VNU Journal of Economics and Business

Journal homepage: https://jeb.ueb.edu.vn

Original Article

Assessment of factors affecting tourism policy implementation in businesses: A case study of Hanoi, Vietnam

Le Thi Thanh Huyen[1], Nguyen The Vinh[1], Hoang Xuan Vinh[2], Luu Huu Van[3,*]

[1]*Academy of Policy and Development – Ministry of Planning and Investment*
Nam An Khanh Urban Area, An Thuong Ward, Hoai Duc District, Hanoi, Vietnam
[2]*VNU University of Economics and Business*
No. 144 Xuan Thuy Street, Cau Giay District, Hanoi, Vietnam
[3]*Hanoi University of Industry*
No. 298 Cau Dien Street, Bac Tu Liem District, Hanoi, Vietnam

Abstract: Tourism policy plays a huge role in the tourism economy and contributes to the overall economic development of a region, locality, or country. And businesses play a key role in implementing policies to achieve those goals. In reality, the implementation of tourism policies in businesses still faces many inadequacies, is not thorough, and there are many conflicts. This study uses quantitative research methods with AHP analytical hierarchy theory to evaluate factors affecting the implementation of tourism policies in Vietnamese businesses in Hanoi. The results show that there are five main factors affecting policy implementation in businesses: "Enterprise resources", "Enterprise awareness", "State apparatus", "Interdisciplinary factors" and "Society". Among them, the factor "Enterprise awareness" has the strongest impact, followed by the factors "Enterprise resources", "State apparatus", "Interdisciplinary factors" and finally the "Society" factor.

Keywords: Tourism, tourism policy, policy implementation, tourism businesses, Hanoi.

1. Introduction

A brief analysis of the history of tourism policy from its inception to the present shows that the nature of tourism policy is very complex. Tourism is an elusive and somewhat unstable phenomenon, outside the stable structures of everyday politics. It is of an interdisciplinary nature involving many State policies and ministries (Keller, 2015).

Tourism policy is a part of growth-oriented economic policy. Of course, each government must decide to use tourism policy purely as a special tool for economic growth or to integrate it permanently (Keller, 1999). However, in reality, the application and implementation of

tourism policies in businesses still face many shortcomings, is not thorough, and there are many conflicts - conflicts between factors within the industry, and outside of the industry.

For example, the policies to create favorable conditions for travel, residence, and immigration procedures for tourists, conflict with some issues of ensuring national politics and security. Tourism policies can easily be exploited to commit other illegal acts by across-border non-traditional crimes. Policies to support training and development of tourism's human resources are promoted while the trend of human resources leaving the tourism industry is very high after the COVID-19 pandemic. Besides, the mindset of tourism development towards profit goals is still the main and core goal of businesses operating in the tourism industry today. Thinking about a responsible tourism industry and sustainable development still seems to be just a theoretical concept for businesses as well as business participants in the tourism product chain in Vietnam. All characteristics of the inside and outside of the industry, as well as the limitations, and conflicts between factors inside and outside the industry environment, have impacted the implementation of tourism policies in Vietnamese businesses. Impacts can be negative, positive, subjective, or objective.

Hanoi, the capital of Vietnam, is famous for its century-old architecture and rich culture with Southeast Asian, Chinese, and French influences. With nearly 6,000 relics and more than 1,350 craft villages, Hanoi has much potential to develop cultural tourism, craft village tourism, and spiritual tourism. Along with that, the suburbs with many rich natural resources are suitable for Hanoi to develop entertainment tourism, sports tourism, eco-tourism, agricultural tourism... (Duong, 2022). By the end of June 2023, Hanoi had 3,756 tourist accommodations with nearly 70.3s thousand rooms, including 603 hotels. Standard tourism services in Hanoi currently include 29 food services, 35 shopping services, 6 entertainment services, and one health care service. The system of standard shopping, dining, and entertainment service facilities to serve tourists has attracted many tourists (Vietnam News Agency, 2023).

However, besides the advantages and positive results obtained, the activities of Hanoi's tourism industry still have many shortcomings. For example, the implementation of tourism policies is still limited. This study will clarify the factors affecting the implementation of tourism policies at Vietnamese tourism businesses currently located in Hanoi. So, appropriate solutions will be offered to promote positive impacts, minimize negative impacts, and improve the effectiveness of implementing tourism policies at businesses.

2. Literature review

2.1. Tourism policy

Tourism policy is created as a theoretical body with its origin and foundation in economic policy. It is therefore necessary to conduct a prior review of the general concepts of economic policy as it forms the reference framework for sectoral policies, such as tourism (Mir, 2000). Currently, there are many studies aimed at understanding the policy aspects of tourism (Airey, 2015). Hall and Jenkins (1995) define tourism policy as "whatever a government chooses to do or not do for tourism". Like most other aspects of tourism, knowledge of its policy and political dimensions has expanded greatly, during its existence as a distinct field of study.

