

## **Developing and validating a scale for multi-dimensional attributes of honeymoon tourism**

### **ABSTRACT**

This study aims to identify and validate a scale for multi-dimensional attributes of honeymoon tourism. Although having a romantic experience is an important reason why newlywed couples go on a honeymoon, multi-dimensional attributes that affect honeymoon tourist experience have yet to be fully explored in the honeymoon tourism literature. This study offers an extended view of honeymoon tourism from the perspective of multi-dimensional attributes. Data were collected through a survey among international honeymoon tourists. A total of 565 usable samples were collected in Phuket, Thailand via convenience sampling. Thereafter, the refinement and validation of the measurement scale were conducted. Findings indicate that the multi-dimensional attributes are represented by a nine-factor structure. The findings are expected to extend and enrich the honeymoon tourism literature. Theoretical and managerial implications were also discussed.

*Keywords:* honeymoon tourism, multi-dimensional attributes, scale development

## 1. INTRODUCTION

The term ‘honeymoon tourism’ is defined as a holiday trip to either a domestic or overseas destination that newlywed couples take after their wedding (UNWTO, 2001). It can either be the first holiday that a couple takes together or their first time together in a special location to celebrate their marriage (Lee, Huang, & Chen 2010). Honeymoon tourism is an important market segment that is rapidly growing in the tourism industry. The South Pacific Tourism Organization (2015) indicates that the global market size for honeymoons and weddings has been estimated at 5.5 billion journeys per annum. Honeymoons comprise a 12 billion-dollar-a-year industry in the U.S. Couples in the U.S. spend an average of US\$4,466 for a honeymoon trip, which is considered three times higher than the average spending of U.S. travelers on a typical family vacation (Sardone, 2018). A similar spending pattern for this market group is also found in other countries, such as the U.K. (Kuoni, 2013; Tourism Intelligence International, 2009). Given that the growing demand for honeymoon tourism is evident, honeymoon destinations worldwide have increased their efforts to target honeymooning couples as important clients (Kim & Agrusa, 2005; Lee, Huang, & Chen, 2010). For example, Thailand, a leading tourism destination in Southeast Asia, gains approximately US\$ 1 billion a year solely from the visits of international honeymooners (Tourism Authority of Thailand (TAT), 2013; Citrinot, 2016). Although official statistics on the global honeymoon tourism market are unavailable, industry- and country-based surveys confirm that the honeymoon market is growing rapidly (Lee et al., 2010).

The economic impact of the honeymoon tourism sector is highly recognized among destination management organizations (DMOs) and service providers (Japan Tourist Bureau, 2008; TAT, 2013; Lee et al., 2010); nevertheless, honeymoon tourism has received minimal attention from tourism scholars. The honeymoon tourism literature published over the past 15 years covers limited research areas, such as the competitiveness and positioning of overseas

honeymoon destinations (Kim & Agrusa, 2005), a choice set model for couples when selecting a honeymoon destination (Jang, Lee, Lee, & Hong, 2007), the determinants of honeymoon destination choice (Lee et al., 2010), and wedding tourism (Bertella, 2015, 2016; Schumann & Amado, 2010; Seebaluck, Munhurrun, & Rughoonauth, 2015). The limited research in honeymoon tourism leaves many unexplored aspects of honeymoon tourism.

An identification and understanding of attributes that affect tourist experience and thus the attractiveness/ competitiveness of a tourism destination are fundamental to tourism studies (Dwyer & Kim, 2003; Enright & Newton, 2004). Attributes that influence honeymoon tourist experience are described either qualitatively or empirically in the honeymoon tourism literature. However, the identified attributes are very limited in number and scope in the honeymoon tourism literature, not to mention that attributes are not developed and validated through the process of scale development research. Previous research (Kim & Agrusa, 2005; Lee et al., 2010) presents an incomprehensive list of attributes without dimensionalizing them although it contributes to the honeymoon tourism literature.

Given that an exhaustive identification of attributes is critical to assessing honeymoon tourist experience and the attractiveness/competitiveness of a honeymoon tourism destination, such a gap in the existing literature highlights the necessity to develop and validate the underlying dimensions and attributes of a honeymoon tourism destination that remain unexplored in the honeymoon tourism literature. Drawing on a mixed-methods and the perspective of international honeymoon tourists, this study thus aims to develop and validate a scale for multi-dimensional attributes that influence honeymoon tourist experience and consequently determine the attractiveness/competitiveness of a honeymoon tourism destination. This scale development study is expected to report the comprehensive dimensions and attributes for future studies to adopt in honeymoon tourism research, thereby extending and enriching the honeymoon tourism literature. In addition to the theoretical contributions,

the findings present practical implications for DMOs and service providers to ensure the quality of honeymoon tourism and to establish effective marketing strategies and plans.

## 2. LITERATURE REVIEW

### *2.1 Honeymoon Tourism*

A honeymoon is considered an extension of the wedding ceremony. It has been a tradition and focal part of Western societies since the end of the 18th century. However, going on a honeymoon was not a common practice at all levels of society until the middle of the 20th century because in the past, the working class had to take a short break from their employment to organize their wedding (Bulcroft et al., 1997; 1999). Given the rapid economic evolution and the shift in travel trend over the past decades, newlywed Asian couples have become increasingly interested in going on overseas honeymoon trips, which has resulted in the rise in popularity of honeymoon tourism worldwide (Jang et al., 2007; Kim & Agrusa, 2005; Polunin 1989). Bulcroft et al. (1999) asserted that a honeymoon is more than just the bride and the groom taking a post-wedding holiday; it is also regarded as a period of harmony between them in the beginning of their new marital status. During their honeymoon, newlywed couples sign off from their social networks, spend private time together to learn from each other and establish themselves in an independent place. The contemporary definition of honeymoon has developed to include emotional and sexual images of a fantastic, exotic and romantic trip.

Honeymoon tourism provides substantial economic benefits to a host destination, not only to a specific location but also to an array of tourism stakeholders, such as restaurants, hotels and travel agencies (Kim & Agrusa, 2005). Despite the economic impact and growing popularity of honeymoon tourism, this type of travel has been surprisingly under-researched in the tourism literature. Only a few empirical academic studies have investigated issues related to honeymoon tourism. For example, Kim and Agrusa (2005) explored the competitiveness of overseas honeymoon destinations among potential Korean honeymooners. Their findings

indicated that potential honeymooners perceive the competitiveness of honeymoon destinations differently, depending on their sociodemographic characteristics and previous tourism experiences. A comfortable place, beautiful scenery, safe environment, romantic atmosphere, appropriate cost, good weather, historical and cultural heritage and good shopping areas are unique features that attract newlyweds to a destination. Lee et al. (2010) investigated the determinants of destination choice from the perspective of Taiwanese couples who wanted to enjoy a post-wedding celebration overseas. In addition to the honeymoon destination features identified in Kim and Agrusa's (2005) study, excellent accommodation quality, nightlife and accessibility are also perceived as important attributes by Taiwanese potential honeymooners.

