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The objectives of the Journal of ASEAN PLUS^{+} Studies are to promote research study and development in the area of government policy, business practice and cultural development, and to provide a platform for researchers and academics to exchange their views and publish the results of their studies. It was designed specifically to help produce clear and concise article, publish original and leading-edge academic research, and disseminate these research results to the global community.

Scope

1. Scope of contents comprises the fields of government policy, business practice, cultural development, and other related fields in ASEAN and its partners such as countries in Asia Pacific.
2. Types of academic work comprise research article and academic article.
3. Language of academic work: Articles written in English are accepted for publication.

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- The first issue: January - June
- The second issue: July - December

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Foreword

The response of economy and business of ASEAN plus countries to **COVID-19 pandemic** and **digital transformation** is the major theme of this first issue of 2021. The new rounds of **COVID-19** pandemic raised the concern of rising poverty in ASEAN countries. The authors from *China ASEAN Studies of PIM (CASPIM)* compare the **poverty alleviation** experiences of China and Thailand in terms of apparent situations, measurement and actions, as well as impacts of the pandemic and Innovations in digital and green economy. Anupong Avirutha investigates **digitalization of ASEAN**: opportunities for growth and innovation, challenges from digital literacies and strategy development. Digital transformation also brings profound changes in **business model** and **marketing practice**. Based on their observations in Thailand, several authors contribute to the theoretical development in areas of **Value-Based Pricing** (Prapasri Phongthanapanich and Wisanan Ouparamai); and **New Business Models for Innovative Business** (Kritsana Lakkhongkha). On the empirical front, Pithoon Thanabordeekij et al. reviews the **telecom industry** in Thailand and identifies the gap in customer expectations and perceptions for one operator, while Thanawadi Theerakulvanich and Veerisa Chotiyaputta reveal purchase intentions in the **nighttime economy** in cases of nightclubs and bars in urban Bangkok.

Prof. Dr. Tang Zhimin
Editor-in-Chief

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A Comparative Study of Poverty Alleviation in China and Thailand

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Abstract

This paper compares the poverty alleviation experiences of China and Thailand, and draws lessons learnt from these experiences in three parts: 1) apparent situations of poverty; 2) measurement of poverty; and 3) actions of poverty alleviation. The major observations include: 1) Both Thailand and China experienced a success period of poverty alleviation on the backgrounds of economic growth and government led programs. Dependence on export, tourism and foreign investment makes Thai economy more vulnerable in the time of COVID-19 pandemic, while the success in China to contain the pandemic and its economic resilience ensured the country to achieve its goal of poverty alleviation in 2020. 2) The national poverty line of Thailand is about 75% higher than that of China, which partially explains the difference in poverty ratio between the countries. It might be the right time for China to learn from the experience of Thailand to adopt a national poverty line close to the international poverty line of Upper Middle Income Countries. 3) In the actions against poverty, there should be a multi party mobilisation of financial & human resources, an approach of precision in target, project, fund, measures, responsible teams, and dynamic control of performance. Innovations in digital and green economy also create new opportunities for poverty alleviation.

Keywords: Poverty Alleviation, Poverty line, Poverty Measurement, Thailand, China

Introduction

"At a grand gathering held on February 25, 2021, to mark China's achievements in poverty alleviation, General Secretary Xi solemnly declared: Victory in the battle against poverty is complete, and China completed the arduous task of eliminating extreme poverty" (State Council Information Office of PRC, 2021). What is the meaning of this "victory in the battle against poverty"? How do we assess the "China Model" and its contribution? This paper compares the poverty alleviation experiences of China and Thailand, and draws lessons learnt from these experiences in three parts: 1) apparent situations of poverty; 2) measurement of poverty; and 3) actions of poverty alleviation.

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Apparent Situations of Poverty

1. Situations in Thailand

The Office of the National Economic and Social Development Council (NESDC) began to publish national poverty rates (proportion of people living below the national poverty line), since the late 1980s (Yang, 2019). The national official poverty rate decreased from 65.2% in 1988 to 7.9% in 2017 (Figure 1). The poverty rate increased to 9.9% in 2018, before falling again in 2019 to 6.2% (ADB, 2020a). In 2019, 4.3 million people or 1.3 million households living below the poverty line. (NESDC, 2020). However, COVID-19 pandemic in 2020 is expected to drag more than 6.7 million people in Thailand below the national poverty line (Bangkok Post, 2020). World Bank expected the poverty rate to be 8.8% in 2020, before reducing to 8.4% in 2021 (Bangkok Post, 2021a).

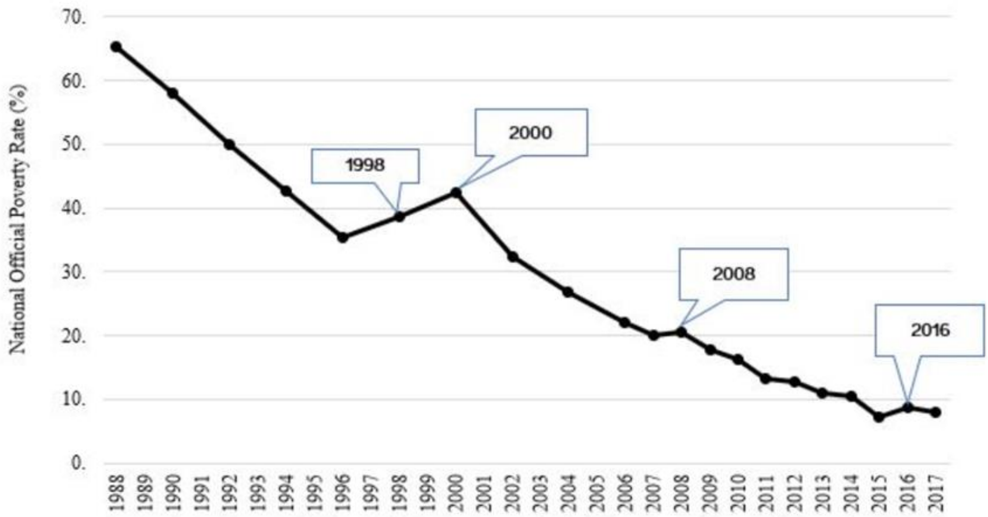
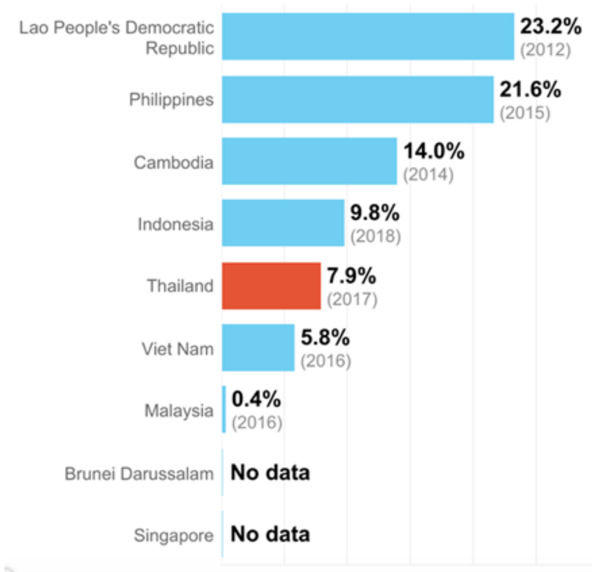


Figure 1 National Poverty Rate of Thailand 1988-2017

Source: NESDC figures quoted in Yang (2019)

Among ASEAN neighbors, Thailand is one of the success stories in poverty alleviation, ranked number 3 in terms of poverty rates among 8 ASEAN countries (Figure 2).

Regional disparity, however, still remains a significant issue. Rural areas face a higher poverty rate of 10.8%, compared to 0.3% in Bangkok and 5.3% in urban areas outside Bangkok (Bangkok Post, 2020a). The poverty rate may be more than 30% in the poor provinces in the South, North East and North regions (Figure 3).



National Poverty Line	
Malaysia	$7.84
Philippines	$6.99
Thailand	$5.50
Myanmar	$1.90
Vietnam	$1.03-1.33
Cambodia	$0.93
Indonesia	$0.82
Laos	$ 0.70

Figure 2 Poverty Rates in ASEAN Countries

Source: ADB Basic Statistics 2018-2020

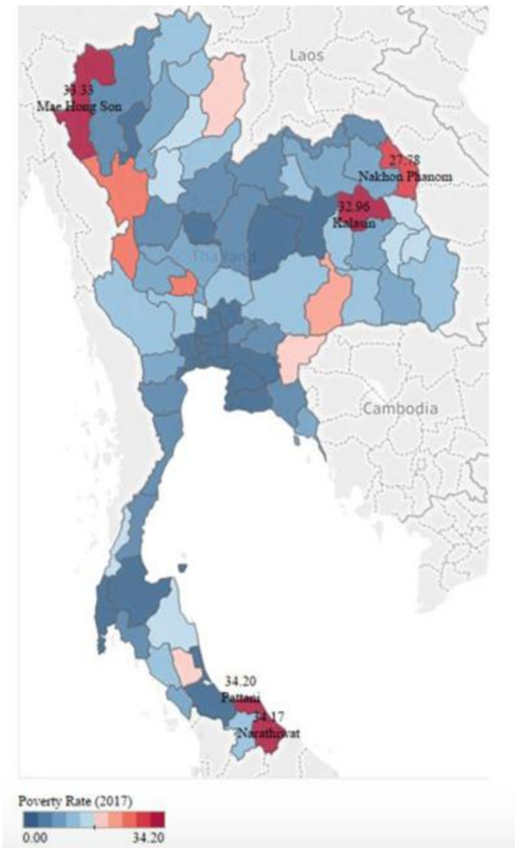


Figure 3 Regional Disparity of Poverty Rate in Thailand

Source: NESDC figures quoted in Yang (2019)

2. Situations in China

2.1 Rural Poverty vs. Urban Poverty

A caveat is necessary in the case of China: the statistics on "victory in the battle against poverty" in Chinese official documents and news report on campaign of poverty alleviation actually refers to the "rural poverty" (State Council Information Office of PRC, 2021). There is no national poverty line for urban population or national campaign to address the urban poverty so far. The major official information on urban poverty is the number of people receiving "低保 dibao" (subsistence allowance) (MCA, 2019; Feng, 2019). The monthly income per person for receiving the subsistence allowance, perhaps a suitable candidate for the urban poverty line, however, varies largely among the provincial units, reflecting different living standards in these units. For example, in Q4 2020, it ranges from the highest ¥1240 per month for Shanghai to the lowest ¥ 514 for Xinjiang (MCA, 2020).

As the share of urban population increased from 17.9% in 1978 to 60.6% in 2019 (National Bureau of Statistics of China, 2020), the issue of urban poverty should not be ignored. The focus on rural poverty in the national campaign of poverty alleviation by Chinese government may be justified by the severity of rural poverty vis-a-vis urban poverty in the country. Table 1 illustrates the Relative Poverty Ratio in China from 2002 to 2019 under different assumptions. When people in relative poverty is defined as those with income of 40% of median income of the country, the rural poverty rate is 18.4% in 2002 and 25.8% in 2019, compared with the urban poverty rate 0% in 2002 and 0.3% in 2019 (Development Research Centre of the State Council, 2021).

Table 1 Relative Poverty Rate in Rural & Urban Areas in China 2002-2019

Year	Below 40% of the Median		Below 50% of the Median		Below 60% of the Median	
	Rural	Urban	Rural	Urban	Rural	Urban
2002	18.4	0.0	27.0	0.1	37.0	0.7
2003	20.1	0.0	28.5	0.2	38.6	0.9
2004	18.4	0.0	26.6	0.2	36.5	1.2
2005	19.7	0.0	27.4	0.4	37.2	1.5
2006	20.7	0.0	29.0	0.3	39.1	1.5
2007	21.8	0.0	29.7	0.3	40.0	1.3
2008	22.5	0.0	30.2	0.4	40.4	1.7
2009	22.7	0.0	32.3	0.5	42.8	1.8
2010	22.8	0.0	32.5	0.5	43.0	2.0
2011	23.8	0.1	33.1	0.7	43.5	2.4
2012	25.1	0.0	35.0	0.5	45.2	1.9
2013	22.9	0.1	31.0	0.7	41.8	2.4
2014	23.8	0.1	32.7	0.7	43.7	2.5
2015	23.9	0.1	33.0	0.7	44.5	2.6
2016	24.1	0.1	32.8	0.9	44.5	2.9
2017	24.8	0.1	33.6	1.1	45.0	3.5
2018	27.5	0.3	37.8	1.7	48.0	4.7
2019	25.8	0.3	35.9	1.9	47.0	5.2

Source: Development Research Centre of the State Council (2021)

2.2 The Battle Against Rural Poverty

China indeed won a laudable victory in its battle against rural poverty to certain extents. According to the official statistics, when the country embarked on the journey for market oriented economic reform in 1978, 770 million rural people (or 97.5% of rural population) had income below the national poverty line. In 2012 when Xi Jinping became the general secretary of CPC (Communist Party of China), the number is 99 million of rural people (or 10.2% of rural population). By the end of 2020, China achieved its goal of poverty alleviation by lifting income all rural people above the national poverty line (Figure 4).

In terms of regional disparity, 832 counties were identified as Impoverished Counties in 2015. The number decreased to 52 in 2019. These 52 Impoverished Counties were distributed in the western provincial units of Yunnan, Guizhou, Guangxi, Sichuan, Xinjiang, Gansu, and Ningxia. By the end of 2020, China also achieved its goal of poverty alleviation by eliminating all impoverished counties (Figure 5).

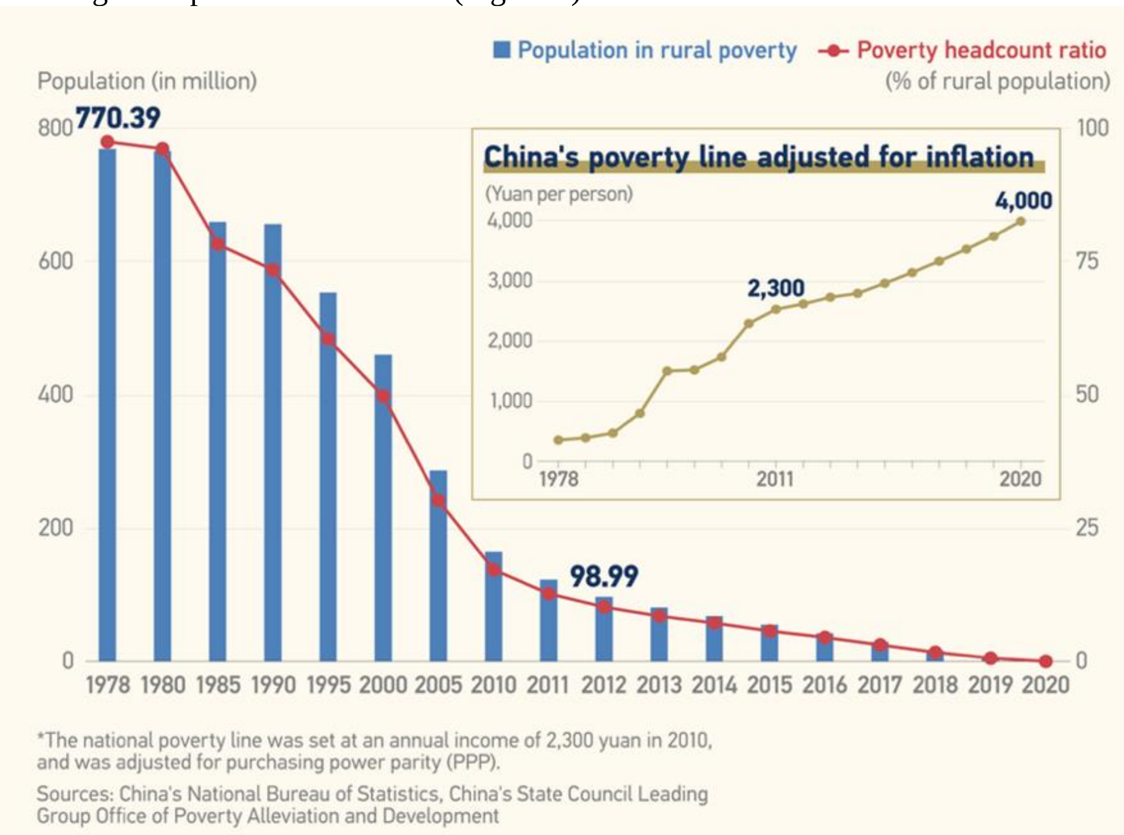


Figure 4 Rural Population with Annual Income Below National Poverty Line in China 1978-2020

Source: CGTN (2021a)

Figure 5 Impoverished Counties in China 2015-2020

Source: CGTN (2021a)

3. Observations in Comparison

Four observations are made by comparing the apparent situations of poverty in Thailand and China:

1) Both Thailand and China experienced a success period of poverty alleviation on the backgrounds of economic growth and government led programs. In the case of Thailand, poverty rate decreased from 65.2% in 1988 to 6.2% in 2019. In the case of China, all rural population were lifted above the national poverty line by the end of 2020.

2) Both countries have the issue of regional disparity: Bangkok vs. rural areas in the case of Thailand, and “Impoverished Counties” in the case of China.

3) Dependence on export, tourism, and foreign investment makes Thai economy more vulnerable in the time of COVID-19 pandemic, which explains the expected increase in people below poverty line in 2020, while the success in China to contain the pandemic and its economic resilience ensured the country to achieve its goal of poverty alleviation in 2020.

4) While the experience of Thailand covers both rural and urban poverty, the victory of China in the battle against poverty in the past years focused on rural poverty. China may learn from Thailand to have a comprehensive program to address both rural and urban poverty.

The comparison of the performance of poverty alleviation between Thailand and China also depends very much on how poverty is measured, which is discussed in the next section.

Measurement of Poverty

1. Measurement in Thailand

Thailand has its own national poverty line which is adjusted every year and announced by NESDC (Table 2). As illustrated in Figure 6, it increased from ฿2,006 per month per person in 2007 to ฿2,710 in 2018. According this poverty line, there are 6.7 million poor people and the poverty rate is 9.9% in 2018.

Table 2 National Poverty Line Compared with International Poverty Lines in Thailand

Thailand	Standard	2018 mil	2018 Ratio
National Poverty Line	B2710/month/person (2018)	6.7	9.9
Inter Poverty Line	US$1.90 (2011 PPP) /day/ person	0.016	0.0
Lower Middle Income Poverty Line	US$3.20 (2011 PPP) /day/ person	0.375	0.5
Upper Middle Income Poverty Line	US$5.50 (2011 PPP) /day/ person	5.99	8.6

Source: World Bank (2020a)

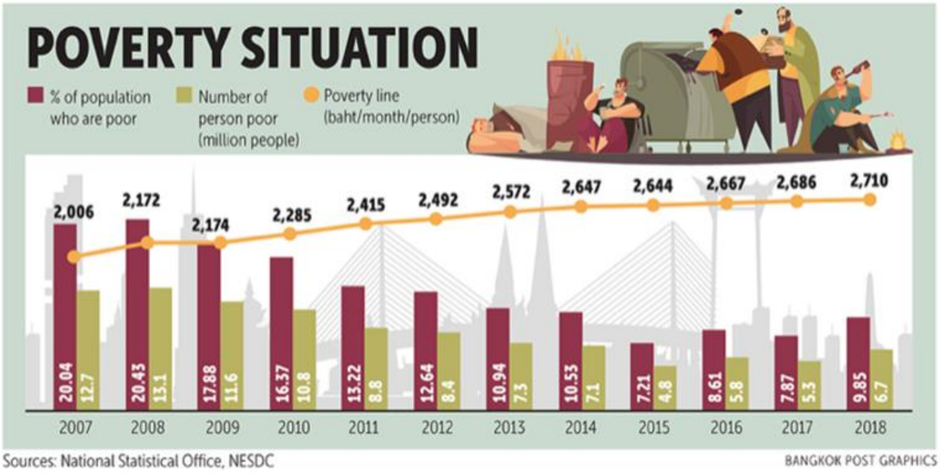


Figure 6 National Poverty Line in Thailand 2007-2018

Source: Bangkok Post (2020)

Data are also available in Thailand for poverty rate according to the three international poverty lines based on daily income (Table 2): International Absolute Poverty Line ($1.90/day/person); Poverty Line for Lower Middle Income Countries ($3.20/day/person) and Poverty Line for Upper Middle Income Countries ($5.50/day/person). The US dollar value is set according to the price of 2011 and converted to local currency using current year PPP (Purchasing Power Parity, an exchange rate reflecting the purchasing power of the two currencies).

Measured by the three international poverty lines, the poverty rates in Thailand in 2018 is almost zero in terms of Absolute Poverty Line, 0.5% in terms of Poverty Line for Lower Middle Income Countries, and 8.6% in terms of Poverty Line for Upper Middle Income Countries (Table 2). In fact, the results of population below the poverty line and poverty rate measured by the national poverty line of Thailand (6.7 million and 9.9%) are quite close to those measured by the International Poverty Line for Upper Middle Income Countries (5.99 million and 8.6%).

