

Management Style of Tourism Business Operators Changed During Covid-19 in Luang Prabang Capital, Luang Prabang Province

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Abstract

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Tourism is one of the fastest growing industries in the world; the government of the Lao People's Democratic Republic has determined and announced the implementation of the development and promotion of cultural, natural and historical tourism. Due to the change in global trends and the outbreak of the covid-19 disease, tourism is in danger but the tourism business must continue to make the management style of the tourism business operators suffer from management problems that affect the tourism business both directly and indirectly. This research aims to study the management style of tourism business operators that have changed during Covid-19 in Luang Prabang capital, Luang Prabang province and the management guidelines of tourism business operators during Covid-19, which identified 20 tourism business units in the capital of Prabang, including: tourism company business, tourism source business, hotel businessmen, guest houses, restaurants, souvenir shops, is a qualitative method of study with the tools used in the study, such as: random interviews from tourism business operators regarding the management style of tourism business during Covid-19 in terms of planning, organization, leadership and control, as well as summarizing the management of tourism business operators during Covid-19.

Keywords: *Tourism business, Management style, the changing tourist implementation during Covid-19.*

1. Introduction

The tourism industry is a high-growth industry that plays an important role in the economic and social system an important source of income that brings in foreign currency, creates jobs and spreads prosperity to the region. In addition, tourism has an important role in the development of the infrastructure system of transportation and trade and investment for example the implementation of the ASEAN Community Vision 2025 and the master plan for the three pillars of the ASEAN Community which includes the ASEAN Political-Security Community. Luang Prabang World Heritage City was recognized as a World Heritage Site by UNESCO Japan on 9 December 1995, since then tourism in Luang Prabang has grown including various tourism businesses the management style of tourism business operators is an important factor for personnel and tourism business organizations to be developed to increase their skills and knowledge to be able to compete in the

international arena. An important issue that has attracted attention due to changes in global trends is the outbreak of the Covid-19 disease. No customers come to use the service, but the tourism business must continue, causing the management style of the tourism business operator to experience management problems that affect the business both directly and indirectly that cannot be continued as a result of the management encountering problems that cause income to be insufficient with expenses, not succeeding in operating according to the goals or expectations of the entrepreneur. The researchers identified the population and sample groups in the capital area of Prabang, Luang Prabang province because this area is a world heritage area that tourists pay attention to first, Besides, there are also interesting tourist resources in terms of history, nature and culture. Therefore, all organizational units should speed up the development of existing capabilities to be able to support the problems that may arise quickly

from such problems, which is the reason why researchers are interested in studying to find methods and management models to support tourism businesses to be able to operate according to the goals of the organization. It is the development of the infrastructure to be strong to deal with the management of tourism business operators in the capital city of Prabang, Luang Prabang province.

Before 2020, tourism is the first rank of the economic sectors of the Lao PDR with a source of income in foreign currency, second is about the electricity and mining sectors. In 2019, international tourists came to Lao PDR up to 4.79 million people and had an income of 934 million US dollars, from this figure shows that tourism has made an important contribution to the economic development of Lao PDR covering 9.1% of the overall economy, it can also create more than 300,000 jobs (Ministry of Information, Culture and Tourism, 2019)

The outbreak of Covid-19 has had a significant impact on the tourism industry causing tourism to stagnate, the number of international tourists has decreased by 74% This has caused businesses in the tourism sector to be severely affected, tourism businesses have the most serious challenges now causing tourism businesses in Luang Prabang to encounter capital and financial problems What is important is the management of tourism business operators that have changed during the Covid-19 period. There must be adjustments to the management style in tourism business operations to match the current tourism business so that these businesses can continue to operate in the short to medium term (Department of Press, Culture and Tourism, Luang Prabang Province, 2021); the outbreak of the Covid-19 disease has affected tourism. The impact began with the lockdown of China in January, followed by the lockdown of the entire country in Lao PDR from March 30 to April 19 and extended until May 3, 2020. Almost all businesses have stopped operating temporarily, bringing tourism to a standstill, the number of international tourists has decreased by 74%, causing businesses in the tourism sector to be severely affected, missing 70-80% of the total income, workers in the tourism sector (direct and indirect labor) have also been affected for example, not receiving wages, being on leave from work. These problems have resulted in the family's economic condition falling into a difficult situation, increasing debt problems (water bills, electricity bills, etc.) The

