

MINISTRY OF EDUCATION AND TRAINING
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**A STUDY OF FACTORS INFLUENCING TOURISM
PRODUCT DEVELOPMENT INTENTION
AMONG TOURISM ENTERPRISES IN HUE CITY**

Major: Business Administration

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**SUMMARY OF DOCTORAL DISSERTATION IN
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- National Library of Vietnam
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INTRODUCTION

1. Rationale for the study

1.1. Theoretical Background

From a theoretical standpoint, marketing strategy may influence a tourism enterprise's intention to develop tourism products; however, this issue has not been extensively examined in prior empirical research, particularly within the Vietnamese context in general and Hue City in particular. In other words, to date no empirical study has assessed the applicability of theoretical models of tourism product development intention among tourism enterprises (TEs) operating in Hue City. In particular, in-depth studies employing complex structural models such as CB-SEM or PLS-SEM to test and evaluate hypotheses concerning the relationships among the factors influencing tourism product development intention — mediated by the perceptions of managers within these enterprises — remain scarce.

1.2. Practical Background

Hue City exerts a strong appeal to both researchers and tourists, not only nationally but also internationally. The city possesses a comparative advantage in tourism resources, including the Complex of Hue Monuments, historical and revolutionary relics, and traditional cultural values; the Hue Festival and the Hue Traditional Craft Festival; the sea festivals at Lang Co – Canh Duong and Thuan An; and Bach Ma National Park, among others. Nevertheless, tourism in Hue City has yet to make a substantial contribution to local socio-economic development, tourism resources remain under-exploited, and green and sustainable tourism products remain underdeveloped. According to data from the Hue City People's Committee, tourist arrivals surged in 2025, reaching an estimated 6.3 million visits — nearly 13% above the annual plan and a 61.5% increase over 2024 — including 1.9 million international visitors, with tourism revenue reaching VND 13,000

billion, up by approximately 41% and over 64%, respectively. However, the average length of stay remains short (only 2.2–2.5 days) and visitor spending remains low, indicating that the destination has not yet succeeded in retaining long-stay tourists. These practical issues underscore the urgency and necessity of research into the development of tourism products by local tourism enterprises.

2. Research objectives

The overall objective of the study is to examine the factors influencing, and the extent of influence of each factor on, the intention of tourism enterprises in Hue City to develop tourism products, and to propose policy and managerial implications for the development of tourism products by local tourism enterprises.

To achieve this overall objective, the following specific objectives must be accomplished:

- To review and evaluate domestic and international studies related to the factors influencing tourism product development in recent years, and to identify the main research directions on tourism product development in the published literature.
- To identify research gaps in domestic and international studies related to tourism product development and the factors influencing tourism product development intention, and to clarify the author's research approach.
- To develop hypotheses and construct a research model for the specific case of tourism product development intention among tourism enterprises in Hue City.
- To assess the measurement model and the structural model of the factors influencing tourism product development intention among tourism enterprises in Hue City, and to analyze differences according to the demographic characteristics of the empirical survey sample of tourism enterprise managers in Hue City.

- To propose policy and managerial implications for the development of tourism products by tourism enterprises in Hue City in the period ahead, and to identify the limitations of the study together with directions for future research.

3. Research questions

- What research directions and issues of concern have characterized domestic and international studies on tourism product development to date?
- Which factors, and to what extent, influence tourism product development intention as perceived by managers of tourism enterprises in Hue City? Furthermore, is this intention also influenced by these independent factors through the mediating role of managers' perceptions, and if so, to what extent?
- Are there differences in the structural relationships among the factors in the model according to the demographic characteristics of tourism enterprise managers in Hue City?
- What managerial implications can be drawn for tourism enterprises in Hue City, and what improvements can be suggested for potential future research on tourism product development?

4. Research subjects and scope

4.1. Research subjects

- The general research subject is the set of factors influencing tourism product development intention among tourism enterprises in Hue City.
- The survey respondents are managers of tourism enterprises operating in Hue City and serving tourists.

