Service marketing strategies and entrepreneurial leadership affecting the success of hotel business during the crisis in Phra Nakhon Si Ayutthaya, Nonthaburi, Pathum Thani

Sutapat Chanprasert
Faculty of Administration, Rajamangala University of Technology Suvarnabhumi
Phra Nakhon Si Ayutthaya Wasukri Campus University, Thailand
nutsutaphat@gmail.com

Abstract - The objectives of this research were: 1. To study service marketing strategies and entrepreneurial leadership affecting the success of hotel business during the crisis in Phra Nakhon Si Ayutthaya, Nonthaburi, Pathum Thani. 2. To confirm service marketing strategies and entrepreneurial leadership model affecting the success of hotel business during the crisis in Phra Nakhon Si Ayutthaya, Nonthaburi, Pathum Thani. This research was mixed-method research, both quantitative and qualitative. The quantitative research comprised 15 observed variables by collecting data from 300 hotel entrepreneurs in Phra Nakhon Si Ayutthaya, Nonthaburi, and Pathum Thani. The qualitative research collected data from a group of nine hotel-related experts using purposive sampling. The tools used were a semi-structured questionnaire and interview, data analysis using LISREL, and a Structural Equation Model (SEM). Research results showed that: 1. Service marketing strategies and entrepreneurial leadership affecting the success of hotel business during the crisis in Phra Nakhon Si Ayutthaya, Nonthaburi, Pathum Thani applied to empirical information. The Index of Consistency was: \(\chi^2 = 114.19\), df = 86, \(\chi^2 / df = 1.33\), CFI = 0.962, GFI = 0.951, SRMR = 0.0443, RMSEA = 0.033. 2. Factors affecting the success of hotel business during the crisis in Phra Nakhon Si Ayutthaya, Nonthaburi, Pathum Thani were service marketing strategies and entrepreneurial leadership, respectively.

Keywords— service marketing strategy, entrepreneurial leadership, hotel business success

I. INTRODUCTION

Today’s world has entered the era of globalization, which is a society of borderless communication, so communication between each other, regardless of country and region, can be done in a matter of seconds. Such borderless communication also includes the learning and perception of the language, culture, and scenery of other countries embedded in tourism. Therefore, the tourism industry has been expanding rapidly to become a large industry that generates income for many countries and strengthens the world’s economy as much as possible [1]. This is because the tourism industry comprises many types of affiliated businesses. One of the major businesses is the accommodation business, which includes hotels, homestays, and resorts [1]. The hotel business is considered a business that plays an important role in the locality as an important element in tourism facilitation and as a center for social gatherings that benefit the economy and national development [2]. At present, crisis management in the hotel business is very important to the current hotel business as various crises have continuously affected the hotel business, including risks that may inevitably have a significant impact. It could be seen that the average occupancy rate in January-September 2019 was 71.1 percent, which was higher than in 2017 and 2018 (only 68.5 percent and 71.0 percent), making in 2019 the total revenue of 3.1 trillion baht [3]. The COVID-19 epidemic crisis is expected to reduce the number of foreign tourists
visiting Thailand during January-March 2020 by over 20% and will continue to decline [4]. Especially in the second quarter, there was an outbreak of the COVID-19 virus that spread to more countries. Because of the increased level of prevention measures for each country, it is expected that the number of foreign tourists traveling to Thailand will drop by 30%, or about 6.3 million, and is likely to continue to decline [4]. The situation directly affects business operations in the tourism and hospitality industry such as the cancellation of domestic and international flights of business aviation, cancellation of hotel reservations in the hotel business, the slowdown in global industrial production under the global value chain system. These have an inevitable impact on domestic and international trade and investment [4]. To reduce the risk and prevent the spread of the COVID-19 virus and to raise the standards of Thai tourism products and services, it has severely affected 32,564 hotels (only businesses that are legally registered) or over 1.63 million rooms across the country in all 4 regions [5]. The southern region has the largest number of rooms, which is approximately 145,728 rooms, or 31.8%, followed by the central region with approximately 120,414 rooms (percent 26.3), Bangkok of 80,077 rooms (17.5 percent), the northern region of 72,186 rooms (15.8 percent), and the northeastern region has the least number of rooms, about 39,571 rooms (8.6 percent).