most serious challenges now cause businesses to encounter funding and financial problems accounting for more than 50% and there is a tendency to strategize business accounting for 65%. At the same time, during the meeting to discuss ways to restore tourism after the outbreak of Covid-19, the business sector proposed that the provision and support of funding and financing for tourism business is a priority and urgent issue to help such businesses continue to operate in the short to medium term.

Therefore, students are interested in studying the management style of tourism business operators that have changed during the Covid-19 period in Luang Prabang, Luang Prabang Province, as this information is useful information for many parties involved in tourism business.

The objectives of this paper include: 1). The situation of tourism business in Luang Prabang, Luang Prabang Province. 2). Management style of tourism business operators changed during Covid-19 in Luang Prabang, Luang Prabang province and 3). Management guidelines for tourism business operators during Covid-19 in Luang Prabang capital, Luang Prabang province.

2. Materials and Methods

2.1 Data Collection

The scope of the research study has been determined for tourism businessmen in the capital city of Luang Prabang such as: Travel company businessmen, Tourism businessmen and Businessmen of hotels, guesthouses, restaurants, souvenir shops.

Tools used to collect and compiled information is an open-ended interview so that the interviewees can answer widely based on the actual information, and the interviewed to inquire about all aspects of the information of interest and related to the research topic.

2.2 Research method

2.2.1 How to analyze data according to objective 1

The way to analyze the situation of tourism business in Luang Prabang, Luang Prabang province will be a qualitative analysis when the data is collected and the information of each tourism business unit summarized and explained to compare with before the outbreak of covid-19.

2.2.2 How to analyze data according to objective 2

The way to analyze the management style of tourism business operators that changed during covid-19, Luang Prabang, Luang Prabang province a

qualitative analysis, when the information is obtained from the interviews, the data summarized and categorized according to each issue and then descriptively analyzed regarding the style of tourism business management of entrepreneurs during the outbreak of covid-19.

2.2.3 How to analyze data according to the objective 3

An analysis of the management of tourism business operators during the Covid-19 period, Prabang capital, Luang Prabang province, is a compilation of data from interviews and a descriptive analysis of the management of tourism business that has changed during the Covid-19 period.

3. Results

3.1 Tourism business situation in Luang Prabang, Luang Prabang Province

(1) Travel company business

The business of tourism companies in the capital of Luang Prabang, all companies have been established in accordance with the laws and regulations of the Lao PDR, with the aim of focusing on providing tourism services both domestically and abroad, with a business network with foreign experts in the field of tourism. Get travel packages in every season to all the countries that the business wants for example, a general (ordinary) board style and also a VIP board style service for customers who prefer privacy. It can be clearly seen that tourism companies created by local people and foreign investors, tourism companies in Prabang in 2021 have a total of 97 companies (of which 81 are parent companies, 16 subsidiary companies). The form of investment is domestic private with 68%, private + foreign with 15%, foreign 13%, state-owned enterprises 1%, travel companies are created to meet the needs of tourists, most of which will include various expenses: travel costs, accommodation costs, entrance fees to tourist attractions, food and drink costs and tour guide fees.

(2) Tourism source business.

As the capital city of Prabang has interesting tourist attractions that are attractive to tourists who come to visit, the main attraction is the tourist attractions and beautiful tourist attractions, tourism activities and fine traditions that reflect the outstanding local civilization, in order to facilitate tourism as well as to impress tourists in the service, there is a business of tourism in many places whether it is historical, natural and cultural tourism make the public and private sector come to manage the tourist

attraction to have facilities, improve the place to be clean and beautiful, the tourist attraction in the capital city of Prabang, with the main park being the public sector's management, also the local people are involved in the management of tourist attractions, currently there are 17 tourist attractions in the capital city of Luang Prabang, for doing business in tourist attractions must be done in accordance with the regulations, investment will be both domestic and foreign according to the system of investment in one portal and enterprise registration system Such as infrastructure, facilities, participation with local people in the tourist area, access to services, public relations, advertisement of tourism, responsibility for tourism, preservation of traditional culture, promotion of tourism, environment, planning, attracting tourists, goods and products of tourism.

