



Research Report

Workation Destination Attractiveness: A Supply and Demand Analysis

By

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Abstract

Changes in tourist behaviors and technological advancements increasingly influence traditional tourism patterns, resulting in a hybrid form of tourism termed “workation.” Despite this trend, the attractiveness of workation destinations has yet to be systematically evaluated by integrating empirical measurements of supply and demand indicators with insights derived from hybrid thematic analysis.

This study employed a qualitative research methodology to examine the attractiveness of workation destinations within an urban-based location. A hybrid thematic analysis of qualitative data was adopted. Preexisting factors were established through an exhaustive literature review, representing the deductive aspect. Subsequently, in-depth interviews were conducted with 27 key informants representing the supply and demand sides, utilizing a semi-structured interview to capture the inductive aspect. The interviews were facilitated by a purposive sampling method, supplemented with a snowball sampling approach.

Results revealed that the key themes of attractiveness for workation destination are soft power, livability, working facilities, and accessibility. Understanding these elements equips tourism authorities and entrepreneurs with valuable insights for developing effective destination management strategies aimed at attracting and enhancing the experiences of workationers.

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Chapter 1

Introduction

Currently, it is optional to distinguish the purpose of travel clearly. Especially in the digitalized world, the division between business and leisure travel needs to be updated (Bassiyouny & Wilkesmann, 2023). Blurring boundaries between work and leisure has become a characteristic trend in the postmodern era, influencing the traveller's approach to travel. This transformation is primarily driven by technological advancements, enabling work outside traditional workplace settings, even while on vacation (Pecsek, 2018). In particular, work has become pervasive due to the emergence of smaller and wireless devices like tablets, laptops, and smartphones. These technologies have expanded the possibilities for exerting control over work and carrying out work-related tasks (Rainoldi, Ladkin, & Buhalis, 2022).

This ongoing discourse offers a valuable framework for comprehending contemporary trends, especially the novel interactions between work and tourism encapsulated by the term "workation" (Bassiyouny & Wilkesmann, 2023) or "workcation." This neologism merges the words "work" and "vacation" (Yoshida, 2021). Pecsek (2018) noted that the expression "workcation" is found only in slang dictionaries (online slang dictionary 2017), defined as: "a paid work trip that can be combined with aspects of taking a vacation". Ever since it was initially introduced in the media, the term 'workation' has been employed to depict working while on vacation (Yoshida, 2021). Japan Workation Association (2022), as cited in Matsushita (2022), defines workation as the "Means of living and working prosperously in different places".

As highlighted in advertising and media reports, workations are gaining popularity as a new trend in the tourism industry (Bassiyouny & Wilkesmann, 2023). Despite this, there is a need for more research specifically examining workation destinations within the tourism field. Existing academic literature largely focuses on work-life balance, with limited attention given to workation as a distinct and important area of study (Pecsek, 2018). Most workation research concentrate on health-related factors and strategies to mitigate the pandemic's effects on tourists' satisfaction and safety perceptions.

A research gap remains in understanding the specific characteristics of workation destinations that make them attractive to visit.

Consequently, there needs to be more exploration of the potential opportunities arising from emerging new market segments and the development of destinations. For a destination to succeed in the global tourism market, its overall attractiveness must be equivalent to, if not greater, that of its competitors. Destinations with limited supply are not perceived as attractive (Krešić & Prebežac, 2011). To ensure tourism sustainability and foster market development, tourism destinations must constantly innovate and actively seek new sources of attractiveness.

Although the tourism literature has shown an increasing interest in exploring the concept of destination attractiveness and effective methods for measuring it, they are unsuitable for the characteristics of a workation destination. Several destination attractiveness theories may be criticized for their exclusive focus on leisure. As workation travel becomes more prevalent in a digitalizing world, these theories may need to be updated and relevant. Existing theories need to adequately identify or define the specific dimensions or factors that contribute to the attractiveness of workation destinations, failing to advance the theoretical knowledge in the field of workation and the availability of guidance for workation destination management. Furthermore, most studies focusing on workation have largely overlooked the unique attractiveness of the destinations as well as their development strategies.

In addition, the attractiveness of a destination should be evaluated from two primary perspectives: demand and supply (Lee, Huang, & Yeh, 2010). Similar to other components of the tourism system, destinations can be examined from both supply and demand perspectives. Regarding supply, destinations comprise a combination of products and services designed to fulfil tourists' requirements and preferences. From a demand standpoint, destinations are places where tourists travel to engage in specific experiences or encounter particular features (Cooper, Fletcher, Fyall, Gilbert, & Wanhill, 2008). To comprehensively define a destination, it is crucial to integrate both supply and demand perspectives. Hence, it is vital to explore the core dimensions of workation destination attractiveness by considering both the supply side (service providers) and the demand side (visitors).

The primary objective of this study is to enhance the current understanding in the field of workation destination attractiveness, which remains relatively unexplored, particularly in urban-based

locations. A theoretical model of destination attractiveness developed by several studies is applied to accomplish this objective. The findings are expected to help establish a guiding framework for the sustainable development and management of the workation destination. Understanding the factors influencing the destination attractiveness of workationers suggestively allows tourism authorities and entrepreneurs to fundamentally know better how to develop effective destination management strategies and enhance workationers' experiences.

1.1 Research Objectives

1.1.1 To investigate the attributes that determine the attractiveness of a workation destination (urban-based locations).

1.1.2 To identify and prioritize the tasks for developing and managing the workation destination (urban-based locations).

1.2 Research Questions

1.2.1 What are the key attributes contributing to the attractiveness of workation destinations (urban-based locations)?

1.2.2 What are the major responsibilities of managing a workation destination attractiveness (urban-based locations)?

1.3 Scope of the Study

1.3.1 Unit of analysis

An appropriate setting to explore the attractiveness of a workation destination is the world's best city for workation, Bangkok, the capital city of Thailand (Royal Thai Embassy Washington D.C., 2021). In a survey conducted by The Holidu2 travel website, among the significant 147 workation destinations worldwide, Bangkok has been selected as the best workation destination in 2022 (Bangkok Post, 2022).

1.3.2 Population and sample size

The study focuses on key informants directly involved in workation destinations, incorporating viewpoints from the supply (government and business) and demand (visitors) sides. The sample size, determined based on criteria including information power, informational redundancy, and data saturation, consists of 27 key informants purposively selected across diverse sectors.

1.3.3 Duration of the study

September 2023 to January 2024

1.4 Definition of Terms

1.4.1 Workation

A concept where individuals or professionals combine work and leisure by relocating temporarily to a new destination. During a workation, they perform their jobs remotely while enjoying the recreational amenities and attractions of the location. Typically, workations last longer than short vacations, often spanning from a few weeks to several months.

1.4.2 Workationers

Foreigners who combine work and vacation by temporarily relocating to a different destination can strike a balance between work and leisure while away from their usual work location. Their work is remote, and they are employed by companies outside the destination region. These individuals choose to stay at an international destination for an extended period, often two weeks or more.

1.4.3 Workation Destination Attractiveness

A wide range of factors contributes to a particular destination's overall appeal and desirability for workationers. The level of destination attractiveness is a significant determinant in attracting workationers and influencing their decision to select a specific destination for their travel or tourism endeavours.

1.5 Research Outputs

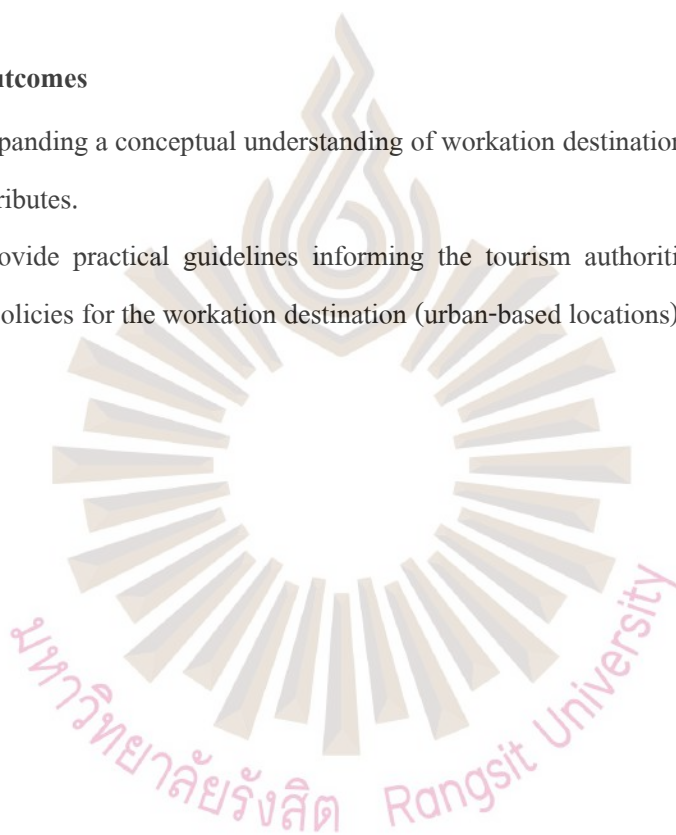
1.5.1 Discovering the workation destination (urban-based locations) attributes widely acknowledged as significant destination factors in attracting workationers.

1.5.2 Gaining a comprehensive understanding of the main obligations related to ensuring the development and management of a workation destination (urban-based locations).

1.6 Research Outcomes

1.6.1 Expanding a conceptual understanding of workation destination (urban-based locations) attractiveness attributes.

1.6.2 Provide practical guidelines informing the tourism authorities and entrepreneurs to develop related policies for the workation destination (urban-based locations).



Chapter 2

Literature Review

2.1 Travel and Tourism Industry

Tourism is a multifaceted phenomenon encompassing social, cultural, and economic dimensions, involving the movement of individuals to countries or locations beyond their usual environment for personal, business, or professional purposes. These individuals, referred to as visitors (tourists or excursionists, whether residents or non-residents), often contribute to tourism expenditure. (The World Tourism Organization, 2015). To establish a comprehensive understanding of the travel and tourism industry, it is essential to delve into the historical context, as outlined by Goeldner and Ritchie (2006), Montgomery and Strick (1995), and Weaver and Lawton (2006).

In earlier civilizations, the motivation for travel was influenced by various factors, such as seasonal changes affecting food supplies and the desire to escape potential risks and threats. The origins of travel for commercial and leisure purposes date back to the Sumerians of Babylonia. Around 4000 B.C., the Sumerians significantly contributed to the travel industry by inventing cuneiform writing, monetary systems, and the wheel. These innovations were instrumental in facilitating travel by allowing people to exchange money for accommodation and transportation. Travel for purposes beyond necessity did not become prevalent again until the Industrial Revolution, around 1745 A.D. This era witnessed significant advancements in transportation, including the introduction of stagecoaches, railroads, and steamboats, making travel more convenient. Furthermore, the Industrial Revolution led to a new demographic known as the middle class, who had the means and leisure time to explore new destinations. The invention of automobiles in the twentieth century, followed by the development of motor coaches, further revolutionized travel. It became more accessible to the general public than restricted to the affluent. In contemporary times, people undertake travel for specific purposes. Various scholars have categorized different types of travellers based on the purpose of their visits for statistical analysis and research purposes, as shown in Table 2.1

Table 2.1 The Intentions for Traveling

Leiper (1995)	Holloway (1998)	Weaver & Lawton (2006)	Cooper et al. (2008)	UNWTO (2019)
1) Leisure	1) Holidays	1) Leisure and recreation	1) Leisure and recreation	1) Leisure and recreational
2) Business	2) Business	2) Business	2) Business and professional	2) Professional and business travel
	3) Others (study, health, religious pilgrimages)	3) Visiting friends and relatives	3) Other tourism purposes (study and health tourism)	3) Visiting friends and relatives and health or religious
				4) Unspecified travel purposes

Source: Cooper et al. (2008), Holloway (1998), Leiper (1995), World Tourism (2019), Weaver & Lawton (2006).

2.2 Workation

In a globalized world where new technology, evolving work arrangements, and an increasing emphasis on entrepreneurial practices are prevalent, people's lives undergo radical transformations, blurring the boundaries between work, leisure, home, and travel (Makimoto & Manners, 1997). The blending of work and leisure has become characteristic of the postmodern era, influencing the approach to travel. While travelling, a workplace can be set up in various locations such as a café, coworking space, hotel room or rental property, coffee shop, or resort facilities (Chevtaeva, Neuhofer, & Rainoldi, 2022). This shift is primarily driven by technological advancements that allow work to extend beyond the traditional office setting and into vacation time. As a result, individuals can now perform work-related tasks and engage in leisure activities simultaneously while away from home (Pecsek, 2018).

Due to changes in tourist behavior and technological advancements, traditional tourism patterns are evolving, giving rise to a hybrid form of tourism known as "workation" or "workcation." These terms can be used interchangeably. The word workation is a combination of work and vacation. Workations unite both extremes and blur the lines between work and vacation and business and leisure travel (Bassyouny & Wilkesmann, 2023). The term 'workcation' appears solely in online slang dictionaries, defined as "a paid work trip that can be combined with aspects of taking a vacation" (Pecsek, 2018). Vacation serves as a pause from regular routines, and in the past, there was a distinct separation between daily life and vacation (MacCannell, 1976). So-called 'workations' describe the mix of vacationing and working, where individuals travel to vacation destinations to work remotely and digitally from that location for a specific duration (Unternehmer.de, 2022, as cited in Splitthoff, 2022).

This represents a novel approach to remote work in response to the growing trends of digitization and increased flexibility (Voll, Gauger, & Pfnür, 2022).

Initially, "workation" was coined in the Western context to refer to "working on a holiday." It specifically applied to individuals who could easily take time off from work (Yoshida, 2021). "workation" has emerged as a prominent and highly sought-after trend in the travel and tourism sector. This phenomenon has garnered substantial interest and popularity, creating tourism niche markets with ample opportunities for growth and development, i.e., workationers.

The term "workation" is a recent coinage formed by blending "work" and "vacation." It encompasses various situations, including vacationing while working or travelling for business and then prolonging the stay at the destination for leisure purposes (Lidman, 2023). The primary distinction between experimenting with a workation or adopting an expat lifestyle and embracing digital nomadism is that they are more moderate than the digital nomad way of life. Workationers or expats are testing something for a finite duration. Their work may be somewhat remote, and they are more likely to be employed by a company (Matsushita, 2022) rather than self-employed, which is often the case with digital nomads.

Nawijn and Damen (2014) examined whether engaging in work while on vacation impacts the quality of life for vacationers, considering factors such as the intensity of felt emotions and the fulfilment of needs. The results suggest no significant statistical difference in the emotional experiences of individuals working and those not working while on vacation. Additionally, the fulfilment of needs is comparable between both groups. Many workers, specifically 97%, are satisfied with balancing work and leisure time during vacation. These results imply that individuals who engage in work while being tourists are proficient in effectively blending work-related activities with leisure pursuits.

2.3 Workationer

A study by Lichy and McLeay (2017) identified five distinct typologies of leisure travellers, each characterized by different interests, motivations, and personal circumstances. These individuals combine leisure activities with professional business obligations while travelling abroad. The typologies provide valuable insights into leisure travelers' diverse motivations and preferences,

allowing for a better understanding of this emerging travel trend. The workationers are classified as one of the five categories.

1) Experiential learners: These travellers are motivated to gain new experiences and learn about different cultures while engaging in work and leisure activities.

2) Escapers: This group seeks to escape the pressures of their everyday work environment and combine work and leisure to relax and rejuvenate.

3) Altruistic knowledge sharers: These travelers strongly desire to share their knowledge and expertise with others, and they view their workation as an opportunity to engage in knowledge exchange and contribute to the local community.

4) Research-active trailblazers: This typology comprises travelers who actively engage in research or professional development activities while on their workation. They are driven by a passion for pushing the boundaries of knowledge and making meaningful contributions to their field.

5) Working vacationers: This group views workation as an opportunity to maintain productivity while enjoying the benefits of a vacation. They prioritize work obligations but also seek to enjoy leisure activities during their time abroad.

Pecsek (2018) introduces the term "workcationers" to define workcation tourists, emphasizing their unique position that combines work and vacation. Pecsek's classification system outlines four primary groups of workcation tourists as follows

1) Stress-sensitive workcation tourists

Individuals in this particular group experience significant anxiety over work and slow technology, even when not required to perform any tasks during their holiday. They find it difficult to relax and often return to work feeling as exhausted as if they had not taken a break. From a tourism perspective, this group is the most challenging to satisfy, as their anxiety is independent of the holiday infrastructure and environment. In such cases, employers and employees should collaborate to designate "off-duty days," which can later be extended to cover a weekend or an entire week.

2) Technology - addict workcation tourists

This group needs to be more concerned about the quality and speed of technology provided at their chosen destination. They constantly need to check their mobile devices and remain connected

around the clock, regardless of whether they have work-related tasks to attend to. Their satisfaction primarily hinges on having access to state-of-the-art technology rather than requiring a wide array of cultural or entertainment offerings. As long as their technological needs are met, these tourists are satisfied.

3) Workaholic workcation tourists

This group is well-documented in psychology and has been the subject of extensive research, as workaholics existed long before the technological revolution. Historically, they only travelled a little because travel necessitated a pause in their work. In the context of tourism, however, this group represents a relatively new travel segment. They require high-quality accommodation, an aesthetically pleasing environment, and impeccable service to maintain the appearance of being genuine holidaymakers. Despite bringing all the latest technology, the quality of the technical infrastructure at the destination is irrelevant to their needs.

4) Stress-free workcation tourists

These tourists can effortlessly switch into 'vacation mode' without worrying about unexpected work or inefficient technology. They effectively balance work and leisure, maintaining low-stress levels. They are ideal workcation tourists, as sudden changes in their work or leisure patterns do not affect their travel satisfaction.

Furthermore, Bassyiouny and Wilkesmann (2023) analyze workationers' characteristics and delve into the distinctions between workationers and digital nomads, as depicted in Table 2.2.

Table 2.2 The Difference between Workationers and Digital Nomads

Type	Work and tourist motivations	Work characteristics	Demographic profile
Workationers	Time-limited combination of work and vacation, often at the same destination	High skilled work	Middle or upper-middle-class adults
		Repetitive work	
		Prestigious and well-paid work (self-employed work)	
Digital nomads	Frequent travel as a central part of work and lifestyle at different destinations	High skilled work	Middle-class, single and unattached adults
		Repetitive work	
		Prestigious and well-paid work as freelancers	

Source: Bassyiouny and Wilkesmann (2023).

The recognized differentiation between the two lies in the fact that digital nomads are characterized by continuous physical mobility, implying that they predominantly maintain a nomadic lifestyle without truly staying in one place, frequently transitioning to various locations throughout the year (Cohen, 2011). While workationers typically don't engage in frequent or extended travel. Short-term workationers may only span a few days, whereas medium-term workationers leverage remote work opportunities to work weeks or months from different locations. Nonetheless, most of their working year is typically spent in an office or a fixed location (Stainton, 2022, as cited in Splitthoff, 2022).

2.4 Tourism Destination

Tourism is about attractions and locations embedded in the economy, society, and culture. The destination concept, a core of tourism activity, is one of tourism's most significant and complex aspects (Tripon & Cosma, 2018). It consists of a combination of many different products and services (Unal & Ozgurel, 2021).

In the mid-1990s, tourism scholars began promoting the "systemic approach" to gain a more comprehensive understanding of tourism destinations. Traditionally, destinations were viewed simply as geographical areas visited by tourists. However, as awareness of the complexity of tourism and its impacts increased, experts emphasized the need to recognize the active involvement of multiple stakeholders in managing destination systems (Jovicic, 2017).

Leiper (1995) introduced a tourism system model to establish a structured framework for studying tourism and to delineate the concepts of push and pull motivation within the tourism context. As illustrated in Figure 2.1, Leiper's model comprises three key elements:

- 1) The Traveler-Generating Region (TGR): This represents the generating market for tourism and, effectively provides the "push" factor that stimulates and motivates travel.
- 2) The Tourist Destination Region (TDR): This is the final destination within the tourism system, serving as the focal point that attracts tourists. It acts as the "pull" factor, driving demand for travel from the generating region.

3) The Transit Route (T.R.) refers to the intermediary area or route that travelers pass through from the generating region to the destination. It encompasses the temporary travel period and any potential stopovers or attractions visited along the way.

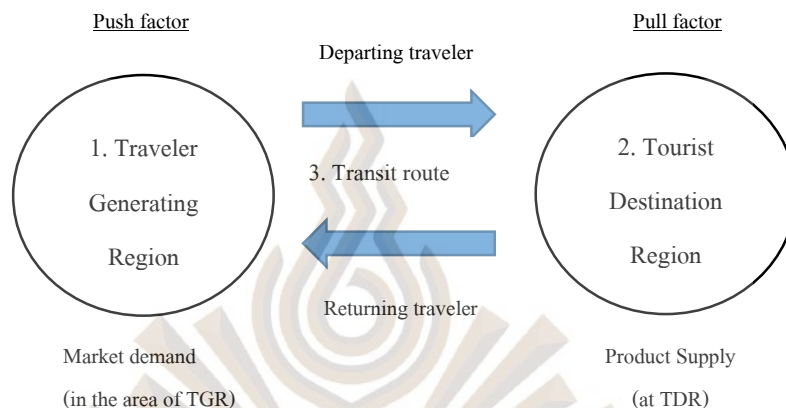


Figure 2.1 Geographical Elements in a Whole Tourism System with One Destination

Source: Adapted from Leiper (1995).

