

Exploring Luxury Travel from the Perspective of Ancillary Services Supplier: High-End Vehicles and Limousine Service.

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Abstract— The purpose of the study is to explore one of the ancillary services in tourism namely high-end vehicles and limousine service and identify its current supply, benefits, potential and challenges from the supply perspective. As the study on the topic is relatively new and intended to understand the experience of the service providers in Malaysia setting, qualitative study using case study approach was adopted as the study methodology. The scope of the study covers the perspective of the supplier or service providers of high-end vehicles and limousine service in Malaysia. From the findings, it is agreed that the provision of the service could positively enhance destination image and spurs tourism growth through top notch delivery service. However, industry overview and challenges revealed that insufficient supply of vehicles, illegal use of privately-owned vehicles for the service and shrinkage in economic growth, high cost of business operation, lack of access to information and assistance as well as issue of sustainability may hinder the potential to develop good destination image and stimulate tourism spending. To overcome these challenges, possible recommendations that can be suggested are facilitating the industry through government support, embracing innovative business model to sustain and stimulating larger demand through vibrant attractions as pull factor. In conclusion, the high-end vehicles and limousine service industry has to be clear with its actual target segmentation, embrace innovation to build market capabilities and strengthen its position and capabilities through business association. Future studies may include study from the demand perspective and comparison study between popular high-yield tourists' destinations.

Keywords— Ancillary service, Luxury travel, High-yield tourist, High-end vehicles service, Supply perspective

1. Introduction

The advancement of socioeconomic status of global consumers has stimulates the pattern of spending disposable income on experience [1] which includes investing in life-experience and luxurious, rewarding travel journeys that consequently create a new generation of traveller whom are capable to spend more due to their high income status. This generation is often called as high-yield tourists and among them are global elites. In 2010, Performance Management and Delivery Unit (PEMANDU) highlighted in Economic Transformation Program (ETP) that Malaysia tourism industry is highly dependent on tourist arrival rather than tourism yield. Reasons for the low yield include lower average length of stay; lower spend per day; and dependence on arrivals from short-haul markets [2]. In order to increase yield per tourist, there is need to attract high-income tourists to spend more and stay longer in the country. Although Malaysia has excellent track records in attracting high number of tourists, Malaysia is still lacking in providing sufficient support on the provision of tourism infrastructure and services. While the demand of first and business class flight tickets of airline industry for high-yield tourists is well-fulfilled, there are insufficient high-end vehicles and limousine services to cater the global elites. Currently there is a lack of supply of luxury car for rental in Malaysia with average only one limousine available to serve 44 high-end hotel rooms at a time in Klang Valley [3], [4]. Initial survey with service providers indicates that there are

less than 20 companies operating the high-end vehicles and limousine services in Klang Valley and some are operating illegally by using privately owned luxury cars with reasonable doubt standard. Additionally, these companies are tight up with hotels and do not have access capacity should there be a few events running concurrently. It is safe to say that the current supply of luxury cars is not able to meet an increasing demand and the service quality is lower than the neighbouring countries Singapore, Thailand and Indonesia. Consequently, the lack of supply in provision of high-end vehicles and limousine services may hinder the potential of the global elites to come to Malaysia. The availability and quality of these services may as well, highly influence the global elite's travel and tourism decision-making, satisfaction, wellbeing and future and transfer, car rentals as well as chauffeured and limousine or luxury cars services. Nonetheless, the ability to supply luxury cars to tourists would not only enhance the country's image thus encouraging high-end demand, but this investment will offer multiple opportunities for private sector involvement from the supply side. Hence, the aim of this study is to highlight that in order to achieve the target of Tourism National Key Result Area (NKRA) of 36 million tourist arrival and RM168 billion receipts in 2020, the country needs to look at a niche group tourist who is the global elite and one of the ancillaries in the supply system which is being demanded by the group but is insufficient in supply and not in a good array, that is the domestic transportation system of luxury cars (self-driven and chauffeured). The objectives of this paper are to explore the current supply of high-end vehicles and limousine service in Klang Valley and identify its benefits, challenges and potentials. Presently, there are very limited studies on the area of high-end vehicles and limousine service in Malaysia. In fact, this could be the pioneer research on the subject. The outcome of the research may shed many lights and questions on the impact of high-end vehicles and limousine services have

towards the tourism industry, private sector and nation in general.

