systems, loyalty programs, financial predictions and budget forecasts, etc. (4) updated technological equipment and tools both hardware and software; it is an important factor. The organization not only focuses on updated information technology and systems only, they have to focus on compatible technological equipment and tools also. The updated technological equipment and tools should invest in both hardware and software to maximize the updated technological capabilities. Two respondents illustrate technological resources issue as follows:

*“From my experience, I think, updated information technology and systems is one of innovative initiation. However, both technology and systems that business want to adopt in property should focus on users friendly also. It means customers are easy to use and access a new technology and systems of us or not.” (KI 17)*

*“The knowledge and expertise in technology of our staff can lead to product and service innovation development. In addition, theses expertise be able to be shared and educated other staff within an organization also.” (KI 8)*

Furthermore, under *regional resources*, two factors were found; natural resources, and human-made resources. (1) Natural resources: refers to the tourist attraction that accommodation businesses use to attract more customers such as scenery, landscape, weather, environmental ecosystems, local plants and animals (flora and fauna), etc. (2) Human-made resources; refers to the tourist attraction that accommodation businesses created or established to attract more customers such as art, culture, traditions, beliefs, way of life, food and beverages, gastronomy. wisdom from local philosophers, Furthermore, it includes accommodation architecture and style, buildings, bridges, and infrastructures. The following respondents illustrate this latter point:

*“...We cannot ignore of regional resources that property got. It has an impact on our innovation development. In addition, both natural resource and human-made resource are a key important resource that makes outstanding accommodation and can attract more customer. There were landscape, weather, local flora and fauna, art, culture and traditions, architecture style and infrastructures also.” (KI 15)*

Moreover, *intangible resources* found in the interview were intangible assets. four factors were found; industrial property, copyright, brand image, and brand values. (1) Industrial property: refers to business patents, petty patents, product inventions, product design and package, trademarks, trade secrets, trade names, etc.

(2) Copyright; refers to special technical knowledge specific to the organization in transmitting services or products to customers such as service ideas, operation procedures, working methods, food and beverages process or recipe, etc. (3) Brand image; refer to the business reputation or customer's perception of the brand based on their interactions or feelings about their experience with the accommodation business. It is consumer opinion and is influenced by many factors such as the quality of products and services, the impression that is made through marketing, levels of customer service delivery, and business partner network. (4) Brand values that lead to franchises and licensing; refer to the beliefs in company professionalization. It is the compass of a brand story, actions, behaviors, and decision-making process. Furthermore, brand values are also the service operation such as where it sources its products or suppliers, how items are delivered or treated to customers, and how the business treated their employees. Two respondents highlighted that:

*"I think, industrial property such as business patents, product inventions, trademarks, and trade names can be classified as intangible resources that affect to accommodation business innovation because the competition cannot copy or imitate the products that we serve to our guests..." (KI 9)*

*"Based on the Executive Chef's point of view, I think, the copyright is a special technical knowledge that the organization in transmitting services or products to customers such as service ideas, operation procedures, working methods, food and beverages processes or recipes are the resource that contributes to organizational development." (KI10)*

Agreeing with one respondent stated:

*"Brand image and value can be classified in intangible resources of the property. It can be defined as the business reputation or customer's perception of the brand based on their interactions or feelings about their experience with the accommodation business. Furthermore, brand values can lead businesses to franchises and licensing profitability because it is the compass of a brand story, actions, behaviors, and decision-making process." (KI 2)*

## Conclusion and Discussion

The objective of the study was to explore the resources that affect competence-based organizational innovation development, both tangible and intangible resources in Thailand's tourist accommodation business. This study adopted a qualitative approach to the research process. The resources of innovation development are perceived as influencing innovation development factors toward competence-based organizational innovation. The study was conducted with twenty key informants from Thailand's tourist accommodation business management groups in Thailand. They were business owner, general managers, and management-level staff who participated in

competence-based organizational innovation strategy and policy initiation, sharing their insights for the current study. Moreover, the study used semi-structured interviews and participant observation to collect data. This study focuses only on the resources that impact the model of innovation development based on organizational competencies according to the goal dimensions of innovation under the context of Thailand. Nevertheless, the key informants were selected from the tourist accommodation business located in tourist destinations in Thailand which are from Chiangmai, Bangkok, Pattaya, and Phuket. Accordingly, the interview respondents came from various types of accommodation business. This included hotels and resorts that were dependent (franchised under a hotel chain) and independent, and they were ranked from 3-5 stars following their level of service classification.

