

respectively, to find the reliability of the questionnaire. The discrimination was between 0.49-1.35, and the reliability of the whole questionnaire was 0.98, which was considered to be a very good level of confidence, [25]. Then, the tool was used to collect data by asking for the courtesy of answering questionnaires from the sample group.

3.4 Data Analysis

Data were analyzed using both descriptive statistics and inferential statistics with the SPSS program. The statistics were obtained using the SPSS package program. Multistatistical analysis and development of a structural equation model were performed using the AMOS package. Four criteria were used to evaluate the data-model fit: 1) Chi-squared probability greater than 0.05, 2) Relative chi-square less than 2.00, 3) Goodness of fit index more than 0.90, and 4) Root mean square error of approximation less than 0.08. The root mean square error of estimation was less than 0.08, [26].

4 Results

The level of importance of the components of the development of the accommodation business for foreign tourists to support the Thai tourism industry in the digital age revealed that

1) Results of the analysis of service quality components it was found that overall, the average was at a high level ($\bar{X} = 4.30$), considering item by item, the result showed that creating flexible service standards to suit current and future situations such as SHA standard, the average is at a high level ($\bar{X} = 4.37$).

2) Results of the analysis of marketing communication components revealed that overall, the average was at a high level ($\bar{X} = 4.31$), considering item by item, the result showed that directly communicating information to target customers Offline, the average is at a high level ($\bar{X} = 4.37$).

3) Results of the analysis of the business network, this proposed overall, the average was at a high level ($\bar{X} = 4.24$) and when considering item by item, it was found the cooperation with The Thailand Convention & Exhibition Bureau for MICE Business ($\bar{X} = 4.34$).

4) Results of the analysis of innovation and technology, it was found that the average was at a high level ($\bar{X} = 4.28$) and when considering item by

item, it was found that research by submitting questionnaires online and collecting information on customer needs, the average is at a high level ($\bar{X} = 4.36$).

5) The researcher has improved the model by considering the Modification Indices obtained from the packaged program with theoretical academic principles to exclude some of the unsuitable observational variables one by one and then proceed to reprocess the model. Do this until the model has all 4 statistical values that pass the criterion. After the model has been improved, it is found that

The objective of this study is to examine the components of accommodation business development guidelines for foreign tourists to support the Thai tourism industry in the digital age. The four components considered are service quality, marketing communication, networking of business, and innovation and technology. All four components were derived from a review of relevant literature and the empirical data showed consistency with a p-value of 0.144, CMIN/DF of 1.118, GFI of 0.965, and RMSEA of 0.015. Therefore, it can be concluded that the structural equation model is consistent with both literature and empirical data and has passed the specified criteria as shown in Figure 2 and Table 3.

Table 3. Observational variables

Abbreviation	Description
Service Quality	
SQ15	Delivering special services beyond expectations to the customers.
SQ18	Variables for providing information to employees about business-related applications.
SQ21	Variants have effective security systems both inside and outside the rooms.
SQ22	Area adjustment / Equipment of the room according to the customer's needs from the survey.
SQ24	Creating flexible service standards to suit current and future situations such as SHA standards.
Marketing Communication	
MC11	Promote and communicate the marketing activities of the accommodation business to build relationships with customers.
MC12	The property communicates in the form of VR (Virtual Reality), a 360-degree simulation of virtual images.
MC17	Enhancing the brand by creating value for the brand (Brand Equity).
MC18	Communicating the way of life of people in the community that reflects the distinctive identity of the area.
MC20	Submitting information to Trip Advisor for activity reviews. / Accommodation services.
Business Networking	
BN7	Creating a good business relationship with suppliers who deliver goods for future agreements.
BN9	Creating good relationships with financial institutions.
BN11	Creating good relationships with venture capitalists and business partners.
BN13	Creating relationships with accommodation business auditors.
BN24	Participating with the domestic accommodation business network.
Innovation and Technology	
IT5	Organizing service innovation concept contests of personnel who are different from customers.
IT12	Employing innovation and technology development experts to develop the system of accommodation.
IT16	Defining the level of secrecy to access sensitive information within the organization.
IT19	Implementing an ERP system to manage the resources of the organization.
IT22	Wristbands for guests to use for access and payment scans.

