

Pet-friendly Policy in Upscale and Luxury Tourism Accommodations: Service Customizations Under SERVQUAL

นโยบายเป็นมิตรต่อสัตว์เลี้ยงในที่พักระดับหรู : การให้บริการตามความต้องการเฉพาะ
ภายใต้หลักคุณภาพของการบริการ 5 ด้าน

◆ Natnisha Kongtaveesawas

Tehnopreneurship and Innovation Management Program, Graduate School,
Chulalongkorn University, E-mail: Natnisha.k16@gmail.com

ณัฐนิชา ก้องทวีสวัสดิ์

สาขาธุรกิจเทคโนโลยีและการจัดการนวัตกรรม ระดับปริญญาบัณฑิต บัณฑิตวิทยาลัย

จุฬาลงกรณ์มหาวิทยาลัย

◆ Suwaree Namwong

Assistant Professor, Ph.D. in Hospitality Graduate School of Tourism Management

National Institute of Development Administration, Thailand,

E-mail: suwareeashton@hotmail.com

สุวารี นามวงศ์

ผู้ช่วยศาสตราจารย์ ดร. คณะการจัดการการท่องเที่ยว สถาบันบัณฑิตพัฒนบริหารศาสตร์

Received: February 20, 2019; Revised: March 22, 2019 ; Accepted: March 25, 2019

Abstract

The trend of people traveling with their pets has become an emerging market in tourism and hospitality business. In upscale hotels, customization strategies according to various segments of customers have become competitive advantages. According to the expanding of pet related market, setting the boundaries of services through pet policy to cater pet owners and non-pet owners while maintaining the luxury image could be crucial for the management. The detailed studies of consumer's behaviors and SERVQUAL as the service measurement are the major area of this academic paper. This article is divided into four major parts. Part one describes the overview of pet-owning consumer behavior, including the growth rate and constraint of pet-friendly policy in tourism and hospitality accommodation segment, objectives, scope of research, and definition of operational terms are also mentioned. Part two is the literature review of SERVQUAL together with pet policies as service customization strategies in hotel management responding to pet related consumers

behavior. Part three is the conclusion of the paper and part four is the implications and discussion for the further research.

Keywords: Pet-friendly Hotels, Pet-owning Consumer Behavior, Service Customization, SERVQUAL

บทคัดย่อ

ความนิยมของผู้คนในการท่องเที่ยวพร้อมสัตว์เลี้ยงเพิ่มขึ้น โดยเฉพาะในที่พักระดับหรู ซึ่งมุ่งเน้นการรำนวัตกรรมในการบริการ และมุ่งเน้นให้ลูกค้าได้เลือกตามความต้องการของตัวเองมากขึ้น มีการทำการตลาดเพื่อให้ตอบโจทย์ความต้องการที่หลากหลายของกลุ่มลูกค้าหลายกลุ่ม นโยบายการต้อนรับสัตว์เลี้ยงเป็นเรื่องที่ได้รับความสนใจมาก เนื่องจากกการขยายตัวของตลาดด้านนี้และความต้องที่เพิ่มขึ้นด้านการบริการที่เกี่ยวข้องกับสัตว์เลี้ยง การกำหนดขอบเขตของการบริการที่เหมาะสมซึ่งส่งผลกระทบต่อความพึงพอใจต่อผู้บริโภคทั้งกลุ่มที่ท่องเที่ยวพร้อมสัตว์เลี้ยงและกลุ่มที่ไม่มีสัตว์เลี้ยงจึงเป็นเรื่องที่ยากมากสำหรับผู้บริหาร โดยเฉพาะอย่างยิ่งในที่พักระดับหรูซึ่งทุกนโยบายมีผลกระทบต่อภาพลักษณ์และการจัดการด้านการตลาดขององค์กร การวิเคราะห์ความต้องการของผู้บริโภคด้วยการใช้เกณฑ์หลักคุณภาพของการบริการ 5 ด้าน (SERVQUAL) และพัฒนาเป็นนโยบายการต้อนรับสัตว์เลี้ยงที่สามารถสร้างความได้เปรียบทางการแข่งขันให้องค์กรได้จึงเป็นประเด็นศึกษาสำคัญของบทความวิชาการนี้ บทความนี้แบ่งออกเป็นสี่ส่วน ได้แก่ 1) บทนำ ซึ่งจะมีการกล่าวถึงภาพรวมของพฤติกรรมผู้บริโภคตลอดจนศักยภาพการเติบโตของธุรกิจที่เกี่ยวข้องกับสัตว์เลี้ยง 2) การวิเคราะห์วรรณกรรมที่เกี่ยวข้อง ทั้งหลักคุณภาพของการบริการ 5 ด้าน และการสรุปนโยบายเป็นมิตรกับสัตว์เลี้ยงในโรงแรมระดับหรูที่ใช้อยู่ในปัจจุบัน 3) บทสรุป และ 4) การอภิปรายและหัวข้อประเด็นศึกษาในอนาคต

