

Community-Based Creative Tourism Management to Enhance Local  
Sustainable Development in Kanchanaburi Province, Thailand

Submitted by Maslin Buaban to the University of Exeter  
as a thesis for the degree of  
Doctor of Philosophy in Management Studies  
July 2016

This thesis is available for library use on the understanding that it is  
copyright material and that no quotation from the thesis may be  
published without proper acknowledgement.

I certify that all material in this thesis which is not my own work has  
been identified and that no material has previously been submitted and  
approved for the award of a degree by this or any other university.

Signature: .....

## **Acknowledgements**

The researcher appreciates all efforts and assistance from the following people during the course of Ph.D. study. This research was funded by Nakhon Pathom Rajabhat University, Thailand.

Firstly, the researcher would like to sincerely thank Professor Gareth Shaw and Professor Simon James, the research supervisors, for their constant guidance, constructive comments and suggestions.

Secondly, the researcher gratefully acknowledges the contributions of all research participants and the local people in Ban Nongkhao village, Kanchanaburi Province, Thailand.

Thirdly, the researcher' thanks are also extended to the researcher's family, friends and colleagues in Nakhon Pathom Rajabhat University, the University of Exeter and Devon Development Education for their on-going support and valuable suggestions.

Finally, many wished to remain anonymous, but, in particular, the researcher would like to give special thanks to the following people: Assistant Professor Somdej Ninlapan, Assistant Professor Dr. Usa Noytim, Dr. Nipon Chuamuangphan, Khuanyupa Srisawang and Britt Goodrich.

This research has been completed because of these extraordinarily generous people.

## **Abstract**

Encouraging local people to participate in tourism planning and management can enhance local sustainable development because the host community plays a major role in the future direction of tourism (Murphy, 1985 and Mowforth and Munt, 1998). However, tourism sites in developing countries have limitations in terms of local participatory actions (Tosun, 2000). From the 1990s onwards, creative tourism has increased in popularity in many places around the world. This is thought to be due to its generation of profits that can be used to develop and preserve communities and provide a motivation for local participation. Previous studies have indicated creative tourism is one appropriate solution for challenges in cultural tourism because it can respond to the needs of cultural-based tourism sites to revive and differentiate themselves and provide for active tourists' needs.

There have only been a few studies that have explored the links between sustainable development and creative tourism (Solène, 2011; and Vide 2013). No study has yet linked community-based management with creative tourism. In this study, grounded theory was applied to provide an intensive explanation of the phenomenon and to produce a framework to assist with sustainable development in a community that has value in terms of local wisdom and culture in Kanchanaburi, Thailand. It presents the factors and processes of community-based creative tourism management which can encourage a higher level of local participatory action and lead to local sustainable development. It is the result of collaboration among local stakeholders, residents and tourism networks and was produced to create a sustainable process of community-based development and management of creative tourism activities that provide valuable knowledge and skills for tourists while developing and preserving the community. The research results can add to previous literature with a new theoretical perspective into community-based creative tourism management in rural areas.

## List of tables

Table 1.1 Thesis structure.....	24
Table 2.1 The creative tourism concept.....	27
Table 2.2 Contexts of creativity in tourism.....	29
Table 2.3 Fordist spectrum of tourist production and consumption....	32
Table 2.4 Importance (% very important) of different motivations for visiting Barcelona.....	35
Table 2.5 Three types of authenticity in tourism experiences.....	37
Table 2.6 Positive and negative consequences of creative tourism development.....	42
Table 2.7 Positive and negative dimensions of tourism.....	50
Table 3.1 Comparison of qualitative research in tourism.....	66
Table 3.2 Example of grounded theory research in tourism.....	69
Table 3.3 Thesis objectives and data requirements.....	71
Table 3.4 Stakeholder groups for interview.....	75
Table 3.5 Tourists groups for interview.....	78
Table 3.6 Matching objective 1 to the topic guide.....	82
Table 3.7 Matching objective 2 to the topic guide.....	83
Table 3.8 Matching objective 3 to the topic guide.....	83
Table 3.9 Matching objective 4 to the topic guide.....	84
Table 3.10 Coding procedure in data analysis process.....	99
Table 3.11 Example of developing the conversation process to construct a grounded theory about effective leadership...103	
Table 4.1 Related tourism networks and benefits in Ban Nongkhao community, 2015.....	124
Table 5.1 Learning needs and basic needs of tourists in Ban Nongkhao village.....	154
Table 5.2 Primary purposes for visiting a festival and tourists' interests.....	174
Table 5.3 Process for providing creative experiences by activities in festival of Ban Nongkhao village.....	175
Table 5.4 The drivers of tourists who participate in Ban Nongkhao workshops.....	177

Table 5.5 Types of narrative sharing activities along the needs of domestic and international tourists.....	180
Table 6.1 Local human resource development system in terms of the <i>Boworn</i> and types of knowledge.....	209
Table 6.2 Visions and learning management of <i>Boworn</i> system for tourism human resource development.....	212
Table 6.3 The tourism management stages and community-based actions of Ban Nongkhao village.....	218
Table 7.1 Stakeholders' interests and roles in creative tourism.....	244
Table 7.2 Stakeholder groups and their interests and roles in creative tourism management.....	251
Table 7.3 Creative products and services management plan of Ban Nongkhao village.....	260
Table 7.4 Community-based creative tourism training program of Ban Nongkhao village.....	261

## List of figures

Figure 1.1 A model of community-based tourism facilitating conditions and steps suggested by Arnstein (1969) and Selin & Chavez (1995).....	19
Figure 2.1 Model of creative tourism.....	30
Figure 2.2 Changes in the drivers of tourism.....	31
Figure 2.3 The relationship between 12 aims and the pillars of sustainability.....	46
Figure 2.4 The tourism development process.....	55
Figure 2.5 System of community-based planning and management in creative tourism for local sustainable development.....	60
Figure 3.1 Map of Kanchanaburi Province in Thailand.....	91
Figure 3.2 The example illustration of emerging category of the availability of human resources related to the potential of cultural-based destinations for developing creative tourism.....	105
Figure 3.3 Core categories for constructing a framework of community-based creative tourism management.....	106
Figure 5.1 Learning by doing process in tourism activities of Ban Nongkhao village.....	168
Figure 5.2 Co-creation process in tourism activities of Ban Nongkhao village.....	171
Figure 6.1 Local human resources development framework of Ban Nongkhao village.....	200
Figure 7.1 Map of stakeholders in community-based creative tourism management.....	238
Figure 7.2 Community-based creative tourism organization chart of Ban Nongkhao village.....	256
Figure 8.1 A tourism management timeline of Ban Nongkhao village.....	273
Figure 8.2 A framework for community-based creative tourism management.....	276

## **List of contents**

<b>Abstract</b> .....	2
<b>List of tables</b> .....	3
<b>List of figures</b> .....	5
<b>Chapter 1: Introduction</b>	
1.1 Creative tourism as a tool for local sustainable development.....	12
1.2 Current trends of creative tourism.....	13
1.3 The importance of local participatory actions and creative tourism in terms of local sustainable development.....	16
1.4 Research aim and objectives.....	20
1.5 Thesis structure.....	23
<b>Chapter 2: Creative tourism and local sustainable development</b>	
2.1 Introduction.....	25
2.2 The evolution of creative tourism.....	26
2.2.1 Demand factors in creative tourism.....	30
2.2.2 Supply factors in creative tourism.....	36
2.3 Creative tourism based on community planning and management for local sustainable development.....	43
2.3.1 Sustainable creative tourism.....	45
2.3.2 Community-based planning and management as a necessary factor for creative tourism management.....	50
2.3.3 Local participatory actions in creative tourism for local sustainable development.....	56
2.3.4 Role of local leadership and level of community participatory action in tourism management.....	60
2.4 Conclusion.....	63

### **Chapter 3: Research methods and approaches**

3.1 Introduction.....	65
3.2 The choice of a grounded theory approach in tourism research...	66
3.3 Research design.....	72
3.3.1 Sampling strategy and data saturation.....	73
3.3.2 In-depth interview and research question design.....	80
3.3.3 Interview schedule and process.....	85
3.3.4 Grounded theory ethnography.....	88
3.4 Case study site.....	90
3.4.1 Background of Ban Nongkhao village.....	92
3.4.2 History.....	93
3.4.3 Culture and tourism management in Ban Nongkhao Village.....	94
3.5 Data analysis.....	97
3.6 Ethical considerations.....	106
3.7 Conclusion.....	108

### **Chapter 4: The potential of cultural-based destinations for developing creative tourism**

4.1 Introduction.....	110
4.2 The availability of human resources.....	112
4.2.1 The potential of leaders.....	112
4.2.2 Community strength: roles and participation level of local people in creative tourism management.....	118
4.2.3 Tourism networks.....	123
4.3 Tourism attraction system: the potential of creative generation..	127
4.3.1 Culture-based tourism resources and local people as actors for developing creative tourism products.....	128



6.2 Local human resources challenges of community-based tourism.....	186
6.2.1 A void of strong opinions and transparency in leadership.....	187
6.2.2 Lack of destination affection within the local community.....	191
6.2.3 Shortage of local understanding of sustainable benefits from tourism.....	194
6.3 Human resource development in tourism at the local level and sustainability.....	197
6.3.1 The <i>Boworn</i> system and tourism networks to develop local human resources in terms of sustainable tourism.....	199
6.3.2 Local human resource development system to enhance community participation in tourism management.....	205
6.4 Success factors in tourism human resource development by the <i>Boworn</i> system.....	209
6.4.1 The potential of local organizations.....	211
6.4.2 Effectiveness of the <i>Boworn</i> governance.....	216
6.5 Conclusion.....	221
<b>Chapter 7: Creative tourism and community participation</b>	
7.1 Introduction.....	223
7.2 Creative tourism: a tool for increasing the level of local participation.....	224
7.2.1 Local uniqueness as the main creative tourism product.....	225
7.2.2 The outstanding aspects of creative activities and local people.....	228

7.2.3 Creative tourism process: responding to local sustainable development needs.....	231
7.3 Managing stakeholders in community-based creative tourism....	236
7.3.1 Stakeholders in creative tourism.....	236
7.3.2 Stakeholders' interests and roles in creative tourism....	243
7.3.3 Strategies for stakeholder management in creative tourism.....	247
7.4 Community-based creative tourism management.....	252
7.4.1 Analyzing an area's potential for creative tourism management.....	252
7.4.2 Developing stakeholder management in creative tourism.....	254
7.4.3 Creating creative tourism products and services.....	257
7.4.4 Training, doing pilot projects and evaluating.....	260
7.5 Conclusion.....	263
<b>Chapter 8: Conclusion</b>	
8.1 Introduction.....	265
8.2 Summary of major findings.....	266
8.2.1 The potential destination for creative tourism management.....	266
8.2.2 Creative activities to enhance the experience of tourists.....	269
8.2.3 Community participatory action in creative tourism: The role of local human resources development.....	272
8.2.4 A framework for creative tourism as tool for community participation.....	275

8.3 Key contributions.....	280
8.4 Limitations of the research.....	282
8.5 Directions for further research.....	285
8.6 Conclusion.....	286
<b>Appendix</b>	
Appendix 1: Ethical information.....	288
Appendix 2: Consent form.....	290
Appendix 3: The introduction letter for data collecting from Nakhon Pathom Rajabhat University, Thailand.....	291
Appendix 4: Interview questions for stakeholder groups.....	292
Appendix 5: Semi-interview questions for tourists.....	294
Appendix 6: Mitchell’s questions.....	295
Appendix 7: The coding table along research objectives .....	296
<b>Bibliography.....</b>	<b>308</b>

## **Chapter 1: Introduction**

### **1.1 Creative tourism as a tool for local sustainable development**

Creative tourism is a development of cultural tourism which was produced in order to cope with the challenges of cultural tourism management. These challenges include serial reproduction of cultural sites, commodification of cultural tourism products and saturated marketing problems as well as changes in the behaviour of tourists. Authentic experiencing, participating and learning are the key factors of this new generation of tourism which has been called the experience economy (Pine and Gilmore, 1999). It offers self-development and co-creation experiences to tourists and provides advantages to the sites such as high sustainability, the creation of added value products, the ability to balance tourist volume and no need for high investment (Vide, 2012). Even though it can provide higher satisfaction, creative tourism requires suitable management for successful and sustainable development. Mason (2008) confirms that the host community is now being recognized as a major player in decision-making for tourism management and the future direction of tourism. There are few communities involved in the management process and getting sufficient benefits from tourism (Simmon, 1994). Limitations in the community decision-making process and conflicts between actors who participate in tourism are the challenge for local sustainable development (Tosun, 2000). These can affect the local economy, society and environment (Sharpley and Telfer, 2008). The concept of creative tourism with its strong involvement between resources, communities and tourists and the concept of community participation with its focus on all actors creating and receiving benefits could be integrated to produce sustainable benefits for the development of rural communities.

This research aims to integrate the concepts of creative tourism and community participation to construct a new framework that can be used for local sustainable development in Kanchanaburi Province, Thailand. The study is based on grounded theory because it is a powerful interpretive tool for in-depth understanding of social phenomena which can be used to focus on the realities of people's experiences and holistically interpret the active roles of actors (Charmaz, 2000). The research results could affect the area in a positive way by helping to alleviate economic problems, preserve the environment, protect the local culture, create jobs for local people and develop the quality of life in the area. The framework can also be applied to assist neighbouring areas in Western Thailand and possibly be adapted to suit other rural areas.

The purpose of the first part of this chapter is to provide an overview of current trends of having authentic experiences and undergoing transforming processes that are significant factors in creative tourism. The second part is to discuss the importance of community-based planning and management for sustainable creative tourism. Then, the aims and objectives will be outlined and explained. The final section will detail the structure of this thesis.

## **1.2 Current trends of creative tourism**

Creative tourism has been developed by a number of countries and regions, for example, Spain, Germany, Italy, the United Kingdom, Ireland, Israel, Brazil, Senegal, New Zealand, China, the Republic of Korea and Thailand (UNESCO, 2014). Reducing serial reproduction and releasing the potential of people and places are the distinctive points of creative tourism that lead to providing wider benefits to tourists and local people in comparison with cultural tourism (Richards and Wilson, 2007). Creative tourism is now being developed as a solution for mass cultural tourism. The keys to successful creative

tourism are quality of life, long-term vision, the development of an identity as well as an image, the collaboration between stakeholders and the use of public spaces to host creative events (Richards and Raymond, 2000). These beneficial aspects of creative tourism explain why it is a powerful trend around the world at present. On the other hand, there are some doubts about how to effectively manage creative tourism, especially considering that creative approaches to developing real innovation are not often used and the fact that a majority of tourism products are based on models emphasizing traditional factors such as sun, sea and sand. Additionally, there are general complaints about creative tourism, for example, that it leads to a bandwagon, that there are no unique distinctions, that there is nothing new about creativity and that spontaneity, which is an important part of creative tourism, cannot be managed (Florida, 2002; Gibson and Klocker, 2004; and Vallbona and Richards, 2007). However, there are policy makers that believe that creative tourism is suitable at this time after studying the appropriate management and developing the human resources (Richards and Wilson, 2007).

There are many studies that emphasise that creative tourism can support a destination as a quality place and shift the focus from specific cultural attractions towards intangible factors. This form of tourism can integrate a variety of factors that indicate the quality of a place, for example, openness, diversity, atmosphere, street culture and environmental quality (Florida, 2002). At present, Barcelona is strongly regarded as a diverse, multicultural city. It began to promote its creative image in 2006 by developing and combining a variety of resources and activities in terms of creativity. It has responded to the needs of a niche market group with a high level of importance.

At the same time, travel experiences become the raw resources used to improve a 'life biography' so tourists can participate and transform their identities as they visit. Intangible factors have a more significant role in creating this tourist experience (Pine and Gilmore, 1999). For

creative tourism, the intangible culture such as image, identity, lifestyle, atmosphere, narratives, creativity and media are the main materials of the process. The intangible aspects also increase the value of the tangible culture, for example, built heritage, museums, monuments, beaches and mountains (Richards and Wilson, 2007). Moreover, ATLAS Cultural Tourism Research Project indicated that atmosphere, gastronomy and linguistic diversity are the intangible factors which have supported the attractiveness of cultural places (Richards, 2007). Sitges is a small coastal town in Spain known as a sun and beach holiday destination, but it has also promoted creative tourism through creative activities, for instance, workshops and courses that are related to gastronomic experiences and the Mediterranean lifestyle. The key processes that create the tourist experience and knowledge are not only participating but also designing and co-creating with local people (Binkhorst, 2005). This means that the present-day creative tourism focuses on people and activities that are connected to the cultural capital, especially intangible factors, as well as emphasises the transformation process.

Currently, there are two patterns of management in creative tourism around the world. The first form is a creative city that can attract tourists and address the old manufacturing space problems in urban areas of developed countries (Richards and Wilson, 2006). Bilbao in Spain and Glasgow in the United Kingdom have fostered this phenomenon. The building of the Guggenheim Museum was the first step in the renewal of Bilbao; old industrial areas were also regenerated into parks and cultural sites. In contrast, Glasgow has remodelled itself in term of space, activities and image as a cultural centre; there are many projects in the city that have been centred round waterfronts and old factories. The second form is the everyday life, real city and ethnic quarters that will be suitable in a local area or rural area because they can present the area's authenticity and avoid the high costs that building or events incur. Islington and Bankside of

London attract many tourists although neither is on tourist itineraries nor is planned as a destination because the sense of both places presents the 'real' London along with atmosphere, history and a cosmopolitan feel (Maitland and Newman, 2004). This is close to the Johannesburg strategy of South Africa that promotes a more authentic cultural experience by merging cultural product with narratives of history, politics and entertainment assets (Gatawa, 2006).

In addition, developed countries such as Spain, America and the United Kingdom have created creative tourism networks. These tourism networks can directly promote activities to creative tourists and are likely to be successful because the objective of these networks is to help tourists find the offers and destinations that, independent of their demographic importance or international influence, better fulfil tourists' expectations in terms of creative atmosphere, authenticity, friendliness and infrastructure (Creative tourism network, 2014). In brief, creative tourism can regenerate destinations and attract new tourists and repeat tourists to cultural sites. Richards and Wilson (2006) explain that many countries around the world provide tourism strategies based on creativity rather than on cultural assets because they can gain momentum supporting cosmopolitan centres and promote economic growth, equity and employment creation (Rogerson, 2006) whilst responding to the needs of present day tourists.

### **1.3 The importance of local participatory actions and creative tourism in terms of local sustainable development**

The participation of local people is necessary for achieving the goal of sustainable development (Salazar, 2012). One of reasons why there are problems and negative impacts in tourism sites is the lack of community participation in planning and management (Tosun, 2000) which is a similar problem in creative tourism (Alvarez, 2010). A commodification problem will occur in creative tourism sites because creativity is mobile and can be produced anywhere and anytime, for

example, art performances and art works. Alvarez (2010) questioned the level of authenticity and real traditional culture of local people when some destinations have programs to present local performances to attract tourists. Moreover, creating new areas and icons to attract the tourists who are actually interested in the everyday life of local people in the city and in finding discovered sites can make destinations fade or become less valued. Maitland (2009) pointed out the elements of authenticity in creative tourists' perspectives in the case of London when a program was launched to promote and regenerate it from cultural tourism to a creative city. Creative tourism experiences relate to everyday life of London residents who live in Bankside or Islington. Environment and sense of place, average buildings and true life are factors of authenticity. Consequently, tourism management will relate to local people's lives. A conflict problem can also occur more easily between local people and outside stakeholders who are not local people but need to do some work which applies local wisdom to produce their products. Istanbul has faced this problem because the government did not pay attention to the impacts on the surrounding areas and on the local people when it regenerated a site to be the city's museum (Gezici and Kerimoglu, 2010). Previous studies in creative tourism found these disadvantages will be found when policy planners focus only on the goal of economic and property development and disregard impacts on the quality of local people's lives (Florida, 2002; Maitland, 2009; and Richards and Wilson, 2006). Okazaki (2008) asserts that community-based planning and management is still the best tool to reduce the negative impacts from tourism management.

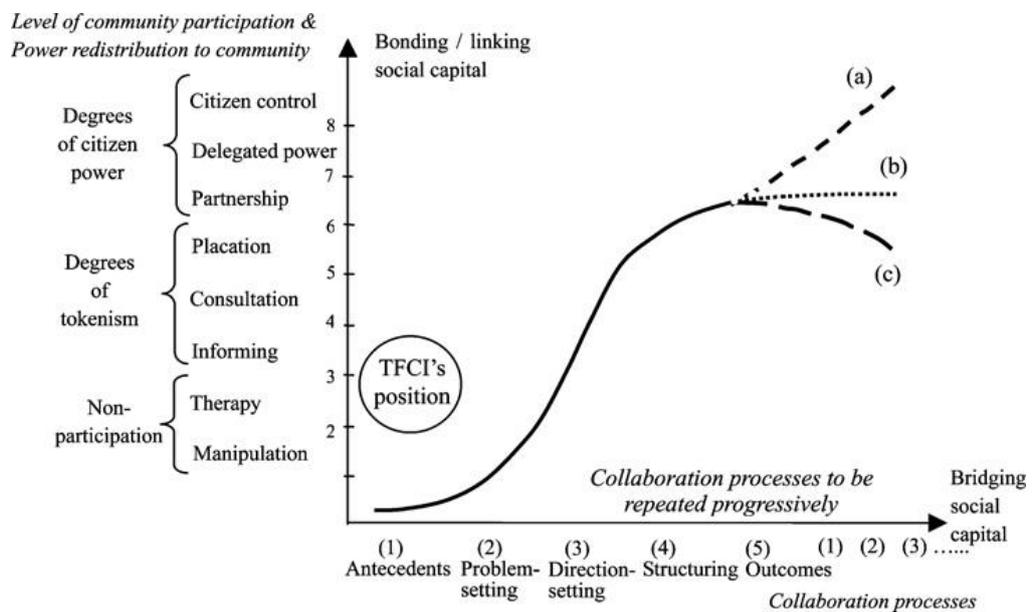
The principle of community-based planning and management in tourism can guide creative tourism as it becomes a tool for local sustainable development. It can support creative tourism to provide genuinely authentic experiences through the process of participation, co-creation and learning between local people and tourists. Tourists can reach the need of self-development and pleasure. At the same time, local people can receive the benefits from tourism. Firstly, the

image of creative tourism including workshops, events or festivals; the natural environment; infrastructure and facilities are based on the authenticity of the community. Local participation is significant to access and develop these resources appropriately (Murphy, 1985). Secondly, local concerns directly affect tourists' experiences as a significant factor in creative tourism. Wahab and Pigram (1997) found that tourist destinations should be created in a harmonious environment where the local people can get the tourism benefits while not feeling like they are victims. This will, in turn, support positive relationships between tourists and local people. Thirdly, the involvement of all stakeholders and local people is essential to encouraging long term income generation from tourism (Bovy, 1982) and being a driving force to conserve the community area in terms of culture and environment as tourism products (Felstead, 2000). Many studies (Okasaki, 2008, Simmon, 1994; Tosun, 2000; and Reid, Mair & George, 2004) have asserted the significance of community-based planning and management that can advocate sustainable development.

However, integrating community participation with sustainable creative tourism can be challenging. According to Connell (1997), the purpose of community participation is to achieve a more efficient and more equitable allocation of tourism resources and distribution of skills and knowledge as well as to transform the learning process for the self-development of local people. Taylor (1995) indicated that these processes are time-consuming to root in real action. Okasaki (2008) recommended a model of community-based tourism that suggests the facilitating conditions and steps from Arnstein (1969) and Selin and Chavez (1995). It is important to first identify the existing level of community participation in order to evaluate successful programs and forecast suitable tourism projects for destinations. There are three levels of community participation in collaboration processes. Previous studies have indicated that to achieve the goals of planning and management, the provision of basic human needs, education, skills

and power should be emphasised. Therefore, local people should participate in the collaboration process, including antecedents, problem setting, direction setting, structuring and outcomes. For example, the model of Okasaki (2008) evaluated the Tagbanua Foundation of Coron Island (TFCI), a community-based organisation of the indigenous people of Tagbanua in the Philippines, which is still at the low level of tourism management participation or the first stage of the tokenism level (Figure 1.1). This result is similar to that of Timothy (1999) and Tosun (2000) who found that there are limitations to local participatory actions and lack of local participation in the decision-making process and in the benefits of tourism management in many developing countries.

*Figure 1.1 A model of community-based tourism facilitating conditions and steps suggested by Arnstein (1969) and Selin & Chavez (1995) (source: Okasaki, 2008)*



Creative tourism requires a high level of local participation but this tourism can also support a concept of community-based tourism management. The UNWTO (2014) confirmed that creative tourism is directed toward an engaged and unique experience with participative learning in special aspects of a place. It provides good relationships

with those who live in that place and who are creating its living culture. Vide (2012) also discovered that there are many positive aspects of creative tourism for all actors in a community. The process of creative tourism can increase local participatory actions to a high level. In brief, it is a good opportunity to apply this tourism method in the early stages because it can lead to achieving the goals of community-based tourism management in developing countries.

#### **1.4 Research aim and objectives**

The overall research aim of this study is to construct a new theoretical perspective that adds to previous research in the context of creative tourism, community-based participation and sustainable development objectives. The case study location in Ban Nongkhao village in Kanchanaburi Province in Western Thailand was chosen because there are a variety of tourism resources in the area such as outstanding cultural, agricultural and local wisdom aspects. These differences are important background for the assessment of the adaptive nature of creative tourism management and sustainability. Moreover, this area has been facing the challenges of cultural tourism management especially the saturated marketing and low level of local participatory action in tourism management. Consequently, the framework in this study includes the issues of community development, stakeholder interests, power and ideology and creative tourism management. Four objectives were developed to achieve the aim of the study:

*i) To explore and evaluate the potential destination in a cultural site in a rural area which would be appropriate for creative tourism management*

The potential of tourism resources is a primary factor in motivating tourists to come to an area. It can also meet the desire of tourists for more fulfilling and meaningful experiences (Smith, 2006). Ban Nongkhao village successfully promoted limited scale cultural tourism

for 14 years. However, according to community leaders, the past four years have had a reduction in tourists and community activities. In recent years, there have been problems from its management, especially community conflicts that are related to the distribution of tourism benefits. There has also been a void in leadership due to the death of an important community leader. Fortunately, there is now some community motivation to revitalize the tourism in the area. Differentiation is one way for a cultural destination to recreate itself (Richards and Wilson, 2006). This study aims to explore the potential of refining and expanding cultural-based activities using creative tourism concepts with a focus on tourist participation to differentiate the area. From the perspective of community-based creative tourism participation, this study will investigate and evaluate the local uniqueness, tourism services and interaction between residents and tourism in relation to culturally-based creative experiences and products.

*ii) To examine creative tourism experiences for attracting niche tourists who are interested in cultural-based creativity*

Richards and Wilson (2007) found that tourists do not seem to be sufficiently engaged in the existing creative activities in many areas of the world. Consequently, this research also evaluates the tourist behavioural characteristics and perceptions that are the target market of creative tourism. The community aspects also significantly affect the relationship between the attachment and support of tourism development (Simmon, 1994). Therefore, this research investigates the community's aspects in terms of the socio-economic and physical environment that affect the development of creative tourism products.

*iii) To study the challenges of community-based management and explore the solutions to increase the level of local participation for local sustainable development*

This study investigates community-based management because it provides valuable links between tourism resources and the social perspective, and it offers a holistic and integrative viewpoint on change in tourism management (Stonich, 2003). The host attachment and support are significant factors in effective planning and management of tourism (Nicholas, Thapa and Ko, 2009). Moreover, tourism strategies require input from local people and those who interact with the areas (Gunn, 1998). However, Tosun (2000) found that there are limitations to community participation in tourism management. Timothy (1999) confirms that the tourism development process in developing countries lacks community participation in the decision-making process and in the benefits of tourism management. Thus, this study also considers the challenges of the community participatory process in creative tourism development and explores effective patterns of community participation to develop creative tourism products to support sustainable development of a local area.

*iv) To construct a framework of creative tourism to enhance community-based management in terms of sustainability*

This study seeks to add to previous research with a new theoretical perspective. Prior studies have focused only on ecotourism and cultural tourism planning in the destinations of Western Thailand and currently there is no community-based planning and management of creative tourism although this area has a lot of tourism potential because of its cultural, life wisdom and natural resources. Western Thailand is one of the zones in the tourism development plan of Thailand, and the government is trying to promote creative tourism because its principles can develop cultural tourism products and respond to the needs of present day tourists (Tourism Authority of Thailand, 2012). The

assessment for the framework is related to the principles of creative tourism management and sustainable development. Moreover, this framework integrates the issues of community development and stakeholders' participation in the process of tourism development.

### **1.5 Structure of thesis**

This study presents an introduction, literature review, research methods and approaches, research results and conclusion. It is divided into eight chapters. Chapter one presents an overall introduction to the thesis and discusses the research aim and objectives. Chapter two provides theories, key literature and previous research in terms of creative tourism, community-based planning and management and sustainable development. It demonstrates a brief overview of demand and supply factors for cultural-based creativity, provides the integration of production and consumption in terms of sustainable creative tourism and analyses how creative tourism can lead tourism attractions towards sustainable development. Chapter three identifies the research methods and approaches used in this study. It discusses the strengths and limitations of the research design and methods; details research design and the case study site; and explains data collection, data analysis and ethical issues.

Chapter four to chapter seven present the research results. Chapter four explains the creative tourism potential of rural area destinations, especially cultural sites. It discusses and analyses the human and cultural-based resources that are primary factors in motivating creative tourists to come to the area. Additionally, it considers the tourism attraction system and details the components of learning to approach creative experiences when the destination promotes creative tourism. Chapter five presented a typology of creative tourists at the present and analyses the creative destination that can attract niche tourists who are interested in cultural-based creativity. It focuses on the process of learning to provide creative experiences and the delivery

forms of creative tourism activities which are appropriate for cultural-based destinations. Chapter six explores the patterns of the community participation approach to developing creative tourism products for local sustainable development. It studies the challenges of community participation in community-based tourism. Then, it analyses the effective patterns of community participation in tourism development. Chapter seven presents the framework of creative tourism to enhance community-based management in terms of sustainability. It integrates the theories of creative tourism and community-based management to enhance local sustainable development with the context of the research area.

Finally, chapter eight discusses the overall conclusions of this study. It provides a synopsis of the study findings, analyses the value of the framework developed for the study, discusses the major findings of this research on creative tourism management to enhance community participation in terms of local sustainable development and provides some future research directions. The structure of this thesis is presented in summary in Table 1.1.

*Table 1.1 Thesis structure (source: Author)*

<b>Chapters</b>	<b>Content</b>
1	Introduction
2	Creative tourism and local sustainable development
3	Research methods and approaches
4	The potential of cultural-based destinations for developing creative tourism
5	Developing creative activities to enhance the tourist experience
6	Community participatory action in creative tourism: the role of local human resources development
7	Creative tourism management and community participation
8	Conclusion

## **Chapter 2: Creative tourism and local sustainable development**

### **2.1 Introduction**

In recent years, creative tourism has increased in popularity in many places around the world (Richards and Raymond 2000; Prentice and Anderson, 2003; and Binkhorst, 2007). It is a newly emerging form of cultural tourism that fulfils the higher level need of human self-actualisation with an emphasis on active skill improvement (Richards and Wilson, 2006). Creativity is linked similarly to concepts of innovation and novelty as well as mobility and social fragmentation so creative tourism is more suitable for modern day tourists and local area development in comparison with cultural tourism which leans towards connections with tradition, a lack of alteration and high costs for investing and maintaining. Moreover, the United Nations Educational, Scientific and Cultural Organization (UNESCO, 2006) has defined creative tourism as one of the tourism forms that is related to community development for a sustainable way of life. As a result, the effects of creative tourism can be an appropriate balance between the economic, environmental and socio-cultural aspects of a destination. The principles of creative tourism focus on responding directly to the needs of tourists and local people, and they are based on knowledge transfer and authentic experiences. Additionally, the activities provided are harmonious with and connected to the history, culture and way of life of an area. At the same time, tourists can gain meaningful experiences and knowledge from participation or co-creation with communities.

However, there are also negative impacts, especially in local areas of developing countries, for example, serial reproduction problems and a lack of equality in the economy and the use of resources (Richards and Wilson, 2006). One of the causes is a lack of knowledge about creative

tourism management. Up to now, there have only been a few studies that have explored the links between sustainable development and creative tourism (Vide 2012) because the concept of creative tourism only began in 1990 and creative tourism sites in developing countries are still in the initial stages. The purpose of this chapter is to discuss how creative tourism can be one of the suitable tools for sustainable development in local areas. The first part of this chapter will demonstrate a brief description of demand and supply factors for cultural-based creativity. Then, it will provide the integration of production and consumption in terms of sustainable creative tourism. Finally, the conclusion will analyse how creative tourism can lead tourism attractions towards sustainable development.

## **2.2 The evolution of creative tourism**

The concept of creative tourism has been developing for a number of years (see Table 2.1). It has been an interesting form of tourism from the late 1990s onwards (Evan, 2003 and Richards, 1999) because its principles lead to a reduction in the negative impacts from cultural tourism management and can attract a number of tourists. The significant factors that affect the creative tourism concept are the tourists' behaviour, the overall development in the tourism industry and the tourism management problems. Tourism demand has shifted from quantitative growth towards qualitative change (Torres, 2002). The UNWTO (2014) indicated that tourists are focusing on more individualized consumption but also searching for community. In addition, new tourism consumers are coming from emerging economies. Furthermore, the easing of transportation and travel restrictions and growth of Information and Communication Technologies (ICT) have encouraged the development of this tourism form. Moreover, the change to creative tourism is a direct consequence of tourism operation problems such as absences of equality in the economy as well as in resource use.

*Table 2.1 The evolution of the creative tourism concept  
(source: Author)*

<b>Year</b>	<b>Implications of creative tourism</b>
1990	Creative tourism went beyond the general tourist gaze (Urry, 1999).
1999	Based on experiencing, participating and learning (e.g. not only observing icons or icon painting but taking courses in icon painting at the destination) (Pine and Gilmore, 1999).
2000	Offers visitors the opportunity to develop their creative potential through active participation in courses and learning experiences which are characteristic of the holiday destination where they are undertaken (Richards and Raymond, 2000).
2003	Based on the authenticity of the experience (Chhabra, Healy and Sills, 2003).  The next generation of cultural tourism that satisfies the higher level need of self-actualisation with a primary focus on active skill development (Prentice and Anderson, 2003).
2006	Travel directed toward an engaged and authentic experience, with participative learning in the arts, heritage or special character of a place. Provides a connection with those who reside in this place and create this living culture (UNESCO, 2006).  More sustainable in nature than traditional cultural tourism based on the consumption of built environment (Richards and Wilson, 2006).
2007	Involves tourists deeply in the cultural escape of the destination, where they take part in different activities - culinary and other creative activities, crafts and arts - thus creating a close link between the tourists, the local population and its cultural heritage (Richards and Wilson, 2007).

Creative tourism is the next generation of cultural tourism (Richards and Raymond 2000; Prentice and Anderson, 2003; and Wurzburger et al., 2008). According to a study by Richards and Wilson (2006) creative tourism is now more popular than cultural tourism. Its popularity stems from the fact that it can respond to the needs of cultural destinations to recreate themselves as well as the needs of attractions to differentiate

themselves in a saturated market and the needs of new tourists who are prosumers. The prosumer group is identified as an active consumer who desire to learn and participate in the process of producing tourism products during their travel such as designing, distributing and performing the experience (Niezgida, 2013). Vanolo (2006), Cloke (2007) and VisitBritain (2007) have indicated that creative tourism has been becoming a significant tool for destination marketing, and it can attract new tourists to visit creative sites in New Zealand, England and Spain. Moreover, creative tourism management focuses on shifting away from tangible culture to intangible culture and creativity. It is perceived as being very flexible and having a dynamic tourist experience and is more closely connected to innovation and change than cultural tourism. This expands opportunities for tourists to learn new skills and establishes close links with them, the local people and the area's cultural heritage. Additionally, the creative sector is wider than the cultural sector because it covers more sub-sectors and has a better total value and employment impact. This management can reduce the gap between women and men, especially in less developed countries, because women play a significant role in the development of creative tourism (Richards and Wilson, 2007).

When the contexts of creative strategies which underlie the management and marketing are compared, there are a number of differences in structures and contents between cultural and creative tourism (see Table 2.2). In terms of the development context, cultural tourism focuses primarily on hardware components, for example, heritage buildings, museums and monuments; it is associated with high culture or a traditional image. In the other hand, creative tourism focuses on transforming intangible elements or the software of the cultural place such as the atmosphere or ambience, fashion, quality of life, vibrancy, narratives, lifestyle, traditions and beliefs into experiences that can be consumed by tourists. It emphasises the active process between tourists and local people. This activity requires the relationship of orgware or organization such as the tourism

business networks, other industries which relate to tourism management, local people clusters, policies and governance (Richards and Wilson, 2007).

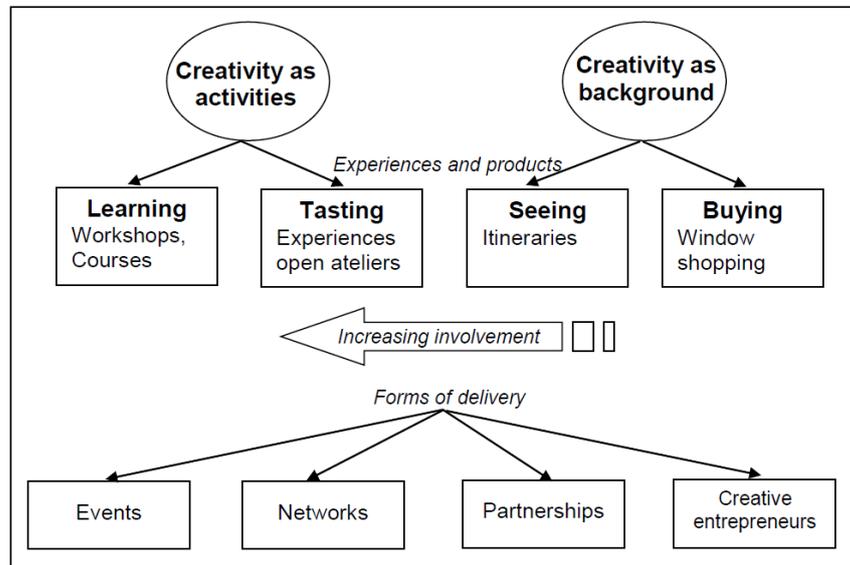
*Table 2.2 Contexts of creativity in cultural and creative tourism (source: Richards and Wilson, 2007)*

<b>Structures and contents</b>	<b>Cultural tourism</b>	<b>Creative tourism</b>
Development context	Hardware	Software and Orgware
Spatial context	Backdrop	Activity
Timescale	Past and present	Past, present, future
Cultural context	High or popular culture	Creative process
Mode of consumption	Product focus	Experience, co-makership
Learning orientation	Passive	Active skill development
Reproducibility	Serial	Custom, co-production
Intervention	Economic development	Realizing creative potential
Identity	Reinforcing	Pluralizing
Artistic focus	Aesthetic	Intellectual property
Competitive environment	Competition	Collaboration, co-operation
Engagement in consumption	Abstract	Flow
Heritage	Historic or contemporary	Transcendent

At the present, there are many organizations in developed countries that are responsible for creative tourism processes, for example, Creative London, Vancouver's Creative City Task Force, Creative Auckland, the Cool Cities Initiative in Michigan and Creative New York. France is one country which promotes creative tourism for reimagining its destinations and attracting the tourists. It has shifted from conservation of historical sites to promotion of an enduring city such as enjoying, tasting and experiencing (Prentice and Anderson, 2003). In brief, creative tourism is based on both experience and pleasure because of the enjoyment that can come from learning new things as well as from having the chance to share local knowledge with others through the activities (see Figure 2.1). It does not require high investment or conservation costs because it can add value or reimagine the cultural destination through the activities. Moreover, the co-creation

process can improve or develop the local product. These are the reasons why a number of cultural sites around the world are trying to promote creative tourism.

Figure 2.1 Model of creative tourism (source: Richards, 2011)

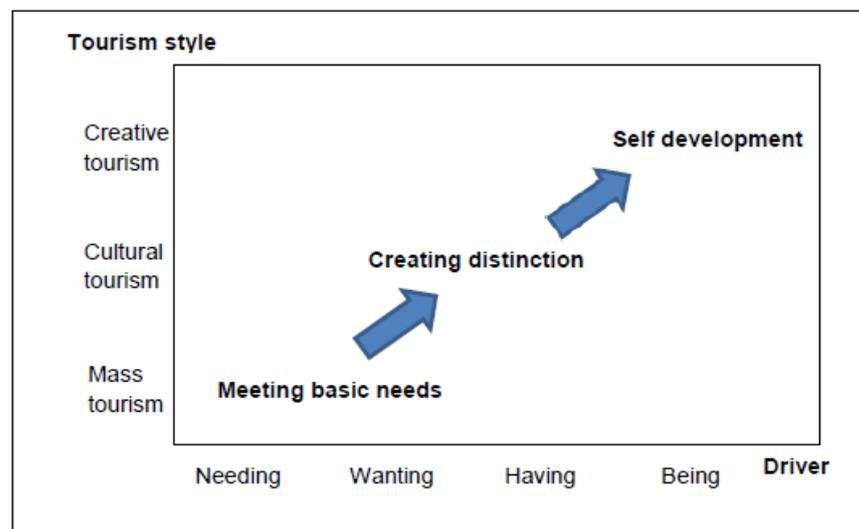


### 2.2.1 Demand factors in creative tourism

One of the most significant keys to creative tourism development in the initial stage is the demand from tourists. From the 1990s onward, tourists dissatisfied with traditional worldviews (Ray and Anderson, 2000) have tried to find different travel activities. Many people in developed countries have physical satisfaction, for example, from possessing a car or a nice house (Binkhorst, 2007) but continue searching for fulfilment of psychological needs such as being inspired, feeling like they ‘belong’ and having meaning in their lives (Nijs and Peters, 2002). Tourists who have better education and higher incomes than in the past now feel the need for self-development and new experiences (Sharply, 2006). Richards and Raymond (2000) explain that travel experiences can develop the lives of tourists. Moreover, many new tourists want to be a part of a group of people or an activity so there is another generation of experience product in tourism based on co-creation between tourists and local people (Binkhorst, 2007).

Consequently, destinations worldwide are trying to seek suitable tools to respond to the need for self-development. Integrating local uniqueness and creativity is an option to attract the tourist target. Yozcu and Icöz (2010) assert that creative tourism can provide authentic emotion for a local culture and real lifestyle through informal, practical workshops and creative experiences. Its themes involve tourists in self-actualisation and development (see Figure 2.2). In these ways, the demand from tourists has promoted the development of creative tourism.

*Figure 2.2 Changes in the drivers of tourism (source: Richards and Wilson, 2006)*



It is not only personal factors but also external factors, especially global capitalist development, that affect tourism consumption. Creative tourists have been interested since the 1990s when there was a shift for some tourists from Fordist to post-Fordist and neo-Fordist modes of tourism production and consumption. From the 1950s to 1990s, there was a focus on the production of Fordist style tourism that is based on the mass produced market, standardization and similar offerings created through innovations. As a result, the tourism was described by a huge number of tourists consuming a standardized, packaged and fixed tourism product (Torres, 2002). Post-Fordism and neo-Fordism

(see Table 2.3) emerged later and provided alternatives that were appealing to some types of tourists

*Table 2.3 Fordist spectrum of tourist production and consumption*

*(source: Torres, 2002)*

<b>Fordist tourism</b>	<b>Post-Fordist tourism</b>	<b>Neo-Fordist tourism</b>
Mass tourism	Specialized/Individualized/ Customized niche market tourism	Niche market mass tourism
Inflexible/Rigidity	Flexibility	Flexible specialization
Spatially concentrated	Shorter product life cycle	
Undifferentiated products	Product differentiation	Product differentiation
Small number of producers	-	Continuity of Fordist structures/institute
Discounted product	-	
Economies of scale	Small scale or small batch	Mass customization
Large number of consumers	Consumer controlled	Consumer choice
Collective consumption	Individualized consumption	-
Undifferentiated consumers	Better tourists	-
Seasonally polarized	-	-
Demand western amenities	Rapidly changing consumer tastes	-
Staged authenticity	Desire authenticity	Desire reality while revelling in kitsch
Environmental pressures	Green tourism	-
McDonaldization or Densification	De-McDonaldization	Flexible/specialized McDonaldized product

The alternative of post-Fordism tourism, from the 1990s onwards, supported smaller, more economical and flexible forms of production and emphasized the consumption, leisure and style of lifestyle consumers. The interest of some tourists moved from classic mass tourism, especially sun and sand, ski resort or the tourist gaze, to the special or unique tourism which emphasizes an environmental, cultural and social landscape (Torres, 2002).

Another option for tourists, neo-Fordist tourism, began in the late 1990s because of the low cost airline effect. The consumption of tourists interested in this form became based on price and value. Ioannides and Debbage (1998) explained that there are flexible or specialized McDonaldized products or mass customization in the neo-Fordist tourism period because they maintain the characteristics of the Fordist tourism.

Moreover, with the growth of shorter breaks and more specialized holidays, some tourists' consumption has changed from symmetric travel to individual for pursuing different things, exotic and/or authentic, and focusing on activities with communities. For these tourists, qualitative production has been focused on rather than quantitative production. Therefore, a new type of production in the tourism industry was a direct consequence of this change. In Franklin's (2003) view, there are tourists that prefer to be active consumers of products or services. They seek or need to develop their knowledge because they desire to link the pleasure of the different and the unusual with their everyday life and their work. Tourism businesses have responded to the integration of lifestyle tourists by providing a special tourism with more flexibility and self-direction. As a result, interest in the creative tourism form began in the late stages of post-Fordism or the beginning of neo-Fordism because its management can respond to the changeable consumption of special interest tourists.

An additional issue was that mass tourism management brought some social, cultural, economic and environmental damage (Telfer and Sharpley, 2008) so it affected tourists' behaviour and the tourism form. Poon (1993) explains about certain new tourists who have more environmental awareness, are more quality consciousness and reject the passive and mass-produced package holidays in favour of more individual, authentic experiences. At European heritage sites, it was found that tourists were business tourists and educational tourists, including creative producers, artists and designers. Additionally, over

10 percent of tourists were also cultural aficionados (Evan 1998; and Richards, 1996). The new niche products that are related to cultural capital that can stimulate the new tourist, both in terms of tangible products such as buildings and structure sites and intangible products, for example, the set of ideas, traditions and values. This is close to the result of Throsby (2009) who explains that production and service identity is the direct consequence of cultural capital. The creative tourism process can increase the value of cultural assets and can support the creation and development of identity for the destinations more than other tourism forms. As a result, new tourists are interested in creative tourism because its principles can respond to their needs and provide meaning, experience and knowledge.

The 21<sup>st</sup> century is the period of consumption-led development and the service sector, which affects all industries, especially the changing focus from manufacturing to the needs of people (Richards and Wilson, 2006). The tourism industry also emphasises this tendency and focuses on studying the tourist behaviour. There are many studies that reveal that tourists in the present are well educated, employed and more experienced travellers and repeat visitors. Richards and Raymond (2000) also assert that there are an increasing number of tourists who are looking for more engaging, interactive experiences which can support them in the creation and development of identity. In a competitive market, the destinations which are able to capitalize on tourist demand are more likely to survive; therefore, the study of tourism demand is one of the key factors to success in management. Creative tourism focuses on a niche market. Tourist behaviour and tourism trends prompt the activities in Barcelona and it promotes a different campaign each year. Richards and Wilson (2007) found that tourists who visited Barcelona in 2007 were interested in learning new things, participating in entertainment and local culture, appreciating the atmosphere and sightseeing (see Table 2.4). These are the factors of creative tourism. However, creative tourists have their own perspectives of creativity and creative experiences (Tan, Luh and

Kung, 2013). Some of them perceive a specific experience as creative, while others feel that it features no creativity at all.

*Table 2.4 Importance (% very important) of different motivations for visiting Barcelona (Source: Richards and Wilson, 2007)*

<b>Tourist type</b>	<b>Learning new things</b>	<b>Entertainment</b>	<b>Local culture</b>	<b>Atmosphere</b>	<b>Sightseeing</b>
Cultural tourist	51.6	51.2	47.6	48.7	43.2
City tourist	40.6	48.0	37.5	53.9	47.3
Heritage tourist	46.2	38.5	76.9	66.7	46.2
Beach/sun tourist	38.2	55.9	41.2	57.1	44.1
Business tourist	41.7	50.0	50.0	50.0	41.7
Doesn't like the term 'tourist'	16.7	41.7	31.7	65.0	21.7

Moreover, Raymond (2002) indicates that there are three groups of creative tourists in New Zealand. The first group is the baby-boomers or newly retired who are looking for intellectual stimulus and finding something which interests them. The second group concerns the tourists under 35 years of age such as students or backpackers who are still finding their way in life, and the third group are the New Zealanders who want to learn more about different aspects of their country's culture. Their behaviours are similar to the new tourist behaviour. In brief, creative tourism is suitable for today's tourist behaviour. Travel for this new tourist group is motivated by knowledge and economy, destination atmosphere, local culture and entertainment. This is why many countries such as Spain, Italy and the United Kingdom are trying to promote creative tourism. Its principles can respond to the direct needs of tourists which is a key to effective management in this period. To be successful in creative tourism, a

study of tourism trends and tourist behaviour is one of the necessary factors.

### *2.2.2 Supply factors in creative tourism*

Regrettably, the results of high demand are not always positive as can be seen in the effects on cultural tourism, a precursor to creative tourism. In some cases, high demand has led to increasing serial reproduction of cultural attractions, for example, 'McGuggenheimization' (Maitland and Smith, 2009), which refers to how iconic architecture like the Guggenheim Museums have spread to multiple cities around the world, and commodification of the cultural tourism product. Zukin (1995) and Russo (2002) point out that cultural tourism is quality tourism because it supports employment, preserves the heritage in cultural areas and expands contemporary culture in the cultural sector. Unfortunately, many destinations have similar strategies to manage their resources, for example, similar landscapes, events, themes and heritage. Therefore, these places are not differentiated because they feel and look the same (Richards and Wilson, 2006). Moreover, differentiation can be expensive because some destinations have to spend a lot on investment or maintenance to distinguish their locations (Richards and Wilson, 2006). Richards and Wilson (2006) explain that creative tourism is one solution that can reduce the serial reproduction problem because it promotes creative activities more than just cultural products, increases the value of cultural assets and creates distinction for the area in the tourism marketplace.

Authentic experiences are key characteristics of creative tourism that can help to solve the serial reproduction problem and attract new tourists. The concept of authenticity can reduce the cost of investment or maintenance to distinguish the destination because authenticity in tourism reveals the true identity of the community with local values, attitudes and traditions (Terziyska, 2012). The original meaning of

authenticity has its roots in the ancient Greek ‘authentikos’ which means original, genuine and principal. However, the concept of authenticity has been a subject of many studies over many decades and has been interpreted many different ways. In social sciences literature since the 1960s, there have been three main approaches to authenticity based on objectivism, constructivism and postmodernism (Terziyska, 2012). MacCannell (1973) argued with Boorstin’s concept of tourist motivators. He explained that the key tourist motivator is the need for authenticity. He also identified staged authenticity in terms of a pseudo-event, which equated to inauthenticity in Boorstin’s view. This viewpoint is close to Cohen (1979) who identified two types of authentic destinations: those with original and those with staged authenticity. According to Urry (1990), authenticity relates to ethnic, historical or cultural tourism. Moreover, Wang (1999) categorized authenticity in tourism in terms of three formats (see Table 2.6) and these can be divided into two groups. The object-related authenticity group is in line with the approaches of MacCannell and Cohen. It encompasses objective authenticity and constructive authenticity. The second group, which is based on activities, is existential authenticity.

*Table 2.5 Three types of authenticity in tourism experiences*

*(source: Wang, 1999)*

<b>Object-related authenticity in tourism</b>	<b>Activity-related authenticity in tourism</b>
<p><i>Objective authenticity</i> refers to the authenticity of originals. Correspondingly, an authentic tourist experience equates to an epistemological experience (i.e., cognition) of the authenticity of originals.</p> <p><i>Constructive authenticity</i> refers to the authenticity projected onto toured objects by tourists or tourism producers in terms of their imagery, expectations, preferences, beliefs, powers, etc. There are various versions of objects’ authenticities.</p>	<p><i>Existential authenticity</i> refers to a potential existential state of Being that is activated by tourist activities. Correspondingly, authentic experiences in tourism activate this existential state of Being within the luminal process of tourism. Existential authenticity is largely unrelated to the authenticity of toured objects.</p>

<b>Object-related authenticity in tourism</b>	<b>Activity-related authenticity in tourism</b>
Correspondingly, authentic experiences in tourism and the authenticity of toured objects are constitutive of one another. In this sense, the authenticity of toured objects is in fact symbolic authenticity.	

In general, tourists want to travel to authentic destinations. They search for their own authenticity in different activity forms. Adam (1984), Bruner (1991), Ducan (1978) and Laxson (1991) argue that authenticity in tourism is from the tourists' perspectives as they project their own beliefs, expectations, preferences and consciousness onto objects. As a result, getting satisfaction from an authentic destination depends on the needs and perceptions of the tourists.

The creative principle is related to the existential authenticity concept in that tourists get to experience an authentic destination from participating in activities. Experiencing the real, everyday life of an area and establishing relationships with local people can respond to the needs of present day tourists. Pappalepore, Maitland and Smith (2014) found that tourists travelling in London got more satisfaction when they visited undiscovered places, left conventional tourist areas and participated with communities. Moreover, they got an added benefit by being able to get new knowledge. Additionally, as previously mentioned, Barcelona is a city which promotes creative tourism as its image. Its main theme focuses on discovering a culture in which the travellers participate in creative and educational activities during their stay and have the opportunities for learning experiences with communities (Richards and Wilson, 2007).

A meaningful experience with authenticity depends on the individual feeling of tourists (Handler and Saxton, 1988). Pine and Gilmore (1998) explain experiences are inherently personal, existing only in the mind of an individual who has been engaged on an emotional, physical, intellectual, or even spiritual level. Unfortunately, due to its subjective

nature, it is difficult to measure the quality of an authentic experience (Cohen, 1988) and, in turn, the value of a creative product. However, it is possible to increase the quality and value by the active participation of tourists in the creative process (Richards and Wilson, 2006). The significant processes that offer memorable, satisfying experiences and create value for creative tourists, while, at the same time, contribute to the uniqueness and authenticity of a destination are participation and co-creation between the community members and tourists.

According to literature about the evolution of creative tourism, this tourism is an optional tourism form in specific destinations. Meanwhile, cultural or heritage tourism might be an option for other destinations because tangible products such as heritage buildings, museums and monuments are the key factors to attract tourists who focus more on passive activities and pleasure. On the other hand, creative tourism can attract the present-day tourists who focus on active activities and local knowledge as well as pleasure in cultural or heritage destinations (Richards, 2000). Creative tourism refers to both tangible and intangible resources (Richards and Wilson, 2006; Wurzbürger et al., 2008; and Sepe and Trapani, 2010). Tangible products include hard culture such as built attractions and soft culture such as performances and arts. Meanwhile, intangible aspects refer to a participative process between local people and tourists which can provide creative experiences which influence the meaningful experiences of tourists. The study of Richards (2000) also confirmed that creative tourism management can combine high culture which includes the tourism products of cultural and heritage tourism such as old buildings, landscapes, museums and monuments and a learning participation process between local people and tourists which can present the intangible products as meaningful tourist experiences. This is a main reason that creative tourism is different when compared with cultural and heritage tourism in the context of tourism products. Several research studies explained that creative tourism is one of the solutions

of the saturated market problems in cultural tourism (Richard, 2000; Raymond, 2002; Richards and Wilson, 2007; and Vide, 2012).

Sepe and Trapani (2010), while discussing the concepts of creative cities, conclude that more people are realizing that cities are more than only physical structures, they encompass people and their networks, as well as things that are more intangible, like identities of cultures, relationships in society, history, memories and emotional experiences. This concept could be extrapolated to a variety of tourist destinations and intangible resources that support creative tourism. Two forms of intangible creativity are community narratives and the creation of objects at the destination, such painting, making handicrafts or cooking (Binkhorst, 2007). American travellers appreciated the intangible resources in the creative tourism of the Netherlands, for example, the culture, people and atmosphere. Binkhorst (2007) found that having dinner with a Dutch family provided a great experience; visitors interacted with local people and learned about how Dutch families live, eat and cook. Moreover, they had the opportunity to share their culture with the family. Different types of creative experiences, such as learning, tasting, seeing and buying can be delivered in a variety of activities, including the creation of workshops, courses and events (Vide, 2012).

At the same time, tangible products are also a significant factor to provide authentic experiences in creative tourism. Physical structures such as local accommodations, local amenities or facilities and souvenirs can detail local stories and provide tourist satisfaction. Several studies revealed that the process of creative tourism is different from cultural and heritage tourism because it can integrate tangible and intangible products to produce the authentic experiences for creative tourists (Richards and Wilson, 2006; Wurzbürger et al., 2008; and Sepe and Trapani, 2010).

Richards (2000) also found that there have been number of problems to the long-term management of cultural and heritage tourism

development, especially because tourism can invade, damage, trivialize and commodify culture. This affects the way of thinking and behaviour of local people and tourists who produce the negative impacts on destinations. Many countries are trying to develop a tourism form to deal with these challenges while attracting tourists and stabilising demand. The experience economy concept of Pine and Gilmore has been interesting to the tourism industry because it can offer distinction and increases the value of the transformation that an experience offers. Creative tourism is also based on experience economy, participating and learning (Binkhorst, 2007). Pine and Gilmore (1998) identify four experience economy domains: entertaining, educational, escapist and aesthetic. Creative tourism can provide one, two, three or all four of these types of experience. For example, tourists can enjoy learning from local people how to create something beautiful and this process makes them feel like they are escaping their mundane life. Importantly, the process of creative tourism can lead local people and tourists to recognize the concept of sustainable development. The study of Richards and Wilson (2007) explored how Barcelona has launched creative tourism to cope with cultural tourism management problems because this city has potential tourism resources for creative tourism management and the government recognises the benefits of this tourism which can deal with the present problems and attract a huge number of tourists to visit the city.

Creative tourism management does not produce only positive impacts; it can also cause negative impacts (see Table 2.7). Previous studies have found challenges when using creative tourism as a solution to cultural tourism management problems. Richards and Raymond (2000) and Raymond (2002) found that a lack of uniqueness and spontaneity in the creative tourism destinations is one of the creative tourism development challenges. It is not easy to produce creative tourism activities based on the local authenticity which also have their own aspects and identities and provide a high level of tourist satisfaction.

Meanwhile, Florida's findings (2002) included creative tourists complaints there is nothing novel about creative tourism products or services. The research in 2004 of the Association for Tourism and Leisure Education (ATLAS) revealed that only five percent of tourists in European countries had creative experiences from their travels (ATLAS, 2011).