(3) Hotel business, guest house, restaurant, souvenir shop

The lodging business in the capital city of Luang Prabang is characterized by small lodgings that are mostly operated by local people. In 1997, there were 19 guesthouses with 159 rooms and 57 employees. By 2022, the number has increased to 308 with 2,464 rooms and 942 employees (Department of Information, Culture and Tourism in Luang Prabang Province) on the rules of UNESCO's World Heritage Protection and the World Heritage's conditions are to preserve traditional places especially in the old town area where there is a high competition of local accommodation business. In order to be able to do business, the department will be an inspector and give advice on business plans, the business owner must send information about the stay of tourists who come to stay every day, must pay tax to the government. There are 2 ways to pay tax namely: as a percentage of the room rate and monthly payment, there are also different tax rates for Lao business owners and foreigners. As for the way to book a hotel room, most European customers tend to book rooms through online websites such as Agoda (Agoda) before the trip, booking in this way will cost a little higher than direct booking, while Asian customers prefer to contact and book directly with Most of the tourism business is managed with family business services such as reception staff and tour guide services, housekeepers. Most of the employees will not be permanent employees as general contractors, so the employees who work in this profession will receive a

monthly salary of about 700,000-1,000,000 kip per month with accommodation and 3 meals a day.

Restaurant and beverage business located in the center of the World Heritage City is relatively compact. Because of the investment promotion policy that allows foreign investors or foreigners to invest 100%, businessmen who like the atmosphere and saw commercial opportunities, started investing in such business in 1997 with 22 restaurants and in 2012 increased to 282 and with 1,410 employees. In addition, there is a business that produces food products for customers in hotels, restaurants, resorts and convenience stores, such as: custard apple, cinnamon stick, jeobong, yam, dried mushroom and many other types that can be found naturally in Luang Prabang. Tourists can easily access are important historical and cultural tourist sites, especially the night market which is popular for tourists in the evening tour starting from 17:00 pm every day. The restaurant business is mostly characterized by unique cuisine and local people can easily participate because the investment is not high and can generate good income, there is also a service for tourists to participate in "say Bart" for tourists who are interested in their unique culture as well as an activity that Lao people have practiced since ancient times.

Businesses selling souvenirs in the capital city of Prabang are most often found in the markets and tourist places. Also found in the airport, the market that tourists are most interested in in Luang Prabang is the "Night Market". Tourists who come to Luang Prabang must come and buy souvenirs to bring as a welcome gift to their relatives. There are a variety of products such as textiles, carvings, pictures, money, pottery, papyrus, including food and drinks such as cinnamon, jabbing, yam, alcohol and many others. The distribution of income from tourism can be clearly seen from the management of the return market or the local people through paying rent, electricity, toilet fees, parking places, selling souvenirs and it is also an additional job for civil servants to sell goods as an additional income after their main occupation outside of working hours with family members helping to sell goods, which makes selling souvenirs a good income and improving people's lives.

3.2 Management style of tourism business operators changed during covid-19

Luang Prabang city, Luang Prabang province

3.2.1 Planning

The business of tourism companies during the Covid-19 period has chosen a way of working in order to achieve the goals of the organization: because during the outbreak of the Covid-19 disease, the society, economy, politics, environment and tourism technology have changed from before, we must focus on stimulating domestic tourism mainly by creating and improving the tourism strategy. In order to adapt to the current situation, many countries have been successful, especially countries that have the potential for domestic tourism before the spread of the covid-19 disease, there are many options for travel (air, private car, electric car), the economic situation must be strong so that tourism and services can continue to operate. It has also been determined that the public sector must help the tourism business in the short term by providing funding or financial support to help the business overcome the crisis or continue to operate, focusing on domestic tourism will open up opportunities for the business sector to improve and develop their own business as well as to be able to retain quality employees. The income from domestic tourism is not enough to enable the business to overcome the crisis or continue its business.