คำสำคัญ : โรงแรมที่เป็นมิตรกับสัตว์เลี้ยง พฤติกรรมผู้บริโภคของเจ้าของสัตว์เลี้ยง การให้บริการตามความต้องการเฉพาะของลูกค้า SERVQUAL หรือคุณภาพของงานบริการ 5 ด้าน

Introduction

Overview of pet - owning consumer behavior & growth rate of pet - friendly business

Pets have become significant in human lives, the numbers of pet owning population has been continuously increasing since they provide companionship, friendship, love and affection in a sense of family members (Power, 2008). Pet ownership continues to evolve into companionship according to urbanization trend as the major driving forces for household to seek pets as companions as well as the phenomenon of the millennial's pet parents (Suksanguan, 2016). The pet-owning population can be categorized into various groups such as seniors, childless couples, singles, disable people with service animals and high-income

household. These people have strong willingness to pay if it's pet-related. Their high purchasing power categorizes them as beneficial target customers in various businesses. Many of past studies have been conducted on people with high attachment level to their pets and their pet-related consumer behavior as an emerging marketing segmentation (Crawford, Worsham and Sweinehart, 2015; Tailon, MacLaurin and Yun, 2015; Nieminen, 2015; Krier, 2014; Boya, Doston and Hyatt, 2012).

In Thailand, there are increasing numbers of pet-owning populations and the pet-related marketing segmentation has been expanding. The market's value is worth more than 22,000 million Thai Baht, mentioned by Thai Pet Product Industries Association (Thansettakij, 2017). Currently in Bangkok, the metropolitan of the country, the number of households raised dogs and cats constitutes 20 percent of all households and the numbers has been steadily increasing (The National Statistical Office, 2016). The business opportunities of this emerging market have been acknowledged by numbers of entrepreneurs as can be seen through the growing of pet-related businesses such as food manufacturing, grooming business, veterinary practices and of course hospitality and tourism.

However, the limitation of standard pet-friendly accommodations is obviously a constraint in hospitality and tourism market, especially in luxury segmentation (Chen et al., 2013). People with high income are most likely to prefer to travel with their pets according to Zhang, (2012). There is clearly a strong intention among pet-owner consumers to take their pets on holiday with them but the actualization is in contrary quite low. According to Bookings website, there is a huge increase in demand for pet-friendly hotels. BBC (2018) states that a quarter of the 325,000 hotels it now lists around the world having pet policies as options for their guests travelling with pets. Even pet-owner consumers are a new significant portion of hotel patrons, but the non-pet owner consumers still remain the majority target of the hospitality and leisure market. It was mentioned by Zhang (2012) that pet-friendly hotels report that, on average, only 2% to 5% of guests bring animals. Therefore, the majority can become unsatisfied if hoteliers do not cope well with the potential conflicts between pet-owning and non-pet-owning guests. Ineffective pet policy might have negative impact on the property's image and overall revenue. The inconsistencies between written policies and actual operations taken by the hotels can be the major issue for customers' dissatisfaction. The problems are more likely to occur in upscale luxury hotels where brand image is one of

the value propositions. This academic paper focuses on the study of consumer's different perceptions over pet policies within the context of upscale and luxury tourism accommodation segment in which dog-owner consumers have become the new potential target market. The detailed study of SERVQUAL analysis will make a better adjustment to pet friendly policy planning and implementations.

Objective of the Study

- 1) To provide stakeholders in upscale and luxury tourism accommodation sector a better understanding of consumer's different perceptions concerning pet policies through the analysis of SERVQUAL.
- 2) To provide effective guidelines for setting pet policies within the context of upscale and luxury tourism accommodations.
- 3) To define pet friendly policy in upscale and luxury tourism accommodation as a new marketing strategy according to customization trend.

