

## The Decision Making for the Entry Mode Strategies of Hotel Business in Yangon, Myanmar

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Danupon Sangnak, Chananyoo Titabura

Aunchistha Poo-Udom and Kanjanapa Intarajak

Kasetsart University

### ABSTRACT

The purpose of this to study the mode of entry strategies for Thai multinational enterprises to investing hotel business in Yangon, Myanmar. This research utilized the triangulation technique by an in-depth interview as the semi-structured interview with the fifteen key informants are both Thailand and Myanmar include; 1) Hotel investors and general investors, 2) Academician and government agencies, and 3) The third-party expert such as bankers and used the thematic analysis to analyzed the data, the result found that; 1) The Concern to Industrial Environment factors have the six factors including; Myanmar Political Situation, Myanmar Economic Situation, Myanmar Social Situation, Myanmar Technology Situation, Myanmar Environmental Situation, and Myanmar Legal Situation. 2) Expected Benefit affects the two factors including; Performance, and Expect. 3) The Constraint factors have five factors including; Rivalry among Firms, Threat of New Entrants, Bargaining Power of Suppliers, Bargaining Power of Buyers, and Substitute Products. 4) The Criteria to Select Firm factors to have four factors including; Executive Experience, Location advantage, Internalization advantage, and Financial Statement. 5) The Preparation factors have four factors including; Strategy, Competency, Knowledge, and Organization. 6) The mode of entry strategies to invest in Myanmar including; Greenfield and Joint venture.

**Keywords:** International Business, Mode of entry, Investment in Myanmar, Multinational Enterprises

## INTRODUCTION

Thailand and Myanmar are the countries in Association of Southeast Asian Nations (ASEAN) and affiliate ASEAN Economic Community (AEC) member countries (Plumme, 2006). “Republic of the Union of Myanmar” or “Myanmar” is a neighboring country of Thailand. Trade and investment relationship for the Myanmar also increased steadily (Kudo & Mieno, 2007). Recently, Myanmar's political transition in the country in the direction of more liberalization by increased international recognition and has been easing sanctions against the country (Zin & Joseph, 2012, Bünthe & Dosch, 2015, Theguardian, 2016). Although Myanmar has been dubbed complex country (Thomas, Phillips, Lovekamp, & Fothergill, 2013) and new emerging market (Schuman, 2015, International Monetary Fund [IMF], 2015), the updated version of the new investment law is expected to provide more benefits to foreign investors (U.S. Department of State, 2015).

Myanmar has rich in natural resources, including forestry, minerals, natural gas size and has about fifty-four million populations for emerging market and relatively undeveloped economy; these are the treasure that investors around the world have focused. There are a lot of investment opportunities in the country such as telecommunications, agriculture, various natural resources, mineral, and fisheries, etc. (Reilly, 2013, Lynn & Oye, 2014). Myanmar has focused on the expansion of the industrial sector. Main industries are including, Agricultural processed Timber, Textile, Food, Pharmaceutical Industrial, Automotive components, Ceramics and Chemicals-industrial. Myanmar has given priority importance to the development of the industry especially to replace imports and add value to the raw materials in the agricultural and natural resources (Reilly, 2013, Bank of Thailand, 2015).

Thailand has the advantage of being a neighboring and bordering country with Myanmar more than competitors in ASEAN and other competitors. These advantages are such as low logistics costs and relatively low labor cost than others developed competitors (Chirathivat & Cheewatrakoolpong, 2015). Myanmar is a country with the economy is growing and also with the increasing demands much more on consumer goods (Giroud & Mueller, 2015). Therefore, there have been many foreign investors looking into the once-isolated country for their foreign investment opportunities (Bekaert, Harvey, Lundblad, & Siegel, 2007).

Though, Myanmar has many features for the business opportunity, there are many obstacles to entrepreneurs including political stable, the limit of an educated workforce skilled, inadequate infrastructure (Brown, 2005, Knodel & Pothisiri, 2015, The world bank, 2016), ethnically diverse and the conflict of indigenous cultures (Cheng Guan, 2007, Zin & Joseph, 2012, Hayden & Martin, 2013, UNODC, 2013), technology (Spence, 1998, Nam, Cham, & Halili, 2015), and natural disaster (Gutter, 2001) and legal regulation (Pricewaterhouse Coopers Myanmar Co., Ltd.(PWC), 2015). These are factors that contributed to the risk of entrepreneurs. Moreover, Myanmar knowledge still quite and limited in some groups only (Dapice, 2003). Multinational enterprises (MNEs) those interested in Myanmar market need to understand the factors before entering into this emerging market. Modes of entry are impact on, performance, profits, cost, organization culture, survival and failure of MNEs (Fraser & Rose, 1972, Elia, Massini, & Narula, 2015, Hollender, Schwens, & Brouthers, 2015).

