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Sales Competency Identification: A Thai Incentive Travel Business Case

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Abstract

Thailand strives to promote the MICE sector in order to even off the seasonal demand of the tourism industry, which has secured the economic and social welfare of the nation for decades through foreign income and employment. However, the productivity of Thailand its MICE human capital is considerably lower than that of many other leading MICE regional destinations (18 times lower than Singapore, for example). Human resource management and development warranted urgent attention from stakeholders of the industry. Competency-based human resource management has been recognized for its superiority to a task-based approach due to its ability to facilitate employees' versatility and adaptability to external changes and growth plans. To improve the productivity of Incentive Travel, a component of the MICE industry, threshold and differing competencies must be identified. Through structured in-depth interviews with different groups of stakeholders of Incentive Travel's sales executive about threshold, differing, and ideal performance and competencies in regard to knowledge, skills, and attributes, competencies of such a position were identified. The researchers found that threshold competencies mismatched the key success factors of the Incentive Travel Industry. Only differing and ideal competencies, which can rarely be found in job incumbents, would contribute to the achievement of success factors. Discrepancies of stakeholders' expectations were found. Job descriptions were developed from a task-based approach and were vaguely formulated. Apart from competencies, organizational conditions, especially organizational culture and leadership styles, might enhance or decrease the competency potential of employees. A competency-based approach to human capital management is advised by focusing on competencies that contribute to the key success factors

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