



TIM3401

Asst.Prof.Dr.Chaithanaskorn Phawitpiriyakliti

Ph.D. Business Administration

Master of Management : Semester 1/2026

Course TIM3401

Time : 8.00 am. – 12.00 am.

Contract :

- Phone +668 1922 9055
- Email: chaithanaskorn.ph@ssru.ac.th
drru61@gmail.com
- Line id: drssru



Asst.Prof.Dr.Chaithanaskorn Phawitpiriyakliti

Tourism & Hospitality industry



Hotels & resorts — operations, rooms, F&B, revenue management, distribution, OTA strategy, guest experience, service standards, hotel development



Airlines & aviation — airline business models, network planning, pricing, ancillary revenue, loyalty programs, airport operations, partnerships



Tourism & destinations — destination strategy, visitor demand, tourism economics, attractions, DMCs, tour operators, sustainable tourism



Hospitality & F&B — restaurants, bars, cafés, catering, service design, menu strategy, cost control



Revenue & commercial strategy — ADR, RevPAR, occupancy, GOPPAR, yield management, forecasting, pricing, channel mix



Business & investment — feasibility studies, hotel investment, market analysis, financial models, P&L, ROI, acquisition/management/lease models



Marketing & sales — positioning, branding, digital marketing, CRM, loyalty, corporate/MICE, wholesale and leisure distribution



Operations & people — SOPs, organization structures, productivity, training, service quality and performance management



Technology & AI — PMS, CRS, RMS, CRM, automation, AI applications and hospitality tech



Sustainability — ESG, responsible tourism, energy/water management and sustainable destination development



Thailand & Southeast Asia — Bangkok, Phuket, Chiang Mai, Samui, Pattaya, etc., including competitive and market analysis



What is the Tourism Industry?

Tourism industry = all businesses and organizations that serve people who travel away from their usual environment.

A tourist doesn't buy only a hotel room.

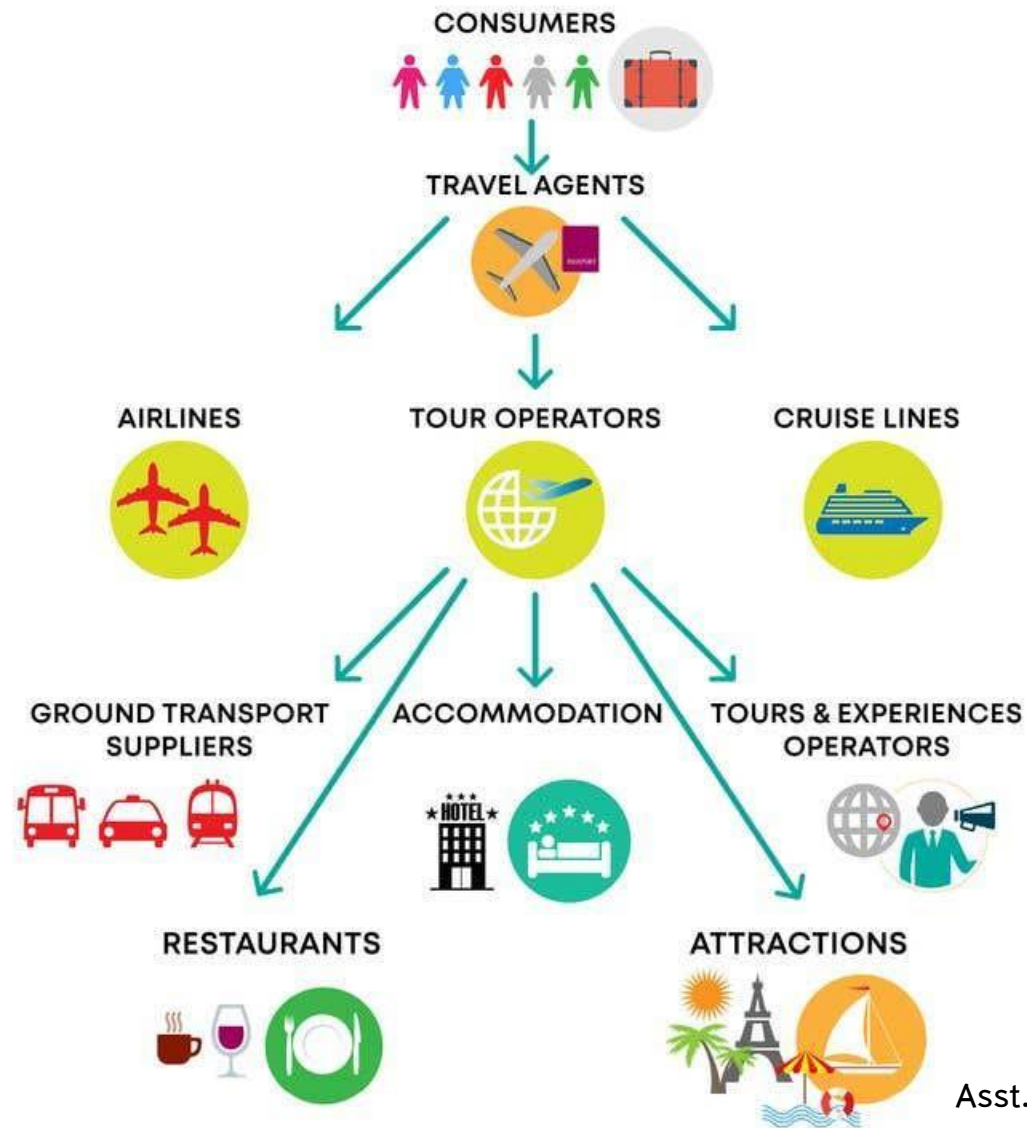
For example, imagine someone from Bangkok traveling to Phuket:

Bangkok → Airport → Flight → Phuket airport → Transfer
→ Hotel → Restaurant → Attraction → Tour → Shopping
→ Flight home

Money is spent at almost every step.

TRAVEL ECOSYSTEM

Arrows show how money flows



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The Simplest Tourism Industry Structure. I would divide tourism into 10 major sectors:

#	Sector	What it does
1	 Transportation	Moves travelers
2	 Accommodation	Provides places to stay
3	 Food & Beverage	Feeds and entertains travelers
4	 Attractions	Gives travelers something to see/do
5	 Tours & Activities	Organizes experiences
6	 Shopping & Retail	Sells products to visitors
7	 Travel Agencies & Tour Operators	Packages and sells travel
8	 OTAs & Travel Technology	Connects customers with suppliers
9	 Destination & Government	Develops and manages destinations
10	 MICE & Events	Brings groups/business travelers

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The Tourism Ecosystem

Think about tourism in five layers:

Layer 1 — The Traveler

The whole industry starts with:

Customer → Why do they travel?

Examples:

Vacation, Business, Visiting friends/family, Shopping,
Medical treatment, Education, Sports, Religion, Events,
Adventure, Luxury, Wellness

This creates tourism demand.

Layer 2 — Transportation



The tourist needs to get from A → B.

A. Aviation

This includes:

Full-service airlines, Low-cost airlines, Charter airlines,
Regional airlines, Private aviation, Airports, Ground handling,
Airport retail, Airport lounges

Example: Tourist → Airline → Airport → Destination

Airlines are therefore one of the most important components
of international tourism.

B. Ground transportation

Includes:

Taxi, Ride-hailing, Bus, Coach, Rental cars,
Limousine, Private transfers, Rail, Metro, Motorcycles,
Tourism buses

C. Cruise & marine

Includes:

Cruise lines, Ferries, Yacht charter,
Boat tours, Marina businesses

Layer 3 — Accommodation



Once travelers arrive, they need somewhere to stay.
This is the hospitality accommodation sector.

Main categories:

Hotels, Economy, Midscale, Upscale,
Luxury, Boutique, Lifestyle, Resort, Airport hotel,
Business hotel, Extended-stay hotel

Other accommodation:

Hostels, Guesthouses, Villas,
Vacation rentals, Serviced apartments, Condominiums,
Glamping, Camping, Homestays



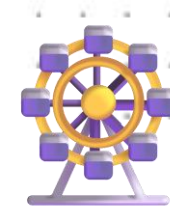
Hotel Business

A hotel itself is actually a collection of several businesses.

For example: Hotel

Rooms, Restaurants, Bars, Banquets, Meetings,
Spa, Recreation, Parking, Laundry, Retail, Events

Layer 4 — Experiences & Attractions



This is what gives people a reason to visit.

Examples: Natural attractions

Beaches, Mountains, Islands, Waterfalls,
National parks, Wildlife, Rivers

Cultural attractions:

Temples, Museums, Historical sites, Heritage,
Local communities, Traditional festivals

Entertainment:

Theme parks, Water parks, Shows, Concerts,
Nightlife, Casinos where legal

Activities:

Diving, Snorkeling, Golf, Skiing, Hiking, Cycling
Cooking classes, Wellness, Spa

Layer 5 — Travel Distribution



Now we need businesses that **sell and distribute tourism products**.

