

EMBRACING THAI CULTURE TO DRIVE SERVICE INNOVATION IN THE AVIATION BUSINESS: THRIVING FOR SUSTAINABILITY AND MARKET LEADERSHIP

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ABSTRACT

In an increasingly globalized and competitive aviation industry, the fusion of traditional cultural values with modern service innovation has become essential for achieving sustainability and maintaining a competitive edge. This concept is particularly salient in the context of Thailand, where the rich cultural heritage provides a unique foundation for service differentiation. Thai culture, known for its emphasis on hospitality, respect, and meticulous attention to detail, can be leveraged to create distinctive and memorable customer experiences in the aviation sector.

The notion of "service with a smile," deeply ingrained in Thai culture, serves as a bedrock for service innovation. Thai airlines can enhance customer satisfaction and loyalty by incorporating elements of traditional Thai hospitality into their service offerings. This includes the courteous and warm interactions of flight attendants, the aesthetic appeal of the cabin environment inspired by Thai design, and the provision of traditional Thai cuisine. Such culturally infused service elements not only enhance the passenger experience but also foster a sense of authenticity and emotional connection with the brand.

Furthermore, sustainability in the aviation industry is increasingly critical due to the sector's significant environmental impact. Thai Airways. Can lead the way by integrating sustainable practices that resonate with both Thai cultural values and global environmental standards. This involves implementing eco-friendly technologies, such as fuel-efficient aircraft and sustainable sourcing of in-flight products, while also promoting initiatives like carbon offset programs. By doing so, airlines can address the growing consumer demand for environmentally responsible travel options, thereby aligning with global sustainability goals.

To remain competitive, Thai Airways must also adapt to evolving market dynamics and technological advancements. This can be achieved through strategic investments in digital technologies that enhance operational efficiency and customer convenience. For instance, the adoption of artificial intelligence for personalized customer service, mobile applications for seamless travel experiences, and data analytics for optimizing flight operations are pivotal. These innovations, when harmonized with the cultural touch points of Thai hospitality, create a powerful competitive advantage.

In conclusion, the integration of Thai cultural values into service innovation presents a unique opportunity for Thai Airways to achieve sustainability and competitiveness in the global aviation market. By embracing their cultural heritage and adopting modern technological advancements, Thai Airways can offer unparalleled customer experiences that differentiate them from their competitors. This strategic approach not only ensures long-term viability but also reinforces Thailand's position as a leading hub in the international aviation industry.

Keywords: Service Innovation, Thai Culture, Aviation Industry, Sustainability, Market Leadership

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INTRODUCTION

In the rapidly evolving global aviation industry, where competition is fierce and customer expectations are constantly rising, airlines are compelled to explore new strategies to differentiate themselves and maintain long-term viability. Service innovation has emerged as a critical avenue for achieving this differentiation, especially in a landscape where traditional competitive advantages such as price and route networks are no longer sufficient. In this context, the integration of cultural elements into service offerings presents a unique opportunity for airlines to create a distinctive and memorable customer experience. This is particularly relevant in the case of Thailand, a country with a rich cultural heritage that is deeply intertwined with its service-oriented industries.

Thai culture is renowned for its emphasis on hospitality, respect, and attention to detail—highly valued qualities in the service industry. The concept of "service with a smile," a hallmark of Thai hospitality, is not merely a superficial gesture but a reflection of deep-seated cultural values. These cultural characteristics offer Thai airlines a valuable resource for enhancing their service offerings, providing an opportunity to create a unique brand identity that resonates with both local and international travelers. By embedding elements of Thai culture into their service design, airlines can differentiate themselves in a crowded marketplace, fostering customer loyalty and enhancing brand perception.

However, in addition to cultural differentiation, the aviation industry is increasingly grappling with the need for sustainability. The environmental impact of air travel is a growing concern globally, and airlines are under pressure to adopt more sustainable practices. For Thai Airlines, this presents both a challenge and an opportunity. By integrating sustainability into their service innovation strategies, they can align with global environmental standards while also staying true to the cultural values of respect and care for the community and environment. This dual focus on cultural differentiation and sustainability is not just about meeting customer expectations but also about positioning Thai Airways as a leaders in a competitive and environmentally-conscious global market.