Research Contribution

This understanding could lead to effective sets of managerial and operational strategies while maintain the properties' brand images within customization concept for the potential market segment of pet-owner consumers. Pet friendly policies could, therefore, developed to be business diversification strategy for upscale and luxury tourism accommodations.

Literature Review

1) Definition of Operational Terms/ Research Terms

1.1 Pet - friendly Accommodations

Allowing pets could generate additional revenue for hoteliers through higher occupancy and the levy of pet fee, but lodging marketers have to be aware of increased cost associated with pet-related offered and the potential risk. At this time, an effective pet policy could become the best practice for invite pets into your hotel and avoiding litigation (Zhang, 2012).

1.2 Service Customization

Service customization under consumer centric concept are the key success in hospitality segment since the needs of customers are various and effected by environmental changes. Customers value services as contribution to their purchase intention. Level of

services also defines the ranking and brand images of the businesses which lead to strong customer segmentation and willingness to pay (Schumpeter,1961).

1.3 Pet - related Consumer Behavior

The relationship between pet and pet owner is an aspect of consumer behavior that explicates the need for businesses to match pet and pet-related products through values. Suppliers should take account of the potential strength of the pet owners' internalized view of the relationship with their pets and the high expectations that are more usually perceived in that relationship (Ellson, 2008).

1.4 SERVQUAL

Customer expectations of service and perceived service is the formation of service quality (Parasuraman ,1989). The formation of SERVQUAL can be defined as followed 1) Tangibility: 2) Reliability: 3) Responsiveness: 4) Assurance and 5) Empathy. The further details will be discussed in literature review session.

2) SERVQUAL Model

Service quality in hospitality can be described in different ways, but one of the most commonly used definitions is the amount to which the service addresses the customer needs (Lewis, 1989). As it is stated by Zeithaml et al., (1990) that "Perceived service quality is a form of attitude, related but not equivalent to satisfaction, and results from a comparison of expectations with perceptions of service performance". It can be concluded that the promised service quality by the service providers according to their brand images together with their market positioning and actual service deliver are often different according to customers.

SERVQUAL is a generic model providing a measurement system between actual service and perceived service quality. SERVQUAL can be described as a multi-dimensional research instrument, designed to capture consumer expectations and perceptions of service along the five dimensions which believed to represent service quality (Parasuraman,1988). The specific nature of services makes it difficult to measure and to set best practice systems. Perceived service quality or cognitive value of service is the way the hospitality firms successfully serve their customer's value. The model has been applied in numbers of service quality research among various geographical regions. It is used to measure service quality and customer satisfaction. The model is also called the *gaps model*.

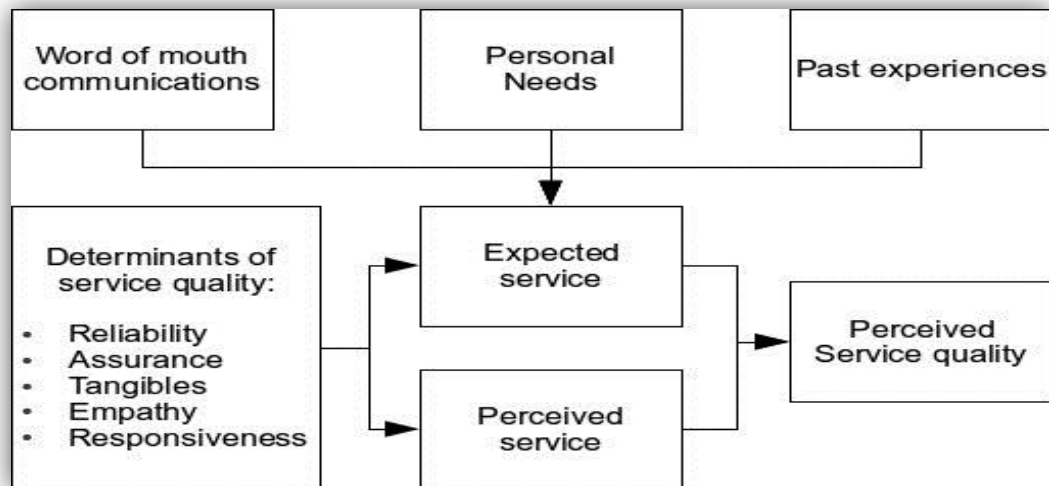


Figure 1: Gap Model of Service quality

Source: Parasuraman (1989)