Morrison (1996) introduced the concept of the destination mix, illustrated in Figure 2.2, in order to enhance comprehension of the connections between organizations that play a vital role in shaping the marketing strategies within the travel and hospitality sector. The destination mix concept is a framework that helps analyze and understand the various components or factors contributing to a tourist destination's overall appeal and competitiveness. These components typically include: 1) attraction and events, 2) facilities, 3) infrastructure, 4) transportation, and 5) hospitality resources. Attractions and events are central to travel destinations as they attract visitors. Businesses involved in facilities and ground transportation, like hotels, restaurants, and car rental companies, should recognize that the demand for their services is directly linked to the demand for attractions. The absence of appealing commercial or leisure attractions would result in a significant reduction in their business activities.

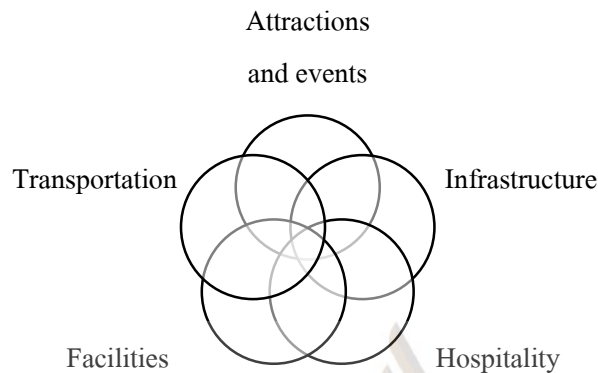


Figure 2.2 The Destination Mix

Source: Morrison (1996).

Lee, O'Leary, Lee, & Morrison (2002) suggested that push factors affect the decision to travel, whereas pull factors determine the destination choice. As illustrated in Figure 2.3, internal motivational forces drive the decision to take a vacation (push factors), while the characteristics of the destination influence where to travel (pull factors). The bidirectional arrow between push and pull factors signifies an interactive relationship, indicating that travelers take both types of factors into account when making their travel decisions.

The "pull" to visit a particular destination stimulates the entire tourism industry and generates a desire to travel within the originating region. Consequently, tourism innovations occur at the destination, with the development of new products and the delivery of unique experiences. This makes the destination the focal point where the tourism system's most significant and remarkable effects are observed (Leiper, 1995).

The primary driving force behind tourism is the destination itself, encompassing a variety of exceptional locations that stand out from the ordinary due to their cultural, historical, or natural significance (Cooper et al., 2008). A tourism destination combines various facilities and services, encompassing multiple dimensions and attributes (Hu & Ritchie, 1993). For a destination to succeed in the global tourism market, it is crucial to ensure that its overall attractiveness is equal to or ideally surpasses the attractiveness of its competitors. Destinations with limited supply are not perceived as

attractive (Krešić & Prebežac, 2011). Furthermore, to promote tourism sustainability and encourage market growth, it is imperative for tourism destinations to continually innovate and actively pursue new sources of attractiveness.

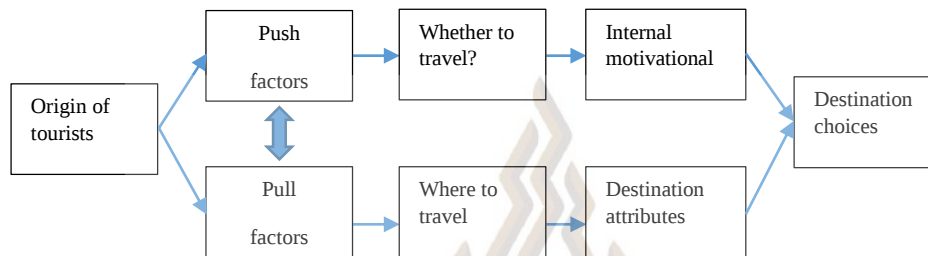


Figure 2.3 Push and Pull Tourist Motivation Factors

Source: Lee et al. (2002).

In a recent study, Bayraktaroglu and Kozak (2022) reconsider the idea of destination value (Researchers utilize definitions related to "destination attributes" to identify elements associated with destinations and their value) to formulate and suggest a resolution for the theoretical challenges faced in the field of tourism studies. Their research methods classified destination value into intrinsic and extrinsic value. Intrinsic value is influenced by

- 1) Nature-based value consisting of (a) climate and weather, (b) physical geography, (c) biodiversity, (d) environmental liveability and (e) environmental protection and landscaping;
- 2) Community and culture-based value consisting of (a) narratives, (b) artefacts, (c) food and beverage culture, (d) religion and beliefs, (e) traditions, (f) special events;
- 3) Political value consisting of (a) political will, (b) international relations, (c) safety and security, (d) local political atmosphere, (e) legal system, (f) education and research;
- 4) Industry-based value consisting of (a) infrastructure, (b) hospitality, (c) transportation, (d) human resources, and (e) popularity.

From a behavioural standpoint, the way demand and supply interact in the context of travel can be understood as individuals embarking on journeys either due to their motivations or being attracted by the attributes of the destination (Formica & Uysal, 2016).

2.5 Smart Tourism Destination

Due to changes in tourist behaviour and technological advancements, traditional tourism patterns are experiencing a notable transformation. Specifically, workationers heavily rely on technology throughout their trips (Pecsek, 2018). Technology was a new core resource and attractor in tourism destination competitiveness (Koo, Shin, Gretzel, Hunter, & Chung, 2016). It assumes an increasingly crucial role in enhancing tourist destinations, facilitating the distribution and marketing of tourism, and aiding travellers both before and during their stay in the destination. Tourists' destination selection is no longer solely determined by historical sites, picturesque landscapes, cultural richness, or culinary offerings. While these factors remain significant, modern tourists seek the element of surprise through the unexplored aspects of a destination. They also seek technological assistance to guide activities, sightseeing, and navigation to unfamiliar places (Liberato, Alen, & Liberato, 2018).

In tourism, "technology" and "smart" are often interchangeable. The concept centres around technology and is frequently used as a prefix, such as in "smart tourism," to denote specific technological characteristics like connectivity and intelligence. "Smart" has become a popular descriptor for technological, economic, and societal advancements driven by sensor-based technologies, big data, open data sources, innovative connectivity methods, and the exchange of information, exemplified by the Internet of Things (IoT) (Gretzel, Sigala, Xiang, & Koo, 2015).

The concept of smart tourism is gaining traction both in academic discourse and industry applications. It refers to endeavours focused on establishing technological frameworks that generate data to shape business strategies and destination management insights and enhance exceptional tourism experiences (Gretzel & Scarpino-Johns, 2018). Smart tourism is widely applied as a strategic tool to elevate the competitiveness of tourism destinations (Shafiee, Ghatari, Hasanzadeh, & Jahanyan, 2022). Smart Destinations are receiving acknowledgement in tourism studies as a valuable addition to the fundamental idea of a "tourism destination." (Jovicic, 2017).

Global destinations are implementing smart tourism projects to boost their competitiveness and support their sustainability goals. The smart destinations encompass destinations that effectively integrate all facets of smart tourism components. This involves investing in technology for both tourism-specific and general physical, transportation, and telecommunication infrastructure at the destination. It also involves developing policies for collecting, utilizing, and sharing data and analytical capacities among all stakeholders in the network. Furthermore, it involves embracing a wide and inclusive conceptualization of the digital destination business ecosystem facilitated by innovative thinking and unconventional partnerships. Lastly, a robust governing body with a distinct and comprehensive vision for the desired destination experiences is crucial (Gretzel & Scarpino-Johns, 2018).

Koo et al. (2016) create a theoretical framework outlining the competitive aspects of smart tourism destinations based on the destination competitiveness model of Crouch and Ritchie (1999), as presented in Figure 2.4 because it is acknowledged as the most effective framework in the realm of destination competitiveness studies. The conceptual framework consists of four fundamental components related to destination competitiveness: 1) core resources and attractors, 2) destination management, 3) qualifying determinants, and 4) supporting factors and resources. Additionally, it encompasses two environmental aspects that establish the scope of competition: the competitive (micro) environment and the global (macro) environment. Lastly, it incorporates two essential concepts for destination competitiveness: comparative advantages and competitive advantages.

Competitiveness is a function of a wide range of elements, including several factors in the internal and external environments, which need to be combined and synergized to determine the attractiveness of a destination (Crouch & Ritchie, 1999).



Figure 2.4 Conceptual Model of Destination Competitiveness

Source: Crouch and Ritchie (1999).

Furthermore, smart technology is introduced as a new factor that connects core resources and attractors, as illustrated in Figure 2.5. The model offers insights into the realization of smart tourism destinations and the development of competitiveness.

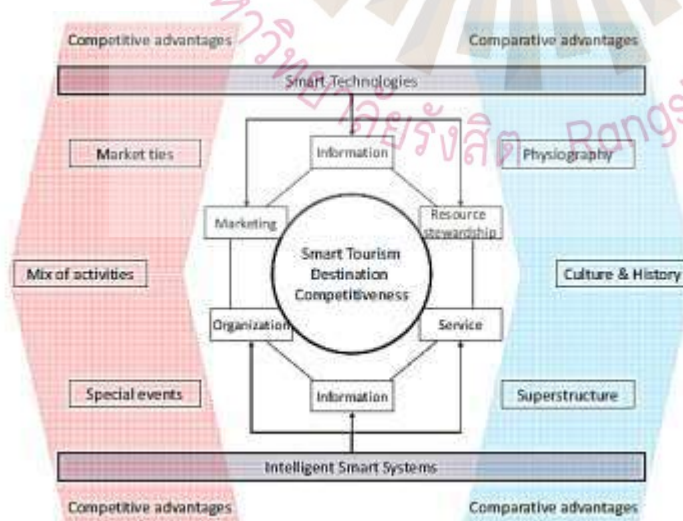


Figure 2.5 Conceptual Model of DestCompST

Source: Koo et al. (2016).

Liberato et al. (2018) examined the significance of utilizing information and communication technologies (ICTs) while undergoing a tourism experience. Their study also evaluated the accessibility and availability of ICT within the destination and its role in influencing tourists' decisions. The finding indicated that internet connectivity at the destination, particularly in locations such as airports and hotels, is paramount. Most tourists rely heavily on their mobile devices and laptops throughout their journey. The pre-existing information technologies within the destination, encompassing internet access, smartphones, mobile devices, and various applications, hold immense importance in shaping the tourist experience.

Femenia-Serra and Ivars-Baidal (2021) employed qualitative techniques to investigate smart destination strategies and solutions within the locale of Benidorm, Spain. Their discovery indicates that Benidorm has implemented smart solutions as a practical aspect of its smart destination initiative, as reflected in Figure 2.6

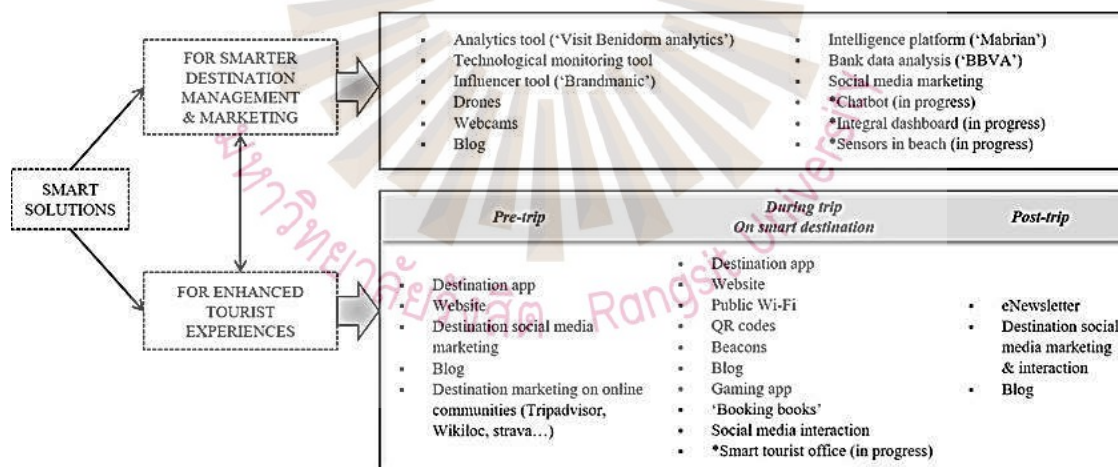


Figure 2.6 Benidorm Smart Solutions

Source: Femenia-Serra and Ivars-Baidal (2021).

In a recent study, Shafiee et al. (2022) identified, explored, and rated the factors influencing the development of smart tourism destinations. The findings highlight 20 indicators across ten levels: 1) financial resources, 2) development policies, 3) government support, 4) investment in IT, 5) ICT infrastructure, 6) mobile equipment, 7) cloud computing services, 8) internet services, 9) the IoT, 10) Wi-Fi coverage, 11) online social services for tourists, 12) tourist awareness of smart destination services, 13) service quality, 14) up-to-date information, 15) tourism sector innovation, 16) tourist security, 17) tourist reception culture, 18) trained workforce, 19) tourist resources, and 20) information systems. A Cross-Impact Matrix Multiplication Applied to Classification (MICMAC) analysis was employed to determine the power and dependence of these factors. The study concluded that financial resources, government support, and smart tourism policies are the most significant factors in modelling smart tourism development.

The digital technology revolution has led to smart destinations where knowledge and information are accessible to all stakeholders. This accessibility empowers stakeholders to engage in ongoing innovation of their activities to the greatest extent feasible. In the current era, achieving effective market recognition for a destination's geographical attributes is nearly achievable by utilizing digital technologies that facilitate substantial collaboration among the public, private sector, and consumers (Jovicic, 2017).

2.6 Urban Tourism Destination

Although the tourism literature has shown an increasing interest in exploring the concept of destination attractiveness and effective methods for measuring it, they need to be more generalizable because the workation destination attractiveness is particular, especially in an urban-based location such as Bangkok. This study selected Bangkok, the capital city of Thailand, as the research context. Therefore, the researcher has further reviewed the literature on the part of urban tourism destinations.

Tourism destinations could be categorized into three main types, i.e., 1) urban destinations, 2) coastal destinations 3) rural destinations (Cooper et al., 2008). Apart from natural-based locations being the preferred option for rejuvenation by many, urban-based locations can offer travellers novelty and excitement (Chevtaeva et al., 2022). Tourists are a significant focal point for urban planning, especially

within cities promoting tourism. To attract and satisfy tourists effectively, tourism strategists must investigate the urban tourism phenomenon and attempt to understand and internalize tourists' needs and perceptions (Ben-Dalia, Collins-Kreiner, & Churchman, 2013).

At the destination level, Van Den Berg, Van Der Borg, and Van Der Meer (1995) developed the "Urban Tourism Product Model" to evaluate the overall attractiveness of an urban tourism system. The relationships within this model can be classified into two main groups: System I and System II. System I encompasses the factors that determine a tourist destination's competitiveness, while System II illustrates how the public and private sectors can influence the development of the urban tourism product within that destination (Ferri, 2017), as depicted in Figure 2.7

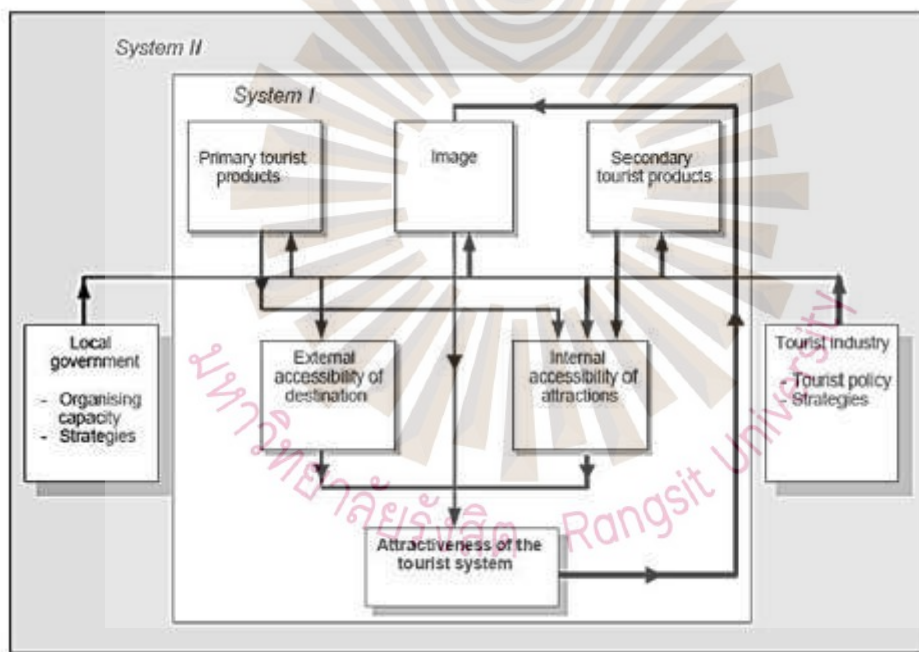


Figure 2.7 Urban Tourism Product Model

Source: Van Den Berg et al. (1995).

They outline five essential elements a city must possess to be categorized as a "tourist city" and effectively compete with other cities.

1) Primary products: The significant factor that attracts tourists to a city is its collection of attractions. This primary product comprises various elements such as natural sites, historical sites, cultural sites, new recreational attractions, and cultural events.

2) Secondary products: To cater to tourists who wish to stay in the city and fully experience its primary products, suitable secondary products must be provided. These secondary products encompass accommodation options, dining establishments, shopping facilities, leisure activities, and tourist services. Without an adequate array of secondary products, tourists will likely limit their visit to a single day.

3) External accessibility: A city needs to offer convenient and accessible transportation options for tourists from outside the country. Typically, airports serve as the primary mode of transportation, although other means such as ports, well-connected highways, or an international train system can significantly enhance accessibility to the city.

4) Internal accessibility: To ensure a seamless experience for tourists moving within the city, it is important to provide convenient conditions for transportation from one place to another. A well-developed public transportation system plays a vital role in enhancing the efficiency and enjoyment of the tourist experience. Additionally, clear signage, easily understandable maps, and legible information further facilitate tourists' navigation throughout the city.

5) Image: City image is considered one of the most influential psychological factors. The perception and reputation of a city greatly influence the decision-making process of tourists when choosing their travel destination. When faced with uncertainty about where to travel, individuals are more likely to select a destination with a favourable image. A city's image is crucial in attracting tourists and establishing itself as a desirable place.

Similarly, Law (2002) examines the relationship between tourism and urban areas. He categorizes a city's tourism resources into three groups: primary, secondary, and additional elements, as described below.

1) Primary elements encompass the main factors driving tourists to visit cities, such as cultural facilities, sports facilities, amusement facilities, physical characteristics, and socio-cultural features that contribute to the destination's appeal.

While secondary and additional elements are significant in achieving urban tourism, there are other motivators for attracting visitors (Ruetsche, 2006).

2) Secondary elements such as accommodation, catering facilities, shopping opportunities, and local markets enhance tourists' overall experience within the city.

3) Additional elements include factors such as accessibility, transportation options, parking facilities, and the availability of tourist information. These elements are vital in facilitating tourists' ease of movement and access to necessary resources while exploring the city.

In another theory, Boivin and Tanguay (2019) investigated the determinants of urban tourism attractiveness in two cities in Canada. Their findings demonstrated that tourists recognize attractiveness at four levels, i.e., 1) nucleus, 2) complementary attractions, 3) tourist belt, and 4) context, as shown in Figure 2.8. Regarding the hierarchy of significance in both Quebec and Bordeaux, the tourist belt received the highest rating, followed by the nucleus of attractiveness, the urban context, and, finally, complementary attractions.

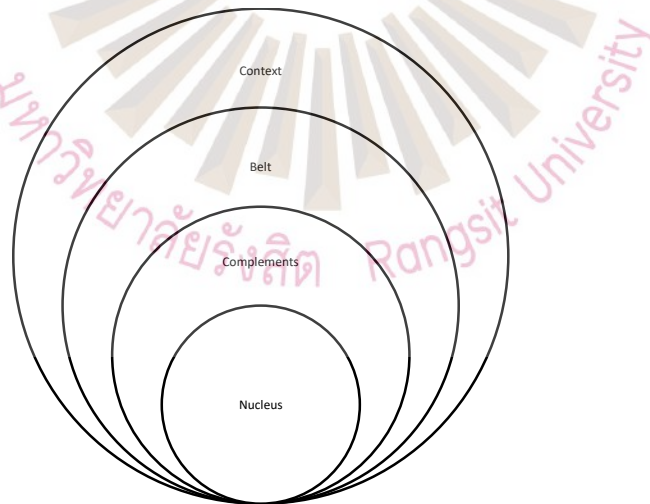


Figure 2.8 The Four Levels of Urban Tourism Attractiveness

Source: Boivin and Tanguay (2019).

The tourist belt emerges as the most influential factor, encompassing elements such as the urban ambience, architectural features, public areas, green spaces, and pedestrian-friendly locations. Due to its superior explanatory capacity, this constituent effectively consolidates variables associated with the urban environment and urban planning aspects. Secondly, the nucleus of tourist attractions represents the core elements that attract tourists. These may include natural sites, cultural and historical landmarks, and museums. Two specific attributes, cultural attractiveness and natural attractiveness, have been identified as key components of the nucleus. Thirdly, the urban context is captured through infrastructure quality and price attractiveness, reflecting the urban environment's overall appeal. There are general urban characteristics that exist for both residents and tourists. These characteristics encompass public services, transportation systems, and the provision of tourist information. Lastly, complementarity in tourist destinations pertains to the entertainment aspect, which includes factors like entertainment venues, festivals, and events, as well as the presence of MICE (meetings, incentives, conferences, and exhibitions) activities. Specifically, attributes such as festivals and events were initially considered for inclusion in the complementarity aspect of the model. However, it was later excluded from the proposed model after undergoing testing and refinement.