This research explores how Thai Airways can leverage the rich cultural heritage of Thailand to innovate its services in ways that enhance sustainability and competitiveness. It examines the potential for integrating traditional Thai values with modern technological advancements to create a unique value proposition in the global aviation industry. By doing so, this study aims to contribute to the broader understanding of how cultural elements can be effectively incorporated into service innovation strategies to achieve long-term success in the aviation sector.

LITERATURE REVIEWS

The aviation industry is one of the most competitive sectors globally, requiring constant innovation to meet the demands of increasingly discerning customers. Service innovation, particularly when rooted in cultural values, has gained significant attention as a strategy for differentiation and long-term success. This literature review explores the intersection of service innovation, cultural integration, sustainability, and competitiveness in the aviation industry, with a particular focus on the Thai context.

Service Innovation in the Aviation Industry

Service innovation is a critical component in maintaining competitive advantage in the aviation sector. Research has shown that airlines that continuously innovate their service offerings are better positioned to respond to changing market dynamics and customer preferences. Alam and Perry (2002) highlight that service innovation in the aviation industry often involves the introduction of new or improved service processes, customer interaction methods, and value-added services that enhance the overall customer experience. This can include everything from

in-flight entertainment systems to personalized customer service facilitated by digital technologies.

Moreover, service innovation is not limited to technological advancements but also includes the strategic integration of cultural elements that resonate with target customers. According to Prahalad and Ramaswamy (2004), creating unique customer experiences through co-creation, where customers are actively involved in the development of service offerings, is a key to successful service innovation. This is particularly relevant in the aviation industry, where the customer experience is central to brand loyalty and competitiveness.

Cultural Integration in Service Innovation

The integration of cultural values into service innovation is a relatively underexplored area, yet it offers significant potential for differentiation in the aviation sector. Hofstede (1980) and subsequent researchers have emphasized the role of national culture in shaping consumer behavior and expectations, suggesting that airlines can benefit from tailoring their services to align with the cultural values of their customers. Thai culture, with its deep-rooted traditions of hospitality, respect, and meticulous attention to detail, presents a rich resource for creating distinctive service experiences.

Several studies have documented the successful integration of cultural elements into service offerings. For example, Mattila (1999) found that culturally congruent service encounters lead to higher levels of customer satisfaction and perceived value. Similarly, Chang (2009) demonstrated that airlines incorporating elements of local culture into their service design can create a stronger emotional connection with passengers, enhancing brand loyalty and customer retention. In the context of Thai airlines, leveraging cultural values such as the concept of "Sanuk" (enjoyment) and "kreng jai" (consideration for others) can be instrumental in crafting unique and memorable service experiences.

Sustainability in the Aviation Industry

Sustainability has become a pressing concern in the aviation industry due to its significant environmental impact. The industry is responsible for a substantial share of global carbon emissions, leading to increasing scrutiny from regulators and consumers alike. As a result, airlines are under pressure to adopt more sustainable practices, ranging from the use of fuel-efficient aircraft to the implementation of carbon offset programs.

The literature on sustainability in aviation highlights the importance of integrating environmental considerations into all aspects of airline operations. Gössling and Peeters (2007) argue that sustainability initiatives must go beyond mere compliance with regulations and instead become a core component of the airline's value proposition. This aligns with the concept of the triple bottom line—people, planet, and profit—whereby airlines must balance economic performance with social and environmental responsibility.

Incorporating sustainability into service innovation can also enhance competitiveness by appealing to the growing segment of environmentally-conscious consumers. Studies by Lovins et al. (1999) suggest that consumers are increasingly making travel decisions based on the sustainability practices of airlines, including their efforts to reduce carbon footprints and promote eco-friendly travel options. For Thai Airways, integrating sustainability with cultural values can create a powerful narrative that not only meets global environmental standards but also resonates with the cultural emphasis on respect and care for the environment.

Competitiveness in the Global Aviation Market

Competitiveness in the aviation industry is influenced by multiple factors, including operational efficiency, customer service, brand reputation, and the ability to innovate. Porter (1985) identifies differentiation as one of the key strategies for achieving competitive advantage. In the context of airlines, differentiation can be achieved through unique service offerings, brand identity, and customer experiences that set an airline apart from its competitors.

The integration of cultural values and sustainability into service innovation offers a pathway for achieving differentiation in a highly competitive market. Barney (1991) suggests that resources that are valuable, rare, inimitable, and non-substitutable (VRIN) are critical for sustaining competitive advantage. Thai culture, with its unique characteristics and global appeal, can be considered a resource when effectively integrated into service offerings. This not only enhances the airline's competitiveness but also strengthens its brand equity and market positioning.