This is one of the most misunderstood parts of tourism.

Imagine a hotel has 500 rooms.

The hotel needs customers.

Customers can come through:

Direct

Hotel website → Customer

OTA

OTA → Customer → Hotel

Travel agency

Travel agency → Customer → Hotel

Tour operator

Tour operator → Travel agent/customer → Hotel

Corporate

Company → Hotel

8. Travel Agencies

A travel agency generally sells travel products to customers.

For example:

Customer says: "I want to go to Japan for 7 days."

Tour Operators

A tour operator is slightly different.

A tour operator typically creates/packages a tourism product.

The agency might arrange:



Flight



Hotel



Transportation



Attractions



Tours



Insurance

The agency earns money through commissions, service fees, markups,
or combinations of these.

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Then combines them into:

ONE PACKAGE

and sells it to customers or travel agencies.

This is called packaging.

OTA = Online Travel Agency

Examples include:

Booking platforms

Hotel booking websites

Flight booking platforms

Vacation rental platforms

Their fundamental business model is:

Customer → OTA → Supplier

The OTA makes money primarily through commissions, fees, advertising, or related commercial arrangements.

Distribution

A hotel might sell its room through:

- Hotel website
- OTA
- Travel agency
- Tour operator
- Wholesaler
- Corporate contract
- GDS
- Metasearch

GDS — The Invisible Infrastructure

GDS = Global Distribution System

Examples historically include systems such as:

Amadeus

Sabre

Travelport

They connect travel suppliers with travel sellers.

Think of it as a large electronic
marketplace/infrastructure connecting:

Airlines + Hotels + Car rental +

Travel agencies + Corporate travel

This is particularly important in airline and business
travel.

Destination Management



Now we move from individual businesses to the destination.

A destination could be:

Bangkok

Or

Phuket

Or

Thailand

A destination needs to manage:
Tourism marketing, Infrastructure, Airports,
Roads, Attractions, Safety, Environment,
Visitor management, Events, Tourism policies,
Investment, Branding

This is where governments and DMOs — Destination
Management Organizations become important.

Tourism vs Hospitality

This distinction is important.

Tourism

Broader concept

They need:



Flights



500 hotel rooms



Meals



Convention center



Buses



Entertainment



Shopping



Activities

Broader concept

Includes:



Transportation



Accommodation



Attractions



Travel agencies



Tours



F&B



Events



Shopping



Destination management

Generally, focuses on serving and hosting people.

Main areas:



Hotels



Restaurants



Bars



Cafés



Entertainment



Events



Resorts



Spa/wellness

So:

Hospitality $\subset$ Tourism

Hospitality is a major part of tourism,
but tourism is broader.

Tourism Business Models

Now let's look at tourism from a business perspective.

There are several fundamentally different business models.

1. Asset-heavy business

You own expensive physical assets.

Examples:

- Hotel
- Resort
- Airline
- Cruise ship
- Theme park

Characteristics:

High capital + high fixed costs

2. Asset-light business

You don't necessarily own the physical asset.

Examples:

- Hotel management company
- Travel agency
- Tour operator
- OTA
- Consulting company

Characteristics:

Lower capital requirements + potentially scalable

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3. Platform business

Connects buyers and sellers.

Examples:

Customer ↔ Platform ↔ Hotel

The platform earns commissions, fees, advertising revenue, etc.

4. Experience business

You sell an experience rather than accommodation.

Examples:

- Diving company
- Cooking school
- Adventure operator
- Spa
- Theme park
- Guided tour

5. Destination business

This is more complicated because multiple businesses work together.

Example:

Phuket

Tourist spending might flow to:

Airline → Airport → Transfer → Hotel → Restaurant →

Tour operator → Attraction → Shopping → Local businesses.

No single company owns the entire tourism ecosystem.

The Tourism Value Chain. This is one of the most important concepts.

Imagine:

INSPIRATION → "I want to travel."

SEARCH → Google / social media / OTA / travel agent

BOOKING → Flight + hotel + activities

TRANSPORT → Airport + airline + ground transportation

DESTINATION → Hotel + restaurant + attractions + tours

SPENDING → Shopping + entertainment + F&B

RETURN → Airline + airport

POST-TRIP → Reviews + social media + loyalty

Q & A





THANK YOU!

