

A STUDY ON THE COMPETITIVE STRATEGY OF PRACHANPHANG RESORT IN LAOS BASED ON PORTER'S FIVE FORCES MODEL

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Abstract: This study explores the competitive strategy of Prachanphang Resort in the burgeoning hospitality industry of Laos, utilizing Porter's Five Forces Model. The research addresses the critical challenge of suboptimal occupancy rates at Prachanphang Resort, despite the availability of high-quality services, a prevalent issue in the rapidly evolving Laotian hospitality sector. The study's objectives were twofold: 1). To conduct an in-depth analysis of the hotel market's competitive status in Laos using Porter's Five Forces Model, 2). To develop competitive strategies for Prachanphang Resort to enhance its market position. Employing a qualitative research methodology, the study involved semi-structured interviews with approximately 30 participants, including hotel managers, industry experts, tourism officials, and suppliers. This approach facilitated an in-depth exploration of the competitive forces within the hospitality industry in Laos. The findings indicate 1). a highly competitive market, characterized by intense rivalry and the constant threat of new entrants, and highlights the significant impact of both the bargaining power of suppliers and buyers on operational strategies. 2). In response, strategic recommendations for Prachanphang Resort include focusing on unique guest experiences that leverage local culture and personalized services, and adopting dynamic market positioning strategies. Additionally, the resort is advised to cultivate strong supplier relationships and respond proactively to the evolving preferences of buyers.

Keywords: Hospitality Industry In Laos, Competitive Strategy, Porter's Five Forces, Market Positioning

Introduction

Laos's growing tourism industry presents both opportunities and challenges for hospitality businesses. Prachanphang Resort, situated in this competitive environment, aims to distinguish itself among established brands and new competitors. This study utilizes Porter's Five Forces Model to analyze and develop competitive strategies for the resort (Porter 1980).

Porter's model examines industry competition, the threat of new entrants, supplier and buyer power, and substitute products or services. The Laotian hospitality sector is experiencing rapid growth

and intense competition, necessitating distinct strategies for market entry and differentiation (Smith & Nguyen 2019).

For Prachanphang Resort, the key challenges include differentiating itself in a crowded market and addressing suboptimal occupancy rates despite offering high-quality services. This study applies Porter's model to develop effective competitive strategies tailored to the unique context of Laos's hotel industry.

This research contributes to strategic management in hospitality and provides practical insights for Prachanphang Resort and similar entities seeking a sustainable competitive edge in Laos. While, the burgeoning tourism sector in Laos presents a burgeoning opportunity for the hospitality industry, the Prachanphang Resort faces a nuanced challenge: Occupancy rates need to increase in the face of stiff competition. Existing literature provides substantial insights into the competitive dynamics of the Southeast Asian hospitality market, highlighting factors such as customer service quality, brand reputation, and pricing strategies as pivotal to success (Chen, 2018; Li & Su, 2020). These studies elucidate the general market tendencies and the impact of regional economic development on hotel performance.

However, there is a notable gap in the current body of research, particularly a lack of strategic analysis tailored to the unique Laotian context and for individual hotel properties like the Prachanphang Resort. Most studies offer broad-brushed strategies without delving into the intricacies of localized market forces that distinctly affect new entrants (Dara-Abrams, 2021).

This omission is problematic as it leaves new establishments like Prachanphang Resort without a clear pathway to navigate the Laotian hospitality industry's complexities. The absence of focused research on strategic competitive analysis based on comprehensive models like Porter's Five Forces leaves a critical void in academic and practical knowledge. Addressing this gap is essential not only for the theoretical enrichment of strategic hospitality management literature but also for the practical strategic planning of emerging hotels in Laos. It holds the potential to substantially improve their market positioning, operational efficiency, and ultimately, financial performance in a nuanced and competitive landscape.

Research Objectives

This study aims to craft a strategic market positioning for Prachanphang Resort in the competitive hotel industry of Laos. This involves a comprehensive analysis of the competitive forces and the development of an actionable strategy that addresses the unique challenges faced by the resort. By focusing on a strategic framework, the study intends to illuminate the path for Prachanphang Resort to not only thrive but also become a market leader within its segment.