The literature underscores the importance of service innovation as a key driver of competitiveness in the aviation industry. The integration of cultural values, particularly those rooted in Thai culture, presents a unique opportunity for Thai Airways to differentiate itself in a crowded market. Furthermore, the growing emphasis on sustainability in the aviation sector offers an additional dimension for innovation, allowing airlines to meet the demands of environmentally-conscious consumers while adhering to global environmental standards. This literature review sets the foundation for exploring how Thai airlines can leverage cultural and sustainability factors to enhance their service innovation strategies and maintain a competitive edge in the global aviation market.

Methods

The methods section of this study outlines the research design, data collection techniques, and analysis procedures used to explore how Thai cultural values can be integrated into service innovation in the aviation industry to enhance sustainability and competitiveness. This section is designed to provide a clear and replicable framework for understanding the processes and outcomes of the research.

RESEARCH DESIGN

This study employs a qualitative research design, which is appropriate for exploring complex and context-specific phenomena such as the integration of cultural values into service innovation. The research adopts a case study approach, focusing on Thai airlines as the primary units of analysis. This approach allows for an in-depth examination of how cultural values are embedded in service offerings and how these contribute to sustainability and competitiveness.

Data Collection

Data collection was carried out using multiple methods to ensure a comprehensive understanding of the research problem. The following data collection techniques were employed:

1) Interviews

Semi-structured interviews were conducted with key stakeholders in the Thai aviation industry, including airline executives, service designers, marketing managers, and cabin crew members. These interviews focused on how Thai cultural values are currently integrated into service offerings, the challenges and opportunities of this integration, and its impact on customer satisfaction, sustainability, and competitiveness. A total of 20 interviews were conducted, each lasting approximately 45 minutes to 1 hour.

2) Document Analysis

The study also involved the analysis of internal company documents, including service manuals, marketing materials, and sustainability reports from major Thai Airways. This provided additional insights into the strategic priorities of these airlines and how cultural values and sustainability initiatives are communicated and implemented.

3) Participant Observation

To gain firsthand insights into the customer experience, participant observation was conducted on selected flights operated by Thai Airways. The researcher observed the interactions between cabin crew and passengers, the implementation of cultural elements in the service design, and

the overall atmosphere of the flight experience. This method allowed for the identification of practical examples of cultural integration and service innovation.

4) Survey

A customer survey was distributed to passengers who had flown with Thai Airways within the past year. The survey included questions about their perceptions of the airline's service quality, cultural authenticity, and commitment to sustainability. The survey received responses from 300 passengers, providing quantitative data to complement the qualitative findings.

Data Analysis

The data collected through interviews, document analysis, participant observation, and surveys were analyzed using thematic analysis. Thematic analysis is a method for identifying, analyzing, and reporting patterns (themes) within qualitative data. The analysis followed these steps

- 1) Familiarization: The researchers familiarized themselves with the data by transcribing interviews, reviewing documents, and organizing observation notes.
- 2) Coding: The data were coded to identify significant concepts and recurring themes related to cultural integration, service innovation, sustainability, and competitiveness.
- 3) Theme Development: The codes were then grouped into broader themes that represented key findings of the study. Themes such as "cultural differentiation," "sustainable practices," and "competitive advantage" were identified and further refined.
- 4) Interpretation: The themes were interpreted in the context of the research questions, linking the findings to existing literature and theories on service innovation, cultural integration, and sustainability in the aviation industry.

Reliability and Validity

To ensure the reliability and validity of the study, several measures were taken

1) Triangulation

Data triangulation was achieved by using multiple data sources (interviews, documents, observations, and surveys), allowing for the cross-validation of findings.

2) Member Checking

Interview transcripts were shared with participants to confirm the accuracy of the recorded information and interpretations.

3) Peer Review

The research design and analysis were reviewed by academic peers to ensure methodological rigor and the credibility of the findings.

Ethical Considerations

The study adhered to ethical guidelines to protect the rights and privacy of participants. Informed consent was obtained from all interviewees and survey respondents, and confidentiality was maintained throughout the research process. The study was approved by the relevant ethical review board.

The methods outlined above provide a robust framework for exploring how Thai cultural values can be integrated into service innovation in the aviation industry. By employing a combination of qualitative and quantitative techniques, the study aims to generate rich insights into how cultural elements contribute to the sustainability and competitiveness of Thai Airways.