In the same way, Sirkis, Regalado-Pezúa, Carvache-Franco, and Carvache-Franco (2022) examined the perception of tourists about the urban attractions of the four capital cities in Latin America by utilizing the factor analysis technique. Four considerably relevant factors of tourism variables in these cities were identified, i.e., 1) The nucleus represents the attractions that primarily attract tourists to a destination (monuments and historical sites, urban architecture, museums and art galleries, and public spaces, parks, and gardens); 2) The tourist ecosystem that represents the attractions of the urban environment and urban services (accommodation and restaurants, access and signage, pedestrian-friendly places, urban atmosphere, public services, and shops and commercial services); 3) MICE and shows are related to the events that take place in the city (festivals and events, fairs, conventions, and exhibitions, museums and art galleries, and theatre, concerts, and nightlife); 4) Related services (tourist information and excursions) to services provided to the tourist. The result shows that the tourist ecosystem was the predominant factor, while the nucleus was the main pull factor, in second place

overall. They were followed by the other two factors, i.e., MICE and shows and related services, respectively.

Additionally, some studies concentrate on the satisfaction and attractiveness of urban locations, with a particular emphasis on Bangkok.

McDowall and Ma (2010) investigated Bangkok's performance as a tourist destination using factor analysis. The twenty-four performance evaluations were grouped into five factors, i.e., 1) image of Bangkok, 2) safety and security, 3) attractions and quality of destinations, 4) entertainment, and 5) politics and local accessibility. In summary, their findings indicated that among the five factors considered (Bangkok's Image and the Quality of Attractions and destinations), two factors significantly influenced tourists' satisfaction, revisit intention, and intention to recommend Bangkok to others.

Thiumsak and Ruangkanjanases (2016) evaluated the destination attributes of Bangkok, Thailand, in terms of satisfaction and attractiveness. The overall destination attributes in their study consist of 1) accommodation, 2) shopping, 3) transportation, 4) restaurant food, 5) tourist attraction, 6) cultural history, 7) safety, 8) entertainment, 9) attitude of Thai people toward visitors, and 10) accessibility. The results indicated that tourists' image of Bangkok and its attractions, along with the quality of destination factors, significantly contributed to their satisfaction, intention to revisit, and intention to recommend Bangkok to others. Additionally, the entertainment factor enhanced tourist satisfaction, while safety and security factors were crucial in their intention to revisit and recommend Bangkok.

2.7 Destination Attractiveness

The concept of destination attractiveness and its measurement has attracted considerable interest from industry professionals, policymakers, and researchers in the field of tourism (Lee, Chen, & Huang 2014). It is recognized as a decisive factor in visitors' appreciation (Richmond & Cornelius, 2021). Several scholars have explained the definition of the attractiveness of a destination differently.

The term "attractiveness" has its roots in the Latin verb "attrahere", which means to attract (Gunn, 1987, as cited in Richmond & Cornelius, 2021). Kirilenko, Stepchenkova, and Hernandez (2019) noted that destination attractiveness refers to the perceived attractiveness of a destination,

offering satisfaction and benefits to tourists; it shows the special features of a destination that make it attractive to them. Boivin and Tanguay (2019) stated that "attraction" and "attractiveness" are utilized to depict the attributes or features of a destination that entice visitors or influence their decision to select that particular place. Król, Ziernicka-Wojtaszek, and Zdonek (2020) view "attractiveness" as a comprehensive measure of qualities that make a destination enticing to travellers.

Tourism destination attractiveness is multidimensional (Islam & Chaudhary, 2021). As noted in Tam (2012), Mayo and Jarvis (1981) conceptualized the idea of destination attractiveness by connecting it to travellers' decision-making process and the particular advantages they experience. According to their definition, the notion of destination attractiveness combines the relative importance of a destination and its perceived ability to deliver personal benefits. According to Hu and Ritchie (1993), destination attractiveness refers to the subjective perceptions, beliefs, and opinions individuals hold regarding a destination's ability to meet their specific vacation requirements and provide satisfaction. In tourism, destination attractiveness plays a crucial role, as individuals are driven by their push motivations to travel but require pulling factors to attract them to particular destinations (Li, Dai, Tang, & Chen, 2020).

Recent studies have indicated that a mixture of attractiveness and competitive attributes can improve the popularity of tourism destinations. The competitiveness aspect stems from the supply side, while attractiveness originates from the demand side of tourism (Vengesai, 2003). The perspective from the demand side implies that a destination's attractiveness relies on tourists' evaluations of its attributes (Kim & Perdue, 2011). Conversely, the supply-side viewpoint of destination attractiveness regards it as a pull factor created by destination attractions (Reitsamer & Brunner-Sperdin, 2015).

Nevertheless, destination attractiveness and competitiveness can be used interchangeably (Raimkulov, Juraturgunov, & Ahn, 2021). Destination attractiveness is defined as "the feelings, beliefs, and opinions that an individual has about a destination's perceived ability to provide satisfaction concerning his or her special vacation needs" (Poquiz, 2019), while destination competitiveness is related to a tourist destination's capacity to provide competitive and better products and services to tourists in comparison to other destinations (Dwyer & Kim, 2003).

Multiple categorizations of tourist attractions are present within the field of tourism studies. The UNWTO classifies all elements that contribute to the attractiveness of a destination into seven separate categories, i.e., 1) natural tourist resources, 2) cultural heritage, 3) historical heritage, 4) climate conditions, 5) infrastructure, 6) tourist services, 7) tourist facilities (McIntyre, Hetherington, & Inskeep, 1993).

Based on the tripartite model of destination attractiveness by Gunn (1987), Poquiz (2019) determined the factors influencing the attractiveness of a tourist destination as 1) key attributes, i.e., the presence of religious sites, the existence of historical sites and archaeological remains, the celebration of festivals and other tourism events, availability of souvenirs shops and shopping malls, presence of theme parks. 2) facilities and services, i.e., accessibility of tourism information centres at prominent locations, availability of reservation facilities (travel and tour services) for travel arrangement and local tour guides, quality of basic infrastructure, condition of roads, transportation facilities, communication facilities, electricity, sewerage, etc. of a city above minimum touristic quality, quality of infrastructure and amenities of hotel/lodge/guest house, quality and variety of foods and local foods, an attitude of local people towards tourists, quality of the physical environment and cleanliness in and around the province/region. 3) miscellaneous.

Das, Sharma, Mohapatra, and Sarka (2007) attempted to develop a simple framework to assess the attractiveness of a tourist destination based on tourists' expectations, experiences and satisfaction, using Varanasi as a study context. They obtained the seven dimensions influencing the attractiveness through factor analysis, i.e., 1) ease of accessibility, 2) touristic infrastructure, 3) support services, 4) ancient flavour of the city, 5) distinctive local features, 6) psychological and physical environment, and 7) cultural attributes. Each of the seven factors holds significance as an independent variable contributing to the attractiveness of Varanasi as a destination.

Krešić and Prebežac (2011) construct and empirically test methodology for the destination attractiveness assessment in Croatia. Six factors were extracted, i.e., 1) accommodation and catering, 2) activities in destination, 3) natural features, 4) destination aesthetics, 5) environmental preservation, and 6) destination marketing. Among the units of analysis, natural features are perceived as the most attractive and, consequently, the most influential pull factors.

Reitsamer and Brunner-Sperdin (2015) conducted a study to explore how tourists' well-being is influenced by their perception of a location. Their research aimed to shed light on how a destination's characteristics influence tourists' behaviours and reactions. Through exploratory factor analysis, they identified five key factors contributing to a destination's attractiveness, i.e., 1) accessibility, 2) amenities, 3) attraction and activities, 4) entertainment, and 5) local community. The findings provide empirical evidence that tourists perceive destination settings holistically and experience higher levels of psychological well-being when a destination offers an optimal combination of sense-making attributes (such as access and amenities) and exploratory attributes (including attractions, activities, entertainment options, and local community engagement). Similarly, Poquiz (2019) examined attributes such as facilities, services, and miscellaneous factors.

Islam and Chaudhary (2021) introduced an Index of Destination Attractiveness (IDA) to evaluate the tourism attractiveness of Kashmir Valley, India. This IDA encompasses eleven factors recognized as significant by tourists, categorized as follows: 1) hygiene and cleanliness, 2) food attractions, 3) transport facilities, 4) accommodation facilities, 5) site attractiveness, 6) communication facilities, 7) cost, 8) cultural attractions, 9) tourist amenities, 10) natural attractions, and 11) tourist activity. Additionally, they devised a matrix to classify the identified factors into motivators and hygiene factors, as illustrated in Figure 2.9

Low IDA value	Cost Tourist activity	Tourist amenities Transport facilities Communication facilities
	Natural attractions Site attraction Cultural attractions Food attractions	Accommodation Hygiene and cleanliness
	Motivator factors	Hygiene factors

Figure 2.9 Attractiveness Matrix

Source: Islam and Chaudhary (2021).

Similarly, Richmond and Cornelius (2021) evaluated the attributes that make Cape Coast an attractive destination, focusing on the supply-side perspective using the push and pull theory. They identified five primary factors contributing to Cape Coast's appeal: 1) destination natural resources, 2) cultural/historical and man-made resources, 3) accessibility, 4) amenities, and 5) complementary services. The findings indicated that natural, cultural, and man-made resources and amenities were the key attributes that enhance Cape Coast's attractiveness as a destination.

Furthermore, in a study conducted by Raimkulov et al. (2021), they investigated the connections between the attractiveness of a destination, satisfaction, the sense of reliving, and loyalty Among American tourists who had participated in Silk Road tourism in Uzbekistan. The findings indicate that the attractiveness of the destination encompasses several facets, including 1) cultural attractiveness, 2) natural attractiveness, 3) the local people and superstructure, 4) infrastructure, and 5) price attractiveness. Of these aspects, cultural attractiveness, the welcoming nature of the local people and superstructure emerged as key factors influencing tourist satisfaction, thus contributing to Silk Road tourism's competitiveness in Uzbekistan.

In a recent study, Pratminingsih, Johan, and Salsabil (2022) determined the influence of destination attractiveness on destination attachment and its impact on tourist sustainable behaviour in Bandung, Indonesia. They classified destination attractiveness into five distinct factors, which encompass 1) natural landscapes, 2) climate conditions, 3) accommodation and restaurants, 4) infrastructure elements (such as roads, internet access, and hospitals), and 5) public transportation services. The results indicated that destination attractiveness influences destination attachment.

Destination attractiveness refers to how appealing a destination is perceived to be, offering satisfaction and benefits to tourists (Kirilenko et al., 2019, as cited in Pratminingsih et al., 2022). A review of existing literature highlights the critical role of destination attractiveness in ensuring overall tourist satisfaction. However, this classification is often criticized for lacking detail, as the factors contributing to tourism attractiveness are destination-specific and evolve over time (Ul & Chaudhary, 2021). Additionally, this categorization falls short when addressing the specific needs of workationers.

2.8 Destination Attractiveness for Remote Workers

The concept of blending work and leisure is gaining popularity, particularly due to the shift in work practices brought about by the pandemic, which has made work more adaptable. Around the world, individuals have begun to encounter a "new normal" that involves the widespread acceptance of remote work and the mainstream integration of technologies to facilitate virtual collaboration, communication, and remote productivity (Hermann & Paris, 2020). Remote work has empowered individuals to both travel and manage professional responsibilities (Pavia, Floričić, & Mrnjavac, 2022). It is experiencing rapid exponential growth, leading to numerous destinations, ranging from surf villages to mega cosmopolitan cities, vying for the attention of remote workers (Floričić & Pavia, 2021).

In addition, Lidman (2023) conducted a qualitative study that examined the difficulties encountered by digital nomads and organizations and explored the future of work. She classified remote work into three primary categories, i.e., 1) workation, 2) expats, and 3) digital nomads, as illustrated in Figure 2.10

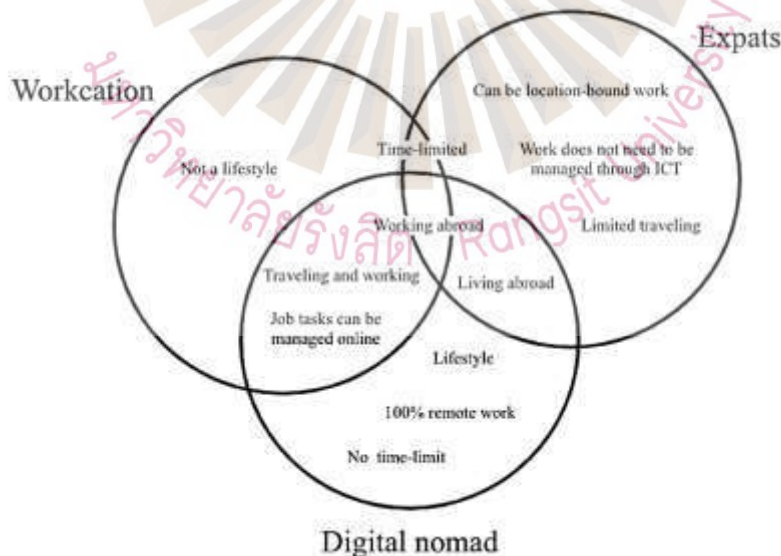


Figure 2.10 The Difference between the Different Remote Working Groups

Source: Lidman (2023).

Workationers have temporarily moved to a different location to adopt a lifestyle combining leisure and work without exhibiting extremely frequent travel behaviour. At the same time, Digital nomads prioritize mobility as a central aspect of their lifestyle, characterized by their ability to work remotely using digital tools and technologies (Winarya & Pertiwi, 2020). Both carry out their work responsibilities by leveraging modern telecommunication technologies, and they blend this arrangement with a motivation to either explore different parts of the world or relish a high-quality lifestyle associated with outdoor recreational pursuits (Parreño-Castellano, Domínguez-Mujica, & Moreno-Medina, 2022).

Kurniasari, Isbah, and Azca (2022) examined the emerging phenomenon of workation in the Indonesian context, focusing on the behavioural patterns, motivations, and anticipated outcomes of individuals engaging in this practice. Their inquiry revealed that most workationers conduct their professional duties in various settings, including accommodations, designated coworking spaces, local cafes, and outdoor environments. Throughout their workation experience, these individuals extensively utilize information and communication technology (ICT) tools such as laptops, smartphones, wi-fi connectivity, and office-oriented software platforms. Moreover, workationers frequently utilize their leisure time to alleviate daily stressors by partaking in recreational pursuits, such as beachside relaxation, forest exploration, mountain excursions, culinary tourism, and casual socializing at cafes. The findings suggest a potential trajectory for the sustained growth of the workation trend, underscoring the necessity for a comprehensive understanding of its participants' demographic profiles and preferences.

Nevertheless, more research is needed regarding the attractiveness of destinations for workationers. Therefore, the researcher also reviews the literature on destination attractiveness to digital nomads, offering a comparative reference point for workationers.

Winarya and Pertiwi (2020) studied the motivations of digital tourist nomads visiting Bali, utilizing the push and pull factor theory. They aimed to gain insight into the internal and external influences that attract digital nomads to the region. By employing factor analysis with a sample size of 150 participants, they identified two main factors associated with push factors, i.e., 1) motivational factors related to work matters and 2) enlarging network. Their study revealed three prominent factors

for pull, i.e., 1) an inspiring destination, 2) a supportive place to stay and work, and 3) enjoyable activities.

Parreño-Castellano et al. (2022) examine the characteristics of digital nomads and the approaches devised to attract their interest, focusing on the circumstances posed by the COVID-19 pandemic. They suggested that various factors, including one, primarily determine the perceived quality of a destination for digital nomads) good weather, 2) air quality, 3) safety, 4) a tolerant urban environment for women, foreigners or LGBTQ+, 5) ease of using English in everyday life, 6) low cost of living, 7) feasibility of outdoor leisure activities, 8) cultural resources, 9) possibility of moving around cities on foot and, 10) availability and quality of educational and health services. The significance of each of these factors varies depending on an individual's characteristics, needs, and expectations. However, for digital nomads, the key aspect of their life project in these areas revolves around having a home with a reliable internet connection, allowing them to work and enjoy their leisure time alongside fellow digital nomads.

Lhakard (2022) examines the elements that contribute to the decisions made by digital nomads when choosing Chiang Mai as their destination city, focusing on information exchange. Employing content analysis as the research methodology, their study revealed three pivotal factors that influence the decision-making process of opting for Chiang Mai as a destination, i.e., 1) natural and cultural assets encompassing the city's distinct culture, diverse array of tourist attractions, culinary offerings, and varied natural landscapes, 2) accessibility of work opportunities and communication infrastructure facilitated by the internet, encompassing factors like the availability of cafes, internet pricing, and related services, 3) the establishment of information exchange networks, characterized by the integration of digital nomad community networks. These networks foster the continuous exchange of opinions and engagement in various activities, playing a significant role in selecting Chiang Mai as a destination city for digital nomads.

Moreover, numerous studies suggest that accommodation plays a pivotal role in influencing a destination's attractiveness. Consequently, the researcher examines additional literature on accommodation services tailored to remote workers.

Pavia et al. (2022) investigate the extent to which hotels are ready to provide workspaces as part of their amenities for guests, facilitating the integration of work and leisure activities during their stays. They highlighted that hotels provide remote work amenities encompassing: 1) complimentary wi-fi; 2) consistent signal coverage throughout the entire premises; 3) the availability of a business assistant service; 4) access to printer and scanner services; 5) provision of coffee, tea, water, and healthy snacks within guest rooms; and 6) rooms equipped with ergonomic furnishings and necessary equipment. They also developed categories of the specific services that contribute to the hotel workspitality concept, as presented in Figure 2.11

Workspitality refers to integrating conventional hospitality elements such as dining and overnight accommodations with office functionalities, encompassing coworking and hotdesking spaces (White, 2023).

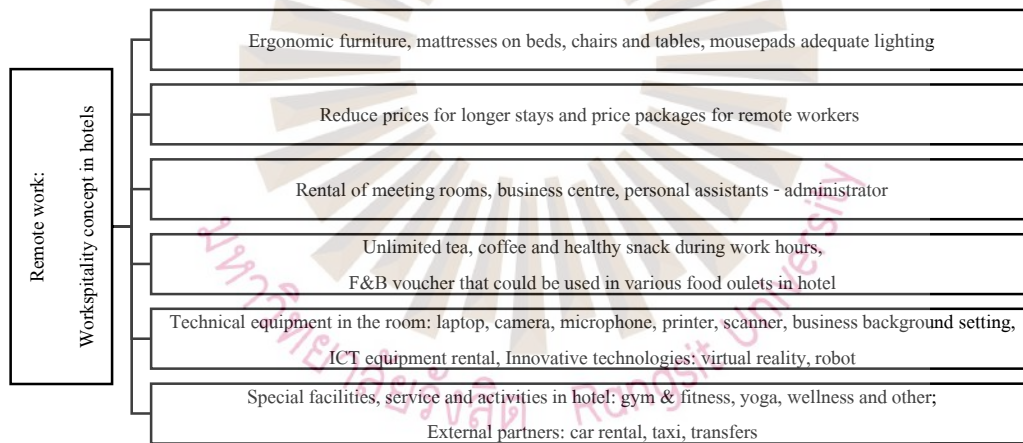


Figure 2.11 Hotel Workspitality Concept

Source: Pavia et al. (2022).

In addition to accommodation services, hotels have the potential to rent out various facilities for meetings, socializing, and work. This allows for multifunctional use of their spaces, ensuring more efficient utilization of all hotel facilities. The hybrid hospitality model, which combines

accommodation services with inspirational workspaces, exemplifies this approach. Integrating coworking areas into hotels as part of this model offers numerous benefits (Pavia et al., 2022).

Table 2.3 The Hybrid Hospitality Model

Core qualities	Description
Plenty of adaptable space	From private rooms to meeting and event rooms or shared spaces and communal areas, hotels provide a variety of suitable workspaces for private calls, coworking, or socializing. If adjustments are needed, underused areas, business centres, and hotel lobbies can be easily transformed into modern, vibrant working spaces.
Excellent on-site amenities	In addition to proposing work areas, hotels boast a wide range of additional facilities, from gyms and pools to restaurants, bars, clubs, and even rooftops. These add to the workers' experience and loyalty, especially if discounts or freebies are part of the package.
Round-the-clock services and access	Unlike offices or coworking spaces, which are closed on evenings and weekends, hotels are open 24/7, accommodating various workstyles and needs.
Maximum flexibility	An unquestionable appeal for businesses and employees is that hotels do not require long-term obligations, leases or expensive guarantees and instead offer day-to-day flexibility for renting workspaces.
A 'hospitality-first' experience	Personalized high-quality services and creating pleasant environments and guest experiences are in the hospitality industry's DNA.
Connectivity in every sense of the term	Aside from fast, reliable internet, hotels can connect travelling professionals, entrepreneurs, and local communities in dynamic, centralized locations.