2. Measurement in China

The national poverty line for rural areas was ¥ 100 in 1978. Besides adjustment for inflation every year, there were two major upward revisions in 2008 and 2010 (Sun, et al., 2019).

The current poverty line is ¥ 2,300 in 2010 price or ¥ 4,000 in 2020 price (Table 3 and Figure 4). Based on this poverty line, there were 5.51 million poor people in rural area were in 2019, and the poverty rate was 0.6%. The number of poor people and the poverty rate was reduced to zero in 2020.

Compared with national poverty line in Thailand and the international poverty line, the Chinese poverty line is equivalent to about ฿1,533/month/person or $2.59 (2020 PPP)/day/person (Table 3). In other word, the current national poverty line of Thailand is about 75% higher than the national poverty line of China. The latter is slightly higher than the International Absolute Poverty Line ($1.90/day/person), but lower than Poverty Line for Lower Middle Income Countries ($3.20/day/person).

The definition of "Impoverished Villages/Counties" is a village (or county) with poor people more than 2%. The proportion is raised to 3% for the Western regions of China where the level of economic development is lower than the other parts of the country (Table 3).

It is worth noting that beside the level of income, the identification of poor people in the poverty registration also includes other four indicators for quality of life: Adequate Food & Clothing; Basic Medical Care (access to village clinic, basic medical insurance, critical illness insurance, and medical support); Compulsory 9 year Education; and Safe Housing/Drinking Water (Table 3). It is a practical way to apply a multidimensional measurement of poverty (UNDP, 2020). However, the fulfillment level of some indicators may be subject to the judgement of the local officials, villages leader or peers in the assessment process.

Table 3 National Poverty Line and Standard for Impoverished Village/County in China

China	Standard (rural)	2019 mil	2019 Ratio
National Poverty Line	¥4000/year/person (2020) *¥2300 2010 price* *B1533/month/person** *US$ 2.59 (2020 PPP)/day/person*** Adequate Food & Clothing Basic Medical Care Compulsory 9yr Education Safe Housing/Drinking Water	5.51 (rural)	0.6% (rural)

Impoverished Village
Proportion of Poor People Normally 2% Western region 3%

Impoverished County
Proportion of Poor People Normally 2% Western region 3%

*¥1=B4.6, **2020 PPP:$1=¥4.24

Source: XINHUANET (2021b) and author's calculation

3. Observations in Comparison

Four observations are made by comparing the measurement of poverty in Thailand and China:

1) The national poverty line in Thailand is ฿2,710/month/person (2018), while that of China is ¥ 4,000/year/person (2020) which is equivalent to ฿1,533/month/person. Therefore the national poverty line of Thailand is about 75% higher than that of China, which partially explains why poverty ratio in Thailand (9.9% 2018) is much higher than that of China (0.6% 2019).

2) Beside data of national poverty line, there are also updated data in terms of international poverty line in Thailand. In fact, since both Thailand and China are upper middle income countries (with GNI pc between US$ 4,046 and US$ 12,535), it might be the right time for China to learn from the experience of Thailand to adopt a national poverty line close to the poverty line of Upper Middle Income Countries: US$ 5.50 (2011 PPP)/day/person, or around ¥ 8,500/year/person, in its next step of poverty alleviation.

3) It is worth noting that the national poverty registration in China also has the requirement of Adequate Food & Clothing, Basic Medical Care, Compulsory Education and Safe Housing/ Drinking Water, which is a practical way to apply a multidimensional measurement of poverty.

4) Thailand may also learn from the China's experience to eliminate "Impoverished Counties" as a way to address severe regional inequality.

Actions of Poverty Alleviation

1. Actions in Thailand

1.1 Historical Perspective

The first anti-poverty scheme of Thai government was "ngeun bhan" (diversion fund) in 1975 (Kamnuansilpa, 2021). It aimed to alleviate rural poverty by providing temporary employment to the rural poor with government projects such as building canals and reservoirs.

The "One Million Baht Village Fund" of the Thai Rak Thai government was designed to endow the poor with capital to start a business by offering a revolving loan. "The State Welfare Cards" of the incumbent government of Prayut Chan-o-cha extended the bounties of government subsidy to the low income group with annual income less than ฿100,000, instead of people who live below the national poverty line[2] (See timeline in Table 4).

Table 4 Actions of Poverty Alleviation: Timeline of Thailand

Year	Major Events	Highlights
1932	Siamese revolution: from absolute monarchy to constitutional monarchy	No formal government policy on poverty alleviation until 1975
1975	First popularly elected civilian government with Kukrit Pramoj as Prime Minister	First anti-poverty scheme: ngeun bhan (diversion fund). Employ rural residents on a temporary basis to do public service (e.g. canals or reservoirs). Policy continued to 2000
2001	Thai Rak Thai government with Thaksin Shinawatra as Prime Minister	"One Million Baht Village Fund", a revolving loan fund for business start-up of the villagers
2008	Global financial crisie Democratic government with Abhisit Vejjajiva as Prime Minister	"Thai Kem Kang" (Strong Thai Scheme) to absorb the impacts of crisis Provision for temporary employment with government projects
2014	Prayut Chan-o-cha came to power	Poverty reduction scheme through State Welfare Cards For people with an annual income of not more than 100,000 baht and with financial assets of not more than 100,000 baht per person.

Source: Author's compilation based on the information in Kamnuansilpa (2021)

1.2 Structure & Mechanism

Over the four decades of endeavors since 1970's, a trinity structure of poverty alleviation emerged with multiparty involvement and complementary roles of the Royal Family, government, business & society (Table 5). The major mechanisms under this trinity structure include:

1) Programs under royal patronage, such as land and water development and social welfare foundations.

2) Programs and regulations under various ministries of the government such as: National Village and Urban Community Fund by Office of the Prime Minister; land reform and OTOP by Ministry of Interior, state welfare card by Ministry of Finance, universal health care by Ministry of Health, nine year compulsory education by Ministry of Education, minimum wage and social security by Ministry of Labor, social insurance and NHA housing by Ministry of Social Development & Human Security etc.

3) SDG (Sustainable Development Goal) programs of business communities such as PTT and CP group, especially those about SDG 1 (no poverty), SDG 2 (zero hunger), SDG 3 (good health and well-being), SDG 4 (quality education), SDG 6 (clean water and sanitation), SDG 7 (affordable & clean energy), SDG 8 (decent work), and SDG 10 (reducing inequality) etc. (CP Group 2019).

[2] There are 13.7 million state welfare cardholders who are entitled to 200-300 baht a month to buy items at Thong Fah shops, among other features (Bangkok Post, 2021b).

Table 5 Actions of Poverty Alleviation: Structure & Mechanism in Thailand

Trinity Structure	Multiparty Involvement & Complementary Roles of Royal Family, Government, Business & Society

Royal Program
Land development
Water development
Agriculture
Social Welfare
Public Health

Ministry	Key Program
Office of PM	National Village and Urban Community Fund
Interior	Land reform, OTOP, Social assistance
Finance	State Welfare Card
Public Health	Universal health care scheme (gold-card)
Education	Compulsory education (grade 9) & Scholarship
Public Health	Universal health care scheme (gold-card)
Labour	Minimum wage, Social Security
Commerce	Rice price guarantee
Agriculture & Cooperatives	Comnunity cooperative
Social Dev & Human Security	National Housing Authority, Social insurance

Business	
Poverty Alleviation following 17 SDG :	
Food Agriculture	CPF, Mitr Phol Thai Union
Energy	Bangchak, PTT Thai Oil, IRPC
Retail	CP All
Telecom	TRUE

Source: Author's compilation

2. Actions in China

2.1 Historical Perspective

Poverty alleviation in China can be traced back to the pre-reform era since the founding of the People's Republic in 1949. From 1949 to 1978, campaigns of land reform, infrastructure construction e.g. irrigation system, and provision of basic needs e.g. education and medicine reduced income inequality and improved the livelihood of the rural poor. The first national policy document for poverty alleviation was issued in 1984, and the State Council Leading Group of Poverty Alleviation & Development (CPAD) was set up in 1986 to coordinate programs of various ministries. While the "Eight Seven Poverty Alleviation Plan" in 1994 aimed to solve the food and clothing problems for 80 million people in 7 years, "Outline of Rural Poverty Alleviation & Development 2001-2010" in 2000 and "Outline of Rural Poverty Alleviation & Development 2011-2020" in 2010 focused more on poverty alleviation through economic development. The current "China Model" was gradually shaped after Xi Jinping became the General Secretary of CPC in 2012, highlighted by a national poverty registration system, and the mechanism of "Six Precision" (六个精准) and "Five Measures" （五个一批). Rural revitalization is the next step after the goal of poverty alleviation was achieved in 2020 (See timeline in Table 6).

Table 6 Actions of Poverty Alleviation: Timeline of China

Year	Major Events	Highlights
1949	Founding of PRC	Land reform, Infrastructure construction, Basic need, Reduction of inequality
1984	《关于尽快改变贫困地区面貌的通知》 Note on Change the Situation of Impoverished Regions	First national policy document for poverty alleviation Office of CPAD of State Council set up in 1986
1994	《八七扶贫攻坚计划》 Eight Seven Poverty Alleviation Plan	Solve the food and clothing problems for 80 million people in 7 years
2000	《中国农村扶贫开发纲要（2001—2010 年）》 Outline of Rural Poverty Alleviation & Development 2001-2010	Poverty alleviation through development
2010	《中国农村扶贫开发纲要（2011—2020 年）》 Outline of Rural Poverty Alleviation & Development 2011-2020	Target of poverty alleviation of 2020: Food & clothing, medicine, education & housing, Complementary roles of government, business & society
2012	18th National Congress of the Communist Party of China	Xi Jinping became General Secretary of CPC
2014	《扶贫开发建档立卡工作方案》 Archival Work Program for Poverty Alleviation & Development	A national poverty registration system
2015	《关于打赢脱贫攻坚战的决定》 Decision on Winning for Tough Battle of Poverty Eradication	Target of poverty alleviation of 2020: 0 impoverished rural population with “Six Precision” (六个精准) & “Five Measures” （五个一批)
2021	National Convention to Mark China's Achievements in Poverty Alleviation	Xi Jinping announced the victory in the battle against poverty as the target of poverty alleviation of 2020 was achieved
2021	《关于实施乡村振兴战略的意见》 Notice on Implementing the Strategy of Rural Revitalization	The National Administration for Rural Revitalization replaced office of CPAD Poverty alleviation shifted towards rural revitalization

Source: Author’s compilation based on the official documents cited in the table

2.2 Structure & Mechanism

The structure and mechanism of poverty alleviation in China may be presented in 5 key issues (Table 7) as explained in State Council Information Office of PRC (2021):

1) Targeting (to help whom): The poverty registration completed in 2014 identified 128,000 impoverished villages and 89.62 million poor people in 29.48 million households[3]. The “Poverty Alleviation Handbook” created for each impoverished family records information with six items: a) family backgrounds; b) cause of poverty; c) responsible persons for poverty alleviation; d) plan for poverty alleviation; e) measures for poverty alleviation; and f) outcome of poverty alleviation.

2) Organizing (who to help): The organization structure consists of related ministries coordinated by CPAD of the state council, local responsible units from provinces to counties, and around 1 million first party secretaries and members of working teams stationed in villages every year[4]; It also contains central government units, SOEs, and the military[5], provincial units and counties in the eastern developed region pairing with those in the less developed regions[6]; as well as private firms participating in the program of “10000 firms Assisting 10,000 villages[7] and volunteers”.

3) Operating (how to help): With the poverty registration system mentioned above, it is possible to apply the approach of “6 Precision”, meaning: a) on a precise target of household; b) with precise projects related to their need; supported by c) precise measures;

[3] Because of the quality of life requirement e.g. adequate food & clothing, the number of poor people identified in the poverty registration was larger than the number of poor people measured by income level only in the national statistics. The number of poor people in poverty registration was adjusted to 88.4 million in a second round check-up in 2015.

[4] Accumulated 3 million from 2013 to 2020. (State Council Information Office of PRC, 2021)

[5] There are 307 central government units targeting 592 impoverished counties with input of RMB 42.76 billion. The military assisted 4,100 impoverished villages, lifted 0.92 million people out of poverty. (State Council Information Office of PRC, 2021)

[6] There are 14 pairs at provincial level, 343 counties in the eastern region paired with 573 impoverished counties in the central & west. 9 eastern provinces contributed RMB 100.5 billion, and 220,000 firms from the eastern region invested RMB 1100 billion. (CGTN, 2021b).

[7] By the end of 2020, 127,000 firms and 139,110 villages participated in the program, benefiting 18 million poor people. The firms contributed in terms of investment, public service, employment and training (XINHUANET, 2021).

d) precise fund; and e) precise responsible officials; and with f) precise performance target and record. The precise measures are grouped into 5 clusters, namely a) business development; b) relocation; c) ecology restoration; d) education; and f) social security (see details and outcome from 2013 to 2020 in Table 8). National Census on Poverty Alleviation (National Bureau of Statistics of China, 2021), records the number of households or people in the impoverished counties who benefited from these measures from 2013 to 2020.

4) Graduating (Poverty De-registration): strict process including third party evaluation and census for households and people to see if they have been lifted out of poverty.

5) Follow up (Monitoring for people de-registered from poverty): families with per capita income lower than 1.5 times of the national poverty line, or those with substantial difficulty to make the ends meet due to severe sickness or disaster, in a scope about 5% to 10% of the people used to be in the poverty registration (CPDA, 2020).

Table 7 Actions of Poverty Alleviation: Structure & Mechanism in China

Trinity Structure	Multiparty Involvement & Complementary Roles of Government, Business and Society
Targeting 扶持谁	Screening & Poverty Registration
Organizing 谁来扶	State Council CPAD Related Ministries, Provinces & Counties Village-Stationed Officials, Central units, SOE, Military, Private Firms & Volunteers
Operating 怎么扶	6 Precision with 5 Measures
Graduating 如何退	Strict Evaluation Process & Criteria for Poverty De-registration
Follow up 如何稳	Follow-up Monitoring & Support for Households with Poverty De-registration

6 Precision 六个精准
Target
Project
Fund
Measure
Officials
Performance

5 Measures 五个一批
Business Development
Relocation
Ecology Restoration
Education
Social Security

Source: Author's compilation based on State Council Information Office (2021)

Table 8 Actions of Poverty Alleviation: Five Measures in China

5 Measures	Actions	Outcome
Business Development	Production base Leading firms for poverty alleviation workshop e-commerce Dedicated procurement from impoverished region Science & Technology projects with ST agents Start up platform	Business development covered 98.9% households^ Production bases 300,000^ 14,400 leading firms, 719,000 cooperatives, involving 72.6% households ^ e-commerce: 98% village broad band coverage# e-commerce demonstration input ¥24.9 bil, seller 3.1 mil^ ST projects 37,600 with 289.800 ST agents^ 1,290 start-up platforms^
Relocation	Relocated to new community with employment Support migration workers from poor areas	9.6 million people to 35,000 settlement estates employment for 94.1% relocated families^ 32.43 million migration workers from poor region in 2020
Ecology Restoration	Income frm solar energy Participation in ecology restoration Eco industry e.g. forestry and flower Eco-tourism & forest health	Poverty alleviation through ecology restoration benefited 20 mil people* Solar cell power station 0.1 mil villages, 19 mil KW average annual income from solar power 0.2 mil per village^ 1.6 million participation in ecology restoration projects*
Education	Drop out students back to school Support for vocational & higher education	All 200,000 drop-out students in compulsory education back to school^ Support 8 million for vocational and 5 million for higher education^
Social Security	Subsistence allowance Relief for extremely poor people	Subsistence allowance: 18.52 million people^ Relief for extremely poor people: 1.52 million people^

^State Council Information Office of PRC (2021), *China News Network (2021), **China Economic Network (2020), #CGTN (2021b)

Source: Author's compilation based on the official documents cited in the table

3. Observations in Comparison

Four observations are made by comparing the actions of poverty alleviation in Thailand and China:

1) The actions on poverty alleviation of Thailand and China show the importance of the consistent leadership of government (and the royal family in the case of Thailand) in long term. There should be a multiparty involvement, with mobilisation and coordination of financial & human resources.

2) Detailed information from poverty registration and an approach of precision in target, project, fund, measures, responsible teams, and dynamic control of performance proves to be effective in the Chinese experiences. At present, Thai government also takes a similar approach according to the poverty alleviation guidelines by the Ministry of Interiors (Jinanggoon, 2020) and government plan to prescribe a different set of policies to provinces in four different categories (Bangkok Post, 2020b).

3) Innovations in digital and green economy create new opportunities for poverty alleviation such as e-commerce, ecology restoration, and income from solar energy. They should be supported by the infrastructure of broad width internet, logistics and platforms.

4) There should be a balance between the market oriented approach focusing on business development and employment, and the government led programs of social security and provision of basic needs such as health and education.

Conclusion & Suggestions

1. Both Thailand and China experienced a success period of poverty alleviation on the backgrounds of economic growth and government led programs. In the case of Thailand, poverty rate decreased from 65.2% in 1988 to 6.2% in 2019. In the case of China, all rural population were lifted above the national poverty line by the end of 2020. Dependence on export, tourism and foreign investment makes Thai economy more vulnerable in the time of Covid 19 pandemic, which explains the expected increase in people below poverty line in 2020, while the success in China to contain the pandemic and its economic resilience ensured the country to achieve its goal of poverty alleviation in 2020. While the experience of Thailand covers both rural and urban poverty, the victory of China in the battle against poverty in the past years focused on rural poverty. China may learn from Thailand to have a comprehensive program to address both rural and urban poverty.

2. The national poverty line of Thailand is about 75% higher than that of China, which partially explains why poverty ratio in Thailand is much higher than that of China. Beside data of national poverty line, there are also updated data in terms of international poverty line in Thailand. In fact, since both Thailand and China are upper middle income countries, it might be the right time for China to learn from the experience of Thailand to adopt a national poverty line close to the poverty line of Upper Middle Income Countries: US$5.50, in its next step of poverty alleviation. It is worth noting that the national poverty registration in China also has the requirement of Adequate Food & Clothing, Basic Medical Care, Compulsory Education, and Safe Housing/Drinking Water, which is a practical way to apply a multidimensional measurement of poverty. Thailand may also learn from the China's experience to eliminate "Impoverished Counties" as a way to address severe regional inequality.

3. The actions on poverty alleviation of Thailand and China show the importance of the consistent leadership of government (and the royal family in the case of Thailand) in long term. There should be a multiparty involvement, with mobilization and coordination of financial & human resources. Detailed information from poverty registration and an approach of precision in target, project, fund, measures, responsible teams, and dynamic control of performance proves to be effective in the Chinese experiences. Both countries saw a transition from relief-based to development-oriented and then to precision focused poverty alleviation. Innovations in digital and green economy create new opportunities for poverty alleviation.

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Abbreviation

ADB	Asian Development Bank
CGTN	China Global Television Network
CPAD	China State Council Leading Group of Poverty Alleviation & Development
MCA	Ministry of Civil Affairs, China
MOFA	Ministry of Foreign Affairs, China
NESDC	National Economic and Social Development Council, Thailand
UNDP	United Nations Development Programme

ASEAN in Digital Economy: Opportunities and Challenges

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Abstract

Developing countries like most countries in Southeast Asia have the opportunity to transform its economy and to contribute to the development of the digital economy. Although these economies are characterized by high added value, faced with numerous obstacles, many developing countries cannot adequately respond to the demands of the digital economy. The problems and challenges faced on the road to becoming digital and analyses a new approach for business industries to initialize their digital transformation. The objective of this article is to review the opportunities and challenges that ASEAN countries have to face to initialize their digital transformation. The digitalization of a growing number of new business opportunities, including new types of products and services goods is huge access to crowd-sourced. On the other hands, the problems and challenges are the inadequate access to the latest technology, sophisticated telecommunications infrastructure, low computer literacy as well as numerous cultural and socio-economic.

Keywords: Digital Economy, Opportunities, Challenges

Introduction

The digitalization of a growing number of new business opportunities, including new types of products and services goods is huge access to crowd-sourced. These players are taking advantage of big data, powerful analytics, artificial intelligence, and other key innovations to drive growth. On the other hand~~s~~, the industries are destined for technological disruption. Many businesses and industries are being disrupted by digital technology. Anyway, while the revolution of digital technology is expected to impact the overall economic landscape, it is clear that these innovations are disrupting ecosystems in most of the industries.

Digitalization of ASEAN

Since the change of technologies and widespread diffusion of the digital economy, it led to innovation in business models, which in turn allows consumers and businesses to connect around the world any time. The growing of the digital economy in the business field has heightened demand for new big data being used for business intelligence. The digital economy

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provides business an ability of the transformational effects of new way to use the data as in the fields of information and communication. It gives rise to certain form of new business models, which is important to the business to adapt in the new environments. The importance of the digital economy. The digital economy is developing rapidly worldwide. It is the single most important driver of innovation, competitiveness and growth, and it holds huge potential for businesses.