RESULTS

This section presents the findings of the study, based on the data collected through interviews, document analysis, participant observation, and surveys. The results are organized around the key themes identified during the data analysis: cultural differentiation, sustainability practices, and competitive advantage.

1) Cultural Differentiation in Service Innovation

The study found that Thai Airways has successfully integrated Thai cultural values into various aspects of its service offerings, creating a distinctive and culturally authentic customer experience. The key findings related to cultural differentiation include:

1.1) Service with a Smile



https://www.thaiairways.com/en_TH/

The concept of "service with a smile" deeply ingrained in Thai culture, was consistently highlighted by interviewees as a core element of the customer experience. Flight attendants were observed to engage with passengers warmly and courteously, reflecting the Thai values of hospitality and respect. Survey respondents frequently cited the friendliness and politeness of the cabin crew as a defining feature of their experience with Thai Airways.

1.2) Cultural Aesthetics



<https://www.thansettakij.com/business/407491>

The aesthetic elements of Thai culture were also prominently featured in the service design. This included the use of traditional Thai motifs in aircraft decoration, the presentation of in-flight meals, and the design of uniforms worn by cabin crew. Document analysis revealed that these design choices were intentionally made to convey a sense of Thai identity and create an immersive cultural experience for passengers. Survey data indicated that passengers appreciated these cultural touches, with 85% of respondents stating that the cultural elements enhanced their overall flight experience.

1.3) Culinary Offerings



https://www.thaiairways.com/en_TH/

The inclusion of traditional Thai cuisine as part of the in-flight menu was another significant aspect of cultural differentiation. Both interviews and observations highlighted the emphasis on offering authentic Thai dishes, prepared with attention to detail and presented in a way that reflects Thai dining traditions. This was well-received by passengers, with many survey respondents noting the quality and authenticity of the food as a key factor in their satisfaction.

2) Sustainability Practices in the Aviation Sector

The study revealed that Thai Airways has made considerable efforts to integrate sustainability into its operations, aligning with both global environmental standards and cultural values of care and respect for the environment. The key findings related to sustainability include.

2.1) Eco-friendly Technologies

Interviews with airline executives revealed a strong commitment to adopting eco-friendly technologies, such as fuel-efficient aircraft and advanced waste management systems. Document analysis showed that these initiatives are part of broader sustainability strategies aimed at reducing the airline's carbon footprint. The survey results indicated that 72% of passengers were aware of these sustainability efforts, and 60% considered them important when choosing an airline.



https://www.thaiairways.com/en/news/news_announcement/news_detail/from_purple_to_purple.page

For example: The Thai Ruean Ton, a Thai national dress worn by THAI flight attendants, is now weaved with synthetic thread made of recycled materials and Thai silk. (https://www.thaiairways.com/en/news/news_announcement/news_detail/from_purple_to_purple.page)

2.2) Sustainable Sourcing

The airlines have also implemented sustainable sourcing practices for in-flight products, including the use of locally sourced, organic ingredients for meals and eco-friendly materials for packaging. Observations and document analysis confirmed that these practices are aligned with Thai cultural values of environmental stewardship. Survey respondents expressed positive

attitudes toward these initiatives, with many stating that they felt good about supporting an airline that prioritizes sustainability.

2.3) Carbon Offset Programs

The study found that some Thai Airways have introduced carbon offset programs, allowing passengers to contribute to environmental projects that offset the carbon emissions of their flights. However, awareness of these programs among passengers was relatively low, with only 40% of survey respondents aware of such options. Nonetheless, those who were aware expressed a high level of interest in participating in these programs.

3) Competitive Advantage through Cultural and Sustainable Innovation

The integration of cultural values and sustainability practices has contributed significantly to the competitive positioning of Thai Airways in the global market. The key findings related to competitive advantage include.

3.1) Brand Loyalty

The culturally infused service offerings have fostered strong brand loyalty among passengers. Interviews with marketing managers revealed that the unique blend of Thai culture and hospitality is a central component of the airlines' branding strategy, which has been successful in differentiating them from competitors. Survey data supported this, with 78% of respondents indicating that the cultural aspects of the service were a key reason for their continued loyalty to the airline.