The objectives guiding this research are as follows:

- 1) To conduct an in-depth analysis of the hotel market's competitive status in Laos using

Porter's Five Forces Model.

2) To develop competitive strategic for Prachanphang Resort that will enhance its competitive position in the market.

Literature Review

Hospitality Industry in Laos

The hospitality industry in Laos has experienced exponential growth over the past decade, significantly contributing to the nation's economy. According to the World Travel & Tourism Council, travel and tourism's direct contribution to Laos's GDP was 4.7% in 2019 (WTTC 2020). This growth has been driven by the country's cultural richness and natural beauty, attracting an increasing number of international tourists.

The competitive landscape of Laos's hospitality industry is marked by a dynamic interplay between international hotel chains and local establishments. This mix has created a highly competitive environment where both opportunities and challenges abound (Phoummaly & Kim 2019). The influx of tourists has led to the proliferation of diverse hospitality establishments, from budget hostels to luxury resorts like Prachanphang Resort.

However, the industry faces several challenges, including the need for sustainable practices, human resource training, and service standardization (Sisouphanthong & Taillard 2019). The strategic location of Laos within the Greater Mekong Subregion and its cross-border collaborations and investments have also played a significant role in shaping the hospitality landscape (Vong 2020). Despite these opportunities, the market's competitive pressures necessitate distinct strategies for new and existing players to succeed.

For Prachanphang Resort, understanding the competitive forces at play is crucial. The rise of alternative accommodations like homestays and vacation rentals presents a significant threat, necessitating differentiation through unique offerings and experiences (Souvanthong 2017). Furthermore, the need to align with international standards while maintaining local authenticity adds another layer of complexity to the strategic planning process.

The literature underscores the importance of leveraging Laos's unique cultural and natural assets to create a distinctive brand image. This involves not only offering high-quality services but also integrating local cultural elements into the guest experience (Phommavong 2021). For new establishments like Prachanphang Resort, the ability to navigate these competitive forces effectively is critical for achieving sustainable success in the Laotian hospitality market.

The hospitality industry in Laos presents a vibrant yet challenging environment. The rapid growth and intense competition require hotels to adopt strategic approaches that address operational challenges, leverage cultural assets, and differentiate their offerings in a crowded market.

Competitive Strategy

In the competitive landscape of the hospitality industry, particularly in emerging markets like Laos, various approaches are crucial for businesses to gain a competitive edge. Competitive strategy encompasses practices such as pricing, service quality, brand positioning, and customer relationship management, all of which are essential in establishing a hotel's market standing (Porter 1985).

Differentiation is a key strategy in the hospitality sector. Hotels can distinguish themselves through unique services, superior quality, or cultural experiences that resonate with their target market (Kapiki 2012). For a new establishment like Prachanphang Resort, differentiation is vital for capturing market share and building brand loyalty. This can be achieved through unique design elements, exceptional service standards, and incorporating local culture into the guest experience.

Strategic alliances and partnerships are also critical in enhancing a hotel's competitive position. Collaborations with local tour operators, travel agencies, and even other hotels can create synergies that benefit all parties involved, particularly in terms of marketing and distribution channels (Xiang 2018). In Laos, where tourism infrastructure is still developing, such collaborations can help overcome logistical challenges and improve market reach.

Despite these insights, there is a gap in the literature regarding the application of competitive strategies specifically in the Laotian context. Most studies offer a generic overview without delving into how these strategies can be adapted to the unique challenges and opportunities in Laos (Nguyen & Nguyen 2019). There is a need for research that tailors broad competitive strategies to the specificities of the Laotian hospitality sector, providing a more relevant and practical framework for hotels like Prachanphang Resort.

