The Causal Relationship Model of the Best Practice for SMEs of the Thai Tourism Industry in Crisis and Business Continuity

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Abstract

The objectives of this quantitative research were 1) to study and develop a causal relationship model of the best practices for small and medium enterprises (SMEs) and 2) to examine the consistency of the causal relationship model of the best practices for SMEs of the Thai tourism industry in crisis and business continuity with empirical data. Collecting data with 770 sample sizes from staff in SMEs of 3 businesses in the Thai tourism industry, namely, hotel businesses, restaurant businesses, and tour operator and travel agency businesses in Thailand, using by multi-stage sampling. The instrument for collecting data was the questionnaire which had a reliability of 0.97. Data were analyzed using frequency, percentage, mean, standard deviation, Pearson's product moment correlation coefficient, and structural equation modeling (SEM). A causal relationship analysis was performed to determine the path of influence of the variables: 1) Business Model Canvas (BMC) 2) Business Continuity Plan (BCP) 3) Crisis Management (CM) 4) New Normal Concept (NN) and Best Practice. (BP). The findings revealed that the established causal relationship model was very consistent with the empirical data. The Chi-Squares statistics for the structural equation model were statistics χ^2 = 462.98 df = 507 p = .919 GFI = .966 AGFI = .960 RMR = .740.

Keywords: Best Practices; Crisis; Business Continuity; The Causal Relationship Model

Introduction

Thai SMEs were growing steadily. with the proportion of gross product value (GDP) of SMEs at 37.3% in 2012, increasing to 42% in 2017 and increasing to 43% in 2018, worth more than 7 trillion baht, growing 0.8% per year, with the proportion of GDP of the top 3 SMEs in Thailand being the service sector at 44.0%, the trade sector at 31.4%, the manufacturing sector at 22.6%. By service sector of the hotel, accommodation, and restaurant businesses generated revenue of 646.2 billion baht and tourism and transportation businesses of 400.6 billion baht in 2018, although in the second half of 2018 the tourism sector slowed down due to the contraction of Chinese tourists. The accident of a ship capsizing at Phuket province caused the GDP in the service sector to slow down from the previous year. The growth was equal to 4.9 percent, which is still considered a good growth. This is a result of the expansion in the number of other Asian tourists including India, Malaysia, and East Asia (except China). (Office of Small and Medium Enterprises Promotion, 2019)

The World Economic Forum's 2019 Statistics of Countries with Competitiveness in Tourism Business reveals that Thailand has 35.5 million foreign tourists entering the country each year, spending up to $1,620 on tourism. US dollars per person, representing an annual value of 57.5 billion dollars in tourism to the country, equal to 9.6% of Thailand's GDP, and employing jobs in the labor market in the service sector for the population of 2.44 million people in the country. (World Economic Forum: WEF, 2020)

In Thailand, there are many SMEs and entrepreneurs in the Thai tourism industry who can access more capital by promoting their businesses competitiveness according to the national strategic framework. However, the tourism industry is highly volatile. Especially in the conditions of the world situation that is changing rapidly, and there is a lot of uncertainty known as VUCA and forecasts are not consistent, such as the wildfire crisis in Australia, volcano eruption in the Philippines, earthquake in Türkiye floods in Brazil, a swarm of locust's swarms in Africa, Lassa fever in Nigeria, PM2.5 dust in Thailand. And the global crisis is the spread of the new coronavirus (COVID–19) that has changed the dynamics and livelihoods of humanity around the world irreversibly, not including the changes in digital technology (Digital Transformation) and Technology Disruption, including crises in the past such as the Tom Yam Kung economic crisis. Goong Crisis) in Thailand Hamburger Crisis in the USA Tusnami in Japan SARS Bird Flu in China, Thailand, and Nigeria.

Therefore, the search for a causal model of good practices for small and medium enterprises in the Thai tourism industry in times of crisis and business continuity is important and necessary to develop guidelines for Good (Best Practices) for small and medium enterprises (SMEs) of the Thai tourism industry in a crisis situation. This is also a guideline for forecasting the direction of the business and finding strategies for planning business recovery after the crisis.

Research Objectives

1. To study and develop causal relationship models for best practice for SMEs in the Thai tourism industry in crisis and continuity business.

2. To examine the alignment of the causal relationship model of best practice for SMEs in the Thai tourism industry in crisis and continuity business with empirical data.