Source: EHL (2022).

Table 2.4 presents five trends which hotel operators are responding to with their new offers for remote workers, digital nomads and business convention attendees (Verdon, 2021).

Table 2.4 The Five Trends of Hotel Operators for Remote Workers

Trends	Description
Extended-stay vacations	Certain hotels expand their service packages. Remote working is offered with the benefit of free use of meeting areas. By booking longer stays, remote workers benefit from better accommodation, discounts for extended stays, and similar benefits.
Wellness and working out - while working	Some hotels anticipate that fitness routines and opportunities to enjoy nature will be important to those taking long-haul vacations.
Making remote working a learning experience	Certain hotels offer experiences and courses which can improve working holidays.
Hotels as alternative office spaces	Hotels are also offering options for remote workers who occasionally need a more professional work setting than their living room and for companies that are eliminating traditional office spaces.

Hybrid industry convention to revive the event-business

Hotels organize various conferences, congresses, and similar, offering hybrid packages that welcome personal and virtual participants.

Source: Verdon (2021).

Attractiveness is an important perception during tourists' participation in tourism activities (Cheng, Wu, & Huang, 2013). The characteristics that contribute to the attractiveness of a destination can differ depending on the specific research context and the approaches researchers adopt (Raimkulov et al., 2021). Numerous studies have provided compelling evidence of the significance of destination attractiveness in various contexts. However, the attractiveness of destinations for workationers is unique and distinct. Therefore, this study employed semi-structured in-depth interviews to explore the specific attributes of workation destinations that appeal to workationers.

2.9 Tourism Functions as a Soft Power

Power is an individual's ability to influence others to achieve desired objectives, utilizing three fundamental approaches such as coercion (military force), payment (economic force), and attractiveness (soft power), where hard power encompasses coercion and payment, and soft power relies on the power of attraction. (Nye, 2009). Soft power is a nation's ability to shape other nations' preferences through diplomacy and attraction (Nye, 2004a).

The emergence of soft power as a new theme in this study necessitated the researcher to delve deeper into academic literature, aiming for a comprehensive exploration and comprehension of this identified phenomenon. In the 1990s, Joseph Nye introduced the concept of soft power to elucidate the United States' role in the post-Cold War era following the dissolution of the bipolar world order. In contrast to hard power, which relies on coercion, commands, and threats, soft power emphasizes cooperation, suggestions, persuasion, and constructive debate. It is centred on winning the support and allegiance of global populations, emphasizing the importance of hearts and minds over territorial conquest (Claro, Huguet, & Serrano, 2023).

Various academics, journalists, think tanks, politicians, diplomats, and consultancies have conducted comprehensive analyses of soft power until now, resulting in varying definitions of the

concept. Brand Finance (2024) is actively involved in defining and conceptualizing Soft Power to mitigate potential confusion, as outlined below.

"Soft Power - a nation's ability to influence the preferences and behaviours of various actors in the international arena (states, corporations, communities, publics etc.) through attraction or persuasion rather than coercion"

In evaluating Soft Power, Brand Finance (2024) conducts assessments of global public perceptions regarding national brands, considering 35 attributes organized within eight pillars, as illustrated in Table 2.5

Table 2.5 The Global Soft Power Index

Pillars	Metrics
Business and trade	Strong and stable economy
	Products and brands the world loves
	Easy to do business in and with
	Future growth potential
International relations	Influential in diplomatic circles
	Helpful to countries in need
	Good relations with other countries
Education and science	Leader in technology and innovation
	Leader in science
	Strong educational system
	Invest in space exploration
Culture and heritage	Influential in arts and entertainment
	Food the world loves
	Great place to visit
	Leader in sports
	Appealing lifestyle
Governance	Rich heritage
	Internationally admired leaders
	Politically stable and well-governed
	High ethical standards and low corruption
	Safe and secure
Media and communication	Respect law and human rights
	Affairs I follow closely
	Easy to communicate with
	Influential media

Pillars	Metrics
Sustainable future	Trustworthy media
	Invests in green energy and technologies
	Sustainable cities and transport
	Acts to protect the environment
	Supports global efforts to counter climate change
People and values	Trustworthy
	Generous
	Friendly
	Fun
	Tolerant and inclusive

Source: Brand Finance (2024).

In the tourism sector, Claro et al. (2023) noted that tourism functions as a soft power instrument, playing a role in enhancing a nation's reputation and image through the cultivation of goodwill and positive sentiments. As soft power is conveyed through a country's cultural attributes, values, political ideals, and foreign policies, it serves as a means to effectively position and portray a nation, thereby enhancing the attractiveness of tourist destinations and contributing to their increased visitation. Attractiveness is one of the main aspects of soft power (Jureniene & Jurene, 2019).

Tourism enhances soft power by promoting national culture, democracy, and internationally favourable travel agreements. The attractiveness and appeal of a society's culture, customs, political ideologies, and policies are deliberately communicated via tourism, aiming to establish their legitimacy and acceptance by other populations and nations (Hunter, Chung, Gretzel, & Koo, 2015). Soft power assets encompass culture, values, political ideals, and policies. Nations actively communicate their adherence to values such as democracy, neoliberalism, the rule of law, and human rights. Cultural components, including language, history, literature, art, music, popular culture, and tourism, collectively cultivate a positive national image (Claro et al., 2023).

A nation's soft power originates from three primary sources: 1) culture (where it attracts others), 2) political values (demonstrating behaviour at home and abroad in line with the political values possessed), and 3) foreign policies (other actors perceiving these policies as legitimate). The elements of soft power include entities such as media, non-governmental organizations, and higher education

institutions. (Nye, 2017, p. 24-32 as cited in Özkan & Boylu, 2021). The potency of a nation's soft power is directly proportional to its enhanced capability to attract investments, promote its products and services, boost tourism, and entice talent to attract investments and market its products and services (Brand Finance, 2024).

In Thailand, soft power has emerged as a crucial instrument in enhancing economic value, particularly in recovering from the Covid-19 pandemic. The Thai government's strategic objective involves fostering a creative economy grounded in knowledge, intellectual property, expertise, and creativity. This initiative is intricately connected to culture, society, technology, and innovation, contributing to the advancement of goods and services production. In alignment with the policy framework, there is an emphasis on leveraging Thailand's cultural assets through the "5 Fs": food, film, fashion, fighting (specifically Thai martial arts), and traditional Thai festivals (Thailand Convention and Exhibition Bureau, 2022).

This study concludes from the review of related literature that soft power in the context of destination attractiveness is culture. Culture is part of soft power (Jureniene & Jurene, 2019). The cultural appeal of a nation can markedly enhance its overall attractiveness, influencing the preferences of others and heightening the inclination to emulate a country whose culture is attractive to others (Nye, 2011). In the form of tourism, culture involves leveraging 1) cultural heritage, 2) cultural events (festivals), 3) art exhibitions, etc., by creating tourism products. Consequently, cultural tourism is a conduit or carrier of a country's soft power. This implies that tourism indirectly influences a nation's soft power (Jureniene & Jurene, 2019).

According to the definition adopted by the UNWTO General Assembly at its 22nd session in 2017, cultural tourism is "a type of tourism activity in which the visitor's essential motivation is to learn, discover, experience, and consume the tangible and intangible cultural attractions/products in a tourism destination." These attractions and products are associated with a society's distinctive material, intellectual, spiritual, and emotional features, which include 1) arts and architecture; 2) historical and cultural heritage; 3) culinary heritage; 4) literature; 5) music; 6) creative industries and living cultures with their lifestyles; and 7) value systems, beliefs, and traditions" (The World Tourism Organization, 2023)

In tourism, food plays a crucial strategic role in implementing soft power; it is recognized as a variant of soft power (Reynolds, 2012). It is perceived as the foremost attraction for various categories of tourists, whether they are local or international in origin (Omar, Karim, Bakar, & Omar, 2015). Hussin (2018) analyzed food utilization as a soft power tool in Malaysia's tourism, traditions, and cultures, exploring its domestic and international impact on audiences. The findings underscore the vulnerability of the soft power strategy in the absence of food or gastronomy and conclude that the Malaysian tourism industry is heavily dependent on and thrives with the inclusion of gastronomy. The most significant element in the tourism sector that serves as a sense of place attraction for travelers is food (Cohen & Avieli, 2004). Furthermore, Ooi (2015) presents several ways in which the interaction between tourism and soft power takes place. He proposed that Mega events like the Olympic Games and World Expositions play a crucial role in establishing geopolitical influence. These events draw tourists and serve as platforms to exhibit the destination and communicate its capacities.



Table 2.6 Summary of Related Literature on Destination Attractiveness Attributes

Authors	Objectives	Methodology	Sample	Context	Dimensions
Das et al. (2007)	Attempts to find out the determinants of the attractiveness of a tourist destination based on tourists' expectations, experience and satisfaction.	Factor analysis, Multiple regression analysis	International: n = 192	Varanasi, India	1) ease of accessibility, 2) touristic infrastructure, 3) support services, 4) ancient flavor of the city, 5) distinctive local features, 6) psychological and physical environment, and 7) cultural attributes.
McDowall and Ma (2010)	Examined whether international and domestic Thai tourists differ in their demographic characteristics, their evaluation of Bangkok's performance as a tourist destination, their satisfaction, and loyalty.	Factor analysis, Regression analysis	Domestic: n = 266 International: n = 254	Bangkok, Thailand	1) image, 2) safety & Security, 3) attractions & quality of destinations, 4) entertainment, and 5) politics & local accessibility
Krešić and Prebežac (2011)	Construct and empirically test methodology for the destination attractiveness assessment.	CFA	n = 4,915	Croatia	1) accommodation and catering, 2) activities in destination, 3) natural features, 4) destination aesthetics, 5) environmental preservation, and 6) destination marketing
Reitsamer and Brunner-Sperdin (2015)	Investigate the impact of place perception on tourist well-being.	EFA, CFA, SEM	n = 631	Three Australian tourism destination	1) accessibility, 2) amenities, 3) attraction and activities, 4) entertainment, and 5) local community
Koo et al. (2016)	Develop a conceptual model of smart tourism destination competitiveness.	Literature review	N/A	N/A	Smart technology: 1) information, 2) resource and stewardship, 3) service, 4) organization, and 5) marketing)
Thiumsak and Ruangkanjanases (2016)	Explore the key factors which have a significant impact on influencing visitors to revisit Bangkok.	Multiple regression analysis	n = 189	Bangkok, Thailand	1) accommodation, 2) shopping, 3) transportation, 4) restaurant & food, 5) tourist attraction, 6) cultural & history, 7) safety, 8) entertainment, 9) attitude of Thai people toward visitors, and 10) accessibility.
Liberato et al. (2018)	Emphasize the increasing importance of information and communication technologies in smart tourism destinations.	1) Pearson R correlation coefficient 2) Multiple linear regression	n = 423	Porto, Portugal	1) The internet access at the destination 2) The existing information technologies available in the destination
Boivin and Tanguay (2019)	Investigates the determinants of the attractiveness of urban tourism.	Factor analysis	Quebec: n = 250 Bordeaux: n = 249	Quebec and Bordeaux	1) nucleus: 1.1) monuments and historical sites, 1.2) museum and art galleries 2) complementary attractions: 2.1) festivals and events; 2.2) fair, convention and exhibition; 2.3) theaters, concerts, and nightlife

Authors	Objectives	Methodology	Sample	Context	Dimensions
					3) tourist belt: 3.1) urban atmosphere; 3.2) urban architecture; public spaces, parks, and gardens; 3.3) pedestrian-friendly places 4) context: access and signage, public services, tourist information, shops and commercial services
Poquiz (2019)	Explain and measure the factors influencing attractiveness of tourism destination, destination image and measure the level of cultural identity.	Linear Regression analysis	n = 385	La Union Province, Philippines	1) attractiveness: 1.1) key attributes, 1.2) facilities and services, 1.3) miscellaneous 2) tourist destination image: 2.1) accommodation facilities, 2.2) destinations facilities, 2.3) communications and information facilities, 2.4) destination accessibility 3) cultural identity destination image: 3.1) cultural practice and heritage, 3.2) branding image of tourist destination, 3.3) tourist destination cultural image, 3.4) tourist cultural satisfaction, 3.5) peoples' cultural image
Winarya and Pertiwi (2020)	Investigate the motivations of digital tourist nomads, utilizing the push and pull factor theory.	EFA	n = 150	Bali, Indonesia	Push factor: 1) motivational factors related to work matters, 2) enlarging network Pull factors: 1) inspiring destination, 2) supportive place to stay and work, 3) enjoyable activities.
Femenia-Serra and Ivars-Baidal (2021)	Investigate whether and how these smart destination efforts are transforming the destination management processes and tourists' experiences.	Thematic analysis	n = 39	Benidorm, Spain	1) destination management and marketing, 2) tourists' experiences.
Islam and Chaudhary (2021)	Study and develop a measure of tourism attractiveness.	EFA	n = 370	Kashmir, India	1) hygiene and cleanliness, 2) food attractions, 3) transport facilities, 4) accommodation facilities, 5) site attractiveness, 6) communication facilities, 7) cost, 8) cultural attractions, 9) tourist amenities, 10) natural attractions, 11) tourist activity.
Raimkulov et al. (2021)	Explored the relationship between destination attractiveness, satisfaction, the sense of reliving, and loyalty.	CFA, SEM	American tourist n = 477	Uzbekistan	1) cultural, 2) natural, 3) the local people and superstructure, 4) infrastructure, 5) price.
Richmond and Cornelius (2021)	Assess the attributes that make Cape Coast an attractive destination.	Means scores, Standard deviations	n = 294	Cape Coast Metropolis of the Central Region, Ghana	1) destination natural resources, 2) cultural/ history and man-made resources, 3) accessibility, 4) amenities, 5) complementary services.
Bayraktaroglu and Kozak (2022)	Re-evaluate the concept of destination value.	Qualitative: Thematic content analysis	Qualitative: n = 3 Quantitative:	Turkey	Intrinsic value: 1) Nature-based value: climate and weather, physical geography, biodiversity, environmental liveability and environmental protection and landscaping.

Authors	Objectives	Methodology	Sample	Context	Dimensions
		Quantitative: Fuzzy criteria weighting using pairwise comparisons technique	n = 59		2) Community and culture-based value: narratives, artefacts, food and beverage culture, religion and beliefs, traditions, and special events. Extrinsic value: 3) Political value: political will, international relations, safety and security, local political atmosphere, legal system, education and research. 4) Industry-based value: infrastructure, hospitality, transportation, human resources, popularity.
Lhakard (2022)	Examines the factors supporting digital nomads' decision to select Chiang Mai as a destination city.	In-depth interview	n = 11	Chiang Mai, Thailand	1) natural and culture: culture, weather, nature 2) work infrastructure: internet and wi-fi, coworking spaces and cafes, living infrastructure, convenient transportation and accommodation, reasonable medical expense, safety 3) digital nomad networks: digital community in destination, comprehensive coaching and mentoring service system
Parreño-Castellano et al. (2022)	Study the characteristics of digital nomads and the policies developed to attract them during the health crisis.	Text analysis, Inductive and explanatory hypothesis	14 Social networks of digital nomads consulted	Canary Islands, Spain	1) good weather; 2) air quality; 3) safety; 4) a tolerant urban environment for women, foreigners or LGBTQ+; 5) ease of using English in everyday life; 6) low cost of living; 7) feasibility of outdoor leisure activities; 8) cultural resources; 9) possibility of moving around cities on foot; 10) availability and quality of educational and health services; 11) good internet connection
Pavia et al. (2022)	Providing a contribution to the understanding of the new trend of a flexible workspace organization and, generally, of remote work in hotels.	Qualitative: creative thinking techniques Quantitative: percentage	Hotel managers n = 34	Croatia	1) complimentary Wi-Fi; 2) consistent signal coverage throughout the entire premises; 3) the availability of a business assistant service; 4) access to printer and scanner services; 5) provision of coffee, tea, water, and healthy snacks within guest rooms; and 6) rooms equipped with ergonomic furnishings and necessary equipment
Pratminingsih et al. (2022)	Determine the influence of destination attractiveness on destination attachment and its impact on tourist sustainable behavior.	SEM	n = 151	Bandung, Indonesia	1) natural landscapes, 2) climate conditions, 3) accommodation and restaurants, 4) infrastructure elements (such as roads, internet access, and hospitals), and 5) public transportation services.
Shafiee et al. (2022)	Creates a framework to identify, explore, and rate the effective factors of developing smart tourism destinations.	Interpretative-structural modelling approach, Cross-impact matrix multiplication applied to classification (MICMAC) analysis			1) financial resources, 2) developing policies, 3) government support, 4) investing in IT, 5) ICT infrastructure, 6) mobile equipment, 7) cloud computing services, 8) internet services, 9) The IoT, 10) Wi-Fi coverage, 11) Online social services for tourists, 12) tourist awareness of smart destination services, 13) service quality, 14) up-to-date information, 15) tourism sector innovation, 16) tourists' security, 17) tourist reception culture, 18) trained workforce, 19) tourist resources, 20) information systems

Authors	Objectives	Methodology	Sample	Context	Dimensions
Sirkis et al. (2022)	Examine the tourist recognition of the different attractions of the four most populous Spanish-speaking cities.	Factor analysis technique	n = 599	Mexico City, Buenos Aires, Bogotá, and Lima	1) the nucleus, 2) the tourism ecosystem, 3) Meetings, Incentives, Conventions and Exhibitions/Events (MICE) and shows, and 4) the related services.



Chapter 3

Research Methodology

This study investigated the attractiveness of workation destinations in urban settings using a qualitative research methodology. This approach was selected for its ability to capture participants' subjective perspectives, allowing for a deep exploration of phenomena that may not be fully accessible through other methods (Berkwits & Inui, 1998; Cresswell, 2007). Qualitative data provide a holistic and profound perspective, revealing complexities that quantitative data alone may not uncover (Evers & Knight, 2008).

3.1 Unit of Analysis

Bangkok, the capital city of Thailand, is an ideal setting to explore the attractiveness of workation destinations, having been recognized as the world's best city for workation (Royal Thai Embassy Washington D.C., 2021). A survey by Travelness.com distinguished Bangkok as the world's most frequently visited city in 2023, with 22.78 million international tourists (The Nation, 2023). Additionally, The Holidu2 travel website ranked Bangkok as the top workation destination among 147 global locations in 2022 (Bangkok Post, 2022).

Centrally located along the Chao Phraya River, Bangkok is renowned for its cuisine, tourist attractions, rich history, shopping malls, and unique cultural appeal. As a transportation hub and center for business, manufacturing, finance, government, education, and healthcare, the city attracts a large population and offers diverse cultural, artistic, and leisure opportunities (Ismail & Baum, 2006 as cited in McDowall & Ma, 2010).

Table 3.1 The Top Ten Best Cities for a Workation

Ranking	City	Country	Remote connection: Average WiFi speed (Mbps per second)	Co-working spaces: Number of co-working spaces	Caffeine: Average price of buying a coffee	Travel: Average price of taxi (per km)	After-work drinks: Average price for two beers in a bar	Accommodation: Average price of 1 bedroom apartment per month	Food: Average cost of a meal at a local, mid-level restaurant	Climate: Average number of sunshine hours	Tourist attractions: Number of 'Things to do' on Tripadvisor	Instagramability: Number of photos with #
1	Bangkok	Thailand	28	117	£1.56	£0.82	£3.08	£415.18	£1.54	2,624	2,262	28,386,616
2	New Delhi	India	12	165	£1.42	£0.19	£2.90	£179.25	£2.90	2,685	2,019	28,528,249
3	Lisbon	Portugal	33	95	£1.56	£0.40	£3.42	£736.19	£7.69	2,806	1,969	10,205,538
4	Barcelona	Spain	37	136	£1.59	£1.01	£5.12	£768.46	£10.25	2,591	2,739	62,894,055
5	Buenos Aires	Argentina	17	67	£1.22	£0.47	£2.16	£229.55	£5.15	2,525	1,660	21,293,975
6	Budapest	Hungary	37	40	£1.20	£0.72	£2.40	£366.66	£4.81	1,988	1,468	14,267,880
7	Mumbai	India	23	152	£1.57	£0.22	£3.28	£419.64	£2.90	2,584	892	47,201,552
8	Istanbul	Turkey	13	69	£1.23	£0.29	£3.34	£230.10	£2.92	2,218	2,088	116,213,193
9	Bucharest	Romania	54	46	£1.78	£0.35	£2.78	£352.35	£6.07	2,115	726	3,376,251
10	Phuket	Thailand	23	11	£1.73	£0.76	£3.92	£301.08	£2.72	3,450	1,698	10,190,220

Source: Holidu.co.uk (2023).

3.2 Population and Sample Size

In qualitative studies, the sample size cannot be predetermined in advance. It relies on factors such as the complexity of the research question and the point of saturation, where further information is needed from the participants (Walia, Kour, Choudhary, & Jasrotia, 2021). However, Brinkmann and Kvale (2015) recommend a sample size of five to twenty-five, which varies based on the study's objectives. Similarly, Creswell (2007) suggests that semi-structured/in-depth interviews necessitate a sample size of at least five to twenty-five participants. On the other hand, Saunders (2012) points out that a range of four to twelve participants may suffice if they are selected from homogeneous populations.