According to the room information for all 4 regions, it can be found that the central region has the most rooms, especially in the upper central region, which comprises 3 provinces, comprising Phra Nakhon Si Ayutthaya, Nonthaburi, and Pathum Thani. These provinces are the major tourist cities, especially Phra Nakhon Si Ayutthaya, which is the main city in attracting tourists because it is an old city with long historical significance and distinctive identity, especially historical sites that have been registered as World Heritage Sites by UNESCO. As a result, both Thai and foreign tourists come to visit these areas throughout the year with hotel accommodation arrangements. There are 182 hotels in Phra Nakhon Si Ayutthaya, 243 in Nonthaburi, and 117 in Pathum Thani. Therefore, hotels have to adjust their management strategies under the COVID-19 crisis to reduce the potential damage to the organization in terms of reputation, credibility, value creation process, competitive position, source of income, and business continuity [6]. As mentioned above, the researcher studied service marketing strategies and entrepreneurial leadership affecting the success of hotel business during the crisis in Phra Nakhon Si Ayutthaya, Nonthaburi, Pathum Thani. The research focuses on service marketing strategies and entrepreneurial leadership, and hotel business success. The results will plan hotel management to plan strategies that are suitable for hotel business management in Phra Nakhon Si Ayutthaya, Nonthaburi, Pathum Thani. The research can be used as a guideline for relevant agencies to use in the hotel business in crisis to be more effective in the future.

II. RESEARCH OBJECTIVES

1. To study service marketing strategies and entrepreneurial leadership affecting the success of hotel business during the crisis in Phra Nakhon Si Ayutthaya, Nonthaburi, Pathum Thani.
2. To confirm service marketing strategies and entrepreneurial leadership model affecting the success of hotel business during the crisis in Phra Nakhon Si Ayutthaya, Nonthaburi, Pathum Thani.

III. LITERATURE REVIEW

The hotel business is directly linked to the tourism and hospitality industry and is one service sector that plays a key role in the country's economic growth. At present, the number of foreign tourists, especially China, (BRIC), Russia, India, and Brazil, has grown in line with the economic expansion, causing the tourism business of all regions around the world. The United Nations World
Tourism Organization (UNWTO) forecasts that the number of global tourist arrivals by 2030 will increase to 1.8 billion, the Asia and Pacific region is the region with the highest growth rates. However, the current tourism situation is still uncertain from natural disasters, epidemics, terrorism, economic and political instability in many countries around the world. As a result, it has a severe impact on the tourism and hotel business such as natural disasters from the tsunami in Southeast Asia countries (2004), the Asian economic crisis (1997), and the outbreak of the epidemic, SARS, and avian influenza (2003–2004). In the past, although the hotel business continued to suffer from labor shortages because of the crisis, most hotels often solved the problem by reducing labor or personnel costs. However, with each crisis, there will be both success and failure [6] If the hotel business has plans and strategies that can deal with and deal with crises well, they will survive the crisis and recover faster. As mentioned above, the researcher was interested in studying service marketing strategies and entrepreneurial leadership affecting the success of hotel business during the crisis in Phra Nakhon Si Ayutthaya, Nonthaburi, Pathum Thani. The research focuses on service marketing strategies and entrepreneurial leadership affecting the success of hotel business during the crisis in Phra Nakhon Si Ayutthaya, Nonthaburi, Pathum Thani. For a hotel business to succeed during a crisis, many factors affect the success of the hotel business during the crisis in Phra Nakhon Si Ayutthaya, Nonthaburi, Pathum Thani [6]. Service Marketing Mix is a marketing tool or variable that can meet the satisfaction of target customers. The marketing mix (or 7 P’s) is one of the most important concepts for modern marketing entrepreneurs. The concept of this marketing mix plays an important role for entrepreneurs or stakeholders because it combines various techniques to be used in operations so that businesses can adapt and change to meet the needs of customers and target markets or encourage target customers to demand their products and services. [7] In the consumer context, marketers have a goal of action to achieve hotel business success during the crisis in Phra Nakhon Si Ayutthaya, Nonthaburi, Pathum Thani. These provinces are the major tourist cities, especially Phra Nakhon Si Ayutthaya, which is the major city in attracting tourists because it is an old city with long historical significance and distinctive identity, especially historical sites that have been registered as World Heritage Sites by UNESCO. As a result, both Thai and foreign tourists come to visit these areas throughout the year with hotel accommodation arrangements and can explain the factors as follows.