Literature Review

1) Best Practices are defined as follows: Cambridge defines it as "a way of working that is officially recognized as the best way to use it in a specific business or industry. PricewaterhouseCoopers, a leading international accounting organization, defines Best Practices as "an operational approach that can occur in any work process. The United Nations Population Fund (UNFPA) defines Best Practices as "a practice of planning or implementing results successfully in an environment where there is trial and error. I tried the right thing. While the National Productivity Institute defines Best Practices as "an approach that results in excellence in both quantity and quality, it is a new way of working to utilize organizational resources. Whether it's people or technology, it can be replicated until it is standardized. Have a clear origin and goal. The way it works is continuously improved. (Senanuch, 2014) The Office of Small and Medium Enterprise Promotion (HSRI) has established a framework for collecting data on performance indicators and project evaluation in accordance with the strategic framework 2012–2016, namely the Start-up Theme, Access to Finance Theme, Access to Technology Theme, Access to Market Theme, Good Governance Theme, CSR Theme, Environment Theme, and Cluster Development Theme. (Office of Small and Medium Enterprise Promotion, 2016) and encourage small and medium-sized enterprises (SMEs) to monitor their business operations in the field of marketing. Funding, labor, management, production technology, goods and services, and access to government policies. Moreover, in order to further develop the scope of the 2017–2021 strategy in line with the

Thailand 4.0 context and technology transformation that focuses on 5-year SMEs promotion plan (2017-2021), three strategies have been formulated as follows: *Strategy 1*: Promote and develop SMEs by issue, emphasizing strategies to enhance productivity, technology and innovation. Promote access to funding. Promote market access and internationalization; develop and promote entrepreneurship. *Strategy 2:* Strengthen SME capacity to create new high value startups Indicators and goals of Strategy 1: Create new high value startups: High Value startups increase by 20%. Encourage integration and networking SME business proportion of clusters with potential to black Business operations increased by 20 percent. And *Strategy 3:* Develop mechanisms to systematically drive SME promotion and develop effective SME promotion tools. Number of Data Center users and review and revise laws, rules, regulations, and benefits to facilitate and reduce barriers to SME business operations. (Office of Small and Medium Enterprise Promotion, 2018)

In conclusion, Best Practices is an excellent practice, which is a pattern or operational approach that has empirical results and affects the good performance of the organization. It must have a format that is accepted by personnel within the organization and external personnel such as business partners, customers, and stakeholders. The Company has continuously developed to keep up with the situation and to increase competitiveness in the business to run continuously and sustainably.

2) The Business Model Canvas (BMC) is usually related to customers, products, and services of a business. There are 9 key components of the model. 1) bmc1: Value Propositions (VP), 2) bmc2: Customer Segments (CS), 3) bmc3: Customer Relationships (CR), 4) bmc4: Channels (CH), 5) bmc5: Revenue Streams (RS), 6) bmc6: Key Resource (KR), 7) bmc7: Key Activities (KA), 8) bmc8: Key Partners (KP), and 9) bmc9: Cost Structure (CS). (Osterwalder & Pigneur, 2010)

3) Small and Medium Enterprises (SMEs) of the Thai Tourism Industry, according to statistics from the Office of Small and Medium Enterprise Promotion, in 2020, Thailand had 424,670 SMEs in the tourism industry, employing 1,519,872 people. 334,736 persons in the restaurant business, 27,272 persons in the hotel & accommodation business, 10,049 persons in the tour operator business and 59,790 persons in the related services business (Office of Small and Medium Enterprise Promotion, 2021)

4) The Oxford dictionary describes Crisis as "a time of serious trouble, a moment of danger, or a time of decision making", which is classified into 2 types: 1) natural crisis and 2) human-induced crisis. (Glaesser, 2006) While the crisis management model in the tourism

industry often uses the PPRR in Crisis Management Model, which focuses on prevention cm1: Prevention, cm2: Preparation, cm3: Response and cm4: Recovery. (Pforr & Hosie, 2009)

5) The New Normal concept is a social phenomenon that has emerged from the crisis of the epidemic of the new virus, or COVID 19, resulting in a new normal lifestyle, including tourism management, which has a new normal in tourism as follows: 1) nn1: Social distancing), 2) nn2: Work from home or anywhere; 3) nn3: Safety and Health (hygiene safety standards); 4) nn4: Go digital and technology; and 5) nn5: E-Commerce. (Horthong, 2020)

6) Business Continuity Plan (BCP), which uses the same criteria as ISO 22301 with the Business Continuity Management System standard. (Asia-Pacific Economic Corporation: APEC, 2014) There were 10 steps, as follows: 1) bcp1:Setting goals, scope, and teams 2) bcp2:Main activities and target stages of rehabilitation) 3) bcp3: Necessary things to restore the core activities of the business 4) bcp4: Business Risk Assessment 5) bcp5: Prevention and mitigation of disasters that cause damage in business 6) bcp6: Urgent response in case of business damage 7) bcp7: Urgent business continuity strategy for a speedy recovery 8) bcp8: Financial preparation 9) bcp9: Basic practices for optimizing business continuity 10) bcp10: Continuous review and development of business plans).