Understanding market positioning is also crucial. Effective market positioning involves creating a distinct and valued place in the minds of target customers (Kotler & Keller 2016). For Prachanphang Resort, this means highlighting unique attributes such as location, cultural heritage, or specialized services. Incorporating local cultural elements into the hotel experience can significantly enhance appeal to tourists seeking authentic cultural experiences (Smith 2018).

Furthermore, digital marketing and online presence are increasingly important. Online reviews and social media play significant roles in shaping a hotel's image and attracting bookings. Developing a strong online marketing strategy that showcases unique selling points and leverages customer reviews is key for Prachanphang Resort (Lee & Nguyen 2021).

Pricing strategy is another critical aspect of competitive strategy. In a market where pricing can significantly influence consumer choice, finding the right balance between quality and cost is essential. Competitive pricing should be complemented by value-based pricing, where the quality and uniqueness of services justify the cost (Wang 2019). Understanding competitors' pricing strategies and aligning them with consumer expectations is crucial for effective market positioning.

While general principles of competitive strategy are well-established, there is a lack of in-depth

studies on their application in the Laotian hospitality market. This research aims to address this gap by providing tailored insights and strategic recommendations for Prachanphang Resort, ensuring it can effectively compete and thrive in the unique context of Laos.

Porter's Five Forces

Porter's Five Forces Model is a comprehensive framework for analyzing the competitive environment of an industry, providing valuable insights for strategic planning (Porter 1980). The model comprises five key elements: industry rivalry, the threat of new entrants, the bargaining power of suppliers, the bargaining power of buyers, and the threat of substitute products or services.

Industry Rivalry: The Laotian hospitality sector is highly competitive, characterized by the presence of numerous hotels and the rise of alternative lodging options like Airbnb (Phoummalayvane et al. 2018). Intense competition necessitates that hotel, including Prachanphang Resort, differentiate through unique services, exceptional quality, and cultural experiences to stand out in a crowded market.

Threat of New Entrants: The growing attractiveness of Laos as a tourist destination invites potential new entrants, both local and international (Souvanthong 2017). Barriers to entry, such as high initial investments and regulatory challenges, can deter new competitors. Prachanphang Resort needs to build and maintain a competitive advantage to withstand pressures from new entrants.

Bargaining Power of Suppliers: The influence of suppliers in the Laotian hospitality market is significant. Hotels rely heavily on local suppliers for goods and services, making supplier relationships critical (Sisouphanthong & Taillard 2019). Prachanphang Resort must develop strong, long-term partnerships with suppliers to ensure consistency and quality while also diversifying its supplier base to reduce dependency.

Bargaining Power of Buyers: Modern travelers are increasingly demanding personalized experiences and sustainable practices. The rise of digital platforms amplifies customer influence, as online reviews and social media significantly impact hotel reputations (Lee & Nguyen 2021). Prachanphang Resort must focus on delivering exceptional guest experiences and maintaining an active online presence to meet evolving customer expectations.

Threat of Substitutes: Alternative accommodations, such as homestays and eco-lodges, present a significant threat to traditional hotels (Li & Su 2020). These alternatives offer unique experiences and often cater to budget-conscious travelers. Prachanphang Resort can counter this threat by innovating its offerings, such as introducing culturally immersive activities and sustainable practices that appeal to its target market.

Porter's Five Forces Model provides a structured approach to understanding the competitive dynamics of the Laotian hospitality market. For Prachanphang Resort, applying this model highlights the need for differentiation, strategic supplier relationships, enhanced customer engagement, and innovative offerings to maintain a competitive edge.

Market positioning

Market positioning in the hospitality industry, especially in an emerging market like Laos, is crucial for establishing a hotel's brand and attracting its target customer base. Effective positioning involves not only physical placement but also the brand's perception in the minds of consumers. Strategic positioning is essential for hotels to differentiate themselves in a crowded market. Kotler and Keller (2016) emphasize that positioning involves creating a distinct and valued place in the minds of target customers. For Prachanphang Resort, this means highlighting unique attributes such as its location, cultural heritage, and specialized services.