During the Covid-19 period, the tourism business has chosen a way to work in order to achieve the organization's goals, such as paying attention to improving and developing quality services, with international standards, comprehensive and modern, to directly access the tourist market, Promote internal tourism by organizing different activities within the tourist area, the activities to be organized must be appropriate and in line with the needs of tourists, especially the group of domestic tourists, and encourage local authorities to organize activities to promote tourism within their locality Such as ethnic cultural festivals, local traditional festivals and other important festivals that communicate the cultural identity, the way of life of the local people in order to promote the people to know it widely and create the idea of a tourist trip to visit their native land "Visit Laos" widely.

Businesses of hotels, guesthouses, restaurants and souvenir shops have chosen to work in order to achieve the goals of the organization by using technology to conduct business such as online

booking and payment systems, used as a marketing support tool, starting from communication, creating inspiration to attract tourists, a convenient tool to do accommodation business, including an evaluation system after using the service, even expanding the return to use the service again under the new normal lifestyle. After the covid-19 crisis (e.g., maintaining distance, reducing direct contact), tourism and hotel businesses are likely to adopt more technology. At the same time, he also chose the way to work to achieve the goal of the organization that is negotiating to match travel between countries that can control the covid-19 disease equally, or called tourism in the form of travel bubble is considered as an important option because it will open the opportunity to travel between countries and make the economy in the tourism sector return to recovery faster.

3.2.2 Organization

Tourism company business during the covid-19 period has identified personnel due to the covid-19 disease which has an impact such as not receiving wages, being on leave from work, debt problems increased (water bills, electricity bills, etc.), many workers/employees were ordered to stay at home during the lockdown period and were not called back to work. In particular, about 65% of tourism companies have reduced the number of employees, more than 80% have laid off more than 50% of their employees. The company does not lay off employees, only to give them temporary leave to return to normal work at any time. Because of the need to retain employees who have knowledge, skills and experience. There is a mechanism to comply with the plan of the organization which takes international tourists as the main target customer, there is planning of the organization such as work planning, employee planning so that the employees in the company have a way to survive during the crisis for example, reducing the number of employees. Companies that consider international tourists as their main target market have reduced the number of employees by 46.5% and companies that consider domestic tourists as their target market have reduced the number of employees by only 26.5%, this is because when we can't identify foreign tourists, we have to take domestic tourists.

The tourism business during the covid-19 period has determined personnel. The staff in the tourism business during this period will receive only 20% of the normal salary. The business will not lay off employees because they want to retain employees

who have knowledge, skills and experience, Considered the impact of the spread of the covid-19 virus on employees and their families, the pressure of working at home, distance from colleagues, participation in work and motivation to work to be able to work effectively, The use of digital tools and computers is essential for employees who work at home, maintaining personal and social distance is a strict measure for employees who work especially in tourist areas. Add more technology to work (Date 2023, January 11). There is also a mechanism to comply with the organization's plan, such as clearly defining how to measure the performance of the employees in the organization, finding the appropriate work performance system (Software), planning the complexity of the position, planning to replace employees in case of infection, as well as for all employees to report their own work conditions, to monitor the results of the work performance clearly, to plan to arrange the work place appropriately to have good communication between the employees in the organization.

The business of hotels, guest houses, restaurants and souvenir shops during the covid-19 period has determined personnel. After the measures to close the country have reduced income, sales have decreased, hotels that have received quota as a quarantine place for travelers entering the country can increase by 30%, Employees who work in the company have resigned, taken leave, turned to other occupations such as: agriculture, online sales. There is also a mechanism to follow the plan of the organization for example, there is a plan to create a mechanism for their own business to survive and continue by lowering the room price to 50% of the normal room price, there are also a number of accommodation businesses that have closed their services and announced the sale of their business due to no income and no rent payment, the business has a mechanism to implement the work.