1.1 Malaysia Tourism Industry Performance

Malaysia Government has launched an initiative by formulating The Malaysian Government's Economic Transformation Programme (ETP) Roadmap in 2010 [2] to revamp the tourism sector in Malaysia and re-emerge Malaysia in favourable position. ETP has identified tourism as one of the key economic sectors with a target to increase the tourism industry by three fold. The aim is to increase the tourism receipts to RM168 billion and tourism arrivals to 36 million by 2020. Under the tourism sector, 12 entry point projects (EPP) across five themes are specifically identified for tourism in order to enhance tourism yields, as Malaysia's growth in tourism is predominantly relies on growth of arrivals rather than yield [2]. In order to increase yield per tourist, there is a need to attract high-income tourists to spend more and stay longer in the country [5]. Recent incidents such as twin airline tragedies, Zika disease and street demonstration has somehow affect the number of tourist arrival which shows Malaysia is experiencing declining trend on tourist arrival of 6.5% in 2015 as well as in tourist's receipts of 6.25% from RM27.44 million in 2014 to RM25.72 million in 2015 [6]. Hence, there is a need to re-emerge Malaysia to its glorious position as well as in achieving the target of 38 million tourists' arrival and RM 168 billion tourist receipts in 2020. In recent annual report of year 2015 by PEMANDU [5], the positive outlook showed in cruise tourism which received a surplus of 23,272 cruise passengers and a surplus of 83 international cruise calls at Malaysian ports that attracts high-yield tourists has helped to increase the average expenditure per tourist. Although the average expenditure per tourist is increasing with 2.4% change to RM2,687 in 2015 [6], it does not contribute much to the current tourist receipts. This shows that, although the tourist yield is slowly increase,

however, Malaysia is still pre-dominantly relies on the tourists arrival in tourism growth. If this situation were to continue, Malaysia would have to depend on mass tourism for high number of tourist arrival which will then raises two separate concerns which are high dependence on the neighbouring countries for low yield tourists and Malaysia's capacity to accommodate mass tourists' arrival without compromising the quality of its offering. In response to that, there is an urgent need to diversify the present tourism packages and product for better and wider offerings. Hence, the need to attract high-yield tourists such as the global elites is important to balance the growth in Malaysia's tourism sector.

1.2 Ancillary Service

Some scholars [7] briefly define ancillary services as hotels services that includes housekeeping and portorage in a hotel while some are inclusive in nature which defined the term as "any additional service offered by travel and tourism providers beyond the main product or service" [8]. Others referred ancillary to the root definition which described as 'extra' services other than core products related to tourism and travel services [9],[10]. All these definitions are referring to the additional services that is related to tourism and travel such as car hire, travel insurance, currency exchange, airport parking, tickets to events, passports and visas, travellers' cheques, wifi, room upgrade, chauffeured and limousine or high-end vehicle service, food and beverage, tour excursions, spa services, cruise packages and others [8]-[13]. These ancillary services are able to improve the consumers experience as consumers have the choice to add additional paying services according to their income and needs [14] for the purpose of life-experience, luxury and rewarding journey. The revenue earned on the sale of these items is often higher than the travel agent receives for selling holidays and flights, so they are the key, alternative source of extra income [15]. The concept of ancillary services was pioneered by airline

industry and referred as other services than airline tickets which are "generated by direct sales to passenger or indirectly as a part of travel experience" [16]. The service is further divided into five categories which are a la carte features, commission based product, frequent flyer activities, advertising sold by airlines and a la carte components that associated with product bundle or fare [17]. Ancillary service has become one of the key income contributors in airline industry where it has contributed to 19% in 2015 from 13% in 2010 to the travel suppliers' income. In 2013, it is reported that 48% of global travellers bought ancillary services to improve their travel experience [18]. Hotel industry adapted the concept of ancillary services in their daily operation which involves selling tourism related service that is other than rooms. PhoCusWright [19] has classified ancillary services into several categories such as car hire, food and beverage and airport transfer. In 2013, PhoCusWright estimated that the revenue gained from ancillary services in United States' hotel industry amounted to USD 1.85 billion which is 1.7% from the total hotel revenue. However, the use of additional charges for additional service is not that active in the hotel industry as compared to the airline industry [10]. In addition to that, cruise liners have also become a product of ancillary service in water transportation as transportation is not the prime purpose, as cruises normally transported back the passengers to its origin ports. Cruise liner is a ship that carries passenger for the purpose of transporting and at the same time make the ships' amenities and the journey itself memorable and rewarding [14]. Cruise experience includes room for accommodation, swimming pools, dining facilities, on-board activities and even theme parks to cater new demand of family market and often associated with the luxury segment which is capable to attract high-yield tourists into destinations. Hence, it can be concluded that ancillary services are mostly revolves on airline industry as many reports, publications and researches are on this focus area [14], [16]-[18]. The hotel industry did offer ancillary services