Aforementioned, Yangon, Myanmar is the town that there is a potential business opportunity, particularly, the hotel business and urgently required in Myanmar. Meanwhile, Thailand has great potential in the hotel business. Thailand and Myanmar government have mutual encouraged TMNEs to invest in Myanmar. It's the great opportunities to share hotel business market that the trend is growing in the future also brings the money back to developed Thailand as the home country (PWC, 2015; Soans & Abe, 2015)

Therefore, this article is recognizes the importance of "The Decision Making for the Entry Mode Strategies of Hotel Business in Yangon, Myanmar". Research objective to study the mode of entry strategies for Thai multinational enterprises to investing hotel business in Yangon, Myanmar. In business paradigm has been focused on mega changing, further in international business has been focused on the changing of realities rather than changing perspectives (Kuhn, 1970, Clarke & Clegg, 2000). Emerging markets and MNEs has become a popular topic for study; particularly in the last decade (Pillania & Fetscherin, 2009) to reduce the risk (Bruno & Shin, 2014) and it could be the information of cross-border investment decision (Smith, 1971, Bradford, 1987, Shah & Thakor, 1988, Boyle & Guthrie, 2003, Zhang, 2015, Nummela, Saarenketo, & Loane, 2016) in emerging market as Myanmar. Moreover, these are the important

moment to expand trade and investment ahead of competitors from the World and The AEC countries to take market share in Myanmar (Dau, 2013).

## LITERATURE REVIEW

**Background;** this paper is originally derived ideas from the research, “Appropriate Forms of Tourism along the Border between Thailand and Myanmar”, which is funding by Thailand Research Fund and National Research Council of Thailand (NRCT) and some ideas from the article, “Tourism: Dawei Tanintharyi Territory of the Republic of the Union of Myanmar” (Wongsaichue, et al., 2014; Sangnak, et al., 2015). Furthermore, evidences from both practitioners publications and academic papers has shown that now foreign entrepreneurs would like to explore for more understanding in Myanmar business climates and to investigate the efficient investment strategy in Myanmar business environment (Sawasdeesean, 2016).

MNEs are firms that operations in more than one country, international sales, and a mix of nationalities among managers and owners (Peng, 2014, Zander, McDougall-Covin, & Rose, 2015). This paper used Thailand instead of Thai due to the people around the world recognizes Thailand, which was the national identity of Thailand (Reynolds, 2002). MNEs from developing countries also need to consider risk and cost challenge (Demirbag, Glaister, & Tatoglu, 2007, Anna Lamin, 2013) before making a decision on entry mode strategy.

1. Concern to Industrial Environment means concerns of international business environment to understand and evaluate various parameters before entering into any country (Shilei & Yong, 2009, Yüksel, 2012). These parameters are called environmental factors. They determine the direction and purpose of the International business operations (Kotler & Keller, 2006), including; 1) Political factors the way the government intervention in the economy, 2) Economic factors is the describes the factors that determine the production, distribution and consumption of goods and services, 3) Social factors refer to living together of humans in the community, which is different in each society, 4) Technological factors is the skills, methods used in the goods production or services processes in the successful of objectives, 5) Environmental Factors geographical conditions affecting business operations, which may especially affect industries, 6) Legal factors to control and regulate them properly according to

the law and procedure in the economy (Sengodan, Choi, Jun, Shin, Ju, Jeong, & Kim, 2015, Husted, Montiel, & Christmann, 2016).

2. Expected Benefit which means business expects to benefit for investing hotel business in Yangon, Myanmar. It is the process of identifying opportunities and problems and then resolving them. Decision making involves efforts both before and after the actual choice (Luthans & Doh, 2012). In the international market, first-mover advantage is the advantage gained by Leadership Company for gaining competitive advantage on firstly controlling of resources to gain huge profit. If the first-mover does not capitalize on its advantage, its “first-mover disadvantages” leave opportunity for new entrants to enter the market and compete more effectively and efficiently than the first-movers (Maitland & Sammartino, 2015, Chen & Kamal, 2016), including; 1) Performance which means investment in Myanmar makes a company with strong prospects for future growth and reliability of business’s performance, 2) Expect which means business expects long-term equity returns and growth as equity returns sustainability of the business.

