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Building hotel readiness through supply chain collaboration and dynamic capabilities: Evidence from Thailand's emerging entertainment complex ecosystem

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Abstract

This study investigates the relationship between supply chain collaboration (SCC) and dynamic capabilities (DC) in enhancing supply chain readiness (SR) within Thailand's hospitality industry, which is adapting to the development of entertainment complex expansion. Based on the Resource-Based View and Dynamic Capability Theory, the study offers a conceptual framework that demonstrates how collaborative partnerships and adaptive processes improve organizational readiness within complex service ecosystems. A quantitative research design was employed, using survey data from 200 hotel executives and managers located within or near tourism clusters, and structural equation modeling (SEM) was applied to examine both direct and indirect effects. The analysis confirmed that dynamic capabilities play a significant mediating role between SCC and SR, highlighting that readiness arises not solely from external collaboration but from the capacity for continuous development, adaptation, and resource reconfiguration. The research enhances the tourism and hospitality literature by connecting relational dynamics to capability development, providing insights into how inter-firm collaboration fosters innovation and readiness. Practically, the findings suggest that hotels should strengthen digital coordination, joint planning, and co-innovation with supply chain partners, while policymakers can support this process through shared data infrastructure and cross-sector training initiatives to enhance overall sectoral readiness. The findings offer direction for policymakers and industry leaders aiming to improve Thailand's hospitality competitiveness via collaborative, adaptable, and innovation-driven methods that correspond with the nation's developing entertainment-complex economy.

Keywords: Dynamic capabilities, Emerging economy, Entertainment complex, Hotel readiness, Supply chain collaboration.

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1. Introduction

By 2026, Thailand's tourist industry will be undergoing an essential phase of development and recovery. In response to the increasing demand for international travel and escalating global competition, the Thai government has amended its strategy to prioritize innovation-driven and experiential tourism approaches. In 2024, Thailand attracted almost 35 million international tourists, generating tourism revenue of 1.8 trillion baht, virtually reaching pre-pandemic levels [1]. According to Krungsri Research [2]. Thailand's hotel industry is on a steady recovery path, with international arrivals projected to reach 38–40 million by 2025, nearly returning to pre-pandemic levels. Domestic trips are expected to exceed 200 million, while average hotel occupancy remains above 70%. Major hotel operators are focusing on digital transformation and sustainable "green hotel" initiatives to meet evolving traveler preferences. In parallel, The Thai government has simultaneously enacted multiple policy frameworks to elevate the country's position as a regional tourism hub. Key measures include visa exemptions for 93 countries, integrated destination marketing tactics, and a strategic shift towards investments in the "fun economy," which combines tourism, entertainment, and creative industries [3]. The proposed Entertainment Complex Act is a substantial policy initiative designed to establish a multi-billion-baht national investment program for the development of comprehensive, integrated tourism ecosystems, including hotels, leisure facilities, cultural venues, and retail spaces [4].

An entertainment complex often refers to a large, integrated environment that combines hotels, recreational facilities, cultural institutions, and retail spaces to offer to provide a whole experience for visitors. Evans and Evans [5] define an entertainment complex as "a shopping center that includes theaters, restaurants, amusements, and associated retail establishments." In tourism research, the terms integrated resort and entertainment complex are occasionally used interchangeably; however, the latter includes a wider array of facilities that may or may not feature casinos [6, 7]. Prominent examples include the Dubai Mall, which combines shopping, dining, and entertainment, and Singapore's Gardens by the Bay, which showcases cutting-edge recreational design [8]. Entertainment complexes, alongside its physical integration, provide an innovative model that alters the ways in which tourism destinations generate, deliver, and sustain value; an idea rooted in traditional innovation theories. From an economic perspective, innovation serves as an essential tool for sustaining competitiveness in global tourism. Schumpeter [9] conceptualized innovation as the introduction of new products, production processes, markets, sources of supply, or organizational structures, driven by entrepreneurs through the mechanism of "creative destruction." Tidd and Bessant [10] reated a taxonomy that includes product, service, process, position, and paradigm (or business model) innovations. In Thailand's tourism sector, examples of innovation can be observed through wellness tourism (product) [11] digital nomad marketing (position) [12] and sustainable tourism initiatives (paradigm) [11]. The adoption of digital transformation in aviation—exemplified by Bangkok Airways' transition to the cloud through *RISE with SAP*, a comprehensive business transformation initiative integrating cloud solutions, infrastructure, and services—illustrates process innovation that enhances both operational efficiency and the traveler experience [13]. These developments highlight the dynamism of Thailand's tourist supply chain. Nonetheless, the collaboration among various service providers remains fragmented, underscoring the necessity for a more integrated and cooperative infrastructure. The Thai government's ambition to host world-class events—exemplified by initiatives such as *Tomorrowland Thailand 2026*—alongside the growing interest from international investors, reflects the nation's strategic intent to establish an integrated service ecosystem that interlinks hospitality, entertainment, and culture [14]. Despite significant government support and improved investment conditions, the readiness of Thailand's hospitality industry to function successfully within these interconnected frameworks remains unclear. Hotels are integral components of Thailand's tourism supply chain and are progressively anticipated to offer more than mere lodging and amenities. To remain competitive, they must transform into proactive collaborators adept at engaging with many partners, including entertainment companies, food and beverage providers, event organizers, and technology organizations, to jointly create value.