Each country has different tourism policies, consistent with the world's tourism context in general, and the current situation and tourism development capacity in each country in particular. For example, in Vietnam, tourism policy or tourism development policy according to the 2017 Law on Tourism includes: a policy of mobilizing all resources for tourism development to ensure tourism becomes a key economic sector of the country; policies on incentives and investment support for organizations and individuals doing tourism business; priority policy on funding for activities of investigation, evaluation, protection, restoration, development of tourism resource value, and tourism planning; policies to encourage and support investment activities to develop technical facilities, high-quality tourism services, research, orientation for tourism product development, training and human resource development tourism, and policies to create favorable conditions for travel, residence,

exit and entry procedures, customs, value-added tax refunds and policies to ensure other legal rights and interests for tourists (National Assembly, 2017).

2.2. Policy implementation

Policy implementation plays a key role in the policy-making process, as poor or non-implementation of policies means wasted resources, time, and expertise spent on formulating policy. As a result, not only will the process of solving a public problem be delayed, but the credibility and trust of the government and relevant public agencies will be lost (Elliot, 1997). Dredge and Jenkins (2007) describe policy implementation as "the process by which policy ideas and plans are translated into practice". O'Toole (1995) points out that policy implementation "refers to the link between the expression of government intentions and actual outcomes". Policy implementation is an extension of policy formulation. There is no universally accepted definition of tourism policy. The policy-making process is an interactive process with no beginning or end (Lindblom, 1980, 1993, 2000; Zhang et al., 2002). Although this issue is of great importance, Dodds and Butler (2010) argue that "research on tourism policy implementation is weak". Long-term policy implementation, strategies, and plans are indispensable for achieving sustainable and inclusive tourism growth (OECD, 2018c, 2020).

2.3. Tourism businesses

Microenterprises employ from 1 to 4 employees, small enterprises employ 5 to 19 employees, and medium enterprises employ 20 to 100 employees (Dimoska et al., 2015). Tourism businesses are a bridge between tourists and the landscape. The tourism operator explains and arranges the landscape for tourists, which also influences tourist behavior (GeoparkLife, 2017). The role of small and medium enterprises in tourism is very relevant (Getz et al., 2004; Williams & Shaw, 2011) and important when meeting customers' specific needs and providing them with the required travel services in a customized way (Novelli et al., 2006). The SMEs in the tourism industry play a vital role in all types of developed, emerging, and developing economies. Small and medium-sized enterprises can also be considered a key driving force in the development and competitiveness of a tourist destination/region (Getz et al., 2004; Thomas, 2007). An effective tourism and conservation policy will support economic, as well as environmental goals. Several environmentally and economically sustainable tourism businesses play an important role in maintaining thriving communities in areas with high natural values (GeoparkLife, 2017).

2.4. Factors affecting tourism policy implementation

People recognize 4 factors in tourism policy implementation. These include the economy: the social macro environment: institutions and inter-organizational relations (IOR) and inter-organizational coordination structure (IOC); and influential interest groups (Wang & Ap, 2013). Meanwhile, Fotuhinia et al. (2014) argue that there are five factors including public policy, macro and microenvironment, institutional arrangements, relationships between organizations, and coordination between organizations and influential interest groups that influence the implementation of tourism policy. Based on actual surveys at businesses in Hanoi combined with consultation with experts, this study proposes 5 factors affecting the implementation of tourism policy as follows:

2.4.1. Enterprise resources

No matter how tourism policy is formulated in government structures, it will ultimately be implemented in businesses. Tourism businesses play an important role in implementing information exchange and cooperation. Therefore, studying how to implement tourism policies in businesses is valuable and interesting. A clear understanding of tourism policy implementation not only improves the government's tourism policy-making process but also enhances theoretical understanding of the political aspects of tourism including tourism politics and the tourism policy-making process (Zhang et al., 2002).

2.4.2. Enterprise awareness

Corporate social responsibility (CSR) in tourism can be defined as a business-oriented policy whereby tourism companies integrate

social and environmental concerns into their mission, strategy, business strategies, operations, and as well as their interactions with stakeholders. Lack of awareness and knowledge about sustainability among senior management and scarce government support are also barriers to CSR implementation. Tourism businesses are mainly motivated to carry out environmentally friendly activities when convinced that they will reduce operating costs and create a competitive advantage in the market (Lund-Durlacher, 2015).