Incorporating local cultural elements into the guest experience can significantly enhance a hotel's appeal. Studies suggest that hotels in emerging markets like Laos need to focus on their unique attributes to create a competitive edge. This could include leveraging the local culture, offering unique experiences, and ensuring high service quality (Zhang & Wu 2021; Smith 2018). For Prachanphang Resort, integrating elements of Laotian culture into the guest experience, such as through traditional architecture, local cuisine, and cultural activities, can help attract tourists seeking authentic experiences.

Digital marketing and a robust online presence are also crucial for effective market positioning. The influence of online reviews and social media on consumer decisions is significant, making it essential for hotels to manage their digital footprint actively. Developing a strong online marketing strategy that highlights the resort's unique selling points and leverages positive customer reviews can enhance its market positioning and attract more bookings (Lee & Nguyen 2021).

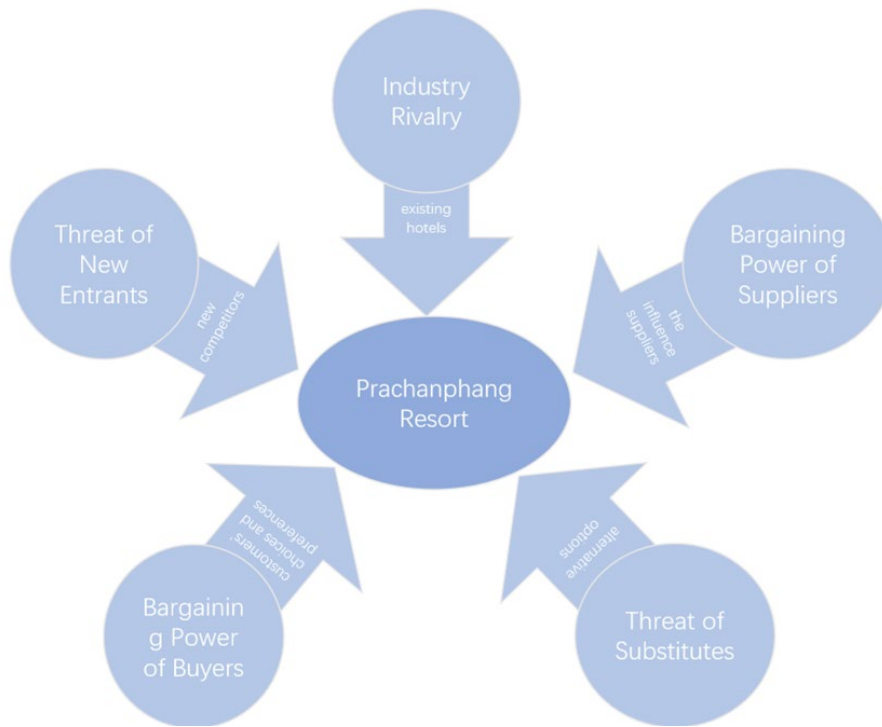
Pricing strategy plays a critical role in market positioning. Competitive pricing should reflect the quality and uniqueness of the services offered, aligning with customer expectations. Value-based pricing, where the perceived value of the experience justifies the cost, is particularly important. Understanding the pricing strategies of competitors and adjusting accordingly can help Prachanphang Resort maintain a competitive edge in the market (Wang 2019).

Another aspect of market positioning is understanding consumer behavior and preferences. The tourism market in Laos attracts a diverse range of visitors, including backpackers, eco-tourists, and cultural tourists, each with unique expectations. For Prachanphang Resort, identifying and catering to these segments by offering tailored experiences can enhance its appeal. For example, eco-tourists might be drawn to sustainable practices, while cultural tourists may value authentic local experiences (Vongsavanh 2022).

Market positioning is a multifaceted strategy that involves differentiating the hotel through unique cultural experiences, leveraging digital marketing, implementing competitive pricing strategies, and understanding consumer preferences. For Prachanphang Resort, effectively positioning itself in the Laotian hospitality market requires a combination of these strategies to attract and retain its target customer base.