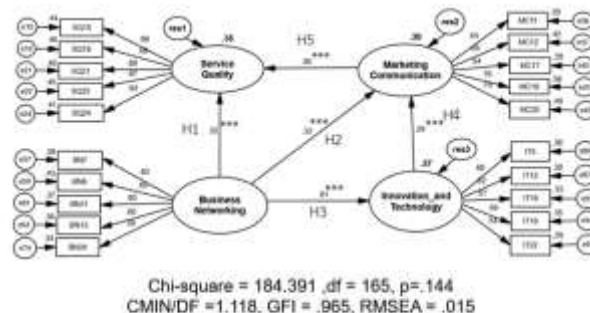


Fig. 2: Structural equation modeling

Figure 2 shows the analysis of the overall influence of latent variables in the structural equation model, the business development guidelines for foreign tourists to support the Thai tourism industry in the digital age in Standardized Estate mode after model improvements. The model consists of four latent variables, one exogenous latent variable (Business networking), and three endogenous latent variables (Service quality, marketing communication, and innovation and technology). The highest overall influence is on the business network components Direct and overall influence on innovation and technology with a weight value (Standardized Region Weight) equal to 0.61.

5 Discussion and Conclusion

The results of the research using descriptive statistics and a structural equation model can be concluded:

5.1 Business Networking Component

1) Business networking directly influences the component of service quality, which was statistically significant at the 0.001 level. The influence line weight was 0.32, indicating that good services promote and increase value for consumers. It brings clarity and creative thinking to promote good service to customers as well as profitability. This is in line with the research of [27], who studied the importance of increasing managerial capacities to enable profit-seeking. This is relevant to the current research, as it emphasizes the need to increase the capacity of management to pursue profit. The creation of a network is essential for businesses to expand gradually, and it is an important tool to increase the potential of a good network between hotel businesses. [28], concluded that the survival of hotel businesses requires consideration of competitive

violence, including competition between similar entities, and developing methods or strategies to meet the needs and satisfaction of customers. This process includes creating a commercial alliance to connect and combine networks with similar business types. This corresponds to the findings of [29], who state that entrepreneurs should pay attention to all dimensions. Hotel business operators should build network strategy potential to achieve good management performance, as suggested by [30], who emphasizes the importance of business relations in recognizing awareness for alliance relationships and support for commercial networks and information sharing to survive the impact of viability and overcome competition in the expanding business environment.

2) Business networking elements directly influence the elements of marketing communication, with a statistically significant influence line weight of 0.33. This corresponds [31], which modeled brand value through consumers for multinational hotel brands expanding globally amidst booming international travel. Their study developed a consumer brand equity model for such brands, testing it on a sample of middle-class Chinese consumers at three multinational US hotels, both in their home country and abroad. Results showed different patterns of correlation between brand awareness responses and consumers in the country and host country. However, this study only examined the role of Chinese consumers' motivation to travel to the United States of America in a consumer-based brand value model.

3) Business network components (Business Networking) Direct influence on innovation and technology components (Innovation and Technology) Statistical significance at the level of 0.001 with the influence line weight of 0.61. From research on value-added business, 3-star hotels in Thailand 4.0, this complies with the research of [32], which said that entrepreneurs must formulate strategies for success, so it is important. In this regard, the implementation of the indigo waters strategy comes to integrate and apply to develop effective services, consisting of 1) creating value-added 2) increasing the offer 3) The ability to reduce costs by eliminating things that cannot add value and 4) reducing costs from cost reductions. However, what must be emphasized together with strategy determination is factors that affect the successful stepping into the 3-

star hotel industry in the 4.0 era including defining organizational strategies and clear goals, creating knowledge for the organization along with improving the working culture within the organization, must adapt to become an expert in data analytics (Data Analytics) in all areas of work within the organization, adjust the organization to become a Digital Enterprise with a stable and clear vision and plan to prepare to reach the business ecosystem allows products or services to work with other corporate systems to become effective solutions that can meet customer needs. These are guidelines for creating added value for industrial businesses. [33], Entrepreneurs have focused on setting a common vision throughout the organization and having flexible management for employees.

5.2 Innovation and Technology Component

The Innovation and Technology component directly influences the Marketing Communication component at a statistically significant level of 0.001 with an influence line weight of 0.29. The research article on Hotel business in Bangkok with the use of information technology for marketing and promotion is consistent with the research of [34], who stated that hotel business organizations should develop modern information technology systems to meet the needs of customers and provide them with convenience while speeding up the sales process of the hotel business in the future. In addition, the service system must have a data error prevention system to provide accurate customer service, which will build credibility for customers who use the service, especially in terms of payment services through the bank, where good and accurate data security systems are essential. Hotel operators should provide sufficient payment channels to offer an alternative method of payment that is convenient for each tourist through the use of modern technology and data security. [35], found that information is current data that can process transactions with accuracy, up-to-date situations, and credibility.