1. **Service marketing** is a marketing or economic activity whereby one party, called the entrepreneurs, offers goods and services to another, called the customer. It mainly involves delivering the products according to the customer's needs for things such as the money, time, and effort that the customer expects to receive, whether it be goods, labor, skills, and facilities. We call this the “service marketing mix,” or it may refer to the tools or marketing factors that a business needs, such as a manufacturing or service business. It is a response to the needs and satisfaction of the target customer group or to stimulate the target customer’s demand for their products and services, which is a factor in the marketing planning of the product or service. If it is a product, there will be only 4 factors in the marketing mix: product/service, price, place/distribution channel, and promotion. However, the service marketing mix is unique from the general product marketing mix because it focuses on the staff, the service, and the physical environment. These three factors comprise people, process, and physical evidence. When these three factors are integrated, it is the principle of complete service delivery. Therefore, the marketing mix in the service market is an activity that meets customers' needs to create maximum customer satisfaction. It can be seen that before purchasing a service, the buyer often sets rules for the quality and benefits of the service. Sellers or entrepreneurs need to build trust in buyers by using strategies or collateral so they can make faster decisions, that is 7P’s marketing mix. To produce a product, a 4P's marketing mix is
required, but as a service, whether it is a hospitality or tourism business, it is necessary to add 3 more marketing mixes (people, process, and physical evidence) to form a 7P's strategy. This is to ensure that customers or service recipients are satisfied as well as being prepared to operate effectively and efficiently and meet the needs of consumers, customers, and tourists. In particular, service providers must align their marketing process goals with STP (segmentation, targeting, and positioning) for market share analysis, which summarizes the market in terms of sales volume. After that, it can formulate the next marketing strategy. According to the concept of modern marketing, marketers must choose a marketing strategy that meets the target customers correctly and creatively. The right marketing mix ensures maximum customer satisfaction. Using the marketing mix in the service sector is to provide customer satisfaction and stable business operations. The marketing experience that should be adapted to the service is 7P's marketing mix, which includes: 1. Product is delivered according to customer's needs such as appearance, service, and quality. 2. Price is to set a reasonable price for that product and service. 3. Place is to create convenience so that customers can easily access it, such as selling through online marketing channels. 4. Promotion is the use of marketing strategies to increase awareness of customers so that they can make faster decisions. 5. People is the preparation of personnel to provide services that impress customers, consumers or tourists. 6. Process is an organization management method that must maintain quality, speed, timeliness, and meet customer needs. 7. Physical evidence is to maintain cleanliness of the landscape and surroundings [11][12][13][14][15].