Addressing this increasing challenge requires a comprehensive understanding of how hotels cultivate and utilize skills to operate within interconnected ecosystems. This article aims to evaluate the readiness of Thailand's hotel industry to participate in and promote the establishment of entertainment complexes by employing an interdisciplinary framework that

integrates innovation management, strategic supply chain theories, and tourism studies. The research identifies Supply Chain Collaboration (SCC) and Dynamic Capabilities (DC) as critical determinants affecting Supply Chain Readiness (SR). The research delineates Supply Chain Collaboration (SCC) and Dynamic Capabilities (DC) as critical determinants influencing Supply Chain Readiness (SR). SCC represents the degree to which hotels engage in cooperative practices, including the sharing of resources, information, and strategic objectives across the tourism ecosystem. Meanwhile, DC refers to a firm's ability to integrate, build, and reconfigure internal and external competencies in response to rapidly changing environments [15]. These components jointly create a framework for understanding how hotels might enhance their preparedness to integrate into entertainment complexes and sustain competitiveness in a rapidly changing service landscape.

This research offers a twofold contribution. Academically, it advances the understanding of how Supply Chain Collaboration (SCC) and Dynamic Capabilities (DC) jointly shape Supply Chain Readiness (SR) within complex service ecosystems. By linking these constructs, the study extends the literature on multidisciplinary tourism and hospitality management and deepens current insights into business model innovation in the hotel industry, particularly within Thailand's evolving tourism infrastructure. Practically, the findings provide policymakers and industry leaders with actionable insights to strengthen the competitiveness of the Thai hospitality sector through strategic collaboration, adaptive capability development, and continuous innovation. By clarifying the influence of SCC and DC on SR, this research lays an evidence-based foundation for fostering sustainable, innovation-driven growth and guiding Thailand's transition toward an integrated entertainment-complex economy.

2. Literature Review

2.1. Supply Chain Collaboration in Tourism

In the service sector, Supply Chain Collaboration (SCC) is widely recognized as a critical driver of competitiveness, especially in industries that depend on multi-actor coordination such as tourism and hospitality [16-18]. Unlike traditional manufacturing supply chains, tourism supply chains are characterized by intangible outputs, perishability, simultaneity of production and consumption, and interdependence among service providers [16, 19]. Hotels, airlines, travel agencies, entertainment venues, and food and beverage (F&B) businesses are interlinked through value co-creation processes that collectively shape tourists' overall experiences. In this context, collaboration among stakeholders transcends mere transactional exchanges, evolving into strategic partnerships built on information sharing, goal alignment, and joint innovation[20, 21].

The tourism supply chain comprises a series of interrelated activities that deliver integrated travel experiences, including transportation, accommodation, catering, leisure, and destination services [16, 22]. Collaboration among stakeholders within this network ensures consistency and reliability in service delivery, which are key elements for sustaining customer satisfaction and enhancing brand image [22]. Empirical studies emphasize that collaborative practices not only enhance operational efficiency but also improve firms' dynamic capabilities, adaptability, and innovation potential [17, 18, 23].

In Thailand's tourism sector, SCC has become increasingly relevant given the government's efforts to promote integrated service ecosystems through entertainment complexes, creative tourism, and destination clusters. Such collaboration enables tourism firms to utilize shared resources and quickly adapt to emerging market demands and regulatory changes. Thus, SCC functions not only as a coordination mechanism but also as a strategic enabler that bridges internal capabilities and external partnerships, supporting long-term competitiveness within dynamic environments [15, 21].

2.2. Dimensions of Collaboration in Tourism Supply Chains

The framework proposed by Simatupang and Sridharan [24] outlines seven key components that support effective supply chain collaboration (1) information sharing – ensuring transparency and accessibility of data among partners (2) goal congruence – establishing shared objectives to align strategic directions (3) decision synchronization – coordinating planning and operations to avoid redundancy (4) incentive alignment – structuring mutual benefits to sustain cooperation (5) resource sharing – pooling assets, expertise, or technologies for efficiency (6) collaborative communication – maintaining trust and responsiveness through continuous dialogue and (7) joint knowledge creation – developing new competencies and innovations through co-learning**.** Building upon this framework, Cao, et al. [21] and Fawcett, et al. [18] emphasize that collaborative mechanisms operate through Dynamic Capabilities (DC), enabling organizations to integrate knowledge, synchronize decisions, and realign incentives across the supply network. Soosay and Hyland [17] further highlight that sustainable collaboration requires mutual trust, shared information, and clear performance alignment to transform cooperation into measurable operational benefits.

These components are particularly significant in tourism, as collaboration transcends organizational limits to include public agencies, community enterprises, and stakeholders in the creative industry [21, 25]. For hotels, applying these mechanisms enhances agility in responding to seasonal demand shifts, regulatory changes, and evolving consumer expectations for personalized and experiential services [17, 26].

2.3. Collaboration and Innovation in the Tourism Ecosystem

Tourism functions as an interrelated and innovation-driven industry in which progress often stems from collective synergy rather than individual firm performance [27]. Collaborative approaches enhance both service innovation and process efficiency, directly strengthening destination competitiveness [28]. Joint initiatives such as shared booking systems,

co-marketing programs, and hotel–entertainment partnerships illustrate how information exchange and coordinated planning can accelerate the diffusion of innovation across the value chain [29].