The process of selecting a honeymoon destination has also been examined in the extant honeymoon tourism literature. Jang et al. (2007) argued that a discrepancy occasionally exists between honeymooning couples when considering a set of destination alternatives. A groom may not like the destination that his bride desperately wants to visit, thereby causing a conflict between them. Thus, an individual choice set model is used to explore a joint decision-making model. The results indicate that in a couple's destination choice, less than half of participating couples reach their final decision without conflict, whereas many couples can reach agreement when one partner surrenders his/her most preferred destination choice. Presumably, situational inhibitors, such as time and money, play important roles in a couple's decision-making process when selecting a honeymoon destination. Reisenwitz (2013) further examined variables associated with the decision-making process of honeymooners. The findings showed that salient variables include honeymooners' attitude towards advertising, advice from family and friends, Internet usage, cognitive age, degree of involvement in a destination, self-image and perceived value of a honeymoon destination.

## *2.2 Multi-Dimensional Attributes of Honeymoon Tourism*

A honeymoon is considered an important once-in-a-lifetime event that newlywed couples expect to provide long-lasting and unforgettable memories throughout their married life (Kim & Agrusa, 2005). Honeymooners typically have greater expectation and higher demand for high-quality tourism products or services than other types of tourists because they devote more effort, time and money to their romantic journey (MacInnis & Price, 1990). Therefore, comprehending what affects honeymoon tourist experience is important for a host destination to boost its honeymoon tourism.

Baker and Crompton (2000) argued that a tourist's perceived quality is appraised based on the performance of multi-attributes under the management control of tourism organizations. Similar to other types of tourism, the quality of honeymoon tourist experience can be observed in the performance of attributes of honeymoon destinations and service providers (Bulcroft et al., 1999). A honeymoon destination should be romantic, relaxing and comfortable to satisfy the honeymooners' expectation of high pleasure and fantasy (Bulcroft et al., 1999; Kim & Agrusa, 2005). The honeymoon tourism literature suggests destination-related attributes, such as accessibility (Kim & Agrusa, 2005; Wu & Li, 2017; Cong, 2016), attractions (Bulcroft et al., 1999; Vassiliadis, 2008), environment (Kozak, 2001; Albacete-Saez, Fuentes-Fuentes, & Llorens-Montes, 2007), image (Bulcroft et al., 1999; Lee et al., 2010) and the hospitality of local residents (Zakbar et al., 2010; Cong, 2016; Tosun, Dedeoglu, & Fyall, 2015).

From the perspective of honeymoon tourists, a honeymoon destination whose geographic location is difficult to access is considered unattractive because substantial travel cost and time may be involved (Kim & Agrusa, 2005; Lee et al., 2010). When a destination is accessible in terms of ease, speed and reliability, the satisfaction of honeymooners is possibly enhanced (Kim & Agrusa, 2005; Wu & Li, 2017; Cong, 2016).

The attractions in a honeymoon destination (e.g. natural and cultural attractions, beautiful sceneries) that persuade honeymooners to visit them affect the fantasy experience of

couples (Bulcroft et al., 1997; Lee et al., 2010). Attracting honeymooners may be more challenging because this group of tourists typically search for enthralling places that provide various honeymoon activities, such as sightseeing, beach activities, water sports and spa treatments, to satisfy their once-in-a-lifetime moment (Lee et al., 2010; Bulcroft et al., 1999).

The environment of a destination, such as its safety, security, climate and atmosphere, is typically considered by honeymooners when choosing a place to visit (Jang et al., 2007; Kim & Agrusa, 2005; Lee et al., 2010; Wu, Li, & Li, 2018). A honeymoon is an important and meaningful trip for honeymooning couples; hence, they are likely to avoid risky, unsafe, unsecured and unstable situations that may affect their honeymoon experience (Bulcroft, et al., 2000). When environmental elements are not perceived as satisfactory, the experience quality and fantasy of newlywed couples are unlikely to be fulfilled.

In the destination literature, image is an amalgam of various destination products, attributes and attractions added into the overall impression of tourist (Chon, 1990; Aiello et. al, 2015). A prospective tourist normally forms an impression about the destination through a selection process based on several sources of information (Whang, Yong, & Ko, 2016). According to Martín-Santana, Beerli-Palacio, and Nazzareno (2017), the time spent to obtain travel information, the number of tourist attractions visited, and the level of involvement with the trip affect the change in image formation. In honeymoon tourism, the destination image attribute also forms an impression and influences the destination alternatives of honeymooners (Jang et al., 2007). Destinations with a romantic, exotic, luxurious, and relaxed image possibly fulfil the expectations and desires of newlywed couples (Bulcroft et al., 1999; Kim & Agrusa, 2005; Lee et al., 2010).

The hospitality of local residents, as characterized by the friendliness and warm attitude of the locals, is another attribute that influences overall visitor satisfaction/dissatisfaction (Tosun et al., 2015; Cong, 2016). Honeymooners are likely to interact with local people, and

the hospitality of locals affects the experience quality of honeymoon tourists. Thus, attributes under this domain are conducive to a satisfactory honeymoon experience.

The service quality of honeymoon-related tourism firms and staff during a trip is regarded as another essential element for achieving a remarkable honeymoon experience (Lee et al., 2010). Wu et al. (2018) found that customer experience can be shaped throughout the service interaction process. Service quality is generally reliant on interpersonal interactions; hence, honeymoon service providers and their service staff play key roles in affecting honeymoon tourist experience by interacting with honeymooning couples.

During honeymoon tours, couples can interact with several service contractors or relevant service providers, such as hotels, honeymoon travel specialists and restaurants (Kim & Agrusa, 2005). Among key honeymoon service providers, accommodation operators offer the primary attributes that contribute to the experience of newlywed couples. Hotel quality is one of the salient factors considered by honeymooners when determining which destination to visit. An accommodation that respects the privacy of honeymooners whilst providing a wide array of recreational facilities and honeymoon amenities responds positively to the needs of newlywed couples (Bulcroft et al., 1999).