2.4.3. State apparatus

To develop any policy, program, or action, it is always necessary to have some organization that manages the programs and actions using human and material resources (Velasco, 2016). Tourism policy is an emerging policy and has been influenced by its late introduction and the tendency of civil societies and economies to burden the state with many other tasks. Two strategies can be adopted to ensure that tourism policy continues to work in real circumstances. State tourism promotion must be close to the market and consistent with the principles of a market economy. Tourism policy must be strategic to influence framework conditions more than it intervenes in the market (Keller, 2015). Many policy practitioners believe that policy goals cannot be successfully achieved without support and coordination from higher levels of government, and support and recognition at higher levels are considered mandatory. Many local government respondents and policy implementers think that without national and regional support, policy plans will not be effective because sustainability goes beyond the local level (Dodds & Butler, 2010).

2.4.4. Interdisciplinary factors

Although policy implementation must involve State processes, it also should be placed in the broader social context and its interactions with that context (Hill, 1997). For example, Benson (1983) argues that policy implementation must be considered in terms of the relationship between administrative arrangements and groups in society with an interest in policy, and practices in society. Actual policy implementation involves the relationship between the government's intentions for its policies and the tensions and negotiations between actors surrounding those policies (Ingham, 2008; Jessop, 1990, 2001).

Sustainable tourism policies require close coordination with other sectors including taxation, transport, housing, social development, environmental conservation and protection, and resource management. Because policy can often change during implementation, other sectors should be aware of each other and communicate their needs and concerns to create progress in implementing the policy (Younis, 1990).

2.4.5. Society

The specific policies developed by the government reflect these broad roles, and different groups and individuals in society may have different views on the appropriateness of policies and their implementation. Government agencies, levels of government, and different actors within government may also have slightly different perspectives on policies (Krutwaysh & Bramwell, 2010). There are processes of conflicts and negotiation between actors involved in day-to-day policy-related activities, although the power of the government means that broader state interests often prevail (Marsh & Smith, 2000). Dodds and Butler (2010) also show that power struggles arise in every sector and have hindered policy implementation in all aspects of government, industry, and across many other sectors like tourism.

Table 1: Factors affecting tourism policy implementation

Main-factors	Sub-factors	References
Enterprise resources	Finance	Mir, 2000; Zhang, 2000; Wang & Ap, 2013; UNWTO, 2013
	Facilities	Zhang, 2000; Wang & Ap, 2013; UNWTO, 2013
	Science and technology	Zhang, 2000; Wang & Ap, 2013
	Human resources	Mir, 2000; Zhang, 2000; Wang & Ap, 2013; UNWTO, 2013

Enterprise awareness	Corporate social responsibility	Zhang, 2000; Wang & Ap, 2013; Lund-Durlacher, 2015
	State tourism policy	Zhang, 2000; Wang & Ap, 2013
	Orientation of tourism business activities	Zhang, 2000; Wang & Ap, 2013; UNWTO, 2013; Lund-Durlacher, 2015
The State Apparatus Implements Policies	Staff and civil servants	Dodds & Butler, 2010; Wang & Ap, 2013
	Administrative procedures	Dodds & Butler, 2010; Wang & Ap, 2013; Dodds & Butler, 2010
	Facilities are provided	Dodds & Butler, 2010; Wang & Ap, 2013
	Science and technology are applied	Dodds & Butler, 2010; Wang & Ap, 2013
Interdisciplinary factors	National security and defense	Hill, 1997; Benson, 1983; Ingham, 2008; Jessop, 1990, 2001; Wang & Ap, 2013; Keller, 2015
	Natural resources and environment	Younis, 1990; Hill, 1997; Benson, 1983; Ingham, 2008; Jessop, 1990, 2001; Wang & Ap, 2013; Wang & Ap, 2013; Keller, 2015
	Conservation of heritage	Younis, 1990; Hill, 1997; Benson, 1983; Wang & Ap, 2013; Keller, 2015
Society	Social conflict	Mir, 2000; Marsh & Smith, 2000; Krutwaysh & Bramwell, 2010; Dodds & Butler, 2010; Wang & Ap, 2013
	Social rules and customs	Krutwaysh & Bramwell, 2010; Dodds & Butler, 2010; Wang & Ap, 2013
	Social macro environment	Dodds & Butler, 2010; Wang & Ap, 2013

Source: Authors.

2.4.6. Model of factors affecting the implementation of tourism policies in businesses

Figure 1: Model of factors affecting the implementation of tourism policies in businesses
Source: Authors.

3. Research methods

This study uses quantitative research methods with AHP analytical hierarchy theory. The AHP is proposed to formulate decision-making problems at many levels or hierarchies (Saaty, 1987). The scale used for comparison in AHP allows decision-makers to combine experience and knowledge intuitively (Millet, 1998). The AHP result is the weighted ranking of the criteria by calculating the pairwise comparison matrices of the criteria. The process of the hierarchical analysis method includes 5 steps as follows:

Step 1: Determine the set of evaluation standards (Cj) and the set of corresponding criteria (Cjg)

Based on the literature review to determine the set of standards Cj (j = 1,…, h) and the set of criteria corresponding to each standard Cjg (g = 1,…, n)

Step 2: Establish a decision-making council (Dt)

Establish a council of k decision-makers $(D_t, t = 1,…,k)$ responsible for selecting the set of standard Cj and the corresponding criteria for each standard Cjg. After the council members have selected the criteria and standards, based on the results collected from the questionnaire, conduct pairwise comparisons between the standards and between the corresponding criteria to each standard with the following levels of importance: Equally important, Moderately important, Strongly important, Very strongly important and Extremely important.