3) SERVQUAL in terms of upscale and luxury tourism accommodations

The perceived service quality, however, is the major contribution towards the property's image. In the case that the customers perceived value is various, the standardization of service delivery can be complicated to achieve. The focus in guests' exceptional experiences measuring by five dimensions according to SERVQUAL leads to the effective guidelines of service standards. The broad dimensions of SERVQUAL can be applied to upscale and luxury tourism accommodations as:

- 1) **Reliability:** committing to guest service and perceived service quality.
- 2) **Assurance:** principle-driven service orientation with strong core value and service blueprint that leads to customers' trust and confidence.
- 3) **Tangibility:** developing empowered service employees to portray brand image. Unique Interior, superb location, unmatched landscape and amenities including exceptional gastronomy sections are all considered.
- 4) **Empathy:** Individualization of each customers, listening to customers and open to all improvement.
- 5) **Responsiveness:** service guarantees with exceptional experiences of services, prompt services to assist customers with problem-solving skills.

Based on the study of Parasuraman (1989), there are 3 stages of the roadmap of service delivery that have major impact in creating effective service operational strategies accordingly; stage 1: customer's evaluation of perceived service quality during service

encounter, stage 2: the guarantee of promised excellent service delivery to the customer and stage 3: customers engagement according to strong service commitment.

4) Customization of services from analyzing personal needs of potential market segment

Behind the business fluctuations, the change in investment and monetary expansion are the major factors. The chief characteristics of hoteliers have to be identified, one of which is the ability to be innovative and to integrate already existing resources and generate more revenue from them such as service culture, landscape, standardization of operations and market positioning in creative and systematic ways. In hospitality businesses, service innovations and customization options such as on-site child care, pet-friendly policy etc. could increase revenues (Drejer, 2003).

Any new service policies should affirm the existence of a prescribed innovation development process that is a formal blueprint, roadmap or through process for driving an idea to a new project (Ottenbacher, 2007). They are important strategic intents for sustainable business growth of service industries where customers' selection matters (Ottenbacher and Gnoth, 2005). Pet-friendly policy is considered one of major service customization proposed by luxury and upscale tourism accommodations as they are approaching the new target market of customers under the same usage of resources that they have.

5) From SERVQUAL analysis to Pet-friendly policy in upscale and luxury tourism accommodations

Stakeholders should understand more about these specific group of tourists and provide the suitable strategies to serve them with less impact to the majority of the hotel guests who are non-pet owners, this could be considered as the empathy determinants of service quality from the gap model (Parasuraman, 1989). Pet policies have been set up to ensure all the guests with highest satisfaction. Pet-friendly policy does not only bring the new group of customers and the increase in bookings, the pet-owner consumers usually stay longer and more often become advocated (Belcher, 2011). Words of mouths often lead to other pet owner consumers' trust and willingness to become customers of the hotels as the personal needs' dimensions according to the gap model of Parasuraman (1989). Since the impact on brand images are also the major concern for stakeholders, the middle ground or

compromising point according to perceived service quality between pet-owners and non-pet owners in hospitality area is the key customization factor for increasing the overall revenue.

6) Pet - related consumer behavior in hospitality industry

According to Boya et al., (2012), it has been stated that pet-related consumer behavior has become a major psychographic/ lifestyle segmentation that based on values leading to clearer market differentiation than just basic demographic segmentation. The growth in the pet-related market is largely according to the high-end segment and customization trend. In fact, the entire pet industry growth is being driven by high-income groups (Thansettakij, 2017). The study of Carr and Cohen, (2009) suggests that the tourism industry can gain benefit from this potential lucrative market of pet-owning population, that a dearth of pet-friendly accommodations, especially in luxury and upscale are the major implications for the hotel stakeholders to consider.

The increase in bookings is the most obvious advantage in becoming pet friendly. They are considerate travelers, for most part, who want their pets to be on their best behavior (Chen., et al., 2013). The lower the pet-associated constraints that pet policies may impose on pet owners, the more customer satisfactions among this group increase together with additional revenue and more occupancy rate.