3. Constraint which means threat or limitations for investing hotel business in Yangon, Myanmar. It utilized the five forces framework (Yang, Bryant, Maw by, Xiang, Ran, & Tavner, 2011) including; 1) Rivalry Competition within the market to compete for market share, 2) The new entrant market competition increasingly a result of new competitors, 3) The bargaining power of suppliers affects the supply chain, 4) The bargaining power of buyers may be influence the selling price and sales volume of output. 5) The market potential of substitute products may encourage consumers to choose another product (Porter, 1981, 1985, 1991, Bhatia, 2016).

4. Criteria to Select Firm which means businesses need to use criteria to make investment decisions in Yangon, Myanmar (Dunning, 2001, Doh, 2005), include; 1) Executive Experience which means the potential of the executive of headquarter that the executive utilizes to decision-making invest in Myanmar, 2) Industry Potential which means the potential of the location in the host country that the executive utilizes to decision-making invest in Myanmar, 3) Innovation Potential which means the potential of the innovation of the headquarters that the executive utilizes to decision-making invest in Myanmar, 4) Financial Statement is important to explain capital expenditures on investment decisions, as financial pressure appears related

investment dynamics such cash flow, indebtedness, and debt burden (Martinez-Carrascal & Ferrando, 2008).

5. Preparation which means businesses need prepare for investment decisions in Yangon, Myanmar (Molina-Azorín, 2014, Barrutia & Echebarria, 2015), include; 1) Strategy of firm-specific resources and capabilities plays a key role behind decisions to Internationalize, 2) Competency of firm-specific assets encourages firms that possess them to leverage such assets overseas, patents, brands and trademarks legally protect the rarity of certain product features, 3) Knowledge represents, the competitors could be imitation whether, easy or difficult. Then, if competitors can imitate, how much budget that competitors require? Thus, if the imitate budget of competitor in the foreign market is too high there is some advantage for entering into that foreign market. 4) Organization of firm-specific resources and capabilities as a bundle favors firms with strong complementary assets integrated as a system and encourages them to utilize these assets overseas (Bahadir, Bharadwaj, & Srivastava, 2015, Giannetti, Liao, & Yu, 2015).

6. Entry Mode Choice of Hotel business has to understand the value requires operations ability and investment. The competitive advantage is the most important of the internal factors and external factors to sustaining competitive advantage (León-Darder, Villar-García, & Pla-Barber, 2011), include; 1) joint venture (JV) is a type of equity alliance and collaborates to create new enterprises. The joint ventures depend on how to seek the alliance partners to manage, 2) Mergers used for gaining from the valuation discrepancies between company stock prices, 3) Acquisition is the purchasing of one company by another company or other business entity such as purchase 100 percent, or closely 100 percent, of the assets equity of the acquired entity to establish a new enterprise together, 4) Greenfield investment is the establishing a new hotel in the host country to produce goods and services, and some report shows that the enormous profitability of Greenfield investment.

## RESEARCH METHODOLOGY

This article utilized the qualitative method techniques (Sale, Lohfeld, & Brazil, 2002; Creswell & Clark, 2007) by the triangulation validity is the method of convergence among different sources information to form the themes in a study (Jick, 1979; Denzin, 1978).

The triangulation is theories and research methods among different a researcher to strengthen as an internal validity and reliability. Finally, the data collection and analysis will report a precise and accurate to portray the methods in this study. This project is using include the in-depth interview (Qu & Dumay, 2011), direct observation (Taylor-Powell & Steele, 1996; Mulhall, 2003) and documentary research technique (Glueck & Willis, 1979) in the first phase to be triangulation methods (Jick, 1979; Creswell & Miller, 2000; Creswell, 2014). The triangulation validity is the method of convergence among different sources information to form the themes in a study (Jick, 1979; Denzin, 1978). The triangulation is theories and research methods among different a researcher to strengthen as an internal validity and reliability.