3.2.3 Leadership

Tourism companies during the Covid-19 period have incentives for employees, such as: taking care of the income received by employees during that period, whether it is sufficient or not, improving the work system, creating good relationships within the organization, creating various policies in accordance with the situation, promoting the development of personnel, turning the crisis into an opportunity, especially relying on the crisis period as an upgrade of

knowledge for employees Such as the upgrading of specialized courses, training, study tours to exchange lessons with similar companies. There was also the creation of leadership for employees for example, creating ideas for employees in the organization to have a strong work ethic, to communicate effectively, to have a good work system, to be united, to have courage, to dare to do, to make decisions in business management for the survival of the organization. In addition, there has been communication with employees.

The tourism business during the Covid-19 period has incentives for employees, such as finding a way to solve the resignation of employees as well as increasing the motivation for employees, taking care of the living conditions of employees, and the income of employees must be sufficient for living, find a way to survive for the employees, recommend ways to earn additional income during the crisis, give close advice to the employees, improve the management system within the organization, create unity with the employees, have a policy that is in line with the situation, take the opportunity to improve the skills of the employees so that the future service for the customers will be more satisfied. There is also the creation of a leadership style for the employees, such as recommending awareness to the employees to have a strong work ethic, a good work system, effective communication, unity among the employees within the organization to overcome the crisis as well as to have the courage to make decisions in business management to overcome this crisis.

Businesses of hotels, guesthouses, restaurants and souvenir shops during the covid-19 period have motivated employees and solved problems to reduce the rate of resignation of employees, take care of the income of employees received during that period whether it is sufficient or not, create methods and improve new work systems for employees to be safe from the disease, create good relationships within the organization Promote the development of personnel to turn the crisis into an opportunity, especially using the crisis period as an upgrade of knowledge for employees, develop products that can be adapted to the target customer group. There is also the creation of a leadership style for the employees to advise the employees to be patient in the crisis situation, bring it as a lesson in the future when a crisis occurs, they will know how to survive, there is unity among the employees within the organization, they have the

courage to act, and they have the courage to make decisions.

3.2.4 Controlling

Tourism companies during the Covid-19 period have to evaluate the work of employees, such as finding ways to measure results in various dimensions to manage remuneration, whether direct or indirect, so that employees have the motivation to work during this crisis. There is also the measurement of the results of the work by examining the ability of the employees to achieve the goals of the organization, practicing meditation at work, working consciously will improve the results of the work of the employees, promoting mental and physical health for the employees to be safe from the diseases that occur.

Tourism business during the covid-19 period, there is an evaluation of the work of the employees, such as: there is research on various ways to evaluate the performance of the employees, there is an evaluation according to the goals, the vision of the organization, evaluation from the nature of the employees, according to the responsibilities at work, evaluation from the unity in working as a team, regular attendance, evaluation from customers who come to use the service. In addition, there was a measurement of the results of the work, such as: inspecting the performance of the employees, dividing the responsibilities of the employees appropriately, in accordance with the specialization, passion for the profession, being active in the work, promoting mental health as well as physical health for the employees.

Businesses of hotels, guesthouses, restaurants and souvenir shops during the Covid-19 period, there is an evaluation of the work of the employees: closely monitor the employees, have an effective evaluation, improve their services in accordance with the target customer group so that the results of their work are good, the employees who have passed the basis of the evaluation will also have a satisfactory return. In addition, there was a measurement of the results of the work, such as: checking and measuring the ability to work with various methods of monitoring in order to achieve the objectives and goals of the organization, It makes the employees enthusiastic, gives importance to the work, is conscious in solving the problems, takes care of the mental and physical health of the employees to be safe from disease.

3.3 Management guidelines for tourism business operators during Covid-19, Prabang capital, Luang Prabang province

3.3.1 Planning

Travel company business in order to stimulate tourism, use modern technology that is systematic to help operators offer services and products that meet the needs of tourists, there should be tourism in the form of Travel bubble as a negotiation to match international travel that can control disease equally is considered an important option because it will open up opportunities for international travel and make the economy in the tourism sector come back faster.