7) Big chain hotels' pet policy

In the world of hospitality competence, customization strategies have become major consideration. The research focuses on big chains hotels because of their potential influences on the industry service pattern. The big chains have become pet friendly nowadays as another key customization strategy that would create profit maximization and expand target market. Most requires non-refundable pet fees and pet waiver signing before checking in. Even though, pet policy has been stated, but flexibility is still based upon the decision of General Manager of the hotels (BBC, 2018). It is the fact that this policy is quite sensitive which cannot be applied by just one set of rules. It's about satisfaction and customization. Rules are set as guidelines but in some areas, negotiations are still possible.

The marketing strategies to tempt the pet-owner consumers are visibly shown through luxurious pet amenities and extended services (petfriendly, 2017). Extra fees and costs are the revenue maximization strategies. To ensure the other guests 'comfort, zoning policies are stated clearly, food and beverages areas including pools and health clubs are restricted from

pets at all time. Any disturbance behavior is unacceptable. The pet owners have to be fully responsible for all the damages of hotel property and other guests. It can be assumed that big chains still put more focus on non-pet owner consumers as the source of majority of revenue and also to maintain the perceived image of the properties themselves.

Attached in table 1 is the summary of some big chain hotels pet policies. They all create pet policies to customize the needs of pet-owning groups but at the same time, the policies can also be applied as the boundaries to protect other guests' satisfactions.

Table 1: Summary of some big chains' hotels pet policies

Source: petfriendly.com

Hotels	Rules & Regulations	Restrictions
Four Seasons Hotels and Resorts	<ul style="list-style-type: none"> ● Size - Small pets only - under 15lbs Maximum 2 pets ● Pets must be fully trained and appropriately restrained. ● Pets must comply with local legislation requirement. ● Guests are responsible for cleaning up after their pets on hotel property and in the neighborhood. ● Housekeeping arrangement must be made prior. ● Guests are responsible for all property damages and/ or personal injuries resulting from their pets. ● The hotel reserves the right to charge guest's account commensurate to the cost of such damages. 	<ul style="list-style-type: none"> ● Pets must not be left unattended, pet-sitter is available upon request. ● Not allowed in any food and beverages outlets, health club and pool area, except guide dogs. ● Any disturbances such as barking must be curtailed. To ensure other guests are not inconvenienced.
Sheraton Hotels & Resorts (176 of 196 hotels within North America welcome dogs)	<ul style="list-style-type: none"> ● Weigh limit of 80 pounds, but GM's decision is discretion for dog with over weight limit. ● Luxurious custom pet services and amenities. 	<ul style="list-style-type: none"> ● Additional restrictions may be applied

Hotels	Rules & Regulations	Restrictions
Westin Hotels & Resorts (125 of 150 hotels within North America welcome dogs)	<ul style="list-style-type: none"> ● Welcome kit, including information on nearby areas for exercise and other goodies to help make traveling with your dog more enjoyable. ● Pet owners will be responsible for any excessive damages. ● Guest is required to sign a pet waiver upon check in. 	
W HOTELS worldwide (All North American locations will accept dogs under 40 lbs, international locations vary)	<ul style="list-style-type: none"> ● One pet per room. ● \$100 non-refundable cleaning fee and \$25 fee on top ● Luxurious custom pet services and amenities ● Pet owners will be responsible for any excessive damages. 	<ul style="list-style-type: none"> ● Additional restrictions may be applied

Therefore, it can be concluded from the gathered information that among big chains' pet policies, there are 8 main areas concerning pet facilities; 1) zoning, 2) pets 'behavioral that appropriated training is required , 3) extended & luxurious pet amenities ,4) pet fees , 5) pet waiver signing/ legal consent forms, 6) flexibilities of the rules ,7) hotel's right to decline the guests with pets if any violations of pet policy and 8) sanitation concerned pet facilities.

8) Service delivery gap in pet-friendly hotels

The gap in service delivery among pet friendly hotels are the different attitudes and perceived services of the consumers that could cause complication in service delivery and standardization, especially when there are brand images to be considered. To set the precise policy based on SERVQUAL help to ensure the satisfaction among pet owner consumers and non-pet owner consumers.

“Many dog owners report that they are as attached to their dogs as they are to their best friends, children, and spouses and are more involved than ever with their dogs” (Zhang, 2012). The hotel management recognizes how pets are treated as family members and how the owners are willing to pay to ensure their pets comfort while travelling (Suksanguan, 2016). It is also believed that pet-related market is expanding since the Millennials delay having children that for many their pets are often treated as their first child. The property is, therefore, delighted to welcome domesticated pets, especially dogs and cats under some certain rules as stated earlier. It is the way they expand to the new market segmentation as the revenue generating strategy. The more specific dimensions of effective pet policy in upscales and luxury tourism accommodation according to SERVQUAL can be described in table 2.