The Association of Southeast Asian Nations (ASEAN) is the fastest growing Internet market in the world. With 125,000 new users coming onto the Internet every day, the ASEAN digital economy is projected to grow significantly, adding an estimated $1 trillion to regional GDP over the next ten years (World Economic Forum, 2020). The digital business rises to a number of new business models recently from traditional business to modern advances in technological involvement that have made it possible to conduct many types of business at outstanding greater scale and over longer distances than was previously. These digital technologies are fundamentally re-shaping the traditional business strategy, as modular, distributed, cross-functional, and global business processes, which enable work to be carried out across boundaries of time, distance, and function. The Association of Southeast Asian Nations (ASEAN) has an opportunity to leapfrog to the forefront of the fast-moving global digital economy. According to ABC Connect (2020), ASEAN's digital business was forecasted to have its digital economy reach $240 billion by 2025. The digital economy sectors including e-commerce, online media, online travel, and ride-hailing, new online services like online vacation rentals, online food delivery, video on demand, and subscription music. Comparing to the year of 2019, this value is 20% higher than the value estimated last year.

Through the ASEAN Economic Community Blueprint 2025, ASEAN encourages Member States to promote digital payments at the national level and interoperability at the regional level. The top countries generated the huge market size are Singapore, Vietnam, the Philippines, Malaysia, Indonesia, and Thailand, in which totally over 350 million Internet users, and over 90% of people in the region use smartphones to access the Internet. According to Samaya (2020) out of all the top ASEAN countries, Vietnam's digital economy is the fastest growing country from $3 billion in 2015 to $33 billion in 2025. The largest digital economy is Indonesian with it expected to be valued at $100 billion by 2025. The second largest single market in ASEAN is Thailand at $43 billion in 2025. In terms of mobile cellular subscriptions per 100 people, Thailand and Indonesia are the standout performers in the Asia-Pacific region, with 176 and 174 respectively (Oxford Business Group, 2020)

Since the digital economy provides business an ability of the transformational effects of new way to use the data as in the fields of information and communication. It gives rise to certain form of new business models, which is important to the business to adapt in the new environments. Moreover, the growths of the technology, especially the digital economy and the revolution of business processes have transformed a new interest in the digital business development and business strategy. Furthermore, digitization forms are both threatening, but also providing an opportunity to transform business; and can make entire business models redundant (Leipzig et al., 2017). Digitization provides a lot of traction and completely changed customer behavior and expectations. Therefore, businesses need to reinvent of business in order to create and participate with their customers. Obviously, customers currently are no longer only expect businesses to respond to their expressed demands, but implicitly expect companies to anticipate and create their future demands. Therefore, business in ASEAN need to change their business model ready for the digital economy.

Leveraging the Opportunities of Digital Economy

Many commercial transactions are moving online and the so-called digital economy continues to expand its reach into every facet of the traditional analogue economy (Oxford Business Group, 2020). Digital economy provides the access to new channels to reach existing customers as well as new opportunities to expand market segment with a competitive digital advantage. In market side perspective, consumers the ever-expanding digital economy promises greater access to products and services at their screen devices, as well as increased ease in accessing and comparing information about them. As a result, it creates more competitive pricing among providers. In the industry development perspective, the development of digital channels provides industries to essentially skip stages of development seen in other countries, moving directly to digital solutions rather than having to invest in vast networks of hard infrastructure (Oxford Business Group, 2020). Therefore, Digital economy brings a new set of benefits, which can make it possible to reduce the differences that exist between rich and poor nations. Developing countries have the opportunity to transform its economy and to contribute to the development of the digital economy.

Digitalization for Growth

The region's internet economy was valued at $100 billion in 2019 in a report conducted by Google, Temasek Holdings, and Bain & Co. This is expected to rise to $300 billion by 2025, spurned by the region's young demographic using the internet for everything from purchasing games to banking (Medina, 2020). Digital economy has been addressed for a significant method to transform a new way of doing business. The digital economy allows the rapid development of new business models; it can also quickly cause existing businesses to become obsolete. Digital economy is generally defined as being the use of digital technologies to transform business operations in order to improve effectiveness, efficiency, productivity, and service delivery (Easley & Kleinberg, 2010). The digital technology has revolutionized the way of doing business, allowing individuals and organizations to overcome the new business model (Simmons, Palmer, & Truong, 2013). Digital economy specifically helps businesses mitigate the isolation inherent to most online data analysis activities. Furthermore, it is an online community-based e-commerce platform that brings together products from a vast array of stores into one digital platform. The types of business expand to several varieties of e-commerce, app stores, online advertising, cloud computing, participative networked platforms, high speed trading, and online payment services. A younger generation of entrepreneurs who are more attuned to customer experiences, might already have digital innovation in their core DNA, and are more willing to experiment with emerging technology and challenge existing ways of conducting business.

Moreover, the pandemic (COVID-19) has changed the behavior, attitude, and purchasing habits of consumers and many of these are set to remain post-pandemic. Although purchases are currently centered around basic needs, a growing number of these transactions are done through digital commerce. Traffic on online commerce platforms has surged during the pandemic. Digital commerce was previously adopted by many businesses in ASEAN as an alternative channel rather than being an essential business initiative. The digital and innovation allows the rapid development of new business models; it can also quickly cause existing businesses to become obsolete. It becomes digital business which is the creation of new business designs by blurring the digital and physical world. The digital and innovation rises to a number of new business models recently from traditional business to modern advances in technological and innovative involvement that have made it possible to conduct many types of business at outstanding greater scale and over longer distances than was previously. Especially, the digitalization is revolutionizing the way business is conducted in industry throughout value chains.

Digital Technology and Innovation for Productivity

Since the emergence of the digital technology in the late 20th century, innovation, and digital technology among individuals and organizations of all sizes has changed dramatically. The digital technology has revolutionized the way of doing business, allowing individuals and organizations to overcome the new business model (Simmons, Palmer, & Truong, 2013). Globalization and integrated development of the new industrial economy model considerably increases the startup business possibilities. Digital technology today provides mobile access and analytic power, which satisfy the needs of providing trade and management of enterprises on a national and continental scale (Garifova, 2014).

Furthermore, seeking for new business model that contribute to competitive advantage in the market and thus raise the level of innovation. Innovation today is synonymous with progress and modernity in every area (Witkowski, 2017). According to Schumpeter (1960), innovations are related to the developing a new product or introducing products with new properties to the market, and Carrying out a new organization of economic processes. Additionally, Drucker (1986) said that "innovation is the specific tool of entrepreneurs, by means of which the changes make them an opportunity to take up a new business or the provision of new services."

Advances in technology, especially surrounding mobile, data analytics, artificial intelligence, and cloud computing, seemed to flourish overnight and dramatically affected the overhead required for businesses to launch, reach their customers, and collect the data necessary to tailor their new customer-centric business models around existing paradigms (Kollmorgen, 2017). Over the past decade, Artificial Intelligence (AI) in platform adoption worldwide has grown significantly, driving full customer engagement and enabling service providers. Automation and machine learning now play a major role in which customer data is processed. Another digital technology that has been widely adopted is Internet of Things (IoT), which shapes mobile strategy. In the mobile sector, the demand for global carrier-grade connectivity is expected to come to fruition in 2018. Businesses continue to be fueled by IoT and will be dependent on connectivity in an effort to capitalize on the socio-economic benefits of a connected world (Futuma, 2020).

According to Indonesia's economic masterplan, Indonesia's government plans to become Southeast Asia's largest digital economy (2020 Go Digital Vision" program) and have the digital economy contribute $130 billion to its economy in 2020. The Ministry of Communication and Information Technology (MCIT) launching "Industry 4.0" that refers to five industrial digital technologies: IoT, AI, human-machine interface, robot and sensor technology, and 3D printing. The initial prime beneficiaries are expected to be from food and beverage, automotive, electronics, chemicals, textile and garment industries. The government is aggressively pushing its smart city initiatives as part of Industry 4.0, using IoT to develop smart cities in Jakarta.

Malaysia's government stated the National Policy on Industry 4.0, launched in October 2018 encourages the adoption of Industry 4.0 technologies including IoT. Sectors in focus include the digitization of manufacturing processes in the electrical and electronics, machinery and equipment, chemical, medical devices and aerospace industries. Furthermore, the country is deploying an intelligent IoT network in populated cities to test out urban management solutions in optimizing cities infrastructure and connectivity and enhancing the livability for citizens such as health care, media and entertainment, automotive, manufacturing, public safety, agriculture and education.

In Thailand, the government develops the Eastern Economic Corridor (EEC), establishing to be a pillar of Digital Transformation in the country to improve digital government infrastructure and public personnel capabilities, including building infrastructure to improve efficiency and transparency for delivering government services and improving accessibility of services to the public.

Additionally, the digital company has been gathering data from its digital shopping experience across all of their platforms since its inception. Artificial intelligence is used to track customer behaviors, and identify exactly where shoppers are on their purchasing journeys and target them with products accordingly. Lastly, the change in consumer expectations is likely a result of advances in technology and data analytics, but it is also the single most powerful influencer of digital disruption. Society quickly learned to value the experiences associated with the purchasing of products and services. In some cases, we have also demonstrated we are willing to pay more for premium experiences and some customer segments, willing to pay for an experience over a product.

The Challenges Facing the Digital Economy

The problems and challenges faced on the road to becoming digital and analyses a new approach for business industries to initialize their digital transformation. Inadequate access to the latest technology, sophisticated telecommunications infrastructure, low computer literacy as well as numerous cultural and socio-economic factors are just some of the challenges that developing countries have to face. The threats for the industries in the business environment is the increasing competition in a dynamic environment where traditional boundaries are shifting. For example, telecommunications companies or land line telecom has been replaced by voice over internet protocol (VoIP) (Yovanof & Hazapis, 2008), and many social messaging applications such as What Apps, Line, and WeChat. Therefore, business owners or executives must consider about their business transforming to the digital era, crafting strategy for the purpose of achieving sustainable innovation in the face of the reshaping of the industry and the market. One of the main purposes of this research is to seek the answer that how companies can overcome these obstacles and become digital.

Digital Literacies and Skills

In the digital economic climate, most businesses try to maximize return on investments on multiple levels. Due to their versatility, digital technologies may be an important factor in reducing costs and at the same time increasing the value offered by information and communication technologies. Although most companies have realized the need to digitize, various challenges are inhibiting them from starting or benefitting from digital transformation, especially for the SMEs. Basically, the major barriers for SMEs are related to insufficient IT structures, lack of technical skills, inadequate business processes and high implementation risks and costs (Leipzig et al, 2017). Generally speaking, the efficiency, whereby ventures can utilize digital business through highly scalable infrastructures. Thus, the digital decade has seen businesses taking advantage of lower price/performance levels of computing (hardware and software) as well as global connectivity through standard protocols such as the Internet, mobile web, and application to adapt their business infrastructure to the new digital era. Therefore, digital transformation challenging for traditional businesses require hardware infrastructure, software infrastructure, and digital literacy (Boonnoon, 2014; Bharadwaj, El Sawy, Pavlou, & Venkatraman, 2013; Eshet-Alkalai, 2004; Ziphorah, 2014).

Participating in the digital revolution requires change; acquiring new skills and knowledge; new systems and processes; new partnerships; new forms of collaboration and investment in new digital strategies, people skill, business procurement and digital tools. The need to reskill and transition existing staff toward a digital-first mindset is important. This has big implications for jobs as workers are finding themselves with outdated skills and struggle to match the demands of these changing business models. Change on this scale can create uncertainty, doubt and many other real or perceived barriers to progress. The elements with the greatest influence on success are clear targets for organizations' key performance indicators and clear communication of the transformation's timeline. These categories suggest where and how companies can start to improve their chances of successfully making digital changes to their business.

In addition, strengthening the digital skills of ASEAN's population of 680 million people will ensure that opportunities and benefits reach everyone. Although the region already has good literacy and numeracy rates, education systems need to be more flexible in developing the skills needed to operate in a digital economy. These skills range from basic computer knowledge to advanced skills like coding and data analytics. So-called "soft skills" like collaboration and communication are also essential. Digital literacies and skills are another significant consideration focused on developing the human capital force. In ASEAN, the citizens have the skills needed to thrive as digital disruption creates both risks and opportunities for workers. The workers are dedicated to re-skills and up-skills of all types of workers in the digital ecosystem. (Nguyen, 2020). The main objective to re-skill and up-skill is to convene group of like-minded organizations united in their new digital skill sets.

For example, Indonesia is lack of new digital talent. The world's fourth-most populous country with more than 260 million people has a legion of young but lowly skilled workers, with 121 million primarily working in fields such as agriculture, manufacturing and services (Soon & Chuan, 2019). This makes digitalization difficult and drives the need for the government, industry associations, academia and businesses to collaboratively uplift skillsets of the entire workforce to achieve Indonesia's Industry 4.0 aspirations to equip them with industrial skills for the digital economy in two vocational schools, as well as developing Industry 4.0 mini factories in three polytechnics across the nation.

In Singapore, to accelerate the digitalization of local companies, the government has supported several plans to businesses, including to boost employees' digital skills, and harnesses digital tech to enhance capabilities in cybersecurity, data protection and analytics (Soon & Chuan, 2019).

Since the change of technologies and widespread diffusion of the digital economy, it led to innovation in business models, which in turn allows consumers and businesses to connect around the world any time (Harris & Rae, 2009). The digital economy provides business an ability of the transformational effects of new way to use the data as in the fields of information and communication. It gives rise to certain form of new business models, which is important to the business to adapt in the new environments. Digital skill sets have been among the most popular expressions featuring in the curricula of the last few years (Dani, 2013). The information literacy concept has been adapted to include ICT.

Strategy Development

To success in the change in digital economy is required digital transformation demands vision, leadership and process change alongside powering core operations with technology. Therefore, digital transformation requires a change at the most fundamental level, the way in which things get done everywhere in the organization. Digital transformation affects the company culture itself. Without addressing culture change digital transformation is bound to be a superficial attempt. According to Hemerling et.al (2018) nearly 80% of the companies that focused on culture sustained strong or breakthrough performance. Not one of the companies that neglected to focus on culture achieved such performance.

Policies are one of the keys for strategy development, that help in building the foundations for the digitization. This includes policies that affect the broad enabling environment for the digital economy, as well as policies that foster accessible and affordable digital infrastructures and services. The pandemic has reshaped ASEAN's digital landscape with many governments and businesses in the region being forced to accelerate the transition towards a digital economy.

Strategy development should enable the effective use of digital technologies by people, firms and governments, and policies that foster the application of digital technologies in specific activities and policy areas. Furthermore, it can help all individuals, including citizens, workers and consumers, as well as society as a whole to adjust to the digital transformation, including by ensuring that all people have the skills they need to adapt to and excel in an increasingly digital world. Moreover, it includes policies aimed at the use of digital tools to enhance well-being, including by providing more equitable access to public services. However, there is quite a challenge to co-ordination among ministries and other bodies at all levels of government, as well as actively involving all key stakeholders in the policymaking process to ensure that all policies are mutually reinforcing and aligned with one coherent and strategic national digital agenda. Moreover, collective action will be needed in several areas to seize the opportunities and tackle the evolving challenges of the digital economy (OECD, 2017).

In sum, differences within countries in the uptake of digital networks are also linked to age and education, though income levels play a more important role in explaining differences across the region. Moreover, regional differences within countries can be large, with rural areas lagging urban areas (World Bank, 2016). Providing access for all would help people in Southeast Asia, those in rural areas and lagging and disadvantaged groups, in benefitting from the education, employment and health opportunities enabled by digital economy.

Conclusion

Developing countries like most countries in South East Asia have the opportunity to transform its economy and to contribute to the development of the digital economy. Although these economies are characterized by high added value, faced with numerous obstacles, many developing countries cannot adequately respond to the demands of the digital economy. In order to achieve a change business process to digital economy, businesses should adapt to changing business landscape and scale at speed and redesign the business model to modernize business, amplify efficiency, agility and scalability and boost revenue from operations. Furthermore, empower employees, including mobilize business, boost workforce productivity and drive innovation need to be improved to forge ahead with their digital transformation strategy are front-running the competition. Therefore, digital economy creates significant opportunities for the businesses but is a difficult proposition to deliver on. The main idea is not to utilize new technology to merely replicate an existing product, service or solution in a digital platform, but ideally, to enhance these offerings to support superior customer engagements and potentially new business model in the digital economy system.

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Value-based Pricing regarding on Customer Perceived Value in Contemporary Marketing

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Abstract

It could be said that contemporary marketing focuses on customers and markets by connecting transactional marketing to relationship marketing using a modern information system to reaching consumers from all over the world by the variety devices via online channels in an interactive way. Many approaches of pricing strategy are often used to establish the suitable price for a product or service to satisfy customer. However, it not easy to determine how much they value the product or service they are buying in their point of view. Value-based pricing regarding on customer perceived value must be adopted to figure out how much the customer values a product or service and pricing it accordingly. Deciding how much to charge for a product requires more thoughts to ensure that customer perceived value is worth or higher than the cost they pay. By reviewing, studying and analyzing the relevant academic literatures above, the value-based pricing regarding on customer perceived value in contemporary marketing can be achieved by combining 3 guidelines approaching which are 1) setting prices to meet customer needs, 2) setting prices to attract customers, and 3) setting prices to suit the nature of products or services. These 3 guidelines must be considered together with other factors including business internal factors: such as organizational factors and goals of the business, cost of the product and service, product differentiation, the other elements of the marketing mix, etc. and business external factors: such as price elasticity of demand, suppliers, competition, economic condition, government laws and regulations, and even unexpected situations, etc.

Keyword: Value-based Pricing, Customer Peived Value, Contemporary Marketing, , Customer Co-Creation

Introduction

Today, it is evident that the internet and digital technologies lead to massive changes in a business environment. At the same time, these technologies offer excellent opportunities for businesses to reach an enourmous number of customers worldwide. As a result. customers can simply access information about products, businesses, and benefits that they can acquire by using such products at anywhere and anytime. Then, understanding consumer behavior,

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especially ASEAN consumer behavior, which is often driven by various marketing factors, is a critical role for marketers to survive a business in the long term. Nowadays, it is well-accepted that the customer determines the product's characteristics based on their needs. A business that can design and plan actions to best meet the needs of its customers will be successful in business operations. Customers seek the best products or services for themselves in terms of perceived quality. Therefore, businesses have to adapt themselves in order to meet customer needs and requirement in terms of productivity, quality, after-sales service, and production costs. However, a customer's purchasing decision depends not only on the quality of the products that meets customer's needs but also on other factors that can influence the outcomes of purchasing decisions especialy the price of the products. Pricing the offering products and survices play an important role in the customers' eyes when making the purchasing decision (Nagle, Hogan, & Zale, 2014). Therefore, businesses need to understand what customers expect to receive when they have to pay the cost and then set a price that reflects the offering value of their products. Professional marketers always apply several effective pricing strategies to generate profit for the organization by converting the visitor to the new customer and turn new customers into regular purchasers, transform regular purchases to become loyal customers. Finally, try it best to retain the loyal customers and convert them to become the advocate who willing to share their positive experience from using the product with their families, their friends, and other people whenever they have a chance (Boone & Kurtz, 2018).

Contemporary marketing is the theory that focuses on customers and markets by connecting transactional marketing which is the traditional marketing to relational marketing by using a modern information system to reach consumers from all over the world via online channel in an interactive way. It can be described in Figure 1 that contemporary marketing has been devided into two essencial parts which are Transactional Marketing and Relational Marketing as belowed.

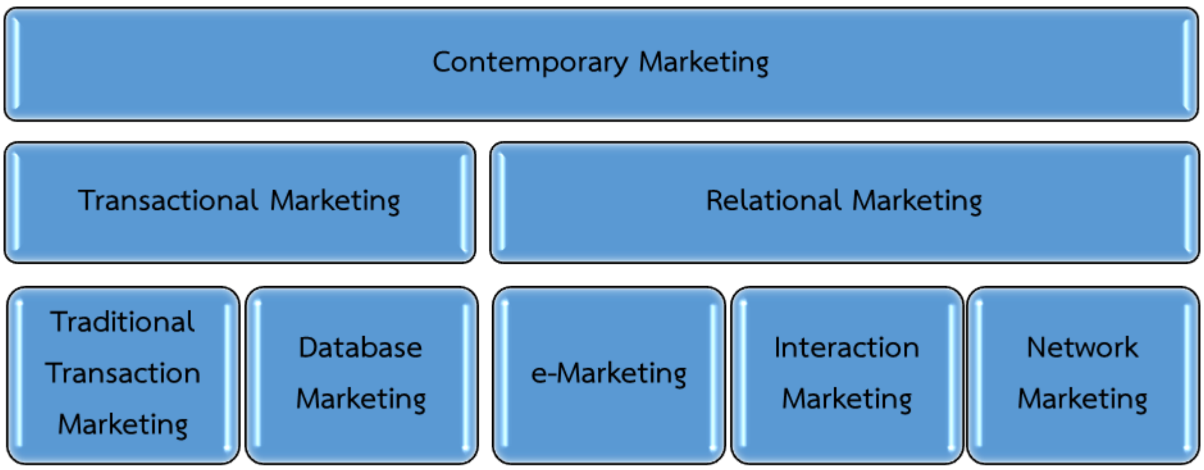

Figure 1 Context of Contemporary Marketing.