Step 3: Determine the weight of the standards

Let $Wjt \in R, j = 1,…,h, t = 1,…k)$ be the weight determined under the decision maker D_t for each criterion C_j. The average value, w_j of each weight C_j is evaluated under the k-decision-maker council and can be calculated:

$$w_j = (1/k) \otimes (w_{j1} \oplus w_{j2} \oplus … \oplus w_{jk}) \quad (1)$$

Step 4: Determine the weight of the corresponding criteria to each standard

Let $Wjgt \in R, j = 1,…h, g = 1,…,n, t = 1,…k)$ be the weight determined under the decision maker D_t for each criterion Cjg. The average value Wjg of each weight Cjg is evaluated under the k-decision-maker council and can be calculated:

$$Wjg = \left(\frac{1}{k}\right) \times (Wjg1 + Wjg2 + \cdots + Wjgk) \quad (2)$$

Step 5: Calculate the final value of the corresponding criteria to each standard

The final value of the criteria corresponding to each standard is calculated by the product between the weight of the standards and the weight of the criteria corresponding to each standard.

$$Tjg = \left(\frac{1}{h}\right) Wj \times Wg, j = 1,…h; g = 1,…n) \quad (3)$$

4. Results and discussion

In this study, data were collected through interviews with experts in teaching and scientific research in the field of tourism. The questionnaires were sent directly to 07 experts, 04 of them were selected due to the degree of correlation in their responses and correlation with the literature review. The selected experts will select and determine the weights of the standards according to the following steps:

Step 1: Determine the set of evaluation standards

From the literature review to combining with the practical situation of businesses, 04 experts discussed and selected 5 standards in the evaluation process including: Enterprise resources (C1), Enterprise awareness (C2), State apparatus (C3), Interdisciplinary factors (C4) and Social factor (C5). In this step, the decision-making council will evaluate the options, based on the standards. In particular, the opinions of the decision-making council are expressed through language variables specifically specified in Table 2.

Step 2: Establish a decision-making council: The council consists of 04 decision-making experts D1, D2, D3 and D4.

Table 2: Criteria for evaluating impacts on tourism policy implementation

No.	Criteria code	Main-criteria	Sub-criteria	Definition
1	C11	Enterprise resources (C1)	Finance	The financial resources of the business are available
2	C12		Facilities	Existing business facilities
3	C13		Science and technology	Science and technology that businesses are applying
4	C14		Human resources	The current human resources the business has
5	C21	Enterprise awareness (C2)	Corporate social responsibility	Business awareness of social responsibility

6	C22		State tourism policy	Business awareness of the meaning and role of the State's tourism policies
7	C23		Orientation of tourism business activities	Current orientations and strategies for tourism business activities of the enterprise
8	C31		Staff and Civil servants	A team of officials and civil servants working in management agencies at all levels of the tourism industry
9	C32	State apparatus (C3)	Administrative Procedures	Administrative procedures are being regulated in the tourism industry
10	C33		Facilities are provided	Infrastructure is provided to serve the current tourism industry
11	C34		Science and Technology are applied	The science and technology system is applied in current tourism management agencies
12	C41		National Security and Defense	Rules, regulations, and standards in ensuring national security and defense
13	C42	Interdisciplinary factors (C4)	Natural resources and environment	Rules, regulations, and standards in the use of national natural resources and environment
14	C43		Conservation of heritage	Rules, regulations, and standards for preserving national cultural heritage
15	C51		Social conflict	Conflicts over organizational structure and interests of groups, organizations, and social classes in Vietnam today
16	C52	Society (C5)	Social rules and customs	Rules, customs, traditions, and culture of current Vietnamese society
17	C53		Social macro environment	Social macro environment such as culture, institutions, integration, internationality - globality.

Source: Authors.

Step 3: Determine the weight of the standards

After determining the standards for evaluating factors affecting the implementation of tourism policies in businesses, Council members are asked to make a pairwise comparison assessment between the standards using the AHP model of Chang's (1996) to determine the weights of standards, based on formula (1). This is presented in Table 3.

Table 3: Weight values of main criteria

	C1	C2	C3	C4	C5	Total average	Weight ($w_{j=1;5}$)
C1	1.000	0.500	2.250	3.250	3.500	2.100	0.290
C2	2.000	1.000	2.000	3.500	3.500	2.400	0.331
C3	0.458	0.500	1.000	2.000	3.000	1.392	0.192
C4	0.313	0.292	0.500	1.000	2.250	0.871	0.120
C5	0.313	0.292	0.333	0.458	1.000	0.479	0.066
						7.242	

Source: Authors.