4.2. Research scope

- Content scope: The dissertation focuses on the factors influencing tourism product development intention in Hue City, concentrating on factors belonging to the 7Ps Marketing strategy, brand image, and business risk of tourism enterprises. Managers' perceptions regarding

marketing strategy formulation are treated as the mediating variable in the structural equation model.

- Spatial scope: Tourism enterprises operating in Hue City as of November 2025.
- Temporal scope: The official quantitative survey for primary data collection was conducted from March 1, 2024 to June 1, 2025.

5. Research methodology

The study employs a mixed-methods approach, combining qualitative and quantitative methods.

6. New contributions of the dissertation

**** Theoretical contributions:***

The dissertation contributes to enriching and diversifying empirical research on tourism product development intention, particularly by adopting the perspective of the tourism enterprise rather than that of the destination. The novelty of the study lies in proposing, constructing, and testing a PLS-SEM structural model to clarify the relationships between independent factors belonging to the 7Ps Marketing strategy (product availability; distribution and connectivity; promotion and communication; people/human resources; physical facilities; product delivery process; and pricing), brand image, and business risk of tourism enterprises, and their effect on tourism product development intention through the mediating role of managers' perceptions within these enterprises.

A further theoretical contribution of the dissertation is the construction and development of a 7-point Likert primary survey instrument on managers' perceptions and on tourism product development from an intention-based perspective among tourism enterprises, applicable to Hue City in general and potentially transferable to other localities in Vietnam. The measurement system comprises 11 constructs (one dependent variable, one mediating variable, and nine independent

variables), built upon prior studies and refined and developed through expert consultation.

****Practical contributions:***

The study was conducted in Hue City — a key tourism city of Vietnam whose brand has been firmly established and reaffirmed in recent years. The findings provide empirical evidence that factors belonging to the 7Ps Marketing strategy, brand image, and business risk influence the perceptions of managers within tourism enterprises in Hue City. Within the 7Ps Marketing strategy, the factors exert a positive influence in the following descending order: the tourism product delivery process; the pricing of tourism products; the distribution and connectivity of tourism products; human resources/people; promotion and communication; physical and technical tourism infrastructure; and existing tourism products. All of these factors exert an indirect effect on tourism product development intention through managers' perceptions within tourism enterprises. This further confirms that building a positive brand image, mitigating business risk, and strengthening the 7Ps Marketing strategy will contribute to enhancing tourism enterprises' intention to develop tourism products in Hue City.

7. Structure of the dissertation

In addition to the Introduction, the dissertation comprises five chapters:

- Chapter 1: Literature review
- Chapter 2: Theoretical basis and research model
- Chapter 3: Research design
- Chapter 4: Analysis and discussion of research findings
- Chapter 5: Policy and managerial implications

CHAPTER 1

LITERATURE REVIEW

1.1. OVERVIEW OF THE RESEARCH PROBLEM

This section presents and evaluates the state of international and domestic research related to the study topic, employing methods such as bibliometric analysis and systematic review.

1.2. RESEARCH GAPS AND RESEARCH APPROACH

First, in terms of research perspective, two main orientations can be identified: tourism product development from the perspective of the locality/destination, and tourism product development from the perspective of the tourism enterprise. However, the majority of domestic and international studies tend to adopt the destination-based approach. Consequently, the factors typically analyzed and tested in these studies include tourism resources, human resources, tourism infrastructure, local culture, and types of tourism, among others. Studies adopting the alternative approach — examining market research, market strategy formulation, and marketing strategy from the enterprise perspective — remain relatively limited.

Second, in reviewing domestic and international studies from a methodological standpoint, the author finds that research on product development exhibits a relatively balanced and diverse range of methods. Qualitative studies are predominantly conducted through in-depth expert interviews, focus group discussions, or descriptive statistical analysis of secondary data, whereas quantitative studies are mostly based on primary data collected through surveys of tourists' attitudes, perceptions, and satisfaction, as well as those of local tourism authorities and tourism enterprise managers, on the basis of which hypothesis testing is conducted. Nevertheless, studies — particularly in Vietnam — on the factors influencing tourism product development intention have predominantly employed simple regression models

(OLS), with only a limited number using CB-SEM models. Models requiring a mediating factor structure with multiple complex structural relationships, such as PLS-SEM, have rarely been employed.