As the result, the tourist accommodation business management groups saw them as key resources that were found to affect competence-based organizational innovation development in the tourist accommodation business in Thailand. Each resource contains specific influencing competence-based development that directly relates to organizational innovation development; two types of resources are found in the tangible resources, and five types of resources are found in the intangible resources. Representing a source with success potential can be a resource factors that contribute to added value. They can be classified as tangible and intangible resources. The result found that two resource categories are classified as tangible resources that affect competence-based organizational innovation development in the tourist accommodation business in Thailand. There were (1) Financial resources and (2) Physical resources. Under the financial resources, there were three factors; funds of the yearly budget, house floats and petty cash floats, and financial credit. For physical resources, there were four factors; facilities and amenities, property building and structure, business location, and business partner and networking (see Table 2).

With extensive experience working, the key informants pointed out that five intangible resources affect competence-based organizational innovation development in the tourist accommodation business in Thailand. There were (1) Human resources, (2) Organizational resources, (3) Technological resources, (4) Regional resources, and (5) Intangible assets. For human resources, six factors were found in human resources; products and services knowledge, innovation and technology knowledge, expertise and working skills, problem-solving and seeking opportunities skills, teamwork skills, upselling and negotiation skills, data analysis and technology adoption skills, organizational participation and engagement attitude, and positive attitude and creativity. Furthermore, for organizational resources, six factors were found; organizational structure and management style, organizational planning process and shared-vision participation, clear innovative organizational policy, organizational culture, organizational learning and knowledge sharing, and organizational data acquired and management. In addition, for technological resources, four factors were found; updated information technology and systems, personnel with knowledge and expertise in technology, databases and technology advantages, and updated technological

equipment and tools both hardware and software. Furthermore, under regional resources, two factors were found; natural resources, and human-made resources. Moreover, intangible resources found in the interview were intangible assets. four factors were found; industrial property, copyright, brand image, and brand values (see Table 2).

The findings of this study contribute to the understanding of the diverse resources influencing competence-based organizational innovation development in Thailand's tourist accommodation business. The research focused on both tangible and intangible resources, acknowledging their significance in shaping innovation within this context.

1. **Tangible Resources: Financial and Physical Resources:** the study identified two primary categories of tangible resources, financial and physical, that significantly impact competence-based organizational innovation development. Financial resources, including funds of the yearly budget, house floats and petty cash floats, and financial credit, were recognized as crucial elements. These findings assertion that representing a source with success potential can contribute to added value. For instance, financial credit was noted as essential for purchasing raw materials, operational equipment, and other business items, facilitating innovation development. Furthermore, physical resources, encompassing facilities and amenities, property building and structure, business location, and business partner and networking, were identified as key factors contributing to innovation. The physical aspects of the accommodation, including architectural design and location, were seen as essential for creating a competitive advantage and enhancing the overall guest experience.

2. **Intangible Resources: Human, Organizational, Technological, Regional, and Intangible Assets:** extensive experience working in the accommodation business led the key informants to emphasize the critical role of intangible resources in competence-based organizational innovation development. The study identified five main categories of intangible resources: human, organizational, technological, regional, and intangible assets. *Human Resources:* the importance of human resources, encompassing factors such as product and service knowledge, innovation and technology knowledge, expertise and working skills, teamwork skills, and positive attitude, emerged as a central theme. These findings align with previous research highlighting the pivotal role of skilled and knowledgeable staff in fostering innovation (e.g., Thakur & Hale, 2013). *Organizational Resources:* the study highlighted the significance of organizational factors, including structure, management style, planning processes, innovative organizational policy, organizational culture, learning, knowledge sharing, and data management. These organizational elements were identified as essential for creating an environment conducive to innovation (Damanpour, 2010; Zahra & George, 2002). *Technological Resources:* technological factors, such as updated information technology and systems, personnel expertise, databases, and technological equipment, were recognized as crucial for innovation. The findings align with the broader literature emphasizing the role of technology in driving organizational innovation (e.g., Liao et al., 2009). *Regional Resources:* the regional context, including natural resources (e.g.,

scenery, weather) and human-made resources (e.g., art, culture), emerged as influential in competence-based organizational innovation development. These findings highlight the interplay between organizational innovation and the external environment (Jansen et al., 2006). *Intangible Assets*: the study identified intangible assets, including industrial property, copyright, brand image, and brand values, as key resources influencing innovation development. These assets contribute to organizational distinctiveness and competitive advantage (Barney, 1991).