Similar to accommodation, dining is one of the top activities that newlywed couples eagerly look forward to (Lee et al., 2010; Bulcroft et al., 1999). A couple's romantic fantasy or dreamy moment can be fulfilled by having an unexpected but pleasant meal or drink, such as a romantic dinner or an evening drink that is especially arranged in a fine-dining restaurant. Honeymooners tend to stay in a destination longer than typical tourists (Bulcroft et al., 1999; dela Rosa Yoon, 2007; JTB, 2008; Kim & Agrusa, 2005). Therefore, attributes, such as the variety and quality of restaurants, cleanliness of food and beverages and a taste of the local cuisine, can positively shape the experience of honeymooners.



Kim and Agrusa (2005) found that honeymoon packages are being continuously developed by travel agencies to attract newlywed couples. All-inclusive honeymoon packages were popular in the past because everything that a couple would need, such as accommodation, meals and excursions, was already prepared. However, given the changes in the sociodemographic and travel characteristics of tourists over the years, partial packages or tailored-made honeymoon tour products have become more attractive and are being selected by an increasing number of honeymoon tourists (Lee et al., 2010). The honeymoon tourism literature suggests that attributes, including an attractive honeymoon itinerary, romance symbols and a sense of luxury, can enhance the experience of honeymooners (Bulcroft et al., 1999).

Honeymoon service providers play supporting roles in fulfilling the romantic experiences of honeymooners by providing special and exclusive privileges. Private treatment, upgraded services and complimentary romance elements are frequently regarded as special privileges designed for this tourist group (Bulcroft et al., 1999). Apart from the privileges that are especially provided for honeymooning couples, a pleasant surprise can be arranged to create a ‘wow’ factor (Jin, Lee, and Lee, 2015; Anderson, 2016). The experience of honeymooners can be enhanced by offering such exclusive elements; honeymoon service providers can arrange honeymoon special privileges for couples to satisfy their expectations and to provide them with long-lasting, positive and meaningful experiences (Bulcroft et al., 1999; Kim & Agrusa, 2005; Bertella, 2015; Anderson, 2016).

### 3. METHODOLOGY

#### *3.1 Study Location*

Phuket is situated in the southern part of Thailand, where tourism has been a key economic driving force (Department of Tourism, 2015). It is recognized among international visitors for its rich cradle for natural resources, culture, local culinary and beautiful beach

(Biggs, Hall, & Stoeckl, 2012). Because of the suitable travel environment, Phuket has been a popular destination for honeymooners for years; however, tourism in Phuket still has considerable area for development. Recently, the country's tourism strategies have been focused more on attracting quality tourists, including honeymooners (TAT, 2016). Nevertheless, the study by TAT (2013) concerning special interest tourism suggested that Phuket still needs to build concrete marketing strategies and a long-term development plan in order to become a high-quality destination in the eyes of potential honeymooners. Due to the popularity and suitability of the place as a case for the study of a honeymoon destination, this study was conducted in Phuket, Thailand.

### *3.2 Measurement Development*

A multistaged development study was conducted to develop a multi-dimensional scale for honeymoon tourism. This study adopted a scale development procedure based on the recommendations of Churchill (1979) and Hinkin (1995). The measures used in this research were identified through an extensive review of honeymoon tourism and destination literature, along with an analysis of honeymoon-related documents (i.e. governmental tourism campaigns, promotional materials and online travel articles), in-depth interviews and expert panel review. These processes are necessary because the quality attributes of honeymoon tourism have not been empirically developed and validated in the existing honeymoon tourism literature, although quality attributes in the literature have been presented in qualitative and descriptive modes to a certain extent.

A total of 52 items were initially generated. The potential attributes of honeymoon tourism were derived from the existing destination and honeymoon tourism literature, along with the following domains: accessibility (Vassiliadis, 2008; Lee et al., 2010; Wu et al., 2018; Cong, 2016), attraction (Bulcroft et al., 1999; Buhalis, 2000; Kozak, 2001; Kim & Agrusa, 2005), destination environment (Bulcroft et al., 2000; Kim & Agrusa, 2005; Jang et al., 2007;

Lee et al., 2010; Fernandes & Cruz, 2016), destination image (Beerli & Martin, 2004; Kim & Agrusa, 2005; Lee et al., 2010), hospitality of local residents (Zakbar et al., 2010; Kim, Holland, & Han, 2013; Tosun et al., 2015; Cong, 2016), honeymoon service providers (Kim & Agrusa, 2005; Albacete-Saez et al., 2007; Wu & Li 2017; Lee & Min, 2016), honeymoon accommodation (Bulcroft et al., 1999; Johnson, 2001; Albacete-Saez et al., 2007; Lee et al., 2010; Anderson, 2016), dining experience (Bulcroft et al., 1999; Kim & Agrusa, 2005; Penner, 2009; Kuoni, 2013; Lee & Min, 2016; Anderson, 2016), local tour products (Bulcroft et al., 1999; Kim & Agrusa, 2005; Lee et al., 2010; The Knot, 2011; Kuoni, 2013; Anderson, 2016) and honeymooners' privileges (Bulcroft et al., 1997; Kim & Agrusa, 2005; Penner, 2009; Lee et al., 2010; Anderson, 2016).

After the literature review and the analysis of available honeymoon-related documents, in-depth interviews were conducted with 18 industry professionals who have over 10 years of experience working in the hospitality and tourism fields and are familiar with the honeymoon tourism market in Phuket, Thailand. Interviewees with different backgrounds were assumed to have diverse perceptions of the study variables. Accordingly, this research targeted hoteliers, professional tour operators and DMOs to obtain valuable opinions and varied perspectives regarding honeymoon tourism. Interviews were also conducted with 3 prospective honeymooners to investigate additional concerns. Appendix A provides the profiles of the interviewed industry professionals. All the interviewees were asked to review the attributes identified from the literature review and to suggest new attributes. The in-depth interviews generated 10 new items: 'reasonable public transport prices', 'opportunity to gain unique local experiences', 'considerateness of fellow visitors', 'reputation of honeymoon destination', 'affordability of destination', 'value for money of destination', 'presentation of genuine local hospitality', 'choices of honeymoon accommodation', 'reasonable accommodation price', and 'special recognition as honeymooners'. Two items that were deemed to be irrelevant were

eliminated, including 'luxury of destination', and 'helpfulness of local people'. Consequently, 60 measurements were subjected to expert panel review to check content validity (DeVellis, 2003). The expert panel comprised 3 university professors, whose research domains are concerned with hospitality and tourism, and 3 industry professionals, who currently work at the management level in a hospitality and tourism organization in Thailand. These experts were requested to assess the representativeness and applicability of the items and to indicate their concerns and recommendations. The panel deleted 6 items that were considered unclear, irrelevant or redundant, including 'blessing ceremony is participatory', '...is a place with nightlife and entertainment', '... is a place with an opportunity to gain unique local experiences', 'public transport prices are reasonable', '... is a place with reliable infrastructure' and '... is a sea, sand and sun destination'. Finally, 54 items were included for data collection.