In conclusion, The causal relationship model of best practice for business was analyzed by synthesizing the components of best practice development for SMEs of the Thai tourism industry consisting of hotel business, restaurant business and tour operators and travel agencies in crisis and business continuity based on concepts and theories and summarizing elements of best practice development for SMEs of the Thai tourism industry in 5 theories and concepts that were performed to determine the path of influence of the variables: 1) Business Model Canvas (BMC) 2) Business Continuity Plan (BCP) 3) Crisis Management (CM) 4) New Normal Concept (NN) and Best Practice (BP).

Conceptual Framework

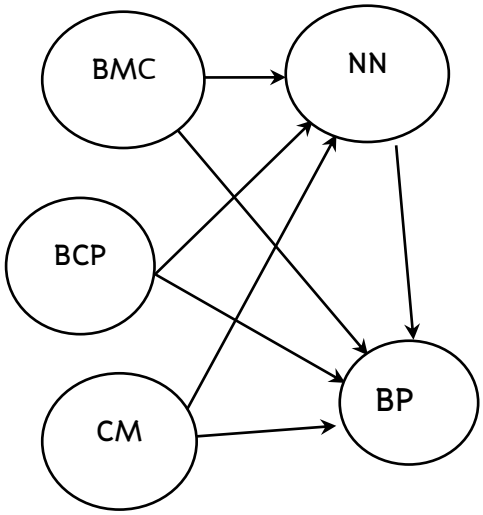


Figure 1. Conceptual Framework

For the Causal Relationship Model of the Best Practice for SMEs of the Thai Tourism Industry in Crisis and Business Continuity, The researcher has developed a conceptual framework for research based on several business management theories and concepts to be applied in education and development. The causal factors influencing best practice (BP) were the Business Mode Canvas (BMC), Business Continuity Plan (BCP), and Crisis Management (CM), and all factors have the same mediator, the New Normal Management Concept (NN), which directly affects Best Practices (BP) as shown in Figure 1.

Research Methodology

Acknowledgment

Thank you, staff, associates, and business owners of the hotel businesses. tour operators, travel agencies, and restaurants that operate SMEs businesses in all 5 regions of Thailand, especially Supporting organizations and institutions related to the Thai tourism industry, such as the Thai Hotel Association, Thai Tourism Association, and Thai Restaurant Association, and everyone who cooperates in this research very well. This research was considered for approval by the Human Research Ethics Committee. Khon Kaen University (Institution Review Board: IRB Number 00012791) and Federal Wide Assurance: FWA00034

This research is quantitative. Multi–stage sampling is done using cluster sampling, whereby the researcher determines the sample size according to the principle of Structural

Equation Modeling (SEM). This corresponds to the use of Hair et al. (2010), i.e., using a sample size of 10 people per parameter to estimate or number of paths (Stevens, 2002) that showed the relationship between variables in the model and the conceptual framework in the research. In this research, there were a total of 77 parameters to estimate, so the sample size was 770. These were personnel working in 3 major businesses with potential in the Thai tourism industry: 1) Hotel and accommodation businesses; 2) Restaurants and food service businesses; and 3) Travel agency businesses in 5 regions of Thailand, namely the Central, Northern, Southern, Eastern and Northeast regions. The main tool used to collect data for this research is a questionnaires.

A research tool was created and developed through the IOC (Index of Item Objective Congruence) of 5 experts, with a validity of 0.97, to analyze data and interpret research results. The researcher analyzed the data from the questionnaire with a ready-made computer program to find various statistics, which consisted of: 1) Descriptive basic statistics such as percentage, average, mean, and standard deviation 2) Statistics analyze the relationship between variables by analyzing the Pearson product moment correlation coefficient (rxy). (Uon, 2007) and 3) Structural Model Analysis Statistics are used to verify the consistency of models with empirical data. Maximum likelihood) and direct and indirect effects, while construct validity is assessed with Confirmatory Factor Analysis (CFA). (Jöreskog & Sörbom, 2004; Wiratchai, 1999). The indices used to verify goodness of fit measures of models with empirical data include χ^2/df, CFI, GFI, AGFI, RMSEA, and SRMR. (Bollen, 1989; Angsuchot, 2011) 4) The statistics used in the hypothesis test are Bartlett's Test of Sphericity statistics and the Kaiser index. Kaiser-Meyer-Olkin Measure of Sampling Adequacy = KMO (Wiratchai, 1999; Hair et al., 2010)