*Table 2.6 Positive and negative consequences of creative tourism development (source: Author)*

<b>Positive impacts</b>	<b>Negative impacts</b>
<p>Reducing the negative impacts from cultural tourism; for example, serial reproduction and commodification of cultural products that modify and trivialize cultural capital (Russo, 2002; Smith and Duffy, 2003; and Richards and Wilson, 2006)</p> <p>Responding to the higher level needs of present-day tourists, especially self-actualisation, with a primary focus on active skill development (Prentice and Anderson, 2003)</p> <p>Increasing land values, more visitors, higher quality of life and environmental consumptions equity (Richards and Wilson, 2006).</p> <p>Achieving a balance between environmental, economic and social aspects (Vide, 2012).</p>	<p>Lack of uniqueness, spontaneity (Richards and Raymond, 2000; and Raymond, 2002)</p> <p>There are not innovative products, nothing new and no novelty which are trendy development (Florida, 2004)</p> <p>Issues of carrying capacity problems (Richards and Wilson, 2007)</p> <p>Weakening or loss of community values (Raymond, 2002)</p>

Moreover, the issue of a trendy development 'bandwagon' or carrying capacity problems in the case of festivals and events has been explored as a major negative impact of creative tourism (Richards and Wilson, 2007). When there are a large number of creative tourists who visit a destination at the same time, it can produce drawbacks for the local area, especially negative impacts for the local environment, for example, traffic, trash and sanitation problems. It might be invasive and commodify culture because local people lack knowledge and skill to manage creative activities or souvenirs which are based on the

concept of authenticity (Richards, 2002). However, although creative tourism is not a perfect form, nor a panacea for all tourism problems, it may be particularly suited to specific destinations. In a rural area, it can provide a better alternative than losing a significant portion of the community to the cities as local people leave to find jobs or losing the local wisdom and cultural heritage to the modern world if it is not passed on to future generations (Richard, 2002).

Therefore, creative tourism requires appropriate planning and management for successful and sustainable development. Murphy (1985) confirmed that community-based planning and management is the key process to reduce the challenges and negative impacts from tourism management. Meanwhile, Connell (1997) indicated that local participation can achieve an efficient and equitable allocation of tourism resources and distribution of skills and knowledge for local people and tourists. In brief, integrating the concepts of creative tourism and community-based planning and management can lead to local sustainable development and increase the level of tourist satisfaction.

### **2.3 Creative tourism and community participation for local sustainable development**

From the 1980s onwards, the rapid growth of cultural tourism has produced local problems and there are signs that a number of destinations are becoming sufferers of their success (Richards, 2009). Many destinations have been faced with negative impacts on their environment, economy and society from tourism management. One of the causes that can destroy physical, economic and socio-cultural environment as well as trigger an unacceptable decrease in the quality of visitors' satisfaction is exceeding the carrying capacity because destinations cannot control the number of tourists who visit at the same time. Moreover, cultural forms have become modified, trivialized, packaged and commoditized for consumption. Local art forms have

been converted and mass produced as souvenirs. At the same time, cultural rituals are transformed and performed for tourists (Telfer and Sharpley, 2008). These can degrade the quality of experience and bastardized the culture (Russo, 2002; and Smith and Duffy, 2003). Meanwhile, there are negative impacts on both economy and local authenticity, particularly serial reproduction because many destinations have similar strategies for promoting the uniqueness through cultural tourism, so it makes these places feel and look like they are under the same management (Richards and Wilson, 2006). As a result, many countries, both developed and developing, are attempting to find solutions, reduce the negative implications and promote sustainable development in their destinations.

Consequently, creative tourism is appealing because its principles strive to achieve a balance between environmental, economic and social aspects (Vide, 2012). Additionally, it can promote differentiation in the saturated market of cultural tourism because creative tourism principles can satisfy the higher level needs of the present tourists, especially self-actualisation, with a primary focus on active skill development (Prentice and Anderson, 2003). The significant success factors in creative attractions are more creativity, increasing land values, more visitors, more social equity, higher quality of life and environmental consumption equity (Richards and Wilsons, 2006). Furthermore, Elkington (1994) supports the view that creativity in the experience economy can maintain a high level of tourist satisfaction, ensure a meaningful experience for tourists, raise their awareness about sustainability issues and promote sustainable practices among them. On the other hand, planning and management is the significant process to provide the potential benefits to the community and satisfaction to the tourists. Murphy (1985) explained that a community approach to tourism planning and management can lead to local sustainable development because its process focuses on the needs and empowerment of local people. Additionally, it helps destinations to be more interesting and emphasises conserving local resources for

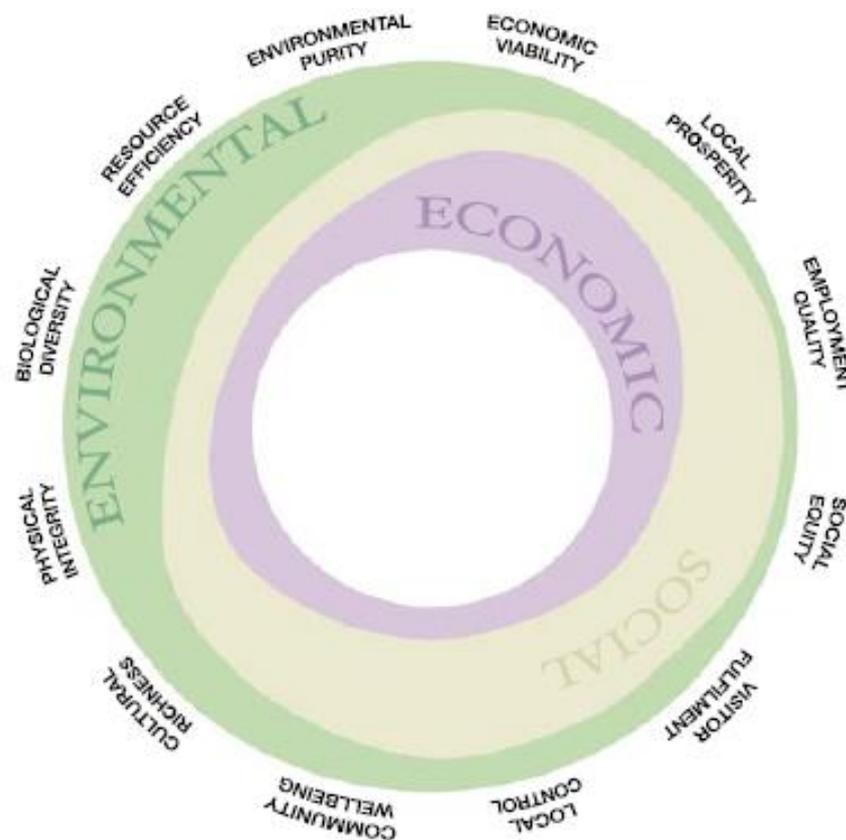
long term use. Encouraging community-based planning and management of creative tourism is one of the alternative tools to support local sustainable development, especially at cultural tourism sites.

### *2.3.1 Sustainable creative tourism*

The principle of sustainable development pertains to conserving areas as well as developing them, so it has been applied by many businesses, including those in tourism. An agenda for sustainable tourism (UNEP and UNWTO, 2005) constitutes 12 aims that address the pillars of sustainability (see Figure 2.3). Its principles reinforce the dimensions of traditional sustainability processes that refer to the balance between environmental, economic and socio-cultural aspects. The first aspect focuses on conserving and managing resources, for example, actions that can minimize pollution of air, land and water, and maintain biological diversity and natural heritage. The second aspect is to generate wealth at different levels of society and address the cost efficiency of all economic activities. The final aspect emphasises the respect of human rights and opportunities for all in society, including social equity, employment quality, local control, recognition of different cultures, and avoidance of any form of exploitation. On the part of community tourism, sustainable development enhances residents' benefits; it aims to improve the people's quality of life and to provide quality experiences for visitors (Bramwell and Lane, 1993; Stabler, 1997; UNCED, 1992). Vide (2012) explains the important consideration of integrating sustainable management with creative tourism because it can provide great benefits to all players, such as high sustainability and mobility of creative resources; value creation; no need for built cultural heritage; a good possibility for balancing the volume, timing and location of tourist visits; small-scale tourism with very limited impact on scarce resources and the natural environment

and high potential for more equal regional development due to the social inclusion component.

Figure 2.3 The relationship between 12 aims and the pillars of sustainability (source: UNEP and UNWTO, 2005)



The general negative environmental impacts from tourism are the changing of habitats and ecosystems, pollution, losing biodiversity or destroying heritage (Hall, 2008). Richards and Wilson (2006) pointed out that creative tourism is more sustainable than cultural tourism in terms of the environment because visitors and local people participate and learn together through the creative activity. This process of co-creation can encourage tourists to conserve local fauna and flora (Binkhorst, 2005) because it can provide direct experiences that influence people's emotions better than other tourism forms. Furthermore, this process can support the authenticity of local souvenirs because tourists realise the production process so it affects their motivation to buy and support local souvenirs. Buller and Morris

(2004) state that buying local products can reduce carbon footprints and conserve traditional farming landscapes. Sustainable creative tourism processes affect the behaviour of tourists and local people, especially the awareness of negative environmental impacts. The significant management tool of sustainable creative tourism emphasises appropriate carrying capacity along with co-creation. Each area that promotes creative tourism must estimate and measure the proper maximum number of tourists visiting at the same time because it affects the quality of tourists' holiday experiences. Moreover, it can reduce the production of unacceptable and possibly irreversible changes in the environment.

Creative tourism can also develop the local economy because it is one factor that attracts a significant number of tourists. Moreover, there are a large number of repeat visitors to creative tourism destinations (Sepe and Trapani, 2010). Tourists support the generation of multiple forms of income in a local area, benefiting a community's economy in the long term (Ilbery et al., 2003). In recent years, the number of tourists who want to have authentic experiences has increased (Evans, 2003). The process of creative tourism can respond to the direct needs of tourists and provide satisfaction and great memories for new tourists because it focuses on authenticity of holiday experiences by co-creation between local people and tourists. Co-creation experiences will add value to all players, both to the visitors and local people, and at the same time, it will contribute to the uniqueness and authenticity of the destination (Binkhorst, 2005). In addition, creative tourism can reduce the problem of fewer visitors in the low season. Gordin and Matetskaya (2012) indicate that this tourism form helps to open new spaces for local activities, and it assists in conveying the tourist flow, which is important in the low season. Creative tourism can be promoted all year around and it is not weather-dependent because it involves the activities that pertain to the cultural capital such as local art, music, performance or lifestyle. Moreover, it can contribute income for the local people because they are the significant resources in the process of creative

activities. On the part of management, the majority of the creative resources are based on creativity so there is no need to have a lot of built heritage. There is also no need for expensive conservation and maintenance of structures (Binkhorst, 2007). In brief, creative tourism is one alternative that supports the local economy in the present.

Creative tourism not only affects the environment and the economy, it also influences the preservation and development of the cultural heritage and lifestyle of local people. From the late 1970s, there has been a transition from unskilled to skilled forms of consumption and enhanced enjoyment (Scitovsky, 1976). This has also been linked to an increasing demand for authenticity (Zukin, 2010). Ohridska-Olson and Ivanov (2010) argue that this trend affects arts and crafts products that are representative of the local culture and, therefore, is an instrument to develop and preserve cultural heritage in its authentic forms. Gordin and Matetskaya (2012) found that St. Petersburg was able to create innovative products incorporating traditional handicrafts and conserve a local festival after launching creative tourism in the early 2000s. Moreover, many tourists attempt to discover local products and they often want to learn original procedures used in creating cultural and art products. This is an important aspect of cultural heritage preservation, termed 'heritage mining' (Richards and Wilson, 2006). In terms of benefits for local areas, creative tourism is one of the tourism forms that can develop the livelihood of local people, such as accessibility development, enterprise ownership training and employment opportunities (Mitchell and Ashley, 2010). In brief, creative tourism is also a tool for conservation as part of local sustainable development.

To evaluate the success of sustainable tourism management, there are different indicators for each tourism form or destination. For example, the indicators for sustainable European tourist destinations include economically healthy European tourist destinations; an intensity and growth of tourism in European destinations that does not exceed their carrying capacity; rural and cultural development in Europe and

European tourist destinations that deliver regional economic and social cohesion, quality and customer satisfaction (UNWTO, 2014). With another viewpoint, Mowforth and Munt (1998) reveal the indicators of sustainability in tourism are resource use, waste, pollution, local production, access to basic human needs, access to facilities, freedom from violence and oppression, access to the decision-making process, holiday foot printing and diversity of natural and cultural life. Alternatively, Vide (2012), presents three indicators of sustainable community tourism which are the optimising of environmental resources, the conserving of socio-cultural authenticity and the providing of socio-economic benefits to all actors.

For creative tourism, the important management tools for achievement along with sustainability should emphasise the offering of authentic self-development and co-creation experiences to tourists and the awareness of potential negative impacts on the local economy, society and environment (Vide, 2012). The process of knowledge transfer and management are important factors to support the degree of knowledge absorption and tourists' creative experiences. Ord (2012) revealed that efficient learning is based on the learning involvement, individual discovery and learner freedom to set learning objectives. Shaw and Williams (2009) found that a variety of networks, across space and sectors, honesty and cosmopolitanism are the basic characteristics for facilitating tacit knowledge in tourism. Consequently, it is necessary to promote the cooperation between government, entrepreneurs and local people in knowledge transfer management. These can affect the level of valuable knowledge and skills which tourists can get from travelling, and then, they can recognise that their behaviour can produce the positive or negative impacts on the destinations. Overall, the goals of knowledge transfer are to reduce negative impacts, increase tourists' positive experiences and support the local economy while, at the same time, conserving natural and cultural heritage and focusing on the quality of life of both local people and tourists.

2.3.2 *Community-based planning and management as a necessary factor for creative tourism management*

Even though tourism development provides positive impacts with extensive development outcome benefits, there are also negative impacts for the host destination (see Table 2.8), so proper planning and management are needed to reduce the problems. It is interesting to note that the impacts are perceived as beneficial or detrimental depending on the value position and judgement of the participants (Mason, 2008). In developing countries, the causes of negative impacts from tourism are based on poverty, inequality, poor healthcare and a lack of educational opportunity. As a result, there can be conflicts or gaps between actors who participate in tourism. These can affect the local economy, society and environment (Sharpley and Telfer, 2008). Moreover, tourism impacts change over time as an attraction site develops (Butler, 1980).

*Table 2.7 Positive and negative dimensions of tourism (source: Hall, 2008)*

<b>Type of impact</b>	<b>Positive</b>	<b>Negative</b>
<b>Economic dimension</b> <i>Economic environment</i>	Increased expenditure	Localised inflation and increased cost of living
	Employment creation	Replacement of local labour by outside labour
	Increased labour supply	Greater seasonal unemployment
	Increased value of real estate	Real estate speculation
	Increased standard of living	Increasing income gap between wealthy and poor
	Improved investment in infrastructure and services	Opportunity cost of investment in tourism means that other services and sectors do not get support

<b>Type of impact</b>	<b>Positive</b>	<b>Negative</b>	
	Increased free trade	Inadequate consideration of alternative investment	
	Increased foreign investment	Inadequate estimation of costs of tourism development	
	Diversification of economy		Increased free trade
			Loss of local ownership
			Overdependence on tourism for employment and economic development
<i>Industry and firm</i>	Increased destination awareness	Acquisition of a poor reputation as a result of inadequate facilities, improper practices or inflated prices	
	Development of new infrastructure and facilities	Inappropriate destination images and brands are used	
	Increased investor knowledge concerning potential for investment and commercial activity	Negative reactions from existing enterprises due to the possibility of new competition for human resources and state assistance	
<b>Environmental and natural resources dimensions</b>	Improvements in destination image	Changes in natural environmental processes	
	Maintenance of biodiversity	Loss of biodiversity	
	Architectural conservation	Architectural pollution	
	Preservation of natural and built heritage	Destruction of heritage	
	Maintenance and re-creation of habitat and ecosystem	Destruction of habitat and ecosystems	
<b>Sociocultural dimension</b>		Exceeding physical carrying capacity	

<b>Type of impact</b>	<b>Positive</b>	<b>Negative</b>
<i>Community</i>	Community renewal	Changes in community structure
	Strengthening of values	Weakening or loss of community values
	Exposure to new ideas through globalisation and transnationalism	Increase in criminal activity
	Creation of new community spaces	Loss of community spaces
	Tourism as a force for peace	Exceeding social carrying capacity
	Revival of traditions	Loss of authenticity
<i>Psychological / individual</i>	Increased local pride and community spirit	Tendency towards defensive attitudes concerning host regions
	Greater cross-cultural understanding	High possibility of misunderstandings leading to varying degrees of problems
	Increased awareness of non-local values and perceptions	Increased alienation as a result of changes to what was familiar
<b>Integrated</b> <i>Political / administrative</i>	Enhanced international recognition of destination region	Economic exploitation of local population to satisfy ambitions of political elite/growth coalitions
	Greater political openness	Use of tourism to fund and legitimise unpopular decisions or regimes
	Development of new administrative institutions	Loss of local power and decision-making capacities

According to Richards and Wilson (2007), the significant problems in creative tourism are the trendy development bandwagons and the lack of uniqueness and spontaneity in the destination areas. The key factors of impacts are the type of tourism activities, the characteristics of the local people and the nature of the participation between the tourists

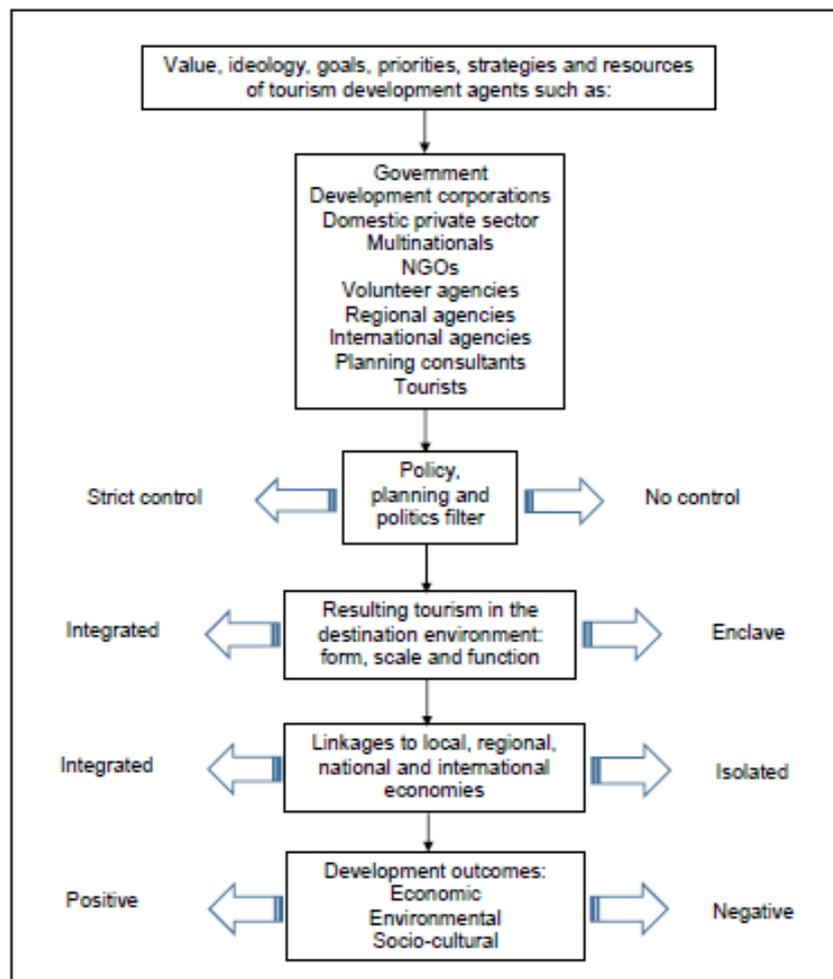
and community (Wall, 1997). Mason (2008) confirmed that the host community is now being recognized as a major player in decision-making for tourism management and the future direction of tourism. Moreover, Simmons (1994) explained tourism planners are requested to use community-based planning and management because the tourism impacts affect the local area and local people are recognized as a principal component in the hospitality atmosphere of an attraction. Tourism can provide social and economic benefits if planning and management can be redirected from a pure entrepreneur and development approach towards a community approach (Mings, 1978). As a result, community-based planning and management is the necessary tool for creative tourism because it can discover the direct needs of local people who are the significant factor of creative tourism management.

Williams (1998) suggested that without planning, there is a risk that an activity will be unregulated, formless or haphazard. Hall (1992) indicated that tourism planning is the key for predicting future outcomes when there are conflicts of values. Planning is the initial process of preparing a direction and broad programme of activity for the organization (Veal, 2002). Matthieson and Wall (1982) confirmed that tourism planning ensures that opportunities are available for tourists to have enjoyable and satisfying experiences while it also provides a means for improving residents' lives and destination areas. In addition, tourism management affects outcomes. Management is concerned with ensuring that the strategic plan is implemented and that the organization does not lose sight of its strategic directions because of day-to-day concerns (Veal, 2002). It focuses on ways to manage the tourism resources, the interaction of tourists with attractions and the interaction of tourists with local people (Mason, 1995). Hall and Page (1999) emphasized the link between planning and management. They suggested that strategic planning can reduce negative impacts from tourism. In essence, this means that the proactive approach of planning should consistently be intertwined with the frequently reactive

reality of management. To be successful, the tourism industry requires a balanced approach to planning and management (Murphy, 1985).

Additionally, there are also negative impacts if tourism policies or strategies are not interconnected at local, regional and national levels (see Figure 2.4). Since the late 1970s, there have been increasingly negative environmental, cultural, social and individual impacts of tourism, especially in less developed countries (Smith, 1989 and Harison, 1992), which do not only affect the tourism sector but also have an effect on the area as a whole. The major causes are a lack of community involvement (Murphy, 1985), a lack of integration of tourism into all sectors and a lack of coordination from the local level to the national (Getz, 1986 and Mason, 2003). To become successful and self-perpetuating, the tourism industry must be based on local capacities and community decision making (Murphy, 1985). Additionally, McIntosh and Goeldner (1986) focused on five goals of tourism development that relate to the needs of communities: providing a framework for increasing the local living standard; developing infrastructure and providing recreation facilities for both tourists and local people; ensuring that the development is appropriate to the area; establishing a development programme that is consistent with the cultural, social and economic philosophy of the government and the community and optimising tourist satisfaction. Currently, the key players in planning and management are the communities, the tourism industry and the various levels of government.

Figure 2.4 The tourism development process  
 (source: Telfer and Sharpley, 2008)



Creative tourism is one alternative tourism form that can reduce the cultural tourism problems and attract the niche tourists in the present market but it also requires the appropriate planning and management to achieve these objectives. Many less developed countries which promote creative tourism face management problems, especially in terms of the authenticity of the destination and sustainable management as well as a lack of market integration and funding (Richards and Wilson, 2006). Murphy (1985) states that community-based planning and management can contribute to the satisfaction of local people and tourists and respond to their needs by developing and expanding the tourism in a sustainable way. Moreover, Mowforth and Muntz (1998) explain that the key to achieving sustainability in any new

tourism scheme is the participation of local people because it can avoid the negative impacts or conflicts in the destinations. In the search for balanced development and alternatives to mass tourism development, the needs for local control, for planner as facilitator rather than expert and for development defined in sociocultural terms are all emphasised (Hall, 2000).

Community-based planning and management need a clear strategy agreed on and understood by all actors in creative tourism. It also means a long-term investment and managed local expectations of tourism benefits. Furthermore, it supports the establishment of partnerships between communities and the private sector, government departments and NGOs for increasing the benefits of creative tourism, such as market access, professional advice, marketing and training, funding and technical assistance, infrastructure improvement, policy establishment of tourism activities and land use control. It also emphasises the community's capacity to deliver, which is a key component of creative tourism, for example, the availability of tourism assets, the willingness of community members to engage and the community skills. In brief, community-based planning and management will shape and control creative tourism development and provide a framework for successful active management. Finally, local people and tourists will ideally get satisfaction from this tourism form while tourism resources will be conserved and developed.

### *2.3.3 Local participatory actions in creative tourism for local sustainable development*

Community-based planning and management in tourism requires a complex cooperation of interlocking parts that can identify and measure the general goal (Murphy, 1985). Murphy and Murphy (2004) explained the three primary steps that are involved in strategic planning and management: strategy formulation, strategy implementation and

evaluation. The first step of this process is the participation of local people to figure out the desired outcomes individually and collectively. They should establish a vision, aims and goals for the community's future. The second step is to establish the suitable ways to achieve them. Finally, ascertaining the level of success and identifying areas for improvement comprise the evaluation step (Beeton, 2006). This activity is based on the needs of the community, can reduce the destination conflicts and lead to proper long-term local resources use. Additionally, there are many components in planning and management processes that can support success. Murphy (1985) explained that the major factors which planners should emphasise are environmental and accessibility considerations, business and economic considerations, social and cultural considerations and management of local people considerations. It is similar to the Triple Bottom Line (TBL) indicator for planning and management proposed by John Elkington in 1997. The indicator is considered by three points: social, environmental and financial. In brief, the components or the indicators of community-based planning and management are directly linked with the sustainable development concept and they shape the long-term view of tourism business in the destination.

Creative tourism is one tool for local sustainable development (Richards and Wilson, 2006) because its principles can support the development and conservation of the local economy, environment and culture over time. Firstly, it can attract present day tourists, so it means multiple income benefits in the area. Since 1980, toward the post-industrial age, prosumers who prefer producing their own goods and service have replaced consumers and the demand for creative tourism experiences has been increasing (Pine and Gilmore, 1998). The concept of creative tourism has been developed to respond to the tourists who are active co-creators of their experiences (Richard, 2011). Secondly, the process of creative tourism emphasises co-creation and education, so it can stimulate interest and develop understanding in visitors and local people. Moreover, it can be used to

transform visitors' and local people's thinking and behaviour and also develop the value of destinations both in terms of the environment and culture (Stewart et al., 1998; and Mason, 2003). On the other hand, there are also problems for local people, especially in developing countries, such as a lack of authenticity and spontaneity and overload of carrying capacity in high seasons. These cause negative impacts on the local economy, society and environment. So, creative tourism requires suitable planning and management, especially based on the community.

Environmental considerations focus on three forms of carrying capacity: environmental, ecological and perceptual. Mason (2008) revealed the environmental problems from tourism management include pollution and the conflict between tourism activities and the wish to preserve landscapes and habitats. The impact of tourist activities can be seen in environmental damage such as the erosion or destruction of fragile sites through walking, trekking, cycling or other activities and it is exacerbated when the number of tourists exceeds an area's capacity (Sharpley and Telfer, 2008). Additionally, the tourism infrastructure is important in relation to impacts with effective planning often being able to limit impacts to a minimum. Thus, a community should plan the carrying capacity of tourism activities and infrastructure. The physical space and the number of people in a particular place can be estimated, the actual damage to plants, animals and habitat can be reduced, and the level of crowding that a visitor is willing to tolerate can be calculated.

The study of the multiplier effect is a common tool for assessing local economic impacts. The rapid expansion of tourism affects the developing countries (Mason, 2008). The Indonesian island of Bali has been faced with inflation, high opportunity costs and an over-dependence on tourism from 1970 onwards. There have been conflicts between local people and outside investors. Moreover, as a large number of local people have been working in the tourism industry,

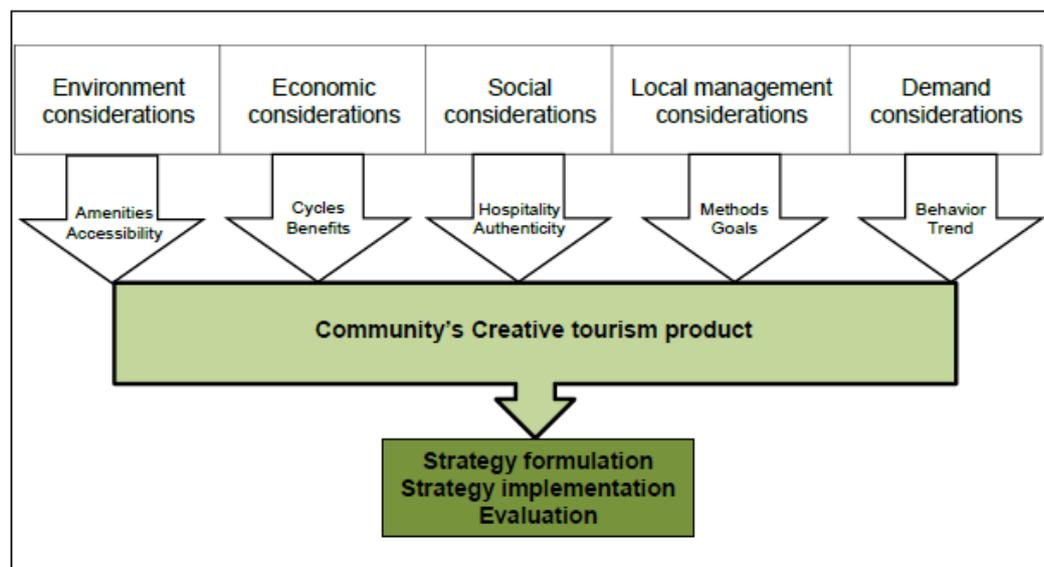
there has been a lack of traditional occupation being undertaken, especially related to agriculture. Nepal also has some similarities with Bali, particularly in being economically dependent on tourism. However, the important Buddhist and Hindu temples need to be used for religious activities, not just as destinations (Mason, 1991). In the initial planning and management process, a community should deliberate and understand the multiple calculation concepts that pertain to direct and indirect income from tourism (Lomine and Edwards, 2007). The local economy can benefit not only from the direct revenue from money tourists spend, but also from local people's work associated with tourism and others benefits especially local infrastructure. Consequently, persuading local people to participate in tourism management and educating them are important to reduce the negative impacts on a local economy. Importantly, tourism forms are also significant method to encourage local participatory actions. The process of creative tourism management needs the participation of local people. At the same time, its process can encourage a high level of local participation.

Socio-cultural considerations relate to the meaning of the terms 'society' and 'culture'. They concern people in groups and their interactions, attitudes and behaviour (Holden, 1995). When there are interactions between visitors and local people, there can be both beneficial and detrimental impacts. A significant influence is who is involved and what activities are engaged in (Mason, 2008). In developing countries, tourism can cause overcrowding in high seasons and take over as a major employer so that traditional activities such as farming may decline. Some areas experience negative impacts from the local performances that lead to behavioural changes in the local people (Williams, 1998). On the part of creative tourism, there is the question of the authenticity of the tourist experience if the actual behaviour of the local people changes from what is being presented. Moreover, commodification has led to pseudo-events in developed countries such as Canada, Arctic Norway and Finland with these

events being planned rather than spontaneous (Mason, 2008). In the initial process, community-based planning and management should discuss the needs of local people and their own tourism product which is the traditional community and, at the same time, consider how it may be affected over the long term by interactions with visitors.

Consequently, the process for community-based planning and management in this research considered five components for creating the tourism strategy: the environment, economy, society, local management and tourists (see Figure 2.5). These components resemble the sustainable development concept.

*Figure 2.5 System of community-based planning and management in creative tourism (source: Author)*



#### *2.3.4 Role of local leadership and level of community participatory action in tourism management*

Local participation is important in creative tourism because the host community is a major actor in tourism activity management. Moreover, Mowforth and Munt (1998) revealed that community participatory action is essential to reaching sustainability. Dark (1991) also confirmed that

the ability of local people to participate influences the outcome of projects that have impacts on them. However, Tosun (2000) discovered that developing countries were lacking the direct involvement of the host community because of socio-political, economic and cultural structures. One cause of failure for local participation in decision-making is the vested interest that comes from only government officials. Middleton and Hawkins (1998) found that the community-based planning and management had not succeeded in developing countries because local people had not gained a consensual viewpoint on tourism development. This is important because if the interests of a tourism project come from the local people, it is more likely to be successful in the long term. So planning and management should emphasise local management considerations. To encourage local participation actions in management are community-based tourism management challenges.

Blackman et al. (2004) and Aref (2011) found that success in tourism following the concept of local sustainable development is based on the quality of local leaders. There have been several definitions of local leadership within the context of community leadership in tourism. Wilkinson (1986) detailed local leadership as important actions by individuals that make particular and distinctive contributions to local situations. Meanwhile, Goepfinger (2002) had an additional view of local leaders as those who take important actions in the cooperative process between individuals within a community area. Fennell (1999) suggested local leadership positions should be held by different community members and these people play different roles such as leader or follower according to the situation. This is similar to Osborne and Gaebler (1993), Sorenson and Epps (1996) and Andersen et al. (2002) who confirmed that a local leader team should consist of a mixture of local volunteers, businesspeople and government representatives. This promotes community empowerment with local people being able to be more assertive, which is important for setting methods and goals for local tourism management.

The National Assembly for Wales's commission (2011) found evidence that rural tourism development should have effective collaboration among different sectors to succeed. Local leaders can play the important role of facilitating this collaboration. Mitchell and Hall (2005) discovered that in rural destinations there are a lot of small-scale businesses and local providers such as accommodations, restaurants and souvenir shops. Moreover, Jurowski (1996) classified three major groups which have different perspectives on and affect tourism management: attached residents who are either long-term residents or older community members that love the area and have control of the community; resource users who can get economic benefits from the tourism management and environmentalists who tend to lean towards seeing the negative impacts from tourism development. Good facilitators who can co-ordinate with a variety of stakeholders in the tourism system are significant to reaching the goal of collaboration and networking. Kontogeorgopoulos et al. (2014) confirmed that effective leadership of Mae Kampong village in Thailand was able to bring local people to work together and produced a good collaboration with many external actors which can support tourism management. This is similar to Hang-Tang and Jones (2012) who revealed that strong leadership can lead to managing cross-sectoral tourism activities between internal and external stakeholders and affect the rural economy positively in Adventa, Monmouthshire, United Kingdom. At the same time, local leadership can also reduce unproductive business competition and increase tourism networks.

Moreover, a sense of local pride and local support actions are significant factors for effective community-based tourism planning and management (Nicholas, 2009). However, transformational leadership is required to achieve them. Breamwell and Lane (2000) and Land (2009) found that effective local leadership can encourage local followers to emphasise the concept of local pride and actions which focus on community benefits in long term management. According to Haven-Tang and Jones (2012), transformational leadership can also guide a

community towards positive tourism impacts such as the encouragement of innovation, the development of a sense of local pride and the preservation of the community's identity and authentic cultural and natural resources. Therefore, beneficial community participation in tourism management depends, in part, on effective local leadership. However, Aref, Redzuan and Emby (2009) found in Shiraz, Iran, that there can also be a negative side in terms of difficulties providing leadership opportunities for younger generations and creating a process to develop new local leaders. It is not easy to develop opinion leaders who have a strong commitment to working for community benefits though it is necessary for successful long term management. Consequently, as local leadership affects empowerment, collaboration and local unity, it is a key principle in the process to encourage local people to participate in tourism management.

## **2.4 Conclusion**

From the 1990s onward, many countries have tried to promote creative tourism because it is one of the appropriate tools for local sustainable development. Its principles can respond to the needs of present day tourists and communities because they are based on authentic experiences, participation and learning. Moreover, it can lead to balance in a destination's economy, society and environment. Tourists can get more satisfaction and experience from participating in, learning from and enjoying activities with local people. At the same time, local people can gain both income and non-income benefits. The process of creative tourism can support sustainable development, for example, by providing the authenticity that will affect local people's and tourists' awareness of the value of destinations and influencing their positive behaviour in the long term by encouraging a conservation mindset. Furthermore, the participating and learning processes will support the understanding of different cultures for local people as well as tourists. Moreover, these processes will create or enhance skills and

knowledge. Tourists can reach their self-actualization development goals and gain pleasure from their travel experiences, promoting the positive feelings and good relationships with the community destination that can increase the number of new or repeat tourists.

However, there are the doubts about how to promote authentic experiences, provide suitable participation processes between tourists and local people and reduce the commodification problem. From the literature review, the important thing to succeed in creative tourism management and contribute to sustainable development is an emphasis on the involvement of local people in planning and management. Local people are a key factor in decision-making and the future of tourism in each area. Additionally, instability in demand is one of the problems in creative tourism sites. Demand considerations, especially tourist behaviour and tourism trends, are essential factors to consider for success in creative tourism planning and management.

## **Chapter 3: Research methods and approaches**

### **3.1 Introduction**

The research method and approaches within this study are described, explained and defined in this chapter. The purpose of the study is to construct a framework for developing creative tourism to enhance community participation in terms of local sustainable development. Grounded theory was adopted to provide an intensive explanation of the phenomenon and to produce the proper framework which requires information that is deep and wide delivered from the knowledge and subjectivity of all participants. It is an appropriate approach for developing a framework explaining stakeholders' and tourists' views of community participation in creative tourism. The research process was to collect data in the field for surveying and evaluating the potential of the case study, investigating the development of creative activities to enhance tourists' experiences, studying the challenges of community-based management and exploring patterns of community participation to develop creative tourism products in Ban Nongkhao village in Kanchanaburi, Thailand. This site was chosen on the basis of the significance of its characteristics and cultural-based creativity.

Theoretical sampling, which is a process of data collection, was chosen because it can support this study to complete the properties of the key categories for generating the theory. It enables a researcher to select the richest information, relevant sources and participants who can provide the best answers to research questions and meet the research aims and objectives. Places and situations that will offer the greatest opportunity to gain the most related data about the phenomenon under study can be selected to gain the data. In-depth interviews and grounded theory ethnography were used to collect intensive data.

Simultaneous data coding and analysis were available through the process of data collection. The researcher can decide what data to

collect next and where it is appropriate to gather the data. This process provides back and forth movement between increasing the conceptual level of categories and expanding the research scope. It helps to search for a framework across all participants' perspectives within the development of a condition. Grounded theory coding was employed for data analysis. There are three types of coding: open coding, axial coding and selecting coding. Each section in this chapter will describe the essential information for employing an approach with reference to the aims and objectives of this research.

### 3.2 The choice of a grounded theory approach in tourism research

Basically, grounded theory is based on qualitative research methods that employ a well-organized set of procedures and coincident processes of data collection and analysis to develop a theory that explains multifaceted phenomena. However, it differs from other qualitative research methods because of its processes (see Table 3.1).

*Table 3.1 Comparison of qualitative tourism research approaches*  
(source: Author)

<b>Approaches</b>	<b>Ontology</b>	<b>Epistemology</b>	<b>Method</b>
Phenomenological approach	Identify phenomena through how researchers are perceived by the actors in a situation	Based on knowledge and subjectivity of researcher and emphasises the importance of personal perspective and interpretation	Use dialogue, interview, discussion and participant observation and represent it from the perspective of the researcher

<b>Approaches</b>	<b>Ontology</b>	<b>Epistemology</b>	<b>Method</b>
Ethnographic approach	Describe a group or culture by using the individual interpretation	Understand and describe a social and cultural scene from the insider's perspective of researchers	Begin with a problem, a theory or model and specific data collection techniques (participant observation and interview) and a specific writing style from the researcher's perspective
Grounded theory approach	Provide in-depth understanding of social phenomena and focus on the realities of people's social experience	Integration takes place between the participants, the empirical materials, the researcher and the interpretation	Enter the field with openness and without assuming the research result; use a variety of methods (interview, non-participation and participation observation) to collect data

Grounded theory approach is based on general subjects or a problem area. Meanwhile, the study of the phenomenological approach and the ethnographic approach are based on researcher aspects (Coffey and Atkinson, 1996; and Creswell, 2007). The grounded theory method starts the research with a framework of concepts and the designation of a few principles (Charmaz, 2006). Researchers need to have open minds and not assume the research result when they go to the field for data collecting. It makes the process flexible and can lead to reaching a wide area with in-depth information. It allows researchers to construct conceptually dense theories that provide the interaction of relationships among various types of social units (Strauss and Corbin, 1998; and Glaser and Strauss, 1968). Importantly, the process of theory construction is based on participants' perspectives and the empirical

materials rather than on those of the researcher. In addition, grounded theory approach is able to validate and support theories that are founded upon the classification, categorization and conceptualization of the empirical materials. On the other hand, data or information from other qualitative approaches are described and transformed from researchers' knowledge and subjectivity (Coffey and Atkinson, 1996; Creswell, 2007; and Patton, 1980). Consequently, grounded theory can fit specific studies which desire to learn the richest information from empirical sources, which is important for tourism management.

In relation to tourism research, grounded theory is deemed a powerful interpretive tool for investigating the direct needs of local people and stakeholders that are associated with tourism management (Daengbuppha, Hemmington, and Wilkes, 2006; Mehmetoglu and Altinay, 2006; Nunkoo, 2013). It can achieve deep levels of information from participants to construct and interpret empirical material across interviews, focus groups and/or observations. A depth of understanding about the subjectivity and diversity of local people and visitors' experiences are reached in its process (Lindroth, Ritalahti and Soisalon-Soininen, 2007).

Moreover, it can explore the visitors' perspectives on authentic experiences. At the same time, the roots of this theory are in the reality of the local people and tourists' experiences and it is able to holistically interpret the active role of the actors in tourism sites (Charmaz, 2000). Therefore, it has been applied in several tourism management studies (Riely, 1995; Goulding, 2000; Johns and Gyimothy, 2002; Pettigrew, 2002; Daengbuppha, Hemmington and Wilkes, 2006; Lindroth, Ritalahti and Soisalon-Soininen, 2007; Tan, Kung and Luh, 2012; and Nunkoo, 2013). Table 3.2 epitomises the studies where grounded theory has been adopted in tourism studies. This theory can help examine each respondent's social and constructed reality and explore an in-depth understanding of social phenomena. For example, Johns and Gyimóthy (2002) found that grounded theory can explore visitor

satisfaction and access the feelings and emotions in a rigorous and methodical way. Furthermore, Riley (1995) also used grounded theory to reveal the dimension of prestige tourists and their relationship to the conferees. This theory could encompass the deep information about relative exclusivity and personal/empathetic desirability. Consequently, it is suitable for researchers who focus on the realities of people's social experiences, especially in the tourism industry that needs an understanding of subjective variations of tourists and stakeholders which are key for tourism planning and management.

*Table 3.2 Examples of grounded theory research in tourism (Source: adapted from Lindroth, Ritalahti and Soisalon-Soininen, 2007)*

<b>The studies</b>	<b>Objectives</b>	<b>Sampling size</b>	<b>References</b>
Prestige-worthy tourism behaviour	To investigate the underlying dimensions of travel-related prestige and the relationship of the prestige conferrer and the conferee	36 tourists	Riley, 1995
The commodification of the past, post-modern pastiche, and the search for authentic experience at contemporary heritage attractions	To explore the nature of authenticity as defined and constructed by visitors to sites of contemporary heritage	33 tourists	Goulding, 2000
Methodologies of a theme park: an icon of modern life	To investigate customer perception and satisfaction	35 stakeholders	Johns and Gyimóthy, 2002;
Using grounded theory to model visitor experience at heritage sites	To present grounded theory as an alternative approach for conceptualizing and modelling the consumer experience	-	Daengbuppha, Hemmington, and Wilkes, 2006

<b>The studies</b>	<b>Objectives</b>	<b>Sampling size</b>	<b>References</b>
Creative tourism in destination development	To identify the stakeholders' attitude, values and feeling on destination development in the framework of creative tourism	20 stakeholders	Lindroth, Ritalahti and Soisalon-Soininen, 2007
A model of creative experience in creative tourism	To explore the essence of creativity in creative tourism from a tourist perspective	7 stakeholders 32 tourists	Tan, Kung and Luh, 2012
Stakeholders' view of enclave tourism: a grounded theory approach	To investigate stakeholders' view of enclave tourism in the island of Mauritius	14 stakeholders	Nunkoo, 2013

In this research, grounded theory is an appropriate approach for developing a framework explaining stakeholders' and tourists' views of community participation in creative tourism for local sustainable development. A depth and breadth of information that is delivered from the knowledge and subjectivity of all participants is required for constructing a proper framework. In-depth interviews and grounded theory ethnography have been applied to meet the aim and objectives of this study. Table 3.3 presents the objectives and summary of the data requirements of this research.

Table 3.3 Thesis objectives and data requirements (source: Author)

Objectives	Area of research	How to obtain the data	Previous related studies
1. To explore and evaluate the potential destination in a rural area which would be appropriate for creative tourism management	Stakeholders' attitudes, values and feelings about the destination in the context of creative tourism	In-depth interviews, grounded theory ethnography	Lindroth, Ritalahti and Soisalon-Soininen (2007); Nunkoo (2013)
2. To examine creative tourism experiences for attracting niche tourists who are interested in cultural-based creativity	Tourists' behaviour and views of creative tourism experiences  Stakeholders' views of creative tourism experiences	In-depth interviews, grounded theory ethnography  In-depth interviews, grounded theory ethnography	Daengbuppha, Hemmington and Wilkes (2006); Tan, Luh and Kung (2014)  Jovicic and Dragin (2008); Choi and Sirakaya (2006)
3. To study the challenges of community-based management and explore the solutions to increase the level of local participation for local sustainable development	Stakeholders' attitudes, values and feelings about planning and management in tourism  Literature relating to tourism and sustainable strategies	In-depth interviews, grounded theory ethnography  Government archive sources	Simmons (1994); Choi and Sirakaya (2006)  Choi and Sirakaya (2006)
4. To construct a framework of creative tourism to enhance community-based management in terms of sustainability	Stakeholders' attitudes, values and feelings about planning and management in tourism  Literature relating to tourism and sustainable strategies	Local archive sources, in-depth interviews, grounded theory ethnography  Government archive sources	Font (2013)

Grounded theory requires the use of multiple methods for collecting data and the results can be gained from the perspectives of participants rather than only from the perspectives of the researcher (Woodside, McDonald and Burford, 2004; Creswell, 2007; Joo, 2011). This research adopted content analysis, in-depth interviews and grounded theory ethnography to conduct an interpretive inquiry. The first stage involved fieldwork sources such as general area information and grounded theory method and process. Interview questions were utilised to investigate stakeholders' attitudes, values and feelings about the destination in the framework of creative tourism and the view of the socio-economic and physical environment of the destination. This method also gained the views and behaviour of tourists. Moreover, it was used to investigate stakeholders' views on the planning and management of tourism. Meanwhile, grounded theory ethnography was adopted to explore stakeholders' and tourists' perceptions of the reality of their experience. In the final stage, content analysis was used to construct a framework for developing creative tourism to enhance community participation in terms of sustainability. In brief, using grounded theory provided an intensive explanation about social phenomena and the multiple data sources also strengthened the findings through chances for the triangulation of evidence and the validity of the research (Daengbuppha, Hemmington and Wilkes, 2006).

### **3.3 Research design**

To effectively plan and manage the project, the researcher did preliminary research before going to study in England. The researcher went to the case study area to collect basic information and make initial contact with the villagers, the local administration leaders and the officers who are related to tourism planning and management. As a result, plans were made to work together such as via e-mail, a Facebook page or Skype when the researcher was out of the country.

Because the fieldwork research required at least one trip to Thailand the researcher carefully selected the optimal time to collect the data from the tourists and the other relevant actors.

Whilst working in England, the first step of this study was the desk research. At this stage, research involved a review of relevant books, journal articles, tourism-related reports and conference proceedings. It also involved examining the daily website-based information on the research areas in Thailand. This was a knowledge-building process which facilitated refining the research area, developing the overall research aim and related objectives, devising the framework, developing the research strategies and methods and refining the interview questions with respect to the conceptual framework. Moreover, organization charts and listings of relevant stakeholders and office-holders were also obtained prior to field visits. This was useful in pinpointing organizations and individuals to contact to obtain relevant documentation and in selecting interviewees and a reserve list of interviewees. Letters were also sent and electronic communication was made to the relevant organizations to update the list of potential participants and make contact with key participants. The second step was data collecting in the case study area in Kanchanaburi Province (in the western region of Thailand) by making appointments with the respondents in advance. The data collected were able to be classified in terms of in-depth interview and grounded theory ethnography. The final step was data analysis and report writing.

### *3.3.1 Sampling strategy and data saturation*

Theoretical sampling is used to gain an in-depth understanding of a subject from a specific perspective rather than generalisation (Strauss and Corbin, 1998; Glaser and Strauss, 1968; and Charmaz, 2000). It was suitable for studying the perspectives of stakeholders and tourists about developing creative tourism to enhance community participation in terms of local sustainable development. This sampling strategy

differs from other conventional methods in that the researcher focuses on sampling people and controlling variables. It does not attempt to present a representative sample set (Kensbock and Jennings, 2011) and discovers relevant concepts and dimensions rather than proving or testing hypotheses. Therefore, it can support the researcher to complete the properties of key categories and how a process develops and changes (Glaser and Strauss, 1967). Additionally, it can explain, check and qualify the relationships among categories. For constructing a theory, Charmaz (2006) detailed the process of data collection to simultaneously collect, code and analyse data. Then, the researcher decides what data to collect next and where it is appropriate to gather the data. This process provides back and forth movement between increasing the conceptual level of categories and expanding the research scope. A researcher can choose participants who will best answer and meet the aims and objectives of the study and select places and situations that will provide the greatest opportunity to gather the most relevant data about the phenomenon under study (Glaser and Strauss, 1967; and Strauss and Corbin, 1998).

Participants in this research comprised stakeholder groups and tourists. Some key informants recommended other participants who were deemed knowledgeable or very experienced with tourism or tourism management in the area. The stakeholder groups are essentially people who know their community or the area of research. Bramwell and Yuksel (1999) suggest that a variety of stakeholder groups can provide in-depth data. In terms of tourism research, the tourism stakeholders can be classified into three groups: (1) public sector organizations/government officials; (2) private sector organizations/entrepreneurs and (3) non-governmental organizations/residents (Nunkoo, 2013). This research included interviews with 14 participants from stakeholder groups that were chosen based on their knowledge, role, experience and influence in tourism in the research area (see Table 3.4).

Table 3.4 Stakeholder groups for interview (source: Author)

Stakeholder groups	Organizations	General information and roles in Ban Nongkhao tourism management	Participant code number
Public sector organizations/ government officials	Regional director of the Tourism Authority of Thailand	<ul style="list-style-type: none"> <li>- Male/working</li> <li>- Age range 40-49</li> <li>- Working with Tourism Authority of Thailand more than 15 years</li> <li>- Involved in funding, tourism marketing and public relations strategies of the western region of Thailand</li> </ul>	1
	The policy and strategy analysis officer of Kanchanaburi Provincial Office of Tourism and Sports	<ul style="list-style-type: none"> <li>- Female/working</li> <li>- Age range 30-39</li> <li>- Working with Kanchanaburi Provincial Office of Tourism and Sports more than five years</li> <li>- Involved in funding and tourism strategy management of Kanchanaburi Province</li> </ul>	2
	The tourism product development officer of Kanchanaburi Provincial Office of Tourism and Sports	<ul style="list-style-type: none"> <li>- Female/working</li> <li>- Age range 30-39</li> <li>- Working with Kanchanaburi Provincial Office of Tourism and Sports more than five years</li> <li>- Involved in funding and tourism strategy management of Kanchanaburi Province</li> </ul>	3
	A secretary to the mayor of Ban Nongyadogkhao sub-district	<ul style="list-style-type: none"> <li>- Male/working</li> <li>- Age range 40-49</li> <li>- Local community member</li> <li>- Owner of a construction business</li> <li>- Local administrative work</li> <li>- Involved in funding and tourism management strategies</li> </ul>	4

<b>Stakeholder groups</b>	<b>Organizations</b>	<b>General information and roles in Ban Nongkhao tourism management</b>	<b>Participant code number</b>
	Head of village	<ul style="list-style-type: none"> <li>- Female/working</li> <li>- Age range 40-49</li> <li>- Local community member</li> <li>- Farmer</li> <li>- Local administrative work</li> <li>- Involved in funding and tourism management strategies</li> </ul>	5
Private sector organizations/ entrepreneurs	Director of a tour company	<ul style="list-style-type: none"> <li>- Female/working</li> <li>- Age range 40-49</li> <li>- Working with tourism of Ban Nongkhao village more than 15 years</li> <li>- One of the team members who set up Ban Nongkhao cultural tourism village</li> <li>- Direct contact with tourists</li> </ul>	6
	The product development officer of a tour company in Kanchanaburi Province	<ul style="list-style-type: none"> <li>- Female/working</li> <li>- Age range 30-39</li> <li>- Working with tourism of Ban Nongkhao village more than 15 years</li> <li>- One of the team members who set up Ban Nongkhao cultural tourism village</li> <li>- Direct contact with tourists</li> </ul>	7
Non-governmental organizations/ residents	Religious leader	<ul style="list-style-type: none"> <li>- Male/working</li> <li>- Age range 40-49</li> <li>- Local community member</li> </ul>	8
	Educational leader	<ul style="list-style-type: none"> <li>- Male/working</li> <li>- Age range 40-49</li> <li>- Head teacher of the primary school</li> </ul>	9
	A teacher in the primary school	<ul style="list-style-type: none"> <li>- Female/working</li> <li>- Age range 40-49</li> <li>- Local community member</li> <li>- Leader of local knowledge conservation group in the primary school</li> </ul>	10

<b>Stakeholder groups</b>	<b>Organizations</b>	<b>General information and roles in Ban Nongkhao tourism management</b>	<b>Participant code number</b>
	Community representative from local craft and product group	<ul style="list-style-type: none"> <li>- Female/retired person</li> <li>- Local community member</li> <li>- Direct contact with tourists</li> </ul>	11
	Community representative from Ban Nongkhao cultural village tourism group	<ul style="list-style-type: none"> <li>- Female/retired person</li> <li>- Local community member</li> <li>- Direct contact with tourists</li> <li>- One of the team members who set up Ban Nongkhao cultural tourism village</li> </ul>	12
	Community representative from accommodation group	<ul style="list-style-type: none"> <li>- Female/working</li> <li>- Age range 30-39</li> <li>- Local community member</li> <li>- Performer in local performance in events</li> <li>- Direct contact with tourists</li> </ul>	13
	Local tour guide (resident)	<ul style="list-style-type: none"> <li>- Female/working</li> <li>- Age range 30-39</li> <li>- Working with tourism of Ban Nongkhao village tourism for four years</li> <li>- Direct contact with tourists</li> </ul>	14
Total stakeholder participants:			14 people

Meanwhile, the key informants for tourists were selected in a way that maximized the extensiveness of tourists' views by considering a wide range of demographic attributes and whether the tourists had visited the area before. A variety of characteristics were reviewed such as age, gender, status, education and occupation. McCracken (1988) argues that the sampling size depends on the research topic and most studies achieve data saturation with between eight and twenty-four participants. The principle of grounded theory is for concepts to emerge from empirical data; therefore, data saturation is important for developing the theory (Glaser and Strauss, 1967; and Strauss and Corbin, 1998). Bowen (2008) explained that the concept of data

saturation is when the data set has been completely interviewed and the information is not different when compared with previous data. Moreover, Corbin and Strauss (2008) suggest that this saturation is not only related to getting similar information but also showing how to develop categories or themes and identifying their properties or dimensions in various circumstances. Researchers have to explain the depth and breadth of a phenomenon and the relationships between categories. According to Charmaz (2006), Glaser and Strauss (1967), and Strauss and Corbin (1998), theoretical saturation is achieved when new data neither provide additional assessments nor reveal new details of the main theoretical themes.

Bertaux (1981) suggests that the smallest acceptable sample size is 15 participants. Previous quantitative research studies reached data saturation at anywhere from 17 to 63 participants (Bernard, 2000; Bowen, 2008; Bruyere et al., 2009; Hardy and Beeton, 2001; Hockert, 2009; Mitchell and Eagles, 2001; and Ross and Wall, 1999). For this study, 15 tourists were interviewed from three categories: five Thai individual tourists, five leaders of Thai group tours and five international tourists (see Table 3.5). The sampling process ended when the research reached saturation.

*Table 3.5 tourists groups for interview (source: Author)*

<b>Type of tourists</b>	<b>General information</b>	<b>Participant number</b>
Domestic tourist	<ul style="list-style-type: none"> <li>- Male (age range 30-39)</li> <li>- Individual/family group (4 people)</li> <li>- Working in a government organization</li> <li>- One-day trip</li> </ul>	15
Domestic tourist	<ul style="list-style-type: none"> <li>- Female (new retiree)</li> <li>- Individual/family and friend group (5 people)</li> <li>- One-day trip</li> </ul>	16
Domestic tourist	<ul style="list-style-type: none"> <li>- Male(age range 40-49)</li> <li>- Individual/family group (6 people)</li> <li>- One-day trip</li> </ul>	17

<b>Type of tourists</b>	<b>General information</b>	<b>Participant number</b>
Domestic tourist	- Female (age range 30-39) - Individual/friend group (3 people) - University lecturer - One-day trip	18
Domestic tourist	- Female (age range 30-39) - Educational group (100 people) - Leader of a school group - One-day trip	19
Domestic tourist	- Male (age range 30-39) - Individual/friend group (4 people) - Private company in Bangkok - One-day trip	20
Domestic tourist	- Male (age range 40-49) - Educational group (48 people) - Leader of local government officers - One-day trip	21
Domestic tourist	- Male (new retiree from a private company) - Individual/friend group (4 people) - One-day trip	22
Domestic tourist	- Male (age range 30-39) - Group tour/German (4 people) - One-day trip	23
International tourist	- Male (age range 55-65) - Group tour/German (2 people) - One-day trip	24
International tourist	- Female (age range 30-39) - Group tour/family group/French (6 people) - One-day trip	25
International tourist	- Male (age range 20-29) - Individual/British (1 person) - Stayed with local people more than 3 weeks	26
International tourist	- Female (age range under 20) - Individual/Irish (2 people) - Stayed with local people 1 month	27
International tourist	- Male (age range 30-39) - Individual/British (1 person) - Engineer	28
Domestic tourist	- Male (age range 40-49) - Incentive group (36 people) - Manager of a local company - One-day trip	29
Total tourist participants: 15 people		

Strauss and Corbin (1988) revealed that time and logistical constraints such as money or energy pressure the researcher to achieve data saturation. Therefore, researchers have to be conscious of not concluding their research too soon. Glaser and Strauss (1967) suggested that one incident in one group cannot reach saturation, so researchers should study categories by maximizing the variety within groups. The sampling rules of thumb of McCracken (1988) were used for selecting potential informants in this research. For instance, informants should not be familiar with the researcher in order to reduce the effect of common understandings; informants should not be an authority on the research topic and informants should be chosen to facilitate contrast and information diversity. Charmaz (2006) proposes that smaller studies can achieve saturation more quickly than larger studies because of the more limited scope. In brief, the researcher must critically decide to address the research questions with a sufficient amount of information throughout the data collection and analysis process.

### *3.3.2 In-depth interview and research question design*

In-depth interview was selected because the research aims to investigate participants' attitudes and perceptions. This method enables the researcher to deal with more complex concerns. It is significant that participants answer semi-structured questions that are related to the research objectives. At the same time, it is important that the conversation stays flexible and open in terms of the structure for some issues so that, instead of being forced, it leads to spontaneous feelings (Glaser and Strauss, 1999).

At an interview's beginning, biographical questions are applied to open the interview and discover the descriptive details of a participant's life. Then, in the early stage of the interview, informal interviewing and casual conversation are used through open descriptive questions, for

example, 'How did the site interest you?', 'How did you feel when you visited the site?' and 'What was your experience like?' Agar (1996) pointed out that this method can encourage the participants to share their experiences, and the researcher will get the richest information from this stage. It is sometimes referred to as 'hanging out', for example, having a meal, playing sport or doing activities together. The next step was to focus and develop the views to which participants had already referred by using questions to probe. These questions have a more analytic perspective, for instance, 'Can you describe activities when you visited this site?' Additionally, comparative questions are applied to analyse components of the participants' experience such as 'Can you compare ... and ...?' and 'What is the difference between ...and ...?' At the end of the interview, the final questions are asked such as 'Is there anything else you think I should know to understand better?' and 'Is there anything you would like to ask me?' Gillham (2003) outlined four stages that the researcher should emphasise when interviewing: the introductory phase; the opening progress of the interview; the principle of the interview; and bringing the participants to a close, both socially and in terms of the issue. These stages can lead to achieving the richest data. Furthermore, to conduct interviews that can reach the research objective, the researcher should have interviewing skills, especially active listening, encouraging, using non-verbal behaviour, questioning, probing and reflecting.

