

IMPROVING THE DYNAMIC CAPABILITIES OF 4-5 STAR ACCOMMODATION ENTERPRISES: CASE STUDY OF MUONG THANH HOTEL SYSTEM IN KHANH HOA

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Appendix 1. Some pictures of Muong Thanh hotel system in Khanh Hoa



Muong Thanh Luxury Nha Trang



Muong Thanh Grand Nha Trang



Muong Thanh Luxury Khanh Hoa



Muong Thanh Luxury Vien Trieu

Appendix 2. Muong Thanh hotel system in Khanh Hoa

No.	Hotel	Class	Characteristic	Add.
1	Muong Thanh Luxury Nha Trang	5-star	- Established in 2014. - 48 floors high, providing 458 sea-facing rooms, with a system of modern equipment and utilities according to 5-star standards. - Muong Thanh Luxury Nha Trang was honored in the “Vietnam's Leading Beach Hotel 2019” category of the World Travel Awards.	60 Tran Phu, Nha Trang, Khanh Hoa
2	Muong Thanh Grand Nha Trang Hotel	4-star	- Established in 2013. - 19 floors high and 255 rooms meeting international standards, modern meeting room system fully equipped with amenities and classy	6 Duong Hien Quyen, Vinh Hoa, Nha Trang, Khanh Hoa

No.	Hotel	Class	Characteristic	Add.
			services such as spa & massage, gym, karaoke service.	
3	Muong Thanh Luxury Khanh Hoa	5-star	<ul style="list-style-type: none"> - Established in 2018. - Located in the most prime location in Nha Trang city. - With a system of 328 bedrooms, with panoramic views of Nha Trang Bay, luxuriously equipped, modern, cozy and comfortable, suitable for the relaxation needs of tourists. 	04 Tran Phu, Nha Trang, Khanh Hoa
4	Muong Thanh Luxury Vien Trieu	4-star	<ul style="list-style-type: none"> - Established in 2019. - Is a hotel in the most high-end hotel segment of Muong Thanh Group according to international 5-star standards, large scale and different class. - The hotel's 645 rooms are fully equipped with amenities, many rooms have very airy and cool sea views. 	Bai Duong, Hon Chong Street, Vinh Phuoc, Nha Trang, Khanh Hoa

Appendix 3. Survey sample statistics

No.	Criteria	Frequency (n=214)	Percentage (%)
1.	Sex		
	Male	122	57
	Female	92	43
2.	Object		
	State management agency in tourism	5	2.3
	Lecturers	40	18.7
	Hotel management in Khanh Hoa	64	29.9
	Manager of Muong Thanh hotel system departments	90	42.1
	Tourism field expert	15	7.0
3.	Working time		
	1-3 years	19	8.9
	3-5 years	63	29.4
	5-10 years	81	37.9
	Over 10 years	51	23.8

Appendix 4. Cronbach's Alpha coefficient of variables in the research model

Scales	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
<i>Innovative capabilities (IC)</i>			<i>Cronbach's Alpha</i>	<i>0.852</i>
IC1	15.11	16.194	0.553	0.849
IC2	15.24	12.774	0.783	0.788
IC3	15.07	13.243	0.649	0.826
IC4	15.18	13.565	0.676	0.817
IC5	15.21	13.303	0.677	0.817
<i>Marketing capabilities (MC)</i>			<i>Cronbach's Alpha</i>	<i>0.756</i>
MC1	14.63	11.531	0.586	0.688
MC2	14.69	13.012	0.464	0.732
MC3	14.73	12.675	0.477	0.728
MC4	14.58	12.592	0.568	0.698
MC5	14.75	11.952	0.524	0.712
<i>Business capabilities (BC)</i>			<i>Cronbach's Alpha</i>	<i>0.904</i>
BC1	14.43	10.199	0.725	0.891
BC2	14.38	9.552	0.831	0.867
BC3	14.04	11.515	0.722	0.894
BC4	14.36	9.856	0.779	0.879
BC5	14.15	10.394	0.768	0.881
<i>Learning capabilities (LC)</i>			<i>Cronbach's Alpha</i>	<i>0.851</i>
LC1	11.32	5.223	0.647	0.829
LC2	11.27	4.797	0.694	0.810
LC3	11.29	4.817	0.723	0.797
LC4	11.36	4.984	0.702	0.806
<i>Ability to apply science and technology (AST)</i>			<i>Cronbach's Alpha</i>	<i>0.852</i>
AST1	13.62	17.898	0.779	0.853
AST2	13.77	18.478	0.702	0.870
AST3	13.65	17.908	0.731	0.863
AST4	13.77	18.037	0.704	0.870
AST5	13.63	18.262	0.727	0.864
<i>Dynamic capabilities of accommodation enterprises (DCAE)</i>			<i>Cronbach's Alpha</i>	<i>0.741</i>
DCAE1	11.07	5.652	0.578	0.656
DCAE2	11.13	5.635	0.537	0.680
DCAE3	11.08	5.923	0.488	0.708
DCAE4	11.10	6.027	0.535	0.682