The population is large and does not know the exact population. The samples are using nonprobability sampling by purposive sampling, that defined as a snowball sampling within the segment of the population with the most information on the characteristics of interest (Myers & Newman, 2007; Wethington & McDarby, 2015) which fifteen key informant include; 1) Hotel investors and general investors had been investing in Myanmar (7 experts), 2) Academician and government agency (5 experts), and 3) The third-party expert such as banker (3 experts). These are both Thailand and Myanmar sides, to explore information related to factors of investor decision to invest in the hotel business in Yangon, Myanmar (Myers & Newman, 2007; Schultze & Avital, 2011; van Ginneken, 2011).

The result from the qualitative research approach had uses mentioned above the thematic analysis to analyzing and reporting patterns as s themes within data by independent qualitative descriptive approach (Braun & Clarke, 2006). It is a qualitative descriptive method that considers core skills to researchers for conducting of qualitative analysis to reliable qualitative result (Vaismoradi, Turunen, & Bondas, 2013). The researcher administers the interpretation of the first phase by edit from the comments and criticizes to inform the second phase.

## RESULTS AND DISCUSSION

The research in the title “The Decision Making for the Entry Mode Strategies of Hotel Business in Yangon, Myanmar” found the result that;

## 1. Concern to Industrial Environment

1.1 Political Situation of Myanmar found that; 1) The firm should consider important to invest in the hotel business; it has an impact on hotel management such as the Myanmar government encourages and give privilege for foreign investors to invest in the hotel business at up 4-star level, foreign investors can hold 100% share, 2) The firm should consider the political system of Myanmar has improved since the election; the new government took the position and the process of opening the country, 3) The firm should concerns about the untrustworthy issue of the Myanmar government of investors, from Myanmar government has modify the law to accommodate investors from abroad frequently.

1.2 Economic Situation of Myanmar found that; 1) the firm should consider the GDP growth which Myanmar has the highest GDP growth of ASEAN countries. The hotel needs to adjust its hotel management with the economic situation, 2) the firm should consider hotel investment in Yangon is an investment that requires high cost and long-term investment, the availability of capital source, to support the organization that is conducive to investment sustainable, 3) The firm should consider the banking system that facilitate the remittances to home country.

1.3 Social Situation of Myanmar found that; 1) The firm should consider the hotel investment in Myanmar at the international standard must consider the diversity of ethnicities and the use of different languages to provide the hotel with the same standards internationally, 2) The firm should consider nation's culture between Thailand and Myanmar is rarely different but the working culture has different in some issue such as work skill and the performance of employees, 3) The firm should consider the conflict among incendiary.

1.4 Technology Situation of Myanmar found that; 1) The firm should consider technology investment policies of Myanmar government to support technology to be modern and fast for the benefit of the local people and encourage foreign investors, 2) The firm should consider accepted the import of new technologies, and this evidence is changing such as building technology by using foreign technology in construction and modernization such as the construction of electrical infrastructure, 3) The firm should consider the development of the internet.

1.5 Environmental Situation of Myanmar found that; 1) The firm should consider infrastructure such as electricity, and water supply, 2) The firm should consider public health in Myanmar such as a hospital, waste management. Yangon has not a proper waste management system; investors may have to invest in waste management systems affect increase costs, 3) the firm should consider transportation system.

1.6 Legal Situation of Myanmar found that; 1) The firm should consider tax exemption policy of the government for the firms that invest in Myanmar, 2) The firm should consider land ownership by foreign firms in Myanmar, 3) The firm should be consider foreign equity restriction.

## 2. Expected Benefit

2.1 Performance found that; 1) Investment in Myanmar makes a company with strong prospects for future growth, 2) Investment in Myanmar effects on reliability of firm's performance, 3) Investment in Myanmar affect the corporate reputation of the firm.

2.2 Expect found that; 1) The shareholder expected long-term equity returns of the firm, 2) The shareholder expected long-term growth as equity returns sustainability of the firm, 3) The shareholder expected short-term- equity returns of the firm.

## 3. Constraint

3.1 Rivalry among Firms found that; 1) The firm should consider the competition in the hotel business is determined mostly by price, location, services and reputation of hotel, 2) The firm should consider the competition of the hotel business in Myanmar, 3) The firm should consider the investment trends of hotel business in the future, which is likely to be highly competitive.

3.2 Threat of New Entrants found that; 1) The firm should consider that the investors who want to invest in the hotel business require high capital investment, processes and procedures that take a long time, 2) The firm should consider the land price and leasing that are expensive and foreign companies cannot own the land, 3) The firm should consider the investment will encounter obstacles such as the construction of the forbidden building is higher than the pagoda, limited zone in construction.