however at a slower pace compared to airline industry. All three industries (airline, hotel and cruise) classified its ancillary services into several categories in which the items in the particular category shared similar criteria. As hotel, airline and cruise industry has researches being done previously, little was known in the ground transfer industry. Hence, there is a need to study for the potential of ground transfer industry in offering ancillary services to attract high-yield tourists.

1.3 High-yield Tourist

High-yield tourist is a tourist who spends more money than other tourists often do. The terms coined from the concept of yield in tourism which is referred as “the expenditure injections of tourists (sales revenues) or the profitability of catering to different visitor markets” [20]. Beeton describes yield in terms of economic perspective where it relates to the amount of money that the tourist spend in 24 hour period [21]. Becken and Butcher take a slightly different approach in describing yield holistically as “the net gain for the society” which includes net profitability of a business and generation of employment [22]. For this research, the term high-yield tourist will be referred from an economic perspective where it can be described as tourists who spend more money in the destination either for tourism services or experiences. Many tourism destinations globally have shifted their target from increasing the number of tourist arrival to enhancing the quality of the product offering that will spur the positive tourism growth. This method associated to the focus shift of high quality tourism product that will attract high-yield tourists who will spend more as compared to the mass tourism with low spending per capita [22]. Different type of tourist has different level of expenditure. In the pilot study done by Beckens and Butcher on economic yield by type of tourist in New Zealand, it shows that auto tourists which are tourists that rented car and motel, has the highest expenditure on the daily basis as compared to other type of tourists.

1.4 High-end Vehicles and Limousine Service

Chauffeured and limousine or high-end vehicles service is required by Malaysian Authority to obtained Luxury/Limousine Taxi permit. Under this permit the services further divided into two services. One service required the vehicle to have minimum capacity of 1,950 c.c, a secured contract with hotel operators and to be based at the collaborate 4-stars and above hotels. While the second refers to the service that have super luxury cars such as Rolls Royce, Maybach, Maserati, Porsche Cayenne, Lexus 6400, Bentley, Mercedes S class and BMW 7 series and above and can be operated based on area desired by the service providers. In 2016, it is estimated that they are 688 permit holders for Luxury/Limousine Taxis in Greater KL & Klang Valley [4]. Both of the services provided under this category are deemed to cater for high-yield tourists especially for global elite who preferred super luxury cars for their travelling preference. The permit holders for this category are mostly tour operators and private companies. However, this category is being plagued with a prolong issue as the service of luxury/limousine taxis has unintentionally morphed out from tour operators to hotel limousine operators as the current requirement needed the limousine taxi permit holder to have a secured contract with the 4-star hotel. This situation affects tour operators as most of the international high-yield tourists that demanded for luxury cars as their travelling preference did not come in group but rather travel as “Free Independent Traveller” [23]. If the situation were to continue, this will be one of deterrents for Malaysia to attract high-yield tourists’ especially global elite to visit Malaysia.

2. Methodology

The study is aimed to identify the existing supply of ground transfer’s ancillary services and the potential, advantage and challenges that service provider’s face.

The study focus is on the supply perspective. An explorative study using qualitative approach is used since not much studies being done previously in ground transfer's ancillary services of tourism industry [24]. Yin [25] suggested that case study is the most appropriate qualitative research design in order to understand the phenomenon under the study which has relation with the study context. Since the study is to capture the perception of ancillary services supplier on the demand and supply of high-end vehicles and limousine services from service providers' perspective, hence it can be considered as a case study research as it is to understand the supply of ancillary service in supporting tourism growth in the context of high-end vehicles and limousine service in Malaysia. Intrinsic approach is used as it involves exploration of high-end vehicles and limousine service for its own sake, where there is no expectation that results have implications for other case studies as suggested by Stake [26]. Population for the study is service providers who offered service of high-end vehicles and limousine service in Klang Valley, Malaysia which is less than 15 companies and the final sample size is six companies. The sampling technique used are purposive expert sampling followed by snowballing sampling as the list of service providers could not be obtained from the authority due to data confidentiality. For this approach, direct observation and interaction with subject through the informants is applied in order to gain in-depth experience of the subject using English and/or Malay languages as these two languages are commonly used in Malaysia. A semi-structured interview is used which is divided into two parts; i) Demographic Questions ii) Research Objectives-based Questions. Due to the nature of the study which does not require repeated observation, the data is gathered once hence, cross-sectional study approach is used for this study. In addition to that, the informants which were the service providers were interviewed independently. The analysis used is thematic analysis to