Theoretical Framework

The theoretical framework of this study is rooted in Porter's Five Forces Model, a strategic analysis tool that provides a comprehensive understanding of the competitive forces within an industry. This model evaluates five key elements: industry rivalry, the threat of new entrants, the bargaining power of suppliers, the bargaining power of buyers, and the threat of substitutes. Each of these forces plays a crucial role in shaping the competitive landscape and determining the profitability potential of an industry (Porter 1980).



Picture 1: Theoretical Framework

By applying Porter's Five Forces Model, this study provides a structured approach to analyzing the competitive environment of the Laotian hospitality industry. The insights gained from this analysis will inform the development of strategic recommendations tailored to the specific challenges and opportunities faced by Prachanphang Resort.

Methodology

The research adopted a qualitative approach, primarily utilizing semi-structured interviews with key stakeholders in the Laotian hospitality industry to gain an in-depth understanding of the competitive forces at play.

The research design focused on qualitative methods, particularly semi-structured interviews, to explore the complex and nuanced aspects of the market dynamics. This approach facilitated a deeper exploration of respondents' perspectives and experiences, which are crucial for capturing the

multifaceted nature of the hospitality industry's competitive environment. The interview questions were aligned with the components of Porter's Five Forces Model, ensuring comprehensive coverage of industry rivalry, the threat of new entrants, bargaining power of suppliers and buyers, and the threat of substitutes.

The sampling strategy involved purposive sampling, targeting a diverse group of approximately 30 participants. This group included hotel managers, industry experts, tourism officials, and suppliers, providing a wide range of insights into the Laotian hospitality sector. The selected participants were primarily based in major cities like Vientiane and Luang Prabang, which are hubs of the hospitality industry in Laos. The interviews were conducted in person where feasible, and via online platforms for participants in remote areas, ensuring inclusivity and comprehensive data collection.

The data collection process involved conducting in-depth semi-structured interviews, which were audio-recorded and transcribed verbatim with participants' consent. The interviews provided rich, detailed data on the competitive dynamics of the Laotian hospitality market. To ensure reliability and validity, the study adhered to a systematic coding protocol during data analysis. Thematic analysis was employed to identify, analyze, and report patterns within the qualitative data, aligning the findings with Porter's Five Forces Model.

The data analysis phase involved reading and re-reading the interview transcripts to gain a deep understanding of the content. Key points and statements relevant to the study's objectives were highlighted and coded. These codes were then grouped into broader themes corresponding to the five forces. For instance, discussions on market competition, barriers to entry, supplier influence, customer expectations, and alternative accommodations were categorized under their respective forces. The thematic analysis revealed distinct patterns and insights, which were interpreted in the context of the study's objectives.

Table 1: Themes and key insights derived

Theme	Key Insights	Frequency of Mention
Industry Rivalry	Intense competition, need for differentiation through unique services and guest experiences	25
Threat of New Entrants	Barriers include high operational costs and regulatory challenges, but market remains attractive	20
Bargaining Power of Suppliers	Significant reliance on local suppliers, need for strong partnerships and diversified supply base	18
Bargaining Power of Buyers	Increasing demand for personalized and sustainable experiences, significant influence of online reviews	22
Threat of Substitutes	Growth of alternative accommodations, need for innovative offerings to counteract	17

The reliability of the data was ensured through consistent coding and regular cross-checking,

while validity was achieved by selecting participants with substantial experience in the Laotian hospitality industry. The diversity of the sample and the alignment of interview data with Porter's model further validated the findings. Table 1 summarizes the themes and key insights derived from the thematic analysis:

The research methodology provided a comprehensive and detailed analysis of the competitive environment in the Laotian hospitality industry. The qualitative approach, through semi-structured interviews and thematic analysis, yielded valuable insights into the market dynamics. These findings informed the development of strategic recommendations for Prachanphang Resort, ensuring its competitive positioning and success in the Laotian hospitality market.