A self-administered on-site survey was performed in Phuket, Thailand for data collection. The data collection site was mainly the international departure hall of Phuket International Airport. The target sample was limited to honeymoon tourists. One screening question was inserted to filter respondents for the survey. Respondents were instructed to answer the dichotomy item "I travel Phuket with the purpose of honeymoon". Respondents who ticked the "Yes" box were invited to participate in the survey. With the assistance of a professional tour guide with good English and Mandarin Chinese communication skills, a survey was administered to international honeymooners who were on the last day of their romantic journey to obtain complete perspectives. A briefing session on the study background and the nature of the questionnaire was provided to the tour guide before the survey instrument was handed out. Data were collected using convenience sampling of honeymoon tourists. The tour guide gently intercepted couples to ask them if they were willing to participate in the survey. This research adopted a seven-point Likert-type rating scale with anchors of 1 = strongly disagree and 7 = strongly agree. A total of 575 individual respondents from the same

couples participated in the survey, but 10 responses were disregarded due to major missing values. Therefore, 565 usable samples were kept for further data analysis.

From the demographic profiles of the respondents (Table 1), the gender ratio is well balanced, with 51% female participants and 49% male participants. The age group 21–30 years had the highest number of respondents with 69.2%, followed by the age group 31–40 years with 26.5%. The age groups 20 years or below, 41–50 years and 51–60 years constituted only 4.2% of the total number of respondents. The monthly salary ranges of the respondents were categorized as follows: less than US\$2,000 (14.3%), US\$2,001–4,000 (42.2%), US\$4,001–6,000 (14.7%), US\$6,001–8,000 (10.4), US\$8,001–10,000 (3.9%) and US\$10,001 or above (14.5%). In terms of educational level, the majority of the respondents completed an undergraduate degree (49.2%), followed by those who completed a postgraduate degree or above (18.9%), high school (16.6%) and associate degree (15.2%). For country of residence, the survey had a wide range of respondents from 40 countries worldwide. Nearly half of the respondents were from Europe (43.89%), followed by those from China (22.30%), Africa (10.80%), Asia except China (9.73%), Oceania (6.37%), the Middle East (4.60%) and North and South America (2.31%).

***Insert Table 1 here***

### *3.3 Exploratory Factor Analysis (EFA)*

The data set ( $n = 565$ ) was divided into two subsamples (i.e. calibration and validation samples). A larger subsample ( $n = 310$ ) was utilized to identify underlying dimensions by performing EFA. EFA was implemented using principal axis factoring and an oblique rotation method to identify the underlying dimensions of honeymoon tourism attributes. Items with factor loadings and communalities below 0.4 were eliminated (Hair, Black, Babin, & Anderson, 2010). Only factors with eigenvalues higher than 1 were considered, and a scree plot was reviewed for a visible elbow to determine the number of factors to be derived. After the

items were reviewed, honeymoon tourism was found to have a 9-factor structure with 29 items. The 9 dimensions were as follows: honeymoon accommodation, honeymooners' privileges, hospitality of local residents, honeymoon destination image, dining experience, honeymoon service providers, accessibility, local tour products and price (Table 2). The 9-factor structure accounted for 65.15% of the total variance. All dimensions exhibited an acceptable reliability level (Nunnally 1978).

***Insert Table 2 here***

### *3.4 Validation of the Developed Scale and Method Biases*

Table 3 provides the confirmatory factor analysis (CFA) results of the validation sample (n = 255). In this stage, the 9-factor structure was confirmed with 27 items. That is, 2 items identified in the previous EFA were removed, namely, 'The hotel offers various recreational facilities for honeymooners (i.e. spa, gym, sport activities, swimming pool)' and 'Phuket is a reputable honeymoon destination' due to their low factor loading. The measurement model was found to fit the data according to the goodness-of-fit indices: chi-squared distribution ( $\chi^2 = 425.88$ ), degrees of freedom ( $df = 285$ ),  $\chi^2/df = 1.49$ , comparative fit index = 0.96, Tucker-Lewis index = 0.95 and root mean square error of approximation = 0.04.

***Insert Table 3 here***

As shown in Table 4, the composite reliability (CR) of each construct was acceptable given that each construct mostly exceeded the cutoff point of 0.70 (Nunnally, 1978). The reliability of 'dining experience' (0.68) was slightly below 0.7, but it still exceeded the cutoff point of 0.6 recommended by Bagozzi and Yi (1988). Confirmatory factor analysis (CFA) is supportive of convergent validity due to statistically significant factor loadings of each attribute at  $p < 0.05$  according to t-values greater than 1.96 (Anderson & Gerbing, 1988). Convergent validity was also evidenced by the average variance extracted (AVE) values, which were all greater than 0.5, as shown in Table 4 (Fornell & Larcker, 1981). Discriminant validity was also

supported given that each AVE was larger than a squared correlation of the corresponding inter-constructs.

***Insert Table 4 here***

Predictive validity examines “the relationship of measures of a variable to a single antecedent or consequent” (Bagozzi, 1981, p. 327). Predictive validity is proved with an evidence that study constructs are predicted by theory. Attribute performance of product or service reflects its quality (Dodds et al., 1991). Similarly, a tourist’s perceived quality is also represented by the performance of tourism attributes (Baker & Crompton, 2000). Given that quality predicts satisfaction, this study examines predictive validity by correlating nine factors of honeymoon tourism attributes with honeymooner satisfaction, as suggested by Pons, Murali, and Nyeck (2006). Honeymooner satisfaction was operationalized as a subset of the measures adopted in Oliver’s (1981) research. All correlations were statistically significant at the expected direction (see Table 5), thereby supporting the predictive validity of the factors.