Source: Author's compilation based on Lindgreen, Palmer, and Vanhamme (2004); Boone and Kurtz (2018)

Transactional Marketing can be classified into two subcategories including 1) Traditional Transaction Marketing and 2) Database Marketing (Lindgreen, Palmer, & Vanhamme, 2004). Traditional Transaction Marketing is a business strategy that focuses on sales transactions, emphasizing maximizing the volume of sales rather than developing a relationship with the customer. Database Marketing is a business strategy that uses databases of customers to generate direct communications with target customer in order to communicate and promote a product or service for marketing purposes as same as direct marketing. Meanwhile Relationship

Marketing can be classified into three subcategories including 1) e-Marketing, 2) Interaction Marketing, and 3) Network Marketing. Relationship Marketing focuses on customer loyalty and long-term customer engagement rather than shorter-term goals. E-Marketing means the marketing activities that relating to promoting and saling products or services by using online channel. It uses a variety devices of digital technologies to help businesses and their customers to easily communicate among each other. Interaction Marketing is a one-to-one marketing concept that encourages business to directly interact with their customers individually in order to create customer Co-Creation. Finally, Network Marketing is a business strategy focusing on person-to-person sales by independent representatives. It requires a network of business partners or salespeople to generate income by propose sale offering until reach an agreement and closing sales.

A contemporary marketing strategy offers products and services based on thetarget customer desires rather than what the business wants them to have so that it increase the perceived value of the products and sevices in customer point of view (Solomon, Marshall & Stuart, 2015). Market orientation is moving toward maintaining current relationships as well as looking for potential future customers. Relationship marketing is a strategy that supports all businesses to develop a strong connection with their customers. It is beneficial for the business to understand customers in the long run, which results in customer loyalty rather than customers purchase once or infrequently. Today, relationship marketing involves creating accessible two-way communication between the business and customers directly, tracking customer activities, and providing desirable information to customers. In recent times, with the help of artificial intelligence (AI), marketers can process a massive amount of data, carry out individualized sales and fulfill customer expectations. Jain and Aggarwal (2020) reported that marketing currently serves as the 4th largest use case of AI concerning resources spent and the 6th largest industry adopter of AI technology. Therefore, the modern marketer must understand artificial intelligence marketing (AIM) to identify the target with information to get customers to re-engage with the business.This interactive communications can create customer engagement as a bridge between customer and business or called customer co-creation (Kotler, Kartajaya & Setiawan, 2017).

From discussed above, this paper will explore guidelines for value-based pricing regarding on customer perceived value in the context of contemporary marketing by studying and analyzing principles, concepts, theories and reviewing the relevant academic literatures and research articles.

Pricing Perspective in Contemporary Marketing

The paper will focus on the changes in price from the standpoint of economics. In the past, most businesses paid attention to production as the origin of business success. They generate profit by manufacturing products as much as possible and focus on selling them to customers, as shown in Figure 2. This strategy is effective because there are a few players in the market, and the productivity is low. Then the product can be sold its product at the given price.

Figure 2 Past Business Perspectives.

The product price can be easily expressed in the form of an economic equation such that

Cost + Surplus Profit = Sales Price

Businesses can mark up the selling price as they want in the past. The selling price is a sum up of the cost per unit and surplus profit. However, this strategy is obsolete and inefficient, especially in contemporary marketing, due to the highly competitive environment. There are many pricing strategies proposed during the past several years. It is well-known to marketers that these are not necessarily standalone strategies; many can be combined when setting prices for products and services. Some common pricing strategies are cost-plus pricing, high-low pricing, penetration pricing, bundle pricing, psychological pricing, competition-based pricing, and value-based pricing. Nowadays, the advancement of the internet and digital technologies provides accessible information about the product and business. The customer decides which manufacturers to purchase from, which is abundant in the market. Therefore, businesses have to adapt to align with the changes mentioned above to obtain quality products at fair prices. The business model had changed to the customer-oriented perspective model, as illustrated in Figure 3.

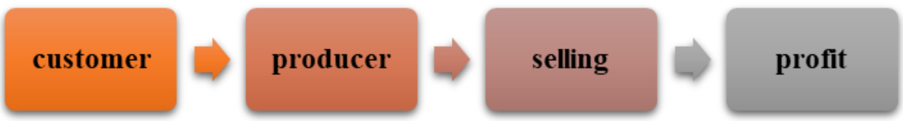

Figure 3 Present business perspectives.

The economic equation is then reformulated as follows.

Sales price - cost = profit

At present, it isn't easy to achieve the best pricing strategy to maximize profit and revenue because most businesses operate in highly competitive markets. Therefore, the profit that the business receives will depend mainly on the cost, as shown in Figure 4. In the contemporary market, the availability of information at a low cost may be the most influential factor in gaining the bargaining power of customers. Hence, the cost reduction strategy could be the best way to maintain profit and survival of business in the present situation. Cost reduction strategies from Kepner-Tregoe (KT) are effective principles for increasing additional benefits by eliminating waste, accelerating processes, and utilizing resources effectively. With reduced production costs, the business can refocus budgeted resources on expanding operations or new market expansion ("Cost reduction strategies," 2021).

Therefore, we may conclude that there are two major strategies, cost reduction strategies and pricing strategies, that businesses mainly applied to enhance their competitiveness. Cost reduction strategy depends on the business itself. The cost minimization could be achieved by several factors, e.g., business process improvement, production management, supply chain management, and quality improvement. However, pricing strategy usually depends on external factors, e.g., demand, competition, customer, and government regulations. Price is the perceived value that is typically referred to as the amount of money exchanged for a product. However, after a consumer has used a product, the consumer may compare its actual value with the perceived value when it was purchased. Therefore, setting the right price is one of the critical success factors for any business.

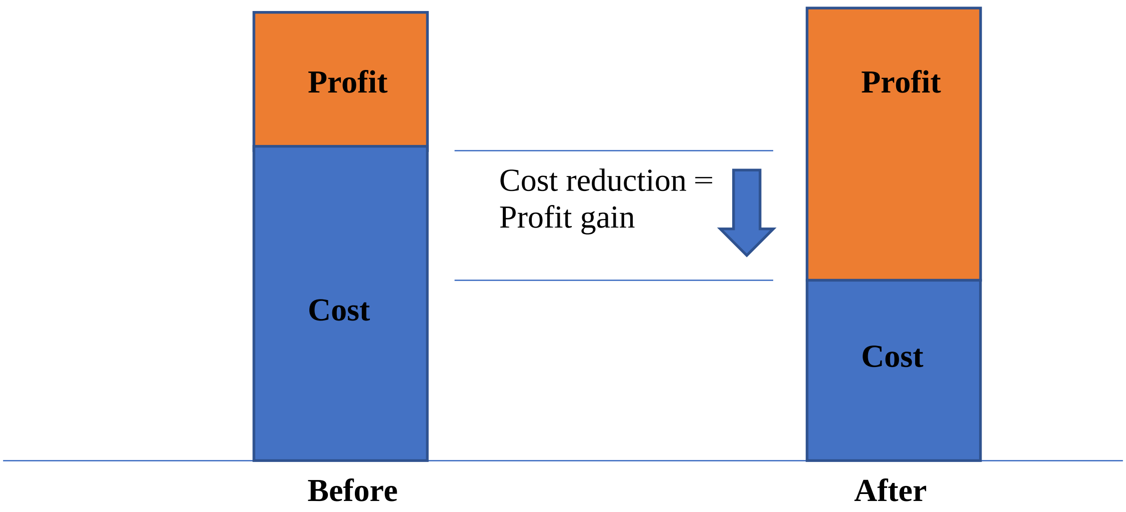

Figure 4 To gain profit by reducing the cost.

Value-based pricing regarding on customer perceived value

Value-based pricing regarding on customer perceived value (Dholakia, 2016) is the method of setting a price by which a company calculates and tries to earn the differentiated worth of its product for a particular customer segment when compared to its competitor. In other word, it is a customer-focused pricing. The marketer can determine a suitable value-based price for each segment. This method only works when the target segment has a specific competitor's product they can buy instead. The next best alternative is the starting point of comparison for calculating the value-based price. Therefore, a business must understand customer perceived value in order to set the right price to persuade customers to focus on total costs rather than simply on the acquisition price. Customer perceived value is the perception of what a product or service is worth to a customer compared to the next best alternative. The model is based on assessments of the costs and benefits of a given market offering in a particular customer application, as shown in Figure 5. Value is the worth in monetary terms of the technical, economic, service, and social benefits a customer receives in exchange for the price it pays for a market offering (Anderson & Narus, 1998).

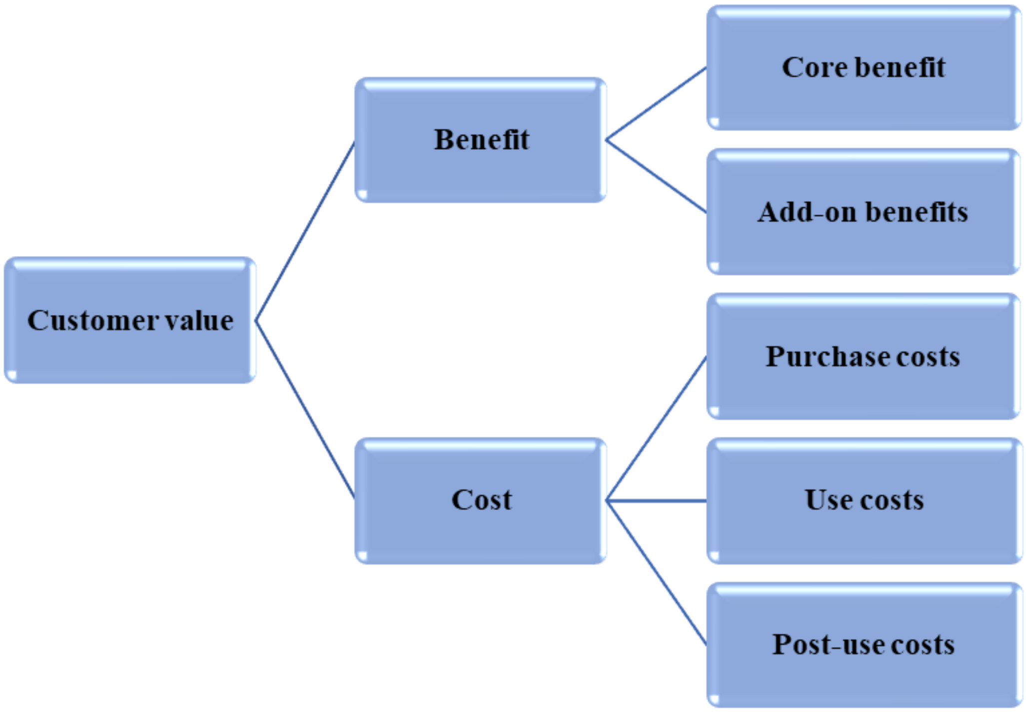

Figure 5 Structure of customer value.

Benefits that create value for customers can be divided into two categories which are core benefits and add-on benefits. The core benefit is the fundamental need that the customer satisfies when they buy the product, which defines the level of quality and performance and their before- and after-sales service expectations. Otherwise, add-on benefit is attributes of a product or service that are beyond the core benefit. Customers may use these additional benefits to choose a product that is different and superior to the other.

In the meantime, total customer cost is the bundle of costs customers expect to pay in researching, evaluating, buying, obtaining, maintaining, and deposing a given product or service. It can be divided into three categories including purchase costs, use costs, and post-use costs (Belz & Peattie, 2012). Purchase costs include the cost of researching, evaluating, buying, and obtaining a product or service. Use costs are the cost occurs during the usage of a product or service and include the costs of switching to a new product. Post-use costs include the collection, storage, and disposal cost when customer wants to get rid of their product that customer does not want to use it anymore.

Factors affecting pricing decision in contemporary marketing

As mentioned earlier, costs and profits are two dominant factors that have a direct impact on selling price. Several cost reduction strategies have been applied to minimize the costs. In addition, to maximize profit, a business must find a way to maximize customer's perceived value of a product or service so that they can set the higher price to sell their products which inturn making more profits for business. For the contemporary market, the importance of each pricing factor depends on each customer behavior or purchasing objectives of the customer. It is widely accepted that there are two types of factors affecting product pricing which are internal factors and external factors. (Haron, 2016). Internal factors are related to the internal environment of the business and can be controllable, such as organizational factors and goals of the business, cost of the product, product differentiation, and marketing mix. On the other hand, external factors include variables related to the external environment, which the business has less or has no control over these variables such as customer expectations, price elasticity of demand, suppliers, competition, economic condition, government laws and regulations, and unexpected situations such as the recently COVID-19 pandemic.

***Internal factors*:**

1. Organizational factors and goals of the business

The goals of the business serve as a basis for the development of pricing strategy. Generally, the overall pricing strategy is decided by top executives. However, the actual mechanics of pricing are dealt with at lower levels, e.g., salesperson, and focus on the individual product or service.

2. Cost of the product

Cost is the primary element in setting prices for a product or service. A business with low costs should have a better opportunity to increase sales and profit by lowering a product or service price.

3. Product differentiation

Product differentiation is a key for businesses to introduce a new product or service to the market. The price of the product depends upon the characteristics of the product. The business can set a high price for the uniqueness of its product or service.

4. Marketing mix

A pricing strategy must be implemented together with other elements of the marketing mix. The marketer must consider the total marketing mix when setting prices to match customer perceived value.

***External factors*:**

1. Customer expectations

In reality, the customers are the final authority who determines the price of a product or service. These benefits or value can be assessed from two fundamental perspectives of customer needs: the need for product function and the need for the pleasure of using the product (Aulia, Sukati, Sulaiman, 2016). The use of the concept of customer perceived value creates more satisfied customers and directly affects customer repurchase activity.

2. Price elasticity of demand

The marketer must understand how sensitive demand for a good is compared to changes in other economic factors, such as price. The price-demand relationship varies for different markets, e.g., pure competition, monopsony, oligopoly, and monopoly. Therefore, the marketer must understand the price-demand relationship for a product and service before setting prices.

3. Suppliers

Suppliers of raw materials can have a significant effect on the cost of a product. The scarcity or abundance of raw materials also determines pricing. Therefore, the business must implement supply-chain management to minimize the right from suppliers.

4. Competition

Competition is an important factor in price determination, especially for commodities. All competitors generally charge indifference prices. How much business is constrained by competitors' prices usually depends mainly on product differentiation. Generally, pricing strategies must inevitably be wisely adopted concerning future competition.

5. Economic condition

Economic history tells us that the boom and bust cycle is a key characteristic of capitalist economies. The cycle is a process of economic expansion and contraction that occurs repeatedly. During the boom cycle, the economy grows, and jobs are plentiful; otherwise, In the subsequent bust cycle, the economy shrinks, and people lose jobs and money. Therefore, pricing strategies must be applied concerning the economic cycle.

6. Government laws and regulations

The government endorses laws and regulations to protect people in the country. Government involvement is essential in a capitalist economy to maintain social efficiency and equity. Marketers need to be aware of laws and regulations that influence how price is set in the markets. Recently, more regulations focus on healthier and environmentally friendly issues; therefore, businesses should engage these issues by introducing and advertising their green products and then raising prices in order to promote a higher customer-perceived value for the product. Hence, proper implementation of pricing strategies will benefit both businesses and customers in developing long-term customer relationships (Mandal, 2019).

7. Unexpected situations such as the recently COVID-19 pandemic

Finally, unexpected situations such as the recently COVID-19 pandemic have a big impact on the economy worldwide. Short-term pricing strategies may need in times of crisis. However, it may have long-term impacts. The most flexible businesses initiate practices during the downturn to prepare themself to succeed when the economy recovery. Some pricing strategies such as lower a price should be used carefully in order to prevent business engages in the price war game.

Finally, the effective and suitable pricing strategy is necessary to generate and support long term business growth and business survival , plus business ethics must be enforced to preserve the image of business organization . Businesses must be aware of unethical pricing matters because they may break national or international legal systems and can cause negative reputation or even a damage to the business. Businesses must enhance their transparency and have a clear communication with customers to increase the confidence and gain trust from the customer. Otherwise, customer dissatisfaction may increase and lead to negative consequences to the business (Helmi, Pius, 2018).

Conclusions

From the development of technology in ASEAN country at the present, it lead to the change of the customer behavior significantly. The customer behavior have changed from the purchase through the store to become customers who are often order and pay for their desired products and services via online channels. Customers are open their mind to accepting the use of modern technologies and digital services including online platforms to enhance the convenience of their daily lives. Marketing model ,therefore, needs to change from traditional marketing which is transactional marketing to contemporary marketing or relational marketing which using a variety number of online channels in an interactive way among customers to customers and customers to the business. As mentioned, this interactive communications promote customer engagement in creating the features and product quality that suit their needs entitled customer co-creation. An evident example would be attracting customers through social media content relevant to their needs or writing article and useful information posted in public social media. This customer engagement has a significant impact to the price setting strategy. That is because customer perceived value derived from both beneficial aspect and costing aspect play a very important role affecting the price setting. By reviewing, studying and analyzing the relevant academic literatures above, the value-based pricing regarding on customer perceived value in contemporary marketing can be achieved by combining 3 guideline approaching as follows:

1. Setting prices to meet customer needs. Business must set the selling price in order to meet the needs of their customers. This is a price determination that does not take into account only costs or just economic reasons, but the feelings and attitudes of customers' psychology must also be taken into account in determining the price. Business may setting the selling price higher than the competitor's product in order to make customers feel proud of using a valued

product with superior quality and image or setting the selling price by referring to the same category or same type of product or service offering by the competitors in the same industry that customers are already familiar with.

2. Setting prices to attract customers. Business has to set the selling price for marketing promotions. They may set lower prices than usual or create the promotional programs such as discounts, coupons, gifts, samples, premiums, displays, contests, rebates, and sweepstakes etc. in order to attract customers to buy more in terms of amount and frequency.

3. Setting prices to suit the nature of products or services. Business has to set the selling price in accordance with the nature, features and quality of the products or services. In some cases, the basic model may be priced at a lower price to attract consumers' interest and desire to purchase. After that, business may offer complementary products that can be used together and make the desired product even more functional.

In addition to the 3 guidelines approached above, setting the appropriate value-based selling price regarding on customer perceived value in the context of contemporary marketing, business must take into account together with all factors including internal factors: such as organizational factors and goals of the business, cost of the product and service, product differentiation, the other elements of the marketing mix etc. and external factors: such as price elasticity of demand, suppliers, competition, economic condition, government laws and regulations and even unexpected situations etc.

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A New Business Model for an Innovative Business Development

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Abstract

This article is a study of business models and uses ideas to develop innovative thinking processes. To be a model for innovative business development for entrepreneurs and entrepreneurs the key role in creating product innovation service or even a new business model making it more efficient than just creating a business or developing a business to survive continuously in the present It is important that Innovation plays an important role in business development. Going into business or the ASEAN Economic Community (AEC) may be one of the successes of entrepreneurs doing business. Therefore, business model knowledge, whether Business Model Canvas or Lean Canvas tools, are standardized and are popular all over the world. Therefore, the author has developed a tool that combines cognitive processes. And steps the understanding is categorized into three main areas: target customers, issues, and solutions. Under a new innovation model for entrepreneurs, businesses and groups who want to think of Innovation through a more understandable process, named BAIC Board.

Keywords: Innovation, Development, Business Model, Entrepreneur, BAIC

Introduction

This article is a study of business operation, known as the digital age, has progressed in technology and has continued to thrive in the industry. Making the article a priority to create product innovation service or even a new business model to be more efficient more than just the creation of a business or develop a business to survive continuously in the present It is important that innovation is an important part of development. Going into business or the ASEAN Economic Community (AEC) may be one of the successes for entrepreneurs doing business. But one of the things that followed was the creation of free trade. There is a movement of resources, capital, labor, entrepreneurs. Many products and services and current government policies want to drive Thailand to Thailand 5.0

The business is currently intense competition with the tendency to intensify, businesses are trying to find ways to make them survive and grow over the past thirty years. Businesses tend to use strategy as a basic for it will create a competitive advantage, but in the future, it is likely that it will have to start by creating a business model to create a sustainable competitive advantage (CasadesusMasanell, 2010) where the term business model is known more because

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it is used as a tool for creating a form of competitive advantage. Many organizations have adopted the concept of a business model because it's good results for businesses such as organizations with comparable level of technology medium, but if there is a good business model may be able to create value more than just good technology (Chesbrough, 2010). ASEAN trade market, in addition to entrepreneurs must study market information. There should be five principles in which investment laws are strictly different from country to country, which are basic practices that entrepreneurs should know and understand before moving on to market in ASEAN countries.