Third, the scale for tourism product development is multidimensional and can be approached from various perspectives, including the intention to undertake tourism product development or the planning of such development, as distinct from the mere decision to implement product development. The choice of research orientation depends on the underlying theory adopted by the researcher, such as the theory of planned behavior, enterprise decision-making theory, or innovation theory; the measurement design must therefore be tailored accordingly. Through a review of prior studies, the author finds that research on the scale of tourism product development intention in primary surveys has predominantly employed a 5-point Likert scale, whereas studies using higher-point scales such as 7-point or 9-point scales remain very limited. Fourth, in Vietnam, Hue City possesses both natural and cultural tourism resources and has been identified as one of the country's major cultural and tourism centers, renowned for its distinctive culture and history. Developing tourism products through to 2050 is therefore an urgent task of particular importance to the direction and management of the Party committees and authorities of Hue City and local tourism agencies. However, relatively few studies to date have examined the factors influencing tourism product development among tourism enterprises in Hue City. Meanwhile, the practical direction and management of tourism by Hue City authorities requires reliable documentation assessing the actual state of local tourism product development in recent years, together with scientifically grounded solutions that can be selectively referenced in formulating feasible policies and measures to promote the sustainable development of the

city's tourism sector, thereby positioning Hue City as one of the country's and Southeast Asia's leading and distinctive tourism centers. On the basis of the aforementioned research gaps, the author proposes the following research approach:

- Adopting an approach to tourism product development from the perspective of intention to act, mediated by managers' perceptions of strategy formulation within tourism enterprises currently conducting business and serving tourists. This approach places particular emphasis on the 7Ps Marketing strategy in combination with brand image and the assessment of business risk in tourism operations.
- Adopting the PLS-SEM model to clarify the mediating role of managers' perceptions with respect to the factors influencing tourism enterprises' intention to develop tourism products. The study develops measurement scales using a 7-point Likert format to more precisely capture the perceptions of the surveyed managers.
- Selecting tourism enterprises in Hue City as the research setting in order to gather empirical evidence for proposing distinctive local tourism products, thereby enhancing the competitiveness of the destination and of Hue City's tourism enterprises relative to destinations and enterprises in other localities.

CHAPTER 2

THEORETICAL BASIS AND RESEARCH MODEL

2.1. CONCEPTS USED IN THE STUDY

2.1.1. Overview of tourism products, tourism product development, and tourism product development intention

2.1.1.1. Definition and classification of tourism products

The tourism product of a tourism enterprise refers to the set of services that the enterprise can provide to customers, based on a combination of tourism resources, destination resources, and the enterprise's own resources, aimed at satisfying tourists' needs.

2.1.1.2. Definition of tourism product development intention and the factors influencing it

Tourism product development intention refers to the intention to expand the service portfolio and the strategic orientation toward optimizing and effectively allocating resources, increasing investment in technology and innovation, and enhancing the sustainable competitiveness of the tourism enterprise in the market. This intention is also associated with the process of building and reinforcing the enterprise's brand image through the creation of differentiated value and consistent customer experiences. From a long-term perspective, tourism enterprises must ensure that the tourism products developed not only meet the current needs of the target market but are also capable of flexibly adapting to future consumption trends and changes in the business environment.

2.1.2. Definition and components of the 7ps marketing strategy

In this study, the author adopts the 7Ps Marketing strategy, as it extends the 4Ps model by adding three additional elements — People, Process, and Physical Evidence. The 7Ps model was developed primarily for service-sector enterprises and offers a more comprehensive perspective on marketing strategy (Booms & Bitner, 1981).

2.1.3. The concept of managers' perceptions in formulating tourism product marketing strategy

Managers' perceptions of tourism product marketing strategy refer to their understanding, evaluation, and ability to apply information about the market, customers, and the competitive environment in order to orient and implement effective marketing activities for the tourism enterprise.

2.2. UNDERLYING THEORIES RELATED TO THE STUDY

This section presents the core theories underpinning the study, including innovation and new product development theory, the theory of planned behavior, marketing theory and market orientation, and brand positioning theory.