The results of Table 3 show that the weight value of the main criterion C2 $w_2 = 0.331$ has the largest value, followed by the weight value of the main criterion C1 with $w_3 = 0.290$, criterion C3 with $w_3 = 0.192$, criterion C4 with $w_4 = 0.120$, and criterion C5 with $w_5 = 0.066$. This means that the factor "Enterprise awareness" has the greatest impact on the implementation of tourism policies in businesses compared to the remaining criteria; the "Enterprise resources"

factor has the second impact, and the next are the factors "State apparatus for policy implementation" and "Interdisciplinary factors". Finally, there is the "Society" factor.

Step 4: Determine the weight of the criteria corresponding to each standard

After determining the standards for evaluating factors affecting the implementation of tourism policies in businesses, Council members are asked to make a pairwise comparative assessment between the corresponding criteria. Each standard uses Chang's (1996) AHP model to determine the weight of the criteria, based on formula (2), presented in Table 4.

Table 4: Table of weighted values of criteria depending on the main criterion "Enterprise resources", "Enterprise awareness", "State's tourism policies", "Interdisciplinary factors" and "Society"

Human Sources	C11	C12	C13	C14	Total average	Weight ($w_{jg=11;14}$)
C11	1.000	2.750	2.250	0.500	1.625	0.288
C12	1.042	1.000	0.375	0.417	0.708	0.126
C13	0.833	2.750	1.000	0.375	1.240	0.220
C14	2.000	2.500	2.750	1.000	2.063	0.366
					5.635	
Awareness	C21	C22	C23		Total average	Weight ($w_{jg=21;23}$)
C21	1.000	0.458	0.375		0.611	0.156
C22	2.250	1.000	2.500		1.917	0.489
C23	2.750	0.417	1.000		1.389	0.355
					3.917	
State	C31	C32	C33	C34	Total average	Weight ($w_{jg=31;34}$)
C31	1.000	2.000	2.750	2.250	2.000	0.383
C32	0.500	1.000	1.625	2.750	1.469	0.281
C33	0.375	0.875	1.000	0.417	0.667	0.128
C34	0.458	0.375	2.500	1.000	1.083	0.208
					5.219	
Interdisciplinary	C41	C42	C43		Total average	Weight ($w_{jg=41;43}$)
C41	1.000	2.500	2.500		2.000	0.520
C42	0.417	1.000	0.833		0.750	0.195
C43	0.417	1.875	1.000		1.097	0.285
					3.847	
Society	C51	C52	C53		Total average	Weight ($w_{jg=51;53}$)
C51	1.000	2.250	0.458		1.236	0.327
C52	0.458	1.000	0.792		0.750	0.199
C53	2.250	2.125	1.000		1.792	0.474
					3.778	

Source: Authors.

For the main criterion "Enterprise resources", the results of Table 4 show that the weight value of sub-criterion C14 w14=0.366 has the largest value, followed by the weight value of sub-criterion C11 with w11=0.288, sub-criterion C13 with w13=0.220, sub-criterion C12 with w12=0.126. This means that the sub-criterion "Human resources of the enterprise" (C14) is most important to the implementation of tourism policies in enterprises compared to the remaining criteria. The sub-criterion "Finance of the enterprise" (C11) is the second most important, the next is "Science and technology applied by the enterprise" and finally the sub-criterion "Enterprise's facilities" (C12). For the main criterion "Enterprise Awareness", the results show that the weight value of sub-criterion C22 w22=0.489 has the largest value,

followed by the weight value of sub-criterion C23 with $w23 = 0.355$, sub-criterion C21 with $w21 = 0.156$. This means that the sub-criterion "Awareness of the State's tourism policies" (C22) is most important to the implementation of tourism policies in enterprises compared to the remaining criteria, the sub-criterion "Orientation of tourism business" (C23) is the second most important, and finally the sub-criterion "Awareness of the corporate social responsibility" (C21).

For the main criterion "State's tourism policies", the results also show that the weight value of sub-criterion C31 $w31 = 0.383$ has the largest value, followed by the weight value of sub-criterion C32 with $w32 = 0.281$, sub-criterion C34 with $w34 = 0.208$, sub-criterion C33 with $w33 = 0.128$. This means that the sub-criterion "Officials and civil servants working in the tourism industry" (C31) is most important to the implementation of tourism policies in enterprises compared to the remaining criteria. The sub-criterion "Administrative Procedures" (C32) is the second most important, the next is "The science and technology system is applied in current tourism management agencies" (C34) and finally the sub-criterion "Infrastructure is provided to serve the current tourism industry" (C33). For "Interdisciplinary factors", the weight value of sub-criterion C41 $w41 = 0.520$ has the largest value, followed by the weight value of

