



International Journal of Economic Research

ISSN : 0972-9380

available at <http://www.serialsjournals.com>

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Volume 14 • Number 14 • 2017

The Stakeholders Management for the Sustainable Tourism-based Creative Economy Management and Development: The OTOP Tourism Village, Thailand

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ABSTRACT

This study focuses on the stakeholder management leading in managing and developing the sustainable tourism-based creative economy with the Baan Tawai village as the case study. The use of mixed methods of both quantitative and qualitative research methods were to obtain reliable information as well as policy and managerial implications. Various issues were brought to the study: as for the area aspect, issues studied such as the context and availability of infrastructure and utilities, products and services for tourism. For the marketing aspect, behavior of targeted tourists both in present time and future, as well as tourism market value were studied. Finally, it studied logistics aspects such as connecting tourist attraction routes, and conducting strategy with the stakeholders' involvement.

The result of the study showed that the participatory stakeholder management is the key to sustainable tourism development. Ideas and results from the stakeholder groups can be used to manage and develop guidelines, policies and operations for troubleshooting. A committee must be appointed to be responsible for planning the policies and directions for the project that derived from a strategic plan and strategies. This should be done with an involvement of the stakeholders as well as supervision from the local and regional agencies. It also includes budget reinforcement from agencies involved in tourism, and finally rising awareness of the stakeholders and the community to implement any public project activities in truly engaging manners. The management and development arising from the initiatives of stakeholders will lead the management and development of the sustainable tourism-based creative economy.

Keywords: Stakeholder management, Tourism-based Creative Economy, OTOP.

1. INTRODUCTION

The world economic system today is a new system in which knowledge has become a key factor in productivity and competitiveness. It is similar to Thailand's National Economic and Social Development Plan No. 11 (2012-2016) focused on linking the country's capitals, including natural, physical, social, human, financial and cultural capital. This is an important factor pushing the country out of an old economic era into a new one: the creative economy. The Creative Economy is a concept-driven economy based on the use of knowledge, creative education, and use of intellectual property associated with the cultural background as well as accumulated knowledge of modern technologies and innovations. Creative products are being developed as it is the product value creation, rather than only value added. (Office of National Economics and Social Development Board, 2012). The strategy that is used in the creative economy is a knowledge-based economy, due to the change in marketing rules. The income has changed from tangible value in a product into an intangible creation of value. (Yuvadee Nirattrakul, 2011). The knowledge-based economy will use knowledge or innovation as factor in driving to achieve sustainable economic growth. This will then contribute to productivity and the increasing of industrial jobs.

Tourism is an industry that generates enormous revenue for Thailand. The World Tourism Organization (WTO) has forecasted that in 2020, there will be about 1.6 billion international tourist arrivals in Southeast Asia. This is the newest popular destination and more travelers are coming continuously. Moreover, the number of foreign tourists traveling to Thailand in 2015 was around 29.8 million which generate 1.42 trillion baht in revenue. It is expected to increase continuously to 2016 at around 32 million or 8% higher. (Office of the Permanent Secretary Ministry of Tourism and Sports, 2015). This trend is a great opportunity for tourism in Thailand. The dramatic increase of tourists will result in both revenue and employment growth accordingly.

Besides the revenue that the tourism industry has generated, traveling such as Ecotourism, Historical Tourism, Health Tourism, and Creative Tourism has been constantly evolving. The last one is the Tourism-based Creative Economy, the form of tourism that Thailand prioritizes and in line with its policies, focusing on developing knowledge and the creative economy. Creative Tourism is an implementation of cultural tourism, in which the conservation of culture becomes opportunity for visitors to engage with the community in cultural activities. As well, visitors are to create value of traveling experience on their own. (Binkhorst, 2006) Moreover, the Creative Tourism will encourage local productions to enter the market as well. (Wurzburger, 2010; Richards, 2010a; Richards & Raymond, 2000.) Some examples of creative tourism are such as learning local languages, carving, weaving, painting, cooking local food, and so on.

Chiang Mai city is a major cultural attraction in Thailand with over 700 years of colorful history. The city was established on its traditional and cultural heritage which deeply rooted in history. Thus its distinction is shown through Lanna arts and culture in unique language, food, music, dances, arts, architectures and traditions. Chiang Mai also has beautiful landscapes where people are known as hospitable to their visitors. This reputation of beautiful landscape as well as variety, whether it be historic, antique, natural, or cultural, has been attracting great number of tourists to visit Chiang Mai every year.