Results

1. Analysis of the Hotel Market's Competitive Status in Laos

The thematic analysis identified several key themes corresponding to Porter's Five Forces Model. Industry rivalry emerged as a significant force, characterized by intense competition among a diverse array of hotels, including both local establishments and international chains. The interview data revealed that 25 out of 30 participants emphasized the importance of differentiation through unique services and guest experiences to stand out in this crowded market. This competitive pressure necessitates continuous innovation and service improvement to maintain a competitive edge.

The threat of new entrants is another critical factor, driven by the attractiveness of the growing tourism sector in Laos. While 20 participants highlighted high operational costs and regulatory challenges as significant barriers to entry, the potential for new competitors remains high. Existing hotels, including Prachanphang Resort, must innovate and strengthen their market positions to mitigate this threat. For instance, leveraging unique cultural aspects of Laos can create a distinct market niche that new entrants may find challenging to replicate.

Supplier power in the Laotian hospitality sector is significant due to the reliance on local suppliers for goods and services. Eighteen participants discussed the challenges of maintaining consistency and quality with local suppliers. Establishing strong, long-term partnerships is essential to ensure reliability, and diversifying the supply base can help mitigate risks. For Prachanphang Resort, developing supplier relationships that emphasize quality and reliability is critical for sustaining high service standards.

The bargaining power of buyers has increased with the rise of digital platforms, where customer reviews and social media significantly impact hotel reputations. Twenty-two participants noted that modern travelers demand personalized and sustainable experiences, compelling hotels to adapt to these evolving preferences. Delivering exceptional guest experiences and maintaining a strong online presence are critical strategies for meeting these expectations. Prachanphang Resort must focus on leveraging positive customer feedback and actively managing its digital footprint to attract and retain

guests.

The threat of substitutes, such as homestays and eco-lodges, presents a considerable challenge. Seventeen participants pointed out that these alternatives offer unique and budget-friendly experiences that appeal to a wide range of tourists. Hotels like Prachanphang Resort need to counter this threat by offering innovative and culturally immersive experiences that attract and retain guests seeking both comfort and authenticity.

2. Development of Competitive Strategies for Prachanphang Resort

Based on the analysis, several strategic recommendations were developed for Prachanphang Resort. Differentiation is crucial in a competitive market. The thematic analysis revealed that integrating local culture into guest experiences is a key differentiator. For example, offering curated cultural tours, workshops on traditional crafts, and cultural evenings featuring local music and dance were highlighted by 25 participants as effective strategies. Personalized services based on guest profiling can also enhance the guest experience, making each stay unique and memorable.

To mitigate the threat of new entrants, Prachanphang Resort should focus on strengthening its brand identity. Highlighting unique aspects of the resort, such as its environmental sustainability initiatives, rich history, or exceptional location, can help differentiate it from new competitors. Building local alliances with tourist attractions and businesses can offer guests exclusive experiences, further solidifying the resort's market position. This approach was supported by 20 participants who stressed the importance of creating strong local partnerships.

Effective supplier management is crucial for maintaining service quality. Eighteen participants suggested that Prachanphang Resort could initiate supplier development programs to help local suppliers meet its quality standards. Developing a network of alternative suppliers within Laos and the broader region ensures a diverse and reliable supply chain, reducing dependency on a single source. This strategy aligns with the insights from the thematic analysis, emphasizing the need for reliability and quality in supplier relationships.

Adapting to the evolving power of buyers requires dynamic pricing strategies that reflect market demand and booking patterns. Twenty-two participants highlighted the significance of enhancing the resort's digital presence through targeted online marketing, engaging storytelling about its offerings, and interactive customer service. These strategies can effectively attract and retain guests, particularly in a market where digital influence is significant.

To address the growing popularity of alternative lodging options, Prachanphang Resort can innovate its accommodation offerings. Seventeen participants recommended introducing luxury glamping experiences or rooms that reflect Laotian design aesthetics, providing guests with a unique alternative to standard hotel accommodations. The resort can also offer experiential dining options, such as farm-to-table dinners, cooking classes with local chefs, or themed culinary nights, making the dining experience a highlight and a differentiator.