sub-criterion C43 with $w43 = 0.285$, sub-criterion C42 with $w42 = 0.195$. This means that the sub-criterion "National Security and Defense" (C41) is most important to the implementation of tourism policies in enterprises compared to the remaining criteria, the sub-criterion "Conservation of heritage" (C43) is the second most important, and finally the sub-criterion "Natural resources and environment" (C42). For the main criterion "Society", the results show that weight value of sub-criterion C53 $w53 = 0.474$ has the largest value, followed by the weight value of sub-criterion C51 with $w51 = 0.327$, sub-criterion C52 with $w52 = 0.199$. This means that the sub-criterion "Social macro environment" (C53) is most important to the implementation of tourism policies in enterprises compared to the remaining criteria, the sub-criterion "Social conflict" (C51) is the second most important, and finally the sub-criterion "Social rules and customs" (C52).

Step 5: Calculate the final value of the criteria corresponding to each standard

After determining the weight of the criteria corresponding to each standard, Council members were asked to calculate the final value of the criteria corresponding to each standard using Chang's AHP model (1996) based on formula (3). The results are presented in Table 5.

Table 5: Table of weighted values of sub-criteria depending on main-criteria

	Average weight of standards ($w_{j=1;5}$)		Average weight of criteria ($w_{jg=11;53}$)	Final value ($t_{jg=11;53}$)
C1	0.290	C11	0.288	0.084
	0.290	C12	0.126	0.036
	0.290	C13	0.220	0.064
	0.290	C14	0.366	0.106
C2	0.331	C21	0.156	0.052
	0.331	C22	0.489	0.162
	0.331	C23	0.355	0.118
C3	0.192	C31	0.383	0.074
	0.192	C32	0.281	0.054
	0.192	C33	0.128	0.025
	0.192	C34	0.208	0.040
C4	0.120	C41	0.520	0.063
	0.120	C42	0.195	0.023
	0.120	C43	0.285	0.034
C5	0.066	C51	0.327	0.022
	0.066	C52	0.199	0.013
	0.066	C53	0.474	0.031

Source: Authors.

The results of Table 5 show the final values of the criteria depending on the main criteria (C1 to C5) from t_{11} to t_{53} respectively. Specifically:

For the main criterion C1 "Resources of the enterprise", the final value of the sub-criteria increases from "Enterprise's facilities", "Science and technology applied by the enterprise", "Finance of the enterprise", "Human resources of the enterprise" which correspond to the values $t_{12} = 0.036$, $t_{13} = 0.064$, $t_{11} = 0.084$ and $t_{14} = 0.106$. This means that the sub-criterion "Human resources of the enterprise" (C14) is most important to the implementation of tourism policies in enterprises compared to the remaining criteria. The sub-criterion "Finance of the enterprise" (C11) is the second most important, followed by the sub-criterion "Science and technology applied by the enterprise" (C13) and finally the sub-criterion "Enterprise's facilities" C(12). This result is completely consistent with the results of evaluating the weight of criteria depending on the main criterion "Enterprise resources" in Table 4.

For the main criterion C2 "Enterprise awareness", the final value of the sub-criteria increases from "Awareness of corporate social responsibility", "Orientation of corporate activities" to "Awareness of State Policy" corresponding to the values $t_{21} = 0.052$, $t_{23} = 0.064$ and $t_{22} = 0.162$. This means that the sub-criterion "Awareness of State Policies" (C22) is most important to the implementation of tourism policies in businesses compared to the remaining criteria. The sub-criteria "Orientation of the business" (C23) is more important than the second, and finally the sub-criterion "Awareness of corporate social responsibility" (C21). This result is completely consistent with the results of evaluating the weight of criteria depending on the main criterion "Enterprise awareness" in Table 4.

For the main criterion C3 "State policy", the final value of the sub-criteria increases from "Facilities of industry management agencies", "Science and technology applied in tourism industry management agencies", "Administrative procedures in the tourism industry", "Staff of officials and civil servants serving in the tourism industry" corresponding to the values $t_{33} = 0.025$, $t_{34} = 0.040$, $t_{32} = 0.054$ and $t_{31} = 0.074$. This means that the sub-criterion

"Staff of officials and civil servants serving in the tourism industry" (C31) is most important to the implementation of tourism policies in businesses compared to the other criteria. For the rest, the sub-criterion "Administrative procedures in the tourism industry" (C32) is the second most important, followed by the sub-criterion "Science and technology applied in tourism management agencies" (C34) and finally the sub-criterion "Facilities of industry management agencies" (C33). This result is completely consistent with the results of evaluating the weight of criteria depending on the main criterion "State's policy" in Table 4.