2. Entrepreneurial leadership
Entrepreneurial leadership is a key factor influencing the success of a hotel business. They are the ones who develop strategies with a goal in mind and a broad vision of organizational resource management that leads to the improvement of the organization and its members and the growth of the business. Entrepreneurship leaders need to accept the opinions of the organization's contributors to reassure members of the organization that they can lead the organization to achieve its goals and cope with environmental change. The four key attributes of entrepreneurial leaders include 1. creativity 2. risk management 3. communication 4. decision-making [16],[17],[18]

3. Success of hotel
Balanced scorecards result from strategic planning and identifying their importance and connections. The outcome of success often depends on financial performance. It may depend on the entrepreneur's ability to raise capital or operate in a surplus. A balanced scorecard not only encourages key measurements but also drives them further. The criteria for delivery and success should have the following key characteristics: providing a conceptual framework not only improves strategic efficiency but also helps to understand what should be done and measure all performance levels. The results must be at a level "balanced" to achieve the most effective strategic outcomes. The balanced scorecard should fit your organization's objectives and encourage cross-organization. The balanced scorecard theory is an organizational implementation using the balanced scorecard or BSC model. [18] states that the balanced scorecard is a concept derived from Professor Robert Kaplan's conception of the balanced scorecard, or BSC model, as a management tool that allows organizations to manage strategy through performance measurement. The idea of a balanced scorecard first emerged when Robert S Kaplan and David P. Norton published an article in the Harvard Business Review in 1992, the balanced scorecard, or BSC model, is a multi-dimensional measure of success assessed by a comprehensive assessment of success rather than focusing on just one dimension of business capability. The BSC model can also link individual metrics to organizational metrics because the balanced scorecard or BSC model helps to balance organizations in three aspects:

www.turkjphysiotherrehabil.org
1. There is a balance between operations in all aspects of the organization, such as finance, customers, internal management processes, and organizational learning and growth.

2. The balance between short-term goals is controlled because the BSC model can convey its vision into action, which makes the relationship between goals in each phase visible.

3. The balance between goals and actual performance BSC model was used to control, monitor performance, and compare with goals to determine whether performance overtime was in line with goals. If the performance doesn't meet the goals, they can analyze it to determine the cause and corrected it on time. The balanced scorecard view is divided into 4 sides. According to research related to factors affecting hotel business success, there are variables related to factors: 1. Learning and growing 2. Internal process 3. Customer's point of view 4. Financial perspective [17],[18],[19]

4. **Entrepreneurial leadership vs. marketing Service strategy**

   It was found that there was a powerful influence between entrepreneurial leadership and service marketing strategies. Based on research by [21] Marketing to target both Thai and foreign customers can be carried out through the planning of marketing strategies that focus on price and human resource development planning under the characteristics of excellent service providers. Entrepreneurs must accept changes in order to lead to the development of hotel business in response to the needs of users, creating acceptance and satisfaction beyond the expectations of service users. This helps the business to continue for long and sustainable life. An organization's survival strategy should comprise agility, flexibility, creativity, and innovation by aligning the goals of the organization. [21] focuses on building service excellence for customers to the profitability of the organization. An organization's competitive advantage strategy is to enable the organization to differentiate its services and operations at a lower cost than its competitors. Innovation is used as a measure of an organization's competitiveness strategy. They explain that innovation is the key to creating a competitive advantage and enabling organizations to survive and ultimately lead them to sustainability. Leadership is a key factor influencing the success or failure of an organization's survival and growth [2] study of hotel business leadership and success, entrepreneurial leadership can have a strong direct influence on hospitality marketing. Good management and executives with entrepreneurial leadership, such as creativity, risk management, communication, and decision-making, will significantly affect service marketing. We should attractive products and services and differentiating products and services and the management of investment courage, coordinating with personnel, coordinating with partners including site selection and work processes. This will lead the hotel business to the success of sustainable efficiency and effectiveness. It can be summarized as hypothesis 1