Speaking of the most famous artistic tourist attraction in Chiang Mai, where the craftsmanship in "wooden arts or fabricated woodcarving" is recognized, people include all travelers would recall the name of Baan Tawai Village. The village is located in KhunKhong Sub-District, Chiang Mai. The reputation it

receives is evident since it was selected as “The first prototype of the One Tambon One Product” in the country, as well as “The Tourism Village OTOP”, and for “The Outstanding Community Tourism” awards. Distinctive woodworks and handicrafts are presented through unique woodcarving, wood-strips, and gilded woods. As well, wood texture polishing and wood antiquing, in which new woods are made to look like antiques. Other antiques also have been created delicately and beautifully with the traditional wisdom of craftsmanship that has passed down for over 40 years. The village has exported their goods domestically and internationally gaining popularity and widely known as the largest wood craft center of Thailand.

The physical appearance of the village are houses with their local wood sculpture industries visible from the outside. This has attracted visitors who may be interested in learning cultures (Bywater, 1993; Garrod & Fyall, 1998; Smith, 2003) to see the demonstration of wood product processes, such as wood carving, gilded wood, painting and decorating wood, etc. Therefore, Baan Tawai Village has a great reputation for both Thai and foreigners as an artistic and cultural tourism originator or the most creative tourist attraction.

However, global changes whether in geographical, demographical or economic aspects, such as economic crisis in North America and Europe brought economies around the world into recession again since 2001. Consequently, it has caused negative impacts on Thailand domestic tourism industry as well. In addition to this, the tourists adjusted to an economic downturn which resulted in strictly spending and reduced duration of stay when travel. This is no exception for Baan Tawai. It has been affected as seen from dropped number of both tourists and goods produced. The stakeholders involved in Baan Tawai tourism including entrepreneurs, community and the local government agencies in charge of the areas were all affected in different ways. (Freeman, 1984; Creighton, 2005)

Examples of this could be seen in dropped sales from business, stagnant tourist situations, lack of care and development in tourist areas resulted in a continual decline of the city. As well, nothing attracted tourism, and the community and tourist business operators in the area turned to other occupations to earn better income.

The village is the model village tourism (OTOP) of Thailand, and its selling point of attraction are both arts and culture with unique craftsmanship of woodcarving and painting. The stakeholders, whether government agencies, local and private organizations, and entrepreneurs had tried to organize marketing activities to stimulate and promote tourism, including public relations for tourism periodically, however they could not yet regain the village honor or stimulation of tourism the same way it used to be.

As for the impact that occurred, the stakeholders involved in the tourist village such as the local community and its leaders who care for community, entrepreneurs, government agencies as well as private sectors in the area, have recognized the importance of the issue both in the short and long-term. This may impact the life of the community for its unique arts, culture, economy, and tourism infrastructure or resources to decline. (Freeman, 2007; 2010)

The study of the behavior and demand trends of tourist activities in form of goods, services, and tourism market value of Baan Tawai retrieving full potential of all stakeholders, including related organizations, both public and private, and communities to come together to plan, restore and developed, and enhance the degraded tourist attractions and management (Diduck & Sinclair, 2002; Wheelen & Hunger, 2004) will affect management and resolve issues in a systematic and sustainable solution under changing environment. (Callicott, 1993; Beatley, 1995)

The goal is to increase the proportion of foreign tourists which will entail the village to be effective and efficient as tourism-based creative economy. As well, to have potential to generate income to the economy from its tourism in the district and provincial levels, and sustainably increase revenue which finally will strengthen the competitiveness of tourism for the country.

2. RESEARCH METHODOLOGY

The study used mixed methods research both qualitative and quantitative to obtain reliable information and helpful in policy and managerial implications.

The Descriptive research was to study the potentiality, problems and availability context in fundamental structures such as infrastructure, accommodation, performance activity, products and services for tourism, security, organizations that supervise and/or accountable. It used survey data from a study area with the environmental assessment techniques or SWOT Analysis, as well as the potential resources assessment to contribute to defining strategies and schemes.