For the main criterion C4 "Interdisciplinary factors", the final value of the sub-criteria increases from "Resources – environment", "Conservation of heritage" to "National Security and Defense" respectively corresponding to the values $t_{42} = 0.023$, $t_{43} = 0.034$ and $t_{41} = 0.063$. This means that the sub-criterion "National Security and Defense" (C41) is most important to the implementation of tourism policies in businesses compared to the remaining criteria. The sub-criterion "Conservation of heritage (C43) is the second most important, and finally the sub-criterion "Natural resources and environment" (C42). This result is completely consistent with the results of evaluating the weight of criteria depending on the main criterion "Interdisciplinary factors" in Table 4.

For the main criterion C5 "Society", the final value of the sub-criteria increases from "Social rules and customs", "Social conflicts" to "Social macro environment" respectively corresponding to the values $t_{52} = 0.013$, $t_{51} = 0.022$ and $t_{53} = 0.031$. This means that the sub-criterion "Socio-macro environment" (C53) is most important to the implementation of tourism policies in businesses compared to the remaining criteria. The sub-criteria "Social conflicts" (C51) is the second most important, and finally sub-criterion "Social rules and customs" (C52). This result is completely consistent with the results of evaluating the weight of criteria depending on the main criterion "Society" in Table 4.

The research results also clearly show that the sub-criterion "Awareness of State Policies" (C22) of the main criterion "Awareness of businesses" (C2) with the final value $t_{22} = 0.162$ is the biggest affecting sub-criterion to the implementation of tourism policies in

businesses. The sub-criterion "Social rules and customs" (C52) of the main criterion "Society" (C5) with the final value $t_{22} = 0.013$ has the least impact on the implementation of tourism policies in businesses.

5. Conclusion

Researching factors affecting the implementation of tourism policies in businesses plays an important role in determining the level of interaction between the formulation and implementation of the State's tourism policies.

Research results clearly show that five main factors have impacted the implementation of tourism policies in Vietnamese businesses in Hanoi today. The first factor, "Enterprise resources" includes financial resources, human resources, physical facilities, and science and technology that the enterprise is applying. The second factor is "Enterprise awareness", including awareness of the meaning and role of the State's tourism policy; awareness of the social responsibilities that businesses need to do; and the orientations and strategies of tourism business activities that businesses aim for. The third factor is "The State apparatus for implementing policies" including: sub-factors that include the team of officials and civil servants working in management agencies at all levels in the tourism industry; administrative procedures that are being regulated in the tourism industry; infrastructure that is provided to serve the current tourism industry; and science and technology systems applied in current tourism management agencies. The fourth factor is "Inter-sectoral factors", specifically rules, regulations, and standards in ensuring national security and defense; rules, regulations, and standards in the use of national natural resources and environment; and rules, regulations, and standards in preserving national cultural heritage. The fifth factor is the "Society" factor, including sub-factors: conflicts over organizational structure, interests of groups, organizations, and social classes in Vietnam today; rules, customs, traditions, and culture of current Vietnamese society; and the social macro environment such as culture, institutions, global integration, and internationality of Vietnamese society today.

This study shows that the government of Hanoi needs to use more methods to increase businesses' awareness of the State's tourism policies and the social responsibilities that businesses need to implement. Second, State policy, combined with Hanoi tourism policy needs to promote support tools to develop business resources, such as creating conditions to support training and disseminating knowledge for labor resources in the tourism industry and creating conditions for businesses to better access science and technology and the physical infrastructure for the tourism industry. In addition, the State's organizational structure, including officials and civil servants working in tourism management agencies in general, and Hanoi city in particular, needs to further support businesses in implementing tourism policies or procedures. Administration should be streamlined, quick, and timely in serving businesses to implement tourism policies. In addition, tourism economic management agencies need to coordinate closely and continuously with other sectors such as - National Security Defense, Natural Resources - Environmental Management, and Conservation of cultural and historical heritage agencies. Finally, the dissemination of social factors such as social conflicts, culture, and national traditions, as well as international integration trends, will help businesses quickly seize opportunities to implement tourism policies to exploit tourism policy strengths, thereby contributing to strongly promote the Hanoi tourism economy in particular and Vietnam's national economy in general.

References

Airey, D. (2015). Developments in understanding tourism policy. *Tourism Review, 70*(4), 246-258.

Benson, J. (1983). Interorganizational networks and policy sectors. In D. R. (Eds.), *Interorganizational Coordination.* Ames, Iowa: Iowa State University Press.

Dimoska T., Tuntev Z. & Nikolovski B. (2015). The relationship between small and medium-sized enterprises, tourism and economic development. *Journal of Process Management – New Technologies, International, 3*(1), 18-27.

Dodds R. & Butler R. (2010). Barriers to implementing sustainable tourism policy in mass tourism

destinations. *Tourismos: An international Multidisciplinary Journal of tourism, 5*(1), 35-53.