   **H1:** Entrepreneurial leadership influences service marketing strategy

5. **Entrepreneurial leadership vs. success of hotel**

   Entrepreneurial leadership has a powerful influence on the success of the hotel business during the crisis in Phra Nakhon Si Ayutthaya, Nonthaburi, and Pathum Thani. According to the research by[22], they found that leaders with managerial skills and entrepreneurial leadership can create both value creation and business efficiency found that good leadership and competence included self-confidence, communication ability, self-care, adaptability, risk tolerance, continuous learning, and decisiveness. As mentioned above, it affects the quality of excellent service and differentiates the business, making it the most successful.[23]found that enterprise leadership increases enthusiasm and willingness to work. Besides leading to better service quality, it also
increases the efficiency of the organization or results in managing the hotel business in crisis. It can be summarized as hypothesis 2:

H2 : Entrepreneurial leadership influences the success of the hotel

6. Services marketing strategy vs. success of hotel

Service marketing strategy has a powerful influence on the success of the hotel business during the crisis in Phra Nakhon Si Ayutthaya, Nonthaburi, and Pathum Thani. According to research by [24] the mixed strategy has a significant positive effect on service loyalty, meaning that the more correct or better a mixed strategy is applied to a four-star hotel, the greater the chances of building loyalty to the service. The service marketing mix strategy influences service success, and hotel service loyalty can promote service success. This means that the more loyalty a hotel guest has given to the hotel, the more successful the hotel will be. There is a positive correlation between service marketing mix strategy and service success when service loyalty is involved. found that marketing mix variables such as product, price, place, promotion, people, process, and physical evidence have a positive impact on the marketing effect of hotels in eastern provinces. While the price offer is the most important element of the marketing mix that influences the market, the second most important is the hotel's excellent performance and physical evidence and can be summarized as hypothesis 3:

H3: Market Service strategy influences the success of the hotel

The three assumptions can be summarized as a concept model, as shown in Figure 1.

Figure 1 Concept Model

IV. RESEARCH METHODS

This research was mixed. Quantitative research was used to collect data for 300 people using convenience sampling. The instrument used was a closed-ended questionnaire with a 5-point Likert scale in which IOC was 0.8-1.00 and Cronbach's alpha was 0.83. Questionnaires were distributed in person and electronically. Qualitative research was a focus group of nine entrepreneurs and professionals working in the hotel business or researching until the data was saturated using judgment sampling. The participant criteria were a supervisor with experience in
hospitality management during the crisis in Phra Nakhon Si Ayutthaya, Nonthaburi and Pathum Thani to confirm the quantitative research model.

**Population and sample**

1. Research population the population used in this research was hotel entrepreneurs in Phra Nakhon Si Ayutthaya, Nonthaburi, and Pathum Thani.

2. Sample the population sample used in this study was hotel entrepreneurs in Phra Nakhon Si Ayutthaya, Nonthaburi, and Pathum Thani. A sample group (Hair, Black, Babin, and Anderson, 2010) was used which stated that the criteria used to determine the sample size should be 20 times larger than the observed variable. This research had 15 observational variables and therefore had to have a sample size of 300 people. The researcher set the sample size at 20 times, so the total sample number was 300 people.

3. Data Collection Tools the tools used for data collection could be classified as follows. 1) Quantitative research was conducted using a comprehensive questionnaire on the definitions of all studied variables. 2) The qualitative method was conducted using a semi-structured interview form as detailed below. 1) Research tools for quantitative research - the researcher used a questionnaire to collect opinions of hotel entrepreneurs in Phra Nakhon Si Ayutthaya, Nonthaburi, and Pathum Thani provinces. The researcher used a 5-point Likert scale. 2) Research tools for qualitative research - Qualitative research was used to confirm service marketing strategies on entrepreneurial leadership that affect hotel business success during the crisis in Phra Nakhon Si Ayutthaya, Nonthaburi, and Pathum Thani provinces. The researcher used quasi-structured and focus group interviews with hotel entrepreneurs in Phra Nakhon Si Ayutthaya, Nonthaburi, and Pathum Thani.