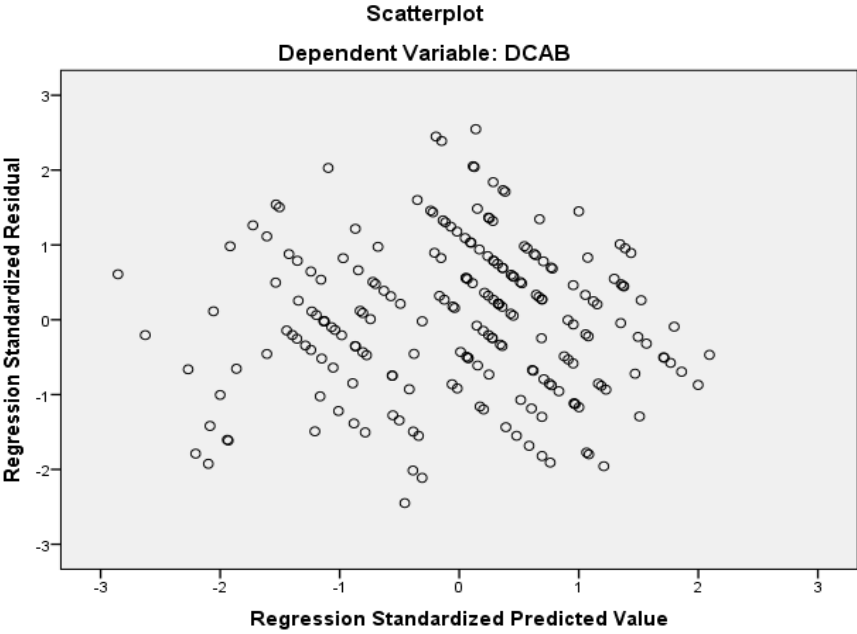
Appendix 5. EFA results for independent variables for the 2nd time

Scales	Component				
	1	2	3	4	5
AST1	0.865				
AST3	0.835				
AST5	0.818				
AST4	0.808				
AST2	0.799				
BC2		0.876			
BC5		0.866			
BC4		0.845			
BC1		0.832			
LC4			0.833		
LC3			0.828		
LC2			0.824		
LC1			0.794		
IC2				0.853	
IC4				0.836	
IC5				0.825	
IC3				0.793	
MC1					0.756
MC4					0.730
MC5					0.717
MC3					0.678
MC2					0.649
Eigenvalues	4.221	3.526	2.881	2.232	1.850
Total Variance Explained	66.867%				
KMO					0.815
Bardlett's Test	Chi-Square				2142.411
	Df				231
	Sig.				0.000

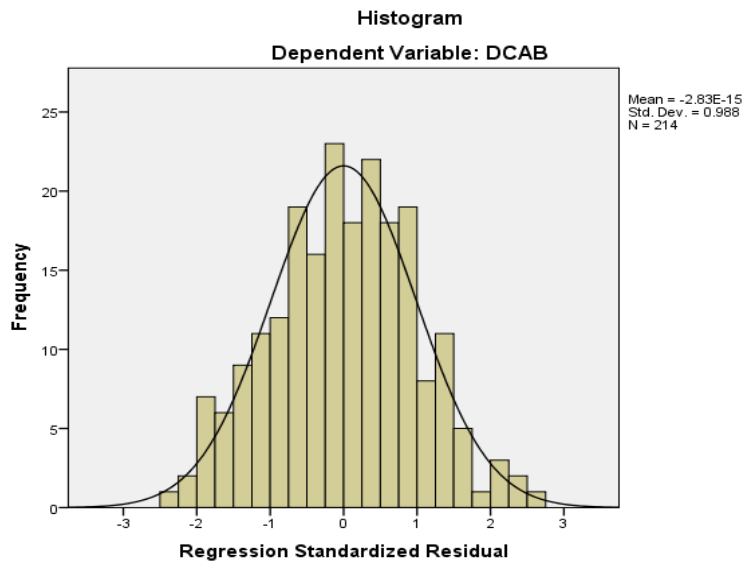
Appendix 6. EFA results for dependent variables

Scales		Component
DCAE1		0.784
DCAE2		0.757
DCAE4		0.751
DCAE3		0.710
Eigenvalues		2.256
Total Variance Explained		56.395%
KMO		0.750
Bardlett's Test	Chi-Square	178.113
	Df	6
	Sig.	0.000

Appendix 7. Scatterplot



Appendix 8. Histogram



Appendix 9. Inspection results exist of ANOVA model

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	79.067	5	15.813	69.258	.000 ^b
	Residual	47.492	208	.228		
	Total	126.560	213			