The researcher conducted a confirmatory factor analysis (CFA) to verify the suitability and validity of the structural equation model by considering the component weight and R^2 value to check the covariance of the indicators. In order to verify the suitability and validity of the structural equation model by considering factor loading and $R^2 > 0.50$, where Chi-Square = 0 and df = 0 is model identification. Measured as Just Identification, Chi- Square values > 0 and df > 0. Measurement model as Over Identification. Confirmatory factor analysis was possible. Chi-square values < 0 and df < 0. Under Identification measurement model. Confirmatory factor analysis was not possible (Bollen, 1989; Angsuchot, 2011) The statistics used to test the hypothesis were the Bartlett's Test of Sphericity and the Kaiser-Meyer-Olkin Measure of Sampling Adequacy = KMO), where the KMO value should be close to 1. A lower value indicates a small correlation between

the variables. and not suitable for elemental analysis (Wiratchai, 2009; Hair et al., 2010) The details of the KMO index criteria are as follows Table 1.

Table 1 Kaiser–Meyer–Olkin Index (KMO)

Kaiser–Meyer–Olkin Index (KMO)	Level
KMO > .90	Very Good
.80 < KMO < .89	Good
.70 < KMO < .79	Medium
.60 < KMO < .69	Low
.50 < KMO < .59	Very Low
KMO < .50	is unsuitable and unacceptable.

Table 2 The results of the confirmatory factors analysis of the best practice component measurement model for SMEs in the Thai Tourism Industry

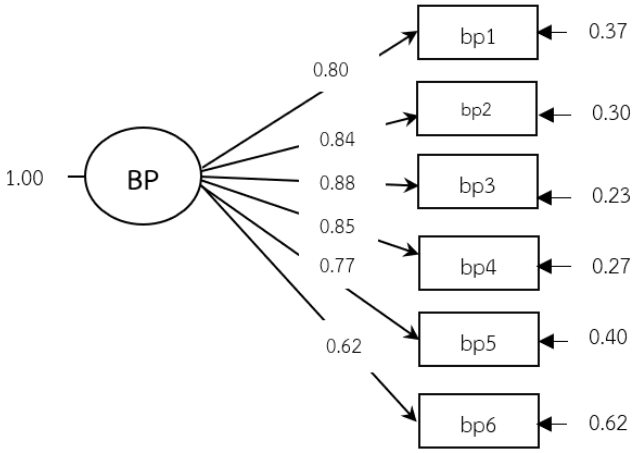
Internal Observed Variables	Factor Loading beta	b(SE)	t	R^2	Beta
bp1	0.80	2.917(0.31)	9.30**	0.63	0.04
bp2	0.84	1.04(0.10)	10.02**	0.69	0.16
bp3	0.88	3.21(0.29)	10.81**	0.76	0.07
bp4	0.85	1.48(0.14)	10.40**	0.73	0.13
bp5	0.77	1.73(0.19)	8.93**	0.59	0.06
bp6	0.62	1.06(0.16)	6.59**	0.38	0.04
χ^2 = 14.39 df = 9 p = .10 GFI = 0.95 AGFI = 0.89 RMR = .18					

n = 100

From Table 2, the results of the confirmatory factor analysis according to the component measurement model of best practice for enterprises (BP) showed that the model was consistent with the empirical data. It can be determined from the Chi–square value (χ^2 =14.39, df =9, p = .10), which was not significantly different from zero. The GFI was 0.95, the AGFI was 0.89, and the root–mean–square index of residuals (RMR) was .18. shows that the model is consistent with the empirical data.

The component weights of all variables were positive. They ranged from .62 to .88 and were all statistically significant at the .01 level. The variable with the highest weight was marketing management (bp3), with a component weight of 0.88, and was associated with good

practice. For enterprises, 76 percent, followed by enterprise management and risk (bp4), technology innovation (bp2), finance and investment (bp1), labor and human resource management (bp5), and access to government promotion policies (bp6) with component weights equal to 0.85, 0.84, 0.80, 0.77 and 0.62, respectively, with 73, 68, 63, 59 and 38 percent of the variations with good practices for enterprises, respectively, indicating that these variables It is an important parameter of best practice for enterprises. As shown in Table 2 and Figure 2.