Tourism business should organize more outdoor activities, entrepreneurs should cooperate with local people near the tourist destination to develop the area to be clean, safe from various diseases, promote tourism that is friendly to the environment and sustainable tourism, such as tourism activities related to natural tourism, Give more importance to safety and health and hygiene as can be seen from the trend of health and sports tourism, promote the investment of the public sector, the business sector both domestically and abroad in the development of basic infrastructure, tourism products, and have a plan to promote the development of tourism sources with people's participation.

Businesses of hotels, guest houses, restaurants and souvenir shops should change in tourism behavior, including paying attention to health and hygiene, changes affecting the demand patterns of tourists and the business model of accommodation businesses, looking for new business opportunities related to tourism, creating links with other sectors in the tourism value chain whether it is the local community or even other businesses.

3.3.2 Organization

The tourism company business should create a way to alleviate the economy, give importance to investment with consideration of potential, determination, ability and commitment to the organization, give importance to creating a society of learning all the time, promote opportunities to create leadership and develop employees at all levels to become good people, Work diligently, be ready to learn continuously throughout the period of work, promote employees to be ready to help the company, take care of society and the environment along with driving the organization to sustainable growth.

Tourism business should adjust the working method to be more flexible, adjust the policy for employees to work in a new way, the organization must set the cultural standards of the work to be strong, adjust the work process to be in the form of digitalization, including adjusting the training format in the classroom to online training, trying to maintain preventive measures such as: vaccinating employees, maintaining distance, wearing medical masks, measuring temperature before entering work.

Hotels, guesthouses, restaurants and souvenir shops should adjust, change and develop the working style of employees, learn new customer service methods, pay attention to health and promote marketing to a wide range; there is a research study on the tourism market (data collection and research, training and digital tools and methods for employees.

3.3.3 Leadership

Tourism companies should strengthen their brand and promote marketing, create confidence for tourists and strengthen the tourism sector, create diversity for tourism products, tourism activities.

Tourism business should encourage investment (utilization of assets), diversification of tourism products with the aim of being environmentally friendly and sustainable.

Business of hotels, guest houses, restaurants and souvenir shops should restructure the income of the business, adjust the new service model, should sell gift vouchers, can sell all accommodations included in a package, should have accommodation in monthly rental hotels, with the creation of modern communication.

3.3.4 Controlling

Tourism company business should stimulate investment, attract investors in the development of tourism products, and generate more income by using new technology, innovation and creating sustainability in the New Normal era.

Tourism business should promote domestic tourism, promote tourism for health and safety, research, innovation and create sustainability in the era of new normal living (New Normal), have a decision on re-investment Create marketing campaigns and tourism programs, create a variety of tourism products, create an understanding of the main market and the capacity to expand the tourism market.

Hotels, guesthouses, restaurants and souvenir shops should adjust the landscape inside the hotel to be a health safety standard, should organize healthy

food menu, create a variety of products and tourism market, generate more income by using new technology, have research and innovation and create sustainability in the New Normal era of living.

4. Discussion

For tourism business situation in Luang Prabang, Luang Prabang Province found that the tourism company business is dependent on the tourism season that tourists will travel irregularly according to the tourism season. In addition, the tourism company business must also have business expenses such as the rent of the company's premises, employee wages, and percentage fees from contact with tourism-related businesses and align with the report of Department of Information, Culture and Tourism, Luang Prabang Province (2023). The tourism source business indicated that improve the place to be clean and beautiful, the tourist attraction in the capital city of Prabang, with the main park being the public sector's management, also the local people are involved in the management of tourist attractions, currently there are 17 tourist attractions in the capital city of Luang Prabang (Chanthavong, 2023). In the management of the private concession tourism business, it is the administration of various aspects of tourism development such as budget, infrastructure and personnel who work in tourism must be trained, with the public sector as a supporter to provide close consultation so that the tourism business can be carried out effectively (Duangdala, 2023). For hotel business, guest house, restaurant, souvenir shop shown that preserve traditional places is a high competition of local accommodation business and align with the research of Ponchaya (2023) and Phommavong (2023).