Semi-structured interview questions were applied to investigate the potential of the case study area for attracting niche tourists who are interested in cultural-based creativity such as the tourism situation, authenticity of the area in terms of a cultural base, creative tourism activities, tourism infra-structure and the hospitality of local people. On the other hand, this method also gained insight into tourists' views and behaviour: tourists' motivations, needs and background; their level of and interest in participation; the meaning of creativity and the factors that contribute to authentic experiences. At the same time, it illuminated the stakeholders' attitudes, values and feelings in relation to

tourism management as well as their sustainable development knowledge and perception. Moreover, questions were applied to investigate stakeholders' views on the challenges of community-based management and planning and management in tourism: local needs, local participation, agent of empowerment and improvement, monitoring and measurement (see Tables 3.6, 3.7, 3.8 and 3.9).

*Table 3.6 Matching objective 1 to the topic guide (source: Author)*

Objective	Participants	Interview topic guide						
		Tourism situation	History of tourism management	Authenticity in terms of cultural base	Cultural-based creativity in tourism	Tourism infra-structure	Hospitality of local people	Knowledge of creative tourism
To explore and evaluate the potential destination in a rural area which would be appropriate for creative tourism management	Stakeholders	✓	✓	✓	✓	✓	✓	✓

Table 3.7 Matching objective 2 to the topic guide (source: Author)

Objective	Participants	Interview topic guide					
		Tourists' motivations/needs for deciding to travel	Tourists' participation in local area	Meaning of creativity	Factors that contribute to authentic experiences	Factors that support learning when tourists visit the area	Types of activity or learning process that provide creative experiences
To examine creative tourism experiences for attracting niche tourists who are interested in cultural-based creativity	Tourists	✓	✓	✓	✓	✓	✓
	Stakeholders			✓	✓	✓	✓

Table 3.8 Matching objective 3 to the topic guide (source: Author)

Objective	Participants	Interview topic guide								
		Tourism management aspects	Positive impacts			Negative impacts			Sustainable development	
			Social	Economic	Environmental	Social	Economic	Environmental	Knowledge and perception	Aspects of tourism trends in this area
To study the challenges of community-based management and explore the solutions to increase the level of local participation	Stakeholders	✓	✓	✓	✓	✓	✓	✓	✓	✓

Table 3.9 Matching objective 4 to the topic guide (source: Author)

Objective	Participants	Interview topic guide					
		The present tourism strategy	Process of tourism planning and management	Sustainable development theory and tourism strategy	Key factors in planning and management for sustainability	Knowledge and perception in tourism strategy	The level of participation in tourism planning and management
To construct a framework of community-based creative tourism	Public sector organizations/ government officials	✓	✓	✓	✓		
	Private sector organizations/ entrepreneurs				✓	✓	✓
	Non-governmental organizations/ residents				✓	✓	✓

There are two principles when constructing research questions: allowing participants to tell their own story and giving participants a chance to consider and discuss the research topic (Spradley, 1979). The first part of the questioning process is to watch the key terms and to encourage participants to say more and feel free to be spontaneous by using grand-tour questions and floating prompts. Examples of this include ‘Can you tell me about tourism in this area?’ or ‘Please explain the meaning of that.’ Moreover, the researcher will use general language or vocabulary for easy understanding and avoiding an obtrusive relationship. The second part is to draw out incidents on which the research topic focuses through planned prompts such as contrast prompts that give something for participants to consider or discuss, category questions to know how participants explain or define a key word, or auto-driving in which something is shown to participants for them to comment on or to stimulate them to remember and explain an event. Briefly, a mix of research questions can reach the views,

attitudes and perceptions of participants and achieve the research objectives (Appendix 4 and Appendix 5).

### *3.3.3 Interview schedule and process*

In grounded theory, open-ended questions are applied to invite participants to discuss or give details about the topic; therefore, the researcher should be knowledgeable about the topic and how to lead the interview to reach a balance between an open-ended interview and the focus on the research aim (Charmaz, 2006; and Kvale and Brinkmann, 2009). Moreover, Tansey (2007) explained that one of the in-depth interview constraints is a time limitation, especially for elite interviewing that is associated with leaders or experts in a community because these participants have busy schedules. Additionally, interviewing tourists at research sites also has a time barrier for exploring the information because they are focused on travel and pleasure. Kvale and Brinkmann (2009) explained that there are not standard processes or rules to gather data from a research interview. Researchers should decide on approaches that are based on the research topic, methodology and ethical implications. Hence, interview schedule management is necessary to complete the collection of data because it can show and control the direction of the interview process. The researcher should use a recording device, which allows a concentration on the interviewing process, as well as note-taking in case the electronic device breaks down or to remark on some issue in a subsequent question (Richard, 1996; and Aberbach and Rockman, 2002). After finishing the interviews, thank you letters should be sent to participants.

Interviews for this study were conducted for three months in Kanchanaburi Province, Thailand. Grounded theory is based on empirical data collecting. The researcher was able to run the interview schedule week to week. The answers from participants lead to construction of the concept as well as being a guideline for the next in-

depth interview. Moreover, a previous participant can indicate the next participant or participants who can provide the best answer to research questions. The schedule provided an interview plan from the initial familiarity stage to the in-depth interview stage. In this study, there were two participant groups and the interview process differed between the groups as detailed below. A consent form was completed before the interviews started (Appendix 1 and 2).

#### *i. Stakeholder group*

Most of the stakeholder group consists of leaders or experts who are in powerful positions. Consequently, the researcher should have knowledge about the topic, the ability to make interesting conversation and good time management skills (Kvale and Brinkmann, 2009). Moreover, some elite people will present their viewpoints and it is a challenge for the researcher to link their concepts with the research topic. Being prepared with both research knowledge and the background of participants can lead to achieving the necessary data.

In the initial fieldwork phase, after first arriving at the case study area, the researcher spent time with the local people to become familiar with them and to find a coordinator who could introduce the researcher to elite participants. The relationship between the local people and the elite participants is one of the factors making contact easier for interviewing. In this stage, the researcher could also get general information and a wide range of data about the research area and people. Therefore, the researcher spent time with local people with both formal and informal contact. The second stage was to send out a framework of interview questions and consent information and make appointments with participants. This process provides benefits for both researcher and participants because the researcher can arrange the schedule and make commitments for interviewing and the participants can prepare information in advance (Richard, 1996). An appointment was made one or two weeks before interviewing. In some cases,

mainly for leaders of government offices such as the Kanchanaburi Provincial Office of Tourism and Sports and the Tourism Authority of Thailand (Region 1), official letters from the researcher's university had to be sent to introduce the researcher and the purpose of the interview before making an appointment (Appendix 3). The interviews were conducted in the Thai language and lasted between sixty and ninety minutes.

### *ii. Tourist group*

The case study area promotes cultural tourism, especially local traditions and wisdom. Tourism activities are organized by local people, so tourists have to contact and book with a package tour operator before they visit this area. At the present, there are both Thai tourist groups and international tourist groups. More than 80 per cent of Thai groups are special interest groups or incentive tours and they contact the local organizations directly (Nongkhao sub-district municipality, 2015). Some of them contact the local government and then the government officer will book a tour for them. On the other hand, international tourist groups have to book through a local tour company and the company will contact local organizations to arrange a special program for each group. Therefore, because the researcher was assisting a local organization as a local guide, the researcher knew in advance when tourists were going to visit this area, their program, and the tourists' background. It was helpful to prepare information before working because it could support interesting conversations between tourists and the researcher. Although some Thai tourist groups visited by themselves, the researcher was informed in advance because she was in contact with local businesses. The businesses let the researcher know when there were tourists who did not book a program tour. The benefit of working as a local tour guide was knowing the itinerary and being able to estimate the potential time to interview tourists. The important thing was that the tourists felt confident to talk

with the researcher because they spent more than two hours together before interviewing. However, the researcher needed to introduce and detail the research purpose. A consent form was completed at this time and each interview took thirty minutes.

#### *3.3.4 Grounded theory ethnography*

The grounded theory ethnography method can explain the deep milieu of the case study through participation and observation. It can lead to the achievement of the grounded theory goals by providing in-depth understanding of social phenomena and focusing on the realities of people's social experiences. Johnson (1975), Douglas (1976) and Adler and Adler (1987) revealed that the bias, prejudice and personal opinion of participants can affect the accuracy of a research study, especially in a human study, because it is composed of subjective information. Limited data problems will also occur if the researchers apply only one method to collect data. Bernard (2000) suggested that there are two ways to study in-depth: first, going around the case site and second, entering into it. Grounded theory can move around the case study site and ethnography can explore the second way. However, there is a limit to ethnography because it focuses on description of a setting or topic and understands or describes a social and cultural scene from the insider's perspective of researchers (Woodside, McDonald, and Burford, 2004; Creswell, 2007; and Joo, 2011).

Grounded theory ethnography can control the research process because there is the direction for collecting data. When the researcher starts the fieldwork, this method begins with what is happening in the area and creates the concept of the research process at the same time. Field notes give more knowledge providing the full description and detailing more of the structure of the relationship. Simultaneously, they should explain the relative consonance between aim, data and record. This method emphasises the comparative method: comparing

data with data from the beginning of research, comparing data with emerging categories and explaining the relation between concepts and categories. The researchers can move back and forth to collect data between the processes. Moreover, the researcher can choose the settings that relate to the goal. This systematic guideline gives direction that controls and focuses the research process and avoids delays and confusion on the part of the researcher (Coffey and Atkinson, 1996). Mitchell's questions (Charmaz and Mitchell, 2001) are guidelines for the grounded theory ethnography method to support the researcher when viewing incidents in the research area (Appendix 6). Charmaz (2006) confirmed that the grounded theory ethnography method is one of the appropriate methods for gaining a depth and breadth of data because it integrates grounded theory and ethnography. Consequently, the process of grounded theory ethnography is not only able to explain observed events but also to help the researcher to understand the complete picture of the participants' experiences and create the concepts of the research.

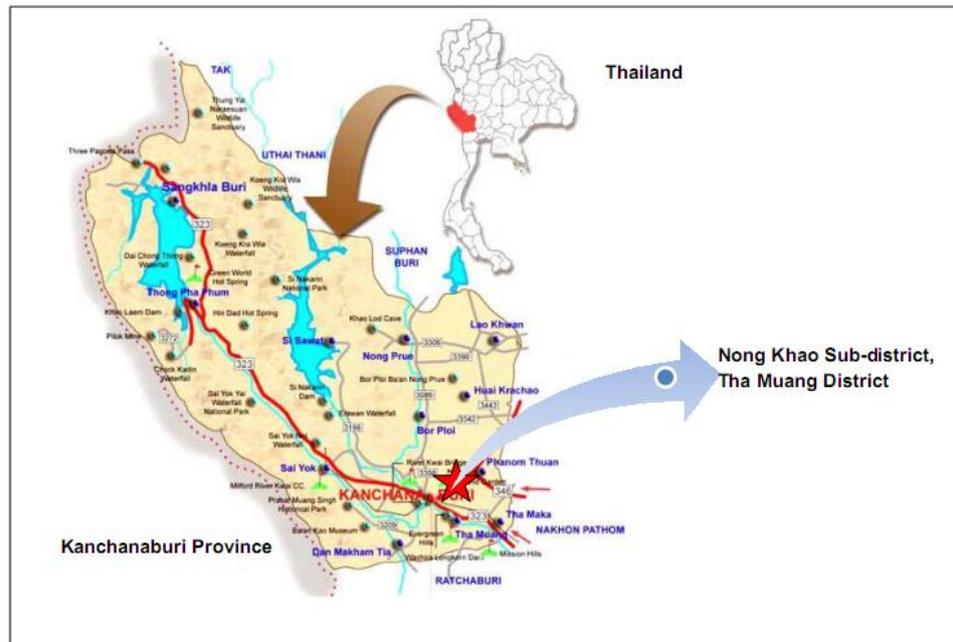
The process of grounded theory is divided into three phases. The first phase for this study was to explore the general information of the area. Therefore, the researcher needed to act like a tourist, both an individual tourist and one on a group tour. The questions in this period included 'What is the tourism product of this area?', 'How is tourism managed?' and 'How do local people feel about tourists?' The second phase was to explore the feelings of tourists in regard to the area and local people and the feelings of local people about tourism management. The researcher had the opportunity to be a local guide and work with Nongkhao Village Tourism Centre. Questions when exploring the opinions of tourists were 'What do you feel about tourism activities?' and 'How do you feel about local people and tourism management?' At the same time, the researcher explored information from local people. Questions about how locals felt about tourists and tourism activities that are related to them were applied to participant observation. The third phase was to explore stakeholder feelings about

tourism management. For this study, the researcher was a representative of local people in village meetings. These meetings were arranged by the community development department and the village leader. The participants were local people, community leaders, the mayor and representatives of government offices which are related with tourism development and festival management, for example, the police station, tourism and sport department and schools. At the initial period of grounded theory ethnography, the researcher had to be open-minded and have energy to join activities. Then, comparison and analysis at the beginning of research could control the direction of the research. Moreover, guidelines could be used for finding and digging deeply into data.

### **3.4 Case study site**

Ban Nongkhao village is an area with an outstanding local way of life in Thailand. It is situated in Nongkhao sub-district, Tha Muang district, Kanchanaburi Province which is located in the western region of Thailand (see Figure 3.1). This village is only about 12 kilometres from a provincial town, but it is still rural and has authentic lifestyle and local wisdom. Moreover, there are local beliefs that can support local unity. The village has promoted tourism for more than 15 years and received the Best Cultural Tourism Site award from the Tourism Authority of Thailand (TAT) in 2002 and 2004.

Figure 3.1 Map of Kanchanaburi Province in Thailand  
 (Source: adapted from Kittiraft, 2012)



In the initial period, local people tried to promote tourism as a tool for conserving local culture and supporting local harmony. All of the tourism activities were organized by local people, and they could attract tourists to visit their area. In the second year of promoting tourism, the government began to participate with tourism management, for example, by providing funding to arrange a festival and renovate a building as well as for marketing. Then, this area became one of the zones in the tourism development plan of Kanchanaburi Province. Additionally, the Songkran (Thai New Year) Festival at Ban Nongkhao village has been promoted in the tourism calendar of Thailand because this festival presents the local traditions and way of life. Ban Nongkhao village is different from the other destinations which focus only on fun activities and do not present authentic festivals. The recent tourism calendar was associated with the campaign of 'Discover Thainess' which, in 2015, the Thai government was using to try to encourage tourists to visit local areas and touch Thai lifestyle.

### *3.4.1 Background of Ban Nongkhao village*

Ban Nongkhao village was established in the western region of Thailand. This area is fertile countryside and the structure of the surrounding areas is varied. The topography of this area includes plains in the western area, hills in the eastern area and canal irrigation in the central area. It is divided into twelve communities and is managed as a municipal district, whereby the mayor is the head of local government. There is a population of 6,354 (Nongkhao sub-district municipality, 2015). The local residents in Ban Nongkhao village live in an agricultural society. Most of them are Buddhists, and the Intharam Temple is the centre of the community. The temple abbots can be leaders encouraging local harmony. The villagers generally live in unity and observe folk traditions by regularly holding cultural activities and religious rites. The vision of the village is to present cultural tourism, preserve local festivals and support the well-being of local people in terms of sustainable development. The area has a tropical savannah climate. Temperatures normally range from an average annual high of 39° Celsius (102.2° Fahrenheit) to a low of 19° Celsius (66.2° Fahrenheit). There are three seasons: the dry season from February to mid-May; the rainy season from mid-May to November; and the cool season from November to February (Nong Khao sub-district municipality, 2015).

The fertility of the land and the three seasons affect the occupation of local people. They grow rice in paddy fields two times per year. The first time is between February and June and the second time is between July and November. During the rest time from growing rice, mung beans are grown to improve the soil and as farm products. Moreover, crops such as beans, tomatoes and coriander are grown on drier land from March to May and from August to October because there are no rice products in this period. Growing the additional crops seems to be a support occupation. Also, in the dry season (between

March and May), they cannot grow agriculture products because of a lack of water.

When there are no agricultural products, some local women weave loincloth for their family or to sell. Loincloth is a fabric woven with a grid pattern and used in multiple ways by women as well as men. It can be wrapped as a sarong or shorts, worn around the head or as a sash, used as a towel or to carry things and so on. The hundred-coloured loincloth is the village's famous product. It is outstanding because of its bright colours and its texture that looks like silk. It is not difficult to take care of because the colours do not fade and the fabric does not stretch or shrink. The villagers weave it according to ancient patterns. Additionally, some of the villagers are vendors; they go to sell local products such as palm sugar, corn, loincloth, mung beans and vegetables at the town market or other villages. At the same time, local men make baskets from local materials such as bamboo and palm. Some of them make products from palm trees, especially fresh palm sugar juice and palm sugar. In summary, local people have a variety of occupations in each season.

#### *3.4.2 History*

In the prehistoric period, this area was the centre of Suvarnabhumi land (more than 2500 years ago) where people from eastern countries (China, Vietnam and others) met people from western countries (India, Persia and other Arab countries). There are more than 100 artefacts, especially agricultural tools, dating back to the prehistoric time at Don Ta Petch community, Ban Na Paya community and Ban Don Jedi community. These artefacts have been collected and displayed at a local museum on the grounds of Wat Salawanaram School and Salawanaram Temple since 1975. According to historical evidence, there have been native people in this area from prehistoric times and the land has been appropriate for agriculture.

Ban Nongkhao village was established in 1767. In the reign of King Ekkathat (1758-1767 A.D.), the last king of the Ayutthaya Period (1350-1767 A.D.), Ayutthaya was defeated by Burma and a huge number of Thai people were driven to Burma as prisoners. At that time, some Kanchanaburi people fled to hide in the hills or forest. However, the native people of Ban Dong Rang and Ban Don Kradueang united to fight back though they failed to resist the Burmese invaders. The villages were burned down. Nine months later, the new king of Thailand, King Taksin, recovered from the loss of independence and established the new capital near what is now Bangkok. At the same time, native people of Nongkhao village established a new village near a large pond named Nong Ya Dok Khao meaning a pond with white-flower grass. Later, it was shortened to Ban Nongkhao. Local people restored the ordination hall, pagoda and the other buildings in Nongkhao Temple. When King Rama V visited this area in 1877, he named this temple Intharam Temple. In the Dong Rang village, which was situated to the south of Ban Nongkhao, Wat Yai Dong Rang Temple was damaged in 1767 but there are still ruins of Ayutthaya style pagodas, temples and Buddha images. The other buildings were later restored in 1982. The former Don Kradueang village is now the location of Nong Khao Kowit Phitthayakhom School. The Nongkhao area was appropriate for establishing a community because it has a pond and a basin which can collect rainwater and agriculture products can be grown. The native people continue to be patriotic and public minded, factors that support the unity of the community.

#### *3.4.3 Culture and tourism management in Ban Nongkhao village*

Ban Nongkhao village was awarded the prize for outstanding cultural activities from the Thai Ministry of Culture in 2007. In the initial period, the village's aim for promoting tourism was to conserve culture and local wisdom, such as local Thai songs and dance, as well as events like the Songkran Festival. This concept was introduced by Pra Kru

Kanchananimit, the late abbot of Intharam Temple. He was a leader of public opinion and could encourage village harmony. Local people established the Tourism Network Centre in 2001. The vision of this centre is to manage tourism by the community and support the community well-being in terms of sustainability. This area presents tourism as package tours, including local transportation, local guides and destination fees. Moreover, local wisdom workshops can be provided for special groups, for example, weaving baskets, making souvenirs from loincloth and cooking Thai desserts. Tourists can sight-see around the village on a farm truck. Bicycles are also available as another choice to go round the village. In the cool and dry seasons, between November and May, there are beautiful palm fields, colourful flowers and local festivals. In the rainy season, from June until November, there is green scenery from rice paddies as well as local festivals. Consequently, tourists can visit Ban Nongkhao all year round because there are a variety of tourism resources and activities.

Ban Nongkhao people retain traditional beliefs such as the belief about *Mo Yai* (grandma's pot) and the rice blessing ceremony. In the bedrooms of the Nongkhao people, there are small earthen pots hanging on the walls. They are called *Mo* (pot) *Yai* (grandmother) and are symbols of their ancestors. The pots are wrapped in white cloth and sacred strings. Inside is a miniature beeswax image of a human that is the representative of *Yai* or grandma. Apart from the earthen pots, *Yai* might be placed in other utensils such as a bowl, a basket or a section of bamboo. However, the earthen pot is the most popular choice. Yearly, in the 6<sup>th</sup> lunar month, which roughly corresponds to May, offerings are presented to *Yai*. It is interesting that whenever or wherever the Nongkhao people move, they will bring along their *Mo Yai* with them. For example, when they get married, their parents must make a *Mo Yai* for them to take to their new house as a sign of propitious lives.

At present, Ban Nongkhao village is trying to promote sustainable tourism and with a focus on the activities that can support the relationship between local people and tourists. Basically, the tourism itinerary begins at Intharam Temple where the holy Luang Pho To Buddha image is enshrined. It is a meeting point for tourists and local tour guides. Tourists can visit the folk museum in the temple compound and learn the brief village story from a local guide. This museum presents several aspects of the village, including history, culture, local traditions, beliefs and festivals. After that, tourists use local transport to visit each point. Riding on a farm truck allows tourists to see not only the villagers' houses and the way they live but also many of the ancestors' shrines which are small wooden houses. The farm truck takes tourists to see the green paddy and palm fields where they can enjoy the fresh atmosphere and admire the beautiful scenery. Moreover, tourists can see the production of local products. These activities demonstrate daily-life activities of local people such as dessert making and rice husking. Tourists are allowed to try rice husking. Moreover, observing how to make hundred-coloured loincloth is one of the famous activities for tourists and they can buy pieces of the cloth as souvenirs. The hundred-coloured loincloth is the village's famous product as previously mentioned. The colourful fabric woven using ancient patterns is tailored into shirts, bags, umbrellas and hats as souvenirs. There is a 'housewife club' to produce and distribute this cloth. Though Ban Nongkhao has interesting sites, history and culture, at the present, there are challenges in the managing of tourism because there has not been a leader for the past few years who can encourage local people to work in harmony in tourism management. One of the problems relates to how to manage tourism benefits and tourism trends. This problem causes conflicts and interferes with presenting tourism activities. The number of tourists has decreased since the previous abbot passed away. At the same time, the government has tried to encourage local people to reimage tourism because this area is the end point of the future motorway from

Bangkok to Kanchanaburi Province and it has outstanding cultural, historical and natural resources that can attract tourists. Consequently, it is necessary to explore one of the appropriate tools to reimagine this area in terms of local sustainable development.

### **3.5 Data analysis**

Grounded theory is based on an inductive and cyclical process which collects and analyses data simultaneously (Glaser and Strauss, 1967). In this study, interpretation and the process of continual comparison transformed raw data to higher-order concepts used to make a framework of developing creative tourism to enhance community participation in terms of local sustainable development. After the grounded theory ethnography or the first interview was complete, analysis with coding began. In this research, a manual coding and analysis procedure was applied because it was a more effective process than one provided by a qualitative data analysis computer software package. This is because Thai language was used in many of the interviews. The limited research time from January to March 2015 also led to challenges in the data collection and analysis system. In some cases when conducting in-depth interviewing of tourists, the interview's proceedings had to be hurried up because some tourists had a fixed tourism itinerary. More importantly, because grounded theory is based on an inductive and cyclical process in which data are collected and analysed simultaneously (Glaser and Strauss, 1967) the researcher had to analyse data immediately by coding every day when interviews were finished and preparing questions or new issues which were found in the last interviews for the next interviews with new participants. Consequently, a language challenge appeared in the process of the data analysis system because most participants were Thai and Thai language was used in those interviews. There were difficulties in translating the interview script from Thai to English and in coding the data in a limited time using a qualitative data analysis

computer software package because there is only an English version of the program. Therefore, a manual systematic data coding process was appropriate to be used with this research.

The data analysis was conducted with a systematic data coding process using three types of coding: open coding, axial coding and selective coding (see Table 3.10). Goulding (2002) and Stern (1994) explained that coding does not necessarily follow step by step from open coding through axial coding to selective coding in a strict approach. It depends on what information actually is generated in the study. The first phase involves finding similarities within the data from each conversation by scanning materials such as field notes or other documents from the beginning to end and underlining or writing the core words, sentences and phrases (McCracken, 1988; and Strauss and Corbin, 1990). This analyses the data line by line. The ideas of participants' lives, especially their feelings about experiences and the whole story that they want to share with researchers, appear in this process (Corbin and Strauss, 2008). Then, deeply examining each part of the data and using the details are important to producing a rich description while pulling out some themes and developing a theory. Moreover, memos can support analysing data during the coding process because they can be labelled with the concepts and used to compare similar or different data (Charmaz, 2006). Questions or new issues will be found in this stage; researchers will go back to field work, collect data with the other participants and code data. This process will finish when they reach data saturation.

*Table 3.10 Coding procedure in data analysis process (source: adapted from Strauss and Corbin, 1990; Charmaz, 2006)*

<b>Types of Coding</b>	<b>Purposes</b>	<b>Process</b>
Open coding	To see actions in each segment of data and divide the data into conceptual labels and named categories	The process of breaking down, examining, comparing, conceptualizing and categorizing data
Axial coding	To make connections between a category and its sub-categories, it specifies the dimension of a category and reassembles the data that have been fractured during the open coding to give coherence to the emerging analysis	A set of procedures whereby data are put back together in new ways after open coding by making connections between categories utilizing a coding paradigm involving conditions, context, action/ interaction strategies and consequences
Selected coding	To form a conceptual framework from the open and axial code	The process of selecting the core category, systematically relating it to other categories, validating those relationships and filling in categories that need further refinement and development

The coding process is ‘thinking outside the box’ (Wicker, 1985). Corbin and Strauss (2008) suggested that relaxation and letting the researchers’ mind be free is the best approach to coding because coding is not only naming or labelling from data but also searching for the right words for conceptual descriptions. When researchers read through all of the material, they will brainstorm, examine, compare, conceptualise and categorise data. Academic collaborators and literature reviews can support the coding credibility (Glaser, 1978). This process is called open coding and is the foundation for further data collection and analysis and leads to rich and dense information along

with a well-developed theory. It involves analysing data for concepts by understanding the data and noticing the interesting things (Corbin and Strauss, 2008). Mehmetoglu and Altinay (2006) suggested that it is important to read the material several times to understand each participant's view and analyse each participant's view separately because it supports the equivalent meaning that participants contributed to the phenomenon. The notes and comments are labelled and named. Then, the comparison method is used to develop concepts in order to reduce huge amounts of data and provide a language to explain the data. At the end of this stage, concepts are classified in groups, like categories or themes that can point out similar concepts and give details. Additionally, the researcher should compare categories or themes which are from an interview with an individual with those from different participants (Mehmetoglu and Altinay, 2006). Strauss and Corbin (1998) indicated that multiple levels of analysis are significant because they can lead to more understanding and validation. This analysis supported this research study in discovering and identifying the factors and challenges in developing creative tourism to enhance community participation in terms of local sustainable development

Afterwards, there are a number of concepts or themes when researchers analyse data and write memos. The axial coding process can reformulate the fragmented codes by creating main categories and sub-categories (Mehmetoglu and Altinay, 2006). Moreover, axial coding helps to understand the real phenomena and the context because it makes connections between categories and subcategories, and explains the overall influences on categories and subcategories. Researchers have to elaborate when using this process (Dey, 1999). Strauss and Corbin (1998) suggested that there are six coding families or categories to follow when researchers put forward categories: conditions, phenomena, context, intervening conditions, strategies and consequences. While evolving concepts or themes, they should validate the categories by comparing the information with other

participants and through observation because these categories are an individual's perception. Examining concepts or themes with experts who are familiar with the study is one of the validation processes. The experts can help to develop an understanding of real and well-defined categories. According to Mehmetoglu and Altinay (2006), two procedures should be used for impartial analysis: discussion with the supervisor and sharing the researchers' views in different presentations. The various backgrounds of the people consulted contribute to the process of dialectical analysis for researchers. The axial coding processes not only helped this researcher to identify under which factors to develop creative tourism but also helped to develop an understanding of their overall influence on developing the creative tourism process to encourage community-based management. In brief, the process of open coding, axial coding and memo writing lead to saturated categories or themes.

The final coding step is selected coding to search for an initial conceptual framework of research by integrating the categories resulting from the open and axial coding. Throughout this stage, it is a challenge to interpret the data to improve the understanding of the meaning of the concepts, to contrast them and to identify the relationships and the interactions between them (Galal, 2001). The researcher should re-read all concepts or themes through memos, outline the story and draw diagrams to achieve the final integration. All materials can present overlapping relationships and conflicting issues. Moreover, while reconsidering the interview transcribing and field note supports, pulling out the significant characteristics of the data and plotting the whole set of data, it seems all data are sifted and charted (Corbin and Strauss, 2008). Sometimes, key concepts from initial coding are redefined. Therefore, researchers should stay in touch with their insider in terms of elucidating any ambiguous issues because this stage is probably the most difficult part of doing the analysis (Mehmetoglu and Altinay, 2006; and Corbin and Strauss, 2008). With the integration of categories from this research, it was possible to

construct a framework for developing creative tourism to enhance community participation in terms of local sustainable development.

Coding processes are the key to analysis in grounded theory; however, it is also necessary to compare themes with extant literature to validate the theory for development. According to Mehmetoglu and Altinay (2006), enfolding the literature can indicate the similarities and differences in the study field. This causes the study to be different from the other studies in the same field. On the other hand, there can also be ambiguities during the coding process which can make researchers feel lost in the data. Reading literature can link the research with the existing body of information and indicate ways to conceptualise and integrate the data. Therefore, enfolding literature can help to improve concepts and themes. Multiple levels of analysis are essential because they can lead to sophisticated understanding and validating of concepts and themes from individuals from different sources (Corbin and Strauss, 2008; and Mehmetoglu and Altinay, 2006).

In this research, there were two stages of data analysis for constructing grounded theory in practice. The study began with a general opening of the tourism management problems discovered in the fieldwork to create the research aim and objectives. The semi-open questions were applied within a wide range of topics to encourage the participants to tell the local area's stories, including their own stories and feelings. The first question was 'Can you tell me about tourism in this area?' Coding, conceptualisation and ordering are the first stage when the researcher obtained the data from in-depth interviews. Three types of coding were applied: open coding, axial coding and selected coding. It does not essentially follow from open through axial to selected coding in a strict manner. The researcher asked simple questions, for example, what, where, how, etc. to examine, compare, conceptualise and categorise data from interview transcripts and memos. Naming or labelling was employed in this process. At the same time, the researcher should notice interesting things to develop new questions that can direct the

research aim and objectives and look for the next participant who could answer. Some participants were referred by the previous participants while other times the researcher chose the participants. For example, participant number 2 was chosen to detail financial transparency issues because her work relates to policy and strategy analysis in the Kanchanaburi Provincial Office of Tourism and Sport. Table 3.11 presents an example of developing the conversation process to construct a grounded theory about effective leadership

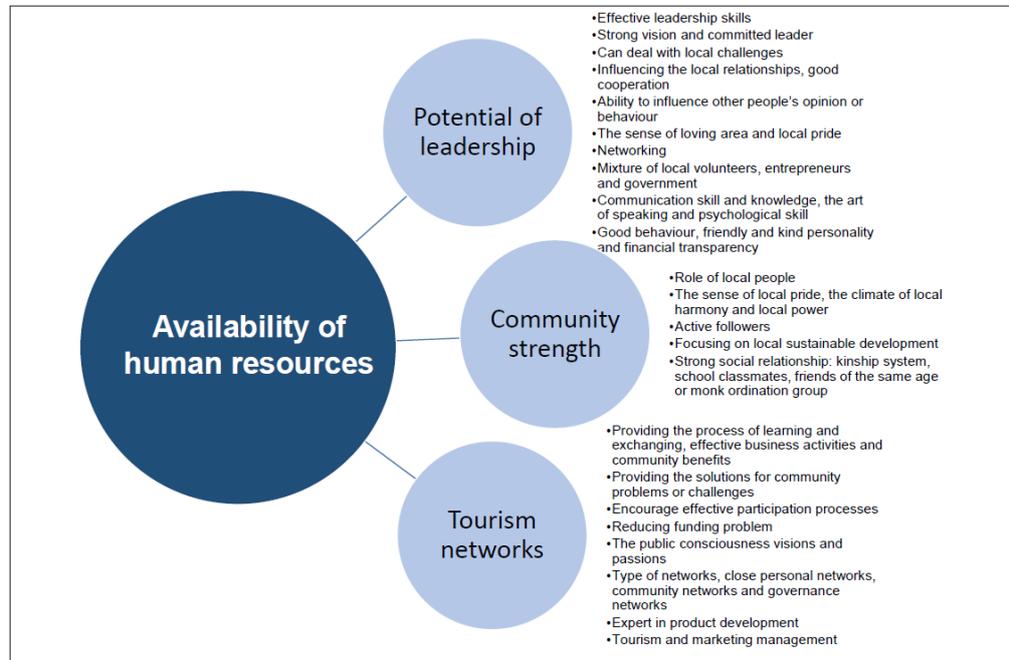
*Table 3.11 Example of developing the conversation process to construct a grounded theory about effective leadership (source: Author)*

<b>Participant number</b>	<b>Interview questions related to the first research objective</b>	<b>New issues for subsequent questions</b>
All participants (Participant number 12 was the first interviewee)	Can you tell me about tourism in this area? How do you feel about the tourism? What are the tourism activities in this area? Do you think these activities can provide knowledge or experience for tourists? Can you tell me about the key factors in creative tourism planning and management for sustainability? How can local people be supported so that they are more involved with the creative tourism planning and management process?	Effective leadership skills, especially opinion leadership and sense of loving the area  <u>(Participants number 5 and 12 were referred to detail this issue)</u>
5, 12	Can you describe the meaning of opinion leadership? Can you give me a reason why the sense of loving the area is one of the key factors for effective leadership?	Speaking and psychological skills  <u>(Participants number 1, 3, 4, 5, 6, 7, 8, 10, 13 and 14 were referred to detail this issue)</u>
1, 3, 4, 5, 6, 7, 8, 10, 13, 14	Can you tell me why speaking and psychological skills are important skills to influence people?	The characteristics of good behaviour  <u>(Participants number 4 and 9 were referred to detail this issue)</u>

<b>Participant number</b>	<b>Interview questions related to the first research objective</b>	<b>New issues for subsequent questions</b>
4, 9	Can you tell me about the good behaviour that supports a leader's relationships and credibility?	Type of good habits <i>(Participants number 2 and 11 were referred to detail this issue)</i>
2, 11	Can you detail the good habits of a leader that can motivate local people for public work?	Friendly personality and financial transparency <i>(Data saturation for constructing the theory)</i>

Meanwhile, open coding was used to compare data. The similar incidents were grouped together and given the same conceptual naming, this process is to develop subcategories. Axial coding was applied to make a connection and create categories. For example, 'potential of leadership' emerged as a category and was comprised of subcategories such as good behaviour, communication skills, strong visions, etc. Selected coding can integrate or bring categories together as a core category to construct an initial theoretical concept. Figure 3.2 provides an example illustration of the emerging category of the availability of human resources, which is an important aspect related to the potential of cultural-based destinations for developing creative tourism. The coding table for all research objectives is presented in Appendix 7.

Figure 3.2 The example illustration of emerging category of the availability of human resources related to the potential of cultural-based destinations for developing creative tourism (source: Author)



Construction of a grounded theory of community-based creative tourism management to enhance local sustainable development was the second stage. In this research, there are four core categories which are the factors and process for community-based creative tourism products and services management (see Figure 3.3). In this stage, diagrams were drawn to present the overlapping issues or the relationships among all information. Interview transcriptions, interview recording and field notes were revisited several times to construct an effective framework (see Chapter 8, Section 8.2.4 for more details). The researcher's team was also significant to support accurate and validated results. The researcher had hours of discussion and sharing with supervisors, usually every four weeks. Moreover, discussions with various people in academic fields helped to ensure that the data analysis was not subjective. Meanwhile, literature review also supported the improvement of concepts and themes for constructing the framework.

Figure 3.3 Core categories for constructing a framework of community-based creative tourism management (source: Author)



### 3.6 Ethical considerations

A code of ethics is like a safeguard to protect participants from research (Daengbuppha, Hemmington, and Wilkes, 2006). McGiven (2003) suggested the ethical standards in social research which a researcher should follow: not forcing participants into the research; awareness of a participant's physical, mental or legal harm; and informing the participants of the purpose of the research and receiving their consent. In this research, in-depth interviews and grounded theory ethnography, which interrupt participants' lives, were applied to collect data. Punch (2005) suggested that a researcher should present ethical awareness to the participants. This may increase their trust and confidence to tell their stories.

The ethical issues in relation to in-depth interviews in this research concern two aspects. Firstly, the semi-structured interview questions needed to be carefully designed and translated, with care being taken in consideration of the possible consequences for the study. The letters of introduction were also carefully prepared to provide the participants with clearly stated information about the interests of the researcher and the confidentiality of the data used for the research. The second issue is related to the beginning of each interview when the researcher clearly stated the study's main aims and the content of the interview. Before the interview, the participants were told that the information they provided would be confidential and used only for research purposes. They were also told that the interview would cover certain aspects of creative tourism which was important in order gain proper 'informed consent' (Kvale, 1996). One of a researcher's responsibilities is to present transparency during the in-depth interview process which can lead to participants' trust of the researcher.

The significant challenge of grounded theory is that it is not always possible to inform all participants or to gain consent because some processes, especially observation, have to be explored in a natural setting (Daengbuppha, Hemmington, and Wilkes, 2006). In this grounded theory ethnography approach, the researcher worked with the Ban Nongkhao cultural village tourism group as a part of the service staff team. Therefore, the researcher was approved by the head and members of this organization. The approval included the researcher's actions in the field which took place in public situations where tourists and local people were observed. As a part of tour groups, the tourists were informed of the researcher's status and research aims so they could decide whether they felt willing to accept the researcher in their tour itinerary. In terms of protecting confidentiality, anonymity is important in regard to participants' information (Sekaran, 2003) because the information includes the stories of participants' lives, especially personal details. It includes participants' sensitive and innermost feelings. In this study, participants

are referred to by number or by a general description, never by name, in order to protect their anonymity and the confidentiality of the information that they shared.

### **3.7 Conclusion**

In this research, the extant literature did not provide much detail about creative tourism as a tool for enhancing community participation. Therefore, applying grounded theory methodology offered a chance to develop new insights into factors and challenges in order to construct a framework of developing creative tourism in terms of local sustainable development. This methodology can lead to an in-depth understanding of fieldwork phenomena and focus on the realities of local people and tourists' experiences. Mehmetoglu and Altinay (2006) also confirmed that research questions in grounded theory are identified within a wide topic range to encourage participants to share their narrative and feelings. At the same time, the processes of conducting and analysing data are consistent with systematic qualitative research (Yin, 1989) because of the way of crafting research instruments, entering the research area, analysing data and reviewing the extant literature (Mehmetoglu and Altinay, 2006). Moreover, grounded theory is based on general subjects or a problem area and integration takes places between the participants, the empirical materials, the researcher and the interpretation. Therefore, the study of grounded theory is different from other qualitative methods such as the phenomenological approach and the ethnographic approach which understand and describe the phenomenon from the perspective of researcher and the interpreter (Coffey and Atkinson, 1996; and Creswell, 2007).

However, there is a doubt about bias when researchers analyse data because categories and themes in grounded theory are individual perceptions. Several studies (e.g., Coffey and Atkinson, 1996; Corbin and Strauss, 2008; and Mehmetoglu and Altinay, 2006) have suggested that grounded theory could be better worked by a team or

discussed with various people, for example, another experienced researcher or different participant. However, the different backgrounds of people can support the validation of the analysis. Enfolded existing literature can also lead to a great deal of complexity and ambiguity when the researcher codes the data. Therefore, theoretical awareness, relaxation and letting the researcher's mind think freely are also significant factors to reaching aims and objectives of the research because analysis in grounded theory is a cyclical process.

## **Chapter 4: The potential of cultural-based destinations for developing creative tourism**

### **4.1 Introduction**

This chapter examines the potential of expanding or refining cultural-based activities in developing countries using creative tourism concepts with a focus on tourist participation. Richards and Wilson (2006) found that cultural-based destinations have a saturated market challenge. Creative tourism is one of the solutions that can differentiate the cultural areas that are recreating themselves, reduce the negative effects from cultural tourism management and respond to the needs of tourists. Moreover, the primary factor that can influence tourists to visit an attraction is the potential of the tourism resources to fulfil tourists' desires and provide meaningful experiences (Smith, 2006). Ban Nongkhao village, the fieldwork area, had effectively organized limited scale cultural tourism for 14 years. This has been followed, however, by a reduction in tourists and tourism activities for the past four years. Consequently, the aim of this chapter is to present the process of finding and evaluating potential tourism resources that can support creative tourism management. Semi-structured interview questions related to the local uniqueness, tourism services and interaction between residents and tourism in relation to culturally-based creative experiences and products were based on the premise of the first research objective to explore and evaluate the potential destination in a rural area which would be appropriate for creative tourism management (see Chapter 1, Section 1.4 for more details). The questions were used during in-depth interviews with fourteen stakeholder groups, including local leaders and people, the officers of government organizations, and entrepreneurs (see Chapter 3, Section 3.3.1 for more details), along with grounded theory ethnography at the fieldwork area.

The results drawn from this research method found that cultural-based destinations in developing countries which can promote creative tourism should have three elements in addition to a management procedure to foster the participation process. The first element is the availability of human resources, including local people, stakeholders and local government. People comprise not only the element for learning and the participant process in creative tourism activities but are also the main factor to create appropriate tourism products in terms of local sustainable development. At the same time, the tourism attraction system is the second important element for successful creative tourism management. The potential of this system, including tourism resources, tourism routes and a variety of marketing teams, can support the concept of regeneration and differentiation of a cultural tourism site as a creative tourism site. Additionally, this research found that the components of learning are a significant consideration for producing effective creative experiences for tourists. More importantly, it was also revealed the potential of destinations can help an area to shift more easily from the cultural tourism management to a new pattern of providing creative experiences which can provide benefits not just for tourists but also for local people.

This chapter is divided into three sections. The first part discusses the necessary roles of local human resources, the relationship among all actors associated with tourism management and the significant role of networks. Then, the tourism attraction system is considered in the second part. Finally, the components of learning that support the development of valuable creative experiences are detailed for when a destination is establishing creative tourism.

## **4.2 The availability of human resources**

It can be a challenge to use creative tourism to produce new possibilities in cultural-based destinations. Cultural attractions have an increased serial reproduction problem due to, for example, similar landscapes, events, themes and heritage (Honigsbaum, 2001). One of the reasons is a lack of potential human resources. Ban Nongkhao village has also faced this problem which has led to the reduction in the number of tourists and tourism activities. All participant groups agreed that human resource availability is essential for developing co-creation experiences and supporting success in tourism management. It is a significant factor for managing creative tourism that focuses on providing authentic experiences through the participation process. The availability of human resources includes the potential leaders; the community strength and level of tourism management participation; and the tourism networks of local people, local government and stakeholders that are involved in tourism management.

### *4.2.1 The potential of leaders*

One of the vital factors to achieving successful creative tourism management for sustainable local development is the quality, creativity and commitment of community leaders. The research of Aref, Redzuan and Emby (2009) confirmed that in the community capacity building approach, local leaders play an important role in planning and management to successfully reach goals. Especially in creative tourism, participation between local people and tourists is the main process to provide tourists' experiences and transform skills and knowledge between them. Community leaders are important to fostering this participation considering that community leaders can play a significant role in supporting the concept of bringing people to work together (Burns, 2001). In developing countries, local tourism businesses are dominated by small-scale businesses and there can be high competition and no cooperation (Aref, Redzuan and Emby, 2009).

Successful rural tourism management involves making relationships among different sectors. In addition, if local leaders have effective leadership skills, they can deal with community challenges. In Ban Nongkhao village, all stakeholder participants agreed that strong, committed and effective leaders can make tremendously positive contributions to the community. Participant number 12 who is the leader of the Ban Nongkhao cultural village tourism group said:

*'For tourism management in cultural sites, leaders have the most important role for success in management. Leaders need to have ideas that can create events or festivals and the power to support them. They need to have strong commitment and the leadership power to integrate local people to come to work together. Moreover, they have to work independently and not focus on government support. Ban Nongkhao community effectively promoted limited scale cultural tourism for 14 years because there was a strong leader who was able to establish a vision and encourage local people to be involved in activities in terms of community-based tourism. In the past four years, the number of tourists and community activities has been reduced because the previous leader died in 2011. Since then, there have been problems from tourism management, especially community conflicts that are related to benefits.'*

In order to achieve successful creative tourism management which focuses on interaction between all actors at the destinations, including tourists, communities require effective leaders. Effective leadership qualities influence the relationships between the other leaders and followers and lead to achieving successful cooperation and networking. Leadership does not have to come in the form of a single person. Sorenson and Epps (1996), Andersen et al. (2002) and Osborne and Gaebler (1993) suggest that community leadership groups should be made up of a mixture of local volunteers, entrepreneurs and government. Fennell (1999) agrees that local leadership positions should be held by different community members who will play different roles according to the situation. Having a variety of members in the leadership team can foster deeper understanding and generate a wider range of ideas, prompted in part by the differences in the followers that

are being represented. Inclusive representation can promote community harmony which affects destination management and influences tourists' experiences. In 1997, the abbot of Intharam Temple was the first leader who had the vision to promote cultural tourism for developing the local well-being and conserving the local culture and environment of Ban Nongkhao village. He kindled this vision within the other local leaders, for example, the representatives of the primary and secondary schools, the head of the village and leaders of other groups. At the same time, he contacted local businesses and the government, especially the Tourism Authority of Thailand, to create tourism networks. The Ban Nongkhao cultural village tourism group was established and it was well organized in terms of the concepts of community-based tourism. There were a good number of tourists, both Thai and international, who visited this area and a variety of activities for the tours. Moreover, this area received a tourism award and a cultural management award from the Thai government. However, there have been tourism activity management problems and a reduction in the number of tourists since the abbot passed away in 2011. Most of the stakeholder participants confirmed that people who have a vision and sense of loving the area, leadership skills and knowledge, and good behaviour have the potential to be effective leaders. These leaders can develop the strength of the community by supporting the power of the local people which is a significant factor for long term local sustainable development.

All stakeholder participants pointed out that 'opinion leadership' is the first characteristic of local leaders that can lead to successful community-based planning and management of tourism. Rogers (1962) described this leadership as the ability to influence other people's opinions or behaviour in a preferred way with comparative frequency, which is especially important for tourism. The tourism industry is a hospitality business which focuses on the relationships with people. Consequently, tourism leaders should have strong visions and the commitment to deal with many people, including the other local

leaders, followers, government representatives and tourists. Participant number 5 who is the head of the village stated that:

*'The best tourism leader for our area was the previous abbot who died four years ago. He could integrate local people so they could work together, and he created a lot of tourism networks. There were a large number of tourists that came to visit our area. In my opinion, this was not easy to do because there were both negative and positive impacts from tourism, and it involved a lot of people. However, he could do it - only he could do it. He had a strong vision that applied tourism as a tool for local development. He believed that the tourism result could support the well-being of local people. Tourism can provide a lot of benefits for local people; it is not only money as there are also non-monetary benefits. When there were tourism challenges, he could deal with the problems. Moreover, I think he had a sense of loving the area.'*

A sense of loving the destination is one of the key factors that motivates leaders to have a strong commitment and which affects the success of tourism management. By emphasizing local benefits, leaders can apply tourism as a tool for developing and conserving a local area and find the appropriate solutions to deal with negative impacts. Previous studies support the assertion that 'opinion leaders' can encourage the concept of promoting grassroots local tourism, especially in terms of authenticity and the use of local producers (Haven-Tang and Jones, 2012; and Sorenson and Epps, 1996).

Additionally, leadership skills are important factors for dealing with people and managing creative tourism because the core products of this tourism are to provide authentic experiences for tourists and benefits for local people through the participation process. Leaders should play an important role in encouraging the followers to participate in and co-create the tourism activities. Ten participants in the research commented that the ability to communicate well is the first skill which leaders should have. Feick and Price (1987) and Richins and Root-Shaffer (1988) found that the behaviour of others can be influenced by

leaders who have communication skills and knowledge. Participant number 12 who is the leader of the Ban Nongkhao cultural village tourism group provided an example, saying:

*'The reason we were happy to work with the Ban Nongkhao cultural village tourism club was because we believed in the leader. When he asked us to support the tourism activities, it seemed like we were very important people; if we did it, the project would succeed. He was a polite person. Moreover, we could trust him; he did everything for our community, and he tried to do everything although it was difficult. He was a reliable person. He had the art of communication.'*

This shows that communication skills and knowledge can encourage the followers to work together. One thing that leaders should remember to do when contacting followers is to ask themselves, 'What benefit can followers get?' Moreover, problem-solving skills are important for working with groups of people. Answers from stakeholder groups confirmed that the previous leader had a high level of skill in solving problems. Participant number 4 who is a secretary to the mayor of Ban Nongya-dogkhao sub-district said:

*'The first time that the leader tried to encourage local people to promote tourism as a tool for developing the well-being of local people and conserving the culture at the same time, some groups of people did not agree, and there were conflicts in the area. The leader tried to do it; creating different local networks and contacting different organizations to find the solutions. Finally, our area can receive a lot of awards from tourism management and everybody felt happy to join the tourism activities.'*

Haven-Tang and Jones (2012) confirmed that leaders can lead and find the solutions for communities if they have the skill for solving problems. Likewise, the art of speaking and psychological skills are also significant factors to influence others.

It is not only the vision, knowledge and skills of a leader that can influence followers' behaviour but a leader's behaviour also affects the success of working with a group of people. All of the participants

agreed that certain good behaviour, especially a friendly and kind personality and financial transparency, can support a leader's relationships and credibility. Participant number 9 who is an educational leader put forward an interesting reason by saying:

*'Working with the public relates to human motivation. How to convince others? In my opinion, the fundamentals of persuasion are from the leader's behaviour: habits and personality. Even though leaders have a lot of knowledge and experience or graduated from university, if they have bad habits, they cannot lead local people or others. In our community, we choose to work with the leaders who have good relationships with us because it is easier to contact them when we have problems. It is not difficult to meet with them. I think good interaction is the main factor to motivate or influence the behaviour of others.'*

Another participant (number 12) who is the leader of the Ban Nongkhao cultural village tourism group explained that she agreed that financial transparency is one factor for a good leader by saying:

*'The local community believed in the previous abbot and followed his vision to develop and conserve our area because he was a transparent person, especially in terms of local financial management. Although we did not care about the income or outcome from tourism, the previous abbot did the local accounting and announced the financial results every meeting. It was one topic in the local meeting. I think this factor supported us to be happy when we worked with him and his team.'*

Northouse (2010) also identified that a leader who can empower followers to meet goals has to be a good role model who can present a clear vision and personality. Consequently, three factors affect the potential of leaders to influence the behaviour of others in relation to tourism: strong vision combined with a sense of loving an area, leadership skills and good behaviour.

Information technology usually does not cover all Thailand, especially in rural areas. Moreover, there can be a high cost for local people to pay for accessing the system. This is one of the reasons why local people in Ban Nongkhao may get limited updates or information from

outside sources and, in part, why leaders have a lot of effect on them. As such, leaders play an important role in developing and conserving an area, especially on the part of tourism. Because many rural areas in developing countries are focused on agricultural, tourism is a new industry for the local people. Moreover, creative tourism is a relatively new tourism product. It works with all actors and tourists in terms of creating and providing authentic experiences for tourists. Haven-Tang and Jones (2012) explained that the potential of leaders will support grassroots rural tourism, the creation of a tourism network and the promotion of followership amongst all actors who are related with tourism management. In brief, an effective local leader is the first factor to achieving the goals of creative tourism planning and management in developing countries.

#### *4.2.2 Community strength: roles and participation level of local people in creative tourism management*

Creative tourism in terms of local sustainable development is supported by the potential of local people for organizing tourism activities. All participants agreed that community strength, especially the role of local people, can contribute to a positive destination image. Moreover, tourist creative experiences are influenced by community issues, including the level of local participation and local behaviour. At the same time, public involvement is necessary to develop and conserve the local area (Murphy, 1985). Arnstein (1969), Pretty (1995) and Scheyvens (2002) indicated that sustainable community-based tourism management should not be a top-down process; it has to be accompanied by local empowerment. Community and voluntary groups should have effective involvement in community planning and management. The potential of local people can increase the level of participation. Stakeholder participants recognized the importance of a sense of loving the area, a climate of local harmony and local power. These significant factors affect the strength of a community and can

increase the local participation level in creative tourism planning and management.

A sense of local pride can encourage the desire to develop and conserve an area in terms of economic, social and environmental aspects. Local pride also impacts the way to effectively plan and manage creative tourism. Timothy (2000) found that public consciousness in tourism is gained through time and experience; it can not only come from education in an academic system or a training program. The perspectives of participants supported that a sense of loving the area can influence local people to be part of tourism management. They want to see the positive impacts from tourism because they care about the community well-being. Participant number 12 who is an elderly local woman and the leader of the Ban Nongkhao cultural village tourism group said:

*'I always go to the village meeting when the head of the village and committees arrange it because I would like to know the information and how I can join in community activities. I think it is necessary to be aware of all of the information about our village if we want to stay in a happy area. If everybody feels happy and has a good life, it is good, isn't it?'*

Participant number 7 who works for a local tour company explained:

*'My guests who visited this area felt happy and had a great experience. They told me that at the beginning, when they were touring the village, they did not understand why local people smiled at them and somebody waved at them. However, when they stayed with the local people for a while, they knew that the local people in this area are friendly and kind.'*

These ideas were confirmed by participant number 4 who is a secretary to the mayor of Ban Nongya-dogkhao sub-district. He stated that local people want to be one of the aspects that can provide a good impression for tourists. He believes that if tourists feel happy when they visit or stay in the area, they may come back or recommend this area to their family and friends. He thought it was good that there were a large number of tourists who visited because local people could get a lot of benefits, including jobs, good local amenities, safety and a more

comfortable life. In his opinion, these benefits are for all local people not only for those who work directly with tourism. Interestingly, local people's sense of loving the area can support creative tourism activities, especially when presenting authentic experiences for tourists. To provide an example, another participant (number 7) who works for a local tour company said:

*'Tourists like the Ban Nongkhao program very much when we take them to the Songkran Festival that is arranged by local people or to join a school class that is an optional course for students who want to learn how to weave local loincloth. They said that they can touch the local mind, which is the public consciousness. One of the tourism activities that tourists like is joining the morning exercise with students. The primary school has adapted a local Thai dance to be the steps for exercise. This school would like to conserve the local dance and the students have fun and learn local wisdom together.'*

Overall, a sense of loving the area can have an effect on providing experiences for tourists through authentic activities and local behaviour that includes kindness and friendliness. Moreover, it can support effective creative tourism management because local people need to be one of the parts of local sustainable development.

At the same time, local unity is one of the factors that can increase the level of local participation in creative tourism planning and management. Developing countries which promote creative tourism have had challenges with management, especially the authenticity of destinations and sustainability of creative tourism management, due to a lack of market integration and funds for investing and developing tourism resources (Richards and Wilson, 2006). According to Ziakas and Costa (2010), social harmony can support authentic tourism activities and the quality of the cultural context. In this study, everyone in the group of local stakeholders highlighted that social unity can lead to easier tourism management because unity affects the images of tourism products such as tourism activities, the atmosphere in local events and festivals and local wisdom and stories. When local people

cooperate well and work in concord, they can efficiently develop and conserve the local culture and tourism products. Consequently, special interest tourists can get the satisfaction that they expect, for example, staying in a place with a harmonious atmosphere and touching the real local lifestyle. Participant 14, a local tour guide, explained:

*'Why did tourists feel happy when they visited our area? They could touch the real stories and have a warm welcome from us. Overall, activities were not fake. What is fake? Fake is made to look real or valuable in order to deceive people, right? But our activities, especially our workshops or local performances, were presented with real local stories and local heart. All local actors felt happy to do them for tourists and we knew why we were doing them. We were doing them for the concept of developing and conserving our area. This is Ban Nongkhao unity.'*

Moreover, social unity can reduce the problems with funding and marketing when communities in less developed countries need to promote creative tourism because the *public power*, the combined strength of a community, can often find the solutions to these problems. Two participants who are local leaders agreed on this issue. Participant number 5 who is the head of the village said:

*'Fourteen years ago, we agreed to arrange the local festival to conserve our culture. We needed to use this festival to encourage new generations to come back to their hometown and stay with elderly people during the Thai New Year, but we did not have money. So, how could we do it? We could not imagine how we could do this project. The only person who confirmed that everything could happen if we had unity was the previous abbot. He arranged the local meeting to brainstorm for solutions. Finally, we could do this festival! No funding support came from the government. Money came from donations from local people and networks. Moreover, after the festival, we could find money to pay back some people who had paid in advance. Surprise!'*

Another participant (participant number 11) who is the local wisdom leader in the local craft and product group explained how to solve the marketing challenge when there is a lack of money to do public relations:

*'The festival information was spread by word of mouth; magic words can create everything. On the festival day, there were a lot of people including friends, relatives and tourists who joined our festival. The government was surprised with us and then participated with us and provided money to us in the second year. We could do it for fourteen years although there was not high information technology like at the present - no internet, no Facebook. This is our public power.'*

Consequently, creative tourism management needs the community strength because core creative tourism products are organized by local people. If there is not community power to participate in the planning and management processes, it is difficult to achieve the goals which provide benefits for all actors as well as tourist satisfaction. On the one hand, the potential leaders can encourage the other people to work together and can present both positive and negative impacts from creative tourism management. Their skills and knowledge are very important factors to persuade people. On the other hand, active followers are also required to provide positive impacts and reduce problems in the local economy, culture and environment (Haven-Tang and Jones, 2012). If all community members have a sense of loving the area and a focus on local sustainable development, they will foster social harmony, and the community will have the power to deal with stakeholders, organizations and various levels of government that relate with tourism management. Hence, community strength is one of the key factors that can increase the level of community participation in creative tourism planning and management. At the same time, success in creative tourism management has to be based on local participation, especially to present authentic tourism products.

#### *4.2.3 Tourism networks*

While the potential of leaders, community strength and the participation level of local people are significant factors for creative tourism management, sets of relationships between leaders and local people are also necessary to achieve the particular purpose of this tourism. Lynch et al. (2000) explained the advantages of tourism networks that can provide the process of learning and exchanging, effective business activities and community benefits. Especially for creative tourism management, the participation process is required to provide tourist experiences. Hence, networks can encourage effective participation processes, especially creative management teams that include local people, stakeholders and government. In interviews, all stakeholder participants talked about the benefits of networks that can support tourism management. These can be grouped into three main types: close personal networks, community networks and governance networks (see Table 4.1). In addition, having a variety of networks is useful to understand and manage the needs of different groups of local people and help to ensure that local engagement is part of the decision making process. Stakeholder groups recognize the important characteristics of networks that can support active participation in tourism management: the public consciousness visions and passions and the variety of members in the networks. The potential of networks can create positive social norms, broaden information and innovation and provide the solutions for community problems or challenges.