Chi-Square = 14.39, df=9, P-value=0.10909, RMSEA=0.078

Figure 2. Confirmatory Factor Analysis (CFA) of Best Practice for SMEs in Thai Tourism Industry in Crisis and Business Continuity

Research Results

The results of this research were presented by quantitative data analysis. The researchers defined the following symbols and abbreviations representing 2 kinds of variables: 1) The symbol for latent variables is BMC (business model canvas), BCP (business continuity plan), CM (crisis management), NN (new normal concept), and BP (best practices) 2) Symbols used to represent observable variables as following.

bmc1 refers to Value Propositions (VP)

bmc2 refers to Customer Segments (CS)

bmc3 refers to Customer Relationships (CR)

bmc4 refers to Channels (CH)

bmc5 refers to Revenue Streams (RS)

bmc6 refers to Key Resource (KR)

bmc7 refers to Key Activities (KA)

bmc8 refers to Key Partners (KP)

bmc9 refers to Cost Structure (CS)
bcp1 means Setting goals, scope, and teams.
bcp2 means Main activities and target stages of the rehabilitation.
bcp3 means Necessary things to restore the core activities of the business.
bcp4 means Business risk assessment.
bcp5 means Prevention and mitigation of disasters that cause damage in business.
bcp6 means Urgent response in case of business damage.
bcp7 means Urgent business continuity strategy for a speedy recovery.
bcp8 means Financial preparation.
bcp9 means Basic practices for optimizing business continuity.
bcp10 means Continuous review and development of business plans.
cm1 refers to Prevention.
cm2 refers to Preparation.
cm3 refers to Response.
cm4 refers to Recovery.
nn1 means Social distancing.
nn2 means Work from home or anywhere.
nn3 means Safety and Health (hygiene safety standards)
nn4 means Go Digital and Technology
nn5 means E-Commerce)
bp1 refers to Finance and Investment.
bp2 refers to Innovative Technology.
bp3 refers to Marketing Management.
bp4 refers to Organization and Risk Management
bp5 refers to Labor and Human Resource Management.
bp6 refers to Access to Government Promotion Policies.

A consistency analysis with empirical data on the development of best practices for small and medium enterprises (SMEs) in the Thai tourism industry in crisis and business continuity was done.

To analyze the data of this model, there were 5 latent variables: Business Model Canvas (BMC), Business Continuity Plan (BCP), Crisis Management (CM), New Normal Concept (NN), and Best Practice (BP), totaling 34 variables.

Based on the analysis of the development of best practices for SMEs in the Thai tourism industry in times of crisis and business continuity with transmission variables, it was found that the

model was consistent with the empirical data. Considering from the statistics used to verify the consistency between the model and the empirical data, the chi–square value was 462.98 degrees of freedom is 507, the probability (p) was .91, that was, the chi–square difference value was not significantly different from zero, indicating that it accepts the main hypothesis that Development of best practices for SMEs of the Thai tourism industry. Developed in harmony with empirical data, this corresponds to the analytical results: the GFI was .966, the adjusted GFI was .960, which was close to 1, and the root–mean–square index was .960 of the remainder (RMR) was equal to .740, approaching zero. and the remainder in the form of the standard score between the highest variables (Largest Standardized Residuals) was 3.260, which supported that the research model was consistent with the empirical data.

From the reliability of the observational variables, it was found that the observational variables had a reliability value of .14 to .38. The variables with the highest reliability were organization and risk management (bp4), with a reliability value of .38; followed by innovation technology (bp2) with a reliability value of .37; marketing management (bp3) with a reliability value of .37; labor and human resource management (bp5) with a reliability value of .36; and the variable with the lowest validity was the use of technology and the Internet (nn4), with a validity of .14. Overall, the reliability of most of the observed variables was low.

When considering the predictive coefficient (R–SQUARE) of the structural equation of latent internal variables, it was found that the New Normal Management (NN) had a predictive coefficient of .71, indicating that the internal variables in the model were business models (BMC). Business Continuity Management (BCP) and Crisis Management (CM) plans can account for 71% of the variance in the new normal management Good Practice for Enterprises (BP) with a predictive coefficient of .89, indicating that variables within the model, namely Business Model (BMC), Business Continuity Plan (BCP), Crisis Management (CM), New Normal Management (NN), accounted for 89 percent of the variance in best practice for the organization.

If the correlation matrix between latent variables was considered, it was found that the correlation coefficient range between latent variables ranged from .794 to .975, with all pairs of variables having the same directional correlation. (Positive correlation) The variables with the highest correlation coefficient were Business Model Canvas (BMC) and Crisis Management (CM) with a correlation coefficient of .975. There was a high correlation, indicating that when more Business Model Canvas (BMC), more Crisis Management (CM). and the second correlation

coefficient was Business Model Canvas (BMC) and Business Continuity Plan (BCP) with a correlation coefficient of .971 and a high level of correlation.

Considering direct and indirect influences between variables in the model, it was found that the relationship between business model canvas (BMC) variables and best practice (BP) for SMEs (correlation size = .26) was separated into direct influences –. 30 and indirect influences (.56 was a total influence of .26). Direct influence does not affect best practices for SMEs. While indirect influences affect best practices for SMEs. with statistical significance at the .01 level, the relationship between the variables of business continuity plan (BCP) and best practices (BP) for SMEs (relationship size = .19), separated into direct influences .41 and indirect influences –.21 as a total effect .19. The relationship between crisis management (CM) variables and best practice (BP) for SMEs (correlation size = .44) separated into direct effects .28 and indirect influence (.16) and total influence .44

Based on mediators, it was found that the management of the new normal (NN), has a higher influence than direct influence, meaning that the causal relationship model develops best practices for SMEs in the Thai tourism industry. In times of crisis and business continuity, there was a new normal way of administration (NN) as a good mediator.