2.3. HYPOTHESIS DEVELOPMENT AND RESEARCH MODEL

2.3.1. Hypothesis development

Hypothesis H1: The availability of tourism products has a positive effect on managers' perceptions in formulating the marketing strategy of tourism enterprises in Hue City.

Hypothesis H1a: The availability of tourism products has a positive effect on tourism product development intention through the mediating role of managers' perceptions within tourism enterprises in Hue City.

Hypothesis H2: The pricing of tourism products has a positive effect on managers' perceptions in formulating the marketing strategy of tourism enterprises in Hue City.

Hypothesis H2a: The pricing of tourism products has a positive effect on tourism product development intention through the mediating role of managers' perceptions within tourism enterprises in Hue City.

Hypothesis H3: Promotion and communication has a positive effect on managers' perceptions in formulating the marketing strategy of tourism enterprises in Hue City.

Hypothesis H3a: Promotion and communication has a positive effect on tourism product development intention through the mediating role of managers' perceptions within tourism enterprises in Hue City.

Hypothesis H4: Human resources have a positive effect on managers' perceptions in formulating the marketing strategy of tourism enterprises in Hue City.

Hypothesis H4a: Human resources have a positive effect on tourism product development intention through the mediating role of managers' perceptions within tourism enterprises in Hue City.

Hypothesis H5: Physical facilities have a positive effect on managers' perceptions in formulating the marketing strategy of tourism enterprises in Hue City.

Hypothesis H5a: Physical facilities have a positive effect on tourism product development intention through the mediating role of managers' perceptions within tourism enterprises in Hue City.

Hypothesis H6: The tourism product delivery process has a positive effect on managers' perceptions in formulating the marketing strategy of tourism enterprises in Hue City.

Hypothesis H6a: The tourism product delivery process has a positive effect on tourism product development intention through the mediating role of managers' perceptions within tourism enterprises in Hue City.

Hypothesis H7: The distribution and connectivity of tourism products have a positive effect on managers' perceptions in formulating the marketing strategy of tourism enterprises in Hue City.

Hypothesis H7a: The distribution and connectivity of tourism products have a positive effect on tourism product development intention through the mediating role of managers' perceptions within tourism enterprises in Hue City.

Hypothesis H8: The brand image of tourism products has a positive effect on managers' perceptions in formulating the marketing strategy of tourism enterprises in Hue City.

Hypothesis H8a: The brand image of tourism products has a positive effect on tourism product development intention through the mediating role of managers' perceptions within tourism enterprises in Hue City.

Hypothesis H11: The brand image of tourism products has a positive effect on the tourism product development intention of tourism enterprises in Hue City.

Hypothesis H9: Business risk has a negative effect on managers' perceptions in formulating the marketing strategy of tourism enterprises in Hue City.

Hypothesis H9a: Business risk has a negative effect on tourism product development intention through the mediating role of managers' perceptions within tourism enterprises in Hue City.

Hypothesis H12: Business risk has a negative effect on the tourism product development intention of tourism enterprises in Hue City.

Hypothesis H10: Managers' perceptions of marketing strategy implementation have a positive effect on the tourism product development intention of tourism enterprises in Hue City.

2.3.2. Research Model

On the basis of the hypotheses developed above, the author proposes the following research model:

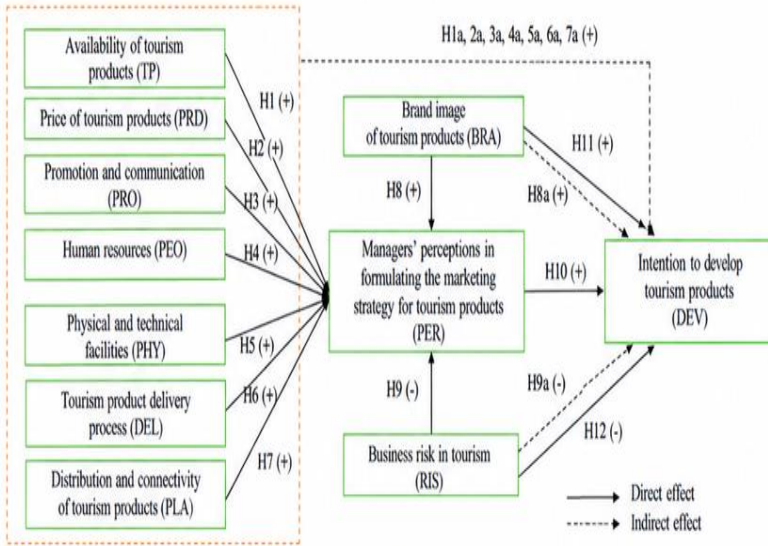
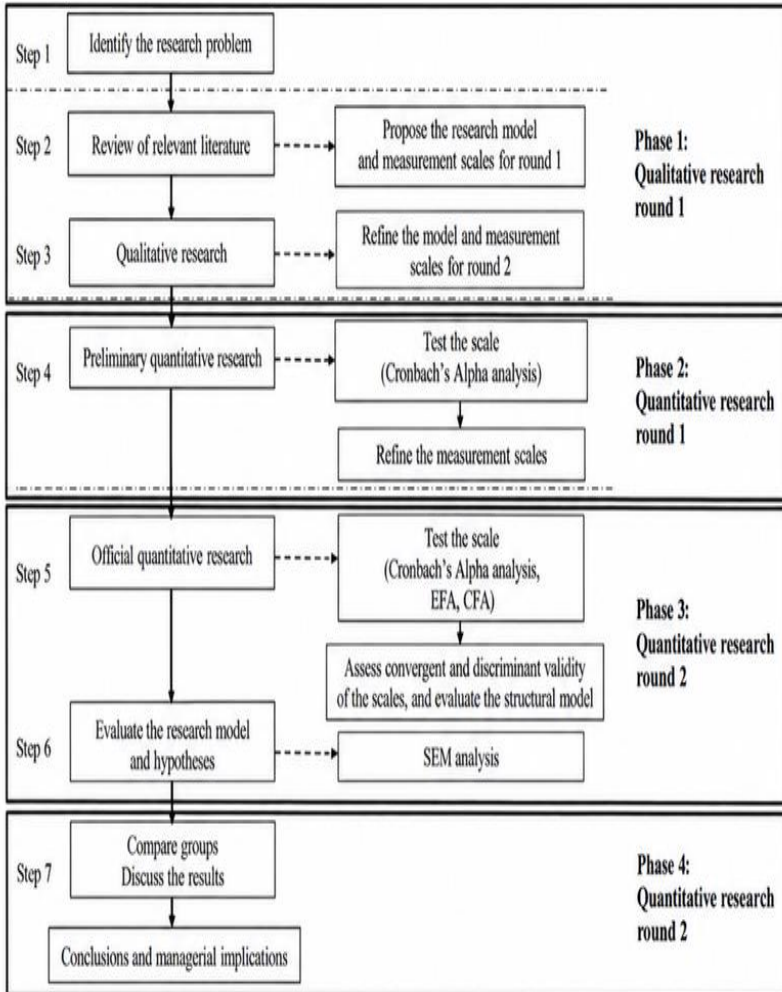


Figure 2.5. Proposed research model

CHAPTER 3

RESEARCH DESIGN

3.1. RESEARCH PROCESS



3.2. QUALITATIVE RESEARCH

3.2.1. Expert method

3.2.2. In-depth focus group discussion method

3.3. SCALE REFINEMENT RESULTS FOLLOWING EXPERT AND FOCUS GROUP INTERVIEWS

3.3.1. For the independent variables in the model

3.3.2. For the mediating variables in the model

3.4. QUANTITATIVE RESEARCH

3.4.1. Pilot quantitative study

3.4.2. Official quantitative study

❖ Sampling process

The author decided to construct a sample of 750 observations to allow for invalid or missing responses during the actual survey process, while ensuring that the total number of observations satisfied the requirements for CFA and PLS-SEM.

❖ Sampling forms

In this study, the author employed several methods to collect the opinions of tourism enterprise managers, including direct meetings and mail (postal service, email, and Google Forms links). The survey was conducted from March 1, 2024 to May 1, 2025.