Over time, the application of supply chain management (SCM) principles in tourism has shifted from a narrow cost-reduction focus toward a strategic, innovation-driven orientation [16]. This shift emphasizes the importance of relational capital and trust-based governance as foundations for effective collaboration [30]. Mutual trust and interdependence promote enduring partnerships that generate both efficiency and creative outcomes [31]. Consequently, collaboration functions not only to enhance operational performance but also as a catalyst for developing adaptive and Dynamic Capabilities (DC), essential to innovation-led tourism ecosystems.

2.4. Thailand's Context of Collaborative Tourism Networks

In Thailand, the concept of Supply Chain Collaboration (SCC) has gained renewed importance with the government's emphasis on *cluster-based tourism development* under the *Creative Economy* and *Entertainment Complex* initiatives [32]. These initiatives emphasize integrated value creation among accommodation, dining, entertainment, and retail sectors to establish cohesive, experience-driven tourism ecosystems. Within this framework, hotels situated in or near entertainment complexes are encouraged to adopt collaborative models that leverage shared infrastructure, marketing channels, and event participation to enhance both operational efficiency and service innovation [17, 23]**.** However, previous studies indicate that collaborative practices in Thailand's hospitality sector remain fragmented**,** with limited institutional mechanisms to facilitate inter-organizational coordination [11]. Thai hotels often operate under hierarchical management structures that prioritize short-term performance over strategic partnership development. This organizational rigidity, coupled with resource asymmetries between large hotel chains and SMEs, restricts the development of trust-based collaboration essential for competitive and adaptive networks [16, 18].

Consequently, the successful integration of entertainment complexes into Thailand's tourism ecosystem depends on the ability of hotels to develop collaborative competencies—particularly in information sharing, trust-building, and joint value creation with other service providers. Strengthening these competencies not only enhances coordination efficiency but also forms the foundation for Dynamic Capabilities (DC) that enable firms to sense opportunities, seize innovations, and reconfigure operations in response to rapid environmental and market shifts [15, 17]. In summary, supply chain collaboration represents both a strategic imperative and a capability-building process for Thai hotels seeking sustained competitiveness within complex and innovation-driven tourism networks.

2.5. Dynamic Capability Theory and Its Application in Hospitality

The Resource-Based View (RBV) provides a foundational logic for explaining how firms achieve sustained competitive advantage through valuable, rare, inimitable, and non-substitutable (VRIN) resources [33, 34]. However, RBV has been critiqued for its static nature, as it focuses on the possession of resources rather than the processes that enable their renewal and adaptation [35]. To address this limitation, the Dynamic Capability Theory (DCT) extends RBV by emphasizing a firm's ability to integrate, build, and reconfigure resources in response to environmental changes [36]. The concept of Dynamic Capabilities (DC) offers a vital theoretical framework for comprehending how businesses adapt, rejuvenate, and maintain competitive advantage in volatile situations. Building on RBV, DCT extends attention from possessing valuable resources to continuously renewing and reconfiguring them in response to change. Defined by Teece, et al. [36] and later refined by Eisenhardt and Martin [35]. DCT evolves RBV into a dynamic, process-oriented perspective that emphasizes the firm's ability to integrate, build, and reconfigure internal and external competencies to respond to rapidly changing environments. Unlike traditional capabilities that prioritize operational efficiency, DC concentrate on strategic agility—the ability to adapt resources and routines in reaction to new opportunities or threats. Teece [15] subsequently refined the concept into three interconnected microfoundations: perceiving, seizing, and changing. Sensing involves the identification of market signals, customer requirements, and technological changes, seizing refers to the allocation of resources to exploit opportunities via innovation or investment, and transforming entails the reorganization of structures and processes to sustain long-term competitiveness. These mechanisms allow firms to continuously learn, unlearn, and re-align their strategic orientation [37]. In the hospitality sector, where customer expectations, technology, and global trends evolve rapidly, DC determine how hotels foresee changes, implement service innovations, and engage in collaborative networks [27, 37, 38]. The ability to detect and interpret customer trends—such as sustainable travel, immersive cultural experiences, or eco-friendly consumption—drives hotels to redesign their business models and implement innovative service solutions. Empirical research supports that strong sensing and seizing capacities enhance innovation performance, organizational resilience, and readiness for transformation [39-42]. Hotels that cultivate these capabilities are better prepared to integrate into emerging tourism ecosystems such as entertainment complexes, digital platforms, or mixed-use clusters, aligning innovation with long-term strategic readiness.

2.6. Dynamic Capabilities as a Bridge Between Collaboration and Innovation

Recent studies emphasize Dynamic Capabilities (DC) as a mediating factor that connects inter-organizational collaboration to innovation outcomes [43, 44]. Collaboration fosters information exchange, knowledge transfer, and collective learning across firms; however, in the absence of adaptive capacities, organizations often struggle to assimilate and transform shared resources into innovation. Within the tourism and hospitality context, dynamic capabilities enable firms to sense opportunities, seize value through co-creation, and transform collaborative inputs—such as data sharing, joint marketing, or co-branded experiences—into service innovation and competitive differentiation [15, 45, 46].

