Appendix A. Porter’s Five Forces

- Bargaining Power of Suppliers
- Threats of New Entrants
- Rivalry Amongst Competitors
- Threats of Replacing Products
- Bargaining Power of Customers

Source: Porter (1980)
Appendix B. Value Chain

Source: Porter (1985)
### Appendix C. Competitive Advantage

<table>
<thead>
<tr>
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<th>Lower Cost</th>
<th>Differentiation</th>
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<tbody>
<tr>
<td>Broad Target</td>
<td>Cost Leadership</td>
<td>Differentiation</td>
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<tr>
<td>Narrow Target</td>
<td>Cost Focus</td>
<td>Differentiation Focus</td>
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Source: Porter (1985)
Questionnaire

This questionnaire is conducted as part of a research for an MBA thesis on “Gaining competitive advantage through ecologically friendly development” by Mr. Arnfinn Oines, a student at Prince of Songkla University, Phuket Campus. The information given in this questionnaire will be treated strictly confidentially and your information will not be used in any commercial way. Your time and effort in completing the questionnaire as well as possible is very much appreciated.

Q1. Please name the hotel/resort you stayed in? .................................................................

Q2. Name three major factors for choosing this particular hotel/resort?

- Reputation of hotel/resort
- Price
- Environmental practices of hotel/resort
- Appearance/design of hotel
- Recommendations
- Location
- Past experiences
- Service provided

Q3. How important are the following factors for you when choosing accommodation?
Factors | Very Important | Important | Indifferent | Not Important | Not at all Important
--- | --- | --- | --- | --- | ---
Ease of booking |  |  |  |  |  |
Location |  |  |  |  |  |
Reputation of hotel/resort |  |  |  |  |  |
Price |  |  |  |  |  |
Service of hotel/resort staff |  |  |  |  |  |
Additional facilities (such as spa, kids club, swimming pool, shops) |  |  |  |  |  |
Recommendations |  |  |  |  |  |
Hotel/resort being eco-labelled (indicating environmentally friendly) |  |  |  |  |  |

Q4. Before going to hotel/resort did you read any additional information (other than price, date of stay, location) about the hotel?
- Yes
- No

Q5. If “Yes” in Q4, where did you obtain this information?
- Travel agent / tour operators
- Hotel/resort's own web-site
- Magazines
- Other web-sites
- People who have stayed there before
- Other, please specify: 

Q6. If “Yes” in Q4, was some of this information related to environmental practices?
Yes  No
If yes, please specify: ________________________________________________________________

Q7. Did you notice any environmental practices in your hotel/resort (during your stay)?
Yes  No
If yes, please specify: ________________________________________________________________

Q8. In a hypothetical case, if you had the choice between two equal hotel/resorts (appearance, service, location, price etc.) with the only difference that one of them is eco-labelled (indicating environmentally friendly operations), which one would you choose?
Hotel/resort with eco-label  Hotel/resort without eco-label  Not make any difference

Q9. Would you be willing to pay a premium for the eco-labelled hotel/resort in Q8 and by how much?
1. Not willing to pay premium  5% higher price  10% higher price
2. 15% higher price  20% higher price  30% higher price
More than 30% (please write by how much)
................................................................................................................................................................

Q10. What type of accommodation did you stay in this time?
Less than 500 baht  (less than US$ 12.50)  500 - 1,499 baht (US$ 12.50 - 37.49)
1,500 - 2,999 baht  (US$ 37.50 - 82.97)  3,000 - 5,999 baht  (US$ 75 - 142.97)
Q11. What region do you come from?

- Europe
- Asia
- America
- Oceania
- Africa & Middle East

Q12. Level of education?

- High school or less
- University
- Diploma
- Bachelor Degree
- Master
- PhD

Q13. Level of yearly household income (approximately converted to US$)?

- Less than US$ 25,000
- US$ 25,000-49,999
- US$ 50,000-74,999
- US$ 75,000-99,999
- US$ 100,000 or above
- Do not wish to answer

Q14. With whom are you travelling?

- Alone
- Family
- Friends
- Colleagues

Q15. Gender?

- Male
- Female

Q16. Age?
Q17. Comments on environmental practices in your hotel/resort?

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Q18. Overall, do you think Phuket is an environmentally friendly destination?

☐ Yes   ☐ No   ☐ To some extent

Comments: ........................................................................................................................................................................................................................
Thank you very much for taking your time answering this questionnaire. Have a nice day hoping your stay and travels will give you smiles and happy memories.

Bon Voyage