Five Checklist want to export to other countries, must know:

1. Government dependence the department of international trade promotion is a great source of information for both old and new businessmen looking to export their products abroad. There are also many other organizations that provide knowledge about the international market, such as the export-import bank of Thailand. That supports Thai investors abroad in finance or C-ASEAN that specifically promotes business cooperation and connectivity in ASEAN.

2. Getting to know the Ban-Khao market a good start is getting to know, where we are going. Do not think of what to sell as long as you do not know, what the customer want, and what kind of behavior tendencies may be started by searching for information of that country that what he wants and that matches what we are going to offer or not.

3. Choose to optimize your business model plan and marketing. The strategies used in the country may not work in other countries. Therefore, competitors need to be studied because they may not be able to implement strategies that we are familiar with. Including the development of products and services to match the needs of the need to keep exploring trends and adding new knowledge. Without missing a miss to study the regulations and methods of transportation that may be a major cost in the import and export business.

4. Do not forget about the documents. Many entrepreneurs can shake their heads with cumbersome document handling. But here are the top necessities that are inevitable. Try to understand and learn the more prepared ones. Inevitably approaches the finish line.

5. Always be careful about money. World society for the transition to a cashless society. The whole system of international payments. Capital reserve in case of emergency need to study carefully so as not to lack of liquidity.

Business Model Analysis

From providing the concept of business operations that need to be developed, business model analysis is important for entrepreneurs or those who will do business to follow the current world to keep up with it process prototype and a good procedure as a standard is extremely important. The author has studied the principles of analyzing two business models in order to develop the necessary tools. And understand the steps deeply, so to develop innovation with it is important to understand the innovation matrix to help leaders identify the right type of strategy to solve problems by defining the problem and the scope of the skills needed to solve it well. Most of the Innovation is happening here, because a large part of us try to improve what we are doing. We want to improve the capabilities available in the existing market, and we have a clear idea of what problems need to be solved and what skill domains need to be addressed. For these types of problems, traditional strategies such as traditional R&D laboratory strategy planning and using acquisitions to bring new resources and skill sets into an organization often work. Design thinking methods, such as those supported by Greg Satell, founder of Stanford's design firm IDEO and D-school, are also very helpful if they understand both the problem and the skills needed to solve it. And there should be an understanding of the different types of Innovation, with 4 types as follows.

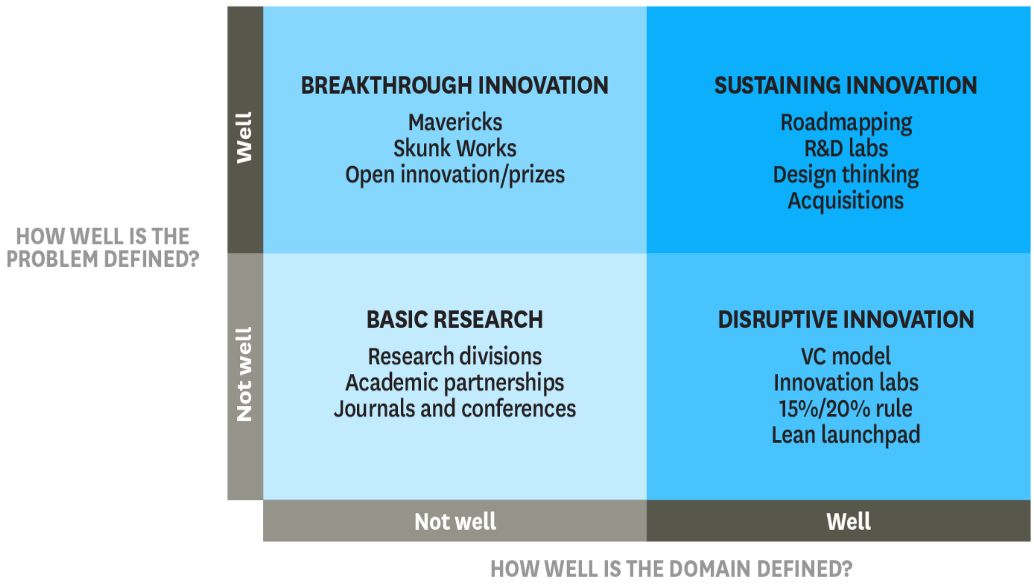

Figure 1 Four Types of Innovation

Which summarizes 2 business analysis models can be briefly described as follows:

1. Business Model Canvas (BMC)

The inventor of the business model canvas, is a critical component of the business model innovation. Each component of the business model canvas is neutral and comprehensive. The overall industry in 2009, (Osterwalder & Pigneur, 2013) further defined the business model canvas that this business model canvas is like a business planning tool. This will help to visualize (visualizing) completely at every angle. Assist in defining strategies, evaluating the success of the plan, and selecting a business model (Business Plan) that is effective and appropriate to the business as a business model canvas divide the structure of planning and strategy into 9 boxes (building block), all of which 9, this box is continually relevant and gives businesses a complete picture. The business model canvas consists primarily of the customers, products/services of the business. Business structure and financial sensitivity. The business model canvas is like a blueprint of a tactical strategy. Carry through organizational structures, processes, and systems that help in planning a comprehensive business.

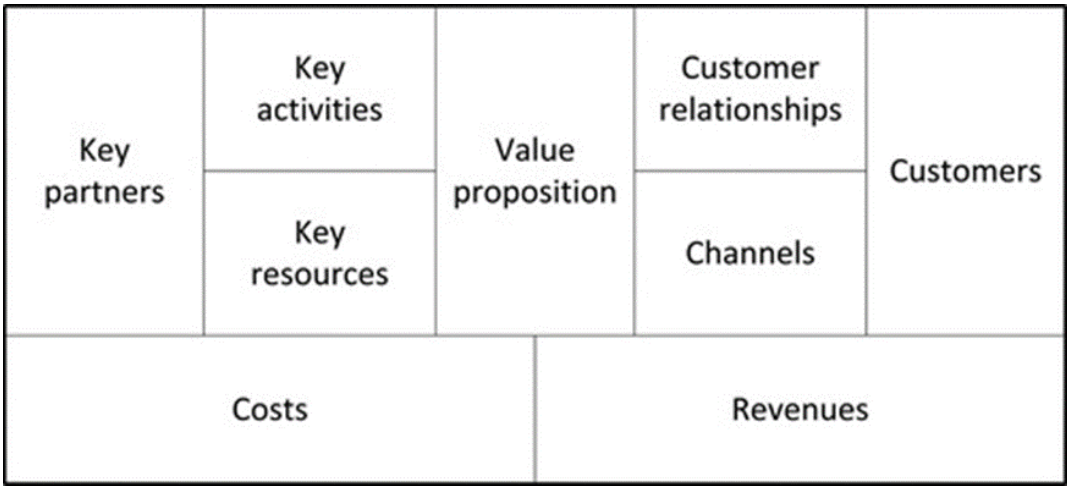

Figure 2 The Business Model Canvas, with its Nine Characteristic Components (Osterwalder & Pigneur, 2013)

One very important thing, Osterwalder and Pigneur (2013) calls this "customer's jobs to be done" that can be divided into three categories.

1) Want to meet the function of function (Functional)

2) Meet the needs of self-identity (Social)

3) Responding to emotional issues most organizations focus on each functional issue, social and emotional.

Therefore, in addition to having a good business model what will drive business success in the future therefore, it should have the value of products and services that match the customers' needs with attention to social and emotional as well, not just functional.

2. Lean Canvas

Lean canvas developed from business model canvas, the lean canvas is specially designed for startups and entrepreneurs. Lean canvas focuses on solving a broad range of customer problems, solutions, key metrics, competitive advantages. And delivering value to customers by offering unmatched, known as the one-page business plan template. It has been adapted from Osterwalder's business model canvas by Maurya (2012) and optimized for the lean startup approach, focusing on finding customer problems worth solving-especially on building a solid foundation for customer problems. Before anything else, lean canvas promises to bring you a practical and entrepreneurial business plan. It focuses on problems, solutions, key indicators, and competitive advantages.

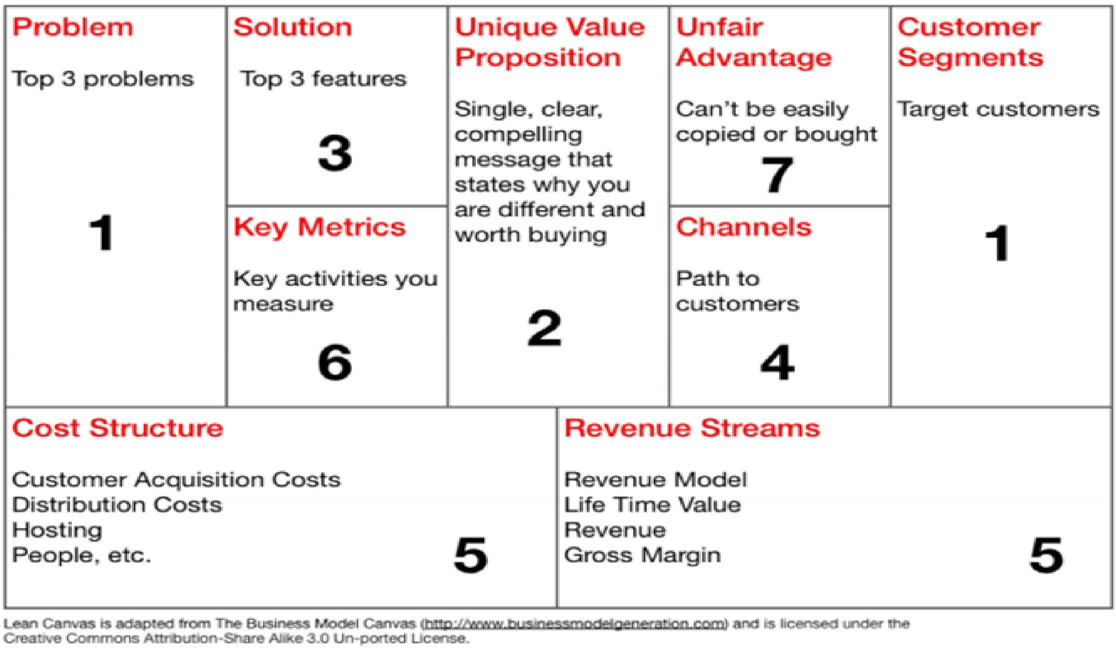

Figure 3 Lean Canvas Model

2.1 The first factor of lean canvas is the process of targeting customers and find issues along the way that is, identifying all the consumer groups that are likely to be the organization's customers. We will focus on those who are likely to switch first, early adoption identifies all of the client issues we identified in section that they are trying to implement. Modify to understand what are the main problems of our customers that result in customers wanting to buy or switch to our products and services. Including other options of customers that customers choose to use as a replacement to solve (existing alternatives). Problems need to be identified in lean canvas because in order to develop products and services based on the understanding of the problems of the target consumers.

2.2 Unique value proposition once we know our customers' group and their problems. The following sections identify the strengths of our products and services. Which we have to specify are the features (features) and the utility (benefits) that meet the needs of the target customers.

2.3 Solution this process is an analysis and brainstorming process to identify the company's approach or methodology that solves the existing client's problems. Which must be consistent with the customer's problem (problems)

2.4 Channels is to identify channels through which we can bring products and services or communicate the value of products and services to target customers, for example, through SEO marketing with keyword that target customers use to find solutions to solve their problems or various showcase that can exits.

2.5 Revenue stream identify revenue streams, including pricing mechanisms for products and services. It identifies all possible sources of income for the company. Whether it is income from the sale of goods, service fees, membership fees, maintenance fees, etc.

2.6 Cost structure is the cost structure list the total cost of the company. Both in terms of fixed costs (fix cost) such as office rental. Employee salary and variable cost.

2.7 Key metrics are key factors or indicators that can determine the success of a business. And is there a chance to grow in the future or not? The number of products sold each month compared to the number of customers who signed up. And the number of customers who canceled.

2.8 Unfair advantage the advantages or strengths of the company that stand out over their competitors and must be difficult to copy. This may include techniques or resources that the organization has.

Business Administration Innovation Center (BAIC)

The author has introduced two main concepts from 2 business models, and develop a working model based on the principles of business model canvas and lean canvas. Understand and define the concept of a specific topic automatically. What interests are defined in choosing to do business or whether to follow the concepts of the three topics, each with sub-sections for easy navigation understand, for example, the concept of customer groups (customer) sub-topics that need to be understood are 1) customers segmentation, 2) customers targeting, 3) customer persona, and 4) customer journeys.

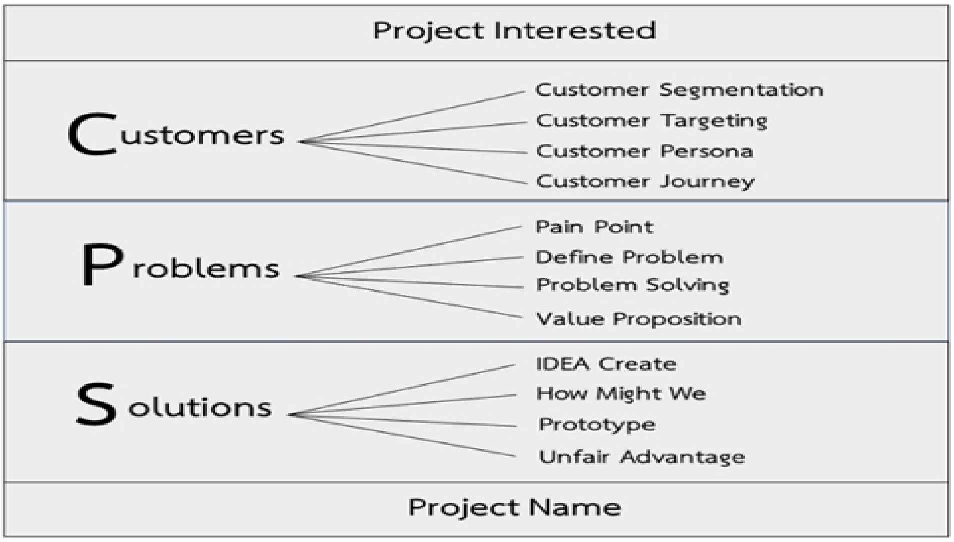

Figure 4 Business Administration Innovation Center (BAIC Board)

The author has developed a similar principle of BAIC Board in the following sequence of steps.

Step 1 Start a Project Interested

Step 2 Customer 1) Customer Segmentation, 2) Customer Targeting, 3) Customer Persona, and 4) Customer journey

Step 3 Problem 1) Pain Point, 2) Define Problem, 3) Problem Solving, and 4) Value Proposition

Step 4 Solution 1) Ideas Create, 2) How Might We, 3) Prototype, and 4) Unfair Advantage

Step 5 End of Project Name

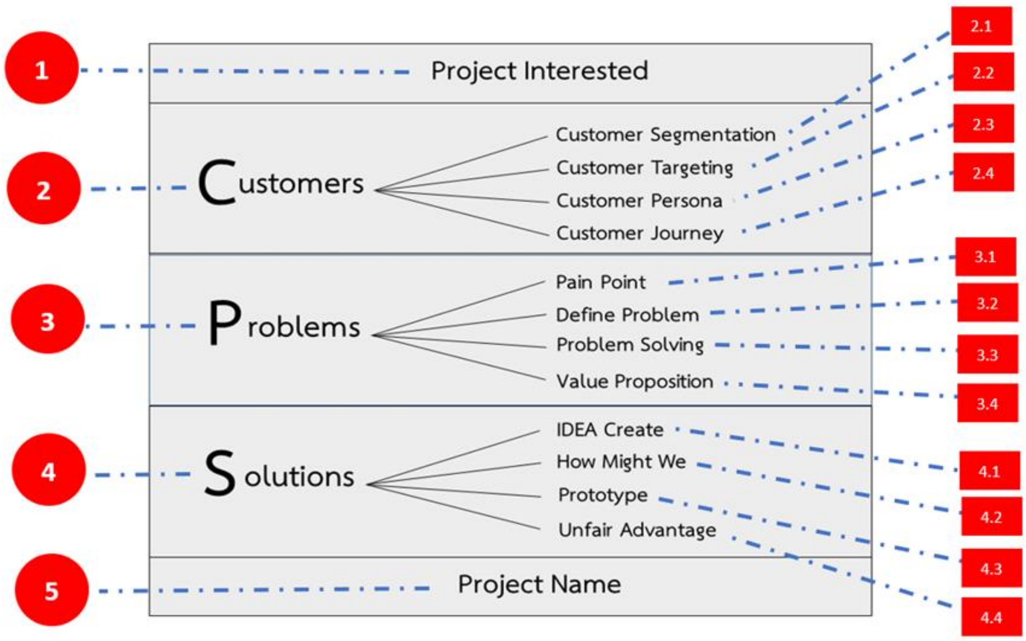

Figure 5 Shows the Sequence of Steps for the Concept of Developing Innovation tools for Entrepreneurs and BAIC Team.

The Process to Improve Business Innovations are as Follows:

1. Projects interested to study, which is interested to study in the next step. With this topic of interest going to be general for example, travel, tourism using public transport, making merit for health, finance, eating, shopping planting trees, etc.

2. Customers are an important starting point. Because if there is a clear selection of the target audience and learn to understand in order of steps will make it possible to reach the needs of the target audience as well by this process of targeting the selection there is a process to understand in detail as follows:

2.1 Customer segmentation is a basic principle for targeting customers. Which relies on the principles of marketing it can be divided by demographic groups, occupation groups, divided by area, preferences, favorite groups, interests in a particular subject, etc.

2.2 Customer targeting after the customer has been segmented. The next step is to choose to define that group of customers. Come to one group that wants to study first, narrow it down to make it easier to study.

2.3 Specifying the personal details of the target customer group (customer persona) is to add details related to the target customer who wants to study in more detail. At present, it should be stated that more than just the determination of gender, age, occupation, income. Daily life habitual behaviors, likes, dislikes, attitudes, views on something thoughts on various stories life background setting life goals, etc.

2.4 Study of the customer journey (customer journey) tells the details the order of behavior of what you want to do which will correspond to the project or business title of interest it will define a sequence of steps in that behavior. From the beginning of the process until the end of the process.

3. Study Problems: After studying the sequence of steps in different behaviors, they must choose to study in-depth in that order to observe and interview the problems and needs in the order of interest with precision. Or it could be to shorten the process, shorten the process for the target audience to save more time.

3.1 Problems of interest (pain point) is a problem that interests to study the target group in detail. Or we may have heard the term as the target audience's pain points towards that activity. Or towards something cause frustration and dislike, but those problems have not been solved.

3.2 Define problems after having studied those problem points. Conclusion must be made to identify the real issue. Or who are interested in further study and development first but if when testing with the target audience the problem is not wanted or has been solved. Will be able to identify other problems for further study.

3.3 Problem solving. Summarize the problem. Should study that. That target audience how to fix the problem in the first place? Or how to fix those problems now.

3.4 Value proposition takes into account the value. The benefits that the target audience will receive from what will be delivered. By delivering this value, it is important to remember the target group that has been studied. Because of the method of delivering that value must be designed to deliver value to match the context of that target audience as well.

4. Solution is the final important step. That need to be designed and tested what needs to be designed to address the problem and have a way of delivering it to the target audience. Regardless of what form it will come out, such as a solution as a product as a service or is it a new business model that can come out to meet the needs and adjustments are made to meet and suit the target audience the most.

4.1 Idea create a process of creating a creative pattern to know the concept of what to do for the target audience. Which must meet the needs of solving problems as studied in the sequence of steps above.

4.2 How do we do it (how might we) is another interesting process. It will create imagination from various problems and solutions. Infinitely using the form of sentences that "Why don't we try this thing? Why don't we try this…" or "Is it possible to do that? Is it possible to do this ..." etc.

4.3 Create a prototype (prototype), presenting the shape of the solution. To test the feasibility of the use of the demand that meets what the target audience will receive or not. Or can it be effective or not and how is it which this process can bring the test results to be modified for better and develop prototypes to perfection according to the needs of the target audience.

4.4 Unfair advantage (competitive advantage), when it is thought out of the box another way to find an advantage of the solution delivered to the target audience. In order for the target audience to choose to come to use our solutions where that advantage might be tangible. Or intangible but must stretch the principle that the target audience must be satisfied with what has been received by this advantage may or may not be there but having this advantage gives it something that is superior to the competition and choose to use the service itself.

5. Project name or what is presented as a business (project name) is the final image that comes out as a solution.

Conclusion

For summary of business model development this Innovation, BAIC Board, is a combination of sub-elements of the business model canvas and lean canvas concepts, with the concept of market principles added to the details of the process. To better understand what can be done by this BAIC Board can be used to integrate a step by step thinking process. For the startup business entrepreneur to develop their own business to lead the market whether it is the domestic market or foreign AEC markets that need new operators to compete with other entrepreneurs or those interested in learning Innovation. For another form with easy to understand processes and step by step or it may be abbreviated as CPs Model for Innovation of BAIC team's and the Faculty of Business Administration Panyapiwat Institute of Management.