In tourism supply chains, SCC facilitates access to external knowledge and resources, while DC ensure their effective integration and utilization [17, 23]. Hotels that cultivate strong sensing, seizing, and transforming capacities can capitalize on cross-sector partnerships (e.g., with retailers, cultural venues, or event organizers) to enhance co-branding, experiential marketing, and process adaptation. This interdependence between SCC and DC strengthens firms' ability to achieve both innovation and resilience, particularly within Thailand's evolving entertainment complex ecosystem [47].

In Thailand's hospitality landscape, dynamic capabilities play a critical role in translating collaboration into tangible innovation. Hotels must identify synergies from tourism clusters, creatively leverage shared infrastructures, and realign organizational processes to sustain competitiveness. These adaptive mechanisms not only enhance operational efficiency but also build long-term resilience and innovation potential within Thailand's tourism ecosystem.

2.7. Theoretical Linkage between Dynamic Capabilities (DC) and Organizational Readiness

Dynamic capabilities (DC) form the organizational foundation of readiness, defined as a firm's ability to foresee, react to, and exploit environmental change efficiently [39, 40, 48]. Within this study's conceptual pathway, SCC operates as an external enabler, promoting access to shared resources and inter-organizational learning, whereas DC serve as an internal driver that transforms these inputs into adaptive routines. This research therefore posits a causal pathway in which SCC influences DC, and DC influences Supply Chain Readiness (SR). Through this linkage, dynamic capabilities bridge collaboration and readiness by enabling firms to continuously learn, unlearn, and reconfigure strategies for innovation-led growth. As such, readiness represents the manifestation of strategic adaptability—the organizational state wherein collaboration-driven capabilities culminate in sustainable competitiveness and responsiveness to change [41, 42].

2.8. Supply Chain Readiness (SR) and Integration within Entertainment Complex

Supply chain readiness (SR) refers to the collective capability of tourism networks to coordinate, adapt, and innovate in dynamic market environments. Within Thailand's emerging entertainment-complex ecosystem, SR reflects the extent to which hotels, retailers, travel operators, and public agencies align internal systems and collaborative processes to deliver seamless experiences for tourists [17]. Building on collaboration readiness theory, SR also represents the maturity of organizations to engage in effective partnerships, knowledge exchange, and coordinated innovation across networks [49, 50]**.** It embodies the preparedness of interconnected actors to share information, allocate resources efficiently, and sustain cooperation through trust-based relationships and joint innovation activities.

From a supply-chain management perspective, readiness integrates adaptive planning, transparent information flow, and synchronized operations that enable networks to respond effectively to shifting demand and partner requirements [51, 52]. Internal enablers such as digital connectivity, human-resource capability development, and leadership commitment form the foundation for process innovation and value co-creation across the tourism chain [53]. These mechanisms allow supply-chain actors to move beyond transactional coordination toward strategic collaboration that generates long-term competitiveness and collective resilience [54].

In Thailand, SR has gained policy prominence under national programs that promote cluster-based tourism, the creative economy, and entertainment-complex development. Collaborative readiness enables tourism supply chains to leverage shared infrastructure, data platforms, and joint marketing channels, enhancing integration and innovation across destinations. Magni, et al. [55] highlight that readiness underpins digital and Industry 4.0 transformations by fostering interoperability and workforce adaptability. Similarly, Tajbakhsh and Hassini [56] emphasize readiness as the performance backbone of sustainable supply chains, ensuring coordinated growth, efficiency, and adaptability across complex tourism ecosystems.

2.9. Service-Dominant Logic (SDL) Perspective on Supply Chain Readiness (SR)

The readiness of hotels can also be interpreted through the lens of Service-Dominant Logic (SDL), which emphasizes value co-creation through collaboration and mutual adaptation among stakeholders in the tourism ecosystem [57]**.** Within this framework, readiness emerges not as a static capability but as an evolving process of aligning internal resources—such as staff competencies, digital infrastructure, and operational systems—with external partnerships involving customers, suppliers, and public agencies. This co-creative orientation enables hotels to build sustainable competitive advantage by continuously integrating and reconfiguring resources in response to market and environmental changes. This aligns with the co-creation perspective in tourism experience research, which emphasizes active collaboration between providers and consumers in value generation [58].

2.10. Hotel Readiness in Thailand's Entertainment Complex Landscape

In Thailand, Supply Chain Readiness (SR) has become increasingly relevant as government policy promotes the development of tourism clusters and entertainment complexes under the creative economy agenda [32]. Hotels located within or near such complexes face both opportunities and readiness gaps. Integration provides access to shared infrastructure, cross-promotion, and steady visitor flows, yet challenges persist in areas such as digitalization, workforce skills, and inter-organizational coordination [55, 56]. The absence of standardized collaboration mechanisms among hotels, F&B operators, and event organizers has constrained synergistic growth, underscoring the need for systematic readiness assessment and capability enhancement [51, 52]. In this context, readiness determines not only how hotels absorb and implement innovation but also how effectively they align with public–private partnerships that shape Thailand's tourism competitiveness.

2.11. The Role of Readiness in the SCC–DC Framework

Readiness functions as a dynamic mechanism that links Supply Chain Collaboration (SCC) and Dynamic Capabilities (DC) to enhance organizational adaptability and innovation. Within the hospitality sector, SCC provides the relational and informational foundation through which hotels gain access to shared resources, cross-sector knowledge, and innovation partnerships. Dynamic capabilities subsequently convert these inputs into operational agility, service innovation, and continuous learning that support sustained competitiveness [15, 59, 60].