***Insert Table 5 Here***

This study adopted Harman’s single factor test to examine common method bias by loading all the items into a common construct using principal component analysis. The results showed no common method bias and indicated a variance of 27.27%, which is less than the cutoff value of 50% for all the variables in the model (Lings & Greenley, 2005). Nonresponse bias was also evaluated. The perceptions of the survey respondents in the first 10% of the completed questionnaires were compared with those of the respondents in the last 10% to check for statistical differences of the mean values for each item. The findings presented no

statistically significant difference ( $p = 0.05$ ), thereby indicating that nonresponse bias is not an issue in this study.

## 4. DISCUSSION

### *4.1 Theoretical Implications*

In the previous honeymoon tourism literature (Kim & Agrusa, 2005; Lee et al., 2010), discussions are generally limited to understanding the surface of honeymoon tourism attributes that affect honeymoon tourist experience and the attractiveness of honeymoon tourism destination. A comprehensive scale for multi-dimensional attributes has not been developed in the prior honeymoon tourism literature. To address this gap, the present research developed and validated a scale for multi-dimensional attributes of honeymoon tourism using a mixed-methods. This study offers an extended view of honeymoon tourism from the perspective of multi-dimensional attributes that comprise nine dimensions (i.e. honeymoon accommodation, honeymooners' privileges, hospitality of local residents, honeymoon destination image, dining experience, honeymoon service providers, accessibility, local tour products and price). The nine dimensions that we identified as important honeymoon tourism domains are likely to determine a honeymooner's perception of a honeymoon trip and honeymoon destination. To manifest theoretical implications/contributions to the extant honeymoon tourism literature, the following discussions are designed to point out salient dimensions and/or attributes that were not identified and discussed in the prior literature.

In this research, honeymoon accommodation was identified as a major dimension. Previous honeymoon tourism studies have acknowledged the importance of accommodation providers, such as honeymoon hotels and resorts (Bulcroft et al., 1999; Lee et al., 2010). However, accommodation attributes have not been clearly identified and validated in the context of honeymoon tourism; instead, they have been described in qualitative and descriptive



modes to a certain extent (Bulcroft et al., 1997; 1999). Honeymooners typically demand for high privacy, stunning views, and good hotel quality during their trip (Kim & Agrusa, 2005; Lee et al., 2010). Thus, this study empirically verified three specific honeymoon accommodation attributes: ‘the hotel offers picturesque views’, ‘honeymooners’ privacy is well respected’ and ‘the hotel is of acceptable quality’.

The attributes of honeymooners’ privileges were also developed and identified in this study. This dimension has not been recognized in the previous honeymoon tourism research; however, the privileges presented by service providers are generally regarded as special and exclusive to honeymooners (Anderson, 2016). An analysis of the existing honeymoon tourism literature and industry documents suggests that the privileges for honeymooners can be expressed in the form of upgrades, special discounts, complimentary stay, surprise gifts and the arrangement of a memorable activity (Bulcroft et al., 1997; Anderson, 2016). The results of this study confirmed the validity of these attributes, thereby verifying that they contribute to forming honeymooners’ perceived experience in honeymoon destination.

Another important dimension is the hospitality of local residents, as represented by the warm attitude and friendliness of local people, along with the presentation of genuine hospitality. These attributes are initially elicited from the destination literature (Zakbar et al., 2010; Cong, 2016; Tosun et al., 2015) and extended from the suggestions of industry professionals during the in-depth interviews. Honeymooners can have an opportunity to learn the way of life of local residents and mingle with the people in the community during their honeymoon tour (Bulcroft et al., 1999). Thus, the hospitality of local residents is an important dimension that constitutes honeymooners’ perceptions of their honeymoon trip.

The accessibility dimension consists of two attributes (i.e. ‘public transport is reliable’ and ‘various types of public transport are available for tourists’). Hu and Ritchie (1993) asserted that accessibility, including availability and quality of local transportation, is perceived

by tourists as a satisfaction-triggering factor. Although previous honeymoon tourism research has indicated that accessibility is a crucial factor considered by potential honeymooners in selecting a destination (Kim & Agrusa, 2005), these attributes have not been empirically tested and validated in the honeymoon tourism literature.

In consistent with destination studies (Chon, Weaver, & Kim, 1991; Tosun et al., 2015), the findings of the present study show that honeymoon destination image is a significant dimension. In the existing honeymoon literature, the importance of honeymoon destination image has been highlighted but has only been described qualitatively and descriptively (Bulcroft et al., 1999; Penner, 2009). The current study validates two attributes of honeymoon destination image that reflect the nature of a honeymoon trip (i.e. ‘a romantic destination’ and ‘a relaxing destination’).

Price also emerges as an important dimension. In previous honeymoon tourism research, the importance of price has been the subject of debates among scholars. Kim and Agrusa (2005) stated that when newlywed couples travel to a destination, they are willing to fulfil their romantic fantasies with less consideration of incurring travel costs. By contrast, Lee et al. (2010) argued that not every honeymooning couple can afford a high-priced travel package, thus a reasonable travel cost is considered in selecting a honeymoon destination. The current study supports Lee et al.’s (2010) argument and confirms that the price dimension, which comprises two attributes (i.e. ‘...an affordable destination’ and ‘...is a destination that offers good value for money’), contributes to the formation of honeymooners’ perceived experience in honeymoon destination.

Another domain, i.e. local tour products, is also identified as an important dimension. Honeymoon travel packages were popular decades ago when they included everything that a couple would need, such as hotel accommodation, meals and excursion. However, this trend has changed over the years due to changes in the sociodemographic and travel characteristics

and preferences of honeymoon tourists. Instead of buying a complete honeymoon package, honeymooners have increasingly purchased partial packages or specific honeymoon tour products (Kim & Agrusa, 2005; Lee et al., 2010). The main reason for purchasing partial tour products is that it allows couples to have more private time and free schedule to join a particular activity that they want. In this study, the local tour product attributes (i.e. ‘a local tour product provides access to exclusive places’, ‘a local tour product provides a sense of luxury’ and ‘a local tour product offers good value for money’) affect honeymooners’ perceived experience.

The findings of this study also suggest that dining experience stimulates the positive postconsumption experience of honeymooners. Two attributes were empirically developed (i.e. ‘food and beverages are of good quality’ and ‘food and beverages are varied’), thereby suggesting the importance of these elements among honeymooners. Vassiliadis (2008) claimed that food and beverage quality is perceived by tourists to affect their travel experience. Our in-depth interviews corroborated the findings that a variety of food and beverages is an essential attribute in the context of honeymoon tourism.