Table 2: Indicators of SERVQUAL Dimension concerning pet policy in upscale and luxury tourism accommodations

Source: Adapted for this study

Dimension	Example indicators
Reliability	<ul style="list-style-type: none"> ● Precise and clear pet policy ● Effective reservation system ● Accuracy of consumer's records (owners & pets) ● Consistency of operational pet policy
Assurance	<ul style="list-style-type: none"> ● Pet insurance should be included in pet handling fees ● Transparent operations/ process ● Professional management
Tangibles	<ul style="list-style-type: none"> ● Consistencies of written pet policies and actual operations ● Innovative pet-related infrastructure and pet facilities ● Specific marketing plan for pet owner consumers ● Hygienic of all facilities ● Collaborations with other pet-related businesses for better services ● Zoning policy ● Effective handing procedure towards pet-related services ● Risk and impact management over pet policy
Empathy	<ul style="list-style-type: none"> ● Easy access and friendly reservation systems ● Attention to special request for both groups concerning to pet policy

Responsiveness	● Courteous services and equally treated both groups
	● Effective communication scheme throughout the journal
	● Prompt response to both groups of consumers
	● Efficient management of consumers' requests, issues and complaints
	● Readiness of veterinarian practices in case of emergency

Conclusion

In hotel business environment, an effective and detailed set of rules is considered necessary to avoid guests' conflicts and potential loss of business. It is also important to understand how guests perceived valued and hotel brand image might be affected by pet policy. Hotel pet policy is also the innovative attribute. Pet policy should be created to limit pets' behavior and standardize the services provide for both groups of consumers. Customizing the expectations of both parties adds consumers' loyalty to the hotels. With the effective analysis of SERVQUAL, innovations & customization of services should be conducted to bridge the gap of service delivery. Attached in figure 2 is the theoretical based management concerning expectation and perception of consumers conducted for effective pet policy in upscale and luxury tourism accommodations.

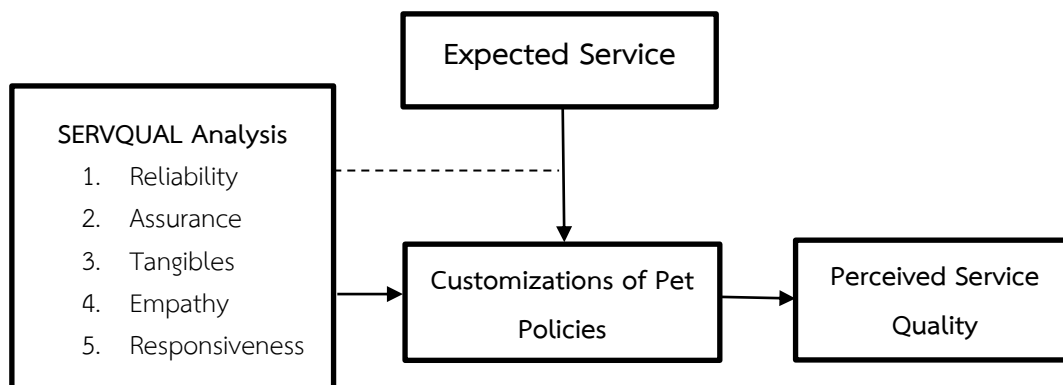


Figure 2: Expectation and perception management under SERVQUAL

Source: Adapted for this study

Discussion

This academic paper suggested that certain elements of successful hotels pet policy require customizations of services derived from details studies of consumers' different perceptions or expected perceptions of consumers. Making such customization changes in a long standing of upscale and luxury tourism accommodations could be complicated and risky. The expectations and perceptions management concerning pet policy under SERVQUAL (see figure 2) can also be applied in any customizations of hospitality services.

Recommendation/ Implication

However, by the natural progression of complex demand, customization could become an unintentional or even unnecessary of operational process. The extensive customization cost could also increase operating cost without delivering commensurate revenue benefits. For further discussion, complexity reduction in pet related services and the new business collaborative models between pet-related entrepreneurs and the hotels can also be the new area of study. The detailed studies of hotel pet policy targeting on consumer's behaviors are to be considered as the pattern of micro behaviors turning macro trends that leads to potential of business diversification.