It is worth noting that the direct influence size and the total influence of the business model canvas (BMC) influence on the new normal management (NN) size .91 with statistical significance at the .01 level.

In addition, crisis management (CM) had a direct and total influence on the new Normal management (NN) size of .27, with statistical significance at the .01 level. Details of the analysis results are shown in Table. 3 and Figure 3

Table 3 : Statistical analysis of separate correlation between latent variables and analysis of the influence of developing best practice for SMEs of the Thai tourism industry in crisis and business continuity

cause variable	BCP			CM			NN			BP		
effect variable	TE	IE	DE	TE	IE	DE	TE	IE	DE	TE	IE	DE
BMC	–	–	–	–	–	–	.91** (1.04)	–	.91** (1.04)	.26** (.75)	.56** (.69)	–0.30 (0.06)
BCP	–	–	–	–	–	–	–.35** (.54)	–	–0.35 (.54)	.19** (.37)	–0.21 (.35)	.41** (0.02)
CM	–	–	–	–	–	–	.27** (.70)	–	.27** (.70)	.44** (.53)	.16** (.42)	.28** (.11)
NN	–	–	–	–	–	–	–	–	–	.60** (.14)	–	.60** (.14)

Statistics	Chi-Squares statistics χ^2= 462.98 df = 507 p = .919 GFI = .966 AGFI = .960 RMR = .740						
variable	bmc1	bmc2	bmc3	bmc4	bmc5	bmc6	bmc7
validity	.30	.32	.30	.32	.29	.32	.32
variable	bmc8	bmc9	bcp1	bcp2	bcp3	bcp4	bcp5
validity	.32	.32	.29	.29	.28	.32	.35
variable	bcp6	bcp7	bcp8		bcp9		bcp10
validity	.28	.32	.33		.33		.29
variable	cm1	cm2	cm3	cm4	nn1		nn2
validity	.32	.33	.32	.31	0.26		0.21
variable	nn3	nn4	nn5	bp1	bp2		bp3
validity	0.22	0.14	0.35	0.35	0.37		0.37
variable	bp4	bp5	bp6				
validity	0.38	0.36	0.34				

Variable Structural Equations	NN	BP
R SQUARE	.71	.89

Correlation matrix between latent variables.

latent variable	BP	NN	BMC	BCP	CM
BP	1.00				
NN	.913**	1.00			
BMC	.879**	.839**	1.00		
BCP	.864**	.794**	.971**	1.00	
CM	.879**	.832**	.975**	.945**	1.00

*Note: The number in parentheses is a Standard Error, **p < .01.*

TE = Total Effect, IE = Indirect Effect, DE = Direct Effect

Discussion

The business model canvas (BMC) was found to be consistent with the empirical data (p = 0.06), consisting of 9 indicators, of which the most important variable was access channel (bmc4) with a component weight equal to 0.89. ~~and~~ There was a 78% variance with the business model, followed by main activities (bmc7), customer rapport (bmc3), main resources available (bmc6), and the component weights were 0.86, 0.84 and 0.84, respectively. This is consistent with the business model (BMC) (Aungvaravong & Yanakittkul, 2017; Clark, Osterwalder & Pigneur, 2012), including the linear equation structural model that was consistent with the research Service Logic Business Model Canvas with the objective of the study to develop a service logic conceptual framework for business model development. "Service Logic" covers the fundamental principles of contemporary customer–value–oriented business logic. A new tool called the Service Logic Business Model Canvas has been developed, which is an adaptation of the original Business Model Canvas (Osterwalder & Pigneur, 2010). This study uses service logic in business model thinking. It embeds a real and deep understanding of customer values in each component of the business model (Ojasalo & Ojasalo, 2018). The Business continuity plan (BCP) component correlates to empirical data (p = 0.24), consisting of ten indicators, the most important of which were pre–incident prevention and mitigation. Training to improve BCP and business continuity strategies in order to recover quickly. The linear equation structure model adheres to the theoretical concept of the APEC Small and Medium Enterprise Working Group, which employs the same criteria as ISO 22301 and has business continuity management system requirements. Disaster mitigation and incident prevention drills for optimizing business continuity plans and tactics for rapid recovery (APEC Small and Medium Enterprise Working Group, 2014). While the crisis management component (CM) is based on empirical data (p = 1.00), it includes four indicators: response; preparation in accordance with the theoretical concept of the study on risk management and crisis management in the hotel sector, the composition weights were 0.99, 0.75, 0.73, and 0.65, respectively. restaurants, catering businesses, and travel companies (Pforr & Hosie, 2009; Israeli, 2007; Semerciöz et al., 2015; Rugmai et al., 2017; Srihirun, 2017; Trongkong, 2018) The new normal management component (NN) is consistent with empirical data (p = 0.23), consisting of 5 indicators, namely online trading. Use of technology and the Internet for social distancing Working from home or on the go and hygiene safety standards with component weights of 0.87, 0.74, 0.53, 0.48 and 0.38, respectively, which is consistent with this reference research (Horthong, G.,