For management style of tourism business operators changed during covid-19 Luang Prabang city, Luang Prabang province indicated that during the Covid-19 period has chosen a way of working in order to achieve the goals of the organization. In order to adapt to the current situation, many countries have been successful, especially countries that have the potential for domestic tourism before the spread of the covid-19 disease which align with the reports of ViengsengRong (2023) and Keovilavong (2023). Therefore, the operation of tourism business must have the use of modern technology as well as using technology to change business models and automated control systems (digitalization and automation) and

tourism that pays attention to health is an important factor, especially safety for the health of tourists (Vukthivong, 2023).

For management guidelines for tourism business operators during Covid-19, Prabang capital, Luang Prabang province indicated businesses of hotels, guest houses, restaurants and souvenir shops should change in tourism behavior, including paying attention to health and hygiene; learn new customer service methods, pay attention to health and promote marketing to a wide range. business operators should organize healthy food menu, create a variety of products and tourism market, generate more income by using new technology, have research and innovation and create sustainability in the New Normal era of living.

5. Conclusion

The business of tourism companies in the capital city of Luang Prabang have been established in accordance with the law, with the aim of focusing on providing tourism services both domestically and internationally, with a business network with foreign experts in the field of tourism. Travel companies are created to meet the needs of tourists, most of which will include various expenses: travel costs, accommodation costs, entrance fees to tourist attractions, food and drink costs, guide fees, and travel companies will include a variety of travel items so that tourists can choose to use services. Tourism attractions must be operated according to regulations. Investments will be both domestic and foreign according to the investment system and the enterprise registration system, In the management of tourist attractions, business owners have seen many aspects such as infrastructure, facilities, involvement with local people in the tourist area, access to services, public relations, advertisement of tourist attractions, responsibility for tourist attractions, preservation of traditional culture, promotion of tourism, environment, planning, attracting tourists, goods and products of tourist attractions.

The management style of tourism business operators that changed during Covid-19 in the capital city of Luang Prabang focus on stimulating domestic tourism mainly by creating and improving tourism strategies to suit the current situation. Furthermore, focus on promoting improvement and development of quality services, with international standards, comprehensive and fast access to the tourist market

directly, promote domestic tourism by organizing different activities within the tourist center, encourage local authorities to organize tourism activities in their locality, use modern technology as well as use technology to change the business model and automatic control system. Hotels, guesthouses, restaurants and souvenir shops have used technology to conduct business such as online booking and payment systems, use it as a marketing support tool, have negotiations to match international travel, set policies, create various related regulations to be smart. The company reduced the number of employees, did not lay off employees just to give them a temporary break to return to normal work at any time because they want to keep employees who have knowledge, skills and experience. Increase the motivation for employees, improve the work system, create good relationships within the organization, create various policies in accordance with the situation, promote the development of personnel to turn the crisis into an opportunity.

Management guidelines for tourism business operators during Covid-19, Luang Prabang capital should focus on stimulating domestic tourism as the main, using modern technology, products that meet the needs of tourists, should have tourism in the form of Travel bubble as a negotiation to match international travel. Organize more outdoor activities, give more importance to safety and health and hygiene, promote the investment of the public sector, domestic and foreign businesses in the development of tourism infrastructure, tourism resources and tourism products, There is a plan to promote the development of tourism resources managed by the community in a wide range of ways, to create a tourism development network based on people's participation, to focus on developing and improving tourism facilities in tourism centers to meet international standards. Hotels, guest houses, restaurants and souvenir shops should change in tourism behavior, including paying attention to health and hygiene, changes affecting the demand patterns of tourists and the business model of accommodation businesses, looking for new business opportunities related to tourism, creating links with other sectors in the tourism value chain whether it is the local community or even other businesses. Leadership should strengthen their brand and promote marketing to revive tourism, build confidence for tourists and strengthen the tourism sector as well as upgrade,

expand and diversify tourism products and tourism activities.

6. Conflict of Interest

We certify that there is no conflict of interest with any financial organization regarding the material discussed in the manuscript.

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