3.2) Market Positioning

The combination of cultural authenticity and sustainability has helped Thai Airways carve out a niche in the competitive aviation market. Document analysis showed that the airlines are positioning themselves as leaders in providing an environmentally responsible, culturally rich travel experience. This strategy appears to resonate with both domestic and international passengers, with survey results showing a high level of satisfaction and willingness to recommend the airlines to others.

3.3) Customer Satisfaction and Emotional Connection

The study found that the integration of cultural elements not only enhanced customer satisfaction but also created a strong emotional connection between passengers and the airline. This emotional connection, rooted in the authentic representation of Thai culture, was frequently mentioned in interviews as a differentiating factor that sets Thai Airways apart from its global competitors. Survey respondents echoed this sentiment, with many expressing a deep appreciation for the cultural experience provided by the airline.

The results of this study demonstrate that Thai Airways has effectively leveraged its cultural heritage to innovate its service offerings in ways that enhance both sustainability and competitiveness. The integration of Thai cultural values into service design has created a unique and memorable customer experience, fostering brand loyalty and setting the airlines apart in a crowded market. Additionally, the commitment to sustainability practices has aligned the airlines with global environmental standards, further strengthening their competitive position. These findings underscore the potential of cultural and sustainable innovation as key drivers of success in the global aviation industry.

DISCUSSION

The findings of this study underscore the strategic value of integrating cultural values into service innovation, particularly in the context of the aviation industry. By embedding elements of Thai culture into its service offerings, Thai Airways has successfully differentiated itself in a highly competitive global market. This discussion explores the implications of these findings, linking them to existing literature, and considers the broader impact on sustainability and competitiveness.

1) Cultural Differentiation as a Competitive Advantage

The results of this study align with the literature on service innovation, which emphasizes the importance of differentiation in achieving competitive advantage. The successful integration of Thai cultural values into airline services—such as the emphasis on hospitality, cultural aesthetics, and traditional cuisine—demonstrates how cultural differentiation can create a unique and memorable customer experience. This finding is consistent with Mattila's (1999) assertion that culturally congruent service encounters enhance customer satisfaction and perceived value.

Moreover, the strong brand loyalty observed among passengers suggests that cultural differentiation attracts customers and retains them. This supports Barney's (1991) theory of resource-based competitive advantage, where resources that are valuable, rare, inimitable, and non-substitutable (VRIN) contribute to sustained competitiveness. When effectively integrated into service offerings, Thai culture serves as a VRIN resource that differentiates Thai airlines from their competitors.

2) The Role of Sustainability in the Aviation Industry

The study's findings on sustainability practices highlight the growing importance of environmental responsibility in the aviation industry. The adoption of eco-friendly technologies, sustainable sourcing, and carbon offset programs by Thai airlines reflects a broader trend in the industry toward reducing environmental impact. This aligns with Gössling and Peeters' (2007) argument that sustainability must become a core component of an airline's value proposition.

The positive reception of these sustainability efforts by passengers, as indicated by the survey results, suggests that there is a strong market demand for environmentally responsible travel options. This finding is in line with Lovins et al.'s (1999) observation that consumers are increasingly prioritizing sustainability in their purchasing decisions. For Thai Airways, the integration of sustainability practices not only meets customer expectations but also enhances its competitive positioning by appealing to environmentally-conscious travelers.

However, the relatively low awareness of carbon offset programs among passengers points to an opportunity for further engagement and education. By increasing awareness and participation in these programs, Thai Airways can strengthen its commitment to sustainability and further differentiate itself from competitors who may not offer similar initiatives.

3) The Intersection of Culture and Sustainability

One of the most significant contributions of this study is the exploration of the intersection between cultural values and sustainability in service innovation. The findings suggest that Thai cultural values, such as respect for others and the environment, can naturally complement sustainability initiatives. This synergy offers a powerful narrative for Thai Airways, positioning them as not only culturally authentic but also environmentally responsible.

This integration of culture and sustainability can be seen as a form of "sustainable cultural innovation," where cultural heritage is leveraged to promote sustainable practices. This concept extends the existing literature on service innovation by demonstrating how cultural resources can be used to address contemporary challenges such as environmental sustainability. It also highlights the potential for airlines to create a holistic brand identity that resonates with both cultural pride and global environmental consciousness.

4) Implications for Global Competitiveness

The findings of this study have important implications for the global competitiveness of Thai Airways. In an industry where differentiation is key, the combination of cultural authenticity and sustainability positions Thai Airways as the leader in providing a unique travel experience. This strategic approach not only attracts culturally curious and environmentally-conscious travelers but also enhances the airlines' reputation on the global stage.