*Table 4.1 Related tourism networks and benefits in Ban Nongkhao community, 2015 (source: Author)*

<b>Network types</b>	<b>Ban Nongkhao networks</b>	<b>Benefits</b>
Close personal networks (Kinship system, close friends: informal groups)	<ul style="list-style-type: none"> <li>- Same age groups</li> <li>- School classmate groups</li> <li>- Groups that were ordained as monks in the same period</li> <li>- Ban Nongkhao youth group</li> </ul>	<ul style="list-style-type: none"> <li>- Contacts and advice</li> <li>- Emotional support and confidence</li> <li>- Practical help or assistance</li> </ul>
Community networks (Same interests)	<ul style="list-style-type: none"> <li>- Ban Nongkhao cultural village tourism club</li> <li>- Ban Nongkhao loincloth housewives club</li> </ul>	<ul style="list-style-type: none"> <li>- Social integration</li> <li>- Positive community attitudes and norms</li> <li>- Taking on challenges</li> <li>- Developing knowledge and skills</li> </ul>
Governance networks (Including community organizations and government)	<ul style="list-style-type: none"> <li>- OTOP products of Ban Nongkhao cultural village network (organized by the Office of Community Development: Kanchanaburi Province)</li> <li>- Tourism network (organised by Ban Nongkhao Municipality)</li> </ul>	<ul style="list-style-type: none"> <li>- Funding participatory activities</li> <li>- Supporting community organizations</li> <li>- Policy decision-making</li> </ul>

According to Triandis (1971), perspectives and attitudes of social groups are important to the level of participation in tourism management as they are related to local people's feelings and behaviour. One of the characteristics of being a strong network and having empowerment is the public consciousness visions and passions of the network members. It is difficult to define these characteristics because they are abstract concepts (Oskamp, 1991). However, all stakeholder participants confirmed the importance of the public consciousness visions of network members who are aware of the value of the destination and the need to develop or conserve resources. Then, there can be an impassioned feeling to achieve these

development or conservation goals. In the research of Halman and de Moor (1994), it was found that values can increase people's motivations to work to meet their commitments and affect their behaviour. There was the same result from all participants as they all agreed with this issue. Participant number 5 who is the head of the village said:

*'Tourism in Ban Nongkhao was successful because the members of the Ban Nongkhao cultural village tourism club had a strong sense of loving the area and wanting to make a happy community. When the members had strong values, they did everything from their hearts. It could be seen that they had a lot of passion, a lot of power to do things and deal with the other organizations. The members could show their power from their belief in and their love of the area. The next year, this network could attract the government interest and the government joined with the local community in the second year.'*

Even if there are some arguments between the members in one network or the networks in the same area, there can still be more effective management if all members or the networks have the public consciousness visions and passions. One statement from participant number 13 who is the representative from the accommodation group indicated the advantages of different aspects in her team:

*'Many times in our meetings, there are a variety of ideas from members. Sometimes there are arguments, but, at the end, we can find the best solutions for our job. I believe if all members have the same visions and values, especially a sense of loving the area, it can reduce the group barriers.'*

In brief, public consciousness visions and passions do not only increase local empowerment, but they can also reduce the barriers to local participation.

Additionally, having a variety of members in the networks can promote in depth understanding of issues and effective work. Different people can provide diverse information and relations between actors which can lead to the effective transfer of knowledge and resources. In the case of providing creative tourism in developing countries, it is

necessary to analyse the weak and strong issues because the destinations have to differentiate or reimage themselves. Hence, information density is one of the key factors to brainstorm or analyse. Local stakeholder participants agreed with this topic because having a variety of information can assist in producing appropriate results. As participant number 11 who is the leader of the local craft and product group said:

*'Ban Nongkhao loincloth housewives club has a variety of members with different ages, education, status and occupations. Some of them have just lived in our village for not more than one or two years. But we get a lot of knowledge and skills from them. We can create new patterns, and tourists like these patterns very much because they can be used in the usual way or adapted to modern styles. Moreover, for the financial management of our group, one member who works with a finance company can recommend solutions for us.'*

Jurowski (1996) classified three groups of people in each network that can lead to achieving tourism's sustainable development purposes: attached residents who are either long-term residents or elderly local members, love the area and have control of the community; resource users who can get economic benefits from the tourism management; and environmentalists who will tend to see negative impacts from tourism development. In this study, all stakeholders from the local tour company and local organizations confirmed that the networks in the governmental system which are concerned with policy decision-making should also emphasise having a variety of members.

All of the participants confirmed that the networks can lead the community to be a potential area for providing creative tourism because this tourism requires local abilities to create tourism activities. Additionally, strong networks can identify and address issues and support local people in the process of local and public policy planning and management. Especially in rural areas in developing countries that have funding problems, networks are useful for finding solutions because a strong network can have the power to negotiate with the

government or potential organizations about funds for tourism management. All voices in a strong network can be heard in discussions about issues; this is the one of the factors that can support more effective management.

In Ban Nongkhao community, there are a lot of close personal networks. Local leaders indicated these networks are important to finding out about the communities' attitudes and values because local people feel more trust and comfort when they talk in informal groups, for example, in the same age group or the school classmate group. Powell (1999), Ring and Van de Ven (1992) and Ubbi (1997) confirmed that informal structure networks can provide local information, especially management perspectives, better than the formal networks. Hence, leaders in each informal network have to play important roles in communicating with the formal networks. At the same time, good governance of formal networks is also important to creating positive impacts for the community, for instance, the appropriate services and infrastructure. This can give the local people faith in government and affect the level of local involvement in tourism planning and management (Szreter, 2002). However, while tourism networks in developing countries are important to reducing and dealing with problems, the relationships between all networks can also contribute to the quality and depth of information to support creative tourism.

### **4.3 Tourism attraction system: the potential of creative generation**

The outstanding aspect of a tourism attraction system is a necessary factor to regenerate and differentiate a cultural tourism site as a creative tourism site. The principle of creative tourism is to provide authentic experiences based on the relationship between tourists and local people (Prentice and Anderson, 2003; Richards and Raymond, 2000; Richards and Wilson, 2006; and Wurzburger et al., 2008). Therefore, it is not only the intangible tourism product that is needed to establish creative tourism but also the overall attraction system. The

first element of the system is a combination of culture-based tourism resources and local people. This element should present the general local way of life, beliefs and culture. Moreover, to give the correct information and provide in depth understanding about local stories, destinations should have potential local service providers. The second element is the tourism route. Creative tourists focus on acquiring knowledge and skills and, at the same time, expect the experience to produce a good feeling. For most of them, their motivations are not based on a feeling of adventure; therefore, comfortable and safe destinations which have features such as good facilities, easy access and a variety of activities and tourism products will be more attractive to the creative tourist group. For the final element, a variety of marketing teams should support the destinations in creating and promoting attractive destination images over the long term. The collaborations will provide a lot of benefits for communities because local people do not usually have enough funds or human resources experienced in marketing. Furthermore, utilizing a number of marketing teams makes it easier to access and interest creative tourists who are motivated by knowledge transfer, destination atmosphere, local culture and entertainment. Culture-based tourism resources for development of creative tourism include not only the tangible products; the overall attraction system also encompasses local atmosphere, beliefs, attitudes, values and lifestyles as well as the local people.

#### *4.3.1 Culture-based tourism resources and local people as actors for developing creative tourism products*

Authentic experiences from participating in activities with local people are significant features of creative tourism that can respond to the needs of special interest tourists (Richards and Wilson, 2006). Culture-based resources and local people are the factors of creative tourism management. Creative tourists need to look for something that can

interest them, discover another way of life or have a new experience that is different from their everyday lives. Moreover, they expect that their travel experiences can help them to create and develop their identity (Richards and Raymond, 2000; Raymond, 2002). Consequently, activities in creative tourism should present the authenticity of a destination because it is one of the elements that can demonstrate the difference or outstanding aspect of the destination when tourists compare it with their own homes and consider what new knowledge or skills they will gain. Many authentic tourism studies have indicated that people's perceptions affect the authenticity aspect and there are many definitions of types of authenticity such as objective authenticity, constructive authenticity and existential authenticity (MacCannell, 1973; Terziyska, 2012; Urry, 1990; and Wang, 2000) (see Chapter 2, Section 2.2 for more details). In this research, it was found that the authenticity of cultural-based destinations that is appropriate for creative tourism management should be related more to intangible elements than to tangible elements, and it should present the community stories that show the way of life, beliefs and culture with local values, attitudes and traditions. Moreover, creative tourism is connected to the concept of existential authenticity that refers to a potential existential state of being that tourists can experience through participating in activities at an authentic destination.

All participants in this study stated that the potential of culture-based tourism resources which can be developed into creative tourism activities and which present the authentic community atmosphere are the current local way of life, beliefs and culture. These resources can present the identity of local people and reflect the local wisdom that is associated with social and cultural values, geography and climate. All stakeholder participants agreed that the current way of local life can demonstrate local occupations, local cuisines and lifestyle. Moreover, participants number 2 through 7 whose work concerns tourism planning and management of Ban Nongkhao confirmed that it is easier to organize the tourism programs if all tourism activities are based on

real local stories. It can reduce the tourism staff problems because it relates to the community members' everyday lives or their occupations. At the same time, tourists can get real experiences of the current time. Participant number 5 who is the head of Ban Nongkhao village said:

*'...I believe our program tours can tell all of our lives. We have tourism programs that relate to our occupations such as making a local dessert and weaving loincloths. The method of production can explain our climate, our geography. It is a new thing for tourists, but it is our everyday life. When we tried to create the program tours, we thought we had to do the activities which are based on normal life in the present time. If we use the current story as the tourism product, we do not have to find actors or actresses to present it. It is only necessary to contact local people who work in each occupation to join in the tourism program.'*

On the other hand, tourism resources which are not part of the daily life of local people such as local festivals or events can also be potential factors for creative tourism. The way of life can change over time, therefore, festivals or events can portray the roots of local lifestyles, traditions and culture through carnivals, performances and shows. Two participants who work in the education system (one works in the primary school and another works in the secondary school) also explained that one of the benefits for tourists who participate in local festivals, events or workshops is that tourists will automatically get information about local beliefs, values or Ban Nongkhao culture when they experience these tourism resources. For 14 years, none of Ban Nongkhao's festivals or events had fake activities because they were based on local stories, and local people who were the actors felt happy and proud to present them. Moreover, festivals and events are enjoyable and amusing and provide entertainment for local people as well as tourists.

For instance, the beliefs about *Mo Yai* or grandma's pot (see Chapter 3, Section 3.4.3 for more details) and the rice blessing ceremony have been shown in two performances in the Songkran Festival. These performances can reflect the local community members' ways of

thinking. The first belief can demonstrate the tradition of local people to stay with and take care of the elder people in their families and in society. The second belief can show the environmental awareness of local people. Tourists can learn more about Ban Nongkhao history from these performances. Moreover, there have been shows from the primary school which has had a project to conserve local dance. For example, one dance presents the way of life of local farmers through the lyrics and the farm equipment that is used as an element of the show. Consequently, festivals or events are the first gateway to attract the special interest tourists who want to gain more knowledge and skills.

However, all stakeholder participants confirmed that it is not only community stories which can achieve the establishment of creative tourism but it is also local people who can give information about community stories and lead the transformation of knowledge and skills into tourists' experiences. All creative tourism activities require the process of participation, so qualified actors are necessary to help tourists understand the destinations and have positive experiences. The participants who work in the local tour company (participants number 6 and 7) and the government tourism office (participants number 2 and 3) have found that one of the reasons that tourists get high satisfaction from this area is because of the positive personalities of local people. These participants explained that good local service providers should have local knowledge and skills, a service mindset, public consciousness and good relationships. Some local people are not native but have lived in the area for a while and love this area so they can also be good service providers. Participant number 9 who is the owner of a tour company confirmed this issue:

*'..Teacher U-Bon is a key person in this area although she is the sister-in-law of a village resident. However, she knows a lot of stories and she can help us to contact the other people in this area. It does not matter if the local people are native or not, but it is important if these people love this area and try to be community*

*members. Then, they can be one of the team to plan and manage tourism like Teacher U-Bon.'*

Moreover, the attitude of local service providers is important to managing community-based creative tourism because the overall benefits will be provided for all of the community. Participant number 14 who is the local guide explained that she can organize the program tours because local people have public consciousness, a service mindset and love for this area. She explained about one local woman who is willing to help her to take care of tourists and share the knowledge and skills about rice blessing:

*'..Pa Ma Kob, a local person, is a very kind person. One thing that I have always remembered about her is that she helped me to take care of tourists although they forgot to confirm this program, and it was raining. I asked her to help me to welcome this tourist group because they came from another city. Only two hours before the tourists arrived, she prepared everything to demonstrate the rice blessing ceremony... She said that if she did not come, who would do it, and tourists would lose a great chance to know our area.'*

However, it is not easy to create products for creative tourism in cultural sites and give the tourists satisfaction. Participant number 14 who works as a local guide talked about one of the tourists' problems about their impression. Some of the tourists are disappointed with the local lifestyle and festivals because they expect to see the local atmosphere from long ago such as local women wearing local sarongs and Thai loincloth fabric tops in everyday life. In fact, the way of local life will change along with global development. It is a challenge to find the appropriate tourism resources to produce activities that can respond to the needs of creative tourists who have a special interest in activities, a need to learn things that are different from normal life, and a desire to have a pleasurable experience. Consequently, when producing a creative tourism product at a cultural site, it is necessary to decide whether it will be a current culture program or a program that reflects the local way of life in the past and market it accordingly.

#### *4.3.2 The tourism routes*

A tourism route is necessary to support creative tourism management because it can make interesting itineraries for tourists, especially with a variety of activities and attractions. Moreover, it can produce collaborations among all stakeholders that create tourism activities which focus on the participation process. Bruwer (2003) described a wine tourism route that can allow the visitors to experience various natural and cultural features of an area. Meyer (2004) also defined a tourism route as a tool which can integrate a variety of tourism products and support the network collaborations in tourism management. If a tourism route is comprised of tourism resources that create a variety of creative tourism activities, it can also reduce the problem of an uninteresting destination image and support the perceived value of a program tour when tourists compare it with the cost. Moreover, different tourism products can provide more enjoyment for tourists. This feeling is one of tourists' motivations for deciding to visit a destination. The important thing is that tourists will expect experiences that are different from their normal lives. Participant number 7 who works for a local tour company, confirmed that a tourism route can help the company to easily promote a Ban Nongkhao program tour, attract a lot of international and domestic tourists to visit this area and provide tourist satisfaction even though this destination is located in a rural area and does not have outstanding natural tourism resources.

At the same time, tourism routes can encourage local stakeholders to work together and share tourism resources, infrastructures and amenities while also decreasing the competitive atmosphere. Along the routes, creative tourism requires the participation of local people who are the main actors and service providers. It is not only the outstanding aspects of tourism products that attract a significant number of tourists to visit the destinations but also tourism infrastructures and facilities. Tourism routes are one of the solutions because they can reduce

investment and maintenance costs. Participant number 14 who is a local resident and works as a local guide indicated that the collaboration among tourism businesses in Kanchanaburi Province can support a Ban Nongkhao program tour as a convenient package tour although there are not luxury hotels and restaurants or natural tourism resources in this area. Some tourists can stay and spend time at the other sites that have the good facilities that they need after they visit Ban Nongkhao as a half-day or one-day program tour. Two participants who have experience in tourism planning and management, participant number 1 who is a regional director of the Tourism Authority of Thailand and participant number 2 who works for the Kanchanaburi Provincial Office of Tourism and Sports, confirmed that tourism routes can help their organizations to reduce the budget for marketing and promotion, support Ban Nongkhao as an attractive destination and respond to tourists' needs. From their tourist behaviour studies, they found that one tourist can have a variety of needs; even though he or she has a special interest in creative tourism, sometimes he or she needs comfortable amenities.

The elements of a potential tourism route should provide diversity of tourism products and quality of infrastructure and access. All of these can support the destination to easily promote creative tourism that can present authentic experiences through appropriate activities and the participation process and can transform knowledge and skills between local people and tourists. The core products of creative tourism are based on local stories such as narrative, ways of life and beliefs. Then, the support products consist of the physical attractions, for example, historical, heritage or natural sites. A potential creative tourism program has to provide authentic activities and feelings of pleasure. Ban Nongkhao is famous for local products and way of life, so it is not difficult to create a program tour that will be attractive to tourists. Tourists can participate in local workshops, performances, events and festivals. Moreover, tourists can enjoy beautiful scenery while traveling

or an important heritage site. Participant number 7 who is in the product development department of a local tour company said:

*'...Because of the beautiful program, tourists decided to visit this area...I think a travel route has to present beautiful scenery and a variety of Thai lifestyle and add tourism activities in the program. We have to link a variety of attractions in one program. This is the reason why our program goes to visit palm fields and joins Thai dessert making. We present the outstanding local ways of life, local products, Thai food and desserts and these relate to the main occupations of this area. Some programs of this area have an optional half-day or one-day tour, and then tourists visit the famous destinations in Kanchanaburi Province. But for some programs, this area is a highlight site because of the needs of special interest tourists.'*

Additionally, good local services and safety can motivate creative tourists to come to visit destinations. According to Richards and Raymond (2002), the motivations of creative tourists are new skills, entertainment, local culture, atmosphere and sightseeing. Moreover, Wilson (2007) also indicated the behaviours of creative tourists are to look for intellectual stimulus and find something which interests them, explore their way in life and learn more about different aspects of a country's culture. All creative tourists require good tourism infrastructure, facilities and access. However, participant number 1 who is a regional director of the Tourism Authority of Thailand stated that some rural areas in Thailand face challenges because of a lack of budget to invest in good local services for tourists. Participants number 4 to 7 whose work relates to Ban Nongkhao program tours, confirm that the tourism route can provide overall tourist satisfaction. This area has good access because there are many routes via this area from the city centre, other famous attractions and other cities. There is clear, good signage. Each Ban Nongkhao program tour provides a variety of transportation such as local truck, bicycle or walking; tourists can also use a variety of road trails and can experience a diversity of scenic views. Moreover, food services and accommodation can be provided in the local area, city centre or famous sites which are not far from Ban

Nongkhao. The local leader and the tour company had to study and brainstorm to create the itineraries. They had to make the network with the other businesses and discover the destination highlights and neighbouring destinations to present in the itinerary. Consequently, creative tourism benefits from tourism routes that provide tourism activities and local services because it needs a lot of tourism resources, local people, stakeholders and tourism businesses to create the tourism activities which can respond to all actors and tourists' needs.

#### *4.3.3. A variety of marketing teams*

All participants confirmed that marketing teams and networks are essential for creative tourism management to create and promote attractive destination images. Studying special interest tourists' motivations and behaviours is the first element for formulating tourism attraction marketing (Gunn, 1988; Leiper, 1990; and MacCannell, 1976). Place marketing can influence tourism attraction management, but it is not easy for local people in a rural destination to study and analyse this issue. At the same time, consideration of the concept of development and conservation is also a necessary element in terms of local sustainable development. A community tourism industry does not provide only the tourists' satisfaction but also emphasises the needs of the community (Haywood, 1990). Murphy (1988) found that tourism management can respond to local people's needs in terms of diversifying the local economy, increasing local amenities and recognising the need for local resource conservation. These are the reasons why rural communities need marketing teams to support community-based tourism management due to the lack of knowledge, skills and budget. In particular, community-based creative tourism management requires professional marketing teams and networks. This research found that a mixture of people from business partners and government organizations or NGOs which focus on the concept of

sustainable development will support effective marketing teams and networks which can balance the local benefits in the economy, society and environment. Moreover, appropriate tourism activities can be created which respond to the needs of tourists and local people.

All stakeholders in the field of this research confirmed that one of the community-based tourism management challenges is unsuccessful long term management. Ban Nongkhao village did not succeed in managing tourism over the long term by themselves because the local people lack knowledge and skills, management budget and time. Consequently, business partners are one of the essential teams that can support effective long term tourism management, especially for creative tourism which has to provide appropriate activities that can add value for tourism products through the participation process. Participant number 2, whose work in the Kanchanaburi Provincial Office of Tourism and Sports is related to tourism management in this area, indicated that the successful tourism management of Ban Nongkhao in the past was assisted by a professional marketing team from a local tour company. Twenty years ago, the tour company promoted a Ban Nongkhao program tour as a half-day or one-day trip, but this program was not popular because tourists only visited this area during the rainy season to see wide rice paddy fields and palm trees and have lunch or dinner at local restaurants. Moreover, there were contact problems with local people. After that, the local leader discussed with the owner of the tour company about how to apply tourism as a tool for developing this area and encourage local participation. Then, the tour company sent a product development team to survey the area and brainstorm ideas for creating tourism products that were appropriate for local people and that responded to the needs of special interest tourists. Additionally, this tour company has done the marketing and public relations and created tourism networks to promote and support this destination since it launched this program. One reason why the tour company can do this program tour for more than ten years is the owner's occupation. Participant number

6 who is the director of the tour company explained about her work with local people to promote tourism:

*'...fourteen years ago, we chose this area as a new product of our company because it was a potential tourism resource. There was a lack of management. We had strong relationships with local people, so there were human resources to support us in creating this program... We helped to add value to tourism products. We created a program tour for them. Local people are the key actors for a service provider. But when we arrange a program tour, it is not only service... We have to do a lot of marketing work and public relations. We can do it because this is our work. We spent a lot of time and money to survey and create the program tour. We did it again and again. Finally, we, not only me, also local people, won! There were a lot of tourists.'*

Efficient marketing is necessary to manage and promote creative tourism in the long term and to support the level of local participation in tourism activities. Business partners related with the tourism industry are required to play an important role because they have professional teams for tourism marketing as well as management budget and time. A sense of loving the area is the first element for good marketing teams and networks because community work is based on public consciousness. This work needs a lot of time and a high determination to achieve its goals because it is connected to and impacts a lot of people and the results should emphasise community benefits. Additionally, knowledge and skills in marketing management are also significant elements. When the destination knows about place marketing and the target group, it is easier to plan and manage tourism activities and create a long term plan. The accuracy of information is very important as this information can affect policy, investing or funding. Therefore, a professional team is required to study and predict the tourism trend because team members have experience and knowledge. Finally, business partners have a variety of networks that can support the creation and promotion of tourism in a direct way. Management of the balance between the benefits of business partners and community can lead to long term partnerships. Various ideas are

needed for planning and management of creative tourism in terms of local sustainable development. Therefore, local people can get considerable long term benefits when they work with professional marketing teams from business partners.

It is not only business partners but also the other organizations which are connected with local development that are important for supporting potential destinations that can provide creative tourism. In the fieldwork, all participants who worked in local businesses indicated that networks are very important to support them to create or promote tourism in Ban Nongkhao. The Tourism Authority of Thailand (Region 1 including Kanchanaburi Province) helps them to create tourism products, shares knowledge and skills and does public relations with guidebooks, articles, news and a tourism calendar, for example. The Kanchanaburi Provincial Office of Tourism and Sports provides funds for the development of human resources and tourism resources as well as public relations, especially articles and news. Moreover, educational organizations can support professional people in helping to educate local people and entrepreneurs like the local guide training program of Kanchanaburi Rajabhat University. Consequently, tourism management in terms of local sustainable development has to integrate a mixture of organizations to achieve its goals. Particularly, as creative tourism focuses on special interest tourists, the studies of tourists' behaviour and motivations, tourism activity development and enhancing local participation are the first actions for destinations in the initial development phase. Then, marketing and public relations are important tools for promotion and communication with tourists and local people. Marketing networks can handle these issues for local people because they can support human resources and funds for destinations. However, each organization has its own vision; for instance, some plans have a limited time frame or have to change the actions according to the policy of the government. At the same time, business partners have to change or recreate tourism products that can respond to present day tourists. Participants number 8 to 12 who are local

leaders confirmed that if the destinations have only one organization to work with, there will be management problems. Participant number 9 who is a head teacher of the primary school detailed this issue:

*'I think we are facing tourism management problems because the number of tourists has decreased since the previous abbot died and local conflicts have increased...One of factors is there are not enough tourism networks which can support some things that we do not have, especially knowledge of tourism management and the budget to do long term marketing. In my view, now there is only the local government office that is still working in tourism management.'*

In contrast, a mixture of marketing teams helps to create attractive creative tourism products and promote them in the long term. These teams can help the community to find the parts of their normal life that can be authentic activities and develop them into creative tourism products. Participant number 7 who is part of the product development team of a local tour company confirmed this issue:

*'...When we go abroad, we see something that is very interesting or amazing, but the local people do not feel the same as us because it is normal for them... So this is the reason local people can not reject the thinking of outside people. Local people cannot see their difference because it is their occupation, they do it every day. We have to integrate our knowledge and their resources. Then, we highlight it.'*

Additionally, these teams can support the power of the local leader to integrate and encourage local people to come to work together. Local people believe in the professional teams in tourism management and know that the teams have knowledge, skills and funds. A variety of teams can respond to the needs and understand the differences of local groups. Finally, a variety of marketing networks can also support the concept of continual local sustainable development.

#### **4.4 The components of learning to approach creative experiences**

One motivation of creative tourists when they decide to travel is getting new knowledge and pleasure from the destinations. The process of learning and participating is one of the factors to reach creative experiences. One of the research results found that the creative activities in creative tourism should relate with novelty and usefulness for tourists, which is similar to previous studies (Feist, 1998; Mumford 2003; Simonton, 1999; and Sternberg and Lubart, 1999). However, the novel detail of creative activities is a small difference in the context of creative tourism in a rural area. Most stakeholder participants stated that novelties are not only the new innovations like in arts or technology, they are also the local knowledge and skills such as local dessert making or the rice blessing ceremony because they are new skills and knowledge for tourists when compared with their previous experience. Moreover, they also include intangible products, not only tangible products. Maybe more important than the aspect of novelty is that tourists can also adapt this knowledge to their lives such as how to plant and use local ingredients for cooking and the methods to conserve the environment; the knowledge may also be useful for their work or occupation.

This research found two factors to achieve the learning and participating objectives in creative tourism. Firstly, local people make up the first factor of the learning process that the planning and management team has to emphasise because local people are the key actors to express the knowledge and skills directly to tourists. They should be people who have rich knowledge such as those who are professionals in their field and also have helpful attitudes. Secondly, learning and participating environments, like service spaces and design of the sites, also influence developing creative experiences.

#### *4.4.1 Local people: The element of transferring local knowledge and skills to tourists*

The creative activity process in creative tourism requires people who can pass knowledge and skills on to tourists and also facilitate the provision of efficient tourism services. Therefore, local people who can perform these actions should have rich knowledge in their field or occupation and have helpful service mindsets. Moreover, Jana and Marián (2013) indicated that there is a mixture of skills, possibilities and experiences in a group of creative tourists and this mixture influences the groups' outlooks on the image of creative tourism products. The rich knowledge and skills of local people who are associated with the tourism activities can help different tourists to better understand the destinations. Participant number 14 who is a local guide in Ban Nongkhao confirmed this issue. She has to take care of tourists with a variety of backgrounds in one group and they have different ideas related to tourism activities. She found that the rich knowledge of local people can answer and discuss all topics about the activities, for example, questions from children, average questions, discussions with professional tourists in each field about the original story and comparisons with other stories and so on.

*'...I think real local people are the appropriate people to run tourism activities because they have deep local knowledge. Last week, there were two groups. The first was a group of foreigners and retired people who work in the education field. They asked about the process of weaving loincloth and the marketing challenges when compared with a big factory. Meanwhile, the second group was made up of students in secondary school and all questions related to general information. However, the challenges for managing this group are how to encourage them to pay attention in the workshop and make the program fun. Local people who have rich knowledge can deal with tourists and provide satisfaction for them.'*

Additionally, participants number 6 and 7 who work in a local tour company explained that the positive mindset of local people who work in tourism activities is a key element to deal with human feeling

problems. Half of the tourist groups who decided to visit Ban Nongkhao are family ones and groups have a variety of generations. In fact, some of them did not want to visit this area, but they had to visit because of the group decision. This affects their behaviour when they join activities, especially with negative faces, feelings or words. Positive attitudes of local people with service and helpful mindsets can deal with the challenges. In some situations, local people can change the tourists' negative minds and make them more interested in the destination. Consequently, local people who can show their professionalism in their field and have a service or helpful mindset can get more of the tourists' trust. It affects the quality of the interactions between local people and tourists that can lead to positive tourist experiences and perceptions.

It is not only the rich knowledge of local people in their field or occupation but also their other knowledge and skills such as the art of communication and human psychology which can lead to providing the effective participation process in creative tourism activities. Some people have these skills and knowledge as natural gifts while other people have to learn and train to develop them. In this research, it was found that local people who have these skills can make more interesting tourism activities. They have good presentation skills such as how to present the attractive story for each tourist group, including speaking style and the personality during presentation. Participant number 4 who is a secretary to the mayor of Ban Nongya-dogkhao sub-district told about the local people who helped him to welcome the government tourists.

*'...Pa Ma Kob [name of an elderly local person] is the actor for the rice blessing ceremony. She has the gift to be a guide. When I see her explain things to tourists, she always smiles and is happy. Her speaking style looks like a kind teacher...Some groups are professional people; she also explains things as a professional. I think she has the art of communication and she can increase tourists' good impressions of our area.'*

At the same time, psychological skills can help the local people analyse the personalities of tourists. Then, they can adapt or change the appropriate activities for tourists. Participants number 1, 2 and 3 who work in the government tourism offices stated the importance of this skill. Local speakers or guides have to spend time with tourists for a while and organise the activities by themselves. Local people have to understand the nature or personality of their tourists. It is not easy to do it; therefore, the tourism offices try to provide the training program for local people. Conversely, participants number 6 and 7 who work in a tour company stated another idea about the psychological skills. Elderly local people who have a lot of experiences in their work and family can manage the tourism activities well. These local people can understand the needs of different tourists and can provide an appropriate story or method to explain to them.

Moreover, all stakeholder participants highlighted the positive attitudes and mindsets of local people who organise the tourism activities can create a more pleasant atmosphere. Participant number 5 who is the head of the village stated that guides or local speakers have to play the role of teacher, actor and ambassador. The main behaviours of these roles can reflect the helpful service mindset. Entertainment skills are also required to provide tourists with enjoyable experiences. Participant number 12 who is the leader of the Ban Nongkhao cultural village tourism group explained that it is not easy to design and manage the creative activities for tourists. It is a challenge to find the people who can explain local stories and knowledge and demonstrate local wisdom skills. At the same time, these people can entertain the tourists and should be representative of the local area, so they have to be careful of their overall behaviour because it affects the image of the destination. Participant number 13 who is the representative from the local accommodation group said:

*'Designing activities is a challenge, but it is fun. One group tour with students from a famous university needed training for a team working in development like learning our culture. How did we do it? How to*

*integrate it? We had to brainstorm and find appropriate people who could do it. We adapted games and inserted our community stories in them. And we had suitable local speakers at each point. The role of teacher is very important for this work.'*

Additionally, the community should have a variety of human resource networks, for example, the educational organizations, tour companies or the offices whose work relates to tourism management. Some creative tourists groups are from professional organizations and they need in depth information, knowledge and skills. In particular, there are foreign tourist groups who use their native language; therefore, the outsourcing of staff with foreign language skills can support this type of challenge. The staff have to work with the community for a while and learn more community information such as by doing research or studying documentaries. However, it is not only knowledge but also their positive attitude toward the community that is important because when outsourced staff are guides, they are also representatives of the community. On the other hand, the community can organize tour programs in which outsourced staff and local people work together, leading to efficient package tours. All participants who are local leaders confirmed that people who can pass knowledge to tourists are important elements for promoting creative tourism.

#### *4.4.2 Learning and participation environments*

It was found in this research that the roles of place affect the process of effectively transforming knowledge and skills between tourists and local people. According to Tan, Kung and Luh (2013), the ambiance, design and planning of the destinations influence the feelings, perceptions and experiences of tourists. All of these affect the tourists' learning process. An appropriate learning and participation environment can support the response of creative tourists to be in accordance with their expectations, especially with authentic experiences that are suited to their personalities and attitudes. Moreover, it can also help local people

to add value to their tourism products and potentially lead to tourism product innovation. All stakeholder participants accepted that it is difficult to find the right places or locations and service processes that can present the complete stories of sites and provide tourists with authentic creative experiences. Additionally, the destinations have to emphasise how to present the local everyday life as creative tourism activities and focus on the concept of community-based organizing. Consequently, service spaces and service designs are significant factors that should be accentuated for achieving successful creative tourism management.

All participants in this research suggested the appropriate creative tourism activities for rural areas are local workshops, festivals and events. These activities can present well rounded community stories including culture, history and local everyday life. Moreover, they are easier to organise in terms of community-based management because these activities are part of local everyday life. The service spaces should be based on tourist capacity and tourism resources which can promote the local area and products. Most Ban Nongkhao workshops are arranged in the real locations where local people work or spend time for their everyday life. Local people can reduce the cost for decorating places and tourists can touch the real community atmosphere. Likewise, it is easy to find the material or equipment to use in the workshops or to decorate the festival or event sites. Participant number 14 who is a local guide in Ban Nongkhao explained the process of tourism when workshops are booked.

*'The tourism management team has to brainstorm and plan about the place that has the tourist capacity and which is appropriate for the type of tourists. For example, the student workshop groups are arranged around the temple courtyard because of the large number of people. On the other hand, for international groups which are not more than twelve tourists, workshops are arranged at a local person's house. However, it is not only the number of tourists that is critical when the tourism management team chooses the workshop place; it is also the needs, interests and budget of the tourists. Moreover, tourist and community*

*safety is an important factor when workshop places are chosen.'*

Decoration of workshop, festival and event places should also be emphasised because it can affect how tourists feel as well as their perceptions of the experience. Participant number 5 who is the head of the village stated that the local materials for place decoration can encourage the interest of tourists, especially the desire to know more community stories or buy local products as souvenirs. Additionally, local entrepreneurs can extend the business opportunities when tourists see the local decorations. There has been an increase in wholesale loincloth sales since 2001, which was the first year to promote tourism in this area. Participant number 14 who is a local guide in Ban Nongkhao also confirmed that decorations with local products can increase the tourists' satisfaction even if the tourism management team does not arrange the event in the real location.

*'One workshop was arranged in the rainy season, so we could not organise the rice blessing ceremony in the paddy field. So we had to organise it in the meeting room of the primary school. We did not have the paddy in the room! We tried to create the decorations for the room. Pa Mo Kob, the actor, put all of the materials that are present at this ceremony in the room such as rice crops, colourful local flags, food, desserts and vegetables. We were worried at first, but, in the end, the tourists liked our program. The decorations could attract the interest of tourists, and they could understand the story.'*

At the same time, service design can support the potential of tourists' learning. In the research of Tan, Kung and Luh (2013), it was found that the small tourist groups for furniture workshops can learn more knowledge because the tutors can have every tourist join in the activities, including discussion times. In particular, the principles of creative tourism focus on an interactive learning process such as learning by doing or the co-creation approach and also providing authentic experiences with useful knowledge for tourists. The appropriate number of tutors and class assistants should be balanced with the amount of tourists. In general, the palm leaf weaving workshop of Ban Nongkhao provides one tutor and one or two assistants for

fifteen tourists. The number of tutors and class assistants are significant in developing tourists' creative experiences. Moreover, time and activity management are very important to avoid negative tourist feelings. Participant number 12 who is the leader of the Ban Nongkhao cultural village tourism group confirmed this issue. Her tourists who participate in the pandan leaf weaving workshop felt happy when they could learn all of the processes for preparing the materials, like picking the pandan leaves from the garden by themselves. This workshop provided a variety of activities and break time with local fruit juice and dessert being served. The result of this group tour was that tourists were very satisfied and they could weave a lot of flowers from pandan leaves, even more than the tourism management team had expected. Activity locations and time management that are appropriate for the learning and participating approach also support the potential of workshops.

The potential of local people who can transfer effective knowledge to tourists and the places which can support the learning and participating process play important roles in promoting creative tourism. Therefore, the local tourism management team has to analyse the needs or real interests of tourists before creating the tourists' activities. It is not only important to highlight the outstanding characteristics of the area but also to create the appropriate learning process for tourists. The goal of this tourism is to lead the tourists to absorb and adapt local knowledge to be useful knowledge for their everyday life or work. Meanwhile, the destination can strengthen customer satisfaction and loyalty.

## **4.5 Conclusion**

The principle of creative tourism in terms of local sustainable development is based on the collaboration of all actors related with tourism management to create appropriate products which can contribute a variety of benefits to local people and tourists. The process of this tourism focuses on providing authentic tourist experiences through learning and participating between local people and tourists, and it can possibly transform or co-create knowledge and skills among them. Therefore, not all cultural destinations can promote creative tourism.

This research found three essential factors for potential destinations that can create this tourism: the availability of human resources, a tourism attraction system and the components of learning to approach creative experiences. The element of local human resources is more significant in this tourism because it is the key factor for organising all creative tourism management, especially the process of learning and participation which is the main creative tourism product. It is different from the other tourism forms in which tourists can explore the destinations by themselves or visit the areas with tour guides, for example, natural tourism, historical tourism or adventure tourism. At the same time, to meet the requirements of local sustainable development, all creative tourism activities should be based on the needs of local people who should also be part of the process of planning and management.

Unfortunately, cultural-based destinations in developing countries face the challenges of funding and human resource development. Therefore, this research found that a variety of tourism networks are required for developing countries to reduce these challenges and receive support for becoming attractive destinations such as through the outsourcing of staff, facilities and marketing. However, this is not a perfect solution because the process for integrating and managing outsourced staff with the local human resources can actually become

one of the future challenges for local areas due to benefit leakage and negative destination images as a result of inappropriate local representation from the viewpoint of tourists.

However, the strength of the community can change the atmosphere of competition with other sites to good networks that help and support this tourism together and can also link the other significant factors for promoting creative tourism. This research found that it is important to investigate and analyse the potential of a destination before the decision is made to set up creative tourism because the long term results from creative tourism can provide both benefits and costs for the destination.

## **Chapter 5: Developing creative activities to enhance the tourist experience**

### **5.1 Introduction**

Many creative tourism destinations have faced the challenge of providing authentic creative experiences for tourists. According to the Association for Tourism and Leisure Education (ATLAS) (2011), its research in 2004 found that only five per cent of cultural tourists in European countries got creative experiences from their travel. Richard and Wilson (2007) explained that it did not seem that tourists at creative tourism sites were adequately engaged in the existing creative activities. In addition, it is not easy to integrate local uniqueness and creativity with tourism products. In light of these challenges, this chapter discusses the factors for developing tourism activities in cultural-based destinations to attract niche tourists who are interested in creative experiences. The aim of this chapter is to research objective two (see Chapter 1, Section 1.4 for more details). This research explored the perspectives of current tourists that can directly affect the development of creative activities. At the same time, it also investigated the community's aspects which are important factors for supporting tourism development in the long term. In-depth interviews were used with fifteen tourists, both international and domestic, and fourteen stakeholder participants, including local leaders, community members, officers of government organizations and entrepreneurs (see Chapter 3, Section 3.3.1 for more details).

This chapter identifies the process for developing creative tourism activities and providing creative experiences for tourists. It is divided into three parts. The first part discusses the two factors which can support the development of creative activities in tourism. The drivers of creative tourism consumption at the destinations make up the first factor; the drivers can lead to the creation of creative activities which

can respond to the direct needs of tourists. The participation learning process between tourists and local people is the second factor; it can support the aim of providing authentic creative experiences. The second part of the chapter explains learning processes that can be used to provide creative experiences. All actors connected with tourism planning and management should emphasise the delivery forms that can respond to the tourists' needs and provide benefits to all actors. The third part describes the delivery forms of creative tourism activities which are appropriate for cultural-based destinations.

## **5.2 The drivers of creative tourism in cultural-based destinations**

The concept of creative tourism as providing active involvement and transferring knowledge can attract special interest tourists who are interested in creative experiences. The challenge is to manage the creative tourism provision to achieve this purpose. Many destinations have problems in managing creative activities and these affect tourists' satisfaction. The activities cannot respond to the direct needs of tourists, cannot transform the local knowledge between tourists and local people and lack active processes. Richard (2011) revealed the concept of creativity is not as appealing for tourists as it is for scholars or policy makers. It is important to study the drivers of creative tourism when the destinations try to develop tourism activities. This study found that tourists' decision factors for travelling to creative sites are related to learning and the basic needs of tourists, social and/or environmental consciousness and networking. These factors can support the production of effective creative experiences for tourists.

### *5.2.1 Acquired needs*

This research found one of the significant drivers that can encourage tourists to visit a creative tourism site encompasses the tourists' acquired needs. All participants confirmed that these tourists' needs

relate to learning and self-development needs for real experiences that can also provide feelings of pleasure when holidaying. They are different from physical or primary needs as they relate to psychological, social or learning needs. Moreover, these needs affect the level of tourists' participation in the tourism activities and the tourists' satisfaction. They can influence tourists' behaviour that produces both positive and negative impacts on local people and destinations.

There are both international and domestic tourists in Ban Nongkhao village. These tourists can be divided into two groups: individuals and those on group tours. Both of these types have to contact and reserve the program tour with the local organization that manages tourism. The types of individual tourists are family groups, working-age people and new retirees. Meanwhile, the group tours consist of people from companies or academic, government or private organizations. Most of these tourists have a good education and income. They are motivated to visit this area by the needs of learning, the atmosphere of the destination, the culture of the area and tourism activities. Moreover, their drivers are like the concept of new tourist's behaviour in Buckhurst's theory as they want to feel like a segment of the local people or part of an activity.

However, there is a difference in the type of learning needs and basic needs of the tourists when compared in the context of their age (see Table 5.1). For example, tourists who are newly retired (55-65 years old) need to find something that is different from their normal life or something that can interest them. Additionally, basic needs are the main factor when this group decides to travel such as the comfort and convenience of the trip. In the case of working-age people (19-60 years old), they have a need for self-development and new experiences and finding out about different lifestyles. Therefore, this group focuses more on the useful knowledge that can be adapted to use in their normal lives or work. In terms of the new generation or youth groups (under 20 years old) travelling with their families or academic organizations, they

need to gain new knowledge from the destination and get experiences that differ from their normal lives. Consequently, types of learning and basic needs of tourists who want creative experiences generally correspond to the tourists' age. Interestingly, these needs are not affected by the gender of the tourists.

*Table 5.1 Learning needs and basic needs of tourists in Ban Nongkhao village (source: Author)*

<b>Categories</b>	<b>Domestic tourists</b>		<b>International tourists</b>	
	<b>Types of learning</b>	<b>Basic needs of creative tourists</b>	<b>Types of learning</b>	<b>Basic needs of creative tourists</b>
Youth (Under 20 years old)	Gaining knowledge and skills in terms of both local wisdom and social skills	Focusing on fun and educational trips	Gaining knowledge and skills in terms of culture and way of life and social skills	Focusing on safe, fun and volunteering trips  Need new experiences
Working-age people (20-60 years old)	Finding out about ways of life or different things and expanding their knowledge and skills	Focusing on pleasurable and relaxing trips  Need self-development and new experiences	Gaining knowledge and skills in terms of culture and way of life	Focusing on safe, pleasurable and relaxing trips  Need new experiences
New retirees (55-65 years old)	Finding activities that can support the vitality of their lives and building social relationships or networks, both for friends and business	Focusing on comfortable and convenient travelling and safe trips	Finding activities that can support the vitality of their lives and building social relationships or travelling networks	Focusing on comfortable and convenient travelling and safe trips

The first driver of tourists visiting Ban Nongkhao village is to learn village stories which are interesting or useful for their lives in the future. Most tourist participants explained the definition of creative tourism as travelling to a unique area where tourists can get knowledge or skills that can be valuable for them in terms of their normal lives or occupations. Some tourists, especially the newly retired group, indicated sharing stories with local people is also a creative tourism activity because the results from sharing are worthwhile for both of them. Tourists can adapt the knowledge for their normal lives. At the same time, local people can get new information from the customers' viewpoint to apply to the development of local products. However, there is a different opinion about the meaning of creative tourism in the view of the youth group. They indicated creative tourism is to connect with a novel thing or product, such as making fashionable products from the traditional loincloth made in Ban Nongkhao village. In brief, in terms of tourists' perspectives, creative tourism provides the learning and transfer of knowledge between local people and tourists. Moreover, this knowledge has to be based on the unique stories of the destination and should be useful or valuable for the present lives of tourists.

When visiting Ban Nongkhao village, a cultural-based destination, both domestic and international tourists want to know about the local wisdom and local way of life. The authenticity of the area can motivate the tourists to visit. At the same time, self-improvement is one of the needs of creative tourists, especially gaining knowledge and developing skills. Participant number 19 who is the leader of a school group revealed the reason why she chose this area for her organization's field trip:

*'The main reason why we arranged this program for our students is because the students have to know the roots of Thai people. In the present, there is high technology. Many times, the new generation forgets about their roots and culture. This area is famous for local Thai culture although it is only 12 kilometres from*

*the city centre. There is a variety of real Thai stories and a unique local way of life.'*

Moreover, all participants who are domestic individual tourists confirmed that they want to learn different things from the local culture and way of life. Participant number 16 who is a new retiree from an educational organization decided to visit this area because she wanted to know about how to weave loincloth in order to find a new hobby. This is similar to the opinion of participant number 15 who works in a government organization; he feels bored with his normal life and he visited this area to learn about the local way of life. So the need for learning is not only for gaining knowledge such as from workshops but it is also learning stories with local people. Especially in the group of international tourists, the first driver to visit this area is to learn the differences from their culture through spending time with local people and experiencing things like local people. All international tourist participants liked to compare the local stories, local wisdom or local products with their hometown or workplace. Participant number 27 who was a European tourist who spent more than two weeks with the local people felt happy with the local way of life, especially liking the idea of their kitchen gardens. She learnt how to plant a garden in a small area by reusing bags and she wanted to adapt this idea when she went back home.

Additionally, tourists who decide to visit a cultural-based creative tourism destination and need to learn local knowledge and get new, creative experiences also focus on acquired needs. Consequently, the second set of drivers for Ban Nongkhao tourists comprises pleasure, fun and safety. Most Ban Nongkhao tourist participants were physically satisfied with their visit. Moreover, they believed that elements that support learning such as a good atmosphere, nice people, comfortable facilities and amenities, could help them to reach their expectations. Participant number 24, a tourist from a European country, explained why he decided to travel to this area:

*'...I checked the area information about atmosphere, people, access, safety system. Is it suitable for staying one month? Can it provide the happy stay for me? From the information, I believed it was all right...Finally, I have gotten a memorable experience and knowledge for my life in the future.'*

Another participant (number 19) who was the leader of a school trip group explained about one of the factors that can support efficient learning.

*'Our team had to check the information before we chose the trip destination. We brainstormed about the factors that can support the learning of our students. Entertainment is very important. We saw the tourism activities of Ban Nongkhao as workshops with local people, a variety of local transport and a real place for workshops. It can be fun for our students. Then, they will get impressive experiences.'*

From this research, enjoyment is one of the drivers which can increase youth groups' creative tourism demand. This type of group needs knowledge conveyed in an entertaining way. Participant number 27, a youth tourist from Ireland, confirmed this. One way for her to have a memorable trip and get valuable knowledge for her life was to participate in fun activities with local people. Meanwhile, there is a different acquired need for the other groups. Working-age people and new retirees decided to visit this creative tourism destination because of the pleasant feeling. They would like to find something that is different from their normal life. Most of them have a good education and occupation or pension. Some need a pleasant trip for a break from their work. In the case of newly retired people, they would like to find something that can reduce their stress because they feel bored without the activity of their jobs. In brief, learning and psychogenic needs comprise the first factor that affects creative tourists' decision for travelling. At the same time, this factor produces negative or positive experiences when tourists participate in local tourism activities. Destinations should study the needs of present tourists and try to adapt the activities which can respond to tourists' needs.

### *5.2.2 Public awareness*

Public awareness is another one of the tourism drivers that affects tourists' choice to travel to creative tourism sites. The tourists coming to Ban Nongkhao village have similar attitudes and behaviours as new tourists in Poon's theory (see Chapter 2, Section 2.2.1 for more details): having more social awareness, rejecting the passive or mass-produced package holidays and wanting to get authentic experiences. It seems they want to get knowledge as a positive feeling. The process of creative tourism can respond these tourists' needs because this tourism is based on a community's stories and participation. Moreover, its activities also emphasise the positive impacts on tourists and local people, especially increasing public awareness. Ban Nongkhao village is outstanding for having an unhurried way of life, although it is not far from the city centre, and conserving and protecting their culture and environment. This research found that tourists who visit this area have environmental and cultural awareness. They want to join activities that can support the concept of social consciousness and learn the way of local life to adapt or use in their lives. Therefore, public awareness is a motivating driver for tourists coming to creative tourism sites.

This research found that the tourists who are interested in creative experiences want to gain knowledge in a pleasant way. Additionally, they can adapt the tourism experiences to increase their well-being or find ideas which can reduce problems in their lives. All of the participant leaders of the tour groups and decision-makers in the family groups have recognized the present challenges and problems around their society in terms of cultural and environmental issues that relate with their everyday lives and the future. They want to use creative tourism in a cultural-based site as a tool or model to find solutions in relation to human development. Moreover, they feel it is important to encourage the concept of public awareness in the lives of staff members, officers, students or family members. Participant number 17 who is the head of a family confirmed this concept:

*'Our kids are teenagers. I believe if we do not teach them about social consciousness, they will be people who can damage our society and culture. Or they cannot live in the present world if they do not have life experience. Public awareness is very important and can support their well-being. Moreover, talking with others or learning something from other people's experiences can help them to live in the real world... When I had to decide where to travel for this weekend, I looked for the tourism activities that could respond to my need to support my ideas. At the same time, the place had to provide pleasure and fun activities for our kids. This will be a memorable experience for them.'*

The reason that creative tourists focus on joining activities in cultural sites is because they want to learn the local stories or local wisdom through local people. Participant number 24 is a tourist from Germany and is retired. He explained about the outstanding benefits from traveling in cultural-based sites if tourists want creative experiences and emphasise public awareness:

*'...I think travelling in the cultural based-sites will support creative experiences because the core product of this tourism is local people. Talking, sharing and discussing with locals help me to deeply understand the nature of local wisdom. It is better than if we go somewhere and read from the sign or listen to stories from tour guides who are not local people. We have to spend more time if we cannot speak the same language but I believe the good relationship does not worry about the language or place... This area looks like the other rural areas in Thailand but the uniqueness is the local people and the knowledge from them...When I compare some stories with my country, I think it is very easy to do it and good for our area but why do we choose to develop the economy and ignore a happy life? I will try to start from my family to take care of our society as Ban Nongkhao.'*

Meanwhile, the groups coming to Ban Nongkhao from domestic companies focus more on environmental issues than on cultural issues because corporate social responsibility (CSR) is one of the current company trends to support sustainable development around the world. Participant number 29 who is the manager of a local company explained that his company decided to visit Ban Nongkhao village because one of the company's missions is for all staff members to

recognise green awareness. So this company arranged the incentive trip which could communicate environmental consciousness to all staffs as well as provide relaxation and amusement. At the end of the trip, the staffs can apply the knowledge to their jobs or lives. To achieve this goal, it requires not only a team building workshop but also particular activities and a suitable destination. Ban Nongkhao has a local ceremony related to environmental protection which encourages strong consciousness in local people's minds. Local people arrange the rice blessing ceremony to worship a rice god, request forgiveness and ask for help for harvesting a lot of rice. A local elder woman will sing a local song about the farming occupation and the method for growing rice. Local people who join this event will understand about the cultivation method and appreciate the farmers' work. They will not do something that can lead to negative impacts on the environment. The local people of Ban Nongkhao have more environmental awareness because they have absorbed this information since they were young. Tourists can join with this ceremony through watching and talking about the ceremony. Moreover, local people provide workshops for local students, so tourists can join these activities if they contact before they visit. Participant number 27 was an international tourist who decided to work as a volunteer English teacher in the local secondary school after her first visit because she would like to learn more local knowledge and skills in loincloth weaving. She confirmed this issue:

*'...when I chose the destination, I believed I would get more knowledge from local people, especially how to have a slow life in the area which is not far from the city centre... I feel amazed with the local beliefs, such as the rice blessing ceremony that can support public awareness in each generation of people. It is a different way when I compare with my country. I will adapt it to my life and my family, for example, what is the old belief of my hometown and rethink the benefits from it. It is the old fashioned way but it is real. Firstly, we have to have an open mind.'*

All of the participants in tourist groups who were motivated by public awareness were more experienced travellers with a lot of education

and work experience. They know about and recognise challenges from global development, especially the negative impacts from rapid development and insufficient education in developing countries. They decided to visit Ban Nongkhao village because they believe the learning and travel process through participation or active endeavours can provide creative experiences for them. Participants number 19 and 21, who are the leader of local government officers as well as the tour leader of government trips, explained that one of the benefits of participation is to provide the discussion process. This can make it easier for their staff to understand compared with previous mass tourism or cultural travel trips learning local knowledge only from tour guides. Additionally, from their perspective, having high public awareness is a very important model for their staff. Participant number 16 is a newly retired person who has faced problems with her grandson because he is teenager. She encouraged him to travel to a creative tourism site and participate in Ban Nongkhao's workshop. Her grandson can learn about local wisdom and discuss about the reasons for the local beliefs from elder people. She found it is easier to teach him about public awareness when he learns from a real situation. As a bonus, her grandson has new relationships with people from the workshop. In this situation, it appears that creative tourism had multiple benefits: building relationships, both old and new, as well as knowledge and skills. Overall, public awareness of both cultural and environmental issues is an important factor to tourists who are interested in creative tourism. As such, destinations should find the uniqueness of the local way of life that can be shared in a creative experience and support social consciousness. Although it is not unusual in local people's eyes, it is new for the tourists who come from different areas and cultures. When the local knowledge is shared, it can open minds and support positive development.

### *5.2.3 Networking*

Creative tourists are also motivated by the need for networking that can support their work or increase convenience. Participant number 16 who is newly retired from the educational sector explained that networking is to meet people who are useful, especially for work. On the other hand, participant number 26 who is an international tourist from a European country who stayed with local people more than three weeks indicated another perspective of networking which is that it can support a comfortable life or travelling because of good relationships. He got the rewarding opportunity to be a volunteer and received a warm welcome from local people because his friend was an ex-volunteer tourist in this area who recommended the teacher who organized this program. Therefore, he could contact local people directly and also feel that the trip was safe. In the course of this research, it was found that most tourists who need to network are working age people and newly retired people. They appear to need more relationships that are beneficial for their lives and travels. These relationships can have long term as well as short term benefits because people in their network can also affect their well-being and happiness in the future. Moreover, these tourists believe that active pursuits and learning together between tourists and local people or tourists and other tourists can support good relationships in addition to clear and useful knowledge. Consequently, all participants in this group confirmed that travelling in a destination which focuses on providing creative experiences through the participation process can support useful networking.

The tourists' need for networking can also be related to earning income which includes finding useful knowledge to apply to a main occupation or hobby. Most of these tourists are also working age people and those who are newly retired. They want to meet people who have deep knowledge. They believe the people who work for a long time or do certain work regularly should be proficient in their field. Participant number 21 who is the leader of a local government organization from

the North of Thailand agrees with this concept. Ban Nongkhao village has been famous for weaving loincloth and more than half of the women in this village can weave this style of cloth. Additionally, though the patterns of loincloth are traditional, they are not out-dated from the perspective of customers. He told their group incentive tour and they would like to learn the local wisdom management from the elderly people about the way to conserve this occupation for a long time and the motivation or pull factors that can encourage the new generation to be interested in this occupation. Moreover, this organisation would like to develop a housewives' group to produce a similar product in the North which can provide supplementary income to families. There are considerable benefits when people can create networks in a similar field. Discussing and sharing knowledge can provide mutual support.

Inspiration is very important for people who would like to be successful in their occupations or other endeavours because it can support them to find solutions and overcome challenges before they give up. Networking is one of the factors that can help to support peoples' aspirations. Participant number 24 who was an individual tourist that visited this area with his wife and a guide agreed with this issue:

*'...we are retired, we like to go to cultural-based attractions and join local people, such as having a meal with them or attending workshops, events or festivals. We have had good experiences from talking with people, learning about their way of life. Many times it could boost my energy when I was feeling down I have a lot of friends from travelling who have the same interests. We have our group to talk together and sharing ideas. In this area, I found the green community group. I have an inspiration for my hobby, how to make a kitchen garden although we have a limited area.'*

Another type of tourist group that visits Ban Nongkhao village needs networking to find something to add value for a product or extend their business. This group is comprised of company owners or people whose work relates to local products. They want to find a network that can support business such as with low cost of material, knowledge

sharing or co-investment or work together like retailers or wholesalers. Participant number 23 who works in a private company and is part of the company management team explained about the benefits of dynamic activities that can support networking:

*'It is easy to do networking if we are friends with someone...I like to visit and join workshops that are provided by local people as a part of tourism. It is not provided by a government officer. Because when we are their tourists, local people open their minds to share in-depth knowledge with me. They feel that I am not in commercial competition with them. We will be friends. Then, I can extend my business. Sometimes I get low cost materials.'*

Friendship not only provides income in networks, it can also lead to long term relationships with other benefits. Networking is important for comfort and convenience in both everyday life and travelling. Participant number 17 is the head of a family and works in a private company in Bangkok. He and his family decided to visit and join various local community activities once a month. He explained about the reason why he needs networking:

*'...I like to have networks - all of the networks both for my work and my personal life. If you have friends, it is easy to do something, isn't it? Last time, I would like to accompany my friend from Korea when he visited Thailand but I did not have time. I recommended him and family to stay with the host in this area. When he was back in Korea, he sent a message to me about their impression of the local people who made his family feel as if they were staying in their own home. So networking can help us. This is why I like to travel in the creative tourism destination.'*

Consequently, networking can make everyday life go more smoothly. At the same time, it can provide new opportunities for people. Participant number 18 who is the lecturer in a university explained about how her networking helped her brother get a new job. Two years ago, she joined a workshop which was organized by a local community and she made a new friend. Since then, they have had a good relationship. Six months ago, her brother had to quit his job because of an accident and he did not have work. When her friend found out about

this, she recommended a new job. Today, her brother has that job with better salary and benefits than the previous job. This participant confirmed that because of the participation and discussion process, tourists can get to know the people in a group as well as the local people who are leading the activities. Therefore, creative tourism activities can lead to a variety of beneficial relationships.

Other tourists want to meet people who are useful for their trips and get great experiences from travelling. They believe that the magic of friendship can support the safety of a trip or sometimes reduce a trip's cost. Travelling is important for them to have a break from normal life and networking can support a wonderful trip. Participant number 28 is an engineer from a European country. He likes to be a tourist and works and stays with local people as a volunteer every year. Sometimes he returns to the same destination. He does not focus on tourism for the scenery. Instead, he focuses on relationships between people. He explained that each year there is a variety of local stories, especially related to daily life. With each trip, he feels like he is reading a new book but one that is written by the same author because you can find similarities in relationships everywhere you go. Additionally, participant number 24 who is an international tourist and likes to travel by himself or with a private tour guide if there is a language problem explained about the advantages of networking. It is easier to arrange a trip and feel confident about travelling because there is general or in-depth information from local people or someone who has been to the attraction before. Moreover, he can reduce the cost of accommodation because his friends invite him to stay with them and they can share knowledge or do some workshops together. Travelling in destinations which provide participatory activities can respond to the tourists' need for networking which can support comfort and convenience as well as opportunities and income.