synthesize the informants' experiences. In the thematic analysis, the data firstly is in the process of familiarization where the process of reading, verbatim and transcribing the data take place. The data was then being filtered to relevant texts that deemed relevant to the aim of the study. The second step using a thematic approach is to identify themes. This is done through grouping answers according to themes and categories by identifying repetitive ideas. The third step is coding where it involves using textual codes or numeric so that specific piece of data which resemble to different themes can be identified. The next step of the data analysis is to charting and mapping or the interpretation of data through patterns search, concept, associations and explanation in the data.

3. Findings

Through analysis, the finding reveals that there are four categories of data arrangement namely current supply, benefit potential, and challenges. All four categories are meant to answer all the research questions and meeting all the research objectives. In total there are four categories in which consist of 11 themes and 38 sub-themes as illustrated in Table 1. Recommendations are drawn out based on the challenges highlighted

3.1 Current Supply

State of Availability: Most informants agreed that their companies own similar symbol-status cars in Malaysia such as BMW 7-series, Rolls Royce, Maserati, Aston Martin and others to provide the high-end vehicles and limousine service. The quantity of cars in possession is ranging from 10- 70 cars. Most of the informants possessed average of thirty cars.

Market Overview: The service has several market segments to be served and used for hotels, events and corporate use. Most of the companies have secured contracts with high-end hotels. The market origins are mostly from China, Japan, Middle East and western countries. There are also domestic

customers which use the vehicles for events such as wedding and corporate use for local companies. There is no specific seasonal demand as demand mostly come all-year round and peaked during weekend due to events. Market performance is relatively sluggish due to the small market size and the unhealthy competition caused by ride-hailing applications such as Uber, Grab and Backlane. Although there is a

Table 1: Overview of Findings

Category	Theme	Meaning
Current Supply	State of Availability	The current state of availability of service providers.
	Market Overview	The overview of the market which includes market mix, origins, patterns, performance and capabilities.
	Service Provider Overview	The overview of the service providers which includes their views on companies capabilities, their dissatisfaction on the company's performance and the income distribution for the company.
	Industry Overview	The current situation of the supply of the service which includes insufficient supply, economic shrinkage and interdependence relationship between service providers.
Benefits	Destination Image	The benefit that tourism industry in Malaysia gained by having the service.
Potential	Supporting Tourism Growth through Ancillary Service	The advantage that has potential to be gained by Malaysia in having this service.
Challenges	High Cost	Issue of high cost that face service providers includes expensive car purchase and maintenance as well as the need to be updated with latest models of cars.
	Illegal Operation	Facing threats from illegal operators that run the service including price war and safety issue.
	Competition	Competition faced among service providers.
	Government Assistance	Issue of lack government assistance in terms of financial support and provision of facilities.
	Sustainability	Issue of the business' sustainability.

potential for market to grow, the high rental rate imposed by service providers due to high operational costs may stunted the growth. In relation to market capabilities, informants shared similar responses as they were not very optimistic on the market capabilities to meet the future demand as there are insufficient supply as most of the cars are tied up to hotel guests and small size of market.

Service Providers' Overview: High-end vehicles and limousine service contribute 100% income to most of the companies, while 33% of the companies have other source of income than high-end vehicles and limousine service such as fleet management and tour coordination. Most of informants dissatisfied with their company's offering as they believe they could have performed better by offering wider range of cars selection and affordable rental rate. In terms of company's capabilities in meeting the future demands, informants have mix responses where some are optimistic with their companies' capabilities by willingly to go extra mile to provide the customers' request as long as the price is justified. Half of the informants had negative perception on their companies capabilities as there is insufficient supply of cars whenever huge request come as most of the cars are tied up with hotel contracts.