The dimension of honeymoon service providers that was not identified and discussed in the honeymoon tourism literature comprises four attributes (i.e. ‘honeymoon service providers have a good service attitude’, ‘honeymoon service providers are trustworthy’, ‘honeymoon service providers have good knowledge of their jobs’ and ‘honeymoon service providers are competent’). Given that service providers, such as hotels, restaurants and travel agencies, can initiate and enhance total honeymoon experience from beginning to end (Kim & Agrusa, 2005; Lee et al., 2010), they play key roles in satisfying the expectations of honeymoon tourists.

#### *4.2 Managerial Implications*

This study developed and identified 27 attributes under 9 dimensions that affect honeymoon tourist experience and the attractiveness of honeymoon destination. These findings

provide implications for honeymoon service providers and tourism governmental bodies in Phuket to make strategic plans and decisions, thereby ensuring that Phuket remains as a competitive and appealing honeymoon destination. The practical implications for industry practitioners and local tourism bureau are presented as below.

The resulting attributes and dimensions allow honeymoon service operators to create a checklist in strategically managing honeymoon business. The checklist can help the operators identify the areas of weakness and strength. If areas of concern surface, more attention and investment can be paid to the areas. For instance, honeymooners' privileges are considered critical to honeymoon service providers. The service providers should constantly develop and provide exclusive benefits that are emotionally touching and can highly respond to the desires of newlywed couples to satisfy their expectations and romantic fantasies. Honeymooners' privileges do not necessarily require significant financial investment. Instead, they can be utilized based on the available resources of service providers, such as an offering upgrades, special discounts and complimentary romantic elements or arranging pleasant surprises. Johnson (2001) stated that honeymoons represent a year-round business because this type of travel has no seasonal limitation. Industry practitioners can utilize the attributes of honeymooners' privileges identified in this study to enhance the appeal and competitiveness of their products, particularly during off-peak travel seasons.

Furthermore, honeymoon accommodation and dining experience were found to affect honeymoon tourist experience. Hotel managers should realize that privacy is a major concern among honeymoon tourists. When newlywed couples are on their honeymoon, they generally want no disruption, spend private time to learn from each other and establish themselves in an independent place (Bulcroft et al., 1999). Thus, managers should present their accommodation products by emphasizing on honeymooners' privacy. For example, a specific room category can be offered to honeymooners (e.g. honeymoon suite, private pool villa), and a room with a

stunning view can be provided to enhance romanticism. Also, restaurant managers can prepare special honeymoon arrangements, such as a romantic in-room breakfast, a thematic lunch and a private candlelit dinner in a scenic location.

In addition, staff service quality is reflected by the dimension of honeymoon service providers. Service staff (e.g. honeymoon travel planners, tour staff, hotel staff, restaurant workers) play a critical role in providing service and enhancing experience from beginning to end. Therefore, service providers should ensure that their employees clearly understand the purpose of honeymoon trips and are keen on developing quality to satisfy the expectations of honeymooners. Efforts should be devoted to employee training to provide essential knowledge, update recent market trends, address the specific needs of honeymooners, and improve particular service areas that are likely to be problematic (Kim, 2014). The competence and reliability of honeymoon service providers typically rely on their employees; thus, employee training is considered an essential means to ensure that service staff members possess the necessary skills to deliver quality experience to honeymooners.

The scale developed in this study can enable local tourism bureau and government bodies concerned to design a survey that measures the attractiveness/competitiveness of their destination as honeymoon tourism destination. Honeymoon market is competitive as many destinations compete with others for honeymoon tourists. To maintain a competitive edge over other destinations, the local tourism bureau can conduct an extensive survey to honeymoon tourists on a regular basis to check and monitor the performance of its destination, based on multi-dimensional attributes validated in this study. The analysis of regular survey results can assist tourism bureau in developing destination strategic plans for honeymoon tourism.

For example, destination managers and policy makers must ensure that public transport in honeymoon destinations is accessible. Although couples typically prearrange their transports (e.g. private transfer, limousine service) to their honeymoon location even before their trip

starts, they are still concerned about the reliability and availability of public transport when they arrive in their destination. Destination managers should provide various options for public transports within the destination that are scheduled as frequently as possible and are widely available, particularly to and from popular spots, such as key attractions, cultural sites, dining venues and entertainment places. Accessibility barriers within a destination can negatively affect the formation of honeymoon experiences (Kim, 2014).

The hospitality of local residents is another critical domain that tourism bureau should regularly monitor. When couples visit a place for their honeymoon, the trip may not be limited in a resort or at certain romantic local attractions but may also involve interactions with local people. Governmental tourism bodies should realize that attributes such as friendliness, warm attitude and genuine hospitality of the local people can possibly satisfy the expectations of honeymoon tourists. Local people are also the key to generating local charms, providing unique local experiences and making impressions on tourists; thus, local tourism authorities should periodically educate and constantly communicate with the people in the community on the importance of the honeymoon market and how to present genuine local hospitality to visitors. Investing in education helps governmental bodies gain favorable support from local residents in promoting local hospitality.

Furthermore, tourism bureau and service providers can consider strategically incorporating the multi-dimensional attributes of honeymoon tourism into strategic marketing and promotion campaigns. For example, different romantic honeymoon themes, excellent accommodation quality, hospitality of local residents, and exclusive benefits offered to honeymooners should be irresistibly projected to maximize the effectiveness of destination advertising materials and commercials.

## 5. LIMITATIONS AND FUTURE RESEARCH

This study has limitations that should be acknowledged. Given that this research focuses on one honeymoon destination, namely Phuket, Thailand, the scale developed in this study may exhibit distinctive characteristics in determining honeymoon tourism experience in a specific setting. Some dimensions and attributes may only uniquely reflect a destination's features. For example, newlywed couples generally intend to enjoy honeymoon trips regardless of incurring travel costs (Kim & Agrusa, 2005). However, price is found as a significant factor in this study and may be considered differently in other honeymoon settings. The resulting scale should be applied through further studies in other honeymoon contexts to identify new dimensions and attributes, consequently enhancing its generalizability. Also, this study may be vulnerable to the drawback of a cross-sectional study. The cross-sectional study captures the prevalence of result of interest from a target population, but it reflects a brief description of the population at a particular time. This limitation of cross-sectional study causes a probability that its findings would be changeable if a different time was chosen (Bland, 2001). In addition, nomological validity and predictive validity were not assessed in this study, thus future research is encouraged to test a relationship(s) between an antecedent(s)/a consequence(s) and a multi-dimensional scale developed in this study. In this sense, memorable experience and/or fantasy that are closely associated with the nature of honeymoon tourism can be adopted as a moderator or mediator, together with the scale in a structural model. Another area of future research is to analyze the concept of romantic destination image as romantic image is critical to honeymoon destination. The formation process and relative weight of romantic destination image components (i.e., cognitive and affective image) can be another future research agenda.