A study on the issues of the tourism marketing was to learn the behavior/type and demand for products and services of the target tourist group toward Baan Tawai village both in the present time and future trend. As well, the current market value of tourism and socio-economic trends, products and services, income, expenses and the number of tourists. The study collected primary data from the survey using a questionnaire with the Cronbach's alpha coefficient was 0.824. It was applied to query 600 samples with the social desirability divided by quota sampling, including 300 Thai and 300 foreign tourists cases and then collected convenience sampling.

Moreover, the study used inquiries and interviews and selected 100 business owners, who distribute products and services, using the purposive sampling for questionnaires related to the development of the tourist village with Cronbach's alpha coefficient of 0.914 (Sekaran, 2000).

As for the study of logistics and approach to link the route of tourism destinations in the area to determine the guidelines for the management, developing and promoting tourist village tourism. This was carried in conferences and seminars to mobilize opinions as well as field study in experimental routes linking tourist destinations in the area and used questionnaires to assess satisfaction of the concerned groups.

The study of strategies to generate income, promoting and approach of tourist destination, developing entrepreneur and community members and the educational approach encourage communities in the study area to develop potential to manage their own communities for the goal to support the creative economy continually and sustainably. This used the participation action research (PAR) with the conference, seminars, brainstorming sessions using focus group, as well as in-depth interviews to the following individuals: traveling professionals, provincial administrators of tourism organization, administrator or the head of local government office, the tourist business entrepreneurs, and experts in areas related to the development of the tourist village as key Informants. The sample interviewed was selected from the advice of tourism industry (Judgment Sampling), and of those interviewed (Snowball Sampling) to obtain adequate information and to generate clear research results, which leads to a practical approach.

The data from the analysis of the environmental assessment resources, entrepreneurs and professionals interviews used the content analysis method. As for data obtained from the collection of quantitative data, the researcher used the statistical analysis of descriptive statistics and inferential statistics. The computer

program was used to process data using statistics including frequency, percentage, average, standard deviation. As for the analysis of key parameters was carried by using key statistical values (*t*-test) with the level of confidence interval of 95%.

3. RESEARCH RESULTS AND DISCUSSION

Potential and Context of the Baan Tawai Tourist Attraction

Baan Tawai village has the potential to develop into a prominent tourist attraction because it is a government controlled areas in terms of infrastructure with information centers such as the Baan Tawai Handicraft Center, The Baan Tawai's Song Fung Klong Handicraft Center. Moreover, there are associations or groups for economic development, such as the Association of Baan Tawai Entrepreneurs. There are accommodation, resort and homestay available for tourists. Connecting these resources can be developed further to add value to the tourism, such as the Baan Muang Kung handicraft village, and Ton Kwaen Temple, and so on.

The living condition and lifestyle of people in Baan Tawai Village is full of arts of craftsmanship. This can be seen from houses that still produce handicrafts, painted wood carving ,and gilded with glasses and open for the tourist's visit.

As for a strong cultural resource of Baan Tawai has human resource (craftsmen masters) who are highly valuable to the arts and crafts of the village. Religious resources include the Tawai temple, which is exquisitely adorned with carved woods that the beauty of the temple became famous as seen in the main chapel and halls (Wihara). Moreover, the village's products are well-known as unique, such as house decorations, furniture, wood carving, wood-strips, and souvenirs.

Baan Tawai village can bring the lifestyle and handicraft production to organize in a form of activity to support its tourism and add its value in the tourism. (Kotler & Bowen, 2013). Examples are the wood carving activity, gilded wood, and visiting the wood carving technician, or a learning activity for handicraft at Baan Tawai Learning Center. Moreover, the local people and entrepreneurs can collaboratively organize development activities such as tree and grass planting, activities to attract tourists throughout the year including the Baan Tawai shopping fair, Baan Tawai - the creative village fair, or Baan Tawai wood carving arts and craft fair, and so on.

Despite the government attempts in organizing activities with the community and entrepreneurs, they cannot seem to agree on the same direction in tourism development. (Creighton, 2005) Consequently, this affected a delay in the area development or facilities improvement. The areas that should be potentially developed are concerning an inadequate facilities such as restrooms, parking areas, cafeteria, signs, rest areas, wait area for transportation, sitting gazebo, or clear signs i.e. up or down. Moreover, the lack of landmark or any physical constructions that demonstrate Baan Tawai's uniqueness, landscape adjustment, as well as the flow in the information service, and transportation systems and supports such as from the main road into the village, especially for public transit.