3.3 Bargaining Power of Supplier found that; 1) The firm should consider the quality of partner suppliers in Myanmar that are essential for the services provided to the customers,

2) The firm should consider the co-operation with the suppliers in Myanmar. (Food provider, tour operator, travel agency, bus firms, etc.), 3) Thai entrepreneurs could import raw materials from Thailand with tax exemption.

3.4 Bargaining Power of Buyers found that; 1) The hotel business in Myanmar lacks of room and hotel supply, 2) Customers have little bargaining power with a hotel, 3) The customers tend high power bargaining hotel business in Myanmar when the market growth.

3.5 Substitute Products found that; 1) There are already established and well-known hotels in Yangon, Myanmar, 2) Alternative accommodation units such as the lower grade and mid-tier hotels as the choice of tourist (guesthouse, rent house, timeshare, etc.), 3) Tourist has to switch from Myanmar travels to some destinations.

#### 4. Criteria to Select Firm

4.1 Executive Experience found that; 1) Thai companies are supported by the Thai government for investment, 2) The size of the firm should be considered before deciding on investment, 3) Experience of executives affects decisions making to investment.

4.2 Industry Potential found that; 1) The firm should be considering supporting by the Myanmar government, 2) The potential of the hotel business in Myanmar, 3) Thai companies should consider to invest in hotel business in Myanmar with low cost.

4.3 Innovation Potential found that; 1) The core competencies of the firm should be used to create product and service, 2) The firm should arrange meeting, discuss, and share knowledge with Myanmar partner, 3) The firm should increase the adaptability to the business condition.

4.4 Financial statement found that; 1) The firm should consider the financial liquidity before making decision in investment, 2) The firm should consider the return on investment (ROI) before making decision in investment, 3) The firm should be consider the return on equity (ROE) before the decision to invest.

#### 5. Preparation

5.1 Strategy found that; 1) The firm should define the strategies to investment, 2) The firm should improve the efficiency and effectiveness to exploit opportunities, 3) The firm should improve the efficiency and effectiveness to cope with business threats.

5.2 Competency found that; 1) The firm's employee should have capability and skill to respond to customers need, 2) The firm should be serving multi-cultural to customers and reach customers satisfaction, 3) The firm should have hotel knowledge to operate a business.

5.3 Knowledge found that; 1) The firm should have a human resources system which is different and is difficult to imitate, 2) The firm should have the knowledge, experience and understanding of the Thai workers who work with Myanmar workers with different cultures, 3) The firm should be able to motivate and provide specialized training for Myanmar employee to improve the performance because Myanmar employees lacks skill.

5.4 Organization found that; 1) The firm should have policies and procedures organized to support the exploitation of investment, 2) The firm should integrate managerial practices, routines, and processes to investment, 3) The firm should use knowledge and understanding executives in business administration in Myanmar.

6. The entry mode strategy of hotel business to invest in Yangon, Myanmar

6.1 Joint Venture can be used to describe the relationship with the entry mode strategy of hotel business to invest in Yangon, Myanmar; the issue from the qualitative approach, the majority of key informants has an opinion that; Strength have investment in foreign countries must consider the different investment strategies with domestic investment strategies, having a good partner or a joint venture is one that should be strategically to exchange for Thai and Myanmar investors. Challenge have the challenge of doing business in Myanmar, it is selecting a Myanmar local partner to succeed in the future, sometimes selecting a partner may not be intended and unfavorable, it might cause prosecution between them, and this happens, it cannot take any action, sometimes Thai firms must stop operating in overseas.

6.2 Greenfield can be used to describe the relationship with the entry mode strategy of hotel business to invest in Yangon, Myanmar; the issue from the qualitative approach, the majority of key informants has an opinion that; Strength have hotel investment in Yangon, Myanmar can be done through Greenfield investments and business partnerships, Thai investors can invest in Greenfield investments in Myanmar, without the need to have a partner and can be invested 100% as prescribed by the Myanmar law. Challenge have disadvantage of investing in

Greenfield is the large initial cost and use enormous investment capital, and it takes a long time to enter and the survival of the competition.