This study employed three criteria to determine the sample size: 1) information power, 2) informational redundancy, and 3) data saturation to ensure clarity. Determining an appropriate sample size for information power depends on the study's theoretical foundation. A study that extensively incorporates theories in its planning and analysis typically requires a smaller sample size than a study that relies on limited theoretical perspectives. The quality of the interview dialogue also plays a critical role in information power. A study with effective communication between the researcher and the key informants needs fewer participants than a study with vague or unfocused dialogue. Moreover, the specificity of knowledge and experiences among the key informants is also relevant.

According to Lincoln and Guba (1985), determining the sample size should be based on informational redundancy. In other words, the sampling process can be terminated once no new information is obtained from additional sampling units. Similarly, Malterud, Siersma, and Guassora (2016) introduced the concept of information power as a practical guiding principle. They suggested that a higher level of information power in the sample would reduce the need for many participants, aligning with informational comprehensiveness.

Saturation is a widely accepted principle used to determine sample size and assess its adequacy (Vasileiou, Barnett, Thorpe, & Young, 2018). It refers to the point in the data collection process where no new or relevant data emerges (Dworkin, 2012). Boddy (2016) suggests that data saturation becomes apparent after conducting six in-depth interviews and is evident after twelve interviews within a sample. This notion aligns with the findings of Guest, Bunce, and Johnson (2006), who analyzed 60 interviews

and found that theme saturation occurred around the twelfth interview. Another study by Francis et al. (2010) proposed a guideline of ten interviews to begin searching for saturation, followed by three more interviews to confirm it before concluding data collection. These studies agree on the similar sample sizes required to achieve saturation.

To comprehensively understand issues, twenty-seven key informants in this study are suitable. The key informants were specific and selected from different sectors from the supply side that represented a wide range of organizations, i.e., government, accommodation, co-working space; and demand side, i.e., workationers. Supply-side key informants are executives involved in the tourism sector, while demand-side key informants encompass international travellers.

This approach is advantageous as it involves supply-side key informants who have extensive knowledge of destination resources and regular interactions with consumer groups, offering reliable insights into market expectations and future developments (Lee, Huang, & Yeh, 2010). Conversely, demand-side key informants—visitors who use the destination's products—provide valuable feedback on the most critical aspects of product quality. Their insights help gauge satisfaction levels or pinpoint areas of dissatisfaction, which can inform strategic planning for improvements. According to Blazeska, Milenkovski, and Gramatnikovski (2015), evaluating attractiveness quality is often most effective using the demand-side approach, which is widely adopted.

The sample profile of the key informants signified a wide range of positions and industry sectors, as presented in Table 3.2. Their names were coded to maintain ethical research standards. The interviews were carried out in English.

Table 3.2 Key Informants' Profiles

ID	Side	Sector	Type of organization/business	Position	Country of origin
A1	Supply	Government	Ministry of Tourism and Sports	Chief inspector general	Thailand
A2	Supply	Government	Tourism Authority of Thailand	Deputy governor	Thailand
A3	Supply	Government	Bangkok Metropolitan Administration	Deputy governor	Thailand
A4	Supply	Business	Workation hotel	General manager	Thailand
A5	Supply	Business	Coworking space and shared office space	Founder	Thailand
A6	Supply	Business	International hotel chains	Cluster director of sales	Thailand
A7	Supply	Business	Public coworking space	Customer service manager	Thailand
A8	Supply	Business	International hotel chains/property development	Executive director	Thailand

ID	Side	Sector	Type of organization/business	Position	Country of origin
A9	Supply	Business	Private coworking space	Managing director	Thailand
B1	Demand	Visitor	Technology	Programmer	France
B2	Demand	Visitor	Technology	Project manager	Taiwan
B3	Demand	Visitor	Manufacturing	Factory general manager	India
B4	Demand	Visitor	Healthcare	Marketing manager	Sweden
B5	Demand	Visitor	Education	Faculty staff	Germany
B6	Demand	Visitor	Technology	Software engineer	United Kingdom
B7	Demand	Visitor	Consulting	Business consultant	China
B8	Demand	Visitor	Finance	Investment analyst	Russia
B9	Demand	Visitor	Entertainment	Producer	South Korea
B10	Demand	Visitor	Manufacturing	Marketing director	China
B11	Demand	Visitor	Real estate	Property consultant	Singapore
B12	Demand	Visitor	Technology	Solution architect	Japan
B13	Demand	Visitor	Retail	Managing director	Malaysia
B14	Demand	Visitor	Consulting	Legal manager	China
B15	Demand	Visitor	Trading/import/export	Purchasing manager	Italy
B16	Demand	Visitor	Technology	System specialist	Russia
B17	Demand	Visitor	Retail	Oversea purchasing	China
B18	Demand	Visitor	Technology	Programmer	United States

To enhance the credibility of the qualitative study, a strategy was employed to gather multiple perspectives from key informants across various industry sectors, aiming to produce more comprehensive and consistent findings (Shenton, 2004). The researcher targeted key stakeholders from both the supply and demand sides. The initial interview design centered on collecting occupational information, including the key informants' positions and their current organizations.

The study divided the sample into two groups, totalling 27 participants: 1) Supply-side, consisting of 9 key informants, and 2) Demand-side, consisting of 18 key informants. Although there are fewer supply-side informants, this does not affect the research results because these informants possess direct expertise in tourism, ensuring the quality of the information provided (information power). According to Malterud, Siersma, and Guassora (2016), when the information power of a sample is high, fewer participants are needed. Additionally, the supply-side informants were from government agencies and private businesses in, Thailand, a single destination region, while the demand-side informants were travelers from various countries (several generating regions). Consequently, the

number of demand-side key informants is twice that of the supply-side informants. However, data saturation was achieved after 18 in-depth interviews, with an additional nine interviews conducted to confirm it before data collection was completed.

Triangulation of insights across sources was employed to increase the reliability of the findings (Lincoln & Guba, 1985). Data source triangulation involves gathering data from various types of people to gain multiple perspectives and validate the information (Carter, Bryant-Lukosius, Dicenso, Blythe, & Neville, 2014). This technique facilitates data validation through cross-verification from two or more sources (Bogdan & Biklen, 2007). Consequently, the populations related to workation destination attractiveness were drawn from three main sectors—government, business, and visitors. This approach in the semi-structured interviews ensured reliability, acquired reliable data, ensured representativeness, and reduced biases unique to organizational culture.

3.3 Research Instrument

The first steps in the interview process involved creating an interview guide template, following the approach outlined by McCracken (1988). A comprehensive review of the relevant literature was conducted to develop an interview guide containing specific questions for key informants. The guide aimed to facilitate semi-structured interviews by providing detailed questions aligned with the dimensions derived from a broader literature review.

The interview questions were developed based on factors discussed in the literature on the tourism industry, workation, tourism destinations, and destination attractiveness. The questions were designed to explore the perceptions and experiences of the informants. The key areas of focus included: 1) the main attributes that contribute to the attractiveness of workation destinations, 2) emerging trends or innovations that enhance the appeal of workation destinations, and 3) effective strategies for attracting workationers to the destinations. The interview guide included a comprehensive set of questions designed to thoroughly address the research objectives. To ensure all key aspects of workation destination attractiveness were covered, additional probing questions were introduced during interviews. Once responses became repetitive, further inquiries on that topic were discontinued. A copy of the interview is provided in Appendix A.

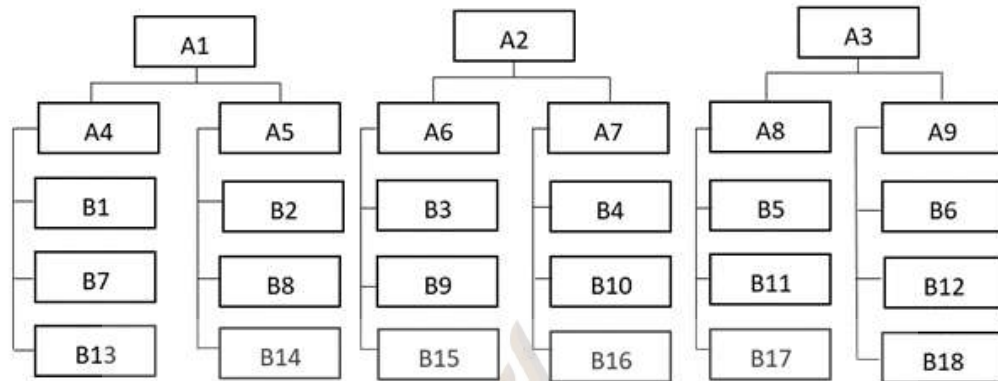
To ensure the clarity and comprehensibility of the interview guide template, it underwent a review process by four professionals holding executive positions in different industry sectors. These sectors included government, co-working spaces, accommodation, and tourism academia. These professionals possessed knowledge and expertise in the tourism industry—the review aimed to obtain feedback and insights on the clarity and understandability of the interview guide template.

Furthermore, to validate the effectiveness of the research tool, it was tested with two workationers. The purpose of this testing phase, as Merriam (2009) outlined, was to ensure that the order of the questions was logical and conducive to the investigation. Following the guidelines of Patton (2015), the interview protocol was reviewed to confirm that the interview questions were aligned with the research questions before engaging in in-depth discussions with the key informants. This process ensured the interview protocol was relevant and aligned with the research objectives.

3.4 Data Collection

The researcher employed a purposive sampling approach combined with snowball sampling. Initially, participants were selected based on specific criteria and then referred additional potential respondents. This snowballing technique enabled the researcher to continuously recruit more informants until reaching the point of saturation, where new participants were no longer adding substantial new insights or information to the study (Hennink, Hutter, & Bailey, 2011).

Despite the potential for bias, the chosen method is suitable for collecting information from individuals with specific characteristics or knowledge. However, it may be challenging to locate and contact through conventional means. This approach allows for identifying and including relevant participants who meet the desired criteria, even if they are not easily accessible through traditional sampling methods (Cavana, Delahaye, & Sekaran, 2001). Figure 3.1 illustrates the schematic of this study's purposive snowball sampling technique. The interviews took place from September 2023 to January 2024.



Note: A = Supply-side, B = Demand-side

Figure 3.1 Schematic of Purposive and Snowball Sampling

At the outset, data collection commenced with three key informants affiliated with the government sector. The researcher sought permission to conduct interviews at prominent institutions within the tourism industry, specifically The Ministry of Tourism and Sports, Thailand (MOTS), The Tourism Authority of Thailand (TAT), and The Bangkok Metropolitan Administration (BMA). These organizations were deliberately selected as a priority due to their extensive knowledge and expertise in the field of tourism, enabling them to provide comprehensive insights into the industry. They could contribute informative and holistic data on destination attractiveness.

Then, the researcher asked the key informants from the government sector to recommend other key informants from the business sector, i.e., three accommodations and three co-working spaces. This outreach was made through telephone and email, seeking their assistance in participating in in-depth interviews. Additionally, the key informants received a consent letter requesting their permission. A set of interview questions was provided as a sample for their review. Face-to-face interviews were conducted at each of the selected organizations.

Subsequently, the key informants from the accommodation and co-working space were requested to provide recommendations of their customers who were anticipated to be workationers. The workationers are foreigners who combine work and vacation by temporarily relocating to a different destination, allowing them to strike a balance between work and leisure during their time away from their usual work location. Workationers work remotely while enjoying the leisure and recreational

opportunities provided by the destination. They have chosen to stay at an international destination for an extended period (two weeks or more).

The process of connecting with workationers encompasses the following steps.

1) The researcher requested assistance from accommodation and co-working space to guide customers expected to be workationers and sent them a permission letter and an interview guide template. The number of workationers recommended by the above-mentioned agencies was set at three persons each, and geographical criteria determined the distribution of the samples to avoid any sampling bias. To ensure diversity in the sample, it is required that all three workationers come from distinct countries of origin.

2) The key informants were assessed through three screening questions to determine their engagement in workation practices. If they identified as workationers, they were invited to participate in the study. "Workationers" are individuals who combine work and vacation, working remotely from a different location while enjoying leisure and recreational activities. Employed by companies outside the destination region, these individuals choose to stay at an international destination for an extended period, two weeks or more.

3) Upon the workationers' acceptance, the researcher will schedule an appointment. To prevent interference with the interviewees' time and privacy, the researcher will schedule the most suitable and agreeable time for data collection. The interviews were conducted with the workationers who expressed their willingness to participate voluntarily. Interview guide templates were provided to the key informants for their review. The key informant interviews are commonly carried out in person. In cases with constraints on time and resources, they can alternatively be conducted using online platforms such as Zoom and Microsoft Team.

4) The referral process continues until the desired number of interviewees is attained. The process will remain in progress if the data has not reached saturation point. The aim was to gather sufficient workationers as participants to ensure comprehensive data coverage and insights into the study.

Following research ethics, the confidentiality and anonymity of the key informants were strictly upheld. Before the commencement of each interview, the informants were assured of their

anonymity, and the purpose of the study was clearly explained. This practice ensured that the informants' identities and responses would be kept confidential throughout the research process (Kang & Hwang, 2023).

On average, the interviews lasted approximately 30 minutes, allowing for in-depth discussions with the key informants. Field notes were taken during the interviews to ensure the validity of the information gathered, capturing important details and observations. Furthermore, with the consent of the key informants, interviews were audio-recorded, subject to approval. This recording process enabled accurate and thorough documentation of the conversations and ensured that the key informants' responses were preserved.

The key informants were presented with a predetermined set of questions during the interviews. However, they were also allowed to respond to additional questions or provide insights on topics that may have yet to be covered in the prepared questions. This flexibility allowed the key informants to share their knowledge, experiences, and perspectives beyond the specific questions, ensuring a comprehensive exploration of the subject matter. If the answers to a particular question became repetitive or redundant, no further questions on that specific topic were asked. Data collection continued until the researcher perceived saturation had been reached regarding the information the key informants provided. Saturation is when new data or insights are no longer being generated, indicating that sufficient information has been gathered to effectively address the research objectives (Fontaine, Letaifa, & Herda, 2013).

3.5 Data Analysis

The thematic analysis identifies and reports patterns or themes within a data set (Brunt, Horner, & Semley, 2017). It stands out among qualitative approaches due to its accessibility, accuracy, specificity, and actionable nature. Unlike other qualitative methods, it does not necessitate extensive theoretical or technical expertise, making it more accessible to researchers. The thematic analysis enables identifying and exploring recurring themes or patterns within a dataset, resulting in a deep understanding of the data without needing specialized knowledge. It provides a comprehensive, detailed analysis that readily translates into practical and actionable insights (Walia et al., 2021). This analysis

approach involved examining the subjects and contexts discussed in the interviews and paying close attention to variations, such as similarities and differences within different text parts. The goal was to identify recurring themes, patterns, and relationships within the data, allowing for a comprehensive understanding of the information gathered from the interviews (Lochmiller, 2021).

This study's raw data from the in-depth interviews were interpreted and analyzed using the hybrid thematic analysis (Fereday & Muir-Cochrane, 2006; Hoang, Kousi & Martinez, 2022). A hybrid methodological approach, incorporating fundamentals from Crabtree and Miller (1999) deductive a priori template of codes and Boyatzis (1998) data-driven inductive approach. This methodology employs pre-established themes derived from an explicit theoretical framework developed through an extensive literature review (representing the deductive aspect). Additionally, it incorporates the generation of themes directly from the data (reflecting the inductive component). Importantly, these themes are subsequently amalgamated or integrated, creating a synergistic enhancement (Proudfoot, 2022).

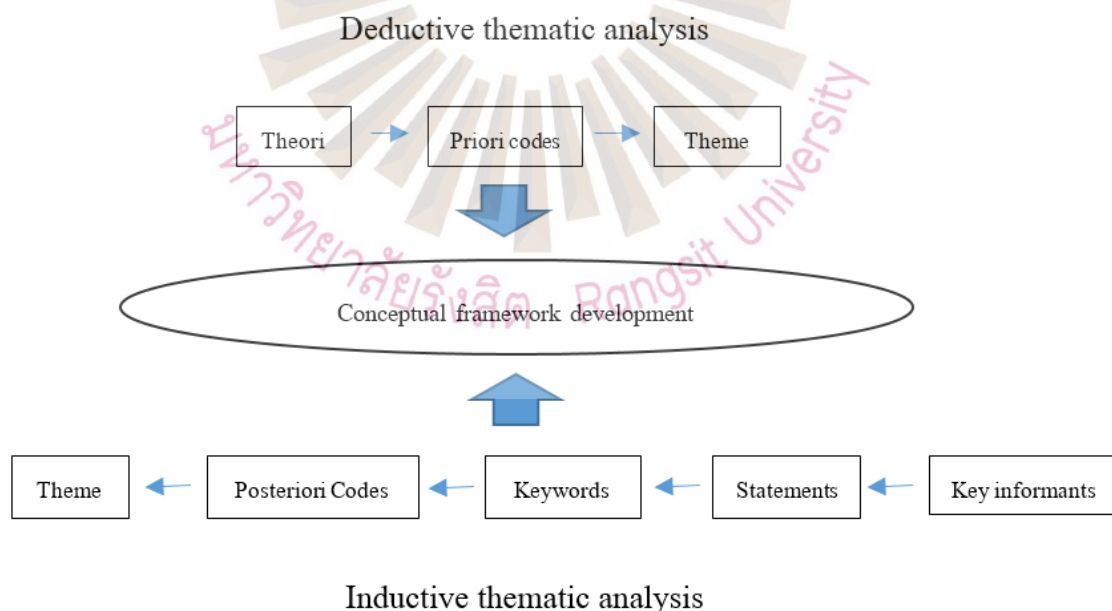


Figure 3.2 The Hybrid Thematic Analysis Process

Source: Adapted from Naeem, Ozuem, Howell, and Ranfagni (2023).

Divergences in epistemological and ontological perspectives become evident when considering the coding processes associated with inductive and deductive approaches. Inductive methodologies embrace social constructivist and interpretive epistemologies, emphasizing the emergent nature of properties as the researcher operates within a social context where data are seen as "yet to be discovered." As a result, they describe their process as "generating data" or "developing" data anew. Conversely, those employing deductive methodologies typically align with more positivist epistemologies, conceptualizing data as pre-existing or readily available evidence in external reality and consequently employing the term "collecting data" (Swain, 2018).

The interview was first transcribed and then imported into Nvivo-10, a Computer-Assisted Qualitative Data Analysis Software (CAQDAS) that significantly streamlined the identification of meaningful codes and themes within the transcripts. This technological advancement has made qualitative data analysis more convenient, especially when compared to the previous manual coding methods, which were time-consuming and labour-intensive (Cernasev & Axon, 2023).

Then, the data was analyzed by using hybrid thematic analysis. In the deductive approach (theory-driven segment) of the thematic analysis, the methodology followed the three-stage process advocated by Boyatzis (1998), i.e., 1) establishing themes "through reading and contemplation [of] the theory," 2) verifying the "compatibility with the raw information" through pilot coding, and 3) "determining the reliability of the coder" (p. 36).

Themes and priori codes were developed from existing literature on tourism destinations and attractiveness. Codes are characterized as concise or basic, whereas themes involve a broader expression of ideas (Braun & Clarke, 2006). After conducting deductive analysis, the study progressed to inductive analysis, identifying various themes within the same data source (Xu & Zammit, 2020). Xu & Zammit, 2020). This involved creating codes directly derived from the data (Proudfoot, 2022). The data analysis process followed a six-stage framework for thematic analysis proposed by Braun and Clarke (2006): 1) familiarizing with the data, 2) generating initial codes, 3) searching for themes, 4) reviewing themes, 5) defining themes, and 6) writing up.

Following multiple thorough readings of the transcripts, statements and keywords similar to the priori codes were systematically grouped until all priori codes were covered. Additionally, analogous statements were compared, and quotes from key informants that best encapsulated the comprehensive and explicit meaning were selected as representative comments. The identified codes were then scrutinized against measures from previous literature to validate their alignment with prior research.

In the context of inductive analysis, multiple deliberate readings of the transcripts were performed to interpret them independently, minimizing the influence of the author's pre-existing knowledge or bias, as advocated by Denscombe (2007). Posteriori coding was implemented to address any newfound data during the analysis. Following Braun and Clarke (2006) recommendations, a compilation of posteriori codes was generated and organized into thematic groupings, illustrating the connections between codes and themes. Dawadi (2020) noted that themes should be constructed based on the concepts and issues outlined in the literature review, with certain codes subsumed under them. However, a "soft power" emerged as a new theme from information provided by key informants.

In addition, data triangulation was employed as a qualitative strategy to enhance the study's validity. This involved the convergence of information from multiple sources, including in-depth interviews with key informants, analysis of academic literature, and the utilization of web-based resources such as websites like www.unwto.org, www.wttc.org, and www.william-russell.com. By triangulating data from various sources, the study aimed to strengthen the reliability and credibility of the findings, ensuring that multiple perspectives and sources of information were considered in the analysis.

According to the Research Ethics Board (2015) guidelines, researchers must protect respondents' privacy by safeguarding sensitive and personal information. This involves conducting confidential and anonymous research, with only the researcher having access to the data. However, individual respondent information may be disclosed to ethics committees, research grants, and government or institutional organizations responsible for auditing. Adequate safeguards, such as locked filing cabinets and secure storage for physical data, and passwords and encryption for electronic data, prevent unauthorized access. Data is disposed of within two years to further ensure privacy.

Chapter 4

Research Findings

The qualitative research explores the factors that make workation destinations attractive to workationers, particularly those without established measurements. Through a literature review and twenty-seven in-depth interviews with tourism professionals and workationers, a hybrid thematic analysis was applied to the transcripts, revealing 25 subcategories. These were then grouped into four main themes to provide a comprehensive understanding of destination attractiveness.