Duong, T. (2022). Hanoi tourism: Potential and development solutions. *Communist Review.*

Dredge, D., & Jenkins, J. (2007). *Tourism Planning and Policy.* Brisbane: John Wiley & Sons.

Elliot, J. (1997). *Tourism: Politics and Public Sector Management.* London, New York: Routledge.

Fotuhinia A., Toranlo H. S., Mazidi M. S. (2014). A Review on Factors Effecting on Tourism Policy Implementation: A tool on the Development of the Tourism Industry in Islamic Republic of Iran. *Developing Country Studies, 4*(22), 53-63.

GeoparkLife. (2017). Good Practice Guide The role of tourism enterprises. *GeoparkLIFE Tourism for Conservation.* Ireland: GeoparkLIFE.

Getz, D., Carlsen, J. & Morrison, A. (2004). *The Family Business in Tourism and Hospitality.* Oxfordshire: CABI Publishing.

Hall, C.M. & Jenkins, J.M. (1995). *Tourism and Public Policy.* London: Routledge.

Hill, M. (1997). *The Policy Process A Reader.* London: Routledge.

Ingham, G. (2008). *Capitalism.* Cambridge: Polity.

Jessop, B. (1990). *State Theory: Putting Capitalist States in Their Place.* Cambridge: Polity.

Jessop, B. (2001). Institutional re(turns) and the strategic-relational approach. *Environment and Planning A, 33*, 1213-1235.

Keller, P. (1999). Future-oriented tourism policy - Synthesis of the 49th AIEST Congress. *The Tourist Review*, 54. 3, pp. 2-6.

Keller, P. (2015). Tourism policy in advanced economies: How can it be effective and efficient? *Tourism Review, 70*(4), http://dx.doi.org/10.1108/TR-05-2015-0017.

Krutwaysho O. & Bramwell B. (2010). Tourism policy implementation and society. *Annals of Tourism Research, 37*(3), 670–691.

Lindblom, C. (1980, 1993, 2000). *The Policy-making Process,* 2nd ed. Englewood Cliffs, NJ: Prentice-Hall.

Lund-Durlacher, D. (2015). Corporate Social Responsibility in Tourism. In P. &. Moscardo, *Education for Sustainability in Tourism - A Handbook of Processes, Resources, and Strategies* (pp. 59-73, DOI: 10.1007/978-3-662-47470-9_4). Berlin: Springer.

Marsh, D., & Smith, M. . (2000). Understanding policy networks: Towards adialectical approach. *Political Studies, 48*(1), 4-21.

Millet, I. (1998). Ethical decision making using the analytic hierarchy process. *Journal of Business Ethics, 17*(11), 1197-1204 .

Mir, V. M. (2000). La Política Turística: Una Aproximación. *Cuadernos de Turismo, nº 6*, 7-27.

Novelli M., Schmitz B., Spencer T. (2006). Networks, clusters and innovation in tourism: A UK experience. *Tourism Management 27*, 1141–1152.

O'Toole, L. (1995). Rational choice and policy implementation. *American Review of Public Administration, 25*(1), 43-57.

OECD. (2018c). Analysing megatrends to better shape the future of tourism. *OECD Tourism Papers,* No. 2018/02, DOI: 10.1787/d465eb68-en. Paris: OECD Publishing.

OECD. (2020). Tourism trends and policy priorities. In OECD, *OECD Tourism Trends and Policies 2020* (pp. DOI: 10.1787/6b47b985-en). Paris: OECD Publishing.

Vietnam National Assembly (2017). Law No. 09/2017/QH14 of the National Assembly: Law on tourism

Saaty, R. W. (1987). The Analytic Hierarchy Process – What It Is and How It Is Used. *Mathematical Modelling 9(3-5)*, 161-176.

Thomas, R. (2007). Tourism partnerships and small firms: Power, participation and partition. *International Journal of Entrepreneurship and Innovation, 8*(1), 37-43.

Vietnam News Agency. (2023, 7 06). The Capital's Tourism industry continues to innovate to break through. *MCST of SRV.* Hanoi: MCST.

Velasco, M. (2016). Tourism Policy. In A. Farazmand, *Global Encyclopedia of Public Administration, Public Policy, and Governance* (pp. DOI: 10.1007/978-3-319-31816-5_2674-1). Springer International Publishing.

Wang & Ap. (2013). Factors affecting tourism policy implementation: A conceptual framework and a case study in China. *Tourism Management, 36*, 221-233.

Williams, A. M., & Shaw, G..(2011). Internationalization and innovation in tourism. *Annals of Tourism Research, 38(1)*, 27-51.

Younis, T. (1990). *Implementation in Public Policy.* London: Billing & Sons Ltd.

Zhang Q. H., Chong K. & Jenkins C. L. (2002). Tourism policy implementation in mainland China: an enterprise perspective. *International Journal of Contemporary Hospitality Management, 14*(1), 38-42.