5.3 Marketing Communication Component

The marketing communication elements directly influence the service quality component at the statistical significance level of 0.001 with the weight of the influence line being 0.36. The guidelines for the development of service models in the hotel business for retired foreign tourists are related to the research, [36]. They proposed that for the service

model approach in the hotel and tourism business for retired foreign tourists, entrepreneurs must understand the nature of the need for services from this group of customers who need psychological services rather than physical ones. Therefore, the form of service must reflect attentiveness by building trust and adopting Thai culture consisting of Thai etiquette, and traditions that are classified as the nature of service. This results in satisfaction with services and the likelihood of tourists returning, creating sustainability in the hotel and tourism business. [37], found that foreign tourists prefer social cultures unique to the local area, rare ways of life and traditions, and a variety of food. According to [38], the acceptable guideline is to expand the business step by step with clear objectives and indicators for applying digital technology to marketing. Additionally, it is essential to share or pass down new technology to the members thoroughly and ethically while providing services to customers with honesty.

5.4 Importance of the Components

The importance of the components of the development of the accommodation business for foreign tourists to support the Thai tourism industry. Overall, when classified by type of business, they are different. Statistically significant at the 0.05 level. Resort-type businesses pay more attention to the development of accommodations for foreign tourists to support the Thai tourism industry than the hotel business type. In terms of quality, and business services, the resort category focuses on creating new skills necessary to work for personnel in accordance with their needs (Reskill) and Encouraging attitude (Attitude) to personnel to have a love for service. Have a love for the organization and colleagues, think positively, and have a volunteer spirit. Promote knowledge of negotiations (Negotiation), promote ethics in service work, giving customers feedback to suggest opinions in many channels. Listening to opinions, there are activities to encourage all employees to be courteous in providing service politely and have a service mind to promote visual, vocal, and verbal that creates an atmosphere and provides positive and consistent services to customers. Increasing the speed and accuracy in Check-in/Check-out and having the policy develop into high-quality accommodation in accordance with the research of [39], about service quality, tangibles, reliability, responding to service recipients

(Responsiveness), giving confidence to service recipients (Assurance), and understanding customers (Empathy) resulting in returning to use the service again. This is also consistent with [40], The results showed that quality internal services resulted in them providing quality services to external clients. Quality internal service will result in providing quality service to external customers.

6 Suggestions

1) Hotel and accommodation businesses include hotels owned by Thai investors and international hotel chains from abroad. International hotel chains have expertise in marketing strategies to expand their business and investment expansion by focusing on meeting customer needs, as well as the ability to transform business management to meet the needs of foreign tourists in the age of emerging business models, platforms, and innovations (Digital Disruption). Business development or organizational management approaches are gradual. It is an interesting issue to study the success factors of medium and small-sized accommodations for accommodating foreign tourists.

2) Currently, changes in tourist behavior directly affect the target groups of foreign tourists who prefer to travel independently, especially foreign individual tourists who prioritize high privacy. This type of tourism allows tourists to manage their travel plans every step of the way, providing them with an opportunity to fully immerse themselves in the culture and get to know the local people. All hotels and resorts must prepare to cope with this new type of tourism and adapt their marketing communications to the digital age through a modern platform to reach the target group that is rapidly growing and creates a strategy for sustainable growth in the accommodation business.

3) In the situation of the outbreak of the novel coronavirus (COVID-19), accommodation businesses should focus on strategic transformation by enhancing the level of sanitation measures, and service standards, and providing safety services for both ourselves and our customers. They should analyze customer behavior during the epidemic situation to understand customer needs and plan and offer products and services that meet the changing needs of customers. They should also explore marketing media that can leverage technology and social media to respond to the behavior of modern

consumers who want to use technology and other innovations linked to the internet. Differentiating products and services and presenting the distinctiveness of the business to the service recipients can help achieve maximum satisfaction.

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Contribution of Individual Authors to the Creation of a Scientific Article (Ghostwriting Policy)

- Prahuschai Ramart carried out the conceptualization, methodology, project administration, resources, visualization, writing, and editing.
 - Nilawan Sawangrat has implemented the methodology, investigation, and review.
 - Thanin Silpcharu has implemented the methodology, supervision, and review.
- All authors discussed the results and contributed to the manuscript.

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