Influential Internal and External Environment Toward the Baan Tawai Development

Factors that affect the likelihood of Baan Tawai consists of the investment in projects of the government and stimulates the economy. The competitiveness of the airline industry puts the cost of international

travel more affordable which stimulates domestic tourism, which then becomes much cheaper and easier. Government policy in supporting tour focused on increasing revenue from tourism activities and forms of tourism, to create value and increase the value of tourism in various forms such as culture or wellness and spa. The role of local governments and the private sector to get involved in policy, strategic marketing and publicity to promote tourism to be recognized worldwide. The support of learning across departments to improve organizational development is further field trip activities that government agencies use as a form of study in the area of interest. However, the current economic volatility and political conflict situations affect the stress level of the public. Thus tourism can be a source of enjoyment, for the elders especially. There are changes in the structure of population in which there are more senior citizens. Tourism can be an option for this particular group. Moreover, with available online technologies, visitors can search for any tourist attractions easily. The use of social media in sharing traveling experiences and expressing satisfaction with goods and services, as a result other travelers use the information to help make decision to buy goods and tourism services as well.

The factors that impede the development of the village tourism include political factors. The lack of political stability affects the confidence of tourists to visit the country. Domestic tourists are also concerned over the political situation and security. This results in the dramatic reduction of tourists for Thailand, as well as Baan Tawai. In addition, the measures of the agency relating to the management requirements of the tourist season is not also performing well, thus making tourism clusters and cause congestion in High Season, or on long public holidays. Consequently, the quality of tourism services is reduced. However, despite the government's policy to support tourism, which focuses on the development of tourist attractions rather than on the development of services and staff. Increasing the quantity of tourist, without considering quality may increase revenues in the short term, but would accelerate the decline of tourist resources as many of the agencies responsible still lack of integration synergies.

Tourism Marketing Aspect

Products and Services

Baan Tawai is a large center dedicated to handicraft and wood carving. A variety of items can be organized into different categories. The first group are home decorations such as wooden long neck Karen dolls and lion dolls. The second group are furniture such as wooden dining tables and high tables. The third group is wood carvings such as wooden flower sculptures and carved animal figures from Thai literature. The fourth group is the wood-strips such as Northern Thai dinner tables, antique cabinets, and antique decks. The last group are souvenirs such as decorated wood bracelets, wood frogs that can imitate frog sounds, wooden clocks, and key chains.

The Tour is dedicated to providing learning experiences in art and culture by visiting and short learning courses in handicrafts, wood carvings, which is a unique selling point of his village. Interested tourists can do hands on activities in the production process, including timber and wood carving, gilded wood-strips, and coloring techniques.

Problems in Tourism Marketing

Baan Tawai village is Thailand's first OTOP village which was sponsored to host events to promote its significant local knowledge, yet has lack of continuity due to budgetary constraints. The budget was not

enough to affect the development of a sustainable tourism destination. It also found the lack of branding of the products as the village own brands, competitive pricing between the producers themselves has affected the image of their products. As well, there are a lack of continual and systematic transportation systems. As a result, tourists encounter problems in access to the sites which also discourages brand image and business opportunity. It is important that tourists should be able to access to the site, without relying only on a tour company or travel agency. It also lacks of proactive public relations to create the place as a renowned nationally or internationally. News, events, films and public relations as found in photos posted on social media should be utilized as it is a steady stream of technological applications that correspond to the changes in modern society.

Target Groups

The study found that the main target group for a tour consisted of Thai and foreign visitors. Both are divided into general tourists, and tourist with specific interests such as adventure groups, one-way tours, and study/field trips.

Market Segmentation and Market Positioning of the Wood Carving Tourist Village

Village tourism, handicrafts, the wood carving village in the area dedicated to the village, Chiang Mai, Lampang rise Lampon Nong Bua village of Tha Yang client Lampon village are a little deflated. In Chiang Mai Province, each village has unique and specific characteristics to each village, which takes into account in the positioning competitiveness of the tourist village, and wood carving that is based on its reputation as a unique attraction. Unique product offerings found the village position it to be very famous and distinctive for tourism because of the unique products in the wood carving village. This, along with implementation of other strategies, can lead to the promotion and development of tourism to stand out both nationally and globally in the future.