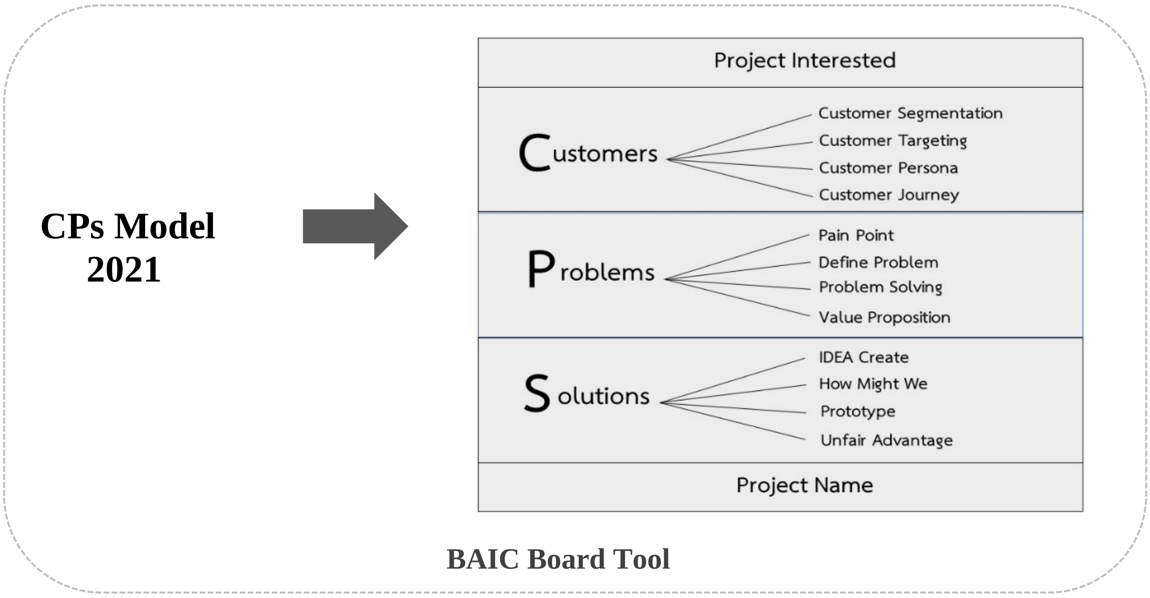

Figure 6 CPs Model & BAIC Board

Suggestion

For this innovation business development idea it can be useful for the education of students who want to analyze. For understand the process of thinking and in the process of making a BAIC Board, this should be a workshop to examine the problem of understanding the target audience. The key is to actually test the target audience too. For easier understanding and hope that this study and development will be very useful in its practical application.

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Identifying the Gaps between Customer Expectations and Perceptions on Service Quality Dimensions of ABC Mobile Operator

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Abstract

The purpose of the study is to identify the gaps between customer expectations and perceptions on service quality of ABC operator based on five dimensions of the Service Quality model (SERVQUAL). Both qualitative and quantitative approaches were employed. Survey data were collected from 445 customers of ABC operator. The research data were analyzed using frequency, percentage, mean, reliability analysis, and paired t-test. This study found that member perceptions were greater than member expectations on tangibility, reliability, and empathy dimension. It is also an appearance at a statistically significant level of 0.01. In responding to closing the gap, the management should focus on improving network speed, increasing coverage areas, offering more choices of a mobile plan, and monthly staff training to improve inter-personal service quality. This study would enable management to identify service quality dimensions that needed to be improved to enhance their customers' satisfaction.

Keywords: Service Quality, Customer Expectations, Customer Perception, Customer Satisfaction

Introduction

The Thai communication sector is one of the prominent sectors. The National Broadcasting and Telecommunication Commission (NBTC) reported, in 2018, It had a total value equivalent to 3.9% of GDP. This sector has two segments: 1) the communication service and 2) the communication equipment section. The communication service segment had a value of THB 357 billion and a value of THB 256.9 billion for the communication equipment segment. The communication sector's total value was around THB 613.9 billion. This sector's growth comes mainly from the mobile phone segment, a part of communication service. The rapid pace of technology change in both network providers and the development of mobile phones have significantly influenced market expansion. With the 4G availability, 4G coverage, and even faster with 5G service in major cities, users get a much better experience using video and voice applications, play games, as well as download and upload speed from their smartphone. The

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mobile operators are competing to be on top. There are two state enterprise operators: TOT and CAT; three private enterprise operators: AIS, DTAC, and TRUE. The market share of major mobile operators by subscribers in the third quarter of 2018 is presented in Table 1.

Table 1 The market share by subscribers (3Q2018)

Operators	AIS	CAT	DTAC	TRUE	TOT
Market share (%)	43.8%	1.92%	23.0%	31.0%	0.13%

Source: The National Broadcasting and Telecommunication Commission (NBTC)

In this highly competitive market, customer satisfaction becomes essential. If mobile operators failed to meet customer needs, it would be pragmatic in this service-oriented market. Providers need to deliver the best service to customers in order to gain satisfaction. Customer satisfaction can be measured by employing an instrument called "SERVQUAL" (Parasuraman, Zeithaml, & Berry, 1985). The SERVQUAL instrument is practical for exploring customers' satisfaction in the service industry. The opinions from customers will be the best source of information for service enhancement.

Successful service quality strategies have been essential to attract customers and create customer loyalty (Porter, 1980, 1985). Knowing what customers prefer, a service provider can offer its customers exactly what they want by customizing the product or service to satisfy their customers (Porter, 1980; Albrecht, 1992). By offering the optimal levels of customer service, the company has accurately assessing customer expectations and delivering highly-valued customer expectations (Evelyn & DeCarlo, 1992; Miller, 1992; Peters & Waterman, 1982; Peters & Austin, 1985; Sonnerberg, 1991).

Research objectives

1) To identify the gaps and differences between customer expectations and perceptions on service quality of ABC private enterprise mobile operator on five dimensions of SERVQUAL model**.** (Due to confidentiality purposes, company information in this research cannot be disclosed**.** Therefore, the researcher named it as ABC operator)**.**

2) To determine the relative importance attributed to five dimensions of SERVQUAL.

Literature Review

Service Quality

Perceived quality is defined as the customer's evaluation of a product's absolute superiority or excellence (Zeithaml, 1988; Aaker & Jacobson, 1994). In the recent decade, works of the literature suggest that perceived quality is not the actual quality of the product or brand. Instead, it is a consequence of consumers' subjective judgment about a product's or a service's overall performance (Parasuraman, Zeithaml, & Berry, 1988; Cronin & Taylor, 1992). Service quality is also regarded as the customer's impression of the relative inferiority or superiority of a service provider and its services (Bitner & Hubbert, 1994; Tsoukatos & Rand, 2006). Some researchers believe that service quality is a difference between customer expectations and perception of services (GrÖnroos, 1984; Parasuraman, Zeithaml, & Berry, 1988, 1991). Another has suggested that the difference could be measured through difference scores calculated from both expectation and perception by researchers (Parasuraman, Zeithaml, & Berry, 1985, 1988, 1991).

The SERVQUAL Model

The ten dimensions of service quality were suggested by Parasuraman, Zeithaml, and Berry (1985). Later in 1991, Parasuraman, Zeithaml, and Berry introduced the well-known five dimensions in the SERVQUAL model. Five key dimensions of service quality consist of tangible, responsiveness, reliability, assurance, and empathy. As for the telecommunication industry, the SERVQUAL model has been developed and adjusted to suit this sector (Park, Robertson, & Wu, 2004; Zeithaml, 1988, Thanabordeekij, 2018). The key dimensions of service quality in this study are listed as follows:

1) Tangibles are the dimension that refers to the physical facilities, network quality and coverage, appearance of staff, and communication materials in the service process.

2) Responsiveness can be defined as the willingness to provide timely and efficient service for customers. This dimension is associated with the employees' ability and attitude to promptly and attentively solve requests, questions, and customer complaints.

3) Reliability is related to the ability to deliver service dependably and accurately. The reliability of ABC operator involves on-time performance, dependable service, understand customer needs, and keep accurate records of their customers.

4) Assurance could be explained by the ability to convey trust and confidence to customers, such as knowledge and competencies to answer questions. This dimension means a customer can perceive the courtesy and credibility of staff.

5) Empathy is associated with the treatment that is individualized care and attention provided to a customer, such as personalized attention, the staff understands needs of customers. Empathy is regarded as a significant factor in the competitive market of mobile operators.

Gaps in Service

The SERVQUAL model focuses on five gaps (figure 1): 1) Gap between the expectation of client and perception of management; 2) Gap between the perception of management and service quality specification; 3) Gap between the specification of quality and delivery of service; 4) Gap between the delivery of service and external communication; and 5) Gap between perceived and expected service. This study focuses on Gap 5: the difference between customer expectations and perceptions of the services. This is the only gap that can be studied exclusively on the data from the customer.

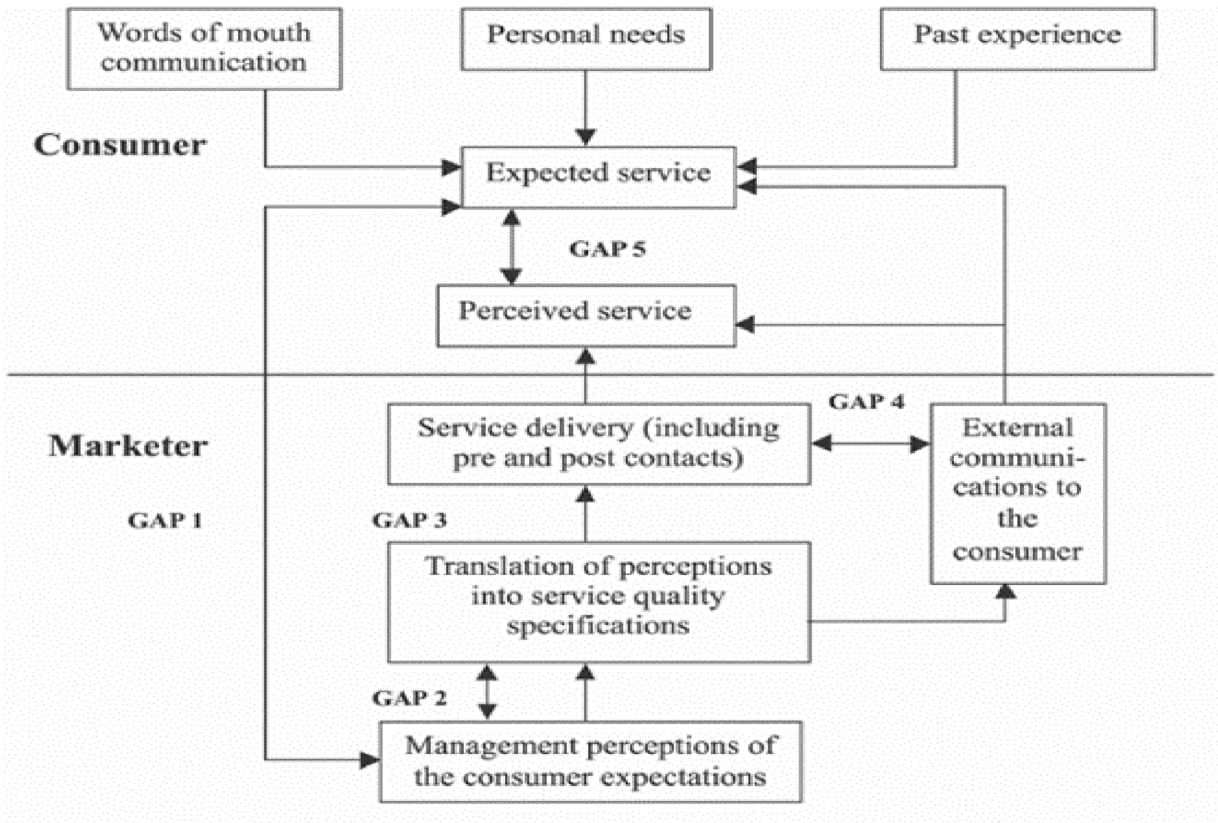

Figure 1 Service Quality Gaps

Source: Parasuraman, Zeithaml, & Berry (1985)

Methodology

Both quantitative and qualitative approaches were used in this study. The target population of this study was the current subscribers of ABC mobile operator in Bangkok, Thailand. Convenience sampling was employed. The questionnaires were distributed in front of the ABC operator shops. Respondents would be randomly asked to fill the survey in the presence of a researcher who provided explanations and information if necessary. All questionnaires were anonymous in order to obtain possibly the most spontaneous and valid answers. A total of 550 samples were distributed; 445 surveys returned by respondents could be included in the database, giving a response rate of 80 percent. A semi-structured interview was conducted with six current volunteer customers of ABC operator. The detailed information of this study was presented to all participants.

The questionnaire for the main study contains three parts: a screening question to ensure that respondents were ABC operator's current customers, followed by seven items in the demographic information section and the research framework section. In the research framework part, a total of 22 scale items were used to measure the five variables (four scale items on tangibility, responsiveness, and assurance dimension; five scale items on reliability and empathy). The measuring scale was a five-point Likert response scale, ranging from 1 (strongly disagree) to 5 (strongly agree).

Results of the Study

The demographic profile comprises gender, age, length of subscription, and type of service (prepaid/postpaid). The collected sample consists of 48.8% males and 51.2% females, which is considered equally distributed in gender. The majority of respondents, 23.80% are between 18 and 30 years old, 48.50% are in the range of 31 to 40 years old, 21.80% are in the range of 41 to 50 years old, and 5.80% are over 50 years old; 55.00% of respondents are the subscriber of ABC operator for over four years; 49.00% of respondents are prepaid subscribers, and 51% are postpaid subscribers.

Table 2 Paired sample t-test of service quality

SERVQUAL factor	Mean (expectation)	Mean (perception)	Gap (p-e)	t-test	Sig.
Tangible	3.667	3.550	-0.124	4.010	0.000*
TAN1	3.557	3.413	-0.144	3.885	.000*
TAN2	3.564	3.463	-0.101	2.743	.006*
TAN3	3.769	3.636	-0.133	3.502	.001*
TAN4	3.688	3.804	0.117	3.083	.002*
Cronbach's alpha	0.843	0.870			
Reliability	3.703	3.660	-0.043	1.396	0.164
REL1	3.357	3.371	0.013	-0.352	.725
REL2	3.515	3.539	0.025	-0.610	.542
REL3	4.079	3.989	-0.090	1.967	.050*
REL4	3.652	3.622	-0.029	0.725	.469
REL5	3.912	3.778	-0.135	3.718	.000*
Cronbach's alpha	0.785	0.816			
Responsiveness	3.582	3.708	0.126	3.278	0.001*
RES1	3.744	3.865	0.121	2.685	.008*
RES2	3.529	3.735	0.146	3.281	.001*
RES3	3.591	3.703	0.112	2.502	.013*
RES4	3.404	3.528	0.124	2.936	.004*
Cronbach's alpha	0.909	0.895			
Assurance	3.581	3.601	0.020	0.493	0.622
ASR1	3.535	3.744	0.209	3.744	.000*
ASR2	3.652	3.589	-0.063	1.105	.270
ASR3	3.672	3.591	-0.081	0.655	.513
ASR4	3.465	3.404	-0.061	0.607	.544
Cronbach's alpha	0.843	0.884			
Empathy	3.782	3.711	-0.071	2.245	0.025*
EMP1	3.921	3.845	-0.076	2.133	.033*
EMP2	3.746	3.618	-0.128	3.215	.001*
EMP3	3.710	3.679	-0.031	0.830	.407
EMP4	3.782	3.726	-0.056	1.462	.144
EMP5	3.748	3.688	-0.061	1.524	.128
Cronbach's alpha	0.879	0.898			
Note: *$p < 0.01$, **$p < 0.05$					

Source: Author's calculation

The Analysis of Service Quality Gap

Table 2 shows that Cronbach's alpha values are from 0.785 to 0.909 for all variables. Many previous studies suggest that Cronbach's alpha values must be above 0.7 and could prove the scales have internal consistency (DeVellis, 2012; Hair et al., 2009; Kline, 2015). Thus, all constructs of this study were accepted for internal consistency. The mean scores of customer expectations and perceptions ranged from 3.357 to 4.079 for expectation and 3.371 to 3.989 for perceptions. The results indicated that the highest gaps were in between customer expectations and perceptions on the "Responsiveness" dimension, whereas the lowest gaps were on the "Assurance" dimension. However, the customer perceptions were higher than expectations on the "Responsiveness," and the "Assurance" dimension as the gaps showed a positive value of 0.126 and 0.020, respectively. The gaps were tested by paired samples t-test. Based on the results shown in Table 3, the researcher separated the service factors into three types of gap to measure customers' satisfaction as proposed by Chang and Chang (2009) and Thanabordeekij (2018); (1) indifference quality, (2) ideal quality, and (3) undesirable quality.

Table 3 Service Quality Gap for XYZ fitness

Service Quality Gap		**Key Service Items of ABC operator**
Indifference Quality Gap (Expectation = Perception)	REL1	ABC operator's staffs always stick to their words and serve customers based on the special offers on the application date.
	REL2	ABC operator' staffs perform the service right the first time.
	REL4	ABC operator always insists on error-free records.
	ASR2	ABC operator's staffs have the knowledge to answer your questions.
	ASR3	The behavior of staff in ABC operator instills confidence in you.
	ASR4	You feel safe regarding your privacy while using the service from ABC operator.
	EMP3	ABC operator has operating hours convenient to all their customers.
	EMP4	ABC operator has staff who give you personal attention.
	EMP5	ABC operator's staffs understand the specific needs of their customers.
Ideal Quality Gap (Expectation < Perception)	TAN4	The design of ABC's service centers is striking.
	RES1	ABC operator's staff handle your problems immediately.
	RES2	ABC operator's staffs are eager to listen and solve problems.
	RES3	ABC operator's staffs pay attention to your concerns and understand your problems.
	RES4	ABC operator's staff have never been too busy to respond to your concern.
	ASR1	ABC operator's staffs are consistently courteous.

Table 3 Service Quality Gap for XYZ fitness (CON.)

Service Quality Gap		Key Service Items of ABC operator
Undesirable Quality Gap (Expectation > Perception)	TAN1	ABC operator has good mobile internet speed.
	TAN2	ABC operator has good network coverages.
	TAN3	ABC operator provides a variety of mobile packages.
	REL3	When you have a problem, ABC operator's staffs show a sincere interest in solving it.
	REL5	ABC operator is reliable in providing service to you.
	EMP1	ABC operator staff provide personalized service for you.
	EMP2	ABC operator staff has attention to provide the best service for you.

According to the ideal quality gap, there were six service items that ABC operator should continue to maintain its service level. One of the customers told the researcher that "What I like about ABC is the shop's design. It is very nice looking. Also, the staff handles my problem immediately. For example, I expressed my concern that I mistakenly ordered an extra internet package, and it was a charge on my bill to the customer service staff. The staff immediately took care of that concern". "Staff pays attention to my concern regarding the monthly plan. I cannot decide whether I should have more minutes and less internet, vise versa. One of the staff went over my bills over the past few months and suggested a proper plan to fit my lifestyle", commented one of the customers.

There were seven unacceptable service items as indicated in the undesirable quality gap. One of the customers told the researcher that "The mobile internet speed is not quite stable. There are many times in a day that I could not Youtube at 720P. I have to dial it down to 240P" . "My work required me to do lots of travels. I was unable to connect to the 4G network in some areas. That is the reason for me to have two mobile phones from different operators", as mentioned by one member. Therefore, these service items need to be improved to customer satisfaction.

Last but not least, the service items of indifference quality gap were those that were insignificant after statistical analysis. However, ABC operators should closely observe and improve service quality in pursuance of satisfying the customers.

Conclusion

The main goal of the study was to 1) identify the gaps and differences between customer expectations and perceptions on service quality of ABC operators; 2) determine the relative importance attributed to five dimensions of SEVQUAL (tangible, responsiveness, reliability, assurance, empathy) proposed by Parasuraman, Zeithaml, and Berry (1991). The gaps of service quality items were separated into three types, namely, 1) indifferent satisfactory gap, 2) ideal quality gap, and 3) undesirable quality gap. This study found four service items in the ideal quality gap (member perception is significantly greater than expectation). The results suggest that the management of ABC operators has to continue with current service levels to maintain customer satisfaction. Also, seven service quality items fall into the "unacceptable quality gap". These items need to be improved in the interest of management to enhance customers' satisfaction. In responding to closing the gap, the management should focus on improving network speed, increasing coverage areas, offering more choices of a mobile plan, and monthly staff training to improve inter-personal service quality. For service quality items in the “indifferent satisfactory gap”, it could be an opportunity for management to enhance customers’ satisfaction by improving these service quality items.