2020); (Department of Business Development, 2020; Chalermdan, 2020). For the component of best practice for small and medium enterprises (BP), it was consistent with empirical data (p = 0.10), consisting of 6 indicators: market management; Enterprise and Risk Management; innovative technology; finance and investment; Labor and human resource management; and access to government promotion policies with component weights of 0.88, 0.85, 0.84, 0.80, 0.77 and 0.62, respectively, have a theoretical concept that is consistent with this reference research (Chaiphakdee, 2019; Senanuch, 2014)

Referring to research in Vietnam on the topic of the competitiveness of small and medium enterprises (SMEs) in the tourism sector: the role of leadership competencies (Le Chi Cong & Dao Anh Thu, 2021), the results indicate promising credibility, satisfaction, and validity of the structure and support for two models within a structural equation model to assess the influence of *leadership ability* on SMEs competitiveness. Data from both customers and competitors shows that an organization's competitiveness and performance are affected by real–world experience. relationship building performance, strategic vision, operational management, and competencies. While the finding of Poland's perspective in the research title of Crisis Management Practices in Tourism SMEs During the COVID–19 Pandemic (Kukanja, Planinc & Sikošek, 2020) indicated that SMEs primarily focus on the following Crisis management practices (CMP) dimensions (respectively): workforce, cost control, organizational support, and promotional and customer–related marketing practices. Results show that there were statistically significant differences in the usage of different CMPs among the different types of SMEs. The research results were consistent with the research in this paper that collected the data from SMEs in Thai tourism and showed the highest reliability of the observed variables, namely, Organization and risk management (bp4), Technology innovation (bp2), Marketing management (bp3), Labor and human resource management (bp5), which were the causal factors of best practice. Moreover, the correlation coefficient range between all pairs of latent variables had a same–direction relationship. The variables with the highest correlation coefficient were Business Model (BMC) and Crisis Management (CM), with a correlation coefficient of .975 more business Crisis management has also increased, and the second correlation coefficient was business model (BMC) and business continuity plan (BCP), with a correlation coefficient of .971, and a high level of correlation. However, the findings of the survey, in the research title "Business continuity management of small and medium sized enterprises: Evidence from Thailand", with 136 senior executives who operate SMEs in Thailand found that Thai SMEs see the need for disaster management in their

operations at a high level. But preparedness for business continuity was Low. This includes the failure to provide a written business continuity plan (BCP). Although the knowledge of Business Continuity Management (BCM) and the related training requirements of each subject will vary, Business continuity knowledge and training needs were positively correlated with business size, processing time and disaster experience. (Kato & Charoenrat, 2018)

Knowledge from Research

The new knowledge gained can be shown as Figure 3: The Causal Relationship Model of the Best Practice for SMEs in Thai Tourism Industry in Crisis and Business Continuity.