Industry Overview: Overall overview of the high-end vehicles and limousine service industry reveals that there is insufficient supply high-end vehicles and limousine service as most of the cars are tied-up with hotel contracts, corporate use and the factor of small number of cars in possession. In addition to that, there is a significant economic shrinkage where they can see their numbers of customers shrinking supported by approximately RM40 billion decrease in Malaysia's GDP from 2014-2015 (The World Tourism Bank, 2017) and decrease economic growth from 5.8% in January 2015 to 4% in July 2016 [27]. The sluggish economic performance also has prompted some

individuals to operate the service illegally using their privately-owned vehicles.

3.2 Benefit

Destination image is positively influenced by positive destination attributes which are pre-requisites for a destination to attract tourists [28]. In addition to that, some scholars suggested that personal safety; availability of service and sign of hospitality are attributes of a destination image [29], [30]. Most of informants agreed that the provision of high-end vehicles and limousine services through legal operators will ensure the safety of passenger is treated in utmost importance as the permitted vehicles undergone regular inspections, covered by insurance and driven by trained and skilled drivers. Informants also agreed that the availability of service could enhance the destination image through vibrant service offering of ancillary services and increase perceived quality of destination which will increase tourists' satisfaction and influence their intention to visit and words endorsement of a destination [31]. Through the provision of high-end vehicles and limousine service by licensed service providers, it is believed that the skills and trainings provided for the drivers could make them as ambassadors of the country where they are capable to offer Malaysian Hospitality while delivering the service [32].

3.3 Potential

Most of informants agreed that there is a potential for high-end vehicles and limousine service to be developed further. There are three possible ways mentioned by the informants in order for the potential to be realized which are through leveraging on development, creating demand through affordability and catering the needs of high-yield tourists. While Malaysia is experiencing rapid development growth, the East Coast Railway Project in east coast of Malaysia and Iskandar Development Region in southern peninsular as well as Pulau Pinang as conurbation area is

expected to create larger demand for luxury market and high-end vehicles and limousine service to expand. Apart from that, to be able to leverage on Singapore's concentration of millionaires would benefit the tourism industry as well. The emergence of market affluent segmentation through the democratization of luxury has spur on the demand of affordability pricing. The similar event happened within this study context as findings reveals that most of informants agreed by catering to the 'masstige luxuries' demand through affordability pricing and at the same time retaining the exclusivity experience to cater the needs of high-yield tourists, could actually stimulate the demand of high-end vehicles and limousine service in the country while ensuring the sustainability of the business.

3.4 Challenges

High Cost: Based on the analysis, one of the main issues is high cost incurred by service providers. Factors contributing to the high cost are existence of various taxes in purchasing cars such as import tax, excise duty and sales tax [33]. The service providers also have to replace existing cars with the latest models in order to cater the demand of market in which contribute to high cost as large capital is needed in purchasing cars due to the low margin of financing from the bank as well as slow return of investment. In addition to that, SPAD required the licensed vehicles to be inspected regularly and covered by high premium of insurance which will add up to the high operational and maintenance cost. Hiring and training drivers to deliver exemplary Malaysian hospitality service is also another form of high cost contributor. In the end, it creates vicious cycle that force the service providers to charge unreasonable high price to customers which driving them away day by day.

Illegal Operators: As the industry overview highlight the illegal use of private vehicles by unlicensed individuals; it has undeniably had cause challenge to

licensed service providers. The illegal operators tend to operate the illegal service using private vehicles through ride-hailing applications or even through the conventional method. Often, these individuals offer cheaper rates as compared to the rates offered by licensed operators as they did not have to incur the high cost of operation and maintenance of the cars as required by SPAD. As a result, unhealthy competition between illegal operators and licensed service providers is created due to the ignition of price wars by illegal operators. In addition to that, the use of privately-owned vehicles by these individuals will jeopardize the safety of the passengers as the fitness of the cars often in reasonably doubt standard in which contravenes the item 42 (1) (b) in Land Public Transportation Act (2010) whereby service providers have to give utmost importance to the safety of passengers and eventually tarnish the good image of Malaysia.

Competition: Competition between industry players also posed a challenge to the service providers. Competitions in the study context can be in the form of larger selection of cars as well as the size of the organization and its influence. However, the competition between service providers is still controllable and in healthy manner as most of the service providers rely on each other whenever there is a shortage of supply.