Thus, this study would enable ABC operators to identify service quality dimensions influencing their customers’ satisfaction. This helpful information could be used to improve service and design better customer service strategies, possibly making XYZ Fitness more competitive.

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Explicating Purchase Intention in the Nighttime Economy: Nightclubs and Bars

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Abstract

The purposes of this study are to understand and analyze determinants that drive demand intention in the field of nightclubs and bars in urban Bangkok, Thailand. This exploratory research will examine the significance and contribution of atmosphere, drinks' variety and quality, accessibility, price, and service crew as independent variables to customers' purchase intention and formulate a strategic body of knowledge for business operators to adapt and improve their performances. This research follows a quantitative research methodology and was conducted during COVID-19 outbreak in 2020. Self-administered questionnaire surveys were distributed through online channels with convenience sampling technique. Data sets of 310 respondents were used in partial least square structural equation modeling (PLS-SEM). The results reveal a significant relationship between purchase intention and atmosphere, drinks' variety and quality, and service crew, and an insignificant relationship between purchase intention and accessibility and price. Strategies were crafted and recommended for managerial usage.

Keywords: Nightclubs and Bars Purchase Intention Nighttime Economy

Introduction

Night-Time Economy (NTE) unspokenly drives several economies globally. In the United Kingdom, NTE is estimated to generate a revenue stream of 66 billion pounds or almost 6 percent contribution to GDP annually, and in the United States, over 35.1 billion US dollars is estimated to circulate just within New York City (Night Time Industry Association, 2015; The Mayor's Office of Media and Entertainment (MOME), 2018). In this midst of economic slowdown, Vietnam, a member of ASEAN, also see the opportunity in NTE and found the urge to invest and build its underdeveloped NTE to be the new nation's revenue stream (Vietnam Net Global, 2020). The night-time economy itself comprises of all activities that occurred between 6 p.m. to 6 a.m. regardless of settings, including but not limiting to food service, bars, arts, sports, and recreation (MOME, 2018). Undeniably, bars and nightclubs play a prominent part in night-time activities. Capital city of Thailand, Bangkok, ranks 10th in the world's best nightlife cities list and locates five of renowned Asia's 50 Best Bars in 2020 (Manson, 2014; Sgarbi, 2020). According to Kishimoto (2020), the nightclub and bar sector in Thailand formally contributes around 5.5 billion US dollars to the economy which is slightly over 1

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percent of the national GDP (World Bank, 2020). Despite the reputation for the active nightlife, research aimed to enrich understanding of this particular sector is extremely limited.

The unprecedented outbreak of COVID-19 inevitably froze ASEAN and Thailand's economies and severely mutilated the nightlife industry (Kishimoto, 2020). Despite the uplift of Thai lockdown regulation, nightlife businesses are still struggling to survive from the weak recovery of domestic purchasing demand (Kishimoto, 2020; Kasikorn Research Center, 2020). In order for nightclub and bar sector to revitalize and Thai economy to be stimulated, business operators need to competitively revive themselves with the aim to attract and better cater to the consumers' demand. To effectively recover themselves, business owners and managers should acquire a profound understanding on consumer purchasing determinants in specific to this context. In combination with the lack of purchase intention literature in this field of study, it is a research opportunity to further explore and generate a body of knowledge for professionals in the nightclubs and bars industry to base their managerial decision upon. Hence, this paper aims to study consumers' purchasing behavior through the concept of purchase intention and its relationship with other relevant determinants.

Research Objectives

1. To investigate the relationships between purchase intention and determinants consumers use in selecting nightclubs and bars.
2. To assess the significance of the relationships between purchase intention and determinants consumers use in selecting nightclubs and bars.

Literature Review

***Purchase Intention* (Include both Theory of Planned Behavior (TPB) and Theory of Reasoned Action (TRA)).**

Literature on purchase intention is available in varied fields of studies, from housing to organic food (Nasir & Karakaya, 2014; Karunarathne & Ariyawansa, 2015). Purchase intention is the likelihood to purchase after evaluation (Reich et al., 2010, Lim & Loh, 2014; Younus, Rasheed, & Zia, 2015). Keller (2001) explains that a purchase intention is a predictive tool that can be used to proxy future consumption which suggests that it can be used to proxy demand patterns in the future. He also found that factors affect consumers' selection process, especially external factors in the final decision.

Nightclubs and Bars

Nightclubs and bars are a subsegment of the nighttime economy. MOME (2018) defined the nighttime economy as economic activities between 6 p.m. and 6 a.m. It categorizes activities into five subcategories: food service, bars, arts, venues, and sports and recreational, and this research falls under the subcategory of bars. Due to differences in legal alcohol consumption age and drinking culture in parts of the world, the participants studied by the literature differ accordingly. Suetrong (2015) focuses his study on Thai nightclubs, where he defined nightclubs' target patrons as consumers age between 20 and 35 and consumers age between 35 and 45 for bars. Comparatively, Skinner et al. (2005) and Kubacki et al. (2007) target their studies on patrons aged between 18 and 25 years old in the United Kingdom. Suetrong (2015), Skinner et al. (2005), and Kubacki et al. (2007) study this subsegment through the aspects of customers' demand. On the other hand, Tutenges and Bøhling (2019) studies this subsegment through the policymaking perspective. They focus on binge-drinking in patrons age between 15 to 35 years old in the context of Denmark.

Atmosphere

In nightclub and bar literature, tangible and intangible elements of the atmosphere are often presented as key determinants that drive consumers' decisions in selecting establishments to visit (Edensor, 2012; Tutenges & Bøhling, 2019). These tangible and intangible elements can be turned into an experience from a sensory intake of atmospheric, auditory, visual, gastronomic, and tactility (Brakus, Schmitt, & Zarantonello, 2009; Nwe Zaw, 2020). According to Skinner et al. (2005), the exterior and cliente of the establishments are the key determinants in attracting consumers and retaining existing customers as a patron. They also found that music is another significant element that contributes to the establishment's atmosphere (Skinner et al., 2005; Kubacki et al., 2007). Similarly, Suetrong (2015) supports that music, lighting, sound system, culture, and décor strengthen brand positioning and unique selling. In the service quality (ServQual) literature, the atmosphere created by physical elements, for example, facilities and appearance of the furniture significantly influenced purchase intention through the tangible element of ServQual (Wandebori & Wijaya, 2017). Wandebori & Wijaya's finding (2017) on significant positive atmosphere impact in the restaurant context also aligns with the mentioned literature. Existing literature shows evidence of relationships between the atmosphere and purchase intention at nightclubs and bars. Therefore,

H_1: Atmosphere significantly influence purchase intention at nightclubs and bars.

Drinks Quality and Variety

The literature on food and beverage (F&B) found that food quality significantly influence purchase intention (Lim & Loh, 2014; Wandebori & Wijaya, 2017). Food quality can be described as variety, aesthetic presentation, and taste (Lim & Loh, 2014; Shaharudin, Mansor, & Elias, 2011). The literature on nightclubs and bars also supports similar relationships. Skinner et al. (2005) found that abundant selection of branded alcohol and usage of garnish are crucial elements in attracting customers, especially the female audience. However, Suetrong (2015) argues that the availability of alcoholic drinks does not significantly influence purchase intention as it is a core product for all operators, and it does not give an additional competitive advantage to the operators. Therefore,

H_2: Drinks quality and variety significantly influence purchase intention at nightclubs and bars

Accessibility

Accessibility is modified from Lim & Loh's location (2014) and ServQual's tangibles (Parasuraman, Zeithaml, & Berry, 1988; Wandebori & Wijaya, 2017). Accessibility refers to locational convenience in traveling to or from a particular establishment. According to Berry, Seiders, and Grewal (2002), convenience allows consumers to benefit from time and effort savings, a type of non-monetary cost. Aligned with logics provided by Berry, Seiders, and Grewal (2002), Lim and Loh (2014) found that location as a variable impacting purchase intention is significant and ranks highest in terms of importance; Wandebori and Wijaya (2017) supports the finding. There was a limited reference on location in the nightclub and bar literature. Suetrong (2015) found that location is not the main anchor in the consumer's decision if consumers prioritize quality. Contrastingly, MOME (2018) reports that the majority of nightlife goers travel with public transportation, followed by car-sharing services as the second preferred mode of transportation. They also found that public transportation accessibility is the key decision criteria for operator selection. Therefore,

H_3: Accessibility significantly influences purchase intention at nightclubs and bars.

Price

Price is one of the key determinations of theoretical demand (Mankiw, 2018). In food and beverage literature, it has been found that reasonable perceived price can enhance customer satisfaction on aspects such as quality of food, quality of service, and quality of the physical environment. These aspects indirectly and significantly improve purchase intention of customers (Ryu & Han, 2009). Similarly in nightclub and bar literature, Skinner et al. (2005) found that value through price promotion on alcoholic drinks is one of the most crucial attractors, and they note that there is a lower price sensitivity in frequent goers. Suetrong (2015) further analyzed price sensitivity and found that volume optimizing customers tend to have a higher sensitivity to price, while premium customers (aged 30 and above) tend to have lower price sensitivity. Moreover, Tutenges and Bøhling (2019) supports the significance of the price variable as a strategy to increase purchase quantity under the concept of advertisement. They found that low price promotion, for example, "starter pack" was selected to draw customers with lower price entry points. This signifies its influence on consumer's purchase intention. Therefore,

H_4: Price significantly influences purchase intention at nightclubs and bars.

Service Crew

ServiceCrew is adopted from Lim and Loh (2014), was derived from the service quality model or ServQual, which was extensively studied by Parasuraman, Zeithaml, and Berry (1988, 1991). Service Crew focuses on four personnel aspects of ServQual model: reliability, responsiveness, empathy, and assurance. Reliability refers to the personnel's performance consistency and dependability. Responsiveness refers to the personnel's willingness to provide service to the customers. Empathy refers to personnel's ability to care, uplift, and give attention to customers and their experience. Assurance refers to personnel's ability to build trust and confidence through the usage of courtesy and knowledge (Parasuraman, Zeithaml, & Berry 1985, 1988; Lim & Loh, 2014; Wandebori & Wijaya, 2017). In service-industry literature exclusive of the food and beverage sector, ServQual model shows a significant positive impact on consumer's purchase intention. Panigrahi, Azizan, and Khan (2018) found that total ServQual factors, reliability, and responsiveness have a significant positive influence, while empathy and assurance are not in the banking industry. Also, in the healthcare industry, ServQual are found to be significantly influenced on customer satisfaction, and customer satisfaction is found to be closely correlated to purchase intention (Naveed et al., 2019; Ryu & Han, 2009). In the food and beverage industry, Lim and Loh (2014) found that all ServCrew factors significantly and positively impact purchase intention, and Wandebori and Wijaya (2017) agree except for the result on assurance where they found insignificant. Findings from the aforementioned literature mostly show that ServCrew significantly influences purchase intention, yet there is some degree of differences in detailed items' result. Therefore,

H_5: Service crew significantly influences purchase intention at nightclubs and bars.

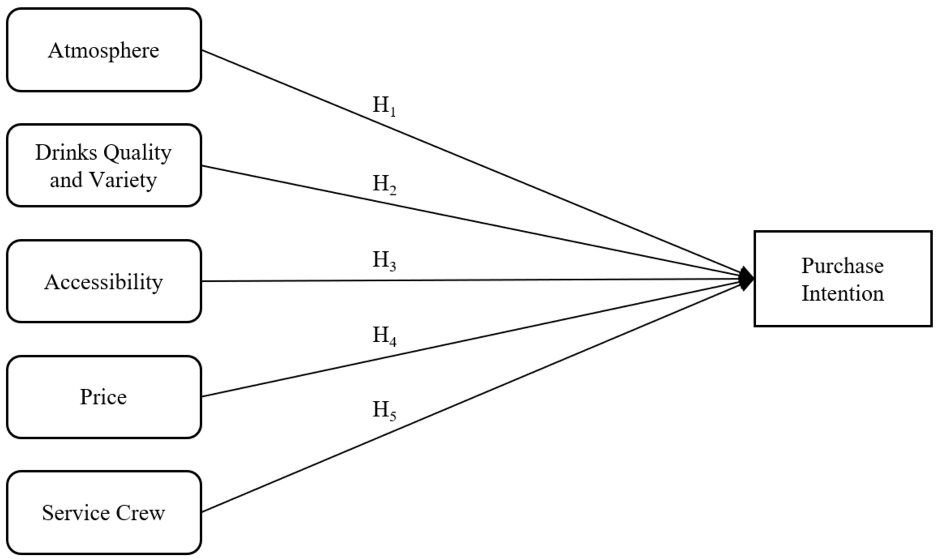

Figure 1 Conceptual Framework

Methodology

The data set of 310 subjects is primarily collected with convenience sampling technique through online distribution channels. Green's (1991) sample size calculation was used to determine the minimum subject requirement. Online distribution was selected due to the inflection risk and social-distancing policy from the COVID-19 outbreak during the research period Hence, the survey was designed to be self-administered. Thus, respondents can participate in data collecting process independently; researchers' interference is not necessary. Personal information including contact number was used to eliminate duplicate data set. This research targets population of all sexes between the age of 20 to 45 years old that have been to or experienced nightclubs and/or bars in urban Bangkok (Suetrong, 2015). Notably, urban Bangkok is defined as Ekamai, Thonglor, Sukhumvit, Silom, Sathorn, Huangkwang, Klongtoey, Pathumwan, Phayathai, and Phrana korn districts. Partial Least Square Structural Equation Modelling (PLS-SEM) was selected as this study's data processing technique. All collected data were processed through ADANCO 2.2.1 statistical analysis software. The questionnaire survey is designed to have three main sections: screening section, demographic section, and determinants-and-purchase-intention section. All questions are close-ended with the usage of the 5-point Likert scale in the determinants-and-purchase-intention section.

Research Results

Results are described and analyzed in three parts: descriptive statistics, measurement model, and the structural model. Assessment on validity and reliability of the model is presented under the measurement model, and construct's impact and significance are presented under the structural model.

Descriptive Statistics

Table 1 Demographic Profile Summary

Variable	Description	Frequency	Percentage
Sex	Male	108	34.8
	Female	193	62.3
	Prefer not to say	9	2.9
Age	20-24 years old	209	67.4
	25-29 years old	34	11.0
	30-34 years old	27	8.7
	35-39 years old	24	7.7
	40-45 years old	16	5.2
Income	Less than THB 10,000	62	20.0
	Between THB 10,001 to 20,000	104	33.5
	Between THB 20,001 to 30,000	58	18.7
	Between THB 30,001 to 40,000	33	10.6
	Between THB 40,001 to 50,000	19	6.1
	More than THB 50,001	34	11.0
	More than THB 5,000	2	0.7
Reason for Visiting**	To connect with friends and family	259	43.5
	To connect with new people	48	8.1
	To relax and unwind	174	29.2
	To experience new atmosphere	112	18.8
	Others	2	0.3

**303 respondents **595 answers*

Table 1 illustrates demographic information of this study's dataset under four variables: sex, age, income, and reasons of visiting. This dataset dominantly represents female respondents at 62.3 percent, followed by male at 34.8 percent. 2.9 percent of respondents opt to not disclose their sex information. Under age profile, this dataset leans toward age group of 20 to 24 years old at 67.4 percent and income profile groups of *between THB 10,001 to 20,000* and *less than THB 10,000* (53.3 percent). The skew in dataset toward certain profile can be justified by the usage of convenience sampling method where surveys were heavily distributing through online chatting application among university students.

Table 2 Visiting Frequency at Nightclubs and Bars

			Freq_Bar					Total
			Never	**Once in a few months**	**Once per Month**	**2 to 3 times per month**	**4 times or more per month**	
Freq_NC	**Never**	**Count**	0	21	12	12	1	46
		% of Total	0.0%	6.8%	3.9%	3.9%	.3%	14.8%
	Once in a few months	**Count**	5	66	21	12	6	110
		% of Total	1.6%	21.3%	6.8%	3.9%	1.9%	35.5%
	Once per Month	**Count**	4	2	41	32	10	89
		% of Total	1.3%	.6%	13.2%	10.3%	3.2%	28.7%
	2 to 3 times per month	**Count**	5	0	13	25	6	49
		% of Total	1.6%	0.0%	4.2%	8.1%	1.9%	15.8%
	4 times or more per month	**Count**	0	3	1	3	9	16
		% of Total	0.0%	1.0%	.3%	1.0%	2.9%	5.2%
Total		**Count**	14	92	88	84	32	310
		% of Total	4.5%	29.7%	28.4%	27.1%	10.3%	100.0%

According to Table 2, consumption pattern of visiting both nightclubs and bars once in a few months describes 21.3 percent of the respondents. This follows by visiting both establishments once per month as the second dominant pattern at 13.2 percent. High-frequency customers, representing by respondents visiting each establishment at least two times a month, describes 13.9 percent of the dataset.

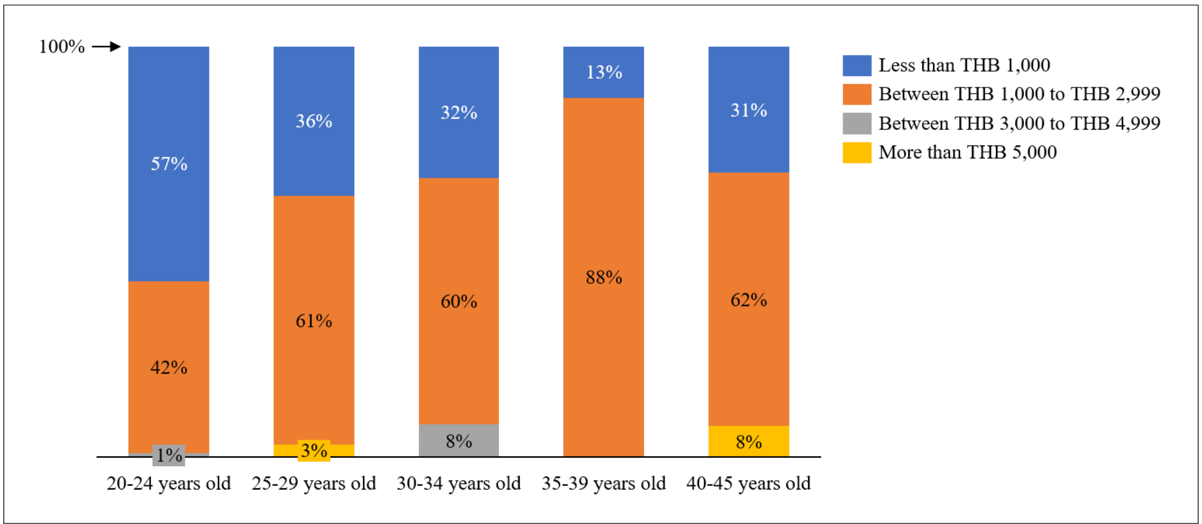

Figure 2 Age and Average Spending per Night

Figure 2 illustrates spending behavior across age group. The age group of 20-24 years old has the highest proportion of less than THB 1,000 spending across age groups while 30-34 and 40-45 years old age groups have the highest proportion of more than THB 5,000 spending. Between the age range of 20 to 39 years old, there is a trend of increasing average spending per night.

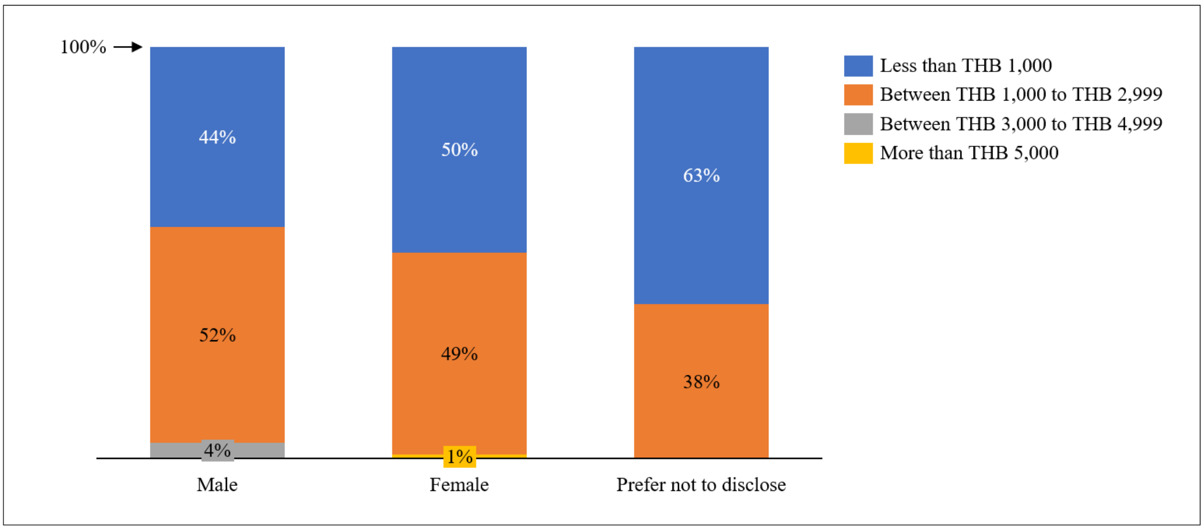

Figure 3 Sex and Average Spending per Night

According to Figure 3, the dataset indicates the spending range of less than THB 2,999 is the dominant spending range across all sexes. Males have higher spending in the 1,000 to 2,999 spending range and only sex that spends between THB 3,000 to THB 4,999. On the other hand, it shows that females tend to either spend relative less than males or extremely more than males (shown through ultra spending of more than THB 5,000).