## 6. CONCLUSION

The main purpose of this study was to develop a scale for multi-dimensional attributes that affect honeymoon tourist experience and to establish the validity and reliability of the scale. At the outset of this research, the researchers developed initial items from an extensive

review of honeymoon and destination literature. These items passed through several stages, such as in-depth interviews, expert panel review, and statistical procedures (EFA, CFA, and the testing for validity and method biases), to check their validity and reliability. As a result, this study identified 9 dimensions with 27 items.

In sum, this study sought to contribute to the honeymoon tourism literature by providing empirical findings about multi-dimensional attributes of honeymoon tourism. Uniquely, this study introduced a multidimensional scale for honeymoon tourism from the perspective of international honeymoon tourists. The validated multi-dimensional attributes of honeymoon tourism should be carefully considered as key elements of honeymooners' expectations for honeymoon products or services and provide new research directions in the field of honeymoon tourism research.



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Table 1: Respondent Profiles (N = 565)

<b>Profile Category</b>		<b>Frequency</b>	<b>Percent</b>	
<b>Gender</b>	Male	277	49	
	Female	288	51	
<b>Age</b>	20 or less	11	1.9	
	21-30	397	69.2	
	31-40	150	26.5	
	41-50	12	2.1	
	51-60	1	0.2	
<b>Country of Residence</b>	China	126	22.3	
	Asia except China	55	9.73	
	Middle East	26	4.60	
	Europe	248	43.89	
	North America	9	1.6	
	South America	4	0.71	
	Oceania	36	6.37	
	Africa	61	10.80	
	<b>Education</b>	High School	94	16.6
		Associate Degree	86	15.2
Undergraduate Degree		278	49.2	
Postgraduate or above		107	18.9	
<b>Monthly Household Income</b>	Less than US\$2,000	81	14.3	
	US\$2,001-4,000	238	42.2	
	US\$4,001-6,000	83	14.7	
	US\$6,001-8,000	59	10.4	
	US\$8,001-10,000	22	3.9	
	US\$10,001 or above	82	14.5	



Table 2: Results of EFA

Factor	Factor Loading	Cronbach's Alpha
<b>Factor 1:</b> Honeymoon accommodation (HMA) (eigenvalue: 14.34, % of variance: 35.87)		<b>0.84</b>
1. The hotel offers a variety of recreational facilities for honeymooners (i.e. spa, gym, sport activities, swimming pool).	0.67	
2. The hotel offers picturesque views.	0.65	
3. Honeymooners' privacy is well respected.	0.61	
4. The hotel is of acceptable quality.	0.50	
<b>Factor 2:</b> Honeymooners' privileges (PRV) (eigenvalue: 3.94, % of variance: 9.39)		<b>0.94</b>
1. An offer to upgrade is exclusively made to honeymooners.	-0.96	
2. A special discount on products or services is exclusively offered to honeymooners.	-0.94	
3. A complimentary extra night stay is exclusively offered to honeymooners.	-0.84	
4. The status of honeymooners is especially recognized.	-0.79	
5. The honeymoon trip is full of pleasant surprises (i.e. honeymoon cake, surprise events and other 'wow' elements).	-0.77	
6. The activities that are specifically arranged for couples are memorable (i.e. batik painting, cooking class and private romantic excursions).	-0.71	
<b>Factor 3:</b> Hospitality of local residents (HSP) (eigenvalue: 2.38, % of variance: 5.44)		<b>0.87</b>
1. Local people have a warm attitude.	0.90	
2. Local people are friendly.	0.89	
3. Genuine Thai hospitality is well presented by local people.	0.47	
<b>Factor 4:</b> Honeymoon destination image (IMG) (eigenvalue: 1.77, % of variance: 3.65)		<b>0.83</b>
1. Phuket is a romantic destination.	-0.83	
2. Phuket is a relaxing destination.	-0.66	
3. Phuket is a reputable honeymoon destination.	-0.65	
<b>Factor 5:</b> Dining experience (DIN) (eigenvalue: 1.50, % of variance: 2.89)		<b>0.68</b>
1. Food and beverages are of good quality.	0.74	
2. Food and beverages are varied.	0.63	
<b>Factor 6:</b> Honeymoon service providers (SP) (eigenvalue: 1.29, % of variance: 2.48)		<b>0.93</b>
1. Honeymoon service providers (i.e. tour operator staff, hotel staff, restaurant staff) have a good service attitude.	0.90	
2. Honeymoon service providers are trustworthy.	0.88	
3. Honeymoon service providers have good knowledge of their jobs.	0.79	
4. Honeymoon service providers (i.e. travel planners, hotels and restaurant operators) are competent.	0.76	
<b>Factor 7:</b> Accessibility (ACS) (eigenvalue: 1.15, % of variance: 2.06)		<b>0.83</b>
1. Public transport in Phuket is reliable (i.e. on-time schedule, high frequency of services on every route).	0.86	
2. Various types of public transport are available for tourists in Phuket.	0.83	
<b>Factor 8:</b> Local tour products (LTP) (eigenvalue: 1.03, % of variance: 1.77)		<b>0.80</b>
1. Local tour products provide access to exclusive places.	-0.62	
2. Local tour products provide a sense of luxury.	-0.56	
3. Local tour products offer good value for money.	-0.50	
<b>Factor 9:</b> Price (PRI) (eigenvalue: 1.00, % of variance: 1.61)		<b>0.73</b>
1. Phuket is an affordable destination.	0.65	
2. Phuket is a destination that offers good value for money.	0.51	

Note: Total variance explained = 65.15%, Kaiser–Meyer–Olkin measure of sampling adequacy = 0.92, Bartlett's test of sphericity =  $p < 0.001$