The findings underscore the importance of differentiation, strategic supplier relationships, enhanced customer engagement, and innovative offerings for Prachanphang Resort to maintain a competitive edge in the Laotian hospitality market. By leveraging local culture, developing strong partnerships, and adapting to evolving customer preferences, the resort can position itself favorably and achieve sustainable success.

The thematic analysis provided a comprehensive understanding of the competitive forces shaping the Laotian hospitality market. These insights informed the development of practical and actionable strategies for Prachanphang Resort, ensuring it can effectively navigate the challenges and opportunities in this dynamic environment. The strategic recommendations are tailored to the unique context of Laos, providing a solid foundation for the resort's future growth and success.

Discussion

The application of Porter's Five Forces Model has revealed significant forces shaping the market, including intense industry rivalry, the threat of new entrants, the bargaining power of suppliers and buyers, and the threat of substitutes. These forces collectively influence the strategic positioning and operational decisions of hotels in Laos.

Industry rivalry is particularly fierce, driven by a mix of local and international players striving for market share. This competition necessitates continuous innovation and differentiation. Prachanphang Resort can leverage its unique cultural heritage and personalized guest experiences to stand out. Integrating local traditions and offering tailored services not only enhances the guest experience but also builds a strong brand identity that is difficult for new entrants to replicate.

The threat of new entrants remains high due to the attractiveness of the growing tourism sector, despite significant entry barriers. To mitigate this threat, Prachanphang Resort must strengthen its market position by forming strategic alliances and enhancing its brand through sustainable practices and exclusive local partnerships. This approach not only secures its market position but also capitalizes on the unique aspects of the Laotian cultural landscape.

Supplier power, driven by the reliance on local suppliers, emphasizes the need for robust supplier relationships and diversification. Establishing long-term partnerships and developing a network of reliable suppliers can ensure consistency and quality, which are vital for maintaining high service standards.

The increasing bargaining power of buyers, amplified by digital platforms and social media, underscores the importance of delivering exceptional guest experiences and maintaining a strong online presence. Engaging with guests through personalized services and leveraging positive reviews can significantly enhance customer loyalty and attract new guests.

Finally, the threat of substitutes, such as homestays and eco-lodges, requires innovative offerings that combine the comforts of traditional hotels with the unique experiences sought by modern

travelers. By introducing culturally immersive activities and sustainable practices, Prachanphang Resort can appeal to a broader range of tourists and differentiate itself from alternative lodging options.

Conclusions

The comprehensive analysis conducted in this study, encompassing the application of Porter's Five Forces Model to the Laotian hospitality market, has led to significant findings and strategic recommendations for Prachanphang Resort. The study's objectives were twofold: firstly, to analyze the competitive forces shaping the hospitality industry in Laos, and secondly, to develop strategic recommendations to enhance the competitiveness of Prachanphang Resort. Both of these objectives have been achieved, providing valuable insights into the market dynamics and actionable strategies for the resort.

The study's findings reveal a complex and competitive landscape in the Laotian hospitality market. Key themes such as intense industry rivalry, the threat of new entrants, the bargaining power of both suppliers and buyers, and the growing threat of substitute accommodations emerged as pivotal factors shaping the market. Prachanphang Resort, situated in this dynamic environment, faces both challenges and opportunities.

In response to the intense industry rivalry, the resort's strategy to differentiate itself through unique and personalized guest experiences, rooted in the local culture and individual guest preferences, positions it favorably in the market. Addressing the threat of new entrants, the resort's emphasis on strengthening its brand identity and forming local alliances creates a robust foundation to withstand competitive pressures.

The study also underscored the importance of managing supplier relationships and responding to the increasing bargaining power of buyers. Prachanphang Resort's initiatives to develop long-term partnerships with suppliers and its adaptive, customer-centric approach, particularly in the digital realm, align well with these market forces. Additionally, the resort's strategic response to the threat of substitutes, by innovating its accommodation and culinary offerings, ensures it remains a preferred choice over alternative lodging options.

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