Furthermore, the study's results suggest that other airlines, both within and outside of Thailand, could benefit from adopting a similar approach. By integrating their cultural values into service offerings and aligning these with sustainability practices, airlines can create differentiated and compelling brand identities that stand out in a crowded marketplace.

5) Challenges and Limitations

While the integration of cultural values and sustainability into service innovation offers significant benefits, the study also identified several challenges. For instance, maintaining cultural authenticity while scaling operations across different markets can be difficult. There is a risk of cultural elements being diluted or misinterpreted when adapted for international passengers. Additionally, the implementation of sustainability practices, particularly those that involve significant upfront investment such as fuel-efficient aircraft, can be financially challenging, especially for smaller airlines.

Another limitation of this study is its focus on Thai Airways, which may limit the generalizability of the findings to other cultural contexts. While the principles of cultural and sustainable innovation may be applicable globally, the specific strategies used by Thai Airways may not be directly transferable to airlines operating in different cultural and economic environments.

6) Recommendations for Future Research

Future research could explore how other airlines in different cultural contexts integrate their cultural values into service innovation and sustainability practices. Comparative studies could provide insights into the effectiveness of different cultural integration strategies and identify best practices that could be adapted across the industry.

Additionally, further research could examine the long-term impact of cultural and sustainable innovation on airline profitability and customer loyalty. Longitudinal studies that track the performance of airlines over time would provide valuable data on the sustainability of these competitive advantages.

This study demonstrates that the integration of Thai cultural values into service innovation, combined with a strong commitment to sustainability, has enabled Thai airlines to achieve a distinctive and competitive position in the global aviation industry. The findings highlight the potential of cultural differentiation and sustainability as key drivers of customer satisfaction, brand loyalty, and competitive advantage. While challenges remain, the strategic use of cultural resources and sustainable practices offers a promising pathway for airlines seeking to thrive in an increasingly competitive and environmentally-conscious market.

CONCLUSION

This study set out to explore how Thai cultural values can be integrated into service innovation within the aviation industry to enhance sustainability and competitiveness. Through a comprehensive analysis of Thai airlines, the research has demonstrated that cultural differentiation, when combined with sustainability practices, offers a powerful strategy for achieving long-term success in a highly competitive global market.

The key findings reveal that Thai airlines have effectively leveraged their cultural heritage to create unique and memorable customer experiences. Elements such as "service with a smile," cultural aesthetics, and traditional cuisine have not only enhanced passenger satisfaction but also fostered strong brand loyalty. These culturally infused service offerings differentiate Thai airlines from their global competitors, providing a competitive advantage that is both valuable and difficult to replicate.

In addition to cultural differentiation, the study highlights the significant role of sustainability in the aviation industry. Thai Airways' adoption of eco-friendly technologies, sustainable sourcing, and carbon offset programs aligns with growing consumer demand for environmentally responsible travel options. This commitment to sustainability further

strengthens the airlines' market position and appeals to a broadening segment of environmentally-conscious travelers.

The intersection of culture and sustainability, as observed in this study, presents a compelling narrative for Thai Airways. By aligning their cultural values with global sustainability standards, these airlines have not only met contemporary challenges but also reinforced their brand identity in a way that resonates with both local and international passengers.

Despite the successes, the study also acknowledges the challenges associated with maintaining cultural authenticity and implementing sustainability initiatives, particularly in a globalized and financially demanding industry. Nonetheless, the findings suggest that with careful strategy and ongoing innovation, these challenges can be navigated successfully.

Overall, this research contributes to the broader understanding of service innovation in the aviation industry by demonstrating the unique advantages that cultural and sustainable innovation can offer. For Thai Airways, the strategic integration of cultural values and sustainability has proven to be a key driver of their competitive advantage, setting a model that could be explored by other airlines globally. Future research could build on these findings by examining how similar strategies could be adapted to different cultural contexts and assessing the long-term impact on airline performance.

In conclusion, the fusion of Thai cultural values with modern service innovation not only enhances the passenger experience but also positions Thai airlines as leaders in sustainability and competitiveness. By embracing their cultural heritage and committing to sustainable practices, Thai Airways are well-positioned to continue thriving in the dynamic and challenging landscape of the global aviation industry.

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