In entertainment-complex ecosystems, readiness represents the hotel's ability to synchronize internal competencies with external collaborations to generate integrated guest experiences and collective value creation [61]. It reflects not a static preparedness but an evolving organizational condition driven by co-creation, adaptability, and resource reconfiguration. As hotels cultivate readiness through collaborative networks, they enhance their capacity to absorb change, leverage joint innovations, and maintain long-term strategic resilience within Thailand's rapidly transforming tourism landscape.

2.12. Summary of Literature Review

In conclusion, prior studies affirm that the intersection of Supply Chain Collaboration (SCC) and Dynamic Capabilities (DC) provides a robust theoretical foundation for explaining hotel readiness in evolving tourism ecosystems. Collaboration facilitates knowledge sharing, mutual learning, and access to external resources, while Dynamic Capabilities enable firms to internalize, transform, and deploy these inputs toward sustained competitive advantage. Nevertheless, limited research has examined this triadic linkage (SCC → DC → SR) within hospitality contexts, particularly in emerging markets such as Thailand's entertainment complex clusters. Addressing this gap necessitates an integrated framework that clarifies how inter-organizational collaboration and adaptive capability formation jointly drive organizational readiness and innovation performance.

2.13. Conceptual Framework and Hypotheses Development

Grounded in the Resource-Based View (RBV) and Dynamic Capability Theory (DCT), this study develops an integrated conceptual framework that connects Supply Chain Collaboration (SCC), Dynamic Capabilities (DC), and Supply Chain Readiness (SR). The framework explains how external relational mechanisms and internal adaptive processes collectively enhance hotels' preparedness for integration within Thailand's emerging entertainment complex ecosystem. In tourism supply chains, collaboration serves as a vital mechanism for information exchange, trust-building, and collective learning among diverse stakeholders [16]. Through collaborative practices such as knowledge sharing, goal alignment, and joint problem-solving, hotels gain access to external resources and market intelligence that stimulate the development of internal capabilities [23]. However, the benefits of collaboration can only be fully realized when firms possess dynamic capabilities that enable them to sense emerging opportunities, seize innovations, and reconfigure operational systems to sustain long-term competitiveness [15]. Thus, while collaboration establishes external linkages, the development of dynamic capabilities determines whether these collaborative efforts translate into sustained readiness and performance. Accordingly, this study conceptualizes SCC as the relational foundation that facilitates knowledge exchange and resource sharing; DC as the transformative mechanism that converts collaborative inputs into organizational agility and innovation; and SR as the resultant state of preparedness that allows hotels to coordinate, adapt, and co-create value within new tourism ecosystems.

Based on the above discussion, the following hypotheses are proposed: H1: Supply Chain Collaboration (SCC) positively influences Dynamic Capabilities. (DC) H2: Dynamic Capabilities (DC) positively influence Supply Chain Readiness (SR). H3: Dynamic Capabilities (DC) mediate the relationship between Supply Chain Collaboration (SCC) and Supply Chain Readiness (SR). Together, these hypotheses articulate a coherent theoretical pathway, positioning collaboration as the external enabler, dynamic capabilities as the internal driver, and readiness as the ultimate outcome representing strategic adaptability and ecosystem alignment (see Figure 1).

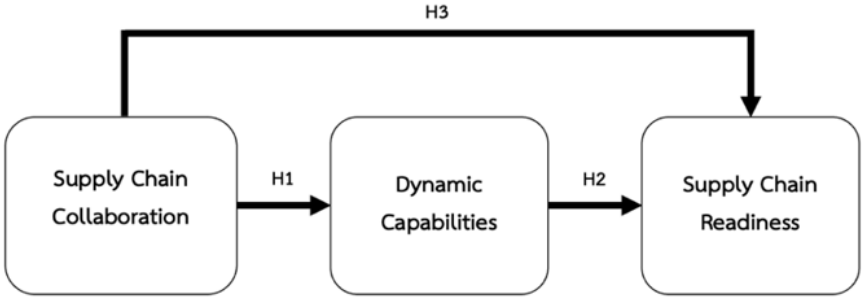

Figure 1.
Conceptual Framework.

3. Methodology

This study employs a quantitative research design to examine the relationships among three key constructs: Supply Chain Collaboration (SCC), Dynamic Capabilities (DC), and Supply Chain Readiness (SR) within the context of Thailand's entertainment-driven tourism ecosystem. The theoretical foundation draws upon the Resource-Based View

(RBV) and Dynamic Capability Theory (DCT), which explain how external collaboration and internal adaptive capacities jointly enhance hotels' readiness to integrate into the creative tourism economy. The conceptual model was tested using Confirmatory Factor Analysis (CFA) and Partial Least Squares–Structural Equation Modeling (PLS-SEM) to validate the measurement model and to examine both direct and indirect causal relationships among the latent variables.