In the deductive analysis, 254 priori codes were derived from the literature review, as shown in Table 4.1. The study then conducted an inductive analysis, generating codes directly from the data (Proudfoot, 2022). The inductive analysis identified a primary theme, soft power, while the deductive analysis revealed three main themes: livability, working facility, and accessibility. The findings from both data and literature were compared and discussed (Xu & Zammit, 2020). Table 4.2 presents the key findings, notable comments from key informants on workation destination attractiveness, and their frequency in the interviews.

4.1 Deductive approach

The deductive approach is suitable when predefined categories are established through an extensive review of pertinent literature (Hoang, Kousi, & Martinez, 2022). In the absence of a specific theoretical framework for workation destination attractiveness, themes and a priori codes were generated from the existing literature addressing various related aspects, as discussed in the literature review. According to Braun and Clarke (2006), codes are concise or basic elements, while themes provide a more comprehensive and broader articulation of concepts. These themes and codes formed the foundational structure for the initial data categorization. Table 4.1 displays the codes extracted from the relevant literature review.

Table 4.1 Priori Codes Derived from the Existing Literature Review

Study focus	Authors	Codes
Tourism destinations	Bayraktaroglu	Climate and weather, physical geography, biodiversity, environmental livability, environmental protection, landscaping, artefacts, food and beverage culture, religion
	and Kozak (2022)	and beliefs, traditions, special events, political will, international relations, safety and security, local political atmosphere, legal system, education and research, infrastructure, hospitality, transportation, human resources, popularity.
	Islam and Chaudhary (2021)	Hygiene and cleanliness (at transportation, sites, food outlets, accommodation), food attractions (quality, varieties, local food, customer support, hospitality), transport facilities (inside transport, accessibility over the world, quality of transport, road signage, shopping), accommodation facilities (varieties, quality, location recreational activities), site attraction, communication facilities (cellular, internet, banking and ATMs, toilets and washrooms), cost (food and beverage, transport, accommodation, tours), cultural attractions (handicrafts, costume, monuments), tourist amenities (information centers, licensed guides), natural attractions (climatic pleasantness, natural beauty), tourist activity (Sightseeing opportunities, heritage walk)
	Raimkulov et al. (2021)	Historic/heritage sites and museums, artistic/architectural features, unique local architectures and buildings, traditional performing arts, traditional rituals, biodiversity of plants and animals, national parks/nature scenery, pleasant climate, and good natural environment, hospitality of the local people, ease of communication between tourists and residents, hotels and accommodation facilities, number of restaurants and local cuisine, policies/regulations for safety issues, financial institutions and currency exchange facilities, competitive price of the destination, reasonable price level.
Destination attractiveness	Reitsamer and Brunner-Sperdin (2015)	Many alternative ways to get to this destination, many convenient ways to get to this destination, many convenient transportation possibilities for getting around, interesting places to visit, excellent local cuisine, high-quality restaurants, man-made attractions originally built for other purposes (such as cathedrals), man-made purpose-built attractions (theme parks), events or festivals, plenty of fun and entertainment, sports and recreational opportunities, excellent nightlife and evening entertainment, local people made a good impression, local people were friendly.
	Hanafiah and Zulkifly (2019)	Hotel rooms, ATMs accepting VISA credit cards, sanitation and hygiene standards, no. of operating airlines, internet users, telephone lines, broadband internet subscribers, mobile broadband internet subscribers, mobile network coverage, visa requirements, air transport infrastructure, quality of roads, railroad infrastructure, ground transport network, the attitude of the population towards foreign visitors, air transport network, destination marketing and branding, available of tourism and data, government prioritization of the travel and tourism industry, education system, qualified labor, local availability of specialized training services, carbon dioxide emission per capita in metric tons, environmental regulation, ticket taxes and airport charges, purchasing power parity, hotel price index, fuel price.
	Krešić and Prebežac (2011)	Image of the country, feeling of personal safety, quality of the country's promotion, climate, scenic beauty, accessibility, quality of information in destination, urban and architectural harmony of the place, environmental preservation, tidiness of the place, friendliness, quality of accommodation, quality of restaurants, variety of restaurants, presentation of cultural heritage, entertainment opportunities, sport and recreation opportunities, shopping opportunities, value for money.
	Poquiz (2019)	Presence of religious sites, existence of historical sites and archeological remains, celebration of festivals and other tourism events, availability of souvenirs shops and shopping malls, presence of theme parks, accessibility of tourism information centers at prominent locations, availability of reservation facility for travel

Study focus	Authors	Codes
Destination attractiveness for remote workers		arrangement and local tour guides, quality of basic infrastructure (condition of roads, transportation facilities, communication facilities, electricity, sewerage), quality of infrastructure and amenities of hotel / lodge / guest house, quality and variety of foods and local foods, attitude of local people towards tourists, quality of physical environment and cleanliness in and around the province/region, uniqueness of attraction, various tourist activities within the destination, the physical environment and cleanliness around the destination, conditions of tourist attractions within the destination are well-maintained/ preserved, accommodation facilities (quality of facilities, variety of facilities, value for money, clean, green and safe environment, gender –friendly), banking and financial system, accommodation quality, medical facilities within the area, easy access desired food facility, availability of telephone to all visitors, modern communications facilities, internet/WIFI connections, cable/television/radio, car rental facilities, adequate transport networks, adequate local transportation, accessibility of attractions sites, quality of road system.
	Pratminingsih et al. (2022)	Natural scenery, cool and comfortable weather, accommodation and restaurants, the infrastructure (road, internet, hospitals), and public transportation.
	Richmond and Cornelius (2021)	Natural resources (comfortable climate, scenic beauty, beautiful landscape, quality of sandy beaches, lush vegetation, dramatic landforms), cultural history/ man-made resources (historical buildings/artistic, traditional arts, unique cultural heritage, shrines, museums, souvenir shop, library), accessibility (accessible transport, good road network, long working and opening days and hours of attraction sites, the affordable entry fee, its proximity to nearby attractions, accessibility on the internet and in guidebooks), accommodation (affordable, sufficient, quality, services staff), food (number of restaurants, variety, quality services), friendliness of residents, cleanliness and tidiness, availability of visitor centers/receptions, recreational sites, banks, forex bureau, insurance firms, ATMs, visibility of police, health services, telecommunication system and internet connection speediness, entertainment (cinemas, bars, pub).
	Kurniasari et al. (2022)	Spend time outdoors (at the beach, in the forest, hiking), culinary tourism, going to cafés and restaurants (hangout), doing yoga, exercising, jogging, visiting cultural and historical places, digital Infrastructure (Wi-Fi, internet, electricity, etc.), affordable workcation packages, comfortable workspaces, hospitality, and services.
	Lhakard (2022)	Culture, weather, nature, work infrastructure, internet and Wi-Fi, coworking spaces and cafes, living infrastructure, convenient transportation and accommodation, reasonable medical expenses, and safety.
	Parreño-Castellano et al. (2022)	Good weather, air quality, safety, a tolerant urban environment for women, foreigners or LGBTQ+, ease of using English in everyday life, low cost of living, the feasibility of outdoor leisure activities, cultural resources, the possibility of moving around cities on foot and, availability and quality of educational and health services.
	Pavia et al. (2022)	Workspitality: ergonomic furniture, mattresses on beds, chairs and tables, mousepads, adequate lighting; reduced prices for longer stays and price packages for remote workers; rental of meeting rooms, business center, personal assistants – administrator; unlimited tea, coffee and healthy snack during work hours, F&B voucher that could be used in various food outlets in the hotel; technical equipment in the room: laptop, camera, microphone, printer, scanner, business background setting, ICT equipment rental, Innovative technologies: virtual reality, robot; special facilities, service and activities in hotel: gym & fitness, yoga, wellness and other; external partners: car rental, taxi, transfers.

Study focus	Authors	Codes
Urban tourism destinations	Boivin and Tanguay (2019)	Museums and art galleries, monuments and historical sites, theaters, concerts and nightlife, festivals and events, fairs, conventions and exhibitions, nearby excursions, architecture, public spaces, parks and gardens, pedestrian-friendly places, the urban atmosphere, contact with residents, accommodations and restaurants, tourist information, shops and commercial services, access and signage, public services.
	(McDowall & Ma, 2010)	An amazing place for cultural sightseeing, family vacations place, architectural buildings and historical sites, a budget vacation, hospitality of residents & beautiful smiles, a Safe place to visit, quality of goods/services, cleanliness of tourist areas, free from drug-related activities, threats of AIDS or sexual disease, threats of terrorism, prostitution, accessibility to other countries, variety of cuisine, shopping opportunities, quality and good Thai cuisine, quality of lodging facilities, quality of Thai Messages and spas, sex tourism, a variety of nightlife and entertainment, stable Political situation, local transportation, good traffic flow.
	Thiumsak and Ruangkanjanases (2016)	Accommodation, shopping, transportation, restaurant & food, tourist attractions, culture and history, safety, entertainment, local attitudes toward visitors, and accessibility are integral components.
Smart tourism destinations	Gretzel and Scarpino-Johns (2018)	Investing in technology for tourism-specific and general physical, transportation, and telecommunication infrastructure at the destination.
	Shafiee et al. (2022)	Financial resources, developing policies, government support, investing in IT, ICT infrastructure, mobile equipment, cloud computing services, internet services, the IoT, Wi-Fi coverage, online social services for tourists, tourist awareness of smart destination services, service quality, up-to-date information, tourism sector innovation, tourists' security, tourist reception culture, trained workforce, tourist resources, and information systems.

4.2 Inductive approach

The inductive analysis identified 24 keywords (posteriori codes) from semi-structured, in-depth interviews with key informants, which corresponded to the priori codes derived from the deductive analysis process. There may be instances of an imbalance between the occurrence of priori and posteriori codes within the dataset (Swain, 2018). Priori codes that lack support from the posteriori data are excluded from consideration. However, a new key theme, "Soft power," and a new subcategory, "Time zone," emerged from the in-depth interviews.

Following the implementation of hybrid thematic analysis, 25 subcategories were identified and subsequently consolidated into four overarching themes. The synthesis of the analytical findings is delineated in Table 4.2. Each one of the categories is discussed in more detail.

1) Soft power

Soft power has emerged as a novel theme in the examination of workation destination attractiveness, marking a previously unexplored dimension in this area of research. This finding is consistent with Jurenienė and Jurene (2019) assertion that attractiveness represents a fundamental aspect of soft power. All primary key informants from the governmental sector, deliberately selected for their extensive knowledge and expertise in workation destinations, emphasized that soft power significantly contributes to destination attractiveness. They identified several subcategories within this theme, including 1) culture and tradition, 2) traditional foods, 3) a variety of cuisines, 4) festivals and events, 5) friendliest people, 6) tourist attractions, and 7) social media. While key informants from the demand side did not explicitly use the term "soft power," they acknowledged and discussed related subcategories. The following statement represents the idea of this theme:

“Last three years, the results of an Airbnb survey showed that Thailand was one of the destinations that workationers wanted to visit most. Since I have never been here before, I started searching for more information, this country has very interesting historical and cultural traditions. You can see the local lifestyle along the Chao Phraya River or visit a historic landmark, the Grand Palace. So I decided to come to Thailand at least once, and this is my first time here.” (B4, December 12, 2023)

“When I visit a new destination, I love to try and taste the local food that is different from my hometown. From my experience, local food is not only tasty but also reflects the unique culture of each area. They often use ingredients that are locally sourced. My favorite dishes here are Pad Kra Pao and Tom Yum Kung. They're a bit spicy but delicious.” (B9, December 14, 2023)

“What matters to me is having a wide variety of food, how tasty it is, and how clean the place is. Normally, I work from 7 AM to noon, and after that, it's time to go out and enjoy some delicious food. You can find restaurants and street food almost everywhere around here, which is really convenient.” (B8, November 21, 2023)

“Festivals are one of Thailand's important strategies for attracting foreign tourists to visit. One cultural event that is well known globally is Songkran. UNESCO has officially selected Songkran as an intangible cultural heritage. The government and business sectors have worked together and discuss about how to organize international events in Thailand like Singapore. Singapore use events strategy like Formula 1 races, and they're planning to host Taylor Swift for a concert soon, with their financial backing, aiming it'll draw tourists to the country.” (A2, September 15, 2023)

“Friendly people influence our decisions. Take the Thais, for example, they're famous for their service mind, and warm hospitality, and they're not racist. There's no nationality or gender discrimination; everyone gets treated equally. In a city where local people are friendly and I can connect and share experiences, I'd be way more convinced to visit.” (B2, November 21, 2023)

“I've been here several times for business meetings, but this trip is more relaxing since it's for vacation. I did bring some work with me, though. The main reason I chose Bangkok for my workation trip is that there are so many tourist attractions, just the temples, there are nearly 500. Even after all my visits, there's still a ton I haven't seen yet. For example, this time I will visit the Night Museum, which is a very good idea for a tourist attraction.” (B18, January 28, 2024)

“Influencers, YouTubers, and travel bloggers create vlogs to share info about the destinations via their social media, giving people a real feel for the local scene. Nowadays, people trust micro-influencers more than big names or mass media because it feels like advice from a friend. In my view, promoting destinations through third parties has made it possible to market any place as a great workation destination.” (A4, September 14, 2023)

2) Livability

According to Liu, Bi, and Wang (2020), the concept of livability encompasses related ideas such as safety, leisure facilities, income level, and medical services. It represents a composite of economic, social, and physical factors that collectively define the living environment. In this study, livability emerged as a significant factor influencing the attractiveness of workation destinations, as indicated by almost all key informants. They highlighted specific subcategories of livability, including 1) cost of living, 2) safety and security, 3) recreational activities, 4) climate and weather, 5) medical services, and 6) cleanliness and hygiene. The details of these points are illustrated in the following statement:

“When comparing living expenses, Singapore is three times higher, so if I choose Singapore, I have to pay much more. That's why Bangkok is the top destination of my choice. Living here is incredibly affordable, I can get a hotel room with a nice view for very little cost.” (B14, November 21, 2023)

“The main things I care about for my workation trip are safety and security. Last month, there was a shooting at a very famous department store. Sadly, a tourist got killed and many others were injured. It scared us, even now people are still talking about it.” (B7, November 18, 2023)

“This week, I am taking a Thai cooking class, I really love Thai food, you know. As for next week, I am undecided between learning Muay Thai or yoga—any suggestions on which one I should do? And, of course, I will make sure to schedule a Thai massage—it is a must.” (B6, January 28, 2024)

“Checking the climate conditions at the destination before traveling was thoughtful to guarantee I could enjoy my stay without being concerned about unfavorable weather. As you know, my country is cold and long lasting winters, so I was drawn to somewhere with tropical weather. Bangkok seemed like the ideal place for that. Right now, it's around 30 degrees Celsius and the sun is out all day long, However, last week the PM2.5 went through the roof. Luckily, after a week, it went back to normal.” (B16, December 12, 2023)

“Some travelers choose their destinations based on medical services, not just how affordable it is. Good medical services matter a lot, especially for workationers and digital nomads who stay longer than leisure travelers. Some even stay up to three months, so having good medical services is very important.” (A1, September 7, 2023)

“Many guests still worry about how clean and hygienic everything is. But don't need to worry, our hotel maintains strict hygiene and cleanliness standards even the pandemic is getting better, especially in high-traffic areas such as the lobby, gym, workspaces, and business centers; to make sure their stay are safe and hygienic.” (A6, October 7, 2023)

3) Working facilities

Another significant theme related to the attractiveness of workation destinations identified during data collection was working facilities. Clear distinctions in preferences between workationers and leisure travelers became evident, particularly concerning the presence of adequate working facilities, including 1) internet speed and reliability, 2) internet network coverage, 3) workspitality, 4) coffices or internet cafés, 5) coworking spaces, and 6) time zone compatibility. This finding aligns with the study by Kurniasari et al. (2022) and Matsushita (2021), which indicates that workationers favor working facilities such as wi-fi connectivity, electricity, laptops, smartphones, power outlets, and working spaces to maintain work productivity. Representative statements explaining these points are as follows:

"The key thing I look at is having a good internet connection—and not just any network, but the kind that's fast and secure from hacking. It is very important when using my laptop for an online meeting. But for checking an email or approving tasks, I can handle that over my mobile phone." (B13, November 18, 2023)

"If you look at the wi-fi speed ranking, Bangkok stands out as one of the places with good wi-fi connectivity, with average internet speeds of around 28 Mbps. Also, more than 450,000 free wi-fi spots are available so tourists can easily access wi-fi wherever they go in the city. This guarantees that those on a workation will have an effective working online." (A3, September 20, 2023)

"The hotel's facilities are very important to me because I spend 5- 6 hours a day working inside the hotel. Working here is better than coworking spaces or coffee shops; those places are not open twenty-four hours, but here, we can work whenever we need to. One great thing is the flexibility to work without stressing over time zones. The hotel I stayed had private workspaces, wi-fi that covered the entire area both inside and outside, and easily accessible power sockets. What truly impressed me was the laundry service, a lifesaver during my several-month stay, so I did not need to pack many clothes." (B17, January 22, 2024)

"I enjoy working at cafes, having meals along with a tasty coffee while working comfortably all day. In Bangkok, getting some work done is quite easy, as there are plenty of cafés where you can spend the whole day working without charging any fee like in some countries. Most of the café provides free wi-fi, plug, and working areas with quiet and privacy." (B18, January 28, 2024)

"I run two businesses: coworking spaces and office rentals. We have a mix of local and international clients. Of course, they are here because we provide services and facilities that fully meet their needs, such as a desk for easy laptop use with high-speed internet. We also have meeting rooms and community areas where they can chat and connect." (A5, September 17, 2023)

“Choosing the perfect workation destination not only just the cost. There's another important factor in play. When choosing a destination, my concern is the time it takes to get there, and I need to make sure the time zone isn't too different. This is one of the problems I deal with when working remotely in different countries.” (B3, December 14, 2024)

4) Accessibility

Accessibility, defined as the ease of reaching a specific destination, relates to the facilities and infrastructure available, alongside the time and effort required for travel (Yen, Chen, & Ho, 2021). The data collection process highlighted accessibility as a pivotal theme influencing the attractiveness of workation destinations. Critical factors contributing to this theme encompass 1) entry permissions, 2) flight networks, 3) flight frequency, 4) airport services, 5) inner-city transportation, and 6) pedestrian-friendly. This finding is consistent with research conducted by Hanafiah and Zulkifly (2019), emphasizing the significance of complementary conditions such as visa requirements and infrastructure quality, including air transport infrastructure, international flight networks, and ground transportation, in enhancing the competitiveness of tourist destinations. The following statements exemplify these perspectives:

“Visa entry is primary concern. I want to stay here for two months, so the visa-on-arrival, which allows only 30 days doesn't match. Before coming here, I applied for a visa from the Thai Embassy, which lets me stay for up to 60 days. Even the visa application process was easy and not complicated but if I wanted to stay longer, I had to exit and re-enter the country. It would be good if Thailand issued visas specifically to workationers for longer stay.” (B15, December 14, 2023)

“The destination that has good transportation networks tends to get the most visitors. Our country is in the middle of ASEAN and acts as a transportation hub linking China and East Asia to India and South Asia. You can catch direct flights from many cities, like L.A., London, Tokyo, and Delhi. So, it's easy for people all around the world to visit here.” (A9, October 22, 2023)

“In Thailand, one important thing is the number of flights we have. At Suvarnabhumi Airport, we've got two runways. One can handle up to 30 flights coming and going every hour. This setup lets the airport handle many international flights from all over the world each day. The government plan to expand airport services. We aim to have planes take off and land for twenty-four hours to increase flight frequency.” (A1, September 7, 2023)

“Getting here is very easy – lots of flights, convenient airports, and two international airports handle domestic and international flights. Good airport service is really important. For example, immigration lines need to move quickly; luggage should never get lost or damaged. Getting from the airport to the downtown should be easy and fast. And when it comes to Taxis shouldn't scam passengers either.” (B17, January 22, 2024)

“I'm thinking about how to get around in the city. Two main things are on my mind: getting from the airport to my hotel and then moving around within the city. Having chosen a downtown hotel for convenience, I discovered Bangkok's transportation system to be very good. It only takes about an hour to get from the airport to downtown using options like the airport rail link, metered taxis, Grab, or buses. And once you're in the city, getting around is not difficult. There are plenty of choices: tuk-tuks, taxis, the BTS Skytrain, and the MRT subway, which make it easy to travel around. I tried a tuk-tuk, which was a lot of fun and exciting.” (B10, December 12, 2023)

“We're working on improving 1,700 kilometres of sidewalks within the next four years to make walking safer and more convenient for everyone in the city. Better sidewalks can also help ease traffic by encouraging more people to walk instead of driving. This benefits tourists, too. They can enjoy sightseeing and walking along without worrying about accidents.” (A3, September 20, 2023)

Table 4.2 Extracts of Data from the Interview, Connecting the Codes, and Identifying Themes