❖ Sampling method

The survey sample was selected through non-probability sampling using a convenience sampling technique. The study population comprises managers at the level of department head, deputy head, or above at tourism enterprises in Hue City. The author selected and interviewed managers at tourism enterprises located in Hue City, Huong Tra town, Huong Thuy town, and the (former) districts of Phong Dien, Quang Dien, Phu Vang, Phu Loc, and Nam Dong, based on the administrative boundaries in effect prior to January 1, 2025, before the decision establishing the (unified, centrally governed) Hue City.

❖ Data analysis

CHAPTER 4

ANALYSIS AND DISCUSSION OF RESEARCH FINDINGS

4.1. OVERVIEW OF THE BUSINESS SITUATION AND TOURISM PRODUCTS OF TOURISM ENTERPRISES IN HUE CITY

4.1.1. Development situation of tourism enterprises

Hoạt động du lịch tại Thành phố Tourism activity in Hue City has shown a positive growth trend, reflected in rising visitor numbers, revenue, and length of stay. The structure of enterprises and accommodation facilities is shifting toward the mid- and high-end segments, while travel operations and human resources are increasingly oriented toward the international market. However, tourism enterprises continue to face limitations in innovation capacity, adaptability to changing tourist demand, financial and technological resources, and market research capability.

4.1.2. Development of tourism products in Hue City

Các DNDL đã hình Tourism enterprises have developed various types of tourism products based on Hue's cultural, heritage, ecological, culinary, and landscape advantages. However, most products remain grounded in traditional resources, particularly cultural heritage, and the degree of innovation and inter-enterprise linkage remains limited. New products are mainly adjustments or extensions of existing offerings, while the capacity to design new experiences, integrate services, and adapt to emerging tourism trends remains modest.

4.2. ANALYSIS OF RESEARCH FINDINGS

The survey distributed 750 questionnaires and obtained 725 valid responses from managers of tourism enterprises in Hue City. The data were used to assess the measurement model and the structural model, and to test the research hypotheses.

4.2.1. Descriptive statistics and common method bias (CMB) testing

The research sample comprises managers from hotel and travel enterprises, with diverse characteristics in terms of gender, age, and educational attainment. The results of the Full Collinearity VIF test show VIF values ranging from 1.016 to 1.444, all below the threshold of 3.3 recommended by Kock (2015), indicating no significant evidence of common method bias.

4.2.2. Assessment of the measurement model

The model comprises constructs related to the 7Ps Marketing strategy, business risk, brand image, managers' perceptions, and tourism product development intention. The results indicate that the scales satisfy the requirements for reliability, convergent validity, and discriminant validity, providing a sound basis for the subsequent assessment of the structural model.

4.2.3. Assessment of the structural model

The PLS-SEM results show that the factors belonging to the 7Ps Marketing strategy, brand image, and business risk exert varying degrees of influence on managers' perceptions, while managers' perceptions in turn exert a positive effect on tourism product development intention. Specifically, managers' perceptions influence tourism product development intention with $\beta = 0.436$ and $f^2 = 0.255$, corresponding to a medium effect size according to Cohen (1988).

The model explains 49.1% of the variance in managers' perceptions ($R^2 = 0.491$) and 38.0% of the variance in tourism product development intention ($R^2 = 0.380$). The Q^2 values reach 0.370 and 0.259, respectively, indicating that the model possesses adequate predictive relevance for the endogenous variables.

4.2.4. Examination of direct effects in the structural model

Table 4.12: Assessment of direct effects in the structural model

Hypothesis	Path relationship	Beta	P-Values	f ²	Conclusion
H11	BRA -> DEV	0.209	0.000	0.062	Supported
H8	BRA -> PER	0.137	0.000	0.031	Supported
H6	DEL -> PER	0.340	0.000	0.207	Supported
H4	PEO -> PER	0.123	0.000	0.027	Supported
H10	PER -> DEV	0.436	0.000	0.255	Supported
H5	PHY -> PER	0.087	0.002	0.014	Supported
H7	PLA -> PER	0.141	0.000	0.034	Supported
H2	PRI -> PER	0.222	0.000	0.081	Supported
H3	PRO -> PER	0.099	0.001	0.016	Supported
H12	RIS -> DEV	-0.174	0.000	0.045	Supported
H9	RIS -> PER	-0.140	0.000	0.035	Supported
H1	TP -> PER	0.084	0.001	0.013	Supported