### **5.3 Knowledge transfer and tourists' experiences**

This study found that the degree of tourists' knowledge absorption does not only relate to the tourists' abilities, especially the driver to decide to visit the destination, but also the process of knowledge transfer. Both of them can lead to providing tourists' with creative experiences. If tourists have the drivers as previously discussed, they will have open minds to recognize the new knowledge and integrate it with their knowledge or experience. Then, the valuable knowledge can be applied or adapted to tourists' normal lives or occupations. At the same time, the process of knowledge transfer is also a significant factor to support the degree of knowledge absorption and tourists' creative experiences. Most tourists and stakeholders in this study confirmed that the learning process also leads to success in management of creative tourism because all actors, including tourists and local people, can deeply understand it. It is easy to have creative experiences which are useful for their life. Participants number 1, 2 and 3 who work with local organizations and relate with tourism planning and management suggested the factors which can support an efficient learning process and provide positive experiences. This process should emphasise simple, fun activities and be suitable for each tourist group. On the other hand, this learning process should be easy for local people to organize. This research discovered two learning processes arranged by local people that help increase the level of tourists' knowledge absorption. These processes are learning by doing and co-creation.

#### *5.3.1 Learning by doing*

All participants in this research agreed that the process of learning by doing can support effective creative experiences for tourists and local people. This process can respond to the creative tourists' needs through learning from their real experiences at the destination. At the same time, local people can discover new knowledge or skills from the

learning process, especially problem solving in the workshops, events or festivals. Similarly, Ord (2012) revealed that efficient learning is based on the learning involvement, individual discovery and learner freedom to set learning objectives. Participant number 27, a tourist from a European country, joined a palm weaving workshop at the weekend with local people, explained about the benefits from learning by doing process:

*'...I like to learn new things and can do or practice it at the same time. I can get real experiences. Moreover, I can remember everything. From this workshop, I have a new idea for decorating a Christmas tree when I will go back. I will do the ribbon weaving as palm leaf weaving. I believe I will get my decoration from my imagination. I will teach this knowledge to my sister, too. Just thinking but I feel happy. The important thing is we can reduce the cost for decorating.'*

The positive feelings from this learning process as fun, exciting and happy can encourage tourists' creative ideas. All workshops of Ban Nongkhao village have outstanding features to attract special interest tourists. There are learning processes which are provided for tourists to get real experiences through doing or practicing the skills. When tourists can learn and do things following their motivations, positive feelings should be produced. Then, they can get new ideas from the learning process and can apply them in their lives as valuable knowledge and skills.

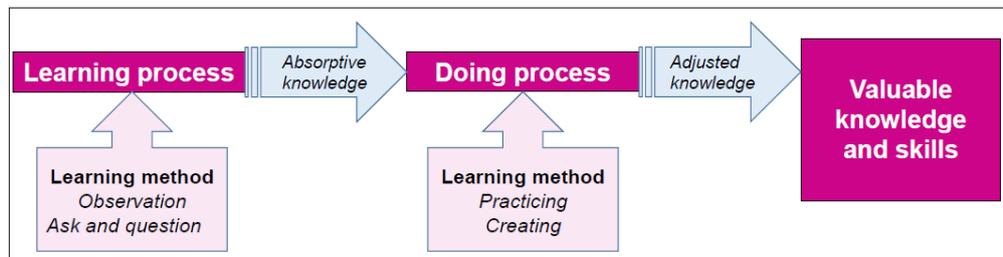
Moreover, learning by doing can also encourage relationships between the people who join the activities. These relationships can fulfil creative needs as much as the local products. The first stage of the learning process focuses on the individual practice to improve or learn the deep knowledge or skills. However, people in the group can help to correct the wrong things or expand the ideas. This is illustrated by participant number 17 who is the head of a family and works in a private company in Bangkok:

*'Our family felt very happy, fun and excited when we joined the loincloth workshop. Finally, we have the ideas for Thai New Year presents...When we try to*

*make the souvenirs from loincloth, it is very difficult for our kids but it is fun when we do with the other people. The cheering up from the group supported us to hit the goal. We did the wrong pattern and the local guide had to correct it but we can get the new pattern for us. There is only one souvenir like it in the world. Sometimes there are mistakes...The process to correct is important to support understanding deeply. It is not only our family who liked it but also the other people in the group.'*

The learning by doing process in creative tourism is comprised of two stages. The first stage is the absorptive knowledge and the second stage is the adjusted knowledge (see Figure 5.1).

*Figure 5.1 Learning by doing process in tourism activities of Ban Nongkhao village (source: Author)*



The former happens during the learning activities such as the explanation of the local story and demonstration of the production of local products. Tourists can learn knowledge or skills through listening and observing from the local people who are the actors, leaders of a class or local guides. Ban Nongkhao tourism activities start the program by explaining the story of local products, especially the relation of the products with the local culture, society or geography. This process helps tourists get general information. Moreover, it can lead the tourists to emphasise the value of local activities or products. In this research, it was found that the tourists of Ban Nongkhao village have a special interest in the activities but when they know the general information and observe the process of production, the tourists pay more attention to learning with the local people. They can assimilate the information and this leads to the need to practice. Moreover, the production method can also encourage the need of tourists to do it. It is

not only pride in the method but also the need to achieve which drives tourists. This was confirmed by participant number 14 who is the local guide and the leader of the palm leaf weaving group:

*'The students of the primary school who joined our workshop did not pay attention when they arrived at our place. But when we explained about the origin of weaving palm leaves and local wisdom, they paid more attention, especially to the demonstration stage. They tried to observe how to do it. It is not easy. I think it was not only that they knew about the story but it was also the amazing feeling when they saw the method. Some wanted to do it. If they could, it seemed like they could achieve a goal.'*

The latter occurs in the practice process. When tourists learn about the method or the process of production from local people, they try to do it and accommodate new knowledge and their previous knowledge and skills in their work. In this research, this stage can be divided into two phases: doing according to the local model and creating with their ideas. All participants who joined the local activities which apply the learning by doing process began their work in the similar way of local people in order to practice the basic skill of the local production. There are local assistants to help tourists achieve their goals or to find the solutions when tourists do the process incorrectly. When tourists have more knowledge and skills, they try to create their products. Some new products are discovered from the mistakes. On the other hand, some tourists apply their previous knowledge with the local wisdom to create a unique fusion of ideas.

### 5.3.2 Co-creation

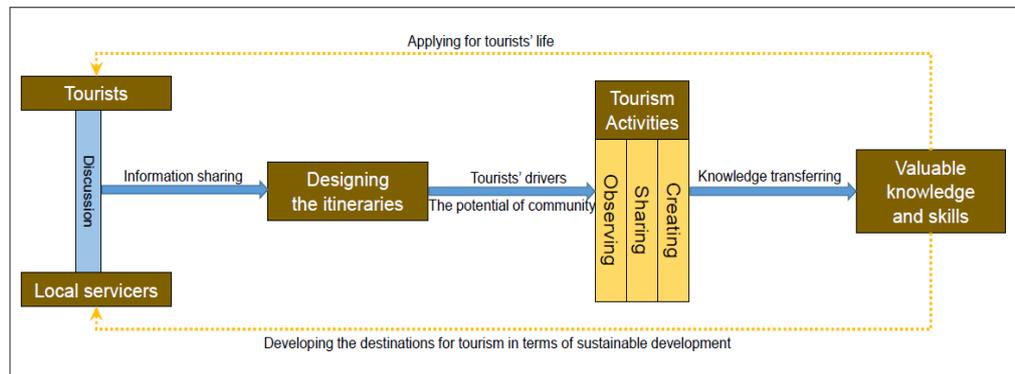
The co-creation process can be directed toward the creative tourists' needs. In this study, it was found that the core result of this process is valuable knowledge and skills for tourists and local people these are the same as the benefits of creative tourism. However, there are differences in the valuable knowledge and skills which tourists can apply in their life. This knowledge depends on an individual person,

and relates with tourists' culture, attitudes and environment. As part of creative tourism, the co-creation process can promote the valuable knowledge that is appropriate for each tourist's personal, social and cultural values because the process can respond the creative tourists' needs which has the main motivation as emotional needs. All participants who are tourists confirmed that co-creation can contribute more to happiness or having positive emotions. This feeling can support them to fill their need, especially getting new knowledge and skills and creating novelty. Participant number 19 who is the leader of a school group agreed the benefit from the co-creation process can lead to getting positive feelings and valuable knowledge:

*'It was fun! We feel very happy because this workshop can respond to our needs. Moreover, it is the best way that gives us a chance to design our product from loincloth. We can use it! This souvenir is suitable for each student. It is worth it to visit here.'*

The co-creation process also develops closer relationships between tourists and local people. Both of them play important roles, and are partners in the designing process and participating in production for getting authentic creative experiences. Moreover, this learning process can help creative tourists to get the novelty that can respond to the acquired needs. Ban Nongkhao village applies this process to local activities. Tourists and local people can learn and share knowledge from the designing program stage to participating in tourism activities stage. The processes illustrated in Figure 5.2 show the co-creation process in this field work.

Figure 5.2 Co-creation process in tourism activities of Ban Nongkhao village (source: Author)



The main concept of this learning process helps to understand each other better. For example, local people know about tourists' needs before they visit the area, and tourists recognise the potential of local people for activity organising. When they learn and share information together, they can set the travelling objectives and types of tourism activities. This can lead to tourists' satisfaction and loyalty because all tourism itineraries are created from tourists' drivers. At the same time, local people will get the benefits as positive feelings because tourism itineraries are based on their needs and potential. Participant number 14 who is the local guide and tour co-ordinator illustrated the advantages of the co-creation process:

*'When our area decided to promote tourism, we tried to think about the types of activities that can provide tourists' satisfaction. We thought that the needs of tourists are important...In the first step, when tourists contact us, we have to plan about the trip together especially the travelling objectives...Then, and we have the local provider and service team meeting before the tourists visit. We make the commitment together about the responsibilities...It seems like all actors can participate in every process; they can decide. At the end of each program tour, all of us and the tourists got the high satisfaction. Why did we get it? Because we can join and we are partners in all of the planning and management. For tourists, absolutely, they got it because all itineraries are based on their needs.'*

At the stage of tourism activities, tourists can gain authentic creative experiences and valuable knowledge through learning by observing,

sharing and creating. The role of local people is like the tourism assistant as they show and explain about the local stories, beliefs, local wisdom or products in terms of the tourists' interest. The questions from tourists are the key to operating the trip. Consequently, the main tourism assistants who work in the co-creation process should be professionals in their field. On the other hand, the community can encourage the interest of tourists in the local stories through the local atmosphere and physical surroundings. It is very important to plan about the route. Tourists can absorb knowledge and skill with their observations and any questions or doubts will lead toward knowledge and skill sharing. Local people can also learn new knowledge or skills from this stage because all stories can be transferred and shared, especially with the newer generations. Finally, the novelty or valuable knowledge can happen depending on the tourism activities which tourists participate in with local people such as workshops, events, festivals or local performances. The novelty or valuable knowledge in creative tourism is not only the tangible products but also intangible products.

#### **5.4 Creative activities in cultural-based destinations**

Creative tourists expect valuable knowledge and skills as well as leisure participation from their travelling. Consequently, it is a challenge for the community to play an important role for planning and managing the tourism activities which can provide tourists' with creative experiences. This is illustrated by participant number 7 who is the product development officer of a local tour company:

*'In the past, there were only passive tourism activities in this area: tourist visited; looked at the beautiful paddy fields and had a meal - no return tourists. There were not outstanding intangible tourism products; it was only the way of life, beliefs and culture. It was very difficult to encourage tourists to visit this area.'*

A creative activity is one of the solutions which can add value for the tourism resources in cultural destinations. In this study, it was found that festivals, workshops and narrative sharing can be utilized as creative tourism activities. This part discusses the development of tourism activities, based on local participation, which can meet the creative tourists' requirements.

#### *5.4.1 Festivals: a creative destination*

A festival is one of the delivery forms that can provide creative tourist experiences. It can merge a lot of local people in the same place and present the uniqueness of the community stories. This provides benefits for creative tourists who want to find pleasure, local knowledge and skills. It is one of the alternative ways to visit a place and become familiar with the general information of the destination from the local people. All stakeholder participants confirmed that tourists can meet lots of local people in the festival. Most of Ban Nongkhao local people participate in and support the annual Songkran Festival. This festival is arranged annually from the 12<sup>th</sup> to the 16<sup>th</sup> of April to celebrate Thailand's traditional New Year. There is same activity in this festival, people splashing water on each other, as all over Thailand. Moreover, local people who are Buddhists go to make merit at the temple, such as offering alms to monks, meditating, listening to sermons, carrying sand to the temple and forming sand pagodas and participating in the bathing rite for monks and Buddha images. However, Ban Nongkhao has had a reputation for organising this festival for 15 years because the community can present local traditions and way of life. It differs from the other attractions which can not present the real story of this festival and focus only on fun activities. This area has presented a Songkran carts parade, cow carts and decorating in local themes, folk dances and performances, local sport competitions, local souvenirs and a local products centre. The important thing is that all activities have been organized by local people. Tourists can learn about the local

lifestyle, local culture, local wisdoms and local beliefs such as the clothing, food and beverage, and occupations. Additionally, they can learn from local people and can get useful knowledge and skills.

This research found that there are four areas of interest to tourists when they decided to visit the festival, namely: leisure participation, cultural exploration, valuable knowledge and networking. There are some small differences when comparing the primary purpose for visiting between domestic tourists and international tourists (see Table 5.2). Some domestic tourists focus on work, occupation or business in terms of networking but international tourists are interested in relationships as friends. All of the international tourists who visited this area did not focus on business purposes. In brief, the main drivers of tourists who visit the festival are similar to the creative tourists' drivers.

*Table 5.2 Primary purposes for visiting a festival and tourists' interests*  
(source: Author)

<b>Tourist</b>	<b>Primary purposes for visiting</b>	<b>Tourists' interests</b>
Domestic tourists	Different way of life Enjoyment with companions New knowledge and skill Business networks	Leisure participation Cultural exploration Valuable knowledge Networking
International tourists	Authentic way of life Enjoyment with company Cultural learning Travelling networks	

To develop a festival that can provide creative tourists' experiences and be based on local sustainable development, festival management should be based on the potential of the community in terms of authenticity, and respond to the tourists' drivers. When local people of Ban Nongkhao village decided to apply tourism as the village's product and local development tool, the Songkran Festival was the first tourism resource which they tried to adapt for presenting the authentic village. The previous local leader could encourage local people to participate and created the tourism networks to launch the new image of this

festival. In the first stage, the community had an important role to plan and manage. This festival was successful. Later, there was a new local leader and the festival themes were changed. As a result, this area had the same cultural tourism management problems as other cultural attractions (see Chapter 2, Section 2.2.2 for more details) and the number of tourists decreased.

In this study, it was found that to solve the festival management challenges of Ban Nongkhao village, the community should find the festival objectives for tourism and the objectives have to be based on the benefits for local people. Village meetings are very important for supporting the concept of sustainable development as is the role of the local leader. This is illustrated by all stakeholder participants. Moreover, festival management has to recognise the creative tourists' drivers. The community can brainstorm to create the activities and the way to apply the creative learning process. Table 5.3 illustrates the process examined in this fieldwork for providing creative experiences by activities.

*Table 5.3 Process for providing creative experiences by activities in festival of Ban Nongkhao village (source: Author)*

<b>Activities</b>	<b>Knowledge and skills</b>	<b>Process for providing creative experiences</b>
Songkran local carts parade	Local costumes Local transportation Occupations and hobbies Local beliefs Folk dances Local musical instruments	1. Life information through local tourism assistants, MC 2. Participatory activities for tourists: quiz and games
Cultural centre	Local performances Local products Local wisdoms Food and beverage	1. Life information through local tourism assistants, MC 2. Participatory activities for tourists: quiz and games 3. Workshops (learning by doing)
Local sports	Way of local life General information of community	1. Life information through local tourism assistants, MC 2. Participatory activities for tourists: quiz and games

Finally, the role of local people is very important in encouraging tourists to join the participatory activities, and supporting them to get the creative experiences. The direct tourist contact positions are especially important including local guides, presenters, tour operators and tourism assistants. On the other hand, the community should estimate the potential of local people to arrange the activities. Networking also has a significant role in supporting festival management in terms of local sustainment. Participant number 6 confirmed this issue as:

*'We can fulfil the needs together. It is like integrating knowledge and skills between local people and local organizations. Local people of Ban Nongkhao village want to do everything by themselves but after there were the negative impacts from tourism and the number of tourists decreased, local people knew they needed some help from a professional team to support or train them to plan and manage tourism. Finally, we can go to hit the goal together! The local sustainable development way!'*

#### *5.4.2 Workshops: local wisdom products and gastronomy*

In the process of workshop, there is not only explaining method as guides tell the stories of place to the tourists but also the other learning processes such as practicing, discussing and brainstorming. All tourists' participants agreed with this issue. The efficient workshop can support them to get the valuable knowledge. It should comprise of three factors: To respond the direct learning need of creative tourists, to practice in the real situation, and to learn and discuss with the authority. Participant number 17 is the head of a family and works in a private company in Bangkok explained the benefits from participating with workshop. He felt very fun and happy because he could learn new knowledge and present his talent in the class. The discussion with local wisdom authority could lead to get a new idea. In this study found that workshop is one of creative tourism activities that can provide the worthwhile travelling for the special interest tourists. The results of this activity can provide the pleasure feeling and valuable knowledge through learning participation process with community.

Community has an important role to provide the efficient workshop because creative tourists expect to gain the knowledge and skill from local people and get the creative experiences which are different from their normal lives. Local uniqueness is the key factor. All stakeholder participants indicated there are three stages to manage an efficient workshop: the discussing a settlement, the networking, and the workshop developing. Local leaders' team and coordinators team are the significant element to succeed in management. The objectives of discussing a settlement stage are to find the local people's perspectives with workshop management and look for the potential of local wisdoms that can apply to do workshop for tourist. Participant number 5 who is the head of village explained the important of this stage. It can help the local people can find way to manage workshop by themselves and support the unity and network in terms of tourism management. Meanwhile, community should know the drivers of tourists who decided to join with workshop. Participant number 6, 11, 12, 13 and 14 who work in the part of tourism service and directly contract with tourists detailed about the driver of tourists in the table 5.4

*Table 5.4 The drivers of tourists who participate in Ban Nongkhao workshops (source: Author)*

<b>Types of tourists</b>	<b>The drivers of tourists</b>	<b>Local knowledge and skill</b>
Domestic tourists	Learn local wisdom <i>(To develop the previous skill or find new skill for their work or hobby, to learn new thing to develop their life)</i> Social skill <i>(To develop the previous skill or find new skills for their work or hobbies)</i>	Local food and desserts Loincloth souvenirs Local product souvenirs Team building
International tourists	Learn local uniqueness	Rice cultivation Weaving loincloth Balm cake or rice cracker cooking

The information from the first stage can present the potential of supply and the drivers of demand for workshop management. Then, local workshops are planned for different creative tourist group especially domestic and international tourists. There are fixed workshop programs each month around year because the ingredients or the material for organizing workshops depend on the season. Moreover, some workshops are not appropriate for some tourists group for example the taste of some local food can not arrange for foreigners especially hot and spicy. Participant number 12 who is the leader of Ban Nongkhao cultural village tourism group explained the appropriate workshop of this field as.

*'We decided to do the workshops that relate with local food and desert, and local product form local materials. We felt surprised after we did the focus group, we found a lot of local wisdom and a variety of local food...But when we had to think which local wisdom can attract tourists, we could not to do all of them. Yes! It is not only to present our local wisdom which we feel proud but we should choose because of the demand! This demand can support us to do in the long term.'*

Networking is the next stage to find the main actors and supporters of workshop management including individual person and organization. The meeting is very important for this stage because community should do the commitment and workshop process. It is very important to provide the creative tourists' experiences. Participant number 6 who is the owner of local tour company explained about the process of this stage. All actors spent a lot time together for planning and brainstorming the workshop programs. It is not only the outstanding or local wisdoms to create the local workshop but also the potential of local people, atmosphere and places. Public mind is important to work for community. Local people should recognise creative tourism benefits for them and community in terms of local sustainable development. The organization networks which work relate with tourism development have important role to detail and educate local people. At the end of this stage, there are the workshop information such as workshop actors

and responsibilities, place and facilities, workshop expense and cost for tourists, and workshop schedule around the year.

The third stage is workshop development including human development in creative tourism, and learning atmosphere and environment. Networking is very important for this stage. Participant number 1 who is the director of tourism authority of Thailand (Region 1) indicated the different of knowledge and skill between local people who have local wisdom authority and people who work in tourism management. They can fulfil the knowledge and skills together. Local people can get the knowledge about creative tourism service, workshop management especially the learning and transferring knowledge process. It is not easy to manage the creative workshop and provide the valuable knowledge for tourists. The tourism authorities have significant to support the knowledge and system for local people. At the same time, the need of local people in part of tourism management, the potential of tourism amenities are discovered. This information is important for policy and fund planning and management, marketing and public relations in long term. Additionally, workshop training and evaluating are important to develop the efficient workshop by local people. Ban Nongkhao cultural village tourism group has been established to coordinator with local people and outside organizations for 15 years. All stakeholders' participants agreed with the important of the group of people who work directly with tourism management. If there is not this group, it is difficult to organise tourism which be based on community participation.

#### *5.4.3 Narrative sharing: everyday life and real community*

One of the creative tourists' drivers is to experience and feel a part of local life. In this study discovered the valuable knowledge and skills in the creative tourism, it is not only the innovation or novelty but also the beliefs, attitudes and ideas. Narrative sharing is an appropriate activity to contribute the creative experiences because it can distribute the real

sense of community through talking with local people. It is a simple way for local people to organise this activities because key factor of this activities is local everyday life.

Ban Nongkhao village program tours add a narrative sharing to deliver the valuable knowledge and skills for tourists. Tourists have to contact with local people or tour coordinator and discuss about tourism itineraries. Each activity of this area is suitable for each special need tourists. Ban Nongkhao village has the different narrative sharing activities for domestic and international tourists. All activities apply the creative learning process and the result of each activity directs toward providing the pleasure, and creative valuable knowledge and skills. Table 5.5 shows the different sharing narrative activities along the need of domestic and international tourists.

*Table 5.5 Types of narrative sharing activities along the needs of domestic and international tourists (source: Author)*

<b>Tourists' type</b>	<b>The drivers of tourists</b>	<b>Sharing narrative activities</b>
Domestic tourists	Learn local wisdom <i>(To develop the previous skill or find new skill for their work or hobby, to learn new thing to develop their life)</i> Social skill <i>(To develop the previous skill or find new skills for their work or hobbies)</i>	Taking local itineraries as half day, one day or overnight focus on spending time with everyday local life Walk rally itineraries through local transportation, walking or cycling
International tourists	Escape from tourists gaze or traditional tourists itineraries No planned place for tourism Be part of local way of life Search for the real community Learn the uniqueness and get creative experiences	Taking local itineraries as half day, one day or overnight focus on spending time with everyday local life Volunteering work

All international tourists' participants agreed the issue of spending time with local people can help them to learn more real local life. Volunteering work is one of the spending time activities with local people that international tourists interest for getting valuable knowledge. This is illustrated by participants number 24 to 26. Participant number 24 who is European people and visited this area with guide from Bangkok confirmed this issue and explained about the reason why he chose to visit this area:

*'My wife and I have travelled around Thailand for three weeks. There are high numbers of tourists in each area and it is look like planed places for tourism, we decided to arrange new program. We need to know the real Thai especially in rural area because we come from the developed countries. We need to know the differences and search for the real. We felt happy to spend time with local people although we have the language problem with local people but the relationship and knowledge can transfer through environment around the places and body languages. This can also lead to the pleasure and relax feeling. At the same time, guide or local coordinator are very important for us to sharing the knowledge. In my opinion, foreigner should spend time with local people. I am also interest about the volunteer work in this area.'*

Domestic and non-domestic tourists have different needs when it comes to cultural-based site. This is due to them having a broadly similar culture to those local to the area they are visiting. Thai tourists need to learn or know the different knowledge or skills that relate with their lives, occupations or hobbies. Local wisdom is interesting for supporting the need to improve or develop their previous knowledge and skills. At the same time, participant number 19 who is the leader of school group indicated that local wisdom can help her students to emphasise the important of sustainable development especially the guidelines for conserving culture, society, and environment. Therefore, narrative sharing activities depend on the creative tourists' need. The appropriate activities for Thai tourists' group relate with team activities and focus on the pleasure as the valuable knowledge and skills because there is little the differences of lifestyle between local people

and domestic tourists. These illustrated by domestic tourists' participations.

One of the challenges of creative tourism is the tourists' expectation about everyday life as the old style in the previous time. Participant number 14 who is the local guide of Ban Nongkhao village found that domestic tourists felt more unexpected with local life than international tourists. Thai tourists expect to meet local women wear loincloth shirt and sarong, and local men wear the local dress as pictures which tourists saw from tourism information. Way of life will change when the time change, it depends on technology, environment and society. At the present, local people of Ban Nongkhao village wear loincloth during the festival, community event or Buddhist Sabbath. When tourists can not meet their requirement, their behaviour will lead to the negative impacts for local people. It is very important to inform the tourism calendar that relate with everyday local life to tourists.

The important thing, community should plan and design tourism annual calendar. This calendar has to detail time, places or visiting point, type of activities, names of the contact person. Community of Ban Nongkhao have the tourism calendar and schedule to visit everyday life and meet the real community. Tourists can meet the local people and share knowledge with community during their work, festival or relax time. Participants number 2 and 3 who work with Kanchanaburi Provincial Office of Tourism and Sports confirmed this process can increase the tourists' satisfaction when they travel in everyday life destinations in appropriate time and places. Local people have time for tourists and feel happy to share their narrative with tourists who need to get the valuable knowledge and skills. Moreover, general information especially behaviour dos and don'ts has to prepare for tourists in the stage of sharing knowledge activities planning.

In brief, there are two factors that can lead the narrative sharing to contribute the pleasure and valuable knowledge and skills for creative tourists. Firstly, all activities should be based on the real local stories.

Secondly, it is necessary to have team of local people who decide to be a part of this activity because they have to spend time with tourists for a while when tourists visit their place.

## **5.5 Conclusion**

This research discovered that there are two elements in the process of developing tourism activities that contribute to the pleasure and valuable knowledge and skills for creative tourists: the drivers of creative tourists and the learning process. The first element is not only important for tourists' decisions to travel and level of satisfaction but it also affects their behaviour when they visit the destinations, which can produce both positive and negative impacts on local people. Consequently, as part of sustainable tourism management, the community should study tourists' drivers when developing or creating the tourism activities. This will affect tourists' level of satisfaction and the number of tourists in the future. In this research, it was found that creative tourists have an exceptional need to learn local knowledge and skill. Creative experiences are not only innovations or novelties, they also include valuable knowledge in terms of attitudes, beliefs and ideas that tourists can apply to their life. Therefore, the second element, the learning process, is also necessary when developing creative activities because an efficient process can transfer the tacit local knowledge to tourists. Fun and simple is the key for an effective, well-organized learning process. Tourist will have positive feelings and this emoting will affect the relationship with local people. Learning by doing and co-creation are the processes that can support tourists acquiring valuable knowledge; they can learn through observing and practicing in an appropriate learning environment. Which process is used depends on the potential of local people and the drivers of the tourists. All learning processes can apply to the delivery of creative tourism activities.

In this study, it was revealed that festivals, workshops, and narrative sharing activities are appropriate to develop as creative activities in this fieldwork area because the local people have the ability to organise these activities. In addition, an important contribution to the creative experience for tourists can be the discussion between tourists and local people about travel itineraries. This can lead to producing a higher level of satisfaction for tourists and positive impacts for the local area. Finally, in the development of creative activities, tourism networks are also important to supporting local people in terms of human resource development, tourism providers and service management.

## **Chapter 6: Community participatory action in creative tourism: the role of local human resources development**

### **6.1 Introduction**

The concept of community-based tourism was introduced in the mid-1980s on the understanding that this type of tourism can create valuable relationships between tourism resources and local people whilst also providing holistic aspects to the tourism revolution (Stonich, 2003). However, Timothy (1999) showed that the lack of local participation in the decision-making process and in the benefits of tourism management are community-based tourism challenges. Tosun (2000) also revealed that there are limitations to local participation in many developing countries because of socio-political, economic and cultural structures. For effective community-based tourism planning and management, Nicholas (2009) showed that a sense of loving the local area and local support are significant factors. These factors helped Ban Nongkhao village to apply the concept of community participation to manage their resources as tourism products initially and they received a cultural tourism management award from the Tourism Authority of Thailand. In the first fourteen years, the strength of their community led to an increase in the level of community participation in tourism management, and helped to find solutions for reducing limitations in the process.

Although the Ban Nongkhao community has played an important role in tourism management, for the past four years this area has also faced tourism problems from local conflicts about the tourism benefits and the decreasing of number of tourists. The analysis in this chapter relates specifically to the third objective of this research. It focuses on a study of the challenges of community-based tourism management in Ban Nongkhao village, which succeeded in tourism management for the first fourteen years, and explores the solutions to developing and

maintaining community participation in terms of sustainable development (see Chapter 1, Section 1.4 for more details). Semi-structured interview questions were used for data collection with fourteen stakeholders including local leaders and community members, officers of government organizations, and entrepreneurs (see Chapter 3, Section 3.3.1 for more details) along with grounded theory ethnography in the fieldwork area. The in-depth interview questions pertained to the challenges of the community participatory process in tourism management, and the effective factors to increase the level of community participation along the concept of local sustainable development.

There are three sections in this chapter. The first part details and discusses the challenges of community-based tourism management in Ban Nongkhao village. This research found that all of the challenges were related to local human resources in tourism management. The second section looks at the *Boworn* system, a human resources development system in Thailand that can be one of the solutions for developing local human resources for long term tourism management. Finally, the chapter explores the factors that are associated with local human resources to achieve successful community participation in tourism in terms of local sustainable development.

## **6.2 Local human resources challenges of community-based tourism**

In the first fourteen years of tourism in the village, Ban Nongkhao had effective tourism management following the concept of community-based tourism: local people's participation and empowerment in management; equitable distribution of benefits and improvements in the standard of local lives (Murphy, 1985; Murphy and Murphy, 2004; and Beeton, 2006). However, there has been more limited success in tourism management during the past four years. All participants agreed that Ban Nongkhao tourism has grown without real local control in

recent years. The foremost reason for this challenge is the weakness of local human resources in terms of both local leaders and followers. This study found that there are three main problems that affect tourism management, particularly the level of local participation, these are: a void of strong opinions and transparency in community leadership; a lack of community affection and power to support tourism development, and a shortage of local understanding in terms of the sustainable benefits of tourism. All of these challenges can have local impacts, including local conflicts, the lack of unique and spontaneous tourism activities and a small number of tourists or an undesirably large number of tourists.

#### *6.2.1 A void of strong opinions and transparency in leadership*

In this study it was found that an effective individual leader is the first important factor in the success of community-based tourism management. Similarly, Blackman et al. (2004) and Aref (2011) revealed that local development depends on the quality of local leaders. All participants detailed the factors of effective leaders. They should have strong opinions, especially in terms of affection for the destination and ideas for local sustainable development. Moreover, in the opinion of participants, good behaviour is also the main key to being a reliable leader. Pra Kru Kanchanimit, the previous abbot of Intharam Temple, was the key leader of Ban Nongkhao who supported the village tourism in the first fourteen years. This area was well-known by domestic and some international tourists and the Tourism Authority of Thailand gave them a tourism management award. The previous abbot could encourage villagers' harmony to support tourism as a tool for developing and conserving. Since he died, Ban Nongkhao tourism has faced challenges with planning and management. This problem has also affected the number of tourists, causing a slight decrease each year. All participants confirmed that leaders who do not have

strong opinions and are not transparent in their actions cannot lead the community along the concept of sustainable development.

The most important reason for the success of the community-based tourism of Ban Nongkhao village was the high level of respect and faith in Pra Kru Kanchanimit among various groups within the village, and this brought the community members together. There are three reasons why local people trusted in him: he was a good model in how he carried out his responsibilities; he had a strong sense of loving the area and he had a good personality. Participant number 12 who is the leader of the Ban Nongkhao cultural village tourism group illustrated the point of being a good model:

*'We used to call him 'Luang Por' (which means abbot). Local people had great faith in him and loved him because he was a good person and the best model for a happy life. He was a monk; he focused on religious studying. He had a strong commitment to his duty. His work related to ethical and moral teachings, propagation of Buddhism, local cultural conservation and educational support. Moreover, he supported all activities which helped the community to be a happy area. The temple was the real community centre while he was abbot. Additionally, he tried to arrange the local events and festivals as cultural conservation projects. And he did well in his responsibilities! He was a monk - it does not matter about the occupation in my opinion. He was the model for everybody about working hard and enjoying life.'*

Moreover, he could instil in local people affection for the area because his behaviour and actions presented a very strong sense of loving the village as well as the area where he used to live. Participant number 4 who is a secretary to the mayor of Ban Nongya-dogkhao sub-district detailed this issue. Pra Kru Kanchanimit did not only love the area, he also loved the local people because he felt grateful to the people around him. His work focused on the equitable distribution of benefits for the community. Consequently, he could play the lead role in bringing local people and administrators to work in tourism together.

*'Luang Por was born in another area and moved to be our abbot. He did his work for the local people and*

*community. In the beginning, some people wondered why he promoted tourism because it was not related to his duty as a monk. But when he promoted tourism, our new generation came back to join our festivals and some decided to stay with their families because they had occupations in the community. Then, local people understood his work: how to support a happy community. Moreover, when tourists visited us and felt excited or surprised about our local wisdom, it could make local people feel proud of their area. It could lead to the need for conservation. Because of Luang Por's opinions and commitments, our area has had a reputation as a cultural tourism village.'*

Another reason why local people believed in the previous abbot was his good personality and transparency. Participant number 4 who is a secretary to the mayor of Ban Nongya-dogkhao sub-district also said:

*'Having a good or high level of education does not mean someone is a good person. The community and public work need people who have good personalities and behaviour.'*

In this research, it was found that the previous abbot was a friendly and well-organized person. He was willing to help local people if he could. Local people called him 'Luang Por Dai'. This name signified that he always accepted to do everything when someone asked for help. At the same time, his work was clear, honest and easy to understand. Local meetings and focus groups were arranged before creating local activities or finding the solutions to local challenges. The meetings invited all local people to join, not only the local leaders. Moreover, on Buddhist holy days, which occur every week or two, he informed everyone about the local work, including local income and benefits. These actions increased the local faith in his leadership and then community members were happy when they participated with the community. All participants confirmed that the qualities of Pra Kru Kanchananimit, especially strong opinions about local sustainable development and transparency, are the key factors that can lead to a high level of local participation in tourism management of Ban Nongkhao and why this area succeeded in community-based tourism in the first fourteen years.

There have been tourism problems with negative impacts to the community and a decreased number of tourists since Pra Kru Kanchananimit died in 2011. All stakeholders affirmed that the significant cause of all current tourism management problems is a void of strong and transparent leadership. Firstly, there is not a community supporter who is a good model in regards to affection for the area and who can encourage local people to participate in public work. Secondly, the development goal of the community may be unstable when a leader does not have strong commitments to local sustainable development. Then, conflicts over local benefits can occur because there are not people who can mediate or negotiate the problems among the different groups of people. Finally, there is not the community empowerment to make decisions, plan and manage tourism.

Participant number 2 who is the policy and strategies analysis officer of the Kanchanaburi Provincial Office of Tourism and Sports detailed the reason why this office has provided few development projects in this area since the previous abbot died. One of the causes is a lack of confidence in finding responsible local people who can support the tourism projects if the office provides the funds. Meanwhile, participant number 6 who is the owner of a local tour company indicated that the problems from not having a quality leader can affect community unity and local benefits. The Ban Nongkhao cultural village tourism group has also reduced its important role in controlling the tourism system. It is difficult to contact and make commitments for tourism product management when there is a void leadership and the Ban Nongkhao cultural village tourism group is no longer playing an important role in coordination. As a result, there has been competition in product pricing between the local businesses and local people. For example, an entrepreneur who has invested in the loincloth weaving industry has the budget to buy material at a wholesale price so she can produce lower cost loincloth when compare with local people who do this work as an extra job. The lower price and added competition make local

people not want to participate in this traditional industry. This can affect the transferring this knowledge and skills to a wider group and the next generation. All problems can affect the satisfaction of tourists because the tourists' target of Ban Nongkhao focuses on local uniqueness. In the present, this area looks like other destinations which focus only on income and do not recognise local sustainable development. Consequently, an effective leader is the key factor to planning and managing tourism along the concept of local participatory actions.

### *6.2.2 Lack of local pride within the local community*

All participants pointed out that a lack of loving the local area can influence the problems in community-based tourism, especially the conflicts in tourism benefits and the shortage of uniqueness and spontaneity in tourism activities. Wall (1997) revealed one of the causes that produce negative impact factors is based on the characteristics of the local people. This research found that the local people's affection impacts the level of local participation in tourism planning and management. Participant number 12 who is the leader of the Ban Nongkhao cultural village tourism group detailed the two factors that can encourage local people to participate or support public work in terms of tourism such as being actors in local performances or providing tourism services. The first factor is the quality of the leaders and the second is the sense of community affection. It is similar to participant number 3 who is a tourism product development officer of the Kanchanaburi Provincial Office of Tourism and Sports who also illustrated the importance of the power of loving the local area as the key for successful community-based tourism management. This factor can produce both effective local leaders and followers. Community-based tourism of Ban Nongkhao succeeded in the first fourteen years because there was a quality leader who tried to encourage local people to recognise local benefits. His activities could motivate local people to do something for protecting and conserving the area through tourism.

Since he died, the tourism challenges have occurred because there has not been a person who has a strong sense of loving the hometown. This feeling has a lot of power to support tourism management along the concept of sustainable development. All participants had the same opinion about the mind-set of the new generation of local people in relation to loving the area. They have a lower level of the sense of loving their hometown than the older generation because of the changes in society, the education system and technology.

All participants had similar perspectives that the main element of successful community-based tourism should be based on the sense of community affection and its support power. Ban Nongkhao village has had the same tourism problems as other destinations but solutions could be found for all problems in the first fourteen years because of the strong sense of hometown love in the local leaders, especially the previous abbot. Since 2011, there have been challenges for which solutions cannot be found, and the challenges are major problems such as community conflicts. Some tourism activities have not been arranged because of the lack of local participation, such as local performances and local wisdom workshops making a traditional dessert. There also have not been classes for training local youth guides. The number of local people who are willing to support community-based tourism and focus on local benefits has gone down. Participant number 4 who is a secretary to the mayor of Ban Nongya-dogkhao sub-district detailed this problem:

*'When the previous abbot died, some tourism activities could not be continued because we could not find people who were willing to do them. On the other hand, sometimes I heard from some local people that they felt happy when we stopped because they thought the results from tourism did not give them income or benefits.'*

When local people concentrate on only their own benefits, it can be one of causes that produce negative images of community-based

tourism, especially in regards to the characteristics of tourism activities. The concept of this tourism is based on empowerment of local people in all tourism processes. When local people do not focus on community benefits, there will not be local unity and it can reduce local empowerment to create unique or authentic tourism activities. All participants confirmed that tourism products of community-based tourism should present the local stories and local people are the significant actors. In the present time, Ban Nongkhao village has faced tourism activity problems. Participant number 5 who is the local leader explained that there are many local people groups to promote tourism and each group is trying to create trips for their tourists. This action can affect the whole tourism image, as well as the level of tourist and local satisfaction. This was illustrated by participant number 14 who is the local guide of Ban Nongkhao village:

*'...Some accommodations in our area try to create their own programs for their guests. This can make local people who are a part of the tourism process feel confused about the tourism service system. Our village has travel routes for each type of tourist. In our process, there is a suitable time that tourists can visit each local household that is a member of our club and which feels willing to welcome tourists. If some tourist groups cannot visit in the time schedule, we have to contact the hosts before tourists visit their homes. But when there are many groups of local people who want to arrange the program by themselves, it will disturb or annoy local people because they do not follow the commitment. Sometimes it is a big problem or conflict among local people. At the same time, tourists can also get negative experiences from the improper service.'*

All participants confirmed that the local recognition of community benefits can support the successful community-based tourism of Ban Nongkhao in the long term. It can lead to the arrangement or organisation of unique and spontaneous tourism activities. In 2007, this area got the award from the Ministry of Culture because it could present the outstanding cultural activities that show the authenticity of the local area and which are based on management by local people. Since 2011, this community has faced problems in tourism activity

management, especially lack of local people who participate in tourism processes. One problem is arranging activities which do not relate with local stories. Participant number 14 who is a local guide explained the tourists' perspectives of the Songkran Festival in 2015. Some tourists did not understand why there was the royal Thai performance named '*Khon*' in this festival of Ban Nongkhao. It is the royal court dance and not one of the local performances which detail the local stories and Ban Nongkhao life, for example, the way of everyday life, local wisdom, beliefs and occupations. Participant number 5 who is the leader of village gave a reason for these problems because they could not find the actors and people who would organise local performances because of the conflicts from tourism benefits. Moreover, there have not been people who can find the solutions for these local conflicts. In this research, it was found that a person with the sense of loving the area, like the previous abbot, can lead successful community-based tourism. This characteristic can support the attitude or behaviour to recognise the benefits for the community. Then all of the benefits from community-based tourism can be reflected in local everyday life in terms of sustainable development.

### *6.2.3 Shortage of local understanding of sustainable benefits from tourism*

In this research, it was revealed that when local people do not recognise how public benefits can affect their well-being, it influences the level of local participation in tourism management. Since 2011, there have been two groups of local people involved in tourism in Ban Nongkhao village. The first includes people who are willing to support tourism management whilst the other has a mix of people who do not want to participate in tourism management. Some of these people can produce a barrier to tourism management in this area. Participant number 5 who is the leader of the village explained that the reason why local people have been divided to two groups is because of the level of

understanding of tourism benefits. The first group can recognise how community benefits affect individual life both negatively and positively. They have open minds to learn and participate in tourism as a tool for developing this area in terms of sustainable development. On the other hand, the second group believes that tourism benefits can only produce income for people who have direct contact with tourists, such as the owners of restaurants, accommodations and souvenir shops. They do not recognise the other benefits that they can get from tourism, for example, better infrastructure and funds for arranging community events which can conserve their culture. There have been two actions from local people who cannot understand the system of tourism benefits in terms of local sustainable development: not taking part in tourism activities which can present local stories, especially in the festivals or events, and separating to manage their own tourism activities which can reduce local unity or produce local conflicts. Finally, this separation negatively affects the level of tourist satisfaction and the number of tourists.

Participant number 4 who is a secretary to the mayor of Ban Nongyadogkhao sub-district explained the difficult process of encouraging local people to participate in local festivals when they do not recognise their benefits from the activities. They have a negative opinion about participating with the public and this can affect their behaviour.

*'We want to apply tourism for conserving our local stories as well as developing the local economy. Some local people cannot understand this point and it is a big problem for us to encourage them to join us. This festival needs the power of the public to arrange it. A lot of local people asked me why they have to join because they feel very tired to do it and they cannot get income from this festival like a tour company or another business.'*

This is similar to the perspective of participant number 5 who is the village leader. She agreed with this issue because it is also difficult to invite a local person to participate in a local meeting or focus group if the results of the projects do not produce benefits for the individual.

Moreover, local people who have the same opinion focusing on individual benefits and who do not understand that tourism benefits can provide a positive impact on the whole community in the long term, will come and share their ideas together. As a result, there have been some problems from them, especially separating to create and arrange tourism activities by themselves. This can lead to reducing local unity because they do not organise activities according to local commitments. Some activities can bother everyday local life or lack the real local lifestyle. This group of people focuses on the income from tourists. As such, they try to organise the tourism activities which can produce high satisfaction for tourists and do not emphasise the everyday life of local people. Participant number 1 who is a regional director of the Tourism Authority of Thailand explained this phenomenon can produce the serial reproduction of cultural attractions and commodification problems in this area. They cannot produce authentic tourism activities which are based on the power of local people. All of these problems are based on the lack of understanding of the tourism benefits in terms of local sustainable development.

Most participants indicated one of the causes to begin the community-based tourism challenges in 2011 was to not have a person like the previous abbot who tried to communicate with the local people about how public benefits can affect individual well-being. Participant number 12 who is the leader of the Ban Nongkhao cultural village tourism group and used to work with the previous abbot to establish tourism in the village, confirmed that explaining and educating local people to recognise tourism's sustainable benefits can encourage the local participation level in tourism management. This can also reduce community conflicts in tourism benefits.

*'In the first fourteen years, our area succeeded in community-based tourism management because local people supported and joined us...In my opinion, because they knew the benefits which they could receive from tourism, they were willing to do it. In that time we had empowerment to manage tourism because of the power of the local people...Luang Por*

*tried to explain and discuss with us and other local people about the goals of tourism management before we established it. Tourism was applied as a tool for conserving the local stories and encouraging the new generation to come back to visit their families or stay with their families because they had work...Local people could see the long term benefits and knew that they were not only income but also the happiness and well-being of the village.'*

Participant number 14 who is a local guide also confirmed this issue. More than half of the people in Ban Nongkhao village are either working or retired and tourism can support the vitality of the area. When the previous abbot tried to communicate with local people about how they also receive the tourism benefits, this helped the local guides work easily with local people. Everything went smoothly, especially when contacting local people to be actors in the tourism activities and having them participate, which they were willing to do. Consequently, a process to communicate about tourism benefits is very important to the success of community-based tourism. It can affect behaviour and local participation in tourism. This research found that the processes to support the understanding of the concept of sustainable development take time. This issue should be part of long term local human resources development, included in both formal and informal learning.

### **6.3 Human resource development in creative tourism at the local level and sustainability**

Considering the necessity for human resource development to support successful community-based tourism, this study examined avenues for learning available to community members. Tourism networks can provide one way to educate community members by filling the gaps in the local learning process. This research found that the village previously had a strong human resources development system which was able to provide effective human resources for tourism. In Thailand, this system is called the *Boworn*: Home, Temple and School (HTS organization). It is based on increasing spiritual and cultural capital. It

integrates three major local organizations: family and village administrative offices, religious institutions and educational institutes. The research by Brahma Subha (2012) found huge advantages to this system. It can develop positive ways of thinking as well as ethical and moral visions, which are important elements in local human resources. Similarly, this current study discovered that one reason why Ban Nongkhao village had a reputation for cultural tourism in terms of community-based tourism for the first fourteen years was because of the strength of local human resources: community members who were dedicated to working for community benefits. However, nowadays, the social dimension is changing along the lines of globalization which reduces this system's role and causes gaps between the younger generation and the older generation in terms of inheriting the local wisdom and thinking system. Participant number 9 who is a head teacher of the primary school gave one example of the problems pertaining to the inheritance of local wisdom. Because local people currently believe in the educational quality of schools in urban areas, many people will send their children to study away from their rural area. This can reduce the transfer of local knowledge because when children go to study outside the community, they lack time to live with and learn from local people who are around the children's homes. Moreover, they will learn the culture or local stories of the urban area where the school is located because different local knowledge will be applied in the classroom activities.

Additionally, all participants agreed as to why local people who study outside Ban Nongkhao have less love for their hometown and cannot recognise the value of the area. It is not only because of studying in a classroom or at school but it also includes the other activities with people and the environment around them. The process of knowledge transfer and the recognition of love for the area take time to absorb. In this research, it was found that the feeling of loving the area is instilled in local people by indicating the benefits which local people can receive from participating in the community work. It is not easy to simply add

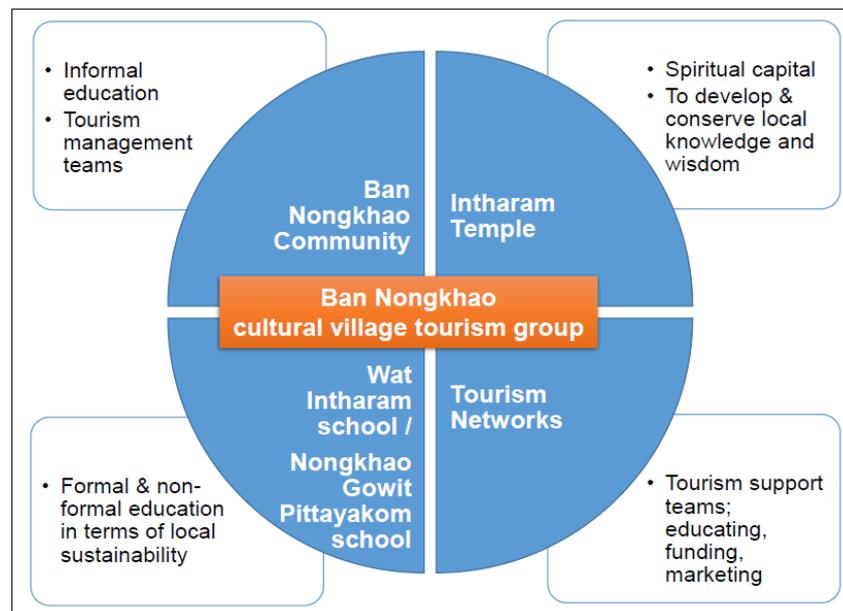
this idea to a person; it should be supported by public power. Ban Nongkhao has had the older generation with a high level of the sense of loving the area because, in the past, people studied, worked and stayed in this area. As such, they can recognise the benefits from their hometown and want to develop or conserve their society, environment and culture to create or maintain a happy place to live. Consequently, taking into account that the power of a community is a key factor to succeed in community-based tourism management, integrating the older and newer generations is an important process to transfer knowledge and attitudes and to sustain the strength of the community. Local human resource development systems through home, temple and school (HTS organizations), as well as through tourism networks, are appropriate support processes that help to develop local human resources for tourism following the concept of sustainable development.

### *6.3.1 The Boworn system and tourism networks to develop local human resources in terms of sustainable tourism*

The system for developing local human resources is important to promote sustainability in people industries, especially tourism. All participants explained that the power of local control can help to create balanced development and find solutions for challenges. Moreover, if there is collaboration with outside experts like staff from tourism organizations, including government and non-government offices, and tour companies, community-based tourism management may be more effective. According to Murphy (1985), one of the significant causes for non-sustainable tourism development in a local area is the powerlessness of local people to be involved in and benefit from tourism. Participant number 1 who is a regional director of the Tourism Authority of Thailand detailed the characteristics of local people who can be empowered in terms of tourism. In his opinion, they should have an awareness of sustainability issues, conservation and their value

system as well as perceptions about the real impacts from the tourism industry. In this research, it was found that stories of local culture, ethics and morals cannot be learned in a short period or only in educational institutes. Instead, they should also be learned from the people and environments around them. Moreover, this knowledge takes time to absorb and adapt as valuable knowledge for local people's lives. All participants confirmed that the *Boworn* system can improve and develop local people to strengthen the community and increase local empowerment in tourism management. Moreover, outside tourism networks can furnish and support tourism knowledge and skills to promote creative tourism in the long term (see Figure 6.1).

Figure 6.1 Local human resources development framework of Ban Nongkhao village (source: Author)



Ban Nongkhao cultural village tourism group was established in 2001. Participant number 12 who is the leader of Ban Nongkhao cultural village tourism group explained that the group members include leaders or representatives of the three local organizations in the *Boworn* system: family and village administrative offices, religious institutions and educational institutes. The first organization in the *Boworn* system encompasses people who are the members of families and governmental and non-governmental institutions. In this system,

this organization is called 'Ban' which signifies 'home' in Thai. Therefore, 'B' is the first letter in the name of this organization. The representatives of the 'Ban' organization in the Ban Nongkhao cultural village tourism group are the significant local scholars, the head of the village and the mayor. The important roles of this group are to organise and support Ban Nongkhao tourism management. Moreover, the members of this organisation can provide informal education as lifelong learning. Participant number 11 who is the leader of a local craft and product group detailed the roles of the 'Ban' organization in terms of supporting tourism management:

*'The reason why we have a lot of cultural resources to manage tourism activities is because our village has a good inheritance system. Every house tries to teach their knowledge to their children or the next generation. We have a lot of groups to work or develop our products and local people feel happy to join them. When we decided to promote tourism, we could do it immediately because we had everything. This is the advantage of our 'Ban' organization. We have teams, knowledge and skills for tourism. We learn and practice our knowledge every day and enjoy doing something more. For my group, we are strong.'*

Participant number 12 who is the leader of the Ban Nongkhao cultural village tourism group explained in more detail that this organisation not only provides lifelong learning but can also instil in the younger generations strong attitudes, beliefs and a value system along the concept of sustainability:

*'One reason why in the first fourteen years we had a lot of people supporting tourism activities is because local people had strong opinions about developing and conserving our area in terms of local sustainable development. In the past, local people had to study in the primary school of Ban Nongkhao, so they had a lot time to spend with their families and other local people. They could talk, learn and share ideas, knowledge and skills together. It was like a natural knowledge absorption process.'*

'W' is the second letter of the Thai sound of 'Boworn'. It comes from the Thai word 'wat' which means a temple. In Ban Nongkhao village,

Intharam Temple does not only play a role in promoting Buddhist ethics and morals but it can also foster the spiritual capital which can support local relationships through mixtures of religious and local story activities like in the Songkran Festival. Additionally, it also plays a part in informal learning. Participant number 14 who is a local guide explained about this organization's role in developing local ethics and morals which can support promoting and managing tourism:

*'In the past, people had strong faith and believed in the previous abbots. This could affect their behaviour as they and their families tried to join temple activities. The events of the temple integrate all local people to work or meet together; they are the best opportunities for people to learn and share both religious and general knowledge. Yes! Good local relationships could happen naturally. This is why local people had a lot of empowerment in the past to manage tourism because their behaviour could prove their attitudes and views so the government felt it was worth it to work with us.'*

Participants number 2 and 3 who are the representatives from Kanchanaburi Provincial Office of Tourism and Sports confirmed that the temple is the organization that can support and also teach about the local wisdom and culture which were traditionally the basics of local occupations and hobbies. These are also the tourism resources for cultural or creative tourism. In the case of Ban Nongkhao village, there has been the strength to organise the public because all local people are Buddhists and they have faith in the abbots or monks who have good behaviour and personalities. In the first fourteen years, the representative from the temple was important for the Ban Nongkhao cultural village tourism group. The previous abbot can encourage the local people to work together and he tried to support or arrange the activities that could develop and conserve local culture and wisdom. Participant number 12 who worked with the previous abbot explained the reason why the previous abbot felt interested in and promoted tourism. The previous abbot believed tourism could be a tool for local sustainable development. The responsibilities of the previous abbot included all of the processes or work that could support the well-being

of Ban Nongkhao village and that are based on the concepts of ethics and morals in Buddhism.

The third letter of 'Boworn' is 'R' which comes from 'rongrein'. The meaning of this word is 'school'. There are two schools in Ban Nongkhao village: Wat Intharam Primary School and Nongkhao Gowit Pittayakom Secondary School. Both of them try to add local knowledge and skills in their courses. Participant number 14 who is a retired teacher as well as a local guide and the leader of the Ban Nongkhao cultural village tourism group explained about the formal and informal education that the primary school provides to the students. One of the reasons is to conserve the local culture, knowledge and skills. Moreover, this process can instil the motivation for conservation in the students.

*'About the courses in our school, we apply local wisdom in the social subject. Moreover, we teach the history of Nongkhao in our course syllabus such as Grade 1 has to study Nongkhao history. Then the Thai Ministry of Education creates and integrates local knowledge in the course syllabus. This is not only about Nongkhao but we try to teach our information one or two hours per term. When I retired, the school continued working on this project. At present, this school adds learning about local Thai houses and local beliefs in the course syllabus. Moreover, we add local Thai dance as a morning exercise every Monday, Wednesday and Friday.'*

There are not only compulsory subjects because schools also add the local knowledge and local stories in elective subjects and support activities. This research found these are effective processes because they can respond to the direct needs of students. Students can choose the subjects or activities which they are interested in. Additionally, local scholars are invited to be special teachers or guest speakers to teach in the classrooms or lead workshops. Participant number 10 who is the head teacher in the primary school of Ban Nongkhao village talked about the successful local conservation projects through the elective subjects and support activities:

*'...Both students and teachers feel happy to join the school projects which relate to local culture and wisdom. When students can choose the activities according to their interest, the results of their work are good. Their products, such as loincloth souvenirs, have been presented in many exhibition events around Thailand. All participants feel proud of their work. Some of them choose this local wisdom to be their occupation or learn more about these skills and knowledge to develop their products...This started from their routine everyday life from family and village. It can become something they love and then they have the chance to learn about it and do it. Finally, it will be their occupation. They can stay in their hometown because they have work. I think it is unique work because it is based on local wisdom.'*

Local educational institutes are also the organizations which can produce the appropriate human resources for community-based tourism. The educational management is based on both compulsory requirements and local stories. It can provide both formal and informal education and can increase the relationships between students, teachers and other local people. It can support knowledge, skills, ethics and morals which affect people's attitudes, values, thinking and behaviour. The representatives from the local educational institutes are very important for the Ban Nongkhao cultural village tourism group as local people have great faith in them because their responsibility and work can help and support the well-being of the community. They can also encourage local people to work together. Furthermore, local educators can include additional local knowledge and skills in their school subjects and activities.

Consequently, the *Boworn* system is important in developing local people to effectively participate in community-based tourism. Integrating local organizations to work with the same vision can reduce problems like having a void of strong and transparent leadership within the local community. Local people are the best factors for instilling community attitudes and values or for transferring local knowledge and skills which are all tourism resources. In terms of the shortage of local understanding about the concept of tourism's sustainable benefits,

tourism networks can support local people in finding the solutions for this challenge because networks have a lot of expertise in tourism planning and management (see Chapter 4, Section 4.2.3 for more details). Since it was established, the Ban Nongkhao cultural village tourism group has worked with the outside organisations which relate with tourism management because, at times, it has been difficult for the group to explain to local people and to discuss the benefits from tourism by themselves since some topics or situations need experts or people in authority like the staff from government and non-government organizations such as the Tourism Authority of Thailand (Region 1), the Kanchanaburi Provincial Office of Tourism and Sports, universities and tour companies.