4. Research tools in qualitative research the content validity test was conducted by five experts to examine the consistency, objectives, and research conceptual framework of the questionnaire. The results of the questionnaire quality examination by five experts in content validity, questionnaire coverage, suitability, and clarity of language use found that consistency values ranged from 0.8-1.00, which satisfied the reliability check criteria using the alpha coefficient. The results of reliability testing using tryouts on 30 non-research subjects showed the questionnaire had a Cronbach’s alpha value of 0.83. The questionnaire can be used in the study and meet the specified criteria.

**V. RESEARCH RESULTS**

Data collection of 300 service users or tourists and analysis of structural equations (SEM) revealed that there were 3 latent variables and 15 observational variables: 1. Marketing strategy service could be divided into 7 areas: 1.1 Products (PRS) 1.2 Price (PRI) 1.3 Place (PLA) 1.4 Promotion (PRT) 1.5 People (PEO) 1.6 Physical evidence (PHE) 1.7 Process (PRO) 2. Entrepreneurial Leadership could be divided into four areas: 2.1 Creativity (CRE) 2.2 Risk Management (RIM) 2.3 Communication (CUM) 2.4 Decision Making (DEM) 3. Success of hotel could be divided: 3.1 Finance 3.2 Customers 3.3 Internal processes 3.4 Learning and growing. The results were interpreted using the Lisrel program to confirm the congruence of the empirical data obtained from the questionnaire and to determine whether the model had congruence. The results showed that the values $\chi^2 = 114.19$, df = 86, $\chi^2$/df = 1.33, CFI = 0.962, GFI = 0.94, SRMR = 0.0443, RMSEA = 0.033. This value was assumed to pass the criteria of [30] and had a predictive coefficient R2 of 55%, as shown in Figure 2.
Figure 2 Service marketing strategies and entrepreneurial leadership model affecting hotel business success during the crisis in Phra Nakhon Si Ayutthaya, Nonthaburi, and Pathum Thani.

Figure 2 shows that service marketing strategies and entrepreneurial leadership model affecting hotel business success during the crisis in Phra Nakhon Si Ayutthaya, Nonthaburi, and Pathum Thani had congruence with empirical data according to the criteria of [30] as in Table 1.

Table 1 congruence index with empirical data

<table>
<thead>
<tr>
<th>Assessment Criteria</th>
<th>Results of model analysis</th>
<th>Conclusion</th>
</tr>
</thead>
<tbody>
<tr>
<td>12&lt;Observed variable s&lt;30</td>
<td></td>
<td></td>
</tr>
<tr>
<td>p-values ≤ 0.05</td>
<td>0.022</td>
<td>pass</td>
</tr>
<tr>
<td>CFI &gt; 0.92</td>
<td>0.962</td>
<td>pass</td>
</tr>
<tr>
<td>SRMR &lt; 0.08</td>
<td>0.044</td>
<td>pass</td>
</tr>
<tr>
<td>RMSEA &lt; 0.07</td>
<td>0.033</td>
<td>pass</td>
</tr>
<tr>
<td>$\chi^2 / df \leq 3$</td>
<td>1.33</td>
<td>pass</td>
</tr>
</tbody>
</table>

Figure 2 shows that service marketing strategies and entrepreneurial leadership that affect hotel business success during the crisis in Phra Nakhon Si Ayutthaya, Nonthaburi, and Pathum Thani have congruence with empirical data according to the criteria of [30] and total effect as in Table 2.