For validity of the results, the future research on detailed studies of perceptions should be conducted within 3 concerned groups; 1) hotel stakeholders 2) pet-owner consumers and 3) non-pet owner consumers. The research will be conducted within the area of big chain upscale and luxury tourism accommodations where standardization is the major consideration.

References

- BBC, (2018). Booking rate of pet friendly accommodation by Hotels.com. Retrieved from <https://bbc.com/news/business-36578382>.
- Belcher, E.B. (2011). *Perceptions of Advertising by Dog Owners and Non-Dog Owners: An Experimental Study*. (Master's Thesis of Business Administration), Appalachian State University.
- Boya, O.U., Doston, J.M., Hyatt, M.E. (2012). Dimensions of the dog-human Relationship: A segmentation approach. *Journal of Targeting, Measurement and Analysis for Marketing*, 20(2), 133 - 143.
- Carr, N., Cohen, S. (2009). Holidaying with the family pet: No Dogs Allowed. *Tourism and Hospitality Research*, 9(4), 290 - 304.
- Chen, A., Peng, N., Hung, P. K. (2013). Developing a Pet Owners' Tourism Constraints Scale – The Constraints to take Dogs to Tourism Activities. *Tourism Research*, 16, 15 - 324.
- Crawford, K. E., Worsham, L., & Swinehart, R. E. (2015). Benefits derived from Companion animals, and the use of the term "Attachment". *Journal of Interaction of People and animals*, 19 (2), 98 - 112.
- Doston, J.M., Hyatt, M.E., Clark, D.J. (2010) Traveling with the family Dog: Targeting an Emerging Segment. *Journal of Hospitality Marketing & Management*, 20(1), 1 - 23.

- National Statistical Office (2017, November). *Statistics on the Number of Population and Houses at Database Currently*. Retrieved on from <http://www.dopa.go.th>.
- Nieminen S. (2015). *Service Package for Hotel Guests with Dogs*. (Bachelor's thesis), University of Haaga-Helia, Helsinki, Finland.
- Ottenbacher M. (2007). Innovation Management in the Hospitality Industry: Different Strategies for Achieving Success. *Journal of Hospitality & Tourism Research*, 31(4), 431-454.
- Parasuraman. (1988). SERVQUAL: A Multiple-Item Scale for Measuring Consumer Perceptions of Service Quality. *Journal of Retailing*, 64 (1).
- Petfriendly. (2017). Summary of some big chains' hotels pet policies. Retrieved from <https://petfriendly.com>
- Power, E. (2008). Furry Families: making a human-dog family through home. *Social & Cultural Geography*, issn: 1464 - 9365.
- Schumpeter, J. A. (1961). *The Theory of Economic Development*. New York: Oxford Univ. Press.
- Suksanguan, W. (2016). Factors Affecting Decisions concerning Pet-Related Service in Bangkok, Thailand. *The Asian Conference on Business & Management 2016*.
- Taillon, J., MacLaurin, T., Yun, D. (2015). Hotel Pet Policies: An Assessment of Willingness to pay for travelling with pet. *Journal of Tourism and Hospitality Research*, 26(1), 89-91.
- Thansettakij, (2017). Pet related market value in Thailand in the year 2017. Retrieved from <http://m.news.thansettakij.com /content/154641>
- Victorino, L., Verma, R., Plaschka G., Dev, C. (2005). Service Innovations and Customer choices in the Hospitality Industries. *An International Journal*, 15 (6), 555 - 576.
- Zeithaml A., Parasuraman A., Berry. (1990). *Delivering Quality Service – Balancing Customer Perceptions and Expectations*. New Your Free Press.
- Zhang, Y. (2012). *People's Attitude towards Dogs in Hotel Settings*. (Master of Science Thesis), University of Purdue, USA.



Natnisha Kongtaveewas, M.M. (Integrated Tourism and Hospitality Management), Honors, 2019, Graduate School of Tourism Management
National Institute of Development Administration, Thailand
PhD Student, Technopreneurship and innovation management 2019 - present, Graduate School, Chulalongkorn University, Thailand.



Assistant Professor, Suwaree Ashton , Ph.D., Associate Dean for Administration, Ph.D. in Hospitality Graduate School of Tourism Management National Institute of Development Administration.