Given the absence of a comprehensive population database of hotels associated with entertainment complexes, non-probability purposive sampling was employed. The sample comprised executives and employees from two categories of hotels (1) Hotels within an entertainment complex, referring to 4- and 5-star hotels directly linked to shopping centers and leisure facilities, such as ICONSIAM, Buriram Castle, and Asiatique and (2) Hotels near an entertainment complex, located within approximately 15 kilometers of such areas and benefiting from overlapping tourist segments and market spillovers. A total of 200 respondents participated in the survey, consisting of approximately 40–50 respondents from hotels within entertainment complexes and 150–160 respondents from hotels near such complexes. Participants included top executives, departmental managers, and operational staff involved in service, marketing, event management, and customer relations. This ensured that all respondents possessed relevant experience and knowledge consistent with the study's objectives. A structured questionnaire was developed to measure the relationships among SCC, DC, and HR. It comprised four major sections (1) screening questions (2) respondent demographics (3) behavioral measurement items, and (4) overall reflections on collaboration and readiness. All items were rated on a five-point Likert scale ranging from 1 = strongly disagree to 5 = strongly agree. The constructs consisted of SCC (21 items) covering dimensions such as information sharing, goal alignment, joint decision-making, collaborative communication, and inter-organizational knowledge creation [59]. DC (14 items) representing firms' abilities to sense, seize, and reconfigure internal processes to respond to environmental changes [60]. SR (13 items) encompassing strategic coordination, operational efficiency, and collaborative readiness with external partners [61].

The questionnaire's content validity was reviewed by five experts, two executives from the hotel industry, two from entertainment complexes, and one scholar in supply chain management. A pilot test was then conducted with 10 respondents from hotels, travel agencies, and F&B businesses to refine wording and ensure clarity. Results from the pilot test confirmed the reliability of the measurement instrument, with Cronbach's alpha values ranging from 0.78 to 0.93, exceeding the recommended threshold of 0.70 [62]. In the main survey with 200 respondents, alpha coefficients ranged from 0.772 to 0.912, confirming strong internal consistency across all constructs.

Data collection was conducted online through professional hotel networks such as Hotelier Thailand Network, the Tourism Authority of Thailand (TAT), and Hotel Associations in Bangkok, Chiang Mai, and Buriram. Respondents were invited via email and LINE groups of business networks. Ethical approval for this research was obtained from the Office of the Research Ethics Review Committee for Research Involving Human Subjects, Chulalongkorn University (Certificate No. 397/68). All participants were informed of the study's objectives and confidentiality measures prior to participation. Data analysis was performed using SPSS for descriptive statistics and preliminary reliability testing, and AMOS was employed to conduct CFA and SEM to test relationships among SCC, DC, and SR.

This methodological framework ensured theoretical and empirical rigor, allowing a systematic explanation of how supply chain collaboration and dynamic capabilities collectively influence hotel readiness within the entertainment complex context. The findings contribute to developing a readiness-assessment model for hotel businesses in Thailand's emerging entertainment-complex sector.

4. Results

4.1. Descriptive Statistics and Correlations

Table 1 presents the descriptive statistics and correlation coefficients among the three latent constructs: Supply Chain Collaboration (SCC), Dynamic Capabilities (DC), and Supply Chain Readiness (SR). All correlations are positive and statistically significant, suggesting that higher levels of collaboration among supply chain partners enhance dynamic capability development, which subsequently improves overall supply chain readiness for integration within entertainment complexes. The strongest correlation was found between DC and SR ($r = 0.75$, $p < 0.001$), indicating that hotels with greater adaptive and reconfiguration abilities tend to demonstrate higher strategic and operational readiness. The relationship between SCC and DC is also strong ($r = 0.71$, $p < 0.001$), confirming that external collaboration stimulates internal dynamic processes. Conversely, SCC shows a relatively weaker but still significant relationship with SR ($r = 0.47$, $p < 0.001$), implying an indirect rather than direct influence of collaboration on readiness.

Regarding central tendency, SR exhibited the highest mean (4.00), followed by DC (3.86) and SCC (3.60). These mean values suggest generally high perceptions across all constructs, with slightly greater variation for SCC (SD = 0.65) compared with DC (SD = 0.54) and SR (SD = 0.55). Skewness and kurtosis values across constructs ($-0.58 \leq SK \leq 0.23$; $-0.14 \leq KU \leq 1.95$) remained within the acceptable thresholds for normal distribution, indicating data adequacy for subsequent factor analyses [62]. All skewness and kurtosis values fell within the acceptable range ($-0.58 \leq SK \leq 0.23$; $-0.14 \leq KU \leq 1.95$), confirming normal data distribution appropriate for SEM analysis [62, 63].

Table 1.
Correlation, mean, and S.D.

	Mean	S.D.	SCC	DC	SR
SCC	3.60	0.65	1.00		
DC	3.86	0.54	0.71***	1.00	
SR	4.00	0.55	0.47***	0.75***	1.00

Note: ** $p < 0.01$, *** $p < 0.001$.

4.2. Measurement Model Validation

The measurement model was evaluated through Confirmatory Factor Analysis (CFA) to assess the construct validity and internal consistency of the observed indicators. Prior to CFA, data suitability was confirmed by the Kaiser–Meyer–Olkin (KMO) measure of sampling adequacy (KMO = 0.85) and Bartlett's Test of Sphericity ($\chi^2 = 3821.76$, $p < 0.001$), indicating that the correlation matrix was factorable and appropriate for latent construct analysis [63]**.**

The CFA results demonstrated an excellent overall model fit: $\chi^2 = 109.29$, $df = 69$, $p = 0.06$; GFI = 0.95; AGFI = 0.91; CFI = 0.99; RMR = 0.03; RMSEA = 0.04. These indices exceeded the recommended thresholds [62, 64, 65] confirming a strong fit between the hypothesized structure and the empirical data.