Source: SmartPLS analysis results, 2025

4.2.5. Examination of indirect effects via the mediating variable

Table 4.13: Assessment of indirect effects in the structural model

Hypothesis	Mediating relationship	Beta	P values	Conclusion
H8a	BRA -> PER -> DEV	0.060	0.000	Supported
H6a	DEL -> PER -> DEV	0.148	0.000	Supported
H2a	PRI -> PER -> DEV	0.097	0.000	Supported
H9a	RIS -> PER -> DEV	-0.061	0.000	Supported
H3a	PRO -> PER -> DEV	0.043	0.002	Supported
H4a	PEO -> PER -> DEV	0.053	0.000	Supported
H5a	PHY -> PER -> DEV	0.038	0.002	Supported

H1a	TP -> PER -> DEV	0.036	0.002	Supported
H7a	PLA -> PER -> DEV	0.062	0.000	Supported

Source: SmartPLS analysis results, 2025

4.2.6. Multi-group structural analysis

The PLS-MGA results reveal that certain relationships in the model differ according to the type of tourism enterprise and the age of managers, while other relationships show no statistically significant differences. This suggests that enterprise and manager characteristics may influence the degree of perception of, and response to, the factors related to tourism product development.

4.2.7. Importance–performance map analysis (IPMA)

The IPMA results identify the importance and performance levels of the factors with respect to tourism product development intention, thereby highlighting the factors that should be prioritized for improvement. Managers' perceptions play an important role and serve as the basis for proposing appropriate managerial implications.

4.3. DISCUSSION OF RESEARCH FINDINGS

4.3.1. Discussion of direct-relationship findings

On the basis of the official quantitative research results from 725 valid questionnaires collected from managers of tourism enterprises in Hue City, all 12 of the 12 hypothesized direct relationships between the independent factors belonging to the 7Ps, brand image, and tourism business risk and managers' perceptions were supported, and managers' perceptions in turn directly influence tourism product development intention.

4.3.2. Discussion of indirect-relationship findings

Tourism product development intention (DEV) among tourism enterprises in Hue City is influenced by the independent factors through the mediating role of managers' perceptions (PER).

CHAPTER 5

POLICY AND MANAGERIAL IMPLICATIONS

5.1. MAIN BASES FOR FORMULATING THE IMPLICATIONS

The implications are formulated on the basis of the empirical research findings and the development orientation of Hue City under Decision No. 1745/QĐ-TTg. Tourism is identified as a spearhead economic sector, to be developed on the basis of cultural-heritage, ecological, and landscape advantages, in conjunction with digital transformation, innovation, and sustainable development. The orientation for tourism product development focuses on product diversification, enhancement of experience quality, promotion of cultural identity, and strengthening of regional linkages.

5.2. POLICY IMPLICATIONS

5.2.1. Improving tourism development schemes, projects, and investment portfolios

The city should continue to refine mechanisms, policies, planning, and priority project portfolios in the tourism sector; concentrate investment in transport and cultural infrastructure, technology, digital transformation, and destinations with the potential to generate development momentum; and mobilize social resources for tourism investment.

5.2.2. Enhancing the quality of tourism human resources

Strengthen training in professional skills, foreign languages, management skills, and digital skills; promote linkages among management agencies, tourism enterprises, training institutions, and local communities to improve the quality of human resources and community participation in the tourism value chain.

5.2.3. Digital transformation and the application of information technology

Accelerate the development of databases and a smart tourism ecosystem; encourage tourism enterprises to apply digital technology and cashless payment, digitize cultural and culinary resources, and

exploit data to enhance the effectiveness of management, promotion, and tourism product development.

5.2.4. Fostering and incubating ideas for tourism product development

Strengthen incubation programs, competitions, and innovation-support activities for tourism product development; encourage the participation of tourism enterprises, training institutions, experts, start-ups, and local communities in creating distinctive, innovative, and sustainable products.