Deductive approach (Sources)	Codes	Count	Inductive approach (Representative statements and keywords)
Theme 1: Soft power (emerged from an in-depth interview)			
Bayraktaroglu and Kozak (2022), Claro et al. (2023), Krešić and Prebežac (2011), Lhakard (2022), McDowall and Ma (2010), Poquiz (2019), Raimkulov et al. (2021), Richmond and Cornelius (2021), Thiumsak and Ruangkanjanases (2016), Unal and Ozgurel (2021).	Culture and tradition	18	"I love exploring different cultures. When I plan a trip, history, museums, temples, and all that stuff matter to me. It's not just about sightseeing; I want to experience the essence of a place—its traditions, culture, art, and how people live." (B1, November 18, 2023)
Bayraktaroglu and Kozak (2022), Islam and Chaudhary (2021), McDowall and Ma (2010), Poquiz (2019), Raimkulov et al. (2021), Reitsamer and Brunner-Sperdin (2015).	Traditional food	21	"From the ranking of the 100 best dishes in the world by TasteAtlas, many Thai dishes such as Phat Kaphrao and Khao Soi are ranked among the best in the world. Thai food is an important soft power in attracting tourists, and it is a unique selling point of the country." (A2, September 15, 2023)
Islam and Chaudhary (2021), Krešić and Prebežac (2011), Lhakard (2022), McDowall and Ma (2010), Poquiz (2019), Raimkulov et al. (2021), Richmond and Cornelius (2021), Thiumsak and Ruangkanjanases (2016), Unal and Ozgurel (2021).	A variety of cuisine	20	"The variety of food is one of the attractive things that influenced my choice of visit. There is a wide selection of food here, from street food to Michelin three-star, whether local Thai dishes, European cuisine, Japanese sushi, or even Chinese food like Dim Sum and Hainanese chicken rice. And that, food is everywhere, on every corner, even the sidewalks. Bangkok is amazing; you can find food from all over the world, not just Thai food." (B5, January 12, 2024) 4%
Bayraktaroglu and Kozak (2022), Boivin and Tanguay (2019), Claro et al. (2023), Jureniene and Jurene (2019), Poquiz (2019), Reitsamer and Brunner-Sperdin (2015).	Festival and events	23	"We chose to visit Bangkok around this period because it has many festivals. This month's big one is Loy Krathong, which is very exciting because of the large river. In two weeks, there's a New Year celebration with a drone show at ICONSIAM and lots of fireworks around here." (B15, December 14, 2023)
Hanafiah and Zulkifly (2019), Krešić and Prebežac (2011), McDowall and Ma (2010), Poquiz (2019), Raimkulov et al. (2021), Reitsamer and Brunner-Sperdin (2015), (Richmond & Cornelius, 2021), Thiumsak and Ruangkanjanases (2016), Unal and Ozgurel (2021).	Friendliest people	17	"Local people act as hosts and friends, becoming storytellers and assisting tourists with recommendations for attractions, guidance on exploring the community, and advice on avoiding scams. We provide training for locals to ensure they have comprehensive knowledge of their community and the nearby area." (A3, September 20, 2023)
Boivin and Tanguay (2019), Lhakard (2022), McDowall and Ma (2010), Reitsamer and Brunner-Sperdin (2015), Thiumsak and Ruangkanjanases (2016), Unal and Ozgurel (2021).	Tourist attraction	22	"Our family went to Tokyo last year because my son wanted to go to Disneyland. My wife dreamed of wearing a kimono and walking through the historic Asakusa temple; that old area feels like the Edo period. So, when planning our trips, I chose destinations based on the attractions I want to visit. After that, I checked out how well the working facilities in that area met my needs." (B11, January 12, 2024)
Claro et al. (2023), Ooi (2015)	Social media	16	"Tourists themselves are an important part of soft power. They are always sharing information through their social media platforms like Instagram and TikTok." (A1, September 7, 2023)

Deductive approach (Sources)	Codes	Count	Inductive approach (Representative statements and keywords)
Theme 2: Livability (Bayraktaroglu & Kozak, 2022)			
Islam and Chaudhary (2021), Krešić and Prebežac (2011), McDowall and Ma (2010), Poquiz (2019), Raimkulov et al. (2021), Unal and Ozgurel (2021).	The cost of living	27	“The main reason we chose this destination is that it's affordable to live here, plain and simple. Cost of living in Bangkok is cheaper compared to other urban cities. Living here is inexpensive; I can enjoy good food and a nice hotel for a reasonable price.” (B17, January 22, 2024)
Bayraktaroglu and Kozak (2022), Boivin and Tanguay (2019), Krešić and Prebežac (2011), McDowall and Ma (2010), Raimkulov et al. (2021), Richmond and Cornelius (2021), Thiumsak and Ruangkanjanases (2016), Unal and Ozgurel (2021), Winarya and Pertiwi (2020).	Safety and security	22	“When I decide where to go, safety and security are my top priorities. You see? I have to carry important things like a laptop and iPad in my bag. These items are expensive, which could make me a target for thieves. So, I won't travel to places I think are unsafe.” (B10, December 12, 2023)
Boivin and Tanguay (2019), Islam and Chaudhary (2021), Krešić and Prebežac (2011), McDowall and Ma (2010), Poquiz (2019), Reitsamer and Brunner-Sperdin (2015), Richmond and Cornelius (2021), Thiumsak and Ruangkanjanases (2016), Unal and Ozgurel (2021).	Recreational activities	24	“I usually spend four to five hours each day working and the rest is for leisure. Tonight I'm going on a dinner cruise along the Chao Phraya River, and then I'll relax at a rooftop bar. And the day after tomorrow, I am planning to visit the Grand Palace and the floating market.” (B9, December 14, 2023)
Bayraktaroglu and Kozak (2022), Islam and Chaudhary (2021), Krešić and Prebežac (2011), Pratminingsih et al. (2022), Raimkulov et al. (2021), Richmond and Cornelius (2021), Unal and Ozgurel (2021).	Climate and weather	19	“I prefer a destination with good weather. Although the weather in Bangkok may be a bit hot on some days, overall, it is considered to be in a good range. Importantly, the weather here is neutral, without many different seasons. It is comfortable, so I can travel around and work in an open-air location. There is no fluctuating weather like in some countries.” (B7, November 18, 2023)
Poquiz (2019), Pratminingsih et al. (2022), Richmond and Cornelius (2021).	Medical services	17	“I have an experience to tell. The first day when I arrived, hot weather and jet lag made me weak, and I had a fever for a few days. Lucky me, a hospital is close to my hotel. So, I went to the doctor and got some medicine, within the next day, it went back to normal.” (B18, January 28, 2024)
Boivin and Tanguay (2019), Hanafiah and Zulkifly (2019), Islam and Chaudhary (2021), McDowall and Ma (2010), Poquiz (2019), Richmond and Cornelius (2021), Unal and Ozgurel (2021).	Cleanliness and hygiene	17	“Food hygiene is important. I am quite confident with food in hotels or restaurants, but if it's street food or a food stall, I still worry about the risk of getting food poisoning. I had a bad experience during my last trip to South Asian countries. The cook had dirty hands, flies buzzing around the food and some landed on it. To make it worse, I found hair in my meal too.” (B2, November 21, 2023)
Theme 3: Working facilities (Kurniasari et al., 2022)			
Poquiz (2019), Richmond and Cornelius (2021), Shafiee et al. (2022), Winarya and Pertiwi (2020).	Internet speed and reliable	25	“I'm sure everyone will agree that the most important thing when choosing a destination is having a good internet connection which covers all over the city. More than that, the internet must be stable, reliable, and fast enough to keep things running smoothly without any interruptions.” (B4, December 12, 2023)

Deductive approach (Sources)	Codes	Count	Inductive approach (Representative statements and keywords)
Islam and Chaudhary (2021), Kurniasari et al. (2022), Lhakard (2022), Poquiz (2019), Pratminingsih et al. (2022), Richmond and Cornelius (2021), Shafiee et al. (2022), Winarya and Pertiwi (2020).	Internet network coverage	26	"Bangkok's Wi-Fi is awesome for working on vacation. You can get an internet connection everywhere, at the hotel, in coffee shops, shopping malls, and even in public places around the city. The hotel I'm staying in claimed that it provides high-speed internet access around 100 Mbps all over the areas." (B14, November 21, 2023)
FloriČić and Pavia (2021), Pavia et al. (2022).	Workspitality	19	"Our hotel is suitable for guests who work while on traveling. We provide business center, private workspaces, high-speed internet with plenty of power outlets for all devices. In the guest room, you'll find comfy, ergonomically designed tables and chairs that make it easy to work for long periods. The fast and stable internet isn't just in guest rooms but all over the place. On top of that, guests can use the gym and swimming pool to get some exercise and relax after a long day of work." (A8, October 20, 2023)
Lhakard (2022), Spence (2022).	Coflice or Internet café	18	"I've been to London, and it's great for a workation. I worked in a café where everyone was on their laptops, some attending Zoom meetings. All the cafés provide free internet access and power sockets, making them the perfect places to work." (B8, November 21, 2023)
Winarya and Pertiwi (2020).	Coworking space	15	"Nowadays, people love the flexibility of working from different places like co-working spaces, coffee shops, or hotels, even while on vacation. I work for a digital tech company that lets me work remotely, so I don't have to be in the office. Since most of my work is online, co-working spaces are great for working while on vacation. Check out co-working spaces in Bangkok like Hubba in Ekkamai and Hive in Thonglor—they've been popular with foreigners for a while." (B12, January 28, 2023) 3%
Emerged from an in-depth interview.	Time Zone	14	"I come from Europe; my co-workers and customers are there. The time difference is a big problem when communicating or meeting online. Thailand is almost 10 hours ahead, which makes scheduling a bit of a headache." (B16, December 12, 2023)
Theme 4: Accessibility (Richmond & Cornelius, 2021)			
Hanafiah and Zulkifly (2019), Parreño-Castellano et al. (2022).	Visa entry	22	"One big factor I look at is the visa regulation. I am planning to visit Korea for my upcoming workation trip. Korea has started offering special visas for remote workers, like digital nomads and people going on workation. These visas will let me stay longer than regular tourists." (B13, November 18, 2023)
Hanafiah and Zulkifly (2019), Islam and Chaudhary (2021), McDowall and Ma (2010), Poquiz (2019), Reitsamer and Brunner-Sperdin (2015), Richmond and Cornelius (2021), Unal and Ozgurel (2021).	Flight network	17	"Ease of access is my top priority. Even if a destination has everything for a perfect workation, if the flight connections aren't good, I'll probably skip it because it's just too difficult." (B3, December 14, 2023)
Hanafiah and Zulkifly (2019).	Flight frequency	18	"During and after COVID, the number of workation travelers has increased. Thailand has been quicker to open up compared to other countries. At first, we focused on islands like Phuket and Samui. And then

Deductive approach (Sources)	Codes	Count	Inductive approach (Representative statements and keywords)
Hanafiah and Zulkifly (2019).	Airport service	18	extended to other cities like Chiang Mai and Bangkok. We address tourism's demand and supply aspects, including the number of flights." (A2, September 15, 2023) "Airport services like check-in, baggage drop-off, and immigration have gotta be quick; waiting a long time is not good. Besides that, airports should have plenty of workspace and facilities like power sockets. And, of course, there should be reliable Wi-Fi with a strong signal everywhere." (B6, January 28, 2024)
Bayraktaroglu and Kozak (2022), Hanafiah and Zulkifly (2019), Islam and Chaudhary (2021), McDowall and Ma (2010), Poquiz (2019), Pratminingsih et al. (2022), Thiumsak and Ruangkanjanases (2016), Unal and Ozgurel (2021), Winarya and Pertiwi (2020).	Inner-city transportation	20	"Having a good local transportation system is important. People who stay long will consider this. It helps us easily explore the city and get to nearby attractions. As you know, most urban cities have to deal with serious traffic issues, making it difficult to get around. When I'm thinking about where to stay, good public transportation is a must." (B9, December 14, 2023)
Boivin and Tanguay (2019), Islam and Chaudhary (2021), Richmond and Cornelius (2021).	Pedestrian-friendly	19	"There are lots of ways to get around in this city, like Grab, buses, and tuk-tuks, all of which are good choices. But for me, walking is the most exciting way to explore and take in the place at a relaxed pace. So, good sidewalks matter a lot. They must be wide, safe, and easy to walk. Look at Singapore as an example. The walkway is designed for pedestrians. There are no blockages or holes that can make you trip and fall." (B10, December 12, 2023)

Chapter 5

Discussion and Conclusion

5.1 Discussion

Workation is a notable trend within the tourism sector (Bassiyouny & Wilkesmann, 2023). The convergence of work and leisure, a hallmark of the postmodern era, significantly shapes travelers' attitudes toward tourism (Pecsek, 2018). After data analysis and interpretation, the key themes of workation destination attractiveness that emerged are 1) soft power, 2) livability, 3) working facilities, and 4) accessibility.

1) Soft Power

This discovery represents an unexplored dimension within the existing scholarly discourse on destination attractiveness, prompting the researchers to conduct a thorough literature review focusing specifically on the role of soft power in this theme. Soft power attracts and co-opts others to want what you want (Nye, 1990). It resides in the ability to shape the preferences of others and align those preferences to your own (Grix & Lee, 2013). Tourism functions as a soft power instrument, playing a role in enhancing a nation's reputation and image through the cultivation of goodwill and positive sentiments. As soft power is conveyed through a country's cultural attributes, values, political ideals, and foreign policies, it serves as a means to effectively position and portray a nation, thereby enhancing the attractiveness of tourist destinations and contributing to their increased visitation (Claro et al., 2023).

Ooi (2015) presented several ways in which tourism and soft power interact. He proposed that mega-events, such as the Olympic Games and World Expositions, play a crucial role in establishing geopolitical influence. These events draw tourists and serve as platforms to exhibit the destination and communicate its capacities. In Thailand, soft power has emerged as a crucial instrument in enhancing economic value, particularly in recovering from the COVID-19 pandemic. The Thai government's strategic objective involves fostering a creative economy grounded in knowledge, intellectual property, expertise, and creativity. In alignment with the policy framework, an emphasis is placed on leveraging

Thailand's cultural assets through the “5 Fs”: food, film, fashion, fighting (Muay Thai), and festivals (Thailand Convention and Exhibition Bureau, 2022). However, this study's results identified seven distinct components of soft power, as depicted in Figure 5.1

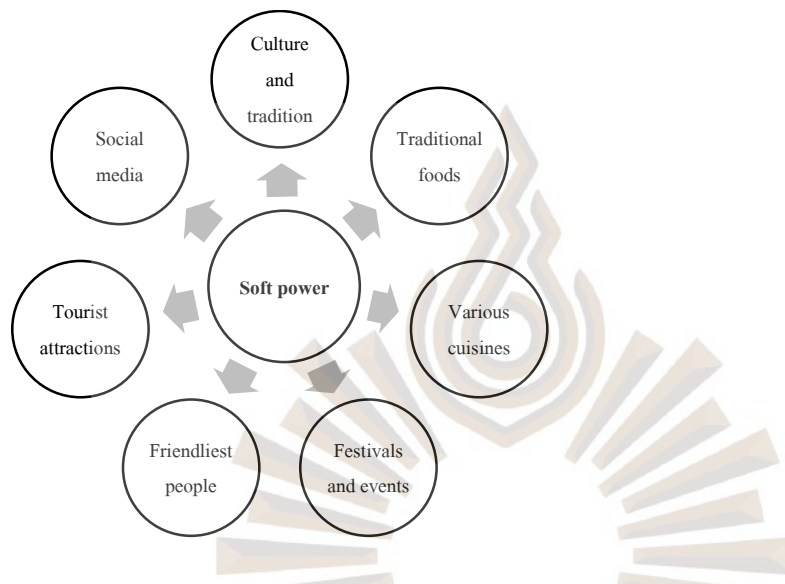


Figure 5.1 Workation Destination's Soft Power

Source: Created by the Author.

In addition, soft power is not noticeable as a tangible or intangible product or service; instead, it operates as a dynamic process necessitating deliberate strategic planning and execution. Initially, it is essential to formulate a compelling agenda to attract prospective workationers. The destination must then identify its strengths and determine which assets—such as culture, cuisine, and festivals—can effectively attract them. Following this, the development and implementation of pull marketing strategies become crucial. The primary objective of these strategies is to create consumer interest and demand (Aggarwal, 2023). Pull marketing encompasses strategies or policies aimed at directly attracting consumers to a product. This approach effectively involves consumers with the organization's offerings (Idowu, 2019). Choosing the right communication channels—such as word of mouth, films, travel bloggers, or social media influencers—is crucial for sparking consumer interest

and achieving desired results. This dimension extends to all travelers, whether leisure, business, or workationers.

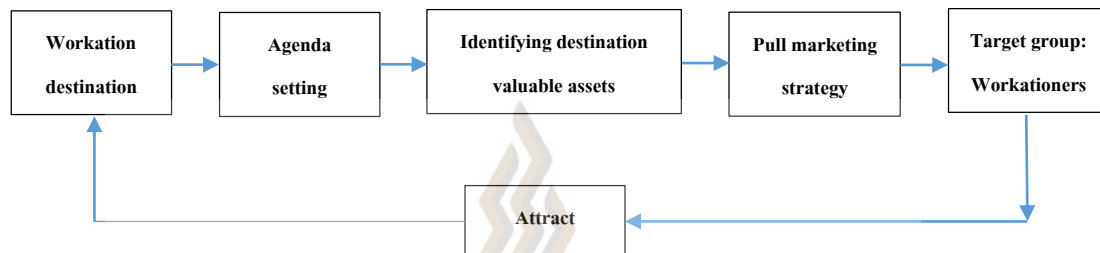


Figure 5.2 Process of Soft Power in Attracting Workationers to a Destination

Source: Adapted from Hahm, Heo, and Song (2023) and Nye (2004b).

2) Livability

Regarding livability, all the key informants, representing the supply and demand sides, commonly acknowledge the significance of the “cost of living” aspect. This view stems from the extended stay expected for workationers, often lasting several weeks or months, leading to escalated expenditures. Consequently, destinations with a lower cost of living and currency relative to the generating regions are poised to draw more workationers, thereby securing a competitive edge. Moreover, given the extended duration of workationers’ stay at a destination, the probability of encountering illness or accidents would increase, highlighting the critical importance of accessible hospital services (Pratminingsih et al., 2022). Thus, medical services significantly contribute to the attractiveness of workation destinations.

Moreover, the key informants highlighted safety and security because workationers often carry valuable work-related equipment, such as high-value electronic devices. The value of these items makes them susceptible to criminal activities. Therefore, workationers should prioritize accommodations equipped with secure lockers to safeguard their belongings. In addition, workationers using public venues, such as coffee shops, are advised to store their data in cloud-based systems and remain vigilant, given the increased risk of criminal incidents in these settings. This pattern has been observed in various

cities worldwide (Elgan, 2024). Nonetheless, local governments can mitigate such incidents by increasing visibility through the deployment of security guards and police personnel (Richmond & Cornelius, 2021), as well as by utilizing technological solutions, such as closed-circuit television (CCTV) surveillance systems.

Furthermore, the key informants affirmed that recreational activities, such as river dinner cruises, visits to floating markets, guided biking excursions, traditional massage, and local culinary classes, are significant factors in augmenting the attractiveness of Bangkok as a workation destination. This discovery aligns with the research conducted by Mokras-Grabowska (2018), which indicated that primary motivations for visiting designated recreational areas include dining establishments, cultural and entertainment events, historical exploration, physical activities, social gatherings, and relaxation.

Climate and weather also exerted a considerable pull factor on workationers' choice of destinations. Consequently, in locations where tourists encounter adverse climatic conditions and an inhospitable environment, their likelihood of being attracted to such destinations is diminished (Richmond & Cornelius, 2021). This study's discovery also implies that cleanliness and hygiene significantly enhance the attractiveness of workation destinations. Therefore, local governments and entrepreneurs must pay attention to cleanliness and hygiene, including food services, tourist attractions, transportation facilities, and accommodation establishments. The rigorous hygiene and disinfection procedures must become standard practices (Khongsawatkiat & Agmapisarn, 2021). It supports the conclusions drawn by Das et al. (2007) and Islam and Chaudhary (2021), who highlighted the significance of hygienic conditions in attracting tourists to a destination.

3) Working Facilities

The discernible distinctions in preferences between workationers and leisure travelers primarily emerge in their considerations regarding the availability of working facilities at destinations. All the key informants agreed on the critical importance of a robust internet network and reliable connectivity. Workationers prioritize internet access due to their dependence on technological gadgets, such as laptops and smartphones, often for communication and information retrieval. This finding aligns with that of Kurniasari et al. (2022), who asserted that workationers extensively utilize ICT tools,

including Wi-Fi, laptops, smartphones, and office working platforms, throughout their workation experiences.

Furthermore, the subsequent essential working facilities assisting workationers during travel are encapsulated in the notion of "workspitality" (Turner & Wilson, 2022). A significant portion of the key informants on the demand side disclosed their inclination to perform work-related activities within the premises of a hotel before embarking on other leisure activities. According to the guidelines outlined by Florić and Pavia (2021) and Pavia et al. (2022), hotels and accommodations play a crucial role in implementing the principles of workspitality to meet the needs of workationers. These principles include provisions such as complimentary Wi-Fi with consistent signal coverage throughout the premises, the availability of business assistant services, and various working amenities, including sufficient tabletop space with a comfortable chair, an abundance of nearby electrical outlets, a wireless mouse, a laptop stand, noise-cancelling headphones, computers, printers, and scanners. In addition, accommodations should offer coffee, tea, water, and healthy snacks within guest rooms, which should be equipped with ergonomic furnishings and necessary equipment. Workspaces should be hygienic, disinfected, tranquil, and free from disturbances, with a contemporary ambience, pleasing views, and ample natural light. Access to hotel facilities, such as fitness centers and swimming pools, is also important. Moreover, the key informants emphasized the importance of laundry services.