Standardized factor loadings (β) ranged from 0.25 to 0.88, all statistically significant ($p < 0.001$), signifying that each observed indicator contributed meaningfully to its corresponding latent construct. The coefficient of determination (R^2) values ranged between 0.06 and 0.77, indicating that the latent factors explained between 6% and 77% of the variance in their observed measures. These findings collectively support convergent and discriminant validity for the measurement model.

4.3. Structural Equation Modeling

The Structural Equation Modeling (SEM) was conducted to examine the causal relationships among Supply Chain Collaboration (SCC), Dynamic Capabilities (DC), and Supply Chain Readiness (SR) within the hospitality supply chain ecosystem. The analysis aimed to determine both the direct and indirect influences of inter-organizational collaboration on readiness through the mediating mechanism of dynamic capabilities.

The overall model demonstrated a good fit with the empirical data, as evidenced by the fit indices ($\chi^2 = 1268.08$, $df = 704$, $p = 0.06$; GFI = 0.93; AGFI = 0.84; CFI = 0.98; RMR = 0.04; RMSEA = 0.04), which all satisfied the recommended criteria [62, 64, 65]. These results confirm that the hypothesized structural relationships align well with the observed data and that the model adequately represents the underlying constructs.

As summarized in Table 2, SCC has a significant direct effect on DC ($\beta = 0.64$, $p < 0.01$), suggesting that collaborative mechanisms among supply chain partners enhance the firms' ability to sense, integrate, and reconfigure resources in response to environmental change. DC, in turn, exerts a positive and statistically significant direct effect on SR ($\beta = 0.49$, $p < 0.01$), indicating that firms with strong dynamic capabilities are better equipped to achieve readiness and adaptability across the supply chain. Moreover, SCC demonstrates both direct ($\beta = 0.13$, $p < 0.01$) and indirect ($\beta = 0.31$, $p < 0.01$) effects on SR through DC, with a total effect of 0.44. This finding highlights the mediating role of dynamic capabilities as a conduit through which collaborative initiatives translate into higher readiness outcomes.

The coefficient of determination (R^2) values further support the model's predictive strength. SCC explains 41% of the variance in DC, while SCC and DC together account for 34% of the variance in SR. These results validate that collaboration contributes to readiness primarily through capability enhancement rather than direct structural mechanisms. In practical terms, this implies that hotels and related supply chain actors must cultivate dynamic capabilities—such as learning agility, knowledge sharing, and rapid resource reconfiguration—to transform collaborative partnerships into tangible operational readiness and competitiveness.

Collectively, the findings confirm that the proposed model provides both theoretical and empirical support for the mediating role of dynamic capabilities in bridging collaboration and readiness. The integration of supply chain relationships and adaptive capability development emerges as a critical pathway for strengthening preparedness across the hospitality sector in alignment with the evolving structure of Thailand's entertainment complex ecosystem.

Table 2.
Path analysis.

Independent Variable	Dependent Variable					
	DC			SR		
	DE	IE	TE	DE	IE	TE
SCC	0.64**	-	0.64**	0.13*	0.31**	0.44**
	(0.18)		(0.18)	(0.09)	(0.08)	(0.09)
DC	-	-	-	0.49**	-	0.49**
				(0.08)		(0.08)
Model Fit Statistics Chi-square =1268.08, *df* = 704, *p* =0.06, GFI =0.93, AGFI = 0.84, CFI = 0.98, RMR = 0.04, RMSEA = 0.04						
Structural equations of variables			DC	SR		
R^2			0.41	0.34		
Correlation Matrix among Variables						
Variables	SCC	DC	SR			
SCC	1.00					
DC	0.71	1.00				
SR	0.47	0.75	1.00			

Note: ***p* .01.

4.4. Hypothesis Testing Results

As shown in Table 3 and Figure 2, the hypothesis testing results indicate that Supply Chain Collaboration (SCC) significantly influences Dynamic Capabilities (DC) and, subsequently, Supply Chain Readiness (SR). The first hypothesis (H1) is supported, showing that SCC has a positive effect on DC (β = 0.64, $p < 0.01$). The second hypothesis (H2) is also supported, indicating that DC positively affects SR (β = 0.49, $p < 0.01$). Moreover, the mediating relationship proposed in third hypothesis (H3) is confirmed, as SCC exhibits both direct and indirect effects on SR through DC (β = 0.44, $p < 0.01$). These results validate the proposed conceptual model, confirming that collaboration among supply chain partners enhances readiness primarily through the development of dynamic capabilities. In practical terms, firms that actively engage in information sharing, joint planning, and knowledge integration are more capable of reconfiguring resources and responding effectively to environmental changes, thereby strengthening overall supply chain readiness.

Table 3.
Hypothesis testing results.

Hypothesis	Relationship			Path Coefficient	Result
H1	SCC	→	DC	0.64**	Supported
H2	DC	→	SR	0.49**	Supported
H3	SCC	→	SR	0.44**	Supported

Note: **$p < 0.01$, *** $p < 0.001$.