5.3. MANAGERIAL IMPLICATIONS

The research findings show that perceptions of marketing strategy, market orientation, and brand image play an important role in tourism product development intention. Tourism enterprises should therefore prioritize resources for product development, branding, digital transformation, promotion, and human resources.

5.3.1. Concentrating resources and investment in developing flagship, branded tourism products grounded in Hue culture

Tourism enterprises should develop tourism products based on Hue's culture, heritage, and identity, combined with natural resources, craft villages, cuisine, and community involvement, in order to create differentiated products, enhance the visitor experience, and strengthen the destination's competitiveness.

5.3.2. Accelerating digital transformation in tourism business, with priority given to smart management, experience, and promotion

Strengthen the application of digital technology, AI, data, and online platforms in management, marketing, sales, and experience personalization; promote the digitization of resources and the development of smart tourism products and services.

5.3.3. Strengthening communication and information dissemination through official channels, in coordination with Hue City management agencies

Tourism enterprises should strengthen multi-channel communication, particularly on digital platforms; develop consistent, professional, and

distinctive content; and coordinate with management agencies to enhance the image and brand of Hue tourism.

5.3.4. Strengthening promotion and connectivity of tourism products

Increase participation in promotional activities, trade fairs, and conferences, and strengthen regional linkages; expand cooperation among tourism enterprises, localities, and transport and travel companies to form product chains and expand the visitor market.

5.3.5. Training tourism human resources for tourism enterprises

Tourism enterprises should prioritize training in professional skills, foreign languages, digital skills, marketing, experience management, and innovation, while strengthening linkages with training institutions and developing policies to attract and retain high-quality human resources.

5.4. LIMITATIONS AND DIRECTIONS FOR FUTURE RESEARCH

The study has certain limitations regarding the scope of factors examined, the reliance on self-reported data, the cross-sectional design, the unit of analysis, and the possibility of integrating firm-level data; the possibility of reverse causality cannot be entirely ruled out, and further testing of the content validity of the scales is warranted. Because the research scope is concentrated on heritage-based destinations, the generalizability of the findings to other types of destinations is also limited. Future studies should extend the model and the range of research subjects, employ multi-source data, adopt longitudinal designs and multi-level analysis, and consider the roles of digital marketing, artificial intelligence, and digital transformation, as well as non-heritage-based destination types. In addition, future research should shift from examining intention toward examining actual behavior and outcomes of tourism product development, in order to better clarify the gap between intention and action.

CONCLUSION OF THE DISSERTATION

The research findings show that all 12 of the 12 direct-relationship hypotheses were supported, with the tourism product delivery process, pricing, distribution and connectivity of tourism products, brand image, human resources within the enterprise, promotion and communication, physical facilities, and existing tourism products identified, in descending order, as the factors exerting a positive influence on managers' perceptions. Business risk, by contrast, exerts a statistically significant negative effect on this perception. In addition, all three factors — managers' perceptions, brand image, and business risk — exert a direct effect on tourism product development intention (with business risk exerting a negative effect). Moreover, all factors belonging to the 7Ps Marketing strategy, brand image, and business risk influence tourism product development intention through the mediating role of tourism enterprise managers' perceptions. These findings are broadly consistent with numerous prior studies conducted in different spatial and temporal contexts, both in Vietnam and abroad.

On this basis, the dissertation has also developed three groups of policy implications and five groups of managerial implications, closely aligned with the content of Prime Ministerial Decision No. 1745/QĐ-TTg, and has identified five limitations together with suggestions for potential future research.

The findings of this dissertation contribute to enriching the body of empirical research on tourism product development intention from a business management perspective, particularly through an in-depth examination of tourism enterprise managers' perceptions of tourism product development intention. In addition, the study offers practical contributions to the implementation of the 7Ps Marketing strategy in practice, within the context of tourism enterprises in Hue City.

LIST OF RELATED PUBLISHED WORKS

Phan Nguyen Bao Hoang, Vo Thanh Hai, Pham Xuan Son, Le Duc Toan (2023). Factors affecting domestic customers' destination loyalty: The case of Da Nang. *Journal of Economics and Development*, 308(2), 82–92. <https://doi.org/10.33301/JED.VI.655> (First author; journal ranked 1.0 point)

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