In addition, alternative venues, such as coworking spaces and cafés are of considerable importance, offering viable options for the key informants seeking remote work settings. Consequently, coffee shops could benefit from embracing the "coffice" concept—a fusion of coffee shops and office space (Anon, 2014)—to enhance their range of services. This approach caters to the evolving preferences of their clientele by providing a welcoming ambience similar to that of an office environment, complete with amenities such as workstations, private rooms, relaxation areas, and furnishings characterized by ergonomic design, adaptability, and versatility, along with integrated technological features (Ofita.com, 2024). This notion aligns with Kurniasari et al. (2022) findings, which revealed that many workationers operate from accommodations, local cafés, and coworking spaces.

Time zone emerged as a new subcategory based on information from the key informants representing demand-side perspectives. For workationers coming from areas with similar time zones to the destination, tourism authorities are recommended to promote night tourism—sightseeing activities conducted during the night (Song, Kim, & Park, 2020). This strategy assumes that workationers might dedicate more daylight hours to work-related tasks. Conversely, workationers from regions with substantial time zone differences compared to the destination, such as those traveling from the United States to Thailand, may encounter significant temporal gaps of up to 12 hours. Therefore, they must keep their colleagues informed about travel plans, including destination time zones, and ensure that they have accessible means of contact. Understanding the influence of time zones on communication is vital, emphasizing the need for clear communication within the team. Setting up a shared calendar to outline availability can help prevent scheduling conflicts and reduce confusion (Coe, 2022).

4) Accessibility

Upon analyzing the remarks of the key informants regarding the attractiveness of workation destinations, six elements emerged as significant factors contributing to their accessibility. Among these factors, all the key informants from the demand side unanimously agreed that entry permission substantially influences destination attractiveness. Consequently, tourism authorities must develop strategies to entice workationers, such as facilitating visa-on-arrival arrangements and extending the duration of permissible stays beyond 60 days. Ensuring a clear and uncomplicated visa application process is also crucial.

The key informants also highlighted the importance of connectivity and flight frequency from regions that generate workationers to the destination. The geographic location of a city plays a crucial role in attracting airlines for direct flights and transit routes, offering significant advantages. For instance, Bangkok, centrally located within ASEAN, is a pivotal transportation hub linking China and East Asia with India and South Asia. Furthermore, governmental policies underscore the significance of travel and tourism, including initiatives to position cities or nations as tourism hubs and enhance infrastructure to support increased air traffic. This involves developing international airports, expanding runway and terminal capacities, and augmentation of night flight operations during peak periods.

In addition, certain key informants expressed a need for airport services. Airports serve as the primary entry point for visitors upon their arrival at a particular destination. The paramount element of airport services pertains to the efficiency and precision exhibited across various facets, encompassing check-in procedures, baggage handling, and passport and visa verification. To enhance these operations, service providers should apply integrated innovative self-service technologies, such as mobile check-in platforms and self-service kiosks, for streamlined processes (Paraschi, Georgopoulos, & Kaldis, 2019). In addition, extending operational hours or maintaining round-the-clock accessibility can mitigate congestion, thereby augmenting service quality and expediting proceedings, particularly during peak periods. Following the research conducted by Prentice and Kadan (2019), which highlighted the effects of check-in procedures and airport amenities on destination selection, airports are recommended to offer comfortable seating, designated working areas, and dependable Wi-Fi connectivity with a strong signal.

Inner-city transportation, whether for long or short distances within the city, holds significant importance. The finding in this study is consistent with Poquiz (2019), who noted that adequate local transportation is most notable in terms of destination accessibility. Hence, local governments should ensure the provision of diverse public transportation options, such as subway systems, sky trains, trains, buses, vans, and metered taxis. Nevertheless, in urban areas encountering traffic congestion challenges, motorcycle taxi services present a practical solution, facilitating rapid mobility for workationers covering short distances or seeking swift transportation alternatives. Moreover, incorporating English-language traffic signage is essential for improving accessibility and ensuring clear navigation.

According to the key informants, walking is considered the optimal way to experience the ambience of a city. This finding aligns with Davies (2016) observation that walking is popular among tourists, offering various recreational opportunities, such as long-distance trail walks, structured walking retreats, and casual strolls across different destinations. Therefore, local governments should provide pedestrian-friendly walkways characterized by cleanliness, regular maintenance, and adequate width to accommodate multiple pedestrians walking side by side (FarkiĆ, PeriĆ, Lesjak, & Petelin, 2015). In addition, attention should be directed toward the quality of street lighting (Hassanshahi, Soltani, Roosta, & Askari, 2023), ensuring clear visibility and minimizing obstructions to signage

indicating walking routes (Ujang & Muslim, 2015). Addressing concerns related to safety from crime and traffic is also essential (RakaMandi, 2022).

5.2 Conclusion

Technological advancements have catalyzed a significant transformation in the contemporary digital era, allowing work to be conducted remotely, even during periods traditionally reserved for vacations. A recent survey by FlexJobs revealed that 75% of respondents favor work-from-anywhere policies (Kaplan & Sheidlower, 2024). To remain competitive in the global tourism market, workation destinations must sustain an attractiveness that rivals or exceeds that of their competitors. Furthermore, to retain their market position and drive growth, workation destinations must continually innovate and actively pursue new sources of attractiveness.

This research provides a comprehensive guide for developing and managing workation destinations by integrating theoretical constructs with empirical data. Figure 5.3 demonstrates the conceptual model of workation destination attractiveness with the key recommendations. It equips local governments, tourism authorities, and entrepreneurs with the essential understanding to formulate effective strategies for managing destinations that attract workationers and enhance their experiences. Furthermore, in the context of potential future crises, such as the COVID-19 pandemic, which disrupt traditional office commutes and require remote work, the findings from this study offer valuable guidelines for identifying suitable workation destinations.

5.3 Theoretical Implications

This research enhances theoretical understanding by refining the conceptual framework of workation destination attractiveness, encompassing supply and demand aspects, in contrast to most existing studies that primarily concentrate on the demand side. A hybrid thematic analysis reveals four key themes crucial for future tourism planning. This methodology combines preestablished themes from an extensive literature review (deductive) with themes derived from the data (inductive), resulting in a comprehensive understanding of the subject and valuable insights to the academic community.

5.4 Practical Implications

The identified themes and elements contributing to the attractiveness of workation destinations offer valuable insights for tourism authorities and entrepreneurs. These insights can guide strategic initiatives, including soft power strategies. Initially, developing a compelling agenda to attract potential workationers is crucial. Following this, creating and implementing a pull marketing strategy necessitates that a destination identifies its strengths and determines which assets—such as cultural offerings, culinary delights, and festive events—are most appealing to workationers. Selecting appropriate communication channels to promote these assets, whether through film, travel bloggers, or social media influencers, is essential for achieving the desired outcomes. Local governments, tourism authorities and entrepreneurs must carefully plan and execute these activities to effectively attract new workationers, retain existing ones, and maintain a competitive edge in the tourism sector.

5.5 Policy Implications

Cities aspiring to become workationer hubs can leverage the insights from this study to formulate a range of policies aimed at attracting workationers globally. One crucial policy is the orange economy policy (Restrepo & Márquez, 2013), also known as the creative economy (Sandri & Alshyab, 2022). This policy should focus on the production, reproduction, promotion, dissemination, and marketing of goods, services, and activities with cultural, artistic, or heritage content. Central to the creative economy are industries such as architecture, arts and crafts, design, fashion, film, video, photography, music, performing arts, and television/radio, which involve creating, producing, and distributing goods and services that rely on creativity and intellectual capital as their main inputs (Henderson et al., 2022).

In addition, cities can adopt night tourism and recreational policies to accommodate tourists who work during the day, such as offering museums with late-night events and night mini-golf courses. Immigration policies, such as providing visa-on-arrival options and extending the allowable duration of stays beyond 60 days, are also crucial. Enhancing communications infrastructure to provide comprehensive and robust internet Wi-Fi coverage is critical for supporting workationers. Furthermore, implementing service policies under the concept of workspitality is essential. These recommendations

are particularly relevant for urban areas established as workation destinations and those aspiring to assume such roles. By adopting these policies, cities can effectively attract new workationers, retain existing ones, and maintain a competitive edge in the tourism sector.

5.6 Limitation and Further Study

The study comprehensively examines workation destination attractiveness but acknowledges several limitations to consider. First, key informants should be interviewed before arriving at a destination to avoid bias from their current experiences. This approach ensures that the attractiveness index accurately reflects the destination's appeal during the travelers' decision-making process rather than being influenced by their stay (Krešić & Prebežac, 2011). Second, obtaining cooperation from key informants on the demand side for interviews is highly challenging due to their reluctance to allocate time for research. To address this, researchers should send interview questions in advance and schedule convenient times and locations for data collection. In addition, when time and location are constraints, online platforms, such as Zoom and Microsoft Teams, can be an effective alternative. Third, focusing solely on urban-based locations limits the direct applicability of managerial implications to other settings, such as rural areas or natural environments, suggesting the need for additional contextual studies. Fourth, including key informants solely from Bangkok, Thailand restricts the transferability of managerial implications to other cities or countries, indicating the necessity for broader geographic studies. Fifth, the study does not empirically test constructs, emphasizing the importance of further research to establish a theoretical model and validate construct validity, potentially through quantitative approaches and larger sample sizes. Lastly, forthcoming investigations could explore additional variables that mediate or moderate the correlation between workation destinations' attractiveness, destination attachment, and workationers' productivity. Such endeavors could offer valuable insights to tourism destinations seeking to enhance their competitive edge.

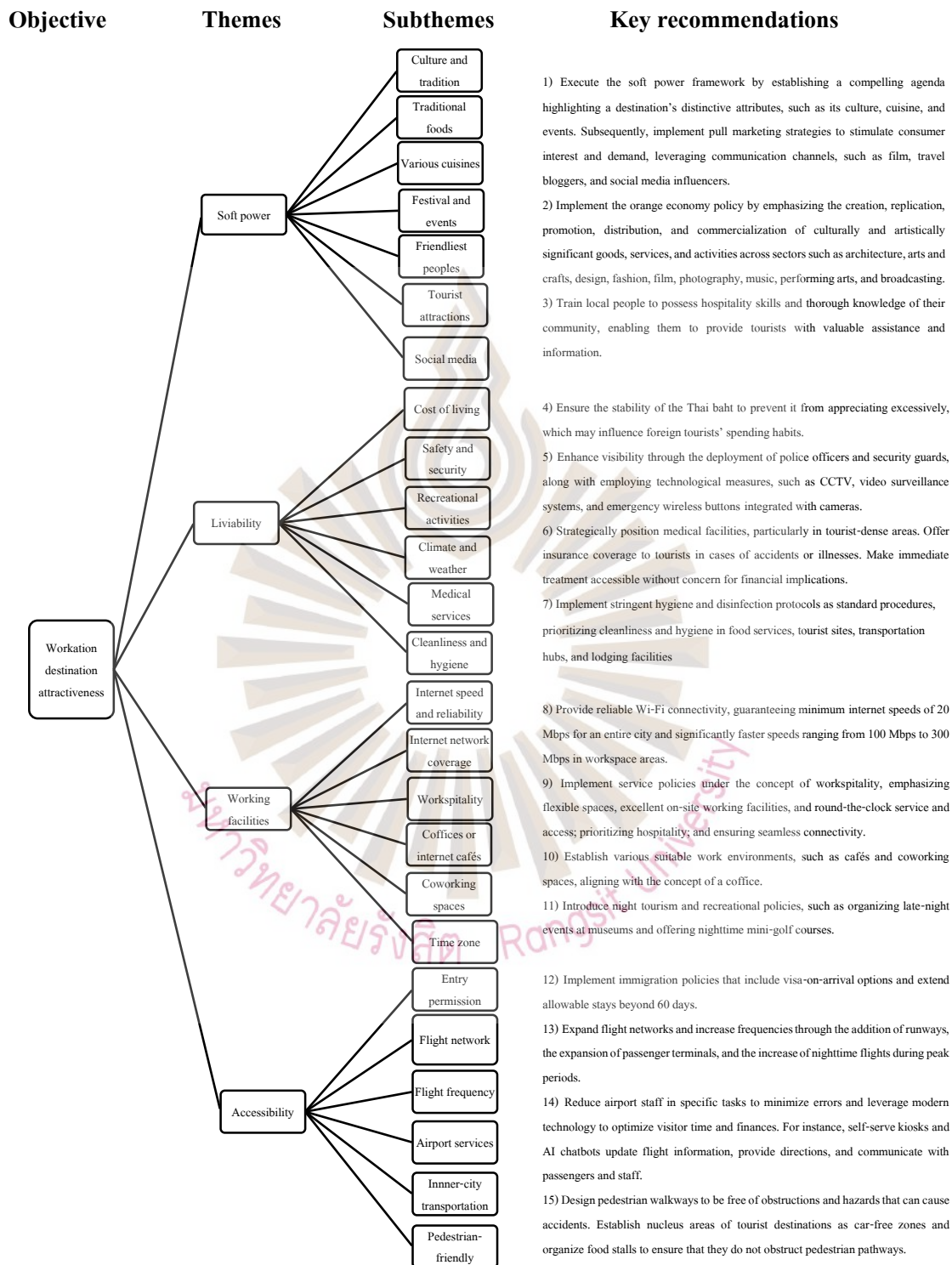


Figure 5.3 Conceptual Model of Workation Destination Attractiveness

Source: Created by the Author

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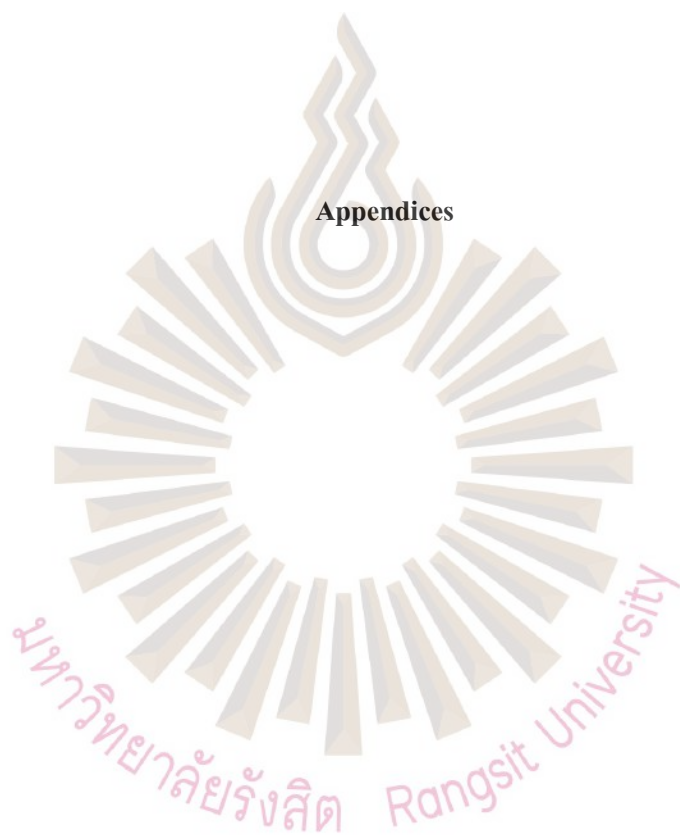
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Appendices



Appendix A: Interview Questions



RANGSIT UNIVERSITY

Semi-Structured Interview

“Workation Destination Attractiveness: A Supply and Demand Analysis”

Dear interviewee,

As a researcher studying the attractiveness of workation destinations, I am seeking your participation in an in-depth interview. Your expertise and experience in this area are highly valuable for this research. The interview aims to gain insightful perspectives from you, as a tourism expert or workationer, on the factors that contribute to the attractiveness of workation destinations.

The interview will consist of two sections. The first section will collect basic demographic information. The second section will investigate specific attributes that contribute to the attractiveness of workation destinations. Please note that there are no right or wrong answers, as the study focuses on subjective experiences and opinions. Participation in this interview is entirely voluntary, with no associated risks. All responses will remain anonymous and will be used solely for academic purposes. Your contribution will significantly advance knowledge in this field.

The interview is estimated to take approximately 30 minutes. Your cooperation and participation are greatly appreciated. If you have any concerns regarding the ethical aspects of this research, please do not hesitate to contact the researcher via email at navaphun@rsu.ac.th or by mobile phone at +66 61 0599997.

Yours truly,

Dr.Navaphun Khongsawatkiat

The Researcher, Rangsit University

SEMI-STRUCTURED INTERVIEW

“Workation Destination Attractiveness: A Supply and Demand Analysis”

Date of interview..... Time.....Location.....
 Code..... Position..... Organization

Part 1. Screening questions

- 1) Are you familiar with the concept of "workation," a recently emerged form of hybrid tourism?
- 2) Could you please share your perspective and provide a definition of "workation" based on your understanding?
- 3) Do you identify yourself as a workationer?

Note: Question 3 is exclusively directed at key informants from the demand side (workationers).

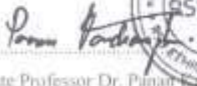
Part 2. Attributes of workation destination attractiveness

Issues	Comprehensive Questions	Probing Questions
1) What are the key attributes contributing to the attractiveness of workation destinations in urban locations?		
	1.1) In your opinion, to what extent does the traditional culture influence the attractiveness of a workation destination?	1.1.1) Does local food play a role in your decision to visit?
	1.2) From a workationer perspective, what characteristics define a livable city?	1.2.1) What are key considerations regarding the cost of living and affordability when evaluating the attractiveness of a workation destination? 1.2.2) Could you elaborate on the significance of safety and security in influencing the attractiveness of a workation destination?
	1.3) How do city infrastructure and working facilities impact the attractiveness of a workation destination?	1.3.1) Which working facilities do you consider to be the most important? Why? 1.3.2) Does the availability of reliable internet connectivity and digital infrastructure influence the desirability of a destination? 1.3.3) Is there anything else?

	1.4) Please comment on the importance of accessibility, including transportation and visa permission, in determining the attractiveness of a workation destination.	1.4.1) Do visa-free stays enhance the attractiveness of a destination for workationers? 1.4.2) Are there any forms of support that workationers would like to receive from the local government?
	2) What emerging trends or innovations in workation destinations are making them more attractive to workationers?	
	3) How can a workation destination enhance its attractiveness both in the short term and the long term?	
	4) Can you provide examples of workation destinations that have successfully positioned themselves as highly attractive to workationers? What sets them apart?	
	5) How do workation destinations market and promote their attractiveness?	
	6) What strategies do you recommend as effective in attracting workationers?	



Appendix B: Certificate of Approval by Ethics Review Board

		COA. No. RSUERB2023-113
Certificate of Approval By Ethics Review Board of Rangsit University		
COA. No.	COA. No. RSUERB2023-113	
Protocol Title	Workation destination attractiveness (Urban based location): The supply-side and demand-side analysis	
Principle Investigator	Dr. Navaporn Khongsawatkul	
Affiliation	Gen. Ed. Institute, Rangsit University	
How to review	Expedited Review	
Approval includes	1. Project proposal 2. Information sheet 3. Informed consent form 4. Data collection form/Program or Activity plan	
Date of Approval:	7 August 2023	
Date of Expiration:	7 August 2025	
The previously mentioned documents have been reviewed and approved by Ethics Review Board of Rangsit University based on Declaration of Helsinki, The Belmont Report, CIOMS Guideline and International Conference on Harmonization in Good Clinical Practice or ICH-GCP.		
 Signature: _____ (Associate Professor Dr. Pann Kanchanaphum) Chairman, Ethics Review Board for Human Research		
Ethics Review Board of Rangsit University, 5th floor, Arthit Ourakul Building (Bldg D) Rangsit University Tel. 0-2711-5728 Email: ruethics@ru.ac.th		



Biography

Name-Surname: Dr.Navaphun Khongsawatkiat

Academic Background:

1999 Bachelor of Arts, Hotel Management, Rangsit University, Thailand.

2002 Master of International Tourism and Hotel Management, Southern Cross University, Australia.

2003 Master of Arts, Tourism and Hotel Management, Naresuan University, Thailand.

2022 Doctor of Philosophy (Integrated Tourism and Hospitality Management), National Institute of Development Administration, Thailand.

Published Research/ Article:

An Approach to Sustainable Community Based Tourism: A Case Study of Community Based Tourism Approach, Designated Price Patterns and Bargaining Power of Esan-Lanna Community in Chiangrai. Wisdom Integration for Innovation and Sustainable Development Conference (Proceeding) 2018, Loei Rajabhat University

An Exploratory Study of Exhibitors' Motivation and Business Performance in B2B Exhibition. NIDA Development Journal, Vol.59 No.3

B2B Exhibitors' Motivational Attributes: Evidence from the Exhibition Industry in Thailand. Journal of Business Administration (JBA), Thammasat Business School, Thammasat University, Vol.44 No.172

Understanding the Relationship between Trade Show Motivational Attributes, Trade Show Participation, and Business Performance. ABAC Journal, Vol.43 No.1

Specialized Knowledge and Expertise:

Business Tourism

Destination Management

Tourism and Hospitality Marketing

Strategic Management for Tourism and Hospitality