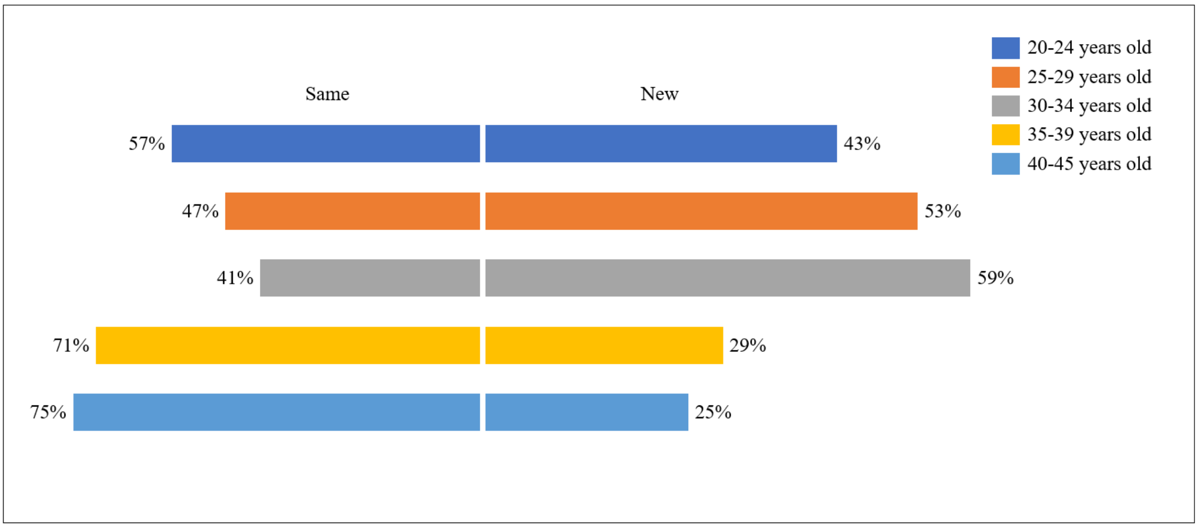

Figure 4 Age and Preference

Figure 4 on age and preference illustrates consumption patterns between age group and respondents' preference of visting the same establishments or exploring new operators. This dataset suggests that the majority of three age groups: 20-24, 35-39, and 40-45 years old, prefer to visiting same and familiar establishments, and the majority of 25-29 and 30-34 age groups prefer exploring new establishments. Other than age groups of 35-30 and 40-45 years old, preference divisions are relatively balanced in all age groups. This insight may have an implication on strategy application in terms of driving new-operator conversion and retaining loyal customers.

Measurement Model

Table 3 Measurement Model

Construct	Items	Loadings	Composite Reliability	Cronbach's alpha(α)	AVE
Purchase Intention	PI1	0.8146	0.8221	0.6857	0.6070
	PI2	0.8009			
	PI3	0.7183			
Atmosphere	AT1	0.7169	0.8014	0.6296	0.5739
	AT2	0.7802			
	AT3	0.7740			
Drinks	DR1	0.9051	0.8635	0.7651	0.6803
	DR2	0.8425			
	DR3	0.7155			
Accessibility	AC2	0.8662	0.8807	0.7311	0.7870
	AC3	0.9075			
Price	PR1	0.7353	0.8511	0.7559	0.6577
	PR2	0.7806			
	PR3	0.9071			
Service Crew	SC1	0.8056	0.8668	0.7993	0.6196
	SC2	0.7421			
	SC3	0.8035			
	SC4	0.7956			

Table 4 Fornell-Larcker Criterion

Construct	PI	AT	DR	AC	PR	SC
PI	**0.6070**					
AT	0.1351	**0.5739**				
DR	0.1432	0.1488	**0.6803**			
AC	0.0388	0.0429	0.0946	**0.7870**		
PR	0.0607	0.0409	0.1133	0.1082	**0.6577**	
SC	0.1746	0.0936	0.0662	0.0400	0.0901	**0.6196**

Squared correlations; AVE in the diagonal

This study assesses Cronbach's alpha, AVE, and factor loadings to ensure the suitability of indicators, the quality of constructs, and internal consistency of purchase intention (PI), atmosphere (AT), drinks' quality and variety (DR), accessibility (AC), price (PR), and service crew (SC). With a minimum loading threshold of 0.708, a total of two indicators (AT4 and AC1) failed the qualification and eliminated. After modification, all studied constructs maintain reliability. Evaluating Cronbach Alpha and Joreskog's rho which ranges from 0.6292 to 0.7993 and 0.8014 to 0.8807, respectively, the internal consistency reliability of this study has been assured. Next, AVE of this study ranges from 0.5739 to 0.7870. Hence, it indicates that all constructs passed the requirement and convergent validity is present. Lastly, the Fornell-Larcker criterion needs to be examined to assess the measurement model's discriminant validity. According to Table 4, it shows that the square of inter-construct correlation is not higher than its average variance extracted. Therefore, it means that this measurement passed the requirement and has discriminant validity. According to the aforementioned results, it can be concluded that reliability and validity are presented in this study.

Structural Model

Table 5 Summary of Structural Model Results

Hypothesis	Path	Coefficient	t-value	p-value (2-sided)	Results
H_1	AT ➞ PI	0.1879	3.1639	0.0016	Supported
H_2	DR ➞ PI	0.2115	3.6242	0.0003	Supported
H_3	AC ➞ PI	0.0214	0.3343	0.7382	Not Supported
H_4	PR ➞ PI	0.044	0.8029	0.4222	Not Supported
H_5	SC ➞ PI	0.2897	5.3614	0.0000	Supported

R^2 for PI = 28.4%, Adjusted R^2 for PI = 27.2%

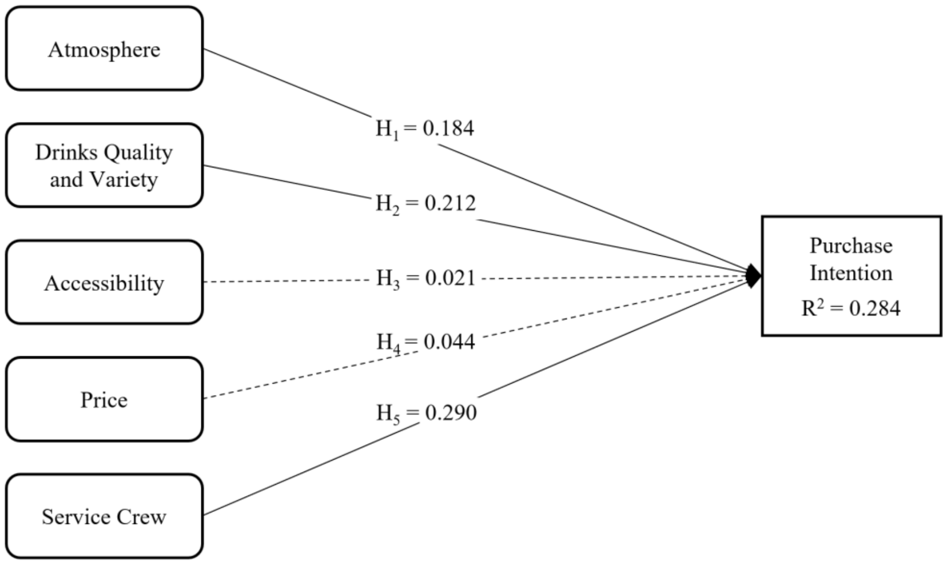

Figure 5 Structural Model and Hypothesis Result

Significant relationship is illustrated in solid line. Insignificant relationship is illustrated in dotted line.

The structural model of this studied PLS-SEM model provides R^2 which describes the model's explanatory power through the study of variance and path coefficient. Variance inflation factors (VIF) of this research are in the range of 1.2395 and 2.1031 confirms that collinearity issue is not present in this study and that interpretation will not be biased. The obtained R^2 and adjusted R^2, 0.284 and 0.27.2, has weak explanatory power.

Referring to Table 5, all constructs (AT, DR, AC, PR, and SC) have positive effects on purchase intention (PI). Based on the coefficient size, service crew has the most influence on customers' purchase intention followed by drinks' variety and quality and accessibility, price, and, lastly, atmosphere. However, post-evaluation of t-value and p-value at 95 percent confidence interval, only atmosphere, drinks' variety and quality, and service crew are significant factors to purchase intention while accessibility and price are not. Hence, it can be concluded H_1, H_2, and H_5 are supported by the model while the rest are not.

Discussion

The proposed model was used to examine the relationship and impacts between the atmosphere, drinks, accessibility, price, service crew, and purchase intention for nightclubs and bars in urban Bangkok, Thailand. The results show that 3 out of 5 hypotheses were accepted. Hypotheses on atmosphere, drink's variety and quality, and service crew were supported whereas hypotheses on accessibility and price were not. The outcome of H1, atmosphere, is consisted of existing literature; positively significant to purchase intention (Edensor, 2012; Tutenges & Bøhling, 2019; Skinner et al., 2005; Suetrong, 2015; Hussain & Ali, 2015, Wandebori & Wijaya, 2017). Notably, the inclusion of decoration, lighting, and music as items led to the significant result of atmosphere. Despite findings on the importance of cliente as a part of the atmosphere, cliente as an item had to be eliminated to maintain the model's reliability. Hence, this shows inconsistency with what Skinner et al., (2005) had identified as the key determinant in attracting patrons.

A significant outcome of H2, drinks' variety and quality, supports findings of Skinner et al. (2005), Lim and Loh (2014), and Wandebori and Wijaya (2017), but contrasts with Suetrong (2015), whom found that drinks are the core products; hence operators should focus on other aspects to distinguish themselves from competitors. Variety as an item has the heaviest weight, followed by the quality and aesthetics of offered drinks.

H3, accessibility, shows to have an insignificant relationship to purchase intention. The finding is incongruent with several researchers from food and beverages literature and reports studied in New York City context (Lim & Loh, 2014; Wandebori & Wijaya, 2017; MOME, 2018). However, based on the findings of Suetrong (2015) on Bangkok context, it is possible to find accessibility and location irrelevant to how people go to nightclubs and bars as he found that quality-oriented consumers perceive going out as rewards and are willing to travel to have a good quality experience. Yet, this hypothesis does not take in account of public transportation or AC1, supported by MOME (2018). Thus, there is a possibility that accessibility inclusive of public transportation could significantly influence purchase intention; further exploration is needed.

H4, price, also is found to be insignificant to purchase intention at nightclubs and bars. This outcome contrasts with solid findings on the influence of price on purchase intention in many cases (Ryu & Han, 2009; Skinner et al., 2005, Suetrong, 2015, Tutenges & Bøhling, 2019). However, Skinner et al. (2005) and Tutenges and Bøhling (2019) also found that frequent goers are relatively less sensitive to price, which means that to a partial population, the price factor is not irrelevant to their intention. In this study, 37.4 percent of bar visitors are frequent goers (at least twice a month), 21 percent of nightclubs visitors are frequent goers, and 13.9 percent are frequent goers of both establishments. Hence, it may justify the insignificance of the price variable.

A significant outcome of H5, service crew, aligns with studies from other areas of literature: food and beverage, healthcare, and banking industries (Lim & Loh, 2014; Wandebori & Wijaya, 2017; Panigrahi et al., 2018; Naveed et al., 2019). Path coefficient of 0.2897 further suggests that the service crew is the most influential factor in purchase intention out of five factors. The positive coefficient also signifies the positive relationship between service crew and consumers' purchase intention; hence, this shows that enhancing service crew quality is a viable option to improve the establishment's performance.

Moreover, findings on descriptive statistics generate four insights on consumption patterns. The first insight is on age and average spending per night. Even though the correlation between age and average spending per night is only 0.278, the pattern of increase in spending as age range increases is apparent. The age range of 20 to 24 years old dominantly spend on the THB 0 to THB 1,000 range whereas the increased spending range from THB 1,000 to THB 2,999 is common in the population range between 25 to 45 years old. Therefore, regardless of significance, the target pricing strategy for price-setting should lie in the range of THB 1,000 to THB 2,999 per individual per night. The second insight is on sex and average spending per night. Based on the majority, males spend more than females. Yet, females have a higher tendency than males in extreme spending, over THB 5,000. The third insight is the preference for staying or exploring new establishments. It would be the most difficult for operators to acquire new customers in the age range of 40 to 45 years old due to their strong preference for going to familiar establishments. However, it would be the easiest to acquire new customers in the age range of 30 to 34 years old; yet there would be a challenge on retaining them into loyal patrons due to their preference to explore. The last insight is on reasons to visit. This will allow operators to understand the driving force of customers in visiting; hence, it would help in experiential design. Connecting with friends and family, to relax and unwind, and experiencing a new atmosphere are the top three reasons. This means that for establishments to widen their opportunity to capture more patrons, they must provide elements that allow these wants.

Theoretical Implications

Results of this study contribute to literature in two areas: the late-night economy (nightclubs and bars) and purchase intention. Firstly, this study validates three significant factors, atmosphere, drinks' variety, and quality, and service crew, influencing purchase intention at nightclubs and bars. Secondly, it richens purchase intention literature with the minimally explored nightclubs and bars industry. Thirdly, it added geographical diversity to nightclub and bar literature that currently focused on the Western context, mostly the United States and Europe. Lastly, this study shows that to represent accurate demand projection, consideration of factors that contain high qualitative nuance like quality is necessary. Hence, this may signify the need to improve demand theory to be more scalable and reflective of reality.

Managerial Implications

This study attempts to generate greater understanding and insights for business operators in the nightclub and bar sector. Firstly, businesses need to incorporate consideration of atmosphere, drinks' variety, and quality, and service crew into their operation to enhance consumer's attraction and purchase intention. Businesses should prioritize service crew, followed by drinks' variety and quality, then atmosphere in budget and effort allocation. Next, this study recommends that operators should set their average price range per head between the range of THB 1,000 to THB 2,999 even though price as a factor is statistically insignificant. Furthermore, business operators are recommended to deprioritize location as their top priority. By doing so, this would free operators' partial of budget or investment to variables that are more influential and impactful to the business performance. Moreover, this study supports business operators to craft their proposition and strategy separately for different age groups. For the 30 to 45 age group, operators should focus on customer retention strategy to create loyal patrons. For the 25 to 34 age group, operators should first focus on customer acquisition strategy then high impact retention strategy. Lastly, for the 20 to 25 age group, operators should run their acquisition and retention strategies simultaneously.

Limitations and Suggestions

As the scope of this research is in the inner zone of Bangkok, Thailand, the result of this research may not be able to reflect the reality in other regions without a similar consumption pattern. Also, due to the skewed demographic profile, usage of convenience sampling, the result may not accurately reflective of the entire population of the nightclub and bar consumers in urban Bangkok, Thailand.

There are opportunities to further enrichen this area of research, especially in the Thailand context. Future research could explore understanding of how each significant factor influences consumer's intention. This will allow researchers to produce a detailed body of knowledge that will allow business operators to follow and explore while minimizing opportunity cost or risk. Future research could also explore other regions in Thailand and ASEAN to evaluate differences in consumption patterns from different demographic profile and local culture. This will fulfill this area of research with more nuance and practicality. Lastly, exploration of willingness to spend and influence of accessibility will allow researchers to challenge this study's finding on price and accessibility.

Conclusion

The nightclub and bar sector in Bangkok, Thailand involves consumers from a variety of backgrounds. Therefore, for business operators to excel in customer acquisition and retention, they should embrace consumers' differences in preference and adapt to cater. This explorative study tapped into the understanding of how purchasing intention is constructed in the mind of nightclub and bar consumers. The result of this study shows that service crew is the most crucial factor contributing to one's intention, followed by drinks' variety and quality and atmosphere while factors like accessibility and price are not insignificant and contributing. From a theoretical perspective, this study enriches minimally explored literature of the late-night economy in Thailand and diversified the content studied in the purchase intention literature, and from a practical perspective, this study creates insights for business operators to follow and enhance consumers' purchase intention at their own establishments of nightclubs and bars. Lastly, this study should be seen as a gateway for the academia to explore more studies in the night-time economy and contribute to the recovery and growth of this sector in ASEAN in general.

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The submitted manuscript must have the following specifications:

- It must be of 10-15 pages in length, printed on one side of A4 paper, with the margins (top, bottom, left, and right) of 1 inch (2.54 cm). Set to single columns.
- Manuscript should be as concise and precise as possible.
- Abstract (left and right) of 1.5 inch (3.8 cm)
- All content must be printed in single columns with first line indent of 1 cm (0.39 inch)
- Line spacing 1.5
- The simplified font is Times New Roman, with details as specified below:

Format requirements for each component of the manuscript	**Font Size**	**Labeling**
Title	18 (CT)	bold
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Abstract Title	14 (LJ)	bold
Abstract Content (Single column)	12 (LRJ)	regular
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Table Title (On top of the table)	12 (LJ)	bold
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Figure Title; Chart Title (Under the figure or chart)	12 (CT)	bold
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CT = Centre Text , LJ = Left Justified, RJ = Right Justified, LRJ = Left & Right Justified

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1. Manuscript title
2. Names of all authors, with identification of affiliation and country
3. Abstract, abstracts of about 300 words should contain the purpose, method, results (main data) and conclusions of the article.
4. Keywords about 3-5 words
5. Contents of academic manuscript comprise the introduction, text or content, and conclusions.
6. Contents of research manuscripts comprise the introduction, objectives, literature review, research methods, research results, discussion, and conclusions.
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1. For in-text citation (APA style) uses the author's last name and the year of publication, for example: (Field, 2005). For direct quotations, include the page number as well, for example: (Field, 2005, p. 14).
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Example:
Ritcharoon, P. (2016). *Principles* of *measurement and evaluation.* Bangkok: House of Kermyst. [in Thai]
Yamane, T. (1967). *Statistics: An introductory analysis* (2nd ed.). New York: Harper and Row.

Journal or Magazine
Format: Author. (Year of publication). Title of Article. *Journal Title, Volume* (Issue), Page numbers.

Example:
Wattanakamolkul, P. (2018). Discussion on the Situation and Reflection of Chinese Vocabulary Teaching In Thai Universities. *Chinese Journal of Social Science and Management, 2*(2), 80-91. [in Chinese]
Rabbani, M., Aghabegloo, M., & Farrokhi-Asl, H. (2016). Solving a bi-objective mathematical programming model for bloodmobiles location routing problem. *International Journal of Industrial Engineering Computations, 8*(1), 19-32.

Dissertation or Thesis
Format: Author. (Year of publication). *Title of dissertation or thesis*. Doctoral dissertation or Master's thesis, University.
Example:
Darling, C. W. (1976). *Giver of Due Regard: The Poetry of Richard Wilbur*. Ph.D. Thesis, University of Connecticut.
Koufteros, X. A. (1995). *Time-Based Manufacturing: Developing a Nomological Network of Constructs and Instrument Development*. Doctoral Dissertation, University of Toledo.

Website/Electronic Documents
Format: Author. (Year of publication). *Title*. Retrieved Month Date, Year, from URL Address
Example:
Department of Land Transport. (2013). *Transport statistics report in 2013*. Retrieved May 20, 2015, from http://apps.dlt.go.th/statistics_web/brochure/statreport113.pdf
Shannon, C. E., & Weaver, W. (2010). *Communication Theory: Model of Communication*. Retrieved December 2, 2016, from http://communicationtheory.org/shannon-and-weaver-model-of-communication/

Conference Proceeding Article/Documents
Format: Author. (Year of publication). Title of Article. In Title of Editorial (Editorial). *Title of conference and seminar proceedings* (Pages.). Place of publication: Publisher.
Example:
Stiakakis, E., Kariotellis, P., & Vlachopoulou, M. (2009). From the digital divide to digital inequality: A secondary research in the European Union. In Sideridis, A. B. & Patrikakis, C. Z. (Eds.), *Third International Conference, e-Democracy 2009* (pp. 43-55). 23-25 September 2009. Athens, Greece: Springer Nature.
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Format: Author. (Year, Month Date). Title of Article. *Title of Newspaper*, Pages.

Example:

Di Rado, A. (1995, March 15). Trekking through college: Classes explore modern society using the world of Star Trek. *Los Angeles Time*, p. A3.

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Interview

Format: Author. (Year, Month Date). *Interview*. Position. Dept.

Example:

Chueathai, P. (2017, January 30). *Interview*. Vice President. Rajamangala University of Technology Lanna.

Saiwanich, S. (2017, January 31). *Interview*. Vice Governor. Tak province. [in Thai]

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