Table 2 Table shows the total effect of the hypothesis

<table>
<thead>
<tr>
<th>Hypothesis</th>
<th>Direct Effect</th>
<th>Indirect Effect</th>
<th>Total Effect</th>
<th>Decision</th>
</tr>
</thead>
<tbody>
<tr>
<td>H1 Marketing Strategy Service influences the decision making</td>
<td>0.76</td>
<td>-</td>
<td>0.76</td>
<td>Accepted</td>
</tr>
<tr>
<td>H2 Marketing Strategy Service influences the success of the hotel</td>
<td>0.64</td>
<td>0.2812</td>
<td>0.9212</td>
<td>Accepted</td>
</tr>
<tr>
<td>H3 Entrepreneurial leadership influences the success of the hotel</td>
<td>0.37</td>
<td>-</td>
<td>0.37</td>
<td>Accepted</td>
</tr>
</tbody>
</table>

Table 2 showed that there were 3 hypotheses, and all criteria were considered, in descending order of influences: 1. H2: Tourism behavior influences market service. The value of influence was 0.8200, divided into direct influence was 0.82 but no indirect influence. 2. H1: Tourism behavior influences decision-making. The value of influence was 0.6268, divided into the direct
influence was 0.43 and the indirect value was 0.1968. 3. H3 Market service influences decision-making. The value of influence was 0.2400, divided into the direct influence was 0.24 but no indirect influence.

VI. DISCUSSIONS
Qualitative research was a focus group of nine entrepreneurs and professionals working in the hotel business or researching until the data was saturated using judgment sampling. The participant criteria were a supervisor with experience in hospitality management during the crisis in Phra Nakhon Si Ayutthaya, Nonthaburi, and Pathum Thani to confirm the quantitative research model. Empirical data-driven entrepreneurial leadership during the crisis found that the outcomes of focus group interviews were consistent, ie they agreed with the model. Most focus group interview results focused on marketing strategies, particularly pricing and entrepreneurial leadership. Focus group interviews also highlighted how service marketing factors influence service decision-making and these results mainly focus on the promotion, i.e. reduction, redemption, giveaway, and give an extra amount, followed by service process. Therefore, it could be seen that behaviors and factors affecting the decision to use the service in the floating market tourism business, an important factor of entrepreneurship was self-confidence, communication skills, self-care, adaptability, taking risks. Therefore, entrepreneurs should focus on providing services (before sales, during sales, and after-sales), which would cause customers to be impressed and will affect the return of service.

CONCLUSION
This research was to identify service marketing strategies and entrepreneurial leadership affecting the success of hotel business during the crisis in Phra Nakhon Si Ayutthaya, Nonthaburi, Pathum Thani. This was mixed research using service marketing strategies and entrepreneurial leadership affecting the success of hotel business during the crisis in Phra Nakhon Si Ayutthaya, Nonthaburi, Pathum Thani. The hypothesis relationship can be summarized as follows.

Entrepreneurial leadership influences the success of the hotel marketing service, consistent with [20] marketing to target both Thai and foreign customers can be carried out through the planning of marketing strategies that focus on price and human resource development planning under the characteristics of excellent service providers. Entrepreneurs must accept changes to lead to the development of hotel business in response to the needs of users, creating acceptance and satisfaction beyond the expectations of service users. This helps the business to continue for long and sustainable life. An organization's survival strategy should comprise agility, flexibility, creativity, and innovation by aligning the goals of the organization.

Entrepreneurial leadership and the success of the hotel were consistent with [7,21] because [23] found that enterprise leadership increases enthusiasm and willingness to work. Besides leading to better service quality, it also increases the efficiency of the organization or results in managing the hotel business in crisis.

Market Service strategy and success of hotel were consistent with, marketing mix variables such as product, price, place, promotion, people, process, and physical evidence have a positive impact on the marketing effect of hotels in eastern provinces. While the price offer is the most important element of the marketing mix that influences the market, the second most important is the hotel's excellent performance and physical evidence.

ACKNOWLEDGEMENT
www.turkjphysiotherrehabil.org
I Would Like to Thank Rajamangala University of Technology Suvarnabhumi, for Supports

REFERENCES


From: https://www.tourism
[22] Wallee Putsom Phonlapas Suwannarat and Nitipong Songsrirot. “the horns of the elk in the country”. Long time to find human resources and force. Volume 11 No. 2 2019