### *6.3.2 Local human resource development system to enhance community participation in creative tourism management*

A finding of this research was that local human resource development like with the *Boworn* system and tourism networking can develop local thinking in terms of sustainable development, the sense of loving the area and local knowledge and skills. Participant number 4 who is a secretary to the mayor of Ban Nongya-dogkhao Sub-district explained that if people can recognise the costs and benefits from tourism for their lives and families in terms of the economy, society and the environment, they will want to participate in the planning and management processes that can produce positive impacts for them. This is similar to participant number 11 who is the leader of a local craft and product group who discussed how the tourism participation level of members who join local meetings can increase when they know about their negative and positive economic impacts from tourism:

*'After some members of our group recognised the tourism benefits from the previous abbot when they went to the temple for Buddhist events, such as tourism can increase the number of customers and reduce negative impacts like cost cutting, they talked about these topics in our group. It was informal communication. Then, when*

*our village arranged the local meeting to discuss tourism management, they were willing to join the meeting and felt happy to discuss or suggest some topics. For the first fourteen years, all meetings were successful and tourism management commitments were based on local people.'*

Meanwhile, the groups of older generation people, which are a high percentage of the local people in Ban Nongkhao village, were willing to join tourism management in the first fourteen years. They understood the concept of the well-being of the community that can lead them and their families to having happy lives. Participant number 5 who is the leader of the village described that it was not difficult to invite the local people to participate in tourism activities, especially the groups of older generation people who were the main actors in tourism activities and good tourism management advisors because they had deep local knowledge and skills. Previously, local people had great chances to learn knowledge and skills, and improve or absorb values and ways of thinking from their families, society, temple, and local schools because most children had to study in local schools. Therefore, they had a lot time to spend in the local area. Consequently, a human resource development process that can produce potential people for tourism management and strongly emphasise the concept of local sustainable development is one of the significant factors to increase the level of local participatory action in tourism management in the long term. All participants confirmed that the *Boworn* system can support local participatory action in tourism management.

The process of the *Boworn* system can naturally transfer and transform local knowledge and skills as well as the local values and thought process. The learning process starts from family and society as non-formal education. Moreover, local educational institutes can provide formal and informal education that can adapt local stories in the curriculums. Local people can absorb knowledge and skills as lifelong learning from the time they are young. This research found the outstanding aspects of this system are that it provides appropriate trained instructors, delivers knowledge and skills in areas where local

people have skills and are interested, and focuses on the relationships and communication between local people and local organizations.

Community-based tourism requires all local people to participate in planning and management. There are different positions or responsibilities that need the appropriate people to deal with each job. To reach and deeply understand the needs, attitudes and perceptions of each person requires the proper expert instructors. All participants confirmed that the *Boworn* system can meet the needs of all local people because each organization provides a variety of people of different ages, genders, occupations and lifestyles. It is easier to communicate with and encourage people to participate in tourism management if they have similar perceptions or they share a faith. Participant number 12 who is the leader of the Ban Nongkhao cultural village tourism group described this issue:

*'The previous abbot could lead and encourage the village leaders and the older generation who had faith in him. Then, these groups of people could lead the other people in their group to join tourism activities. For example, a teacher can encourage students and parents, the leader of each local wisdom group can lead their members, or parents can encourage the members in their family. It is not only for tourism management, it also transfers local knowledge and skills and a thought process. Being successful in overall human development requires the collaboration of local organizations like in the Boworn system. On the part of tourism, we need the other experts to help us.'*

Furthermore, to deliver knowledge and skills in areas where local people have skills and are interested is a very important factor to transfer and transform knowledge. It also affects the positive feelings of people who are the key actors of community-based tourism, especially when they have contact with tourists. The *Boworn* system can respond to this issue because local people can choose the knowledge and skills in which they feel interested. The important thing is that this system can provide many experts to arrange formal and informal training. All participants agreed on this issue. When local people love their knowledge and skills, they can do thing well like with their unique

loincloth weaving. Then, they will be happy to share their knowledge and skills with others because they have confidence in and stories about their experiences. Moreover, because the *Boworn* process is also based on the relationships and communication among local people it is easier to encourage local people to participate in tourism management. Participant number 5 who is the leader of the village explained about the workshop, event or festival arrangement by her organization, temple or schools:

*'When we choose to arrange an event, occupation training or festival, we should emphasise the local stories. Each activity should be related to local culture and beliefs and be able to support local occupations or hobbies. All actors have to discuss and find the local needs. We integrated the local organizations to work together because each organization can contact the target group of each activity. Finally, participants can get good benefits from activities. In my opinion, it is easy to talk with the people who like the same things or share a faith. I think Boworn can produce the appropriate human resources for tourism because the system promotes the right attitude towards tourism management, knowledge and skills and the sense of loving the area.'*

Briefly, the *Boworn* system can develop local human resources in terms of developing and increasing strong opinions about local sustainable development, the level of affection for the area and local knowledge and skills. These factors can help local people become quality human resources for tourism and support local empowerment. Each organisation has a different role in developing knowledge and skills. However, the values, ways of thinking and local beliefs are developed by all organizations (see Table 6.1) and these are the significant factors for people to decide to work or participate with the community. In this research, it was revealed that when local people feel proud of and have confidence in their knowledge and skills, a desire to participate in tourism management can be generated.

Table 6.1 Local human resource development system in terms of the *Boworn* and types of knowledge (source: Author)

Organizations	Key types of knowledge	Responsible groups
Family and village administrative offices	<ul style="list-style-type: none"> <li>- Values and ways of thinking</li> <li>- Local beliefs</li> <li>- Local wisdom</li> </ul>	<ul style="list-style-type: none"> <li>- All local people who live in the area</li> </ul>
Religious institutions	<ul style="list-style-type: none"> <li>- Ethics and morals</li> <li>- Values and ways of thinking</li> <li>- Local beliefs</li> </ul>	<ul style="list-style-type: none"> <li>- The older generation</li> <li>- Working people who work in the area</li> </ul>
Educational institutes	<ul style="list-style-type: none"> <li>- General knowledge</li> <li>- Values and ways of thinking</li> <li>- Local wisdom</li> </ul>	<ul style="list-style-type: none"> <li>- Students and parents</li> </ul>

#### 6.4 Success factors in creative tourism human resource development by the *Boworn* system

All participants confirmed that the *Boworn* system can be used for holistic tourism human resource development. However, Ban Nongkhao tourism has had tourism challenges since 2011, in part because the *Boworn* system has played a decreased role for the development of local people. In recent years, the number of local people who participate in local organizations has gone down. Some local people do not want to participate in the temple activities and events because there are different visions and systems of thought in terms of concepts of community development among the abbot, local people and other organizations. Meanwhile, on the part of educational institutions, more than half of local families have sent their children to study in outside schools which are far from this village, so they have to join all activities with the outside school. Moreover, there have been various local groups which have tried to arrange activities. This has affected the benefits of the community because some groups focus on

only the group members' benefits, and it can produce negative impacts for the others. At the present, it is difficult to encourage local people to participate in local activities. Consequently, a lack of local participation in activities and events cannot develop human resources along the concepts of *Boworn* because there is not the chance to spend time together. This is a barrier for developing the knowledge, skills, values and thought process along the concept of the *Boworn* system.

Participant number 1 who is a regional director of the Tourism Authority of Thailand explained that the causes of these problems are the local people's faith and belief in local organizations both individual and groups of staff. Participant number 5 who is the leader of the village talked about the previous local atmosphere when she was young. All children studied in local schools and all family members joined activities, events or festivals of the temple and the village. Local people had a lot of time to spend together; this environment could support the *Boworn* system. Moreover, local people had a similar way of thinking about community benefits; they felt happy and wanted to stay in this area. When there have been changes in society and technology, the previous lifestyle and beliefs changed. However, Ban Nongkhao village still had the unique culture and beliefs and could get the tourism award from the Tourism Authority of Thailand because of the strength of local leaders who had strong opinions and good collaboration among local organisations. Local people also had respect and faith in local leaders. This research found that there are two factors that can support the *Boworn* system to reach success in tourism human resource development in the long term, especially encouraging local people to participate with the local organizations: the potential of local organizations and good governance. Furthermore, this system has to take time for knowledge absorption and adaption which is the key process of this system to develop quality human resources in terms of the knowledge, values and ways of thinking of local people.

#### 6.4.1 *The potential of local organizations*

It is not only local needs or interests but also the potential of local organizations that is a factor for local people's decision making to participate in local activities or events. It is one of the local organizations' challenges to attract local people to participate in activities or events. In this research, it was found that the participants' perspectives indicated that there are two elements that can support the potential of organizations: the reliability of organizations and the roles of organization teams to communicate with local people and collaborate with other local organizations. Participant number 5 who is the leader of the village explained that the relationships through activities and event participation will lead to local empowerment. When local people have similar attitudes, deep knowledge and skills, they will be happy to work and plan for village visions, make commitments for local benefits, and be willing to find solutions to problems together.

All participants remarked that the two types of reliability of organizations in the *Boworn* system in the case of tourism human resource development should relate to the organizations' clear and consistent visions of community benefits and their knowledgeable representatives. These can encourage local people to join the activities and events. This research found that the learning management in the first fourteen years of tourism management of Ban Nongkhao was simple and useful for the community. All organizations merged their potential, local stories and the needs of the local people to produce effective activities and events which were based on a similar vision and were arranged by local experts or external guest speakers (see Table 6.2). The important thing is that there was actual learning through the natural transfer and absorption of knowledge, skills and a thinking system. Local people were happy and willing to join the local organizations' activities.

Table 6.2 Visions and learning management of *Boworn* system for tourism human resource development (source: Author)

Organizations	Visions	Learning management
Family and village administrative offices	Developing local well-being along the concept of sustainable development	Integrating local knowledge and skills in activities or events Providing workshops to develop the general knowledge and skills which relate to local wisdom and tourism management
Religious institutions	Improving ethics and morals for local people Supporting community work for the well-being of the village	Integrating the ethical and moral concepts in the activities or event Supporting the concept of sustainable development that relates to the visions of the organization in terms of conserving culture like arranging workshops, festivals and events
Educational institutions	Creation and dissemination of knowledge and local wisdom for local people	Integrating local wisdoms, culture and beliefs in the general subjects Providing optional activities that relate to local stories

In the first fourteen years of Ban Nongkhao tourism management, all organizations met the commitments of the *Boworn* organizations in terms of being a community-based cultural tourism village although there were some changes in each organization related to the national administration. This could support the local respect and faith in local organizations. Participant number 7 who is a product development officer of a local tour company also confirmed the benefits of the strong and consistent visions of Ban Nongkhao organizations that can lead to achieving success in tourism management and stated that it was easy

to work with the community in the long term. Meanwhile, participants number 2 and 3 who are the representatives from the Kanchanaburi Provincial Office of Tourism and Sports agreed that the consistent visions contributed to the high level of local participation in the previous time.

Furthermore, the reliability of organizations can also be presented by the potential of leaders and staff. Participant number 4 who is a secretary to the mayor of Ban Nongya-dogkhao Sub-district explained how the local authorities should not only provide expert people but also their strong ideas and commitment to providing local benefits. In the past, these people could support the successful tourism management and find the solutions for all challenges. Their attitudes and actions could encourage local people to participate in activities.

*'Although we could not change the local people's beliefs that urban schools can provide a better education for their children, previously there were local leaders and teachers who had strong opinions about local sustainability and supported the tourism idea as a tool for developing the community for the well-being of the village. They established the children's group for learning, transferring and conserving local stories and culture. This group included all children in the village who wanted to learn about local stories. There were a lot of activities for them to develop both knowledge and their thinking system. They believed all their activities could support the development of tourism resources. So, we could have the quality human resources to serve tourism in service and management.'*

In addition, participant number 12 who is the leader of the Ban Nongkhao cultural village tourism group also agreed with the roles of organization teams in communicating with local people and that collaborating with other local organizations is one of the factors to encourage local people to participate in local activities. All actions are not easy to deal with. These actions should maintain the economic health of local people as emphasised by the concept of sustainability. On the part of local people, the local organizations should understand and manage the local needs and wants about tourism management.

Participant number 3 who is the representative from the Kanchanaburi Provincial Office of Tourism and Sports indicated that the appropriate role of local organizations is to lead the local people to participate in public work. In this research, three efficient communication processes along the concept of the *Boworn* system were found.

Firstly, open-minded leaders and staff have to understand the real local needs and wants. The action plans of local organisations should not only focus on the visions from government or local organizations but also apply the grassroots needs in the plans. Participant number 11 who is the leader of a local craft and product group explained the reason why members of this group felt willing to participate with local activities:

*'In both informal and formal talks, the previous abbot asked about what we needed to develop the loincloth product. He found the general information before the meeting and he helped us to talk in the meeting because some of us felt shy to talk among various people. So, the workshops or local souvenir exhibitions both in our area and outside were interesting for us and we were happy to join them. They were useful.'*

Secondly, paying attention to finding the solutions to and solving local problems can increase the level of local participation in activities. Participant number 5 who is the leader of the village confirmed this issue. The reason why tourism management in the first fourteen years had a good reputation was because of the cohesion of the community. Local people had faith in the previous abbot and the leader and staff of the Ban Nongkhao cultural tourism village group because they paid attention to, listened to and did not ignore all local problems. They also tried to find the appropriate solutions for all actors. All local people felt a part of the community and they were happy and willing to participate in tourism management.

*'Pa Ma-kob, a local person, tried to do everything that could help local performances although she was old. She had faith in the previous abbot and the team from*

*the tourism group. She told all people in the team and they listened to her and were concerned along with her about the impacts from tourism in Ban Nongkhao.'*

Thirdly, providing the right person to contact each local person can promote effective communication and can attract local participatory action in activities. All participants agreed with this issue. Moreover, the staff should be familiar with local people. Participant number 14 who is the local guide gave an example of a case of this issue. One meeting about tourism service was arranged more than two times, but some local people did not want to participate because it could make them feel bored. When the previous abbot knew about this problem, he sent a man who had a good relationship with them. Then, this local group participated in the meeting. At the end of the meeting, they said that it would have been a shame if they did not come to this meeting.

At the same time, good collaboration among local organizations is also a significant factor for being the potential organization which can gain local people's trust and promote their desire to work together. In the first fourteen years, local organizations in the *Boworn* system had stronger cooperation and collaboration; they did not operate in isolation in terms of tourism management. There were clear and different responsibilities for each organization to develop human resources in tourism but they tried to achieve the same goal for providing community benefits along the concept of sustainable development. Participant number 5 who is the leader of the village discussed good local collaboration in the previous time:

*'...temple, school and family institutions worked together when we decided to promote tourism for our area. Nobody had tourism management knowledge. Some local people did not believe in our team but when we worked together, we could do it. We gained people's faith and then they joined us.'*

All participants pointed out that tourism collaboration should be part of all phases of creating community benefits from direction setting to the implementation stage. Additionally, collaboration can support the

development and sharing of knowledge among the local organizations. Participant number 5 who is the leader of the Ban Nongkhao cultural tourism village group explained the process of tourism management before the previous abbot died. The process and results of organization collaboration can encourage local people to participate in all activities including part of human resource topics.

*'We had a lot of meetings and focus groups to make decisions about promoting tourism and the ways to plan and manage it. We tried to brainstorm about all costs and benefits from tourism and invited the outside expert to share tourism knowledge with us. Sometime we went to learn from the other sites. If we did not have good collaboration, tourism could not have been established. Some organizations lacked some things but others could provide them...Then, we separated tasks for each organization logically and clearly so work went smoothly. When tourism started, there were some problems from tourists and local people but good relationships between local organizations sorted them out. Finally, when everything was finished, there were a lot of tourists that came, the government was interested in us and provided funds, the local economy was better and local culture could be conserved. Everybody felt happy. It was easy to invite local people join us.'*

#### 6.4.2 Effectiveness of the Boworn governance

Bramwell and Lane (2011) found that there are different tourism governances in each geographical area. Consequently, the key features of good governance for the *Boworn* system as part of the tourism management of Ban Nongkhao village relate to specific contents in roles and activities. These features are based on community participation, effective decision making and worthwhile and comprehensive actions through all tourism processes. All participants confirmed that community participatory actions in the tourism of this area involve trade-offs, strategy commitments, learning processes and adaptive management. Participant number 1 who is a regional director of the Tourism Authority of Thailand explained the importance of effective governance that can lead to successful tourism destination

management. In this research, it was also discovered that good governance of local organizations in the *Boworn* system can gain local people's respect and faith, which are the significant factors that lead to local participatory action for community benefits. Participant number 13 who is the representatives of the accommodation group in Ban Nongkhao village agreed with this issue. If temple, school, and family institutions focus on their roles, emphasise community benefits, and detail their work to local people, especially about budgets which pertain to local development, then all organizations will get the community's trust. As a result, local people will be willing to participate in or support the organizations' work both in terms of working and funding in case donations are needed. This was also illustrated by participant number 6 who is the owner of a local tour company and who explained the reason why local people participated in and supported tourism management in the first fourteen years:

*'...I am not a local person from Ban Nongkhao but I worked with the previous abbot to establish tourism. At first, I wondered how to encourage local people to come to join us. We had a lot of work to do for promoting tourism, especially developing appropriate tourism human resources. If local people did not join us, there would not have been the chance to develop and share knowledge together. I found that local people had a lot of respect for and faith in the previous abbot, local teachers, and local scholars...Because their evident work for community benefits and everything else was clear, local people trusted them to manage the local budget. Why? Because good communication and work were based on the community and a lot of meetings and local people were happy to join the team.'*

The first requirement of effective governance in the *Boworn* system is a partnership that works based on community commitments that bring all stakeholders and local people to work together in the planning and management of tourism. Participant number 9 who is the head teacher of the primary school of Ban Nongkhao village said that there was good governance in the first fourteen years. The previous abbot promoted an engaged community and consultation throughout the process, from

finding common goals and making commitments to management. All local people had positive feelings because they were included and involved in the work. Table 6.3 shows the tourism management stages and community-based actions in terms of good tourism governance of Ban Nongkhao in the first fourteen years.

*Table 6.3 The tourism management stages and community-based actions of Ban Nongkhao village (source: Author)*

<b>Stages</b>	<b>Community-based actions</b>
Stage 1: Direction setting	Define purpose and goals: share vision and information; analyse the community's SWOT  Address stakeholder concerns: identify and legitimize stakeholders; ensure power is distributed  Create commitment to collaborate: establish rules and agenda
Stage 2: Implementation	Phase I: training; doing pilot project; evaluating Phase II: discussing implementation and monitoring tactics; sharing visions, plan and strategies Phase III: monitoring progress; ensuring the collaboration decisions are implemented

Community-based actions can produce a strong sense of goal and strategy direction following the concept of community benefits. It is interesting to note that if local organisations can present to local people the necessity of local participation for reaching the goal of local sustainable development, the level of local people participatory action in tourism management can increase. Participant number 12 who is the leader of the Ban Nongkhao cultural village tourism group discussed this issue. In the first fourteen years, village meetings were regular and well attended. Moreover, there were strong commitments to share ideas and information, and learn together. The organizations informed local people through formal and informal communication such as documents, morning voice announcements from the administrative offices in the 'Ban' family organization broadcast over village loudspeakers the village's public address system, weekly voice

announcements of temple events, or word of mouth. This information could reach community members and encourage them to join organizations. The news by word of mouth provided the most power to attract local participation because of the direct contact between people. All activities were organised by *Boworn* organizations which had strong collaboration and good relationships with local people. Overall, this demonstrates how important local people power is in reducing local distrust or suspicion of participating in tourism management.

The second factor for good tourism governance is an effective decision making process which is based on transparency and fairness. Public work focuses on community benefits as a whole with some results possibly causing dissatisfactory impacts on some actors. Hence, the concepts of transparency and fairness in the decision making process are necessary to reduce local conflicts and manage tourism in the long term. In the first fourteen years, the local people of Ban Nongkhao village had a lot of faith in the *Boworn* organizations which were the key form of tourism management because the religious institution was the tourism management centre. The previous abbot could present his organization's responsibilities well showing practical, transparent and reasonable management. These issues were clarified by participant number 9 who is the head teacher of the primary school of Ban Nongkhao village:

*'In the previous time, the temple was the real centre of our village. When we promoted tourism, the temple was also the management centre. Why did local people believe in the temple and were happy and willing to support temple work that related to the well-being of the community? I think because of clear and observable actions of the previous abbot.'*

Another reason why the religious institution could gain local trust and work together more than ten years was because it was not related to politics. All participants agreed with this issue. Local people feel comfortable participating with the religious institution, do not worry about local conflicts, and do not doubt the overall community benefits.

Moreover, participant number 14 who is the local guide also described the advantages when local people work with organizations which are not related with politics as '*simple contact and comfortable talk*'. These can encourage local participation and support local people's openness to sharing information and ideas. At the same time, clear roles and organization structure are also significant factors. All members of Ban Nongkhao cultural village tourism group were chosen from a general community meeting, and the duties and responsibilities were defined in the local meeting.

Finally, worthwhile and comprehensive actions through all tourism processes of the *Boworn* system organizations can affect the level of local confidence in participating in tourism management. This research revealed that if local people can get or know the benefits from tourism, they will accept to be part of tourism management which is one of factors of effective tourism governance. It is not easy to provide advantages to all local people because each person has different needs and perspectives. Participant number 5 who is the leader of the village explained that community participation is also important when investigating the worthwhile and comprehensive actions for the local people of Ban Nongkhao village. When local leaders in the previous time decided to promote the Ban Nongkhao cultural tourism village, the first topic of the village meeting was about the community costs and benefits from tourism. Moreover, giving a clear and accurate explanation so that community members correctly understand the benefits from tourism is extremely important for motivating participation and organizing tourism. There are not only income benefits for the actors who have direct contact with tourists, there are also other benefits for all local people such as good infrastructure, safety and good opportunities to extend the marketing of local products. Local people were invited to meetings and motivated to discuss and share ideas. Therefore, in the first fourteen years, there was a strong sense of purpose and strategic direction. All local people understood the overall benefits and this increased local participatory action. At the

same time, the outsourcing of experts was also an important factor to support worthwhile and comprehensive actions of tourism management in Ban Nongkhao because the planning and management included budgets and funding which benefited from outside knowledge and experience.

## **6.5 Conclusion**

This research has clearly shown that weakness in human resources is one of the serious challenges in community-based tourism in cultural sites that can affect the level of local participation in long term management. A main human resource problem is a void of transparent leadership with strong opinions. This kind of leader can encourage local people to participate in public work, emphasise community benefits and instil a sense of local pride. At the same time, a shortage of local understanding of sustainable benefits from tourism can have adverse effects on local sustainable development management because it can trigger a lack of participation, conflicts and negative relationships among local people. Consequently, opinion leadership, which is different from formal leadership, is an important factor to reduce these problems. Basically, opinion leadership is not related to politics and emphasises community benefits because of strong feelings of local pride.

The research results are similar to the studies of Aref, Redzuan and Emby (2009) which discovered that there was not a successful way to provide leadership opportunities for the young generation. Local human resource development is important to support tourism management, especially for creative tourism which is based on local participatory actions in all processes. The *Boworn* system, a local human resource development system in Thailand used effectively in the recent past, can develop and improve local and general knowledge and skills as well as positive ways of thinking including ethical and moral vision. This

system integrates three major local organizations: families and village administrative offices, religious institutions and educational institutes. Additionally, tourism networks also are important organizations which can furnish and transfer tourism knowledge and management skills to a community. However, to achieve local human resource development in tourism in the long term is not easy. This research found two success factors to achieve creative tourism human resources development: the potential of the three local *Boworn* organizations and the effectiveness of governance both of which can affect local people's decision making to join in public work. More importantly, the concept and process of the tourism form which can attract and encourage community members to participate in all tourism management procedures are crucial to lead to successful local sustainable development.

## **Chapter 7: Creative tourism management and community participation**

### **7.1 Introduction**

This research found that creative tourism management can support the concept of community-based planning and management because its processes can encourage local participatory actions. Creative tourism needs local people, local knowledge and skills and the participation process to manage the creative activities and provide the appropriate learning atmosphere. Moreover, Vide (2012) explained that there are many positive aspects of creative tourism for all actors, such as a high sustainability and mobility of creative resources; the capability of value creation; no need for built cultural heritage; good possibility for balancing the volume, timing and location of tourist visits; small-scale tourism with very limited impact on scarce resources and nature and high potential for more equal regional development due to the social inclusion component. These creative tourism benefits also provide persuasive motivation for the local participation that is needed in this form of tourism management.

However, creative tourism requires appropriate planning and management. Connell (1997) revealed that community-based planning and management can achieve more efficient and more equitable distribution of tourism resources and skills and knowledge as well as transform the learning process in community self-development. Ban Nongkhao village has faced challenges in tourism management, especially with a low level of local participation. The village's difficulties have affected tourism product management and caused local conflicts about tourism benefits. All stakeholder participants, including local leaders and community members, officers of government organizations and entrepreneurs (see Chapter 3, Section 3.3.1 for more details) confirmed that Ban Nongkhao village needs an appropriate tourism

form that can reduce the present problems and be managed over the long term because some local people recognise the necessity of tourism that can support local sustainable development. Consequently, the results of this chapter relate to the fourth objective (see Chapter 1, Section 1.4 for more details) which focuses on constructing the framework of creative tourism management to enhance community-based planning and management used for local sustainable development. This framework develops a new theoretical perspective that adds to previous research.

This chapter is divided into three sections. Firstly, the elements of creative tourism management that can support a high level of local participation are explored and examined, including the root of local culture as the main creative tourism product; community, a key factor for activity management; and the creative tourism process which can respond to the need for local sustainable development. Secondly, managing stakeholders in community-based creative tourism is discussed with details about the creative tourism interests and concerns of all actors. Thirdly, the framework of community-based creative tourism along the concept of local sustainable development is presented and detailed.

## **7.2 Creative tourism: a tool for increasing the level of local participation**

The UNWTO (2014) explained that creative tourism is directed toward an engaged and unique experience, with participative learning about special aspects of a place. It provides a relationship with those who live in that place and who are creating its living culture. In this research, it was also found that creative tourism management can lead to an increase in the level of local participatory action because local knowledge and skills, the creative activities and the learning process are the key elements of this tourism. All elements are required at the same time to manage creative tourism, and the results of management

can provide positive economic, environmental and social impacts. It is different from other tourism forms in which tourists can visit the destination and learn local information by themselves through signs, brochures and videos or visit with outside guides. In contrast, local people play important roles in all creative tourism processes and tourism activities, and these can provide valuable knowledge and skills for tourists. Creative tourism cannot be organised without local people though outside human resources can provide support teams, such as for training and marketing. In brief, this topic discusses the elements of creative tourism that can increase the level of local participation.

### *7.2.1 Local uniqueness as the main creative tourism product*

Creative tourism products are based on the authenticity of destinations, such as local knowledge, skills and atmosphere. Another significant factor in providing the creative experiences is the participation process between local people and tourists. Tourists need to visit the destinations and participate with local people to have these experiences. At the same time, real local participatory actions are required to provide authentic experiences that tourists cannot find in other places. Participant number 12 who is the leader of the Ban Nongkhao cultural village tourism group believes that activities following the concept of creative tourism can increase the level of local participation and lead to local sustainable development.

*'I think we can call our tourism 'creative tourism' in the first fourteen years. We created a lot of tourism activities in the first fourteen years. Umm... it was not a standard program. We created each activity for each special group. This process could increase the level of local participation because we had a lot of village meetings before tourists visited our area. I remembered a lot of local people joined tourism teams; the workflow was smooth. Local people enjoyed supporting the tourism activities because they were their occupations, knowledge and skills. They did it in normal life and they were happy to share it.'*

Local knowledge and skills are factors of creative tourism products which are presented by local people. Participant number 14 who is a local guide confirmed that local people are the appropriate people to convey local knowledge and skills to tourists. She explained tourists had high satisfaction and got deep knowledge and skills from a palm juice-making workshop although they had to get up early in the morning to join the local people. This workshop presented a way of local life: how to rub the palm trees to produce a lot of sap, collect the sap and make palm sugar. Participant number 1 who is a regional director of the Tourism Authority of Thailand indicated the learning process to provide creative experiences should include explaining, practicing and discussing. Local people are the main keys to transfer knowledge and skills to tourists. Consequently, creative tourism can support the concept of community-based management and long term management:

*'In my opinion, groups of creative tourists need to learn local stories to get enjoyment. So, local people are the best human resources to present their stories, better than the other guides or reading from guide books. Discussing can make the authentic experience that tourists cannot find from the other tourism resources; it is just from people. Consequently, I believe creative tourism can encourage local participation if there is good management.'*

It is not only local knowledge and skills that are the factors for tourists' decisions to visit the destination. This study found that local atmosphere is also one of the factors. Participant number 6 who is the director of a local tour company explained the reason why groups of international creative tourists decide to visit Ban Nongkhao. They want to be a part of a real rural area that has local unity, a unique way of life and tourism facilities. These can be affected by local participation because all local people affect the destination's atmosphere. In the first fourteen years, there were many productive village meetings before promoting tourism. A number of local people joined these meetings because they were well-organised by the previous local leader group.

An organized team informed everyone about the topics and details more than one week before the meeting day. The details included information about the venue and type of meeting, such as brainstorming, doing workshops or presenting. In the first fourteen years, the village meetings were arranged in the temple, which was the tourism management centre of this village, and all leaders of each community group and masters of local wisdom were invited to join the meeting. The results of these meetings could designate all of the tourism management and local responsibility. Participant number 4 who is a secretary to the mayor of Ban Nongya-dogkhao sub-district also confirmed the reasons why this tourism management could encourage local people to participate in developing and conserving the area of Ban Nongkhao village, especially to make it a happy village:

*'I like the first step when we tried to promote tourism 14 years ago. Local people supported the village meetings to find and create tourism activities, and they decided to write a commitment for producing an attractive area. At the same time, it was based on local features. I think the reason why our area could attract tourists in the past was because of our local unity, fun festivals and beautiful area, like green rice paddy fields. This atmosphere was as outstanding as our local wisdom.'*

This research revealed that the process of creating the creative tourism products can encourage local people to be a part of tourism management like the tourism activities of Ban Nongkhao that were arranged by local people who decided to participate in tourism management in the first fourteen years. Local knowledge and skills and authentic atmosphere can be explored and organised as creative tourism products. Local people or local tourism teams should analyse and create the unique creative activities and manage all of the tourism to provide valuable knowledge and skills for tourists. These processes require local participatory actions. Participant number 6 who is the director of a tour company and has worked with Ban Nongkhao tourism for more than fifteen years explained that all tourism actors in the previous time were local experts in each field. Moreover, the younger

generation at that time made up the tourism support teams as tourism providers, performers and local guides. Other local people who did not have direct contact with tourists participated by developing or conserving the local atmosphere. Using local uniqueness as main creative tourism products is one of the alternative ways leading to local sustainable development because local people can get benefits, both direct and indirect income, from participating in tourism management. These results can increase the level of local participation.

### *7.2.2 The outstanding aspects of creative activities and local people*

The participation process between local people and tourists is the creative tourism process that provides experiences for tourists. Richards and Wilson (2007) found that this type of tourism can give chances for tourists to learn new skills and establish close links with the local people and the destinations. All stakeholder participants in this research confirmed that local people are one of the important factors to achieve successful creative tourism management. Participant number 3 who is the tourism product development officer of the Kanchanaburi Provincial Office of Tourism and Sports explained that local people have important roles in promoting creative tourism with long term management because local people have deep local knowledge and skills and the good relationships between the others who live in the village that form an element of an appropriate creative tourism atmosphere. At the same time, participant number 4 who is a secretary to the mayor of Ban Nongya-dogkhao sub-district explained creative activities management can encourage a high level of local participation. In the first period of tourism management of Ban Nongkhao village, local people were willing to participate in the tourism activities from the stage of setting the direction of the tourism to managing tourism activities like workshops, events, festivals and narrative sharing because the process was fun and relaxed. Moreover,

local people could get the tourism benefits that encouraged local participatory actions.

This research revealed that before tourism was promoted, Ban Nongkhao village had a lot of problems from the effects of globalization such as new generations moving to work and stay outside the area and some cultural activities and local food and desserts disappearing. Participant number 14 who is a local guide of Ban Nongkhao tourism explained about the benefits of creative activities for workshops, festivals and narrative sharing. She said that these activities increased the local pride and level of local participation. Local meetings to create unique tourism activities which were based on local stories could help local people to recognise the value in their culture and way of life. Local people needed to conserve the old traditional events and transfer local knowledge and skills to the new generations. Traditional knowledge and skills were revived, such as for local food and desserts, the Vessantara Jataka (a Buddhist tale about the virtue of charity) and local folk dances:

*'At first, all tourism teams and local people who wanted to join tourism thought about the activities that could add value to our tourism resources because our area does not have the outstanding architecture to attract tourists...When we listed the names of activities that we could arrange, we felt surprised! Why had we forgotten things such as local recipes that can show our local area? After that, we tried to study about all stories and we arranged the village meeting to find more information from the older generation and record it. Now, there are some subjects at the primary and secondary schools that are related to stories which we found in the first stage of tourism management such as loincloth weaving, local dancing and local history. Tourism activities encourage local people to conserve local wisdom and culture.'*

Moreover, local people can recognise the benefits from the process of participation in tourism activities management. They can develop and improve local knowledge and skills through village meetings and discussions with others in the process of tourism activities. Participant number 11 who is the leader of a local craft and product group talked

about the good results from the stage of creating tourism activities. This stage integrated the process of discussion and brainstorming in the village meetings to find local uniqueness and local potential creative tourism activity management. Participant number 11 could find the solutions for reducing competitive price cutting problems among loincloth businesses and ideas for finding new patterns for loincloth weaving. Additionally, she could integrate the local and outsourced knowledge which was transferred by guest speakers in a tourism training workshop. Without creative tourism management, she would have continued doing things the same way as in the past and would not have been able to find the solutions for the challenges. Previously, it was difficult to find the market for selling loincloth but the process of creative tourism can help her group to have more confidence to do this occupation and they can make money. They found more techniques to add value to products like presenting the stories of loincloth and local people along with all methods of loincloth weaving to tourists. It was not only about weaving and selling loincloth but also about telling the local stories to tourists. When tourists recognise the local values, it is easier for them to decide to buy local products at the destination.

Creative tourism activities can also contribute main income, extra income and other benefits to local people such as through tourism service jobs, hobbies and good local infrastructure. This study found that there are new jobs in this area, for instance, from accommodation, food and beverage for example in a coffee shop, and souvenir shops. Participant number 5 who is the head of the village confirmed that creative activities which are based on local people can lead to income for local people because these activities can meet the direct needs of tourists in terms of self-development and enjoyment. Participant number 14 who is a local guide explained that tourists had high levels of satisfaction when they visited the place for loincloth weaving, and this helped local people to sell more loincloth than in the past. It is interesting to note that creative tourism activities were organised by

local people, and the participation process applied in the activities could attract tourists to visit the area. Moreover, creative activities which could relate local products with local stories and provide valuable knowledge and skills for tourists supported the purchase of local products because tourists recognised the local values. Participant number 11 who is the leader of a local craft and product group emphasised another benefit: the happiness and well-being of the village if the village can organize creative tourism using local people. In the first fourteen years, the creative activity management process increased the strength of the community because there was local unity and good relationships in terms of tourism management. These could affect the fun and simple workflow that could encourage people to participate in tourism activities. Participant number 7 who is the product development officer of a tour company in Kanchanaburi Province and has worked with Ban Nongkhao tourism for more than fifteen years explained that local people felt happy to join tourism teams. Some local people felt it was a relaxing break from their normal lives when tourism was promoted for the first time. Finally, because creative activities can encourage tourists to buy local products at the destination, they also help to conserve traditional occupations, reduce the cost of product distribution and may reduce the carbon footprint from transportation (Buller and Morris, 2004). All participants confirmed these issue and indicated that this advantage can encourage a high level of local participation that is one of the key factors to direct local sustainability because local people want to stay in a village with a good atmosphere and have happy lives.

### *7.2.3 Creative tourism process: responding to local sustainable development needs*

According to Murphy and Murphy (2004), there are three primary steps that require local participation to achieve successful sustainable development through strategic planning and management, namely,

strategy formulation, strategy implementation and strategy evaluation. All stakeholder participants verified that creative tourism can encourage local people to participate in all these steps. In addition, it can respond to the needs of local people in terms of tourism management and benefits. The participation process in the planning and management of creative tourism is different from other tourism forms, especially in regard to the necessity for local participatory actions in tourism activities. This process can provide benefits for local people through learning and sharing knowledge with tourists and other people in the community. Moreover, all processes in creative tourism can support local pride and the local need to develop and conserve culture and the environment. In this research, it was found that there are four important processes of creative tourism management that require local participation, this being, analysing creative tourism activities and forming creative alliances, creating the delivery forms, transferring knowledge and skills, and evaluating and developing for future improvement. All processes can respond to local needs such as physiological and psychological, social and educational needs. Participant number 12 who is the leader of the Ban Nongkhao cultural village tourism group believes that all positive impacts from creative tourism processes can encourage local participation because these processes can provide fun, relaxation and happiness for local people while leading to income and other benefits.

The creative tourism process can lead to increased local income. Participants number 9 and 10 who are head teachers of the primary school and secondary school, respectively, explained the benefits from the co-creation process for planning creative tourism activities. This process can help the community to discover the unique tourism activities and add value for local products. For example, analysing creative tourism activities and creating creative alliances and the activity delivery forms can help local people to have a deeper understanding of their culture and learn how to present their unique tourism products. Moreover, local people and tourism networks can

transfer and transform knowledge and skills. While doing so, they can not only organise the unique activities but also respond to the needs of tourists because tourism networks, for example, the Tourism Authority of Thailand, Kanchanaburi Provincial Office of Tourism and Sports and tour companies have a variety of tourism management skills and knowledge to understand the nature of tourist behaviour and tourism systems. This research revealed that the local tourism activities of Ban Nongkhao village were able to attract a large number of tourists to visit Ban Nongkhao village in the first fourteen years. Participant number 5 who is the head of the village and participant number 14 who is a local guide confirmed this. Tourism activities which can tell the destinations' stories and are based on local culture and wisdom are interesting for special interest tourists. These tourist groups recognise the local product value and understand the local production process that can reduce the focus on getting a bargain price when tourists decide to buy local souvenirs, local food and beverages and tourism packages. Additionally, local people can expand the local product distribution channels from the special interest tourists who also want to get valuable knowledge and skills from visiting the destinations. When tourists visit the destinations, it is a good opportunity for local people, including young people and women, to get economic benefits such as from selling products, expanding product distribution and working in tourism service jobs.

More benefits from the creative tourism process, which encourages local participation, include community safety and a good standard of life. These can respond to the direct needs of local people. When there are a good number of village meetings, the unity of the community and good relationships among people can be supported. In turn, local empowerment is increased and provides the impetus to work and negotiate with the government for funds to support the well-being of the community. Participant number 4 who is a secretary to the mayor of Ban Nongya-dogkhao sub-district talked about why the creative tourism process can increase the empowerment of local people:

*'I think there was the creative tourism process in the first fourteen years. A lot of village meetings were arranged to think about tourism management and a large number of local people came to join; it was a fun and relaxed atmosphere. Local people were open-minded when talking about and suggesting each topic. It was like a co-creation process and we got new ideas. Sometimes there were arguments, but it was good to know various aspects of issues... Finally, we could create our program tour which was able to present our stories. These activities could attract a lot of tourists to travel in our area... The government felt interested in our area; the local leader played an important role in fund strategies of the government. There was a lot of help from the government at both local and national levels. This supported the well-being of the community with safety and good facilities and infrastructure. Moreover, it could directly meet our needs...I believe because the process of tourism management could help local people to get a lot of benefits, this was the reason why local people wanted to join tourism.'*

The process of transferring and transforming knowledge and skills in creative tourism can respond to needs for self-development and provide public esteem for local people. All participants confirmed that learning can support local well-being because local people can apply knowledge and skills in their everyday life or occupations. Participant number 5 who is the head of the village agreed that the local need for learning can persuade local people to join the appropriate tourism management, like creative tourism. When the tourism management team sets the tourism activities, local people are a key factor to organise the activities. In the first fourteen years, there were many village meetings to discuss and share the local wisdom about gastronomy, occupations and way of life. These could affect the knowledge and skill development of local people. A lot of local people were happy to join these meetings. Participant number 11 who is the leader of the local craft and product group believes that the creative tourism process can help members of her group to improve their knowledge and get new ideas for producing their products. Meanwhile, participant number 13 who is the representative from the accommodation group also agreed with the benefits from this form of

tourism that can educate local people with knowledge, for example, for occupations and hobbies. Moreover, sharing knowledge can increase local pride which can support the happy feelings of local people because their work or stories are esteemed by other people:

*'...In our area, a large percentage of people do not have a high level of education. New generations learn knowledge and skills from older generations and work in similar jobs as their parents. When we started to promote tourism 18 years ago and had to prepare the tourism activities, it looked like local people were coming back to school. We had a lot of meetings to discuss or share knowledge. Local people could develop their knowledge and find new techniques. Some local people got new hobbies to do in their free time. They were happy that they could improve themselves. Some felt happier because other people accepted their knowledge and skill even though they are not well educated.'*

In addition to the benefits from the creative tourism process in terms of responding to physiological and psychological, social and educational needs, this process also provides pleasure and a congenial atmosphere that can encourage local participation in planning and management. Participant number 12 who is the leader of the Ban Nongkhao cultural village tourism group explained that this tourism process can also offer an escape from daily routines or a reduction in the stress from everyday life because community members can meet other people and get new ideas from sharing knowledge and skills. Participant number 5 who is the head of the village described the qualities of the village meetings and workshops that can motivate local people to join the tourism team:

*'It was fun and we felt happy; there were a lot of local smiles and laughter. It looked like we came to meet friends; we could chat together before the meeting. Some meetings, we could share food that we brought from each house. When we went to the meeting, we could get knowledge and we felt very happy. Moreover, we were happy with the results because they came from the ideas of everyone. I think the good atmosphere and positive feelings are important to attract local people to join in the process!'*

### **7.3 Managing stakeholders in community-based creative tourism**

Although local people are the key factor and directly related to creative tourism management, this kind of tourism also needs other actors to meet the requirements of providing creative experiences for tourists. Active involvement of all stakeholders is required to achieve successful management in terms of local sustainable development. Hall and Weiler (1992) suggested that many people who have governing power including individuals, organizations and government try to formulate tourism policy and management. Stakeholder collaboration is important to reduce challenges, especially in resource allocation. In this research, it was found that each stakeholder has a different type of relationship with creative tourism. Moreover, each group should have a direct effect on managerial decision-making. Freeman (1984) discovered a relationship among all stakeholders is necessary to manage tourism in the long term as it can affect stakeholders' roles and behaviour. Accordingly, the following first identifies creative tourism stakeholders in community-based creative tourism management and, second, discusses stakeholders' interests and roles in creative tourism. Finally, strategies to support stakeholder alliances are detailed.

#### *7.3.1 Stakeholders in creative tourism*

This study found that successful creative tourism management should integrate various stakeholders. Participant number 12 who is the leader of the cultural village tourism group agreed with this issue. She explained the importance of different stakeholders in creative tourism management:

*'From my experience, to manage tourism activities in our area, we should have various stakeholders join us because we do not know how to create interesting activities. For creative tourism, I think we have to work with a lot of organizations because local people do not know how to present or the methods for teaching. Training is an important process to help local people provide an interesting learning process. Moreover, our location does not have beautiful places to attract*

*tourists so the expert management team is important for us. The important thing is that we do not know about marketing, how to promote, and the community does not have money to do it.'*

This is similar to the perspective of participant number 7 who is the product development officer in a local tour company:

*'We can confirm the tourism program of Ban Nongkhao village is creative...Local people cannot make an interesting program. I do not focus on the mistakes of local people, but I would like to talk about the professional person in each group. Local people are the key actors as service providers but, when we arrange a program tour, it is not only service. I think additions to the product value or creative tourism management must be supported by the organizations that have knowledge in tourism management.'*

All stakeholder participants in this research explained that creative tourism needs local people to play a part in management for servicing tourists and organise tourism activities which encompass local stories and effective learning processes. At the same time, the local atmosphere is important for managing creative tourism. Participant number 14 who is a local guide confirmed this issue. One of the factors which gave tourists high satisfaction in the first fourteen years was the local unity and friendliness of the community members which tourists could feel when they spent time in Ban Nongkhao village. Consequently, the residents who are not involved directly with tourist service positions are also important factors. There are six groups of stakeholders: residents, masters of local wisdom (local people who have a deep local knowledge or life experiences which have been gained from living in balance with nature), local service providers, local businesses, tourism networks and government. Figure 7.1 illustrates the types of stakeholders in community-based creative tourism.

*Figure 7.1 Map of stakeholders in community-based creative tourism management (source: Author)*



Local people are the first element of creative tourism because they relate directly to all processes of this tourism management. This study discovered creative tourism requires four groups of local people to provide valuable knowledge and skills for tourists through the participation process between local people and tourists in the appropriate learning atmosphere. Groups of local scholars and local tourism service providers such as local guides, workshop leaders and assistants and local transport drivers are important for providing creative tourism activities. Participant number 6 who is the director of a local tour company explained that these two groups are necessary because local knowledge and skills are the core resources to create authentic activities, and tourists would like to spend time with local people to learn the local stories, wisdom, culture and way of life. Both of these groups have deeper knowledge than outside people, and creative tourists feel happier and more satisfied with local people than

with outside tour guides. All international tourist participants confirmed that there are not major language problems if tour companies work together with local tourism service providers. International tourists can usually accept communication challenges because they would like authentic learning from the community.

Then, residents who do not relate directly with tourism and local businesses such as restaurants, souvenir shops, local shops and accommodations can enhance the tourism atmosphere and the tourism experience. Participant number 14 who is a local guide explained that creative tourists are people who want to learn local knowledge and skills as well as get pleasure and enjoyment. They also expect a comfortable and safe trip. In the first fourteen years, the local tourism team tried to encourage residents and local businesses to learn and understand all about tourism management and tourism benefits for the community. In the first fourteen years, this community arranged a lot of village meetings to discuss and brainstorm about tourism management issues. The good relationship of residents and local businesses with the tourism team can lead to success in tourism management because this management is based on the needs of local people. When local people have a positive feeling towards tourism management, it affects their attitudes and behaviours in regards to tourism. Moreover, local unity can support the process of tourism management. Participant number 5 who is the leader of the village explained the festival atmosphere. It could reflect all local people's stories because they were willing to participate with the organizing team and support all the work processes. She believed that people got high levels of satisfaction because there were a large number of tourists who joined this festival in the first fourteen years.

Additionally, tourism networks, including both inside and outside organizations, are crucial for community-based creative tourism management because this tourism is based on learning processes that require tourism management organizations to support the local people.

All stakeholder participants agreed with the importance of education that can produce appropriate human resources for creative tourism. The education is not only in terms of tourism and local knowledge and skills but also in regards to way of thinking and values. Local schools as well as the temple play important roles in educating local people for participating in the tourism of Ban Nongkhao village. There are some subjects or student activities that apply to local culture and stories for teaching students. In the first fourteen years of tourism management, the local schools could produce youth guides. In addition, research teams from outside educational institutes, like universities and research centres, are also important to support tourism management because there are a variety of experts and research funds available from these organizations that can be used for local educational development. The staff from the Tourism Authority of Thailand, Kanchanaburi Provincial Office of Tourism and Sports and tour company were invited to be guest speakers in village meetings or particular workshops that relate to tourism management. In the previous time, the temple in Ban Nongkhao village had many projects and activities which could encourage local pride, ethics and morals. These are very important to manage creative tourism because it focuses on the participation process in which the behaviour and attitudes of local people are important to lead to good relations between people.

Furthermore, long term marketing is also necessary to attract enough tourists to the destination. This research found that tourism networks are necessary for enduring marketing management. All stakeholder participants agreed with this concern because local people lack tourism management skills and funds to prepare or manage the tourism resources needed to provide for tourists. There should be organizations in the middle to support marketing management because small communities like Ban Nongkhao village do not have the budgets and expertise for investing in or producing advertising and public relations. Participant number 4, a secretary to the mayor of Ban Nongya-dogkhao Sub-district explained the reasons why tourism

networks such as tour companies and educational institutes are important to achieving successful creative tourism management.

*'...Tourism networks are important to managing creative tourism. In the previous time, we managed cultural tourism, and tourists visited and joined workshops for pleasure more than getting knowledge. Sometimes the visits had negative impacts on local people, especially negative feelings. One group of students was not interested in the workshop and disturbed the process of the workshop. In fact, I think the workshops were not interesting. So, if there are expert organizations that can support the process of tourism management, it will be better. For example, a tour company should know the motivation and behaviour of tourists and can apply this knowledge to arrange the activities or evaluate the group of tourists before visiting our area...Meanwhile, educational institutes, both schools and universities, are important to produce the local tourism providers or develop local people to welcome tourists.'*

Similarly, local government also plays an important role in developing community-based tourism because creative tourists expect valuable local knowledge and skills and pleasure from their visit. Therefore, this management needs tourism knowledge to develop all processes for responding to tourists' needs. Participants number 2 and 3 who are representatives from the Kanchanaburi Provincial Office of Tourism and Sports and work in the policy and strategy analysis office and the tourism product development office shared a similar idea about the important contribution government can make to encourage local people about sustainable development of their community. The income from tourism sometimes can reduce the local pride. For example, some program tours try to provide convenience and a comfortable trip for tourists and they forget it can degrade cultural values and ways of thinking. Participant number 5 who is the leader of the village detailed a belief about the '*Kwankhao ceremony*' which is held to appease the mother goddess of grain and provide rich farmland for local people. Unfortunately, some tourists require this ceremony, just like a kind of tourism activity, although it is not held in certain seasons. It can degrade local culture if important ceremonies lose their meaning and

become commodified. Therefore, the community needs the middle organizations to help them balance the ideas for authentic tourism activities and income from tourists to achieve the goal of local sustainable development.

Additionally, funding is an important factor to develop community-based creative tourism such as for providing facilities for both residents and tourists, training human resources to be creative tourism service providers and doing tourism research for responding to the needs of the community and tourists which can change over time. Participant number 5 who is the leader of the village had another idea about the marketing for Ban Nongkhao village. Government offices like the Tourism Authority of Thailand and the Kanchanaburi Provincial Office of Tourism and Sports can support long term advertising and public relations that community members cannot do by themselves because of a lack of knowledge, time and budget. Participant number 1 who is a regional director of the Tourism Authority of Thailand said that the marketing plan is one of the organization's responsibilities. Every year, the organization has many teams that contact communities directly and discuss the potential tourism capacity. Then, these issues will be discussed in the organization before decisions are made on the projects. The Songkran Festival of Ban Nongkhao is promoted in the tourism calendar of Thailand because there is still local uniqueness and local people have a high potential to arrange it for tourists.

In brief, understanding the type of stakeholders in creative tourism is one of the key factors for managing the stakeholders in community-based creative tourism. It is difficult to provide the creative activities that can present the local uniqueness and respond to the needs of creative tourists. The destinations should know the type of stakeholders in each area that can support the management. Then, analysing the interests and roles of each stakeholder group can lead to utilising them efficiently in creative tourism management.

### 7.3.2 Stakeholders' interests and roles in creative tourism

All stakeholders indicated that understanding the interests and roles of stakeholders is valuable in managing stakeholders and developing creative tourism management because the stakeholders' attitudes and behaviours can affect the performance of the tourism overall. Moreover, the core products of creative tourism are to impart valuable knowledge as well as give pleasure and enjoyment, so it is a challenge to provide an interesting learning process as well as present the authenticity of area. Considering the interests and roles of the different stakeholder groups can lead to long term creative tourism management because all processes of this tourism relate directly to local people and tourists. Participant number 1 who is a regional director of the Tourism Authority of Thailand agreed with this issue. When a destination can detail the interests and roles of all actors, it is simple to evaluate the creative tourism management abilities. Then, this can lead to efficiently using tourism resources and creating attractive creative tourism strategies while balancing the needs of tourists and the community. Meanwhile, participant number 6 who is the director of a tour company indicated that recognising the stakeholders' interests and roles can lead to the development of appropriate tourism activities and also provide positive local feelings towards tourism management.

*'From my experience when I worked with the previous abbot, I think creative tourism management is different from the others because it cannot run if there are no local people. So it is important to know the stakeholders' interests and roles... In the first fourteen years, local people felt happy to join tourism activities because they can share their knowledge. Why? Because we had a lot of meetings to brainstorm the SWOT [Strengths, Weaknesses, Opportunities and Threats] of Ban Nongkhao village and these meetings could clearly detail the interests and roles. They could lead to the positive feelings of local people.'*

In this study, it was found that the different interests of each stakeholder group can affect the diverse roles in creative tourism management. Creating long term relationships among all stakeholders

should be based on the understanding of each stakeholder's interests and roles. Table 7.1 illustrates these interests and roles in creative tourism.

*Table 7.1 Stakeholders' interests and roles in creative tourism*

*(source: Author)*

<b>Type of stakeholders</b>	<b>Creative tourism interests</b>	<b>Roles</b>
Residents	<ul style="list-style-type: none"> <li>- Quality of life including economy, environment and society</li> <li>- Protecting and preserving local culture, knowledge and skills</li> </ul>	<ul style="list-style-type: none"> <li>- Supporter of creating tourism atmosphere</li> <li>- Cultural, environmental and social preserver</li> </ul>
Masters of local wisdom	<ul style="list-style-type: none"> <li>- Quality of life including economy, environment and society</li> <li>- Protecting and preserving local culture, knowledge and skills</li> <li>- Developing knowledge and skills</li> </ul>	<ul style="list-style-type: none"> <li>- Attraction provider</li> <li>- Cultural, environmental and social preserver</li> </ul>
Local service provider	<ul style="list-style-type: none"> <li>- Quality of life including economy, environment and society</li> <li>- Protecting and preserving local culture, knowledge and skills</li> </ul>	<ul style="list-style-type: none"> <li>- Attraction provider</li> <li>-Service provider</li> <li>- Cultural, environmental and social preserver</li> </ul>
Local businesses	<ul style="list-style-type: none"> <li>- Local investment</li> <li>- Quality of life including economy, environment and society</li> <li>- Protecting and preserving local culture, knowledge and skills</li> <li>- Developing knowledge and skills</li> </ul>	<ul style="list-style-type: none"> <li>- Local job provider</li> <li>- Educator</li> <li>- Cultural, environmental and social preserver</li> <li>- Long-term marketing</li> </ul>
Tourism networks	<ul style="list-style-type: none"> <li>- Economic</li> <li>- Developing life-long education for community</li> </ul>	<ul style="list-style-type: none"> <li>- Marketing</li> <li>- Educator</li> </ul>

Type of stakeholders	Creative tourism interests	Roles
Government	<ul style="list-style-type: none"> <li>- Developing and promoting tourism along the concept of sustainable development</li> <li>- Creating attractive tourism for creative tourists</li> <li>- Developing knowledge and skills</li> </ul>	<ul style="list-style-type: none"> <li>- Educator</li> <li>- Cultural, environmental and social preserver</li> <li>- Long term marketing</li> </ul>

All of the local stakeholder groups are interested in how to apply creative tourism as a tool for improving their quality of life in terms of economic, environmental and societal aspects; for protecting and preserving their culture, knowledge and skills; and for developing knowledge and skills. Meanwhile, there are other interests in other stakeholders groups, for example, extending businesses, developing life-long education, developing and promoting tourism along the concept of sustainable development and creating attractive tourism for creative tourists. Moreover, participant number 5 who is the leader of the village also explained about the different interests in the same group:

*'...the different interests affect the different roles. The teacher who is the leader of the tourism group is interested in preserving the local culture and she is the member of the group for organising the program to conserve local culture. On the other hand, she has accommodation and focuses on money so she has another role as a local job provider. In the first step of managing stakeholders, I think we should know the interests and roles, and then it can lead to appropriate management.'*

Importantly, the stakeholders' roles lead to producing valuable knowledge and skills as well as enjoyment for creative tourists. This research revealed that there are five roles necessary to achieving successful community-based creative tourism management. Firstly, the educator roles of tourism networks, government and local businesses are important to producing the appropriate human resources for this

tourism. All stakeholder participants explained that the necessary knowledge and skills for creative tourism should include presentation techniques, workshop and creative activity management and itinerary and package tour management. Moreover, tourism ethics and morals should be observed in all activities because ethical attitudes and behaviours take time to change or be absorbed. Secondly, creative tourism requires the attraction providers who can make the creative tourism atmosphere and initiate or facilitate tourist visits. This group needs to learn about the method and process to contact creative tourists, as well as the learning process management. Thirdly, cultural, environmental and social preservers are the important group in terms of local sustainability because the needs of this group can balance the actions among all three aspects. Participant number 1 who is a regional director of the Tourism Authority of Thailand confirmed the importance of this group in developing creative tourism that requires local uniqueness to be the main resource. Fourthly, long term marketing roles are related to the appropriate amount of tourism in the destination. Participant number 12 who is the leader of the Ban Nongkhao cultural village tourism group explained that the appropriate number of tourists impacts the effectiveness of community-based creative tourism management of Ban Nongkhao. A tour company and the government are good supporters to promote this area. These organizations have public relations and advertising knowledge as well as financial resources. In the first fourteen years, there was successful long term marketing management because there were enough tourists for the community to have tourism all year round. Finally, local job provider is the role of local businesses which is the factor that can support the local economy. All of the businesses in this area are small businesses because it is not a main tourism attraction in Thailand. This study found that it is actually good for community-based creative tourism because there are not problems with outside entrepreneurs. In brief, studying the stakeholders' interests and roles makes it easier to

manage stakeholders for community-based creative tourism and it can reduce the conflicts among local people.

### *7.3.3 Strategies for stakeholder management in creative tourism*

This research found that a community-based creative tourism management team should consider stakeholder management in the initial management stage. All stakeholder participants indicated that stakeholder management can promote good collaboration that can lead to enduring creative tourism management, which is important for sustainable development, and can respond to the particular needs and interests of local stakeholders in creative tourism. Participant number 4 who is a secretary to the mayor of Ban Nongya-dogkhao sub-district explained that stakeholder management is important because it can encourage the local unity which contributes to effective community-based tourism. Moreover, local stakeholder participants who have direct contact with tourists, for example, participants number 11, 13, and 14 confirmed that stakeholder management can help a destination to find and keep creative tourists, who are a special interest group, because this management has positive effects on service processes and the roles of service providers in creative tourism. In this research, it was discovered there are two key strategies to manage stakeholders in creative tourism management: managing the community-based creative tourism understanding and commitments and establishing similar interest groups for creative tourism management.

Understanding the nature of creative tourism management and producing community orientations for all stakeholders who have related interests in creative tourism are part of the first stakeholder management strategy. These can indicate the potential of local stakeholders to manage creative tourism and predict the types of creative tourism activities. In the first fourteen years, a local leader invited local people to join village meetings to discuss tourism management and create the tourism management commitments. At the

same time, tourism networks which have tourism knowledge and skills also play important educational roles in this stage, especially in terms of informing about creative tourism costs and benefits and the process of this tourism. Participant number 12 who is the leader of the Ban Nongkhao cultural village tourism group detailed the process and results of the village meeting. Local people understood tourism management benefits, and some of them decided to be stakeholders in tourism. Then, they made the tourism commitments and worked together. Participant number 6 who is the director of a tour company which has worked with Ban Nongkhao village for more than 15 years explained about the first local commitments in tourism in the first period of tourism management. These commitments related to the awareness of local culture, society and environment. Authentic activities which were based on local stories and local management were emphasized. Moreover, the good local leader could support the community unity; this is one of reasons why this area received a tourism management award. Moreover, most tourists got levels of high satisfaction from their experiences in Ban Nongkhao village.