6.3 Merger and Acquisition cannot be used to describe the relationship with the entry mode strategy of hotel business to invest in Yangon, Myanmar; the issue from the qualitative approach, the majority of key informants has an opinion that, thus confirming that Merger and Acquisition mode is not suitable for investment in hotels. The reason may be that in Yangon have a few standard hotels and a world-class luxury hotel. However, there is evidence of Kandawgyi Palace Hotel Yangon, which is a subsidiary of the Baiyoke Sky Hotel, a Thai hotel that was founded 20 years ago but had already sold the business to foreigners and after that, there had been a fire burnout, this hotel had to be reconstruction.

## CONCLUSION

The research in the title “The Decision Making for the Entry Mode Strategies of Hotel Business in Yangon, Myanmar” found the result that;

1. The Concern to Industrial Environment factors have the six factors that is the issue considers before entering the hotel investment in Yangon, Myanmar, including; 1.1 Myanmar Political Situation is the political situation, openness and liberalization, and the reliability of Myanmar government. 1.2 Myanmar Economic Situation is the gross domestic product (GDP), the access to the capital source and the banking system. 1.3 Myanmar Social Situation is the diverse distinct ethnic groups and languages, the working with Myanmar culture, and the conflict among minority ethnic incendiary. 1.4 Myanmar Technology Situation is the technology investment policies, the rate of change in technology and the development of the internet. 1.5 Myanmar Environmental Situation is the electricity, and water supply, the public health and the transportation system. 1.6 Myanmar Legal Situation is the tax exemption policy, the land ownership, and the foreign equity restrictions.

2. Expected Benefit affects the three factors including 2.1 Performance are the strong prospects, reliability of firm’s performance, the corporate reputation. 2.2 Expect is the long-term equity returns of the firm, long-term growth sustainability and short-term- equity returns of the firm.

3. The Constraint factors have the five factors that are the issue considers before entering the hotel investment in Yangon, Myanmar, including 3.1 Rivalry among Firms is price, location, services and reputation competition, the competition of the hotel business, the investment trends 3.2 Threat of New Entrants is the high capital investment, the land price and leasing and the obstacles construction zone. 3.3 Bargaining Power of Supplier is the quality of partner suppliers, the co-operation with the suppliers, and the import raw materials from Thailand with tax exemption. 3.4 Bargaining Power of Buyers is the of room and hotel supply, customers have little bargaining power and the customers tend high power bargaining. 3.5 Substitute Products are there are already established and well-known hotels, alternative accommodation, and tourist switching travel destination.

4. The Criteria to Select Firm factors have the four factors that are the issue considers before entering the hotel investment in Yangon, Myanmar, including 4.1 Executive Experience is the supported by the Thai government, the size of the firm and the experience of executives. 4.2 Location advantage is the supporting by the Myanmar government, the potential of the hotel business and the low cost. 4.3 Internalization advantage is the core competencies of the firm, share knowledge with Myanmar partner and the adaptability to the business condition. 4.4 Financial Statement is the financial liquidity, the return on investment (ROI) the return on equity (ROE) before the decision to invest.

5. The Preparation factors have the four factors that is the issue considers before entering the hotel investment in Yangon, Myanmar, including 5.1 Strategy the define the strategies to investment, improve the efficiency and effectiveness to exploit opportunities, improve the efficiency and effectiveness to cope with business threats. 5.2 Competency is the capability and skill, serving multi-cultural to customers and the hotel knowledge. 5.3 Knowledge is the human resources system, the firm understanding of the Thai workers who work with Myanmar workers motivate and training for Myanmar employee. 5.4 Organization has is the policies and procedures, managerial practices and knowledge and understanding Myanmar.

6. The mode of entry strategies to invest in Myanmar

6.1 Green field mode has the strength that is the Thai investors can invest in 100 percent by the Myanmar law. with a new business, new construction and modern hotels, modern

shopping malls and new things coming up for the people; and Challenge is the large initial cost and use enormous investment capital, and it takes a long time to enter and the survival of the competition.

6.2 Joint venture mode has the strength that is if have a good partner or a joint venture to exchange for Thai and Myanmar investors, it objective to reduce the risk. Myanmar partnership is an important help the company management and the management of the employee, it is easier to manage a company than a business without a partner and help the Myanmar people to do business in modern management. When the investors choose the joint venture, investors can choose to invest in one-five-star hotels or all level; and the challenge is selecting a Myanmar local partner to succeed in the future, sometimes selecting a partner may not be intended and unfavorable, it might cause prosecution between them, and this happens, it cannot take any action, sometimes Thai firms must stop operating in overseas.

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