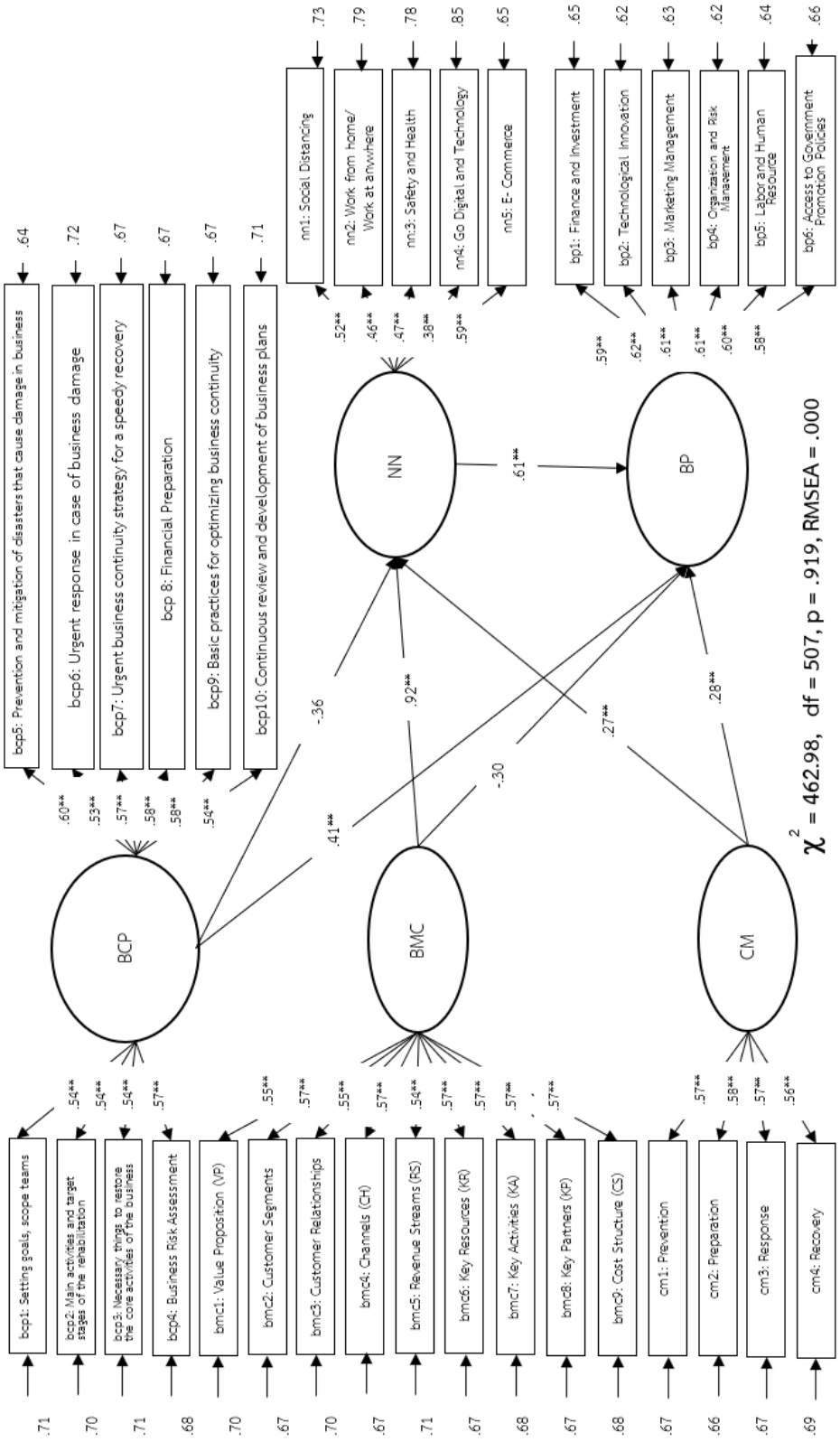


Figure 3: The Causal Relationship Model of the Best Practice for SMEs in Thai Tourism Industry in Crisis and Business Continuity

Conclusion

The causal association analysis was carried out to discover the path of influence of the variables. 1) Business Model Canvas (BMC) 2) Business Continuity Plan (BCP) 3) Crisis Management (CM) 4) New Normal Management Concept (NN) and Best Practice. (BP) The findings demonstrated that the constructed causal link model was quite consistent with the empirical data. The structural equation model's Chi–Squares statistics were χ^2= 462.98 df = 507 p = .919 GFI = .966 AGFI = .960 RMR = .740, and the influence of the variables in the model was as follows: The relationship between business model variables (BMC) and best practices for companies (BP) (correlation size =.26) was divided into direct and indirect effects (–.30 and.56, respectively). The overall impact was.26. The direct effect has no bearing on company best practices. However, the indirect effect had an impact on business best practices at the 0.01 level, which was statistically significant. While the mediators discovered that the new normal management concept had a greater influence than the direct effect on the causal relationship model of best practice development for Thai tourism sector SMEs in crisis and business continuity, according to the new normal management concept (NN), which was a good mediator of transmission variables. There was an effect on the new normal management concept (NN) size of.91, with statistical significance at the.01 level for the size of the direct and total effect of the business model canvas (BMC). Furthermore, crisis management (CM) had a direct and total effect size of.27 with statistical significance at the.01 level on the new normal management (NN).

Recommendation from research results

Apply the research results to action research through the implementation of training courses for SMEs in hotels, tour operators and restaurants by using best practices in crisis and business continuity plan.

Suggestion for the next research

There should be a combination of qualitative research methods including in–depth interviews and focus group discussions with samples of SMEs entrepreneurs to find guidelines for developing best practices for SMEs in the Thai tourism industry in the crisis situation and trying to find strategies for conducting business with efficiency, continuity, and insights into the adaptation and recovery of SMEs business owners and stakeholders.

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