Table 3: Results of CFA

Factor	Factor Loading	t-value
<b>Factor 1: Honeymoon accommodation (HMA)</b>		
1. The hotel offers picturesque views.	0.80	8.59
2. Honeymooners' privacy is well respected.	0.64	N/A
3. The hotel is of acceptable quality.	0.81	7.59
<b>Factor 2: Honeymooners' privileges (PRV)</b>		
1. An offer to upgrade is exclusively made to honeymooners.	0.96	13.33
2. A special discount on products or services is exclusively offered to honeymooners.	0.95	13.30
3. A complimentary extra night stay is exclusively offered to honeymooners.	0.86	12.19
4. The status of honeymooners is especially recognized.	0.75	11.02
5. The honeymoon trip is full of pleasant surprises (i.e. honeymoon cake, surprise events and other 'wow' elements).	0.67	N/A
6. The activities that are specifically arranged for couples are memorable (i.e. batik painting, cooking class and private romantic excursions).	0.65	12.94
<b>Factor 3: Hospitality of local residents (HSP)</b>		
1. Local people have a warm attitude.	0.96	23.08
2. Local people are friendly.	0.88	19.89
3. Genuine Thai hospitality is well presented by local people.	0.87	N/A
<b>Factor 4: Honeymoon destination image (IMG)</b>		
1. Phuket is a romantic destination.	0.70	N/A
2. Phuket is a relaxing destination.	0.79	5.92
<b>Factor 5: Dining experience (DIN)</b>		
1. Food and beverages are of good quality.	0.69	N/A
2. Food and beverages are varied.	0.70	0.96
<b>Factor 6: Honeymoon service providers (SP)</b>		
1. Honeymoon service providers (i.e. tour operator staff, hotel staff, restaurant staff) have a good service attitude.	0.87	14.73
2. Honeymoon service providers are trustworthy.	0.73	12.19
3. Honeymoon service providers have good knowledge of their jobs.	0.83	N/A
4. Honeymoon service providers (i.e. travel planners, hotels and restaurant operators) are competent.	0.68	11.08
<b>Factor 7: Accessibility (ACS)</b>		
1. Public transport in Phuket is reliable (i.e. on-time schedule, high frequency of services on every route).	0.90	N/A
2. Various types of public transport are available for tourists in Phuket.	0.73	5.64
<b>Factor 8: Local tour products (LTP)</b>		
1. Local tour products provide access to exclusive places.	0.71	8.99
2. Local tour products provide a sense of luxury.	0.81	9.48
3. Local tour products offer good value for money.	0.67	N/A
<b>Factor 9: Price (PRI)</b>		
1. Phuket is an affordable destination.	0.68	N/A
2. Phuket is a destination that offers good value for money	0.89	7.64

Note: All factor loadings are significant at  $p < 0.000$ . Parameters are fixed at 1.0 for maximum likelihood estimation. Thus,  $t$ -values are not obtained (NA) for parameters fixed at 1.0 for identification purposes.

Table 4: Correlations (Squared Correlations), Reliability, AVE and Mean

	HMA	PRV	HSP	IMG	DIN	SP	ACS	LTP	PRI
HMA	1								
PRV	.07(.01)	1							
HSP	.22(.05)	.13(.02)	1						
IMG	.18(.03)	.04(.01)	.22(.05)	1					
DIN	.19(.04)	.34(.12)	.06(.01)	.10(.01)	1				
SP	.25(.06)	.13(.02)	.19(.03)	.23(.05)	.09(.01)	1			
ACS	.13(.02)	.19(.03)	.01(.00)	.24(.06)	.16(.03)	.19(.04)	1		
LTP	.25(.06)	.29(.08)	.44(.19)	.33(.11)	.16(.03)	.41(.17)	.22(.05)	1	
PRI	.29(.08)	.22(.05)	.23(.05)	.30(.09)	.32(.11)	.24(.06)	.16(.02)	.41(.17)	1
CR	.76	.92	.93	.72	.65	.86	.77	.80	.78
AVE	.52	.67	.82	.56	.48	.61	.67	.54	.63
MEAN	5.94	4.64	5.96	5.93	5.71	5.61	5.38	5.32	5.92
SD	.70	1.16	1.11	.83	.87	.71	1.33	.75	.90

Note: All correlations are significant at  $p < 0.01$ .

HMA: Honeymoon Accommodation; PRV: Honeymooners' Privileges; HSP: Hospitality of Local People; IMG: Honeymoon Destination Image; DIN: Dining Experience; SP: Honeymoon Service Providers; ACS: Accessibility; LTP: Local Tour Products; PRI: Price; HS: Honeymooner Satisfaction; CR: Composite Reliability; SD: Standard Deviation

**Table 5: Predictive Validity of Underlying Dimensions in Honeymoon Tourism Attributes**

	HMA	PRV	HSP	IMG	DIN	SP	ACS	LTP	PRI
HS	.46	.32	.28	.43	.31	.48	.33	.46	.39

Note: All correlations are significant at  $p < 0.01$ .

HMA: Honeymoon Accommodation; PRV: Honeymooners' Privileges; HSP: Hospitality of Local People; IMG: Honeymoon Destination Image; DIN: Dining Experience; SP: Honeymoon Service Providers; ACS: Accessibility; LTP: Local Tour Products; PRI: Price; HS: Honeymooner Satisfaction

Appendix A: Profiles of the Interviewed Industry Professionals

<b>Respondent</b>	<b>Job Title</b>	<b>Organization/Professional Field</b>
1	Director, Phuket Office	Government's Tourism Organization, Thailand
2	Marketing Promotion, Central Office	Government's Tourism Organization, Thailand
3	Vice President	Phuket Tourism Association
4	President and Managing Director	Phuket Tourism Council Premier Marina Complex
5	Director, Destination Sales	Leading Luxury Destination Complex
6	Manager, Wedding	Leading Luxury Destination Complex
7	Manager, Key Account	Inbound Tour Operator, European Market
8	Regional Market Manager	Inbound Tour Operator, Chinese Market
9	Licensed Tour Guide	Inbound Tour Operator, Japanese Market
10	Manager	Travel Agency
11	Assistant Manager, Front Office	Five-star International Resort
12	Assistant Manager, Wedding and Events	Five-star Independent Resort
13	Assistant Director, Sales, Corporate Office	Domestic Hotel Chain in Thailand
14	Senior Manager, Leisure Sales	Five-star International Resort
15	Owner Representative	Local Hotel Groups in Phuket
16	Director, Events and Wedding	Five-star International Resort
17	Manager, Wedding and Events	Luxury International Resort
18	Assistant Director, Leisure Sales	Luxury International Resort