However, there were some management problems in the first fourteen years. For example, some tourism itineraries were not appropriate to local everyday life. These were barriers for local participation and some local people did not participate in tourism management. Consequently, this research found that if a destination wants to succeed in creative tourism management, it is not only necessary to give information but also to study the needs of stakeholders, their characteristics such as behaviours, and their psychographic variables like values and lifestyles. This background information can increase local participation in the long term because creative tourism planners can provide the right job for the right people. Participant number 1 who is a regional director of the Tourism Authority of Thailand agreed with this and detailed the reasons why it is important for creative tourism management:

*'...For effective activity arrangement in creative tourism, we should know the nature of stakeholders such as their attitudes, lifestyle and needs because it affects the organization process in cases where we emphasise community-based management. One of the reasons why many destinations cannot succeed in the long term is that local people focus only on tourism benefits. Studying the stakeholders is also important to achieving successful tourism management.'*

Secondly, consolidating the related interest groups can help the creative tourism management team to work smoothly and without interruption. All stakeholder participants agreed that there are many benefits from consolidating into groups for creative tourism management. Participant number 12 who is the leader of the Ban Nongkhao cultural village tourism group explained that contacting leaders of groups is easier than trying to organise many individuals because when local people establish a group, they will create commitments and a working culture. Moreover, it can reduce problems finding the actors for tourism activity management because each group provides many members. Importantly, members can share and transfer knowledge and skills to other members or the next generation. At the same time, these actions lead to developing deeper knowledge because all members have the opportunity to share knowledge and help to find solutions to challenges. In-depth knowledge can support effective creative tourism workshops. In addition, it can reduce the conflicts of local people working in creative tourism because alliances can encourage good relationships among those with the same careers or interests. Participant number 11 who is the leader of the local craft and product group confirmed that consolidating into groups can solve the price cutting problem for poaching customers and tourists. In the first phase of tourism management in Ban Nongkhao, some local people wondered about members' qualifications to participate in tourism management, but this conflict was reduced when the related interest groups were established. A small group provides a chance for members to discuss their needs or difficulties. More importantly, members have the confidence to speak though they might not in a

larger group, for example, the younger generation, women or people who have a low level of education.

All stakeholders agreed that it is not difficult to establish local groups but not easy to organise these groups over the long term. Working with people is based on how to understand their needs, and communication skills are important to building good relationships. Participant number 12 who is the leader of the Ban Nongkhao cultural village tourism group revealed that clear information and regular meetings are key factors to lead to successful local group management. Meanwhile, participant number 11 who is the leader of a local craft and product group explained that the role of leaders and followers are also important. In addition, commitments and objectives are key elements. In this research, it was found that there are three processes for establishing local groups and providing many benefits over the long term. The first stage is to inform local people about local group advantages and find the members who are interested. The second stage is to discuss and create the groups' objectives, strategies and commitments. The third stage is to continue the groups' relationships, evaluate, and develop knowledge and skills through regular meetings, both formal and informal, and inspectional trips to other sites. Participant number 4 who is a secretary to the mayor of Ban Nongyadogkhao sub-district confirmed that emphasizing the voice of local people is important for creative tourism in terms of local sustainable development. The process of consolidating into small groups can also encourage local people to be open-minded for discussions in the evaluation and development stage.

Table 7.2 illustrates the stakeholder groups and their roles and interests in the creative tourism of Ban Nongkhao village. Each group is divided into similar interests in this tourism management or similar personal demography, for example, age, education or occupation. There are also other groups. Like in many parts of Thailand, it is traditional for young men in this area to become Buddhist monks for a

certain period of time when they are around 20 years old. Therefore, one group is composed of men who were ordained as monks at the same time and developed a bond by sharing that experience. When destinations can identify groups, manage stakeholders and encourage good relationships among all stakeholders, creative tourism management can be supported in an easier way and appropriate creative tourism activities can be developed over the long term.

*Table 7.2 Stakeholder groups and their interests and roles in creative tourism management (source: Author)*

<b>Stakeholder groups</b>	<b>Type of group and roles</b>	<b>Stakeholders' interest in creative tourism</b>
<ul style="list-style-type: none"> <li>- Same age groups</li> <li>- School classmate groups</li> <li>- Groups of monks studying in the same period</li> <li>- Ban Nongkhao youth group</li> </ul>	<ul style="list-style-type: none"> <li>-Close personal networks</li> <li>-Supporting creative tourism management</li> </ul>	<ul style="list-style-type: none"> <li>-Focusing on awareness of local sustainable development</li> <li>- Developing knowledge and skills</li> </ul>
<ul style="list-style-type: none"> <li>- Ban Nongkhao cultural village tourism club</li> <li>- Ban Nongkhao loincloth housewives club</li> </ul>	<ul style="list-style-type: none"> <li>-Community networks</li> <li>-Working directly with creative tourism management</li> </ul>	<ul style="list-style-type: none"> <li>-Focusing on economic and social development</li> <li>-Focusing on awareness of local sustainable development</li> </ul>
<ul style="list-style-type: none"> <li>- OTOP products of Ban Nongkhao cultural village network (organized by the Office of Community Development: Kanchanaburi Province)</li> <li>- Tourism network (organised by Ban Nongkhao Municipality)</li> </ul>	<ul style="list-style-type: none"> <li>-Governance networks</li> <li>-Supporting creative tourism management</li> </ul>	<ul style="list-style-type: none"> <li>- Developing and promoting tourism along the concept of sustainable development</li> <li>- Creating attractive tourism for creative interest tourists</li> <li>-Focusing on awareness of local sustainable development</li> </ul>

## **7.4 Community-based creative tourism management**

This research discovered that community-based creative tourism is one of the appropriate tools to support the concept of local sustainable development in a rural culture area, and it can deliver valuable knowledge and skills to creative tourists. The procedure of community-based creative tourism management is based on the community's needs and interests as well as tourists' needs. All stakeholder participants confirmed that the concept of creative tourism requires a high level of community collaboration. Consequently, local people are one group of key actors for managing all processes in this framework, such as problem solving, direction setting, and structuring and evaluating tourism. Meanwhile, networks also play important support roles to achieve successful management, especially furnishing knowledge or skills which local people lack. In this part, the process of community-based creative tourism management and the method of this tourism to enhance local participatory actions and respond to the needs of creative tourists are detailed. There are four steps in this process: analyzing a destination's creative tourism potential, developing stakeholder management for creative tourism, creating creative tourism activities and training and evaluating.

### *7.4.1 Analyzing an area's potential for creative tourism management*

It is important to understand a destination's potential in terms of community-based creative tourism management because it affects the production of authentic creative tourism activities and responds directly to the needs of local people and creative tourists. This research discovered that there are two phases to effectively analyse the potential of an area for creative tourism management. Sharing knowledge among local opinion leaders and tourism networks with both formal and informal discussions is the first step to analyzing the potential of creative tourism destinations. Participant number 12 who is

the leader of the Ban Nongkhao cultural village tourism group explained that:

*'...The previous abbot, who was the opinion leader in tourism management, invited me to discuss how to arrange the festival which could present local stories and attract tourists to come to visit us. It was one of the tools to encourage new generations to come back...We decided to talk about this topic with the previous regional director of the Tourism Authority of Thailand and the owner of a tour company because we lacked tourism knowledge. We shared knowledge. On our part, we talked about our stories and the unique way of life. On the part of tourism networks, they talked about tourism management and tourist behaviour. At that time, I did not know about creative tourism, but we felt interested in tourism activities and the process of learning together. We had a lot of discussions with various groups of people. Finally, we decided to start to manage tourism in our area.'*

The second phase is the examination of the potential of the destination by community and tourism networks. Ban Nongkhao village arranged many formal meetings to discuss and brainstorm about this issue because they emphasized planning and managing tourism by the community. Local people were invited to join the village meetings and they were willing to participate. Participant number 5 who is the leader of the village confirmed that a lot of meetings in the first fourteen years led to success in tourism management because a variety of information from village meetings could support the production of appropriate tourism activities and also attract a lot of tourists, both domestic and international, to visit this area.

Moreover, this research revealed two procedures for examining the destination's potential. Firstly, the analysis of three elements (general destination information, local human resources and creative tourists' needs and behaviours) is very important at this stage because these elements can help to predict the success of tourism activity management. General destination information can support the arrangement of unique creative tourism activities. Local human resources, including service providers and local scholars, can lead to

producing an effective learning process that can provide valuable knowledge and skills for creative tourists. Understanding creative tourists' needs and behaviours can assist the community in managing interesting tourism activities which can attract this group of tourists. Participant number 7 who is the product development officer in a local tour company also agreed with this. A lot of discussions on the topics of human resources, destination and tourists lead to successful tourism management in the first fourteen years. This successful management was recognized with a tourism management award from the Tourism Authority of Thailand.

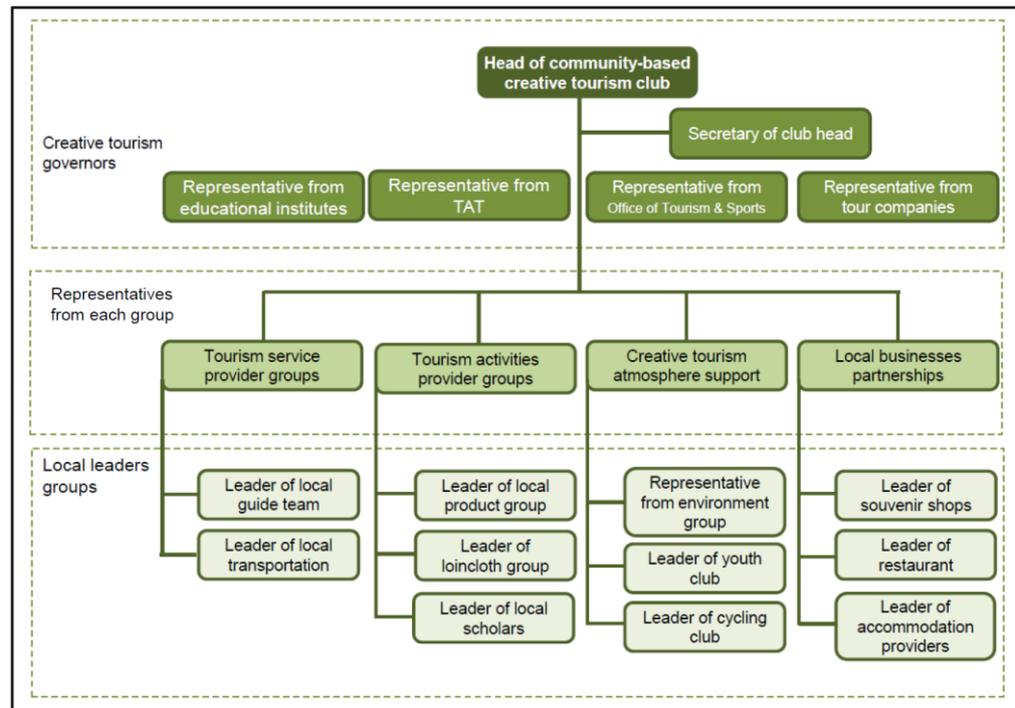
The second step in examining the potential of a destination is determining suitable local commitments for community-based creative tourism management, which is necessary for long term management. Participant number 12 who is the leader of the Ban Nongkhao cultural village tourism group talked about the importance of this stage. The needs and interests of the community were found when local people discussed this topic. In the first fourteen years, the commitments related to local cultural preservation awareness, cultural education and increasing extra income for the community. In brief, one of the reasons why this process needs local participation is because the information about a destination's potential is necessary to create appropriate activities which are based on real community actions.

#### *7.4.2 Developing stakeholder management in creative tourism*

All stakeholder participants confirmed that developing stakeholder management in community-based creative tourism is necessary in terms of enduring tourism management because this development can increase community unity and encourage working toward the same goals. Developing stakeholder management in this framework focuses on integrating a variety of local groups which are interested in creative tourism management and tourism networks from outside into one working team because various types of members can support long-

lasting creative tourism management and can reduce a leadership void problem. In the second year of tourism management, the Ban Nongkhao cultural village tourism group was established to bring together people who want to participate in tourism management. Participant number 4 who is a secretary to the mayor of Ban Nongyadogkhao sub-district explained that local conflicts will happen when there are not a variety of interests in a group because there will not be balanced actions for community-wide benefits. These conflicts can also affect the relationships of local people and produce negative impacts on their lives, for example, community members not speaking to each other when they meet. Participant number 5 who is the head of the village explained that all leaders of local groups should be members of community-based creative tourism management. However, if some groups do not want to join the tourism group, the tourism management group should provide information to the other local groups. Participant number 1 who is a regional director of the Tourism Authority of Thailand gave more details about the advantages of having a variety of types of members in the tourism management group. Different interests and roles of people can provide different aspects and this information is necessary for management in terms of local sustainability. All stakeholders agreed that members of a community-based creative tourism management group should consist of three types of members such as local people who have direct contact with tourists, residents and tourism networks. Figure 7.2 shows an organization chart of a community-based tourism working team which integrates various members. It can balance the power in tourism management as well as effectively support tourism.

Figure 7.2 Community-based creative tourism organization chart of Ban Nongkhao village (source: Author)



A community-based creative tourism group requires support and a balanced team to achieve successful management. Participant number 4 who is a secretary to the mayor of Ban Nongya-dogkhao sub-district agreed with this and confirmed that developing stakeholder management should emphasise benefits for the whole community. This research revealed that tourism governors from tourism networks have roles as important as local people because tourism networks can support the community in terms of tourism knowledge and skills, marketing and public relations. Participant number 5 who is the head of the village agreed with this and revealed another role of tourism networks. They can also provide a balance to local opinion and power in tourism management:

*‘...On the other hand, tourism networks are good coordinators. Why? Because local people do not know about tourism management and we always think according to our experience. Sometimes it is not good for all of the community; it can produce negative impacts, especially when a leader thinks only about income and benefits. In the past, we discussed a local performance and had an argument. The previous regional director of*

*the Tourism Authority of Thailand and the owner of a tour company could help us to get clear information and make a commitment. I think these networks can also balance local power because of their experience and knowledge in tourism management. This has positive impacts on local people.'*

However, the process for building relationships among members is necessary for community work. Participant number 12 who is the leader of the Ban Nongkhao cultural village tourism group explained that there was successful management in the first fourteen years, but there have been management problems since the previous leader died. The tourism management group has decreased its management role and successfully promoted tourism only on a limited scale. This research found that communication among members, especially regular discussion and provision of information, can lead to building good relationships and encouraging people to be willing to participate in tourism management. Moreover, all information and group leaders should be clear and transparent. These issues were confirmed by all stakeholder participants. At the same time, developing stakeholder management requires an opinion leader who has a strong commitment to work for community benefits because this person can find solutions to challenges and promote effective team work in tourism management.

#### *7.4.3 Creating creative tourism products and services*

Approaches to creating long term creative tourism products and services and mutual understanding between community members and tourists consist of three factors which destination planners should emphasise: the community's needs and interests in creative tourism, creative tourists' needs and behaviour and the creative learning process's potential. This research found that there are three steps to producing community-based creative tourism products and services which are based on these three factors, for example, studying creative tourists' needs and behaviour, evaluating a destination's potential and

creating product and service plans which are based on the concept of creative tourism. Importantly, all stakeholder participants agreed that a tourism group should work together in all steps to achieve successful community-based creative tourism management.

Participant number 7 who is the product development officer of a tour company in Kanchanaburi Province explained that studying creative tourists' needs and behaviour is the first step for developing creative tourism products and services because this information can lead to the creation of activities that are interesting from the perspective of tourists. In addition, having a large enough number of tourists affects all of the tourism management. Chapter five in this research discusses the needs and behaviour of creative tourists (see Chapter 5, Section 5.2.1 for more details). They focus on psychogenic and learning needs, public awareness and networking when they decide to visit attractions. Consequently, tourism products and services which can attract a significant number of creative tourists should provide valuable local knowledge and skills as well as enjoyment through active interactions between community members and tourists.

The second step for developing creative tourism products and services is to evaluate the potential of destinations. This research discovered three elements for evaluating whether a destination has appropriate attractions for creative tourism (see Chapter 4 for more details). Human resources comprise the first element to evaluate because the process of creative tourism focuses on the participation between tourists and community members. If there is a lack of local human resources suited to creative tourism, it is very difficult to promote this form of tourism. Then, the next element is the tourism attraction system. The tourism management group has to study the potential of creative activity generation because local stories are the first factor when creative tourists think about interesting destinations. Moreover, the group needs to consider the components of learning to approach creative

experiences because they are also one of the factors which can attract a worthwhile number of creative tourists.

Finally, creating plans for creative tourism products and services is important for the community to communicate with creative tourists. Table 7.3 shows the plan of Ban Nongkhao village which is based on the community's needs and interests in creative tourism, creative tourists' needs and behaviour and creative learning processes. Participant number 1 who is a regional director of the Tourism Authority of Thailand explained that the process of creating a plan should involve all members in the tourism group working together. Sharing knowledge and skills among all stakeholders is vital while discussing and brainstorming to create an effective plan. Participant number 3 who is the tourism product development officer of Kanchanaburi Provincial Office of Tourism and Sports and participant number 7 who is the product development officer of a tour company in Kanchanaburi Province had similar viewpoints for creating this plan. When the potential of a destination that is appropriate for creative tourists is evaluated, the tourism team should discuss about the creative products and services which the community has the ability to arrange. Then, brainstorming the objectives of each product and service is important to responding to the different needs of creative tourists. Importantly, learning tools such as guidelines for tourists, code of ethics for tourists, local interpreters, local guides and tourism service providers can also support effective learning. These are guidelines for organising a program tour and can detail the learning process in a program tour such as the kind of activities, learning method and time management. All stakeholder participants agreed that creating a plan for tourism products and services can lead to successful creative tourism management. Communities may lack communication skills, but this plan can help local people to arrange an effective program to provide valuable experience and pleasure for creative tourists that can then be communicated to potential tourists.

*Table 7.3 Creative products and services management plan of Ban Nongkhao village (source: Author)*

<b>Creative products and services</b>	<b>Objectives</b>	<b>Learning tools</b>
Workshops - Loincloth souvenir making - Cooking classes including food and desserts - Folk toys	- Local knowledge and skills education - Cultural education - Awareness of local culture and environment - Pleasure - Networking	- Code of ethics for tourists - Local interpreters - Local guides
Festivals and events	- Cultural education - Awareness of local culture, religious values - Pleasure - Networking	- Guidelines for tourists of cultural sites - Tourism service providers - Local guides
Narrative sharing: everyday life and authentic community - Cycling trip - Having a meal with local people - Volunteering	- Cultural education - Awareness of local culture and environment - Networking - Pleasure	- Code of ethics for tourists - Local interpreters

#### *7.4.4 Training, doing pilot projects and evaluating*

This research found that successful community-based creative tourism management does not only respond to the needs of creative tourists but also provides benefits for the community and all stakeholders in tourism management. All stakeholder participations agreed that training, doing pilot projects and evaluating are good processes to find appropriate creative tourism products and services. Participant number 6 who is the director of a tour company illustrated this. When the tourism management team had to develop guides for international tourists in the first fourteen years, they found different stories from local people because local people learned information from the older generation, especially their relatives. The stories were spread by word of mouth from story tellers who had different characteristics and

experiences. Consequently, sharing knowledge among local people and acquiring knowledge from secondary sources such as books, research and pictures are important to accurately prepare and consistently present local knowledge and skills for creative tourism management. Meanwhile, participant number 1 who is a regional director of the Tourism Authority of Thailand and participant number 7 who is the product development officer of a tour company in Kanchanaburi Province had similar opinions about tourism management and skills which are also important for providing high satisfaction for creative tourists. Table 7.4 presents a training program for community-based creative tourism in Ban Nongkhao village. It focuses on developing knowledge and skills in three areas: tourism service management; creative learning process management and local knowledge and skills such as history, culture and local wisdom. Tourism alliances, both with local organisations and outside sources, can support training to develop creative tourism products and services management.

*Table 7.4 Community-based creative tourism training program of Ban Nongkhao village (source: Author)*

<b>Creative products and services</b>	<b>Training objectives</b>
Workshops - Loincloth souvenir making - Cooking classes including food and desserts - Folk toys	<ul style="list-style-type: none"> <li>- To understand how to manage the venue for workshops to provide beneficial experiences and an enjoyable atmosphere for creative tourists</li> <li>- To understand the system of tourism services management, especially safety and security</li> <li>- To gain confidence by learning how to be a local interpreter</li> <li>- To share and develop local stories to present in a consistent way</li> </ul>

Creative products and services	Training objectives
Festivals and events	<ul style="list-style-type: none"> <li>- To understand how to arrange effective festivals and events which are based on local stories</li> <li>- To understand the communication method in festivals and events that can provide beneficial experiences and an enjoyable atmosphere for creative tourists</li> <li>-To understand the system of tourism services management, especially safety and security</li> <li>- To share and develop local stories to present in a consistent way</li> </ul>
Narrative sharing: everyday life and authentic community -Cycling trip -Having a meal with local people -Volunteering	<ul style="list-style-type: none"> <li>-To gain confidence by learning how to be a local host</li> <li>-To understand the system of tourism services management, especially safety and security</li> <li>- To share and develop local stories to present in a consistent way</li> </ul>

Participant number 1 who is a regional director of the Tourism Authority of Thailand, participant number 3 who is the tourism product development officer of Kanchanaburi Provincial Office of Tourism and Sports and participant number 6 who is a director of a tour company confirmed that doing pilot projects is necessary to achieve successful management. Pilot projects can help a tourism team to improve their management. At the same time, it can help a community to examine a variety of elements in a real tourism situation. In the first fourteen years, the tourism management team of Ban Nongkhao village arranged a pilot program to evaluate their tourism management system and the abilities of local human resources. At the end of this project, the results were evaluated and all stakeholders in the tourism management team came to discuss and alleviate the negative impacts on the community and to try to find ways to increase the quality of services. Subsequently, program tours of Ban Nongkhao village were promoted and could attract a large number of tourists. Participant number 12 who is the leader of the Ban Nongkhao cultural village

tourism group gave more details about the evaluation process. This process was done regularly and the tourism management team had several meetings to discuss, sort out problems and improve tourism products and services in the first fourteen years. All members in the group were open-minded when discussing and supporting the tourism commitments.

## **7.5 Conclusion**

This chapter has sought to construct a framework of community-based creative tourism in terms of local sustainable development for cultural destinations in Thailand. In this research, it was found that the framework should be based on the community's needs and interests as well as creative tourists' needs and behaviour. From this study, it is apparent that the concept of creative tourism needs local people to be a part of all tourism management processes because local knowledge and skills, the creative activities and the learning process are the key resources of this tourism. At the same time, successful creative tourism management also requires effective leaders and stakeholder management to collaborate in the process of creative tourism products and services management such as while analyzing an area's creative tourism potential, developing stakeholder management for creative tourism, creating creative tourism products and services, training, doing pilot projects and evaluating.

Ban Nongkhao village in Kanchanaburi Province, the fieldwork area, has faced problems with cultural tourism management for five years, especially from a low level of community involvement and stakeholder management challenges, in part because of a void in strong leadership in tourism management. Stakeholders have different viewpoints on and relationships with tourism management and benefits. Studying stakeholders' interests and roles in creative tourism can lead to building good collaboration for this tourism management. Moreover, this research found that tourism networks such as government offices

and educational institutes whose work is related to tourism management are important support teams to coordinate the different groups and educate the community about tourism management and benefits for local people. Additionally, tourism networks play important roles in long term marketing and public relations for a destination. In brief, good collaboration of all local stakeholders, the community, and tourism networks can lead to successful community-based creative tourism management, especially in terms of providing valuable knowledge, skills and enjoyment for tourists and contributing to local sustainable development.

## **Chapter 8: Conclusion**

### **8.1 Introduction**

This research studied developing creative tourism management by enhancing local participatory actions in planning and management to contribute to local sustainable development. The study was based on grounded theory applied to the case of Ban Nongkhao village, Kanchanaburi, Thailand. This site was chosen on the basis of its characteristics and culturally-based creativity significance. Multiple research methods were used to gain the data, such as content analysis, in-depth interviews and grounded theory ethnography. The overall research aim was to construct a framework of creative tourism in terms of community-based participation in the context of local sustainable development objectives. There were four objectives which were developed to achieve this aim. Firstly, exploring and evaluating the potential of the case study was discussed. Secondly, examining creative tourism experiences for attracting creative tourists was studied. Thirdly, the community-based tourism management challenges and local human resource development to support creative tourism products management was explored. Finally, a framework of community-based creative tourism management in terms of local sustainable development was constructed.

This final chapter reviews and discusses the major findings of this research in reference to the research aim and objectives. A new theoretical perspective was constructed that can add to previous research in creative tourism management. The process to create effective collaboration among local people, local stakeholders and tourism networks is also shown in the framework. Moreover, this chapter presents key contributions, limitations of this research and recommendations for further study.

## 8.2 Major findings

There are four key sections for the major findings in this research. Findings for constructing a framework of community-based creative tourism management are discussed along with research objectives in the four sections: determining the potential of the destination for creative tourism management in a rural area; developing creative activities to enhance the experience of tourists; promoting community participatory action in creative tourism and organizing community-based creative tourism management.

### *8.2.1 The potential of the destination in a rural area for creative tourism management*

#### *Objective 1: To explore and evaluate the potential of a destination in a rural area which would be appropriate for creative tourism management*

From the analysis and interpretation methods of in-depth interviews and grounded ethnography relating to the potential destination to manage creative tourism, it was apparent that there are three factors that are important in determining whether a destination can support participation in terms of providing creative tourism experiences and fulfilling creative tourists' desires. The first factor is the availability of local human resources which includes potential leaders, community strength and level of tourism management participation, and tourism networks. Creative tourists' experiences are based on active activities by people in the community for example workshops, events and festivals. Tourists expect to learn valuable knowledge and skills as well as pleasure feeling. Importantly, the model of creative tourism of Richards (2011) (see Chapter 2, Figure 2.1 in Section 2.2 for more details) confirmed that the experiences and pleasure from creative tourism are based on the chance to share and participate with the community. Consequently, local human resources are very important

for promoting creative tourism. The destinations which want to promote creative tourism should have effective local human resources who can play active roles in tourism activity management.

Nicolas (2009) discovered that a sense of local pride is an important factor for effective local support actions in tourism management. This sense can lead local people to focus on long term community benefits. An important factor is a local leader who has a high sense of local pride, is a good facilitator and can co-ordinate with a variety of tourism stakeholders (Jurowski, 1996). Blackman et al. (2004) and Aref (2011) also confirmed that the quality of local leaders can determine whether the goal of tourism sustainable development is achieved (see Chapter 2, Sections 2.3.4). Consequently, local pride can affect the level of local empowerment and local unity which are important in the process of local participatory actions in tourism management. In this research, it was also revealed that the potential leaders and local followers who have local pride can increase the level of community participatory actions by developing creative tourism products and services which focus on authenticity and the learning process between local people and tourists (see Chapter 4, Sections 4.2.1 and 4.2.2 for more details).

Although many researchers confirmed that local people are important in tourism management and to reach sustainability (Dark, 1991; Mowforth and Munt, 1998; Middleton and Hawkin, 1998; and Tosun, 2000) this research also found that tourism networks from outside the local area also support effective creative tourism management in rural cultural-based destinations. They can encourage effective local participation processes, impart tourism knowledge and skills and provide and support business activities such as long-term marketing, public relations including news, articles and tourism calendar. Each type of tourism network has a different role in this tourism management, for example government organizations can focus on human resources and tourism infrastructures development; meanwhile,

private sectors can support marketing management. (see Chapter 4, Section 4.2.3 for more details).

The second factor is a tourism attraction system which can regenerate and differentiate cultural tourism destinations into creative tourism destinations. This study found that one of the creative tourism management challenges is to create authentic tourism activities which can transfer valuable knowledge and skills to tourists. Adam (1984), Bruner (1991), Ducan (1978) and Laxson (1991) confirmed that the perspectives of tourists can determine the level of authenticity in tourism products. The authenticity depends on the projection of tourists' beliefs, expectations, preferences and consciousness onto products. The research result revealed that authentic creative tourism products of Ban Nongkhao village relate to the existential authenticity concept in which tourists get authentic experiences from participating in local activities (see Chapter 2, Table 2.6 in Section 2.2.2 for more details). Consequently, destinations should have culture-based resources and local people as service providers because these can be managed as creative activities and can persuade creative tourists to visit the areas (see Chapter 4, section 4.3.1 for more details). Additionally, tourism routes with a variety of activities or attractions can make interesting programme tours for creative tourists who focus on acquiring valuable local knowledge and skills as well as enjoyment (see Chapter 4, Section 4.3.2 for more details). More importantly, creative tourists are a special interest group. It is clear that having a variety of marketing teams is significant for community-based creative tourism management to access and understand this tourist group. They can help a community to produce and promote a destination's image over the long term because of their knowledge and skills in tourism management as well as their budgets (see Chapter 4, Section 4.3.3 for more details).

Finally, the components of learning and participating comprise one of the factors to support a cultural-based area as a potential destination

for managing creative tourism. In parts of rural areas which have a unique way of life, there has not been a previous study focused on this issue. Many researches in creative tourism management focus on the destinations which are closely connected to innovation, art and performance (Vanolo, 2006; Cloke, 2007; Niezgida, 2013). Within this research, it was discovered that the important element in achieving successful community-based creative tourism management in rural areas which are not based on innovation concept is to provide valuable local knowledge and skills that tourists can adapt to their lives. Consequently, local people who have rich local knowledge and skills, a good learning and participating environment and the processes of transforming knowledge and skills are II important components for managing creative tourism and providing creative experiences for tourists (see Chapter 4, Sections 4.4.1, 4.4.2 and 4.4.3 for more details).

### *8.2.2 Creative activities to enhance the experience of tourists*

#### *Objective 2: To examine creative tourism experiences for attracting niche tourists who are interested in cultural-based creativity*

It is clear that studying the drivers of creative tourism consumption and finding the learning processes that can support creative experiences are crucial factors to produce attractive creative tourism activities in cultural-based destinations for niche tourists as well as lead to local sustainable development. This study found that the drivers of creative tourists, for both domestic and international tourists, are based on the need of learning and the basic needs, their social and/or environmental consciousness and networking with them when they decided to visit attractions (see Chapter 5, Sections 5.2.1, 5.2.2 and 5.2.3 for more details).

The research result that relates to creative tourists' needs is similar to the needs and behaviours of the post-Fordism tourists starting in 1940

(the concept of creative tourism is from the late 1990s onward) who focus on smaller, more economical, flexible forms of tourism (Torres, 2002; and Shawn and Williams, 2004). Moreover, Richards and Raymond (2000) and Richards and Wilson (2006) found that creative tourists focus on self-development, interactive activities with local people and pleasure. Meanwhile, Poon (1993) detailed that there is more environmental awareness in the behaviours of new tourists who need to be a part of destinations. This feeling of environmental awareness in creative tourists was also found in this research. However, the research results discovered a different point when compared with previous research studying creative tourists. Creative tourists visiting the case study area in Kanchanaburi province, Thailand, also needed safety and a comfortable feeling during their stay. They focused on getting local knowledge and skills, so they expected an appropriate atmosphere which could support the knowledge transfer rather than wanting an adventurous environment. Consequently, effective processes of transferring knowledge are required to respond to the direct needs of creative tourists.

This research found that creative tourism can support the concept of Pine and Gilmore (1998) that identified four domains to provide tourists' experiences: entertaining, educational, escaping, and aesthetic. Tourism can provide one, two, three or all four of these experiences. The results of this research revealed that the processes of knowledge transfer in creative tourism should be simple and fun activities which can support the learning process and be suitable for all groups of creative tourists which do not depend on demographic factors such as age, gender and education. Moreover, everyday local life and the local atmosphere can meet the needs of creative tourists, especially international tourists because these group of tourists can escape from tourists' gaze where there are a lot of tourists. At the same time, the scenery and local stories of Ban Nongkhao village have aesthetic value or appeal in creative tourists' perspectives.

However, it is not only necessary to examine the tourists' drivers but also relate them to the community's potential to manage appropriate creative activities. On the part of community-based creative tourism, there are two processes that can be arranged by local people and increase the level of tourists' knowledge absorption: learning by doing and co-creation (see Chapter 5, Sections 5.3.1 and 5.3.2 for more details). This research specifically looked for active activities which are one of the alternative ways to add value to tourism resources in cultural sites. This research discussed the development of festivals, workshops and narrative sharing events as creative tourism activities (see Chapter 5, Sections 5.4.1 and 5.4.2 for more details). All activity forms can be organized and arranged by local people in the community. Several previous studies in creative tourism have detailed and discussed art, performance, innovation and novelty which are resources to produce creative tourism products. However, this research found that valuable knowledge and skills are also creative tourism products and the community can also manage this tourism.

Importantly, this research also found that to provide the creative tourists' experiences, the process of creative activity management should start when a destination recognizes the drivers' of creative tourists, for example, enjoyable participation, cultural discovery and valuable knowledge and skills. Revised to read: Richards and Wilson (2006) stated the importance of this, in 21<sup>st</sup> century, where there is a changing base from manufacturing to the needs of people and those needs are met by consumption-led development and the service sector. The destinations should emphasize this tendency and be based on studying the tourists' needs and behaviours. This can lead to success in long-term management, however, previous research discovered that tourists expect to travel to authentic destinations and look for real experiences (Pappalepore, Maitland and Smith, 2014). Tourists try to search for their own authenticity in different areas (Adam, 1984; Bruner, 1991; and Laxson, 1991). It is interesting to note that communicating clearly general information about the local area to

tourists before they visit the destination, is one of the solutions found in the research to reduce the challenge of tourists' expecting the lifestyle nowadays to be the same as the style in the past. Then, the tourism management team should estimate the potential of their resources and set the objectives of the activities. Planning the learning process is the next step in developing the delivery forms of creative tourism. Clear tourism information and a calendar of events are good tools for planning.

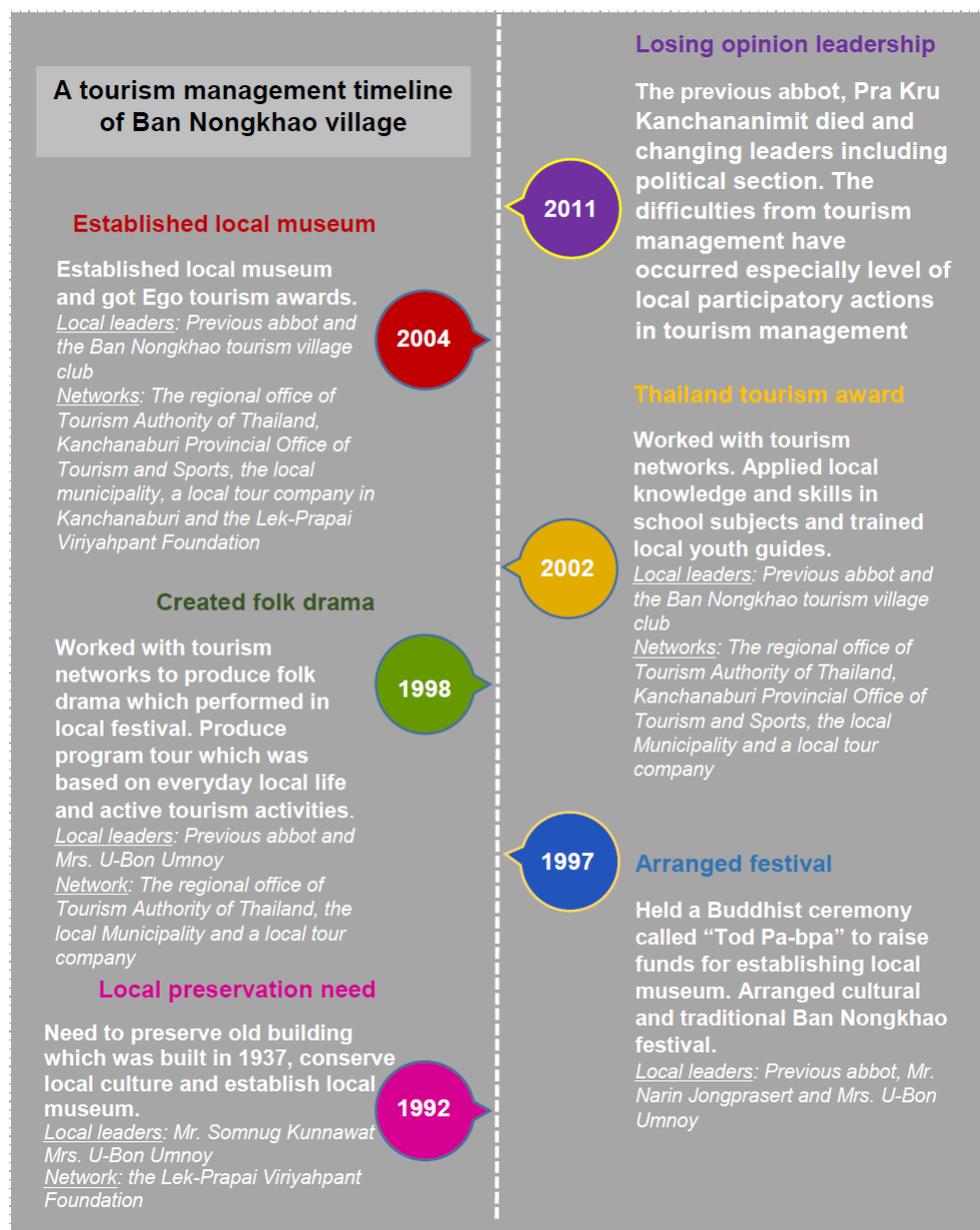
### *8.2.3 Community participatory action in creative tourism: The role of local human resource development*

*Objective 3: To study the challenges of community-based management and explore the solutions to increase the level of local participation in creative tourism*

Within this research, it was clearly identified that the root of community-based tourism management problems can be found in the weakness of local human resources, especially a lack of local pride which is one of the important factors for local sustainable development (see section 6.2.1 and 6.2.2). A good solution to reduce this challenge should be based on holistic local human resource development. Figure 8.1 shows the timeline of tourism management in Ban Nongkhao village. From 1997 to 2011, it had effective community-based tourism management because there were strong opinion leaders who had a high level of local pride and a desire to preserve local culture. They fostered the creation of good tourism networks for supporting the community in the use of tourism as a tool for sustainable development. The Ban Nongkhao cultural village tourism group was established in 1999. There was successful community-based tourism management which, for example, attracted a number of tourists, provided local jobs, supported community unity and preserved local culture. However, there have been problems since 2011 because of a void of opinion leadership which occurred when the previous abbot passed away and

the leader of the tourism management team changed. Nowadays, this tourism group has a decreased role in managing tourism because there are neither strong opinion leaders nor good coordinators like the previous abbot who had a high level of local pride and a strong commitment to community work.

Figure 8.1 A tourism management timeline of Ban Nongkhao village  
(source: Author)



Several previous research studies such as Russo (2002), Smith and Duffy (2003) and Telfer and Shapely (2008) have revealed that one

cultural tourism management problem is that local destinations cannot control the number of tourists and this can affect the local economy, environment and culture (see more information in section 2.3). This problem relates to the strength of local human resources and local participation in the management process. From the results of this research, it was clearly found that local human resource development is important to support long term tourism management, especially for creative tourism which requires local people to be part of all processes, and to avoid management problems.

The result of this research revealed that there is a void in opinion leadership in the case study area. There are problems to improve and develop the next generation of leadership. This is similar to the study of Aref, Redzuan and Emby (2009), it found that there was a challenge to provide leadership opportunities for the younger generation and this affected tourism management which is not successful in Shiraz, Iran. The opinion leadership is different from formal leadership. Opinion leaders are not related to politics and local people have a strong faith in their good behaviour and positive attitude towards working for community benefits. This study discovered that the local human resource development system in the previous time called the *Boworn* (home, temple and school organizations system) could develop general and local knowledge and skills and positive ways of thinking as well as ethical and moral visions which are significant factors in local human resource development for creative tourism management (see sections 6.3.1, and 6.3.2). Home signifies the family and the administrative office which play important roles in producing and developing local values and ways of thinking. Temple refers to the religious institution which can support the development of local ethics and morals. School represents educational institutes that focus on providing general knowledge. It is important to note that effective local human development should integrate all organizations so that they work together. When local thinking about the concept of sustainable development and local pride are naturally absorbed along with general

and local knowledge, the level of community participatory action can increase. There was a high level of local participation in the first fourteen years because the previous tourism leadership team consisted of older generations who were developed using the *Boworn* system. This process is important for developing human resources who can manage the unique and spontaneous tourism products and services in creative tourism (see section 6.3.3). Moreover, this system can increase good local relationships and community unity which can support an appropriate tourism atmosphere, providing effective learning processes between local people and tourists. In addition, the roles of the local resource development system can help local people recognize the benefits which they can get from their participation in community work. This research also found that achieving a successful system in the long term for sustainable development should be based on the potential of local organizations and the effectiveness of the governance (see sections 6.4.1 and 6.4.2).

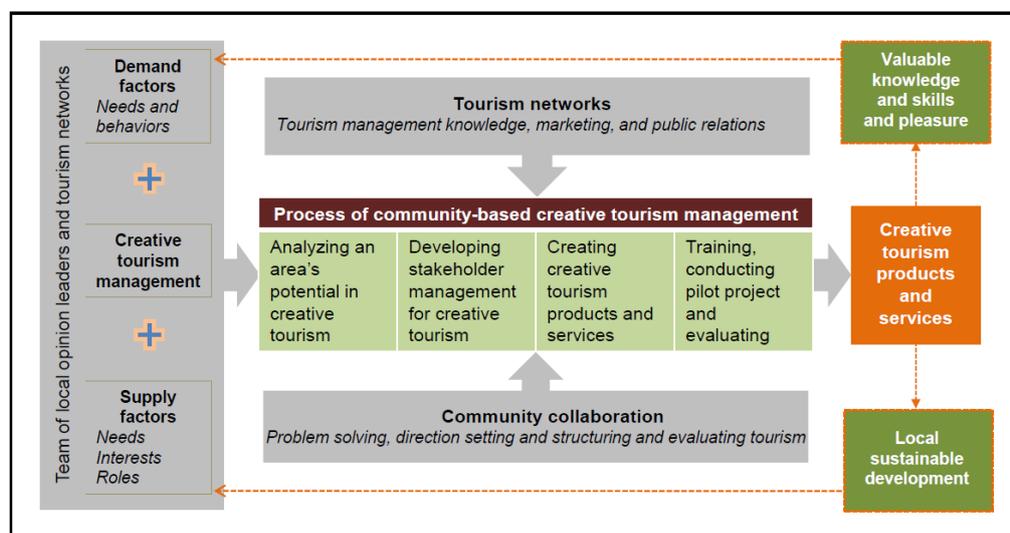
#### *8.2.4 A framework of community-based creative tourism management*

##### *Objective 4: To construct a framework of creative tourism to enhance community-based management in terms of local sustainable development*

In studies by Murphy (1985), Getz (1989) and Harrison (1992), there were similar findings that the major causes of community-based tourism management challenges are the lack of community involvement and integration of tourism management. Local people do not have empowerment or cannot participate in the process of strategies or policy planning process at any level from community to national level. Information in the literature review indicates that the concept of creative tourism may be able to support and increase the level of local participatory action in tourism management. However, there have not been previous studies focusing on this issue. Consequently, this research has sought to provide a structure for

enhancing local participation, for imparting valuable knowledge and skills to creative tourists and for developing and preserving the community in terms of sustainable development that is based on collaboration among local stakeholders, residents and tourism networks. Figure 8.2 shows a framework for community-based creative tourism management which provides the elements and management process.

*Figure 8.2 A framework for community-based creative tourism management (source: Author)*



Most previous research studies have constructed frameworks or models of creative tourism management which relate to innovation, novelty, arts, events, festivals or performances (see Chapter 2, Section 2.2 for more details). Within this research, the focus is on valuable local knowledge and skills as the main products of community-based creative tourism management. Providing valuable local knowledge and skills and a high level of satisfaction for creative tourists, as well as achieving local sustainable development, are based on connections and promoting collaboration amongst local people and tourism networks. Effective local leaders and stakeholder management are significant to deal with tourism management challenges and lead to successful long-term management. Community leaders can and do

play important roles in helping local people and local stakeholders to recognise public benefits and encouraging them to work together (see Chapter 4, Section 4.2.2 for more details). Moreover, effective leaders can also create tourism networks for supporting tourism management in the long term (see Chapter 4, Section 4.2.3 for more details). Meanwhile, stakeholder management is necessary to achieve successful local sustainable development. It can reduce tourism management challenges, especially in resource allocation (see Chapter 7, Section 7.3 for more details).

Unfortunately, without effective leaders and stakeholder management, it would be difficult for a community to successfully host creative tourism. It is important to note that the framework is focused on the internal, community-based aspects of managing creative tourism sustainably. In practice, there are also external factors that can affect the success of this tourism, such as economic or political problems, and these are not addressed by the framework (see figure 8.2). In addition, the focus of the framework is on establishing an effective process. If it is to be fully effective, issues such as managing capacity to meet increased demand from tourists would also need to be dealt with. These are aspects that would be useful to explore in future studies.

In this framework, there are two processes that require the collaboration between community (including local leaders, local people and stakeholders) and tourism networks to reach the concept of community-based creative tourism management in terms of local sustainable development and tourist satisfaction. First studying creative tourists' and community members' needs and their interest in creative tourism (see Chapter 5, Sections 5.2.1, 5.2.2 and 5.2.3 for more details) can help determine the direction of activity management. It is interesting to note that strong local opinion leaders and tourism networks are vital to achieving effective actions (see Chapter 4, Sections 4.2.1 and 4.2.3 for more details) because leaders'

perspectives which focus on community benefits and tourism management knowledge and skills can lead to finding resourceful information to estimate the potential of destinations for creative management. At the same time, effective tourism networks which focus on applying creative tourism as one of the tools for developing a destination can support a local leader by coordinating communication with all residents to promote the understanding of creative tourism management and its benefits. At the end of the first process, a community wishing to become a destination will know the general information required to develop creative tourism management such as by providing local knowledge and enjoyment, increasing support for the local economy or by preserving local culture, society and the environment.

Secondly, the process of developing community-based creative tourism products and services in this framework can produce authentic creative experiences as well as direct the needs of local people. Consequently, this framework presents how community-based creative tourism management can create a higher level of local participatory action than other tourism forms (see Chapter 7, Sections 7.4.1, 7.4.2 and 7.4.3 for more details). All processes require the community to be part of their management. This can present real local stories and atmosphere which are the first needs of creative tourists when they decide to visit destinations. Meanwhile, tourism networks can help local people to manage the development of the learning process between communities and tourists which is based on the potential of local people.

Local people are the key actors to participate in all management processes and provide unique creative tourism activities which are based on local stories through the participation process (see Chapter 7, Sections 7.2.1, 7.2.2 and 7.2.3 for more details). This research revealed that the process of creative tourism management can increase level of local participatory actions and local pride because

local people have good opportunities to share and develop their knowledge and skills. This can also encourage community members to recognise the value of local knowledge and skills and can motivate them to conserve their culture, society and environment. Mason (2008) confirmed that the value and judgement of local people can affect the level of participation in tourism management which may have beneficial or detrimental impacts. However, the process of communication with local people about creative tourism benefits is crucial for persuading local people to participate in the management process. This research discovered that if local people could identify tourism benefits, they would be willing to participate in tourism management. Previous researchers suggested that to succeed in community-based planning and management a clear and transparent strategy needs to be agreed and understood by all participants who relate to tourism management (Murphy, 1985; Getz, 1986; Hall, 2000; and Mason 2003). The framework of community-based creative tourism management can provide good relationships among all stakeholders, residents and tourism networks because it focuses on local benefits and emphasises the importance of all actors' roles which relate to tourism impacts.

Moreover, community-based creative tourism management can respond to the direct needs and increase the level of public awareness of both local people and tourists. These can produce positive local impacts and reduce negative impacts in terms of local economy, society and environment. In part of local economy, Gordin and Matetskaya (2012) confirmed that creative tourism can help destinations to open new spaces for tourism activities in the low season. Moreover, Sepe and Trapani (2010) found that there are a huge number of repeat tourists to creative tourism sites. Meanwhile, Olson and Ivanov (2010), Zudin (2010), and Mitchell and Ashley (2010) found that creative tourism can develop the livelihood of local people and it also influences the conservation and development of the cultural heritage and lifestyle of local people. Moreover, this tourism focuses on participation and co-creation process between local people and

tourists; it leads to 'learn-and-share' knowledge and experiences. Binkhorst (2005) indicated that these processes can persuade all participants to conserve local fauna, and flora. Additionally, Richards and Wilson (2006) confirmed that creative tourism is more sustainable than cultural tourism in terms of environment because all participants can learn together through the creative activities. This research also found that community-based creative tourism management can lead to achieving local sustainable development.

### **8.3 Key contributions**

The research results have provided key contributions to develop a new framework of community-based creative tourism for enhancing local participatory actions in tourism planning and management. The processes in the framework can reduce the present challenges of community-based tourism in cultural sites especially the lack of local participatory actions in long-term tourism management. Moreover, it can help to fill a gap identified in previous research on creative tourism in rural areas where there are no outstanding sites in terms of innovative products or art. There are many studies that seek to explore community-based tourism as a method to help local areas in terms of sustainable tourism and there is also some existing literature which has discovered a lack of local action in long-term tourism management. This research into a community-based creative tourism framework has identified ways in which creating good collaboration among all actors and increasing local pride are factors to achieve long-term tourism management. At the same time, this framework can lead to providing valuable local knowledge and skills for creative tourists who focus on self-development needs as well as enjoyment. Importantly, the framework also identifies the process of producing authentic creative activities by a community.

The researcher has explored participation by the community through working as a local guide, being a local representative in government focus groups and joining in local meetings. The findings of this research generally support the view that local people are a significant factor in creative tourism activities management which can attract tourists. This can reduce the present challenges in tourism management especially conflicts between local people and private entrepreneurs, about who benefits from the tourism. Local people can increasingly recognise local value and culture. Moreover, they will try to identify the local wisdom such as local food, craft and way of life that can be adapted to create creative tourism activities. These can lead the community to conserve local wisdom and culture.

Furthermore, the study has highlighted the importance of local human resource development systems that support the goal of sustainable tourism management in rural areas. This fieldwork has identified the same problems about human resource management and leadership opportunities for young people which have been found in other destinations in developing countries. This study has demonstrated that the local human resource development system can not only focus on preparing human resources for tourism in the present time but also needs to cultivate the properties of tourism human resources in the next generation. A local human resource development system used in the past called the *Boworn* (home, temple and school organizations system) could develop and improve general and local knowledge and skills and positive ways of thinking as well as ethical and moral visions which are significant factors in local human resources for creative tourism management.

Thailand is an upper middle income nation (World Bank, 2011); therefore, this framework might not work as well for developing countries or low income countries with less participation capacity. It can be used by areas in western Thailand and possibly be adapted to suit other rural areas, especially cultural-based sites. It can support the

strength of communities and lead to increased local empowerment in the long term because local people can absorb and transfer knowledge of sustainable development through sharing and learning together. Consequently, local people can balance and evaluate community benefits which can affect local sustainable development. Meanwhile, all local stakeholders can also obtain get tourism benefits since it can reduce negative competition and conflict in tourism management. It is interesting to note that all processes in the community-based creative tourism framework need grassroots management to achieve success. At the same time, this can increase good relationships and affect the well-being and happiness of the community.

Local and national governments can use the framework as a starting point for setting up community-based creative tourism in cultural sites. The results of this research can be used as general information to support policy and strategy making in terms of long-lasting tourism management. The framework can reduce the problems of cultural tourism management and can preserve the environment, protect the local culture, create jobs for local people and develop of the quality of life in the area. Most importantly, it can lead to the enhancement of local participation in tourism planning and management.

#### **8.4 Limitations of the research**

This research was limited by resources in terms of time and budget and these affected the data collecting process. Grounded theory is considered as an effective interpretive tool for getting deep levels of information from participants. Consequently it necessitates the use of various methods for collecting data and the results can be gained from the perspectives of participants rather than only from the researcher's perspectives. Research interview skill training was important for reaching a wide area and obtaining in-depth information in the limited time. The researcher needed to be knowledgeable about the research topic and how to direct the interview to get a balance between an open-

ended interview and the focus on the research aim. Moreover, the interview schedule and process were well organized to ensure that data collecting was completed on time, although there was a time barrier for exploring the information (see Chapter 3, section 3.3.3 for more details). It was important for the researcher to spend time with the group of stakeholder participants to be familiar with them. Time was spent informally with participants such as attending local weddings, funeral ceremonies, and other events, as well as having meals with them because it could encourage the participants to share their experiences through spontaneous feelings. Meanwhile, in the case of tourist participants who generally have fixed tourism itineraries and a focus on travel and pleasure, the researcher had to estimate their available time and apply different methods to gather data. Additionally, the researcher was well prepared with semi-structured interview questions. More importantly, the researcher needed good health and positive energy because in-depth interviews and grounded theory ethnography require a lot of concentration to listen to answers while thinking of the next questions or new issues from previous answers.

The second limitation is related to the in-depth interview process in grounded theory. Getting the depth and breadth of information which comes from the knowledge and perspective of all participants including stakeholders and tourists was difficult. Most stakeholders were leaders, experts or elite people. Therefore, it was not easy to make appointments with them, make interesting conversation in a limited time and encouraging them to detail their knowledge and perspective. It is important for a researcher to spend time in an area to become familiar with local people and look for a coordinator who can introduce the researcher to these stakeholders because the relationships between local people and elite participants lead to making contact easier for arranging interviews and supporting a smooth interview process. If it had not been possible to conduct successful interviews with key stakeholders, the research would have been severely impacted due to the lack of critical information. At the same time, it is

also necessary for a researcher to prepare research knowledge and the background of participants in order to obtain the necessary research data. Because of limited time, good time management skills are essential for reaching the in-depth interview process goals. Importantly, studying the background of participants who were referred and be appropriate people for the researcher questions was necessary to get sufficient information to construct a grounded theory. On the part of tourists, there is also limited time for interviews. The researcher needs to prepare information before working such as the semi-open questions with a wide range of topics to encourage participants to tell their stories and feelings, knowledge about the stories of the destinations and background of the tourists who booked the program tours. These could support interesting conversations and help the researcher become familiar with tourists. Potential problems can occur if stakeholders or tourists do not feel comfortable sharing information with the researcher. As a result, a letter of introduction for data collecting from the sponsoring university was important for making all participants feel confident to talk with the researcher.

The third limitation was the coding process. The researcher, academic collaborators and literature reviews are crucial factors to reach the coding credibility. The researcher should feel relaxed and open-minded about coding because it is not only names or labels from data but also searching for the right words for conceptual descriptions. Brainstorming, examining, comparing, conceptualising and categorising are applied to code data. At the same time, the researcher has to work closely with her research supervisors to get the coding credibility. In this research, the field was in Thailand. More than three quarters of research participants were Thai people, so Thai academic collaborations also were required to reach the coding credibility. Thai lecturers from Nakhon Pathom Rajabhat University and Kanchanaburi Rajabhat University who have worked in the tourism and hotel programme for more than ten years and have had experience teaching and doing research in the tourism industry field could comment on and

recommend the names or labels of coding. Meanwhile, a native English speaker who is an English teacher and has proofread tourism research studies for Thai researchers for more than ten years was a crucial person for supporting the coding credibility in this research. Additionally, literature reviews were also used to support the effective coding process when searching for the right words for descriptions.

### **8.5 Directions for future research**

In recent years, most research on creative tourism has focused on creative city management which is based on art, innovation or novelty knowledge and skills. There is little literature available in the area of community-based creative tourism management which can also provide valuable knowledge and skills from everyday local life and local wisdom through the learning participation process between tourists and community members. The results of this research will act as a framework for future research into creative tourism management in rural areas which are not remarkable sites in terms of innovative products or art. This research has clearly shown that culture-based destinations in rural areas can manage creative tourism as a tool for local sustainable development.

The research results also show that the role of opinion leadership is the most important factor to reach successful community-based creative tourism management and increase the level of local participatory action. This is one of the community-based tourism management challenges in rural areas. Individual leadership affects local empowerment. When there is a void in opinion leadership, tourism management has had limited successful management and local participatory action and empowerment decrease. Further research will be required to study the factors and processes that can improve and develop local opinion leaders and discover ways to transfer opinion leadership knowledge and skills from older generations to younger generations. Moreover, a model to develop local leadership for long

term community-based creative tourism management is needed in the study of local sustainable development.

Meanwhile, it is interesting to note that the process of knowledge management and transfer is required for community-based creative tourism. Within this research, core products of creative tourism in rural areas which are based on community actions to transfer and transform local knowledge and skills to tourists were discovered. The process of knowledge management is necessary for all processes of creative tourism management from the stage of creating products and services that can support transferring and transforming knowledge onwards. Clearly, further research will be needed to study the factors and processes of an effective knowledge management system which are crucial for creative tourism outputs.

Finally, this research only studied creative tourism stakeholders' management by discussing roles and interests of stakeholders and strategies to manage stakeholders in creative tourism management. Additional research might also introduce a framework of effective creative tourism stakeholders' management that can lead to good relationships and local unity. This framework could also affect the creative tourism atmosphere and long-term management.

## **8.6 Conclusion**

From the research that has been carried out, it is possible to conclude that creative tourism management can be a tool to increase local participation in terms of sustainable development of rural areas. This tourism form can regenerate and differentiate culture-based sites by adding value to tourism products and services through participative activities between local people and community members. This research revealed that in studying the potential of areas to manage creative tourism, the tourism supply and demand factors are key factors to reach successful management in the long term (see chapter 4 and chapter 5). Meanwhile, local people are the main actors playing

important roles in creative tourism management in culture-based rural areas because this tourism requires authentic tourism activities and local participation. Therefore, local human resource development is necessary to support effective tourism management and can provide valuable local knowledge and skills for tourists (see chapter 6). Summing up the framework of this research, it presents the factors and processes of community-based creative tourism management which can encourage a higher level of local participatory action and lead to local sustainable development (see chapter 7).

There are some limitations in this research such as the data coding and financial and time challenges. However, despite these limitations, this research has produced a framework for developing community-based creative tourism in rural areas in terms of local sustainable development which can be strengthened and extended by the researcher and others in the academic community.

## Appendix 1: Ethical information



### **PhD Research: Community-based creative tourism management to enhance local sustainable development in Kanchanaburi, Thailand**

#### **Information Sheet for Participant**

##### **In-depth interview**

Thank you for showing an interest in this research. It is carried out as part of my research in tourism management. Please take some time to read this information to find out my research and what your participation involves. If there is anything that is unclear, or if you would like more information, please ask me.

##### **Overall research aim**

The purpose of the study is to construct a framework for developing creative tourism to enhance community participation in terms of local sustainable development. The research results could affect the area in a positive way by helping to alleviate economic problems, preserve the environment, protect the local culture, create jobs for local people and develop the quality of life in the area. The framework can also be applied to assist neighbouring areas in Western Thailand and possibly adapted to suit other rural areas.

##### **The process when you participate in this research**

You can decide to participate for this research and they can decline answering particular questions or withdraw at any time without giving any reason if they feel hesitant or uncomfortable.

The in-depth interview would last 30 minutes to 2 hours and be held by me. This interview will be held at the fieldwork and takes place in public situations. The interview is recorded with a digital recorder. These recordings will be erased once the interview has been transcribed and analysed. The information collected during this study will remain strictly confidential and accessible only to appropriate members of the research team. In terms of protecting confidentiality, your profiles or details are not used in data transcription and analysis and are not presented in reports of research.

In three months' time, I would like to contact you for a short audio-recorded follow-up telephone or Skype interview, which would last about 30 minutes and be held by me. I would call you up at a time that is convenient for you using a number of your choice.

**Type of questions**

You will be asked questions about your experience of tourism management at Ban Nong Khao cultural village and your perception and feeling with this area.