Government Assistance: Government assistance can be defined as government support which comes in the form of financial and training, government funding policy, provision of basic facilities and protection from bigger competition [34]. Other scholars suggested it in the form of monetary –soft loans [35] as well as education and training [36]. Through the analysis, the findings revealed that there is lack of access to information and government assistance through a proper medium. Most of informants agreed that there is no proper channel dedicated to distribute information and government tender hence

the need of such access is essential to enable the service providers to compete in transparent and fair manner. In addition to that, informants highlighted that Malaysia is lacking in terms of providing the basic facilities such as designated private hangar at the airport as well as parking facilities for service providers nearby the airport.

Sustainability: Sustainability in business can be defined as long term viability which concerns three dimensions namely environmental, social and environmental sustainability [37]. The implementation of sustainability strategy also would pave the steps towards improved competitiveness [38]. In this study context, informants revealed that the lack of government assistance in providing tax reduction or exemption and high operating cost incurred by the service providers has threatened the viability of the business as a whole. The need of government assistance in any form is believe to be able to relieve burden of service providers in the long run. In addition to that, the lack of enforcement by authorities to curb the illegal operators from operating this service has also threatened the sustainability of the business in longer run. However, it is highlighted as well that the issue of sustainability is not a sole responsibility of government but industry players as well have to work out ways to overcome the issue.

3.5 Recommendations

The possible recommendation to overcome these challenges are facilitating the industry through government support, embracing innovative business model to sustain and stimulating larger demand through vibrant attractions as pull factor. The facilitation of the industry can be done both in the form of fiscal license which includes tax incentive and non-tax incentive as well as facilities of infrastructure. In the study context, the possible recommendations suggested are tax incentive such as tax deferral and tax

concession program to relieve the burden of service providers that have been incurring the high cost of business operations. Non-tax incentive also is suggested through government grants or soft loans which could enhance the access to information between service providers and authorities. The facilitation in the form of infrastructure is also essential to increase the quality of service. The second recommendation is innovating to sustain. As revealed by the findings previously, there are issues of sustainability where service providers face threat with the unhealthy competition from illegal operators through ride-hailing applications. The recommendation suggested that instead of denying the emergence of the technology, service providers need to adopt and adapt and embracing the innovation as it is the only way forward. Adopt-and-adapt technique could be used to embrace the technology since it provides more convenience and affordability to customers. Apart from that, service providers need to find ways to break through the conventional market approach which is relatively small and too niche by expanding to larger market segment or collaborating with other parties to innovate such as autonomous cars technology. The final recommendation is through stimulating demand through vibrant attractions. The findings revealed that Malaysia is lacking in attractive attractions especially in the attraction that appealing to visitors such as events from international performers due to the rigidity of regulation that concern the political and religious sensitivity in Malaysia [32]. To stimulate demand, Malaysia needs to have vibrant attractions that could increase the destination attractiveness which in return directly influences the intention to visit and words endorsement (Vigolo, 2014).

4. Conclusion

Throughout the analysis and findings, it is revealed that in order to be able to leverage on the growing number of global elites and attracting them to visit Malaysia, high-end vehicles and limousine service should be given a new

breath by revamping the conventional business model approach through innovation. This is due to the fact that the existing market is relatively small and not expanding due to the lack of market sophistication and attractive and superior attractions. Disruptive innovation is one of good example to create new market in order to expand the business and stimulate the demand. The high-end vehicles and limousine service industry needs to identify the more suitable target segment of high-yield tourists. Since Malaysia is caught in between two preferred destinations of global elites; Thailand for its beaches and islands and Singapore for its global business and financial service hub as well as its service-oriented industry; Malaysia needs to retargeting the suitable market segment which is the mass affluent since there is a rise of numbers of them recently. The mass affluent is the new rich and is belonged to the group of high-yield tourists and is deemed to be more suitable for Malaysia tourism industry since our attractions and market are not as sophisticated and attractive as compared to the neighbouring countries of Singapore and Thailand. In addition to that, the establishment of association could be one way to oversee the progress, growth and sustainability of the industry. Association among service providers could promote market-support and market-complement activities such as streamlining the pricing, sharing innovation of technologies, reducing cost as well as forging strong relationship between service providers and act as mediator between service providers and relevant government bodies such as SPAD to promoting industry players' right. In this way, the service industry could be seen as one of significant economic and tourism contributors in the eyes of the government. Last but not least, in order to realize the potential of the industry and tourism sector to increase tourism yield, the whole sector of tourism need to be revamp in order to offer more vibrant attractions that can spur the growth of high-end vehicles and limousine service.

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