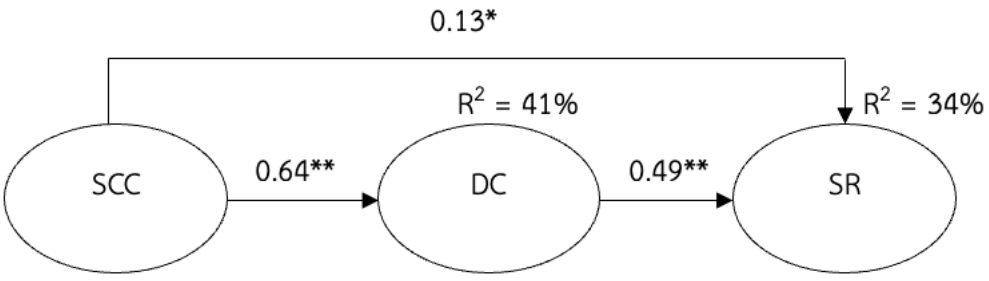

Figure 2.
Path coefficient.

5. Discussion

The results confirm that Supply Chain Collaboration (SCC) significantly enhances Dynamic Capabilities (DC), which in turn improve Supply Chain Readiness (SR) among hospitality firms in Thailand. This finding aligns with the Resource-Based View (RBV) and Dynamic Capability Theory (DCT), emphasizing that inter-organizational collaboration provides access to complementary resources and market knowledge, enabling firms to sense and respond effectively to environmental change [15, 60, 66]. This integration also reflects the growing importance of perceived value and brand experience in destination-based ecosystems such as integrated resorts, where readiness extends beyond operational efficiency to encompass co-created guest experiences.

The strong positive relationship between DC and SR highlights the importance of adaptive capability as a strategic enabler of readiness. Hotels and associated service providers that can reconfigure their internal processes, integrate technology, and leverage shared data with partners are better positioned to achieve operational agility and long-term

competitiveness. Conversely, the moderate correlation between SCC and SR suggests that collaboration alone may not directly translate into readiness unless accompanied by capability development. This supports prior research asserting that collaboration must be institutionalized through continuous learning, trust-based partnerships, and innovation-sharing routines [59, 61]. This pattern reinforces the dynamic alignment between collaboration-based learning and destination value creation within hospitality ecosystems [58].

From a managerial perspective, the findings imply that Thai hospitality firms should move beyond transactional coordination toward strategic collaboration, where mutual learning and joint innovation serve as foundations for readiness in the emerging entertainment-complex ecosystem. Policymakers may encourage this transition by promoting cross-sector partnerships and offering incentives for collaborative capability building. This multi-actor approach reflects the Triple Helix framework, in which universities, industries, and government agencies co-evolve to foster knowledge-based economic development [67]. While this study focuses on the Thai context, its implications extend to ASEAN nations, where interconnected supply chains, shared tourism networks, and sectoral dependencies resemble Thailand's ecosystem. Future research could explore cross-country validation to examine the model's applicability in varying regulatory and market environments. In addition, readiness initiatives that integrate social responsibility and workforce well-being may further strengthen sustainable competitiveness and community trust [68, 69].

6. Conclusion

This study examined how supply chain collaboration (SCC) shapes dynamic capabilities (DC) and, in turn, enhances supply chain readiness (SR) in Thailand's hospitality ecosystem linked to emerging entertainment complexes. The structural model shows good fit and supports the theorized pathway: SCC positively affects DC ($\beta = 0.64$, $p < 0.01$), DC positively affects SR ($\beta = 0.49$, $p < 0.01$), and SCC contributes to SR both directly ($\beta = 0.13$, $p < 0.01$) and indirectly via DC ($\beta = 0.31$, $p < 0.01$), yielding a total effect of 0.44. The model explains 41% of the variance in DC and 34% in SR, indicating meaningful predictive power. The findings reinforce Resource-Based View and Dynamic Capability Theory by showing that inter-firm collaboration translates into readiness primarily through adaptive sensing, learning, and reconfiguration routines. Practically, firms that institutionalize data sharing, joint planning, and co-innovation are better positioned to mobilize resources and meet integration requirements across the hospitality supply chain. At the policy level, government agencies may enhance overall sectoral readiness by promoting shared digital infrastructure, cross-industry training, and incentive schemes that foster collaboration and innovation within the hospitality and entertainment ecosystem.

7. Limitations and Future Research

This study contributes to understand how Supply Chain Collaboration (SCC) fosters Dynamic Capabilities (DC) and improves Supply Chain Readiness (SR) within Thailand's hospitality industry. Nevertheless, certain limitations should be noted. The sample largely comprised internationally affiliated hotels, which may not fully represent the full range of practices among smaller or domestically owned firms. Future investigations should therefore include SMEs and local enterprises to capture greater variation in collaborative processes, learning mechanisms, and readiness development.

The existing model highlighted the core aspects of SCC and DC. Further research could expand this framework by integrating emerging factors such as digital connectivity, shared risk arrangements, and innovation partnerships that increasingly influence readiness across hospitality supply chains. Broadening data collection to multiple sectors or cross-country settings would also strengthen the model's external validity and reveal how institutional, cultural, and market differences influence the interaction between collaboration, capability, and readiness.

Addressing these limitations will enable future studies to refine the proposed framework and generate richer theoretical and managerial insights into how inter-organizational collaboration and adaptive capability building jointly foster supply chain readiness and competitiveness within the service economy.

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