In conclusion, the research findings underscore the multidimensional nature of resources influencing competence-based organizational innovation development in Thailand's tourist accommodation business. The integration of both tangible and intangible resources is crucial for creating a holistic innovation strategy within this context. Future research can further explore the dynamic relationships between these resources and their specific impacts on innovation outcomes.

### Research Suggestions

The findings of this study offer valuable insights into the complex interplay of tangible and intangible resources in shaping competence-based organizational innovation development in Thailand's tourist accommodation business. To further enrich our understanding and provide actionable recommendations for both academics and practitioners, the following research suggestions are proposed: **(1) Longitudinal Analysis**: conduct a longitudinal analysis to observe how the identified resources evolve over time and their dynamic influence on competence-based organizational innovation. This approach would provide a temporal perspective on the changing nature of these resources and their impact on innovation outcomes. **(2) Comparative Study**: undertake a comparative study to analyze how competence-based organizational innovation development differs across various tourist accommodation businesses in different regions of Thailand. This could include investigating the impact of local culture, government policies, and tourism trends on resource utilization for innovation. **(3) Cross-Cultural Examination**: explore the cultural dimensions influencing the perception and utilization of tangible and intangible resources for innovation in the Thai tourist accommodation industry. A cross-cultural examination could shed light on how cultural factors contribute to variations in innovation strategies and outcomes. **(4) Quantitative Validation**: Complement the qualitative findings with quantitative research to validate the significance of identified resources on competence-based organizational innovation. Use statistical methods to quantify the impact of each resource category and sub-factors on innovation outcomes. And **(5) Stakeholder Engagement**: engage a broader spectrum of stakeholders, including employees, customers, and government representatives, to gain a comprehensive understanding of the varied perspectives on resource utilization for innovation. This inclusive approach can provide a more holistic view of the innovation ecosystem.

Furthermore, practical implications for managers, the following research suggestions are proposed: **(1) Resource Allocation Strategy:** develop resource allocation strategies that align with the identified tangible and intangible resources crucial for competence-based organizational innovation. Managers should be cognizant of the dynamic nature of these resources and adapt their strategies accordingly. **(2) Training and Development Programs:** implement training and development programs focused on enhancing the identified human resources factors. This includes investing in programs that foster problem-solving skills, teamwork, and technology adoption, aligning with the key competencies for innovation development. **(3) Technological Infrastructure Investment:** prioritize investment in technological infrastructure, including information systems and updated equipment, to ensure that technological resources remain at the forefront of innovation initiatives.

**Table 2** The Influencing Resources of Innovation Development Toward Competence-based Organizational Innovation

Type of resource	The resource	The resources factors
Tangible	1. Financial resources	1) funds of the yearly budget 2) house floats and petty cash floats 3) financial credit
	2. Physical resources	1) facilities and amenities 2) property building and structure 3) business location 4) business partner and networking
Intangible	1. Human resources	1) products and services knowledge 2) innovation and technology knowledge 3) expertise and working skills 4) problem-solving and seeking opportunities skills 5) teamwork skills 6) upselling and negotiation skills 7) data analysis and technology adoption skills 8) organizational participation and engagement attitude 9) positive attitude and creativity

Table 2 (continued)

Type of resource	The resource	The resources factors
	2. Organizational resources	1) organizational structure and management style 2) organizational planning process and shared-vision participation 3) innovative organizational policy obviously 4) organizational culture 5) organizational learning and knowledge sharing 6) organizational data acquired and management
	3. Technological resources	1) updated information technology and systems 2) personnel with knowledge and expertise in technology 3) databases and technology advantages 4) updated technological equipment and tools both hardware and software
	4. Regional resources	1) natural resources 2) human-made resources
	5. Intangible assets	1) industrial property 2) copyright 3) brand image 4) brand values

This may involve collaborations with technology experts or partnerships with tech firms. **(4) Cultural and Regional Sensitivity:** acknowledge the impact of regional and cultural factors on innovation. Managers should be attuned to the unique attributes of each location and tailor their innovation strategies to leverage regional resources effectively. And **(5) Intellectual Property Management:** develop robust strategies for managing intangible assets, including intellectual property, copyright, and brand image. This involves implementing measures to protect and enhance these assets, thereby contributing to long-term organizational distinctiveness. Finally, this research suggestions and practical implications aim to guide future academic inquiries and assist practitioners in optimizing resource utilization for competence-based organizational innovation in the dynamic landscape of Thailand's tourist accommodation industry.

#### Acknowledgement

This study was supported by Mae Fah Luang University, Thailand.

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