An open-questioning technique where the exact questions asked have not been decided in advance, but will depend on the way in which the interview develops.

**The results of this research**

The research results could affect the area in a positive way by helping to alleviate economic problems, preserve the environment, protect the local culture, create jobs for local people and develop the quality of life in the area. The framework can also be applied to assist neighbouring areas in Western Thailand and possibly adapted to suit other rural areas.

**If you have any questions or concerns about this research, either now or in the future, please free to contact:**

Maslin Buaban  
University of Exeter Business School  
Mobile: +447474 014501  
Email: mb525@exeter.ac.uk

or  
Professor Gareth Shaw (Supervisor)  
University of Exeter Business School  
University telephone number: +441392 723332  
Email: G.Shaw@exeter.ac.uk

or  
Professor Simon James (Supervisor)  
University of Exeter Business School  
University telephone number: +441392 723204  
Email: S.R.James@exeter.ac.uk

## Appendix 2: Consent form



### PhD Research: Community-based creative tourism management to enhance local sustainable development in Kanchanaburi, Thailand

#### Consent Form for Participant

I have read the information sheet form of Grounded theory approach for this project and understand what it is about. All my questions have been answered. I understand that I am free to request further information at any stage.

I know that:		Agree	Disagree
1	My participation is entirely voluntary		
2	The data (Audio-tapes and transcripts) will be kept in secure storage		
3	The information collected during this study will remain strictly confidential and accessible only to appropriate members of the research team		
4	The exact questions asked have not been decided in advance, but will depend on the way in which interview develops		
5	If I feel hesitant or uncomfortable, I have the right to decline answering particular questions		
6	Some anonymised quotations from the interview may be used in publications based on study		
7	I agree to take part in follow-up telephone interview in 3-months' time		

#### I agree to take part in this research

-----  
(Printed name of participant)                      (Signature of participant)                      (Date)

-----  
(Printed name of researcher)                      (Signature of researcher)                      (Date)

### Appendix 3: The letter of introduction for data collecting from Nakhon Pathom Rajabhat University, Thailand



ที่ ศธ ๕๕๔.๐๓/ ๑๐๒

คณะมนุษยศาสตร์และสังคมศาสตร์  
มหาวิทยาลัยราชภัฏนครปฐม  
อำเภอเมือง จังหวัดนครปฐม๗๓๐๐๐

๒ กุมภาพันธ์ ๒๕๕๘

เรื่อง ขอความอนุเคราะห์เก็บข้อมูลประกอบงานวิจัย

เรียน ผู้มีส่วนเกี่ยวข้อง

ด้วยนางสาวมัสลิน บัวบาน อาจารย์ประจำสาขาวิชาการท่องเที่ยวและการโรงแรม คณะมนุษยศาสตร์และสังคมศาสตร์ มหาวิทยาลัยราชภัฏนครปฐม กำลังศึกษาต่อระดับปริญญาเอก ณ University of Exeter ประเทศอังกฤษ ในสาขาวิชา Management ได้ทำวิจัยในเรื่อง Community-based creative tourism management to enhance local sustainable development in Kanchanaburi province, Thailand ในพื้นที่หมู่บ้านหนองขาว อำเภอดำม่วง จังหวัดกาญจนบุรี และได้ลงพื้นที่เก็บข้อมูลวิจัยระหว่างเดือนมกราคมถึงเดือนมีนาคม พ.ศ. ๒๕๕๘

ในการนี้ คณะมนุษยศาสตร์ฯ ขอความอนุเคราะห์ให้นางสาวมัสลิน บัวบาน เก็บข้อมูลโดยการสัมภาษณ์เชิงลึกประกอบการสังเกต จากท่านซึ่งเป็นผู้ที่เกี่ยวข้องกับการจัดการท่องเที่ยวของหมู่บ้านหนองขาว อำเภอดำม่วง จังหวัดกาญจนบุรี ในช่วงเวลาดังกล่าว

จึงเรียนมาเพื่อโปรดอนุเคราะห์ จักเป็นพระคุณยิ่ง

ขอแสดงความนับถือ

(ผู้ช่วยศาสตราจารย์ ดร.อุษา น้อยทิม)

คณบดีคณะมนุษยศาสตร์และสังคมศาสตร์ ปฏิบัติราชการแทน  
อธิการบดีมหาวิทยาลัยราชภัฏนครปฐม

สำนักงานคณะมนุษยศาสตร์และสังคมศาสตร์  
สาขาวิชาการท่องเที่ยวและโรงแรม  
โทรศัพท์, โทรสาร ๐๓๔ ๒๕๖ ๐๖๖

#### Appendix 4: Interview questions for stakeholder groups

Interview questions for all stakeholder groups	
Can you tell about the socio-economic and environmental aspects in this area?	<p>Is there a difference from the past (compare last 10 years)?</p> <p>Please explain the difference in your opinion.</p> <p>What are the main factors that support the change in this area?</p>
Can you tell about tourism in this area?	<p>How did tourism happen in this area?</p> <p>How do you feel about the tourism?</p>
What are the impacts from tourism?	Please tell me about the positive and negative impacts in the socio-economic and environment aspects?
Do you think tourism can lead to local sustainable development?	<p>How would you rate the sustainable tourism management in this area?</p> <p>In your opinion, how can sustainable tourism be managed in this area?</p>
What are the cultural authenticities of this area?	Why is this area different from the other cultural destinations?
What are the tourism activities in this area?	<p>Do you think the activities differ from the other destinations? Please describe the reasons.</p> <p>Could you describe the activities that can promote the local authenticity?</p> <p>What are the benefits from these activities for tourists and local people?</p>
Do you think these activities can provide knowledge or experience for tourists?	Could you describe how activities can provide knowledge or experience for tourists?
Do you think local people can participate in the activities?	How do the local people participate in tourism activities?
Have you heard of creative tourism that emphasises active skill improvement for tourists and focuses on local people's participation?	<p>Do you think this area can promote creative tourism?</p> <p>What are the factors that can support the promotion of creative tourism in this area?</p>

<b>Interview questions for public sector organizations and government officials</b>	
What are the objectives of the present tourism management strategies?	Who are the actors for tourism planning and management?  What is the process of planning and management?  What do you think about this strategy?
Do you think this tourism strategy can support local sustainable development?	Could you explain the reasons?
Can you tell me about the key factors in planning and management for sustainability?	Do you think local people can participate in the planning and management process a lot, some, only a little or not at all?  How could local people be supported to be more involved with the tourism planning and management process?
<b>Interview questions for private sectors, NGO and residents</b>	
What do you think about the present strategy?	Do you think this tourism strategy can support local sustainable development?  Can you tell me about the factors that can support local sustainable development?
How are you involved in the tourism planning and management process?	How could local people be supported to be more involved with the tourism planning and management process?

### Appendix 5: Semi-interview questions for tourists

<p>Can you tell me why you chose to visit this destination?</p>	<p>What were your expectations when you decided to visit this area?</p> <p>After your visit, how do you feel?</p> <p>What was most impressive about this area?</p>
<p>What are the activities that you joined in this area?</p>	<p>What do you think about these activities?</p>
<p>Do you think this area differs from the other destinations?</p>	<p>Please give me a reason why you think like that.</p>
<p>Do you think these activities can provide knowledge or experience for tourists?</p>	<p>Could you describe how activities can provide knowledge or experience for tourists?</p>
<p>Do you think local people can participate in the activities?</p>	<p>How do the local people participate in tourism activities?</p>
<p>Have you heard of creative tourism that emphasises active skill improvement for tourists and focuses on local people participation?</p>	<p>Do you think this area can promote creative tourism?</p> <p>What are the factors that can support the promotion of creative tourism in this area?</p>

## Appendix 6: Mitchell's questions (Charmaz and Mitchell, 2001)

- What is the setting of action? When and how does action take place?
- What is going on? What is the overall activity being studied, the relatively long-term behaviour about which participants organize themselves? What specific acts comprise this activity?
- How are actors (research participants) organized? What organizations effect, oversee, regulate or promote this activity?
- How are members stratified? Who is ostensibly in charge? Does being in charge vary by activity? How is membership achieved and maintained?
- What do actors pay attention to? What is important, preoccupying, and critical?
- What do they pointedly ignore that other persons might pay attention to?
- What symbols do actors invoke to understand their worlds, the participants and processes within them, and the objects and events they encounter? What names do they attach to objects, events, persons, roles, setting and equipment?
- What practices, skills, stratagems, and methods of operation do actors employ?
- Which theories, motives, excuses, justifications or other explanations do actors use in accounting for their participation? How do they explain to each other, not to outside investigators, what they do and why they do it?
- What goals do actors seek? When, from their perspective, is an act well or poorly done? How do they judge action-by what standards, developed and applied by whom?
- What rewards do various actors gain from their participation?

## Appendix 7: The coding table along research objectives

i) To explore and evaluate the potential of a case study area in Kanchanaburi Province for attracting niche tourists who are interested in cultural-based creativity

<b>Open coding (Line-by-line coding)</b>	<b>Subthemes (Axial coding)</b>	<b>Main themes (Selective coding)</b>
<ul style="list-style-type: none"> <li>▪Opinion leader: vision and sense of loving hometown, communication skills, network, transparent personality</li> <li>▪Strong social relationship: kinship system, school classmates, friends of the same age or monk ordination group</li> <li>▪Dependence society: joining the family event, temple event, school event and public event</li> <li>▪Local people: kindness, friendly, pride of place and belonging</li> <li>▪The sense of loving hometown and need to preserve culture</li> </ul>	Service provider: community	The readiness of human resources
<ul style="list-style-type: none"> <li>▪The sense of loving area</li> <li>▪Tourism management and ethic training</li> </ul>	Management part: government and business partner	
<ul style="list-style-type: none"> <li>▪Tourism management knowledge from middle person: tour companies, restaurant, accommodation</li> <li>▪Local wisdom: base of story</li> </ul>	Knowledge sharing and management	Integrating management procedure
<ul style="list-style-type: none"> <li>▪Effective leadership skills</li> <li>▪Strong vision and committed leader</li> <li>▪Can deal with local challenges</li> <li>▪Influencing the local relationships, good cooperation</li> <li>▪Ability to influence other people's opinions or behaviour</li> <li>▪The sense of loving area and local pride</li> <li>▪Networking</li> <li>▪Mixture of local volunteers, entrepreneurs and government</li> <li>▪Communication skills and knowledge, the art of speaking and psychological skills</li> <li>▪Good behaviour, friendly and kind personality and financial transparency</li> </ul>	Potential of leadership	Availability of human resources
<ul style="list-style-type: none"> <li>▪Role of local people</li> <li>▪The sense of local pride, the climate of local harmony and local power</li> </ul>	Community strength	

<b>Open coding (Line-by-line coding)</b>	<b>Subthemes (Axial coding)</b>	<b>Main themes (Selective coding)</b>
<ul style="list-style-type: none"> <li>▪Active followers</li> <li>▪Focusing on local sustainable development</li> <li>▪Strong social relationship: kinship system, school classmates and friends of the same age or monk ordination group</li> </ul>		
<ul style="list-style-type: none"> <li>▪Providing the process of learning and exchanging, effective business activities and community benefits</li> <li>▪Providing the solutions for community problems or challenges</li> <li>▪Encourage effective participation processes</li> <li>▪Reducing funding problem</li> <li>▪The public consciousness visions and passions</li> <li>▪Type of networks, close personal networks, community networks and governance networks</li> <li>▪Expert in product development</li> <li>▪Tourism and marketing management</li> <li>▪Communication skills</li> <li>▪Faith</li> </ul>	Tourism networks	
<ul style="list-style-type: none"> <li>▪The authentic community atmosphere, current local way of life, beliefs and culture, real life</li> <li>▪Local belief, Local tradition: <i>Mo Yai</i> belief</li> <li>▪Local museum that presents real local life</li> <li>▪Event: Songkran Festival</li> <li>▪House style</li> </ul>	Authenticity: different from the other destinations	Tourism attraction system
<ul style="list-style-type: none"> <li>▪Outstanding aspects of attractions, facilities, accessibility</li> <li>▪Relationship of local people, participation activities</li> <li>▪Accommodation: resort, homestay</li> <li>▪Food service</li> <li>▪Safety</li> </ul>	Tourism capacity	
<ul style="list-style-type: none"> <li>▪A variety of activities</li> <li>▪Beautiful routes</li> <li>▪Linking with the other destinations</li> <li>▪Reduce the problem of uninteresting destination image</li> </ul>	Tourism routes	

<b>Open coding (Line-by-line coding)</b>	<b>Subthemes (Axial coding)</b>	<b>Main themes (Selective coding)</b>
<ul style="list-style-type: none"> <li>▪ Create, promote attractive destination images</li> <li>▪ Can influence tourism attraction management</li> <li>▪ Support knowledge and skills in marketing management and budget</li> <li>▪ Professional marketing teams and networks</li> <li>▪ The sense of loving an area, needs a lot of time and a high determination to achieve goals,</li> <li>▪ Business partners, the other organizations from government and NGOs</li> </ul>	A variety of marketing teams	
<ul style="list-style-type: none"> <li>▪ Local people</li> <li>▪ Rich and deep local knowledge and skills</li> <li>▪ Professionalism in local field</li> <li>▪ Helpful service and positive mind</li> <li>▪ Art of communication and human psychology</li> <li>▪ Playing role of teacher, actor and ambassador</li> <li>▪ Entertainment skill</li> <li>▪ Be local representative, image of destination</li> </ul>	The element of transferring local knowledge and skills	Learning components to approach creative experiences
<ul style="list-style-type: none"> <li>▪ Roles of place</li> <li>▪ The right places, locations and services process</li> <li>▪ Service spaces, can present the whole community stories including culture, history and local everyday life, based on tourists capacity and tourism resources, the needs, interest and budget of tourists</li> <li>▪ Service designs, the appropriate number of tutors and class assistants, time and activities management, provide a variety of activities and break time</li> </ul>	Learning and participation environments	

ii) To examine creative tourism experiences for attracting niche tourists who are interested in cultural-based creativity

<b>Open coding (Line-by-line coding)</b>	<b>Subthemes (Axial coding)</b>	<b>Main themes (Selective coding)</b>
<ul style="list-style-type: none"> <li>▪ Learning and self-development needed from real experiences</li> <li>▪ Learning village stories which are interesting or useful, way of life, culture, traditions, local occupations</li> <li>▪ Unique tourism experience: meet and contact with local people</li> <li>▪ Pleasure, fun and safety</li> <li>▪ Knowledge conveyed in an entertaining way</li> </ul>	Acquired needs	Creative tourists
<ul style="list-style-type: none"> <li>▪ Having more social awareness</li> <li>▪ Rejecting the passive or mass-produced package holidays</li> <li>▪ Wanting to get authentic experiences</li> <li>▪ Learn local wisdom that protects environment, culture and society</li> </ul>	Public awareness	
<ul style="list-style-type: none"> <li>▪ Magic of relationship, useful for travelling and low cost trip, safe trip &amp; great experiences, long-term friendships, well-being, happiness, sharing knowledge, clear and useful information</li> </ul>	Networking	
<ul style="list-style-type: none"> <li>▪ Occupation or hobby, friend-based business, useful knowledge, apply for main occupation or hobby, sharing knowledge, adding value product, extending business, new job</li> </ul>		
<ul style="list-style-type: none"> <li>▪ Inspiration, finding solutions, overcome challenges, boosting energy, sharing knowledge</li> </ul>		
<ul style="list-style-type: none"> <li>▪ Learn new things and can do or practice it at the same time</li> <li>▪ Deep knowledge or skills</li> <li>▪ Expanding ideas</li> </ul>	Getting knowledge through doing	Learning by doing
<ul style="list-style-type: none"> <li>▪ Be happy, fun and excited</li> <li>▪ Providing good relationships, cheering up</li> </ul>	Pleasure	
<ul style="list-style-type: none"> <li>▪ Absorptive knowledge               <ul style="list-style-type: none"> <li>- Explanation, demonstration</li> <li>- Listening, observing</li> <li>- More attention</li> <li>- Getting general information</li> <li>- Can assimilate the information</li> </ul> </li> <li>▪ Adjusted knowledge</li> </ul>	Process	

<b>Open coding (Line-by-line coding)</b>	<b>Subthemes (Axial coding)</b>	<b>Main themes (Selective coding)</b>
<ul style="list-style-type: none"> <li>- Practice process</li> <li>- Try to do</li> <li>- Accommodate new knowledge and previous knowledge</li> </ul>		
<ul style="list-style-type: none"> <li>▪ Tourists' perspectives, individual person, tourists' culture, attitudes, environment</li> <li>▪ Understanding all actors</li> <li>▪ Respond directly to tourists' needs</li> <li>▪ Learn by observing, sharing and creating</li> </ul>	Valuable knowledge and skills	Co-creation
<ul style="list-style-type: none"> <li>▪ Happiness, positive emotions</li> <li>▪ Fulfil tourists' needs</li> <li>▪ Getting new knowledge</li> </ul>	Benefits	
<ul style="list-style-type: none"> <li>▪ Tourists and locals play important roles</li> <li>▪ To be partner in process</li> <li>▪ Sharing knowledge and skills</li> <li>▪ Local people play tourism assistant role</li> <li>▪ Tourists' questions, key for trip operation</li> </ul>	Process	
<ul style="list-style-type: none"> <li>▪ A lot of local people</li> <li>▪ Present the local wisdom, occupations, stories, beliefs</li> <li>▪ Become familiar with the general information</li> </ul>	The outstanding points	Festivals: a creation destination
<ul style="list-style-type: none"> <li>▪ Leisure participation</li> <li>▪ Cultural exploration</li> <li>▪ Valuable knowledge</li> <li>▪ Networking <ul style="list-style-type: none"> <li>- Business, work</li> <li>- Friends, relationships</li> </ul> </li> </ul>	Tourists' interests	
<ul style="list-style-type: none"> <li>▪ Finding objectives</li> <li>▪ Locally organized <ul style="list-style-type: none"> <li>- The potential of community</li> </ul> </li> <li>▪ Responding to tourists' needs</li> <li>▪ Roles of local people <ul style="list-style-type: none"> <li>- Encouraging tourists to participate with local people</li> <li>- Local guides, MCs, tour operators, tourism assistants</li> </ul> </li> <li>▪ Tourism networking <ul style="list-style-type: none"> <li>- Supporting festival management</li> </ul> </li> </ul>	Providing creative experiences	
<ul style="list-style-type: none"> <li>▪ Discussing a plan: find the local people's perspectives, look for the potential of local wisdoms, find way to manage workshop by themselves, support the unity and network</li> </ul>	Stage of workshop management	Workshop: local wisdom and gastronomy

Open coding (Line-by-line coding)	Subthemes (Axial coding)	Main themes (Selective coding)
<ul style="list-style-type: none"> <li>▪ The networking: find the main actors and supporters of workshop management, make commitments, inform and educate all actors, inform and educate local people</li> <li>▪ The workshop development: develop human resources in creative tourism, learning atmosphere and environment</li> </ul>		
<ul style="list-style-type: none"> <li>▪ Responding to direct learning needs of creative tourists</li> <li>▪ Practicing in the real situation</li> <li>▪ Learning and discussing with an authority</li> </ul>	Providing valuable knowledge and pleasure	
<ul style="list-style-type: none"> <li>▪ Distributing the real sense of community</li> <li>▪ Talking with local people</li> <li>▪ Local everyday life</li> </ul>	Concept of narrative sharing	Narrative sharing: everyday life and real community
<ul style="list-style-type: none"> <li>▪ Depending on the creative tourists' needs <ul style="list-style-type: none"> <li>- Spending time with local people</li> <li>- Team activities</li> </ul> </li> <li>▪ Tourism calendar and information <ul style="list-style-type: none"> <li>- Reducing the problem of tourists' expectations</li> </ul> </li> </ul>	Management factors	
<ul style="list-style-type: none"> <li>▪ Socio-economic situation of local people <ul style="list-style-type: none"> <li>- Main occupations: agriculture, paddy farming, dry crops (effect from geography)</li> <li>- Part of tourism: actors in learning centre</li> <li>- Support income: weaving loincloth</li> </ul> </li> <li>▪ Environmental aspect <ul style="list-style-type: none"> <li>- Tourism resources: paddies, mountains, forest, gardens, palm fields</li> </ul> </li> <li>▪ Awareness to protect the area: <i>Kwankhao</i> ceremony, traditions</li> </ul>	Destinations and creativity management	The potential of creative tourism management
<ul style="list-style-type: none"> <li>▪ Management partner: tourism presentation, linking way of life to present in package tour</li> </ul>	Role and relationship between service provider and management partner	

iii) To study the challenges of community-based management and explore the solutions to increase the level of local participation for local sustainable development

<b>Open coding (Line-by-line coding)</b>	<b>Subthemes (Axial coding)</b>	<b>Main themes (Selective coding)</b>
<ul style="list-style-type: none"> <li>▪ Ideas for local sustainable development</li> <li>▪ Good behaviour, a reliable leader</li> <li>▪ A good model in how to carry out responsibilities</li> <li>▪ A strong sense of loving can instil in local people affection for the area</li> <li>▪ A friendly and well-organized person</li> <li>▪ Work was clear, honest and easy to understand</li> </ul>	Quality of local leaders	Leadership challenges
<ul style="list-style-type: none"> <li>▪ Not a community supporter</li> <li>▪ The development goal of the community may be unstable</li> <li>▪ Conflicts over local benefits can occur</li> <li>▪ Negotiate the problems among the different groups of people</li> <li>▪ A lack of confidence in finding responsible local people to manage funds</li> <li>▪ Affect community unity and local benefits</li> </ul>	Impact of a void of strong opinions and transparency in community leadership	
<ul style="list-style-type: none"> <li>▪ Low level of local participation in tourism planning and management</li> <li>▪ The mind-set of the new generation</li> <li>▪ Supporting local power</li> <li>▪ Concentrating on only their own benefits</li> </ul>	Lack of local pride within the local community	Follower challenges
<ul style="list-style-type: none"> <li>▪ The sense of community affection - can produce both effective local leaders and followers</li> <li>▪ Focusing on local benefits</li> <li>▪ An awareness of sustainability issues, conservation and their value system as well as perceptions</li> </ul>	Factors that can encourage local people to participate or support public work	
<ul style="list-style-type: none"> <li>▪ The level of local participation in tourism management</li> <li>▪ The difficult process of encouraging local people to participate in local festivals</li> <li>▪ Difficult to invite a local person</li> </ul>	Negative impacts	Shortage of local understanding of sustainable benefits from tourism

<b>Open coding (Line-by-line coding)</b>	<b>Subthemes (Axial coding)</b>	<b>Main themes (Selective coding)</b>
<p>to participate in a local meeting or focus group</p> <ul style="list-style-type: none"> <li>▪ Separating to create and arrange tourism activities by themselves, reducing local unity</li> </ul>		
<ul style="list-style-type: none"> <li>▪ Home, Temple and School (HTS organization)</li> <li>▪ Improving and developing local people to strengthen the community and increase local empowerment in tourism management</li> <li>▪ Providing informal education as lifelong learning</li> <li>▪ Fostering the spiritual capital which can support local relationships through mixtures of religious and local story activities</li> <li>▪ Teaching about the local wisdom and culture which were traditionally the basics of local occupations and hobbies</li> <li>▪ To conserve the local culture, knowledge and skills</li> </ul>	The <i>Boworn</i> system	To develop local human resources in terms of sustainable tourism
<ul style="list-style-type: none"> <li>▪ Outside experts like staff from tourism organizations, including government and non-government offices, and tour companies</li> <li>▪ Can furnish and support tourism knowledge and skills to promote creative tourism in the long term</li> </ul>	Tourism networks	
<ul style="list-style-type: none"> <li>▪ Creating the policy that can inherit local culture; learning, recognizing and practicing about local wisdom</li> <li>▪ Applying local wisdom in classrooms</li> <li>▪ Creating projects that emphasise the government policy</li> <li>▪ Providing selective subjects that relate with local wisdom</li> <li>▪ Establishing public service club for students and teachers</li> <li>▪ Encouraging teachers and students to join local events</li> <li>▪ Improving and developing human resources; knowledge, skills, strong minds and how to live in the society</li> <li>▪ Encouraging local people to study in local area</li> </ul>	Education for creative tourism knowledge and about ethical issues	Local human resource development system

<b>Open coding (Line-by-line coding)</b>	<b>Subthemes (Axial coding)</b>	<b>Main themes (Selective coding)</b>
<ul style="list-style-type: none"> <li>▪ Local wisdom elite: public service</li> </ul>		
<ul style="list-style-type: none"> <li>▪ A factor for local people's decision making to participate in local activities or events               <ul style="list-style-type: none"> <li>▪ The reliability of organizations, the organizations' clear and consistent visions of community benefits, knowledgeable representatives</li> <li>▪ The roles of organization teams, communicating with local people and collaborating with other local organizations, open-minded leaders and staff, paying attention to finding the solutions to and solving local problems, providing the right person to contact each local person</li> </ul> </li> </ul>	<p>The potential of local organizations</p>	<p>Success factors in creative tourism human resource development by the <i>Boworn</i> system</p>
<ul style="list-style-type: none"> <li>▪ Can lead to successful tourism destination management</li> <li>▪ Can gain local people's respect and faith               <ul style="list-style-type: none"> <li>▪ Local people will be willing to participate in or support the organizations' work</li> <li>▪ Focusing on their roles, emphasise community benefits, and detail their work to local people</li> <li>▪ A partnership that works based on community commitments</li> <li>▪ An effective decision making process</li> <li>▪ No relating to politics</li> </ul> </li> </ul>	<p>Effectiveness of the <i>Boworn</i> governance</p>	

iv) To construct a framework of creative tourism to enhance community-based management in terms of sustainability

<b>Open coding (Line-by-line coding)</b>	<b>Subthemes (Axial coding)</b>	<b>Main themes (Selective coding)</b>
<ul style="list-style-type: none"> <li>▪ Based on local knowledge and skills, local atmosphere</li> <li>▪ The best human resources to present local stories</li> <li>▪ A part of a real rural area, local unity, a unique way of life and tourism facilities</li> <li>▪ Analysing and creating the unique creative activities, and managing all of the tourism to provide valuable knowledge and skills for tourists</li> </ul>	Real local participatory actions	Main community-based creative tourism products
<ul style="list-style-type: none"> <li>▪ Giving a chance for local people to present their skills</li> <li>▪ Establishing close links</li> <li>▪ Improving local knowledge and skills</li> <li>▪ Fun and relaxed process</li> <li>▪ Recognising and improving local pride</li> <li>▪ Contribution to main income, extra income and other benefits, happiness and well-being, the strength of community</li> </ul>	Local people as key of creative tourism activity	
<ul style="list-style-type: none"> <li>▪ Finding the local uniqueness, discussing and brainstorming</li> <li>▪ Creating tourism activities</li> </ul>	Create tourism activities management	
<ul style="list-style-type: none"> <li>▪ Analysing creative tourism activities and forming creative alliances</li> <li>▪ Creating the delivery forms, transferring knowledge and skills</li> <li>▪ Evaluating and developing for future improvement</li> </ul>	Process of creative tourism which can encourage local action	Creative tourism process to respond to local sustainable development
<ul style="list-style-type: none"> <li>▪ Physiological and psychological, social and educational needs</li> <li>▪ Increasing local income</li> <li>▪ Community safety and a good standard of life</li> <li>▪ Providing pleasure and a congenial atmosphere</li> <li>▪ Offering an escape from daily routines or a reduction in the stress from everyday life</li> </ul>	Local people needs in responding to local sustainable development	
<ul style="list-style-type: none"> <li>▪ Sharing knowledge among local opinion leaders and tourism networks, formal and informal discussions</li> </ul>	Analyzing an area's potential for creative tourism management	Community-based creative tourism management

<b>Open coding (Line-by-line coding)</b>	<b>Subthemes (Axial coding)</b>	<b>Main themes (Selective coding)</b>
<ul style="list-style-type: none"> <li>▪ The examination of the potential of the destination by community and tourism networks</li> <li>▪ The analysis of three elements: general destination information, local human resources and creative tourists' needs and behaviours</li> <li>▪ Examining the potential of a destination, determining suitable local commitments for community-based creative tourism management</li> </ul>		
<ul style="list-style-type: none"> <li>▪ Integrating a variety of local groups who are interested in creative tourism management and tourism networks from outside</li> <li>▪ Various types of members can support long-lasting creative tourism management</li> <li>▪ Can reduce a leadership void problem</li> <li>▪ A balanced team</li> <li>▪ Building relationships among members</li> </ul>	Developing stakeholder management in creative tourism	
<ul style="list-style-type: none"> <li>▪ Community's needs and interests in creative tourism</li> <li>▪ Creative tourists' needs</li> <li>▪ Behaviour and the creative learning process's potential</li> <li>▪ Studying creative tourists' needs and behaviour</li> <li>▪ Evaluating a destination's potential</li> <li>▪ Creating product and service plans which are based on the concept of creative tourism</li> </ul>	Creating creative tourism products and services	
<ul style="list-style-type: none"> <li>▪ Developing knowledge and skills in three areas: tourism service management; creative learning process management; and local knowledge and skills such as history, culture and local wisdom</li> <li>▪ Improving their management</li> <li>▪ Helping a community to examine a variety of elements in a real tourism situation</li> <li>▪ Meeting to discuss, sort out problems and improve tourism products and services</li> </ul>	Training, doing pilot projects and evaluating	

<b>Open coding (Line-by-line coding)</b>	<b>Subthemes (Axial coding)</b>	<b>Main themes (Selective coding)</b>
<ul style="list-style-type: none"> <li>▪ Tourism alliances, local organisations, outside sources</li> </ul>		

## Bibliography

- Aberbach, J. D. & Rockman, B. A. (2002). Conducting and Coding Elite Interviews. *Political Science & Politics*, 4, 673-676.
- Adams, K. M. (1984). Come to Tana Toraja, "Land of the Heavenly Kings": Travel agents as brokers in ethnicity. *Annals of Tourism Research*. 11, 469-485.
- Adler, P.A. & Adler, P. (1987). Of rhetoric and representation: The four faces of ethnography. *The Sociological Quarterly*, 49(1), 1-30.
- Agar, M. (Ed.). (1996). *The professional stranger: an informal introduction to ethnography* (2<sup>nd</sup> ed.). San Diego: Academic Press.
- Alvarez, M. D. (2010). Creative cities and cultural spaces: New perspectives for city tourism. *International Journal of Culture, Tourism and Hospitality Research*, 4(3), 171 – 175.
- Andersen, L. & O'Loughlin, P. & Salt, A. (2002). *Community Leadership Programs for NSW. Sydney: Strengthening Local Communities*. NSW Premier's Department Strategic Projects Division.
- Arnstein, S.R. (1969). A ladder of citizen participation. *Journal of the American Institute of Planners*, 35 (4), 216–224.
- Aref, F. (2011). Barriers to community capacity building for tourism development in communities in Shiraz, Iran. *Journal of Sustainable Tourism*. 19(3), 347-359.
- Aref, F. & Redzuan, M. & Emby, Z. (2009). Assessing community leadership factor in community capacity building in tourism development: a case study of Shiraz, Iran. *J Hum Ecol*, 28(3), 171-176.

- Beeton, S. (2006). *Community development through tourism*. Australia: BPA Print group.
- Bernard, H.R. (2000). *Social research methods*. Thousand Oaks, CA: Sage.
- Bertaux, D. (1981). From the life-history approach to the transformation of sociological practice. In Daniel Bertaux (Ed.), *Biography and society: The life history approach in the social sciences*, 29-45. London: Sage.
- Binkhorst, E. (2007). Creativity in tourism experiences. In Richards, G. & Wilson, J. (Eds.), *Tourism, creativity and development* (125–143). London: Routledge.
- Bovy, M.B. (1982). New concepts in planning for tourism and recreation. *Tourism Planning*, 3 (4), 308–313.
- Bowen, G. A. (2008). Naturalistic inquiry and the saturation concept: a research note. *Qualitative Research*, 8(1), 137-152.
- Brahmasubha, A. (2012). "Boworn" community learning organization: Pong Kham community, Nan Province and Jam Luang, Chiangmai Province. Retrieved June 15, 2015 from [http://www.air.or.th/AIR/doc/Present\\_17.pdf](http://www.air.or.th/AIR/doc/Present_17.pdf)
- Bramwell, B. & Lane, B. (1993). Sustainable Tourism: An Evolving Global Approach. *Journal of Sustainable Tourism*, 1(1), 1-5.
- Bramwell, B. & Lane, B. (2011). Critical research on the governance of tourism and sustainability. *Journal of Sustainable Tourism*, 19(4-5), 411-421.
- Bruner, E. M. (1991). Transformation of self in Tourism. *Annals of Tourism Research*, 18, 238-250.

- Buller, H. and Morris, C. (2004). Growing goods: The market, state and sustainable food production. *Environment and Planning*, 3(6), 1065–1084.
- Burns, J. M. (2001). New perspectives on leadership research. *German Journal of Human Resource Research*, 18(3), 257-261.
- Butler, R. W. (1980). The concept of a tourist area cycle of evolution: Implications for management of resources. *The Canadian Geographer*, 24(1), 5-12.
- Bruwer, J. (2003). South African wine routes: some perspectives on the wine tourism industry's structural dimensions and wine tourism product. *Tourism Management*, 24(4). 423-435.
- Charmaz, K. (2000). Constructivist and Objectivist Grounded Theory, in N. K. Denzin & Y. Lincoln (Eds.), *Handbook of Qualitative Research* (2nd ed.), Thousand Oaks, CA: Sage.
- Charmaz, K. (2006). *Constructing grounded theory: A practical guide through qualitative analysis*. London: Sage Publications.
- Chhabra, D. & Healy, R. & Sills, E. (2003). Staged authenticity and heritage tourism. *Annals of Tourism Research*, 30(3), 702-719.
- Choi, H. C. & Sirakaya, E. (2006). Sustainability indicators for managing community tourism. *Tourism Management*, 27(6), 1274–1289.
- Cloke, P. (2007). Creativity and tourism in rural environments. In Richards, G. & Wilson, J. (Eds.), *Tourism, creativity and development* (37-47). London: Routledge.
- Coffey, A. & Atkinson, P. (1996). *Making sense of qualitative data: Complementary research strategies*. Thousand Oaks, CA, US: Sage Publications.

- Cohen, E. (1979). A phenomenology of tourist experiences. *Sociology*, 13, 179-201.
- Connell, D. (1997) Participatory development: An approach sensitive to class and gender. *Development in Practice*, 7 (3), 248–259.
- Corbin, J. & Strauss, A. L. (Eds.) (2008). *Basics of qualitative research: Techniques and procedures for developing grounded theory* (3<sup>rd</sup> ed). Thousand Oaks, CA: Sage Publications.
- Creative tourism network (2014). *Presentation of network*. Retrieved January 15, 2014 from [http://www.creativetourismnetwork.org/cms/index.php?option=com\\_content&view=category&layout=blog&id=40&Itemid=90&lang=en](http://www.creativetourismnetwork.org/cms/index.php?option=com_content&view=category&layout=blog&id=40&Itemid=90&lang=en)
- Creswell, J. W. (2007). Qualitative research designs: Selection and Implementation. *The Counselling Psychologist*, 35(2), 236-264.
- Daengbuppha, J. & Hemmington, N. & Wilkes, K. (2006). Using grounded theory to model visitor experiences at heritage sites: Methodological and practical issues, *Qualitative Market Research: An International Journal*, 9(4), 367 – 388.
- Dey, I. (1999). *Grounding grounded theory: A user-friendly guide*. London: Routledge.
- Douglas, J. (1976). *Investigative social research*. Beverly Hills, CA: Sage.
- Duncan, J. S. (1978). The social construction of unreality: An interactionist approach to the tourist's cognition of environment. In David, L., and Samuels, M. S., eds. *Humanistic Geography* (269-282). Chicago: Maaroufa Press.

- Elkington, J. (1994). Towards the sustainable corporation. Win-Win-Win business strategies for sustainable development. *California Management Review*, 36 (2), 90-100.
- Evans, G. (2003). Hard-branding the cultural city from Prado to Prada. *International Journal of Urban and Regional Research*, 27(2), 417-440.
- Feick, L. F. & Price, L. L. (1987). The Market Maven: a Diffuser of Marketplace Information. *Journal of Marketing*, 51(1), 83-97.
- Feist, G. J. (1998). A meta-analysis of the impact of personality on scientific and artistic creativity. *Personality and Social Psychological Review*, 2, 290–309.
- Felstead, M.L. (2000) Master Plan for Community-Based Eco-Tourism in Ulgan Bay, Palawan, Republic of the Philippines. Puerto Princesa City (PPC), Philippines: UNESCO-UNDP/PPC.
- Fennell, D. (1999). *Ecotourism: An introduction*. London: Routledge.
- Florida, R. (2002). *The rise of the creative class*. New York: Basic Books.
- Font, X. (2013, June). Community based tourism: Critical success factors. Retrieved January 15, 2014 from (ICRT occasional paper n. 27) <http://www.icrtourism.org/wp-content/uploads/2012/03/OP27.pdf>
- Franklin, A. (2003). *Tourism: An Introduction*. London: Sage.
- Freeman, R.E. (1984). *Strategic management: A stakeholder approach*. Boston: Pitman.
- Galal, G. H. (2001). From contexts to constructs: the use of grounded theory in operationalising contingent process models. *European Journal of Information Systems*, 10(1), 2-14.

- Gatawa, N, G, (2006). *The emerging role of the fashion industry in Johannesburg's tourism development strategy*. A Research Report submitted to the Postgraduate School for Humanities, University of the Witwatersrand, Johannesburg in fulfilment of the requirements for the degree of Master of Arts in Tourism Studies.
- Getz, D. (1986). Models in tourism planning. *Tourism Management*, 7(1), 21-32.
- Gezici, F. & Kerimoglu, E. (2010). Culture, tourism and regeneration process in Istanbul. *International Journal of Culture, Tourism and Hospitality Research*, 4(3), 252 – 265.
- Gibson, C. & Klocker, N. (2004). Academic publishing as 'creative' industry, and recent discourses of 'creative economies': some critical reflections. *Royal Geographical Society*, 36(4), 423-434.
- Gibson, L. & Lynch, P. A. & Morrison, A. (2000). The local destination tourism network: Development issues. *Tourism and Hospitality Planning & Development*, 2(2), 87-99.
- Gillham. R. (2003). *Scalextric: The definitive guide*. London: Haynes Group.
- Glaser, B. F. & Strauss, A. L. (1968). *The discovery of grounded theory: Strategies for qualitative research*. London: Weidenfeld and Nicolson.
- Goeppinger, A. (2002). The fallacies of our reality: A deconstructive look at community and leadership. *International Journal of Leadership in Education*, 5(1): 77-83.
- Gordin, V. & Matetskaya, M. (2012). Creative tourism in Saint Petersburg. *Journal of Tourism Consumption and Practice*, 4(2), 55-77.

- Goulding, C. (2000). The commodification of the past, postmodern pastiche, and the search for authentic experiences at contemporary heritage attractions. *European Journal of Marketing*, 34 (7), 835 – 853.
- Hall, C. M. (Ed).2008. *Tourism Planning: Policies, Processes and Relationships*. (2<sup>nd</sup> ed.). Harlow: Pearson Education.
- Hall, C. M. & Weiler, B. (1992). *What's special about special interest tourism?* London: Bellhaven.
- Hall, C. M. & Page, S. J. (1999). Progress in tourism management: From the geography of tourism to geographies of tourism – A review. *Tourism Management*, 30(1), 3-16.
- Halman, L. and de Moor, R. (1994). Comparative research on values, in: P. Ester, L. Halman and R. de Moor (Eds) *The Individualizing Society: Value Change in Europe and North America*. The Netherlands: Tilburg University Press.
- Hardy, A. L. & Beeton, R. J. S. (2001). Sustainable Tourism or Maintainable Tourism: Managing resources for more than average outcomes. *Journal of Sustainable Tourism*, 9(3), 168–192.
- Harrison, D. (Ed.). (1992). *Tourism and the less developed countries*. London: Belhaven.
- Haven-Tang, C. & Jones, E. (2012). Local leadership for rural tourism development: A case study of Adventa, Monmouthshire, UK. *Tourism Management Perspectives*, 4(2012). 28-35.
- Haywood, K. M. (1988). Responsible and responsive tourism planning in the community. *Tourism Management*, 9(2), 105-118.
- Holden, A. (2000). *Environment and Tourism*. London: Routledge.

- Honigsbaum, M. (2001). McGuggenheim? Retrieved January 4, 2014 from <http://www.theguardian.com/books/2001/jan/27/books.guardianreview2>
- Ioannides, D & Debbage, K. G. (1998). *The economic geography of the tourist industry*. London: Routledge.
- Ilbery, B., Kneafsey, M., Bowler, I., & Clark, G. (2003). Quality products and services in the lagging rural regions of the European Union: A producer perspective. In K. Beesley, H. Millward, B. Ilbery, & L. Harrington (Eds.). *The new countryside: Geographic perspectives on rural change*.
- Jewell, B & Blackeman, A. & Kuilboer, A. & Hyonen, T. & Moscardo, G. & Foster, F. (2004). Factors contributing to successful tourism development in peripheral regions. *Journal of Tourism Studies*, 15(1), 59-70.
- Johns, N. & Gyimóthy, S. (2002). Mythologies of a theme park: An icon of modern family life. *Tourism, Leisure and Hospitality*, 8(4), 320-331.
- Johnson, J. M. (1975). *Doing field research*. New York: The Free Press.
- Joo, J. (2011). Adoption of Semantic Web from the perspective of technology innovation: A grounded theory approach. *International Journal of Human-Computer Studies*, 69(3), 139-154.
- Jovicic, D & Dragin, A. (2008). The Assessment of Carrying Capacity – A Crucial Tool for Managing Tourism Effects in Tourist Destinations. *TURIZAM*, 12, 4-11.
- Jurowski, C. (1996). Tourism mean more than money to the host community. *Park and Recreation*, 31, 110-118.

- Kensbock, S. & Jennings, G. (2011). Pursuing: A grounded theory of tourism entrepreneurs' understanding and praxis of sustainable tourism. *Asia Pacific Journal of Tourism Research*, 16(5), 498-504.
- Kontogeorgopoulos, N. & Churyen, A. & Duangsaeng, V. (2014). Success factors in community-based tourism in Thailand: The role of luck, external support and local leadership. *Tourism Planning & Development*, 11(1), 106-124.
- Kvale, S. & Brinkmann, S. (Ed.). (2009). *Interviews: Learning the craft of qualitative research interviewing* (2<sup>nd</sup> ed.). Los Angeles: Sage Publications.
- Lane, B. (2009). Rural tourism: An overview. In Jamal, T. & Robinson, M. (Eds.) *The sage handbook of tourism studies*, 354-370. London: Sage Publications.
- Laxson, J. D. (1991). How “we” see “them”: Tourism and Native Americans. *Annals of Tourism Research*, 18, 365-391.
- Lindroth, K. & Ritalahti, J. & Soisalon-Soininen, T. (2007). Creative tourism in destination development. *Tourism Reviews*, 62, 53-58.
- Lomine, L. & Edmunds, J. (2007). *Key Concepts in Tourism*. London: Palgrave Macmillan.
- McCannell, D. (1973). Staged Authenticity: Arrangements of Social Space in Tourist Settings. *American Journal of Sociology*, 79, 589–603.
- McCracken, G. (1988). *The long interview*. London: Sage.
- McGiven, Y. (2003). *The practice of market and social research: An introduction*. Harlow: Prentice Hall Financial Times.

- McIntosh, R. W. & Goeldner, C. R. (Ed.). (1986). *Tourism: Principles, Practices, Philosophies* (4<sup>th</sup> ed.). New York: Wiley.
- Maitland, R. (2009). Introduction: national capitals and city tourism. In Maitland, R. and Ritchie, B.W. (Eds.). *City Tourism: National Capital Perspectives* (1-13). Wallingford: CABI.
- Maitland, R. & Newman, P. (2004). Developing metropolitan tourism on the fringe of Central London. *International Journal of Tourism Research*, 6, 339-348.
- Maitland, R. & Smith, A. (2009). Tourism and the aesthetics of the built in environment. 171-190 in John, T. *Philosophical Issues in Tourism*. Cornwall: MPG Books Ltd.
- Mason, P. (2005). Visitor management in protected area: from hard to soft approaches? *Current Issues in tourism*, 9(3), 181-194.
- Mason, P. & Cheyne, J. (2000). Residents' attitudes to proposed tourism development. *Annals of Tourism Research*, 27(2), 391-411.
- Matthieson, A. & Wall, G. (1982). *Tourism: economic, physical and social impacts*. Harlow: Longman.
- Mehmetoglu, M. & Altinay, L. (2006). Examination of grounded theory analysis with an application to hospitality research. *International Journal of Hospitality Management*. 25(1), 12–33.
- Meyer, D. (2004). *Tourism routes and getaways: key issues for the development of tourism routes and gateways and their potential for pro-poor tourism*. London: Overseas Development Institute.
- Mings, R. C. (1978). Tourist industry development: At the crossroads. *The Tourist Review*, 33(3), 2–5.

- Mitchell, J. & Ashley, C. (2010). *Tourism and Poverty reduction: pathways to prospective*. London: Earthscan.
- Mitchell, R. & Hall, C. (2003). Consuming tourists: Food tourism consumer behaviour. In C. Hall (Ed.), *Food tourism around the world: Development, management and markets*. Oxford: Butterworth-Heinemann.
- Mitchell, M. & Hall, D. (2005). Rural tourism as sustainable business: Key themes and issues. In Hall, D., Kirkpatrick, I., Mitchell, M. (Eds). *Rural Tourism and Sustainable Business*. 3-14. Clevedon: Channel View Publications.
- Mowforth, M. & Munt, I. (1998). *Tourism and Sustainability*. London: Routledge.
- Mumford, M. D. (2003). Taking stock in taking stock. *Creativity Research Journal*, 15, 147–151.
- Murphy, P.E. (1985). *Tourism: A community approach*. New York: Methuen.
- Murphy, P.E. (1988). Community driven tourism planning. *Tourism Management*, 9(2), 96-104.
- Murphy, P.E. & Murphy, A. E. (2004). *Strategic management for tourism communities: Bridging the gaps*. Great Britain: Cromwell Press.
- Niezgida, G. (2013). Prosumers in the tourism market: the characteristics and determinants of their behaviour. *Poznań University of Economics review*, 13(4), 130-141.
- Nicholas, L. & Thapa, B. & Ko, Y. (2009). Residents' perspectives of a world heritage site, the Pitons Management Area, St. Lucia. *Annals of Tourism Research*, 36(3), 390-412.

- Nijs, D. & Peters, F. (2002). *Imagineering: Het creëren van belevingswerelden*. Amsterdam: Boom Publishers.
- Northouse, P.G. (Eds.). (2004). *Leadership: Theory and Practice* (3<sup>rd</sup> ed.) Thousand Oaks, CA: Sage Publications.
- Nunkoo, R. (2013). Stakeholders' views of enclave tourism: A grounded theory approach. *Journal of Hospitality & Tourism Research*, 30(13) 17-43.
- Ohridska-Olson, R.V. & Ivanov, S. (2010). Creative Tourism Business Model and its Application in Bulgaria. In *Proceedings of the Black Sea Tourism Forum 'Cultural Tourism – The Future of Bulgaria,' 2010*.
- Okazaki, E. (2008). A Community-Based Tourism Model: Its Conception and Use. *Journal of Sustainable Tourism*, 16(5), 511-529.
- Ord, J. (2012). John Dewey and Experiential Learning: Developing the theory of youth work. *Youth & Policy*, 108, 55-72.
- Oskamp, S. (1991). *Attitudes and Opinions*. New Jersey: Prentice Hall.
- Osborne, D. & Gaebler, T. (1993). *Reinventing government: How the entrepreneurial spirit is transforming the public sector*. New York: Plume.
- Pappalepore, I. & Maitland, R. & Smith, A. (2014). Prosuming creative urban areas. Evidence from East London. *Annual of Tourism Research*, 44, 227-240.
- Patton, M. Q. (1980). *Qualitative evaluation methods*. Beverly Hills, CA: Sage.
- Pine, B. J. II. & Gilmore, H. J. (1998). Welcome to the experience economy. *Harvard Business Review*, 1998, 97-105.

- Poon, A. (1993). *Tourism, Technology and Competitive Strategies*. Wallingford: CAB International.
- Prentice, R. (2001). Experiential cultural tourism: museums and the marketing of the New Romanticism of evoked authenticity. *Museum Management and Curatorship*, 19(1), 5–26.
- Prentice, R. & Anderson, V. (2003). Festival as creative destination. *Annals of Tourism Research*, 30(1), 7-30.
- Pretty, J. N. (1995). Participatory learning for sustainable agriculture. *World Development*, 23(8), 1247-1263.
- Punch, K. F. (2005). *Introduction to social research: Quantitative and qualitative Approaches*. London: Sage.
- Ray, P. H. & Anderson, S.R. (2000). *The cultural creatives: How 50 million people are changing the world*. New York: Three Rivers Press 2000.
- Reid, D.G & Mair, H. & George, W. (2003). Community tourism planning: A self-assessment instrument. *Annals of Tourism Research*, 31(3), 623-639.
- Riely, R. W. (1995). Prestige-worthy tourism behaviour. *Annals of Tourism Research*, 22(3), 630–649.
- Richards, G. (2000). Tourism and the world of culture and heritage. *Tourism Recreation Research*, 25(1), 9-17.
- Richards, G. (2011). Creative tourism: the state of the art. *Annals of Tourism Research*, 38, 1225-1253.
- Richards, G. & Raymond, C. (2000). Creative Tourism. *ATLAS News*, 23, 16-20.

- Richards, G. & Wilson, J. (2006). Developing creativity in tourist experiences: A solution to the serial reproduction of culture? *Tourism Management*, 27, 1209–1223.
- Richards, G. & Wilson, J., (Eds.) (2007). *Tourism, creativity and development*. London: Routledge.
- Richins, M. L. & Root-Shaffer, T. (1988). The role of involvement and opinion leadership in consumer word-of mouth: An implicit model made explicit. *Advances in Consumer Research*, 15, 32-36.
- Ring, P. S. & Van de Ven, A. H. (1992). Structuring cooperative relationships between organizations. *Strategic Management Journal*, 13(7), 483-498.
- Ritzer, G. (1998). *The McDonaldization Thesis*. London: Sage.
- Rogers, E. M. & Cartano, D. G. (1962). Method for Measuring Opinion leadership. *The Public Opinion Quarterly*, 26(3), 435-441.
- Rogerson, C. M. (2006). Creative Industries and Urban Tourism: South African Perspectives. *Urban Forum*, 17(2), 149-166.
- Russo, A. P. (2002). The “vicious circle” of tourism development in heritage cities. *Annals of Tourism Research*, 29, 165–182.
- Salazar, N. B. (2012). Community-based cultural tourism: issues, threats and opportunities. *Journal of Sustainable Tourism*, 20(1), 9-22.
- Scheyvens, R. (2002). *Tourism for development: Empowering Communities*. New Jersey: Prentice Hall,
- Scitovsky, T. (1976). *The Joyless Economy: An Inquiry into Human Satisfaction and Consumer Dissatisfaction*. New York: Oxford University Press.

- Sekaran, U. (Eds.). (2003). *Research methods for business* (4<sup>th</sup> ed.). Hoboken, NJ: John Wiley & Sons.
- Selin, S. & Chavez, D. (1995). Developing and evolutionary tourism partnership model. *Annals of Tourism Research*, 22 (4), 844–856.
- Sepe, M. & Trapani, G. D. (2010). Cultural tourism and creative regeneration: two case studies. *International Journal of Culture, Tourism and Hospitality Research*, 4(3). 214-227.
- Sharpley, R. (2006). *Travel and tourism*. London: SAGE Publications.
- Sharpley, R. & Telfer, D. J. (Ed.). (2008) *Tourism and Development: Concepts and Issues* (2<sup>nd</sup> ed.). Bristol: Channel view publications.
- Simonton, D. K. (2000). Creativity: Cognitive, personal, development, and social aspects. *American Psychologist*, 55, 151–158.
- Shaw, G. & Williams, A. M. (2004). *Tourism and tourism spaces*. London: SAGE Publications.
- Shaw, G, & Williams, A.M. (2009). Knowledge transfer and management in tourism organizations: An emerging research agenda. *Tourism Management*. 30(2009), 325-335.
- Simmon, D. G. (1994). Community participation in tourism planning. *Tourism Management*, 15(2), 98-108.
- Smith, V. L. (1989). *Hosts and guests: the anthropology of tourism*. Pennsylvania: University Pennsylvania Press.
- Smith, M., and Duffy, R., (2003). *The ethics of tourism development*. London: Routledge.

- Sorenson, T. & Epps, R. (1996). Leadership and Local Development: Dimensions of Leadership in Four Central Queensland Towns. *Journal of Rural Studies*, 12(2), 113-125.
- Spradley, J. (1980). *Participant observation*. Florida: Holt, Reinhart and Winson.
- Stabler, M. J. (1997). *Tourism and sustainability: principles to practice*. Oxon, CABI Publishing.
- Stern, P.N. (1994). *Eroding grounded theory*. in Morse, J.M. (Ed.), *Critical Issues in Qualitative Research Methods*. Thousand Oaks, CA: Sage Publications.
- Sternberg, R. J. & Lubart, T. I. (1999). The concept of creativity. In R. J. Sternberg (Ed.), *Creativity research handbook*. New York: Cambridge University Press.
- Stewart, E. J. Hayward, B. M. Devlin, P. J. & Kirby, V. G. (1998). The place of interpretation: a new approach to the evaluation of interpretation. *Tourism Management*, 19, 257-266.
- Strauss, A. L. & Corbin, J. (Ed.). (1998). *Basics of qualitative research: Techniques and procedures for developing grounded theory* (2<sup>nd</sup> ed.) Los Angeles: Sage Publications.
- Strauss, A. L. (1987). *Qualitative analysis for social scientists*. Cambridge: Cambridge University Press.
- Tansey, O. (2007). Process tracing and elite Interviewing: A case for non-probability sampling. *Political Science & Politics*, 4, 765-772.
- Taylor, G. (1995). The community approach: Does it really work? *Tourism Management*, 16 (7), 487–489.

- Telfer, D.J. & Sharpley, R. (2008). *Tourism and development in the developing world*. London: Routledge.
- Terziyska, I. (2012). Interpretation of authenticity in tourism. *Science and Research*, 4, 85-94.
- Throsby, D. (2009). Tourism, heritage and cultural sustainability: Three golden rules, 13- 78 in Girard, L. F. & Nijkamp, P. *Cultural Tourism and Sustainable Local Development*. Cornwall: MPG Books Ltd.
- Timothy, D. & Tosun, C. (2003). Arguments for community participation in the tourism development process. *Journal of Tourism Studies*, 14(2). 2-15.
- The National Assembly for Wales Commission (2011). The National Assembly for Wales's commission (2011-2012). Retrieved March 23, 2013 from <http://www.assembly.wales/Laid%20Documents/AGRLD8997A%20%20The%20National%20Assembly%20For%20Wales%20Commission%20Report%202011-12-16072012-236538/agr-ld8997a-e-English.pdf>
- Timothy, D, J. (1999). Participatory planning a view of tourism in Indonesia. *Annals of Tourism Research*, 26(2), 371-391.
- Torres, R. (2002). Cancun's tourism development from a Fordist spectrum of analysis. *Tourist studies*, 2(1), 87-116.
- Tosun, C. (2000). Limits to community participation in the tourism development process in developing countries. *Tourism Management*, 21 (2000), 613 -633.
- Triandis, H. C. (1971). *Attitude and Attitude Change*. New York: Wiley.

- Ulrike, G. & Tazim, J. (2009). Conceptualizing the creative tourist class: Technology, mobility, and tourism experiences. *Tourism Analysis*, 14(4), 471-481.
- UNEP & UNWTO (2005). *Making tourism more sustainable: A guide for policy makers*. Madrid: the World Tourism Organization.
- UNESCO (2006). Towards sustainable strategies for creative tourism. *Discussion Report of the Planning Meeting for 2008 International Conference on Creative Tourism, Santa Fe, New Mexico, U.S.A., October 25-27, 2006*. Retrieved October 23, 2014 from <http://unesdoc.unesco.org/images/0015/001598/159811E.pdf>
- UNWTO (2014). Tourism and poverty alleviation. Retrieved January 4, 2014 from <http://step.unwto.org/content/tourism-and-poverty-alleviation-1>
- Urry, J. (1990). *The Tourist Gaze*. London: Sage Publications, Ltd.
- Vallbona, M. C. & Richards, G. (2007). The meaning of culture festival: Stakeholder perspectives in Catalunya. *International Journal of Cultural Policy*, 13(1), 103-122.
- Vanolo, A. (2006). The image of the creative city. In Richards, G. & Wilson, J. (Eds.), *Tourism, creativity and development*. London: Routledge.
- Veal, A. J. (2002). *Leisure and tourism policy and planning*. Wallingford: CABI
- Vide, K. R. (2012). Promoting sustainability of tourism by creative tourism development: How far is Slovenia? *Innovative Issues and Approaches in Social Science*, 6(1), 77-102.

- VisitBritain (2007). Literary landscapes. In Richards, G. & Wilson, J. (Eds.), *Tourism, creativity and development*. London: Routledge.
- Wahab, S. & Pigram, J.J. (1997). Tourism and sustainability: Policy considerations. In S. Wahab and J.J. Pigram (eds) *Tourism, Development and Growth: The Challenge of Sustainability* (pp. 277–290). London and New York: Routledge.
- Wall, G. (1997). Is ecotourism sustainable? *Environmental Management*, 21(4), 483–491.
- Wang, N. (1999). Rethinking authenticity in tourism experience. *Annals of Tourism Research*, 26(2), 349-370.
- Wicker, A. (1985). Getting out of our Conceptual Ruts. *American Psychologist*, 40, 1094—1103.
- Williams, S. (1998). *Tourism Geography*. London: Routledge.
- Wilkinson, P. (1986). In search of the community in the changing countryside. *Rural Sociology*, 51(1), 1- 17.
- Woodside, A. G. & McDonald, R. & Burford, M. (2004). Grounded Theory of Leisure Travel. *Journal of Travel & Tourism Marketing*, 17(1), 7-39.
- World Bank (2011). Thailand Now an Upper Middle Income Economy. Retrieved October 25, 2016 from <http://www.worldbank.org/en/news/press-release/2011/08/02/thailand-now-upper-middle-income-economy>
- Wurzburger, R. & Aageson, T. & Pattakos, A. & Pratt, S. (2008). *Creative Tourism: A Global Conversation*. Santa Fe: Sunstone Press.

- Yozcu, Ö. K., and Icöz, O. (2010). A model proposal on the use of creative tourism experiences in congress tourism and the congress marketing mix. *Revista de Turismo y Patrimonio Cultural*, 8(3), 105-133.
- Yuksel, F. & Bramwell, B. & Yuksel, F. (1999). Stakeholder interviews and tourism planning at Pamukkale, Turkey. *Tourism Management*, 20, 351-360.
- Ziakas, V. & Costa, C A. (2010). Between Theatre and Sport' in a Rural Event: Evolving Unity and Community Development from the Inside-Out. *Journal of Sport & Tourism*, 15(1), 7-26.
- Zukin, S. (2010). *Naked city: The death and life of authentic urban places*. Oxford: Oxford University Press.