The Tourist Aspect

Thai tourists are mostly single males aged 21-30 years, with a high education level, who are originally from Northern Thailand. They are self-employed and in retail business. The average income per month is 10,001-20,000 baht. Mostly they are traveling with friends by car for a 2-3 day trip to Chiang Mai. They generally pay by cash. Popular sightseeing hours are in the afternoon (12:00 to 16:00 hrs.) and spending 1-2 hours to travel in the village. The main purpose of the trip was to make some purchase, but they did not stay at the village because it offered nothing interesting. They learn of the village from acquaintances. Most of them will visit other attractions such as DoiSuthep and Phuping Palace. For tourists who plan their travelling, most likely to go to DoiInthanon, followed by the horticultural world. Money spent around the village is 1001-5000 baht for souvenirs for oneself and others. Problems encountered by the tourist are the high price of products and that most stores are closed. As well, there are unclean and inadequate restroom facilities. However, they are likely to come back and recommend it to others. Suggested improvements are on overall scenery improvements as well as additional tourist activities such as cultural presentation.

The Thai tourist expectation towards Baan Tawai before the trip was high compared to their moderate satisfaction level during the visit in the following aspects: hospitality, involvement of the community, facilities and transportation, respectively.

Foreign tourists were mostly male, aged 21-30 years with marital status and Bachelor's Degree. Mostly travel from Asia and are self-employed or in retail business. The average monthly income was 2,000 - 4,000 US dollar. Most travel with friends by car for 2-3 day trip to Chiang Mai. They pay by cash. Popular sightseeing time was in the afternoon (12:00 to 16:00 hrs.) spending 1-2 hours in the village. They came to Ban Tawai for the first time. The main purpose of the trip was to make some purchase, not stay overnight at the village. They learned about the place from internet and from their acquaintances. Most tourist mainly planned to visit DoiSuthep and Phuping Palace. For tourists who have planned their travelling will go into the city. There is allocation of the cost as for purchase at the village, followed by food/beverage, travel and accommodation. Most purchases were souvenirs such as wood carvings. The problems they encountered were lack of public relations and travel inconvenience. They were uncertain whether to come back again despite if there was an improvement in the landscape, and increased tourism activities such as cultural presentation.

Expectations of foreign tourists before traveling to the village as a whole was high in all aspects: hospitality and the involvement of the community, attractions, facilities and transportation

Satisfaction of foreign visitors upon arrival in the village was overall high in all aspects as above. Only the facility and transportation aspects that were ranked moderate.

The hypothesis testing found that Thai and foreign visitors had different expectation on Baan Tawai overall. When considering each aspect, they also had different expectations: hospitality, involvement of the community, and transportation shown in Table 1.

Table 1
The overall difference expectation between Thai and foreign tourists test results

<i>Expectation on the Baan Tawai tourism</i>	<i>Thai tourists</i>		<i>Foreign tourists</i>		<i>t</i>	<i>Sig.</i>
	<i>Mean</i>	<i>S.D.</i>	<i>Mean</i>	<i>S.D.</i>		
Attractions	3.87	0.53	3.68	0.86	3.215	0.001*
Facilities	3.74	0.59	3.58	0.85	2.683	0.008*
Transportations	3.74	0.62	3.54	0.90	3.267	0.001*
Hospitality and involvement of the community	3.89	0.61	3.72	0.99	2.643	0.008*
Total	3.81	0.52	3.63	0.81	3.298	0.001*

*Significance level 0.05

The hypothesis testing found that Thai and foreign visitors had different satisfaction level on Baan Tawai overall. When considering each aspect, they also had different satisfaction levels in hospitality, involvement of the community, and transportation aspects shown in Table 2.

In addition, the operator aspect result is found that of the majority of business operations do not have a brand of their own for manufacture for wholesale and retail. Most of their products have business competitors and are not exporting to foreign countries. Most of the customers are Thai tourists who pay by cash. The source of funds comes from personal savings. Most do not sell products via the Internet. However, they have participated in training on business development from the Department of Labor Development, Federation of Thai Industries of Chiang Mai. The problems in the operations toward overall tourism development in high level include in field of human resource management. finance and accounting,

marketing and manufacturing. The opinions of the operators towards the development of tourism in high level include seasonal events organized to promote the commercial areas, as well as utilities within the trade area, such as electricity, water, telephone, parking, ATM, etc. The opinions include the needs to improve the landscape, rest area, sidewalk signs, including signs showing the name of the commercial district for better visibility etc.

Table 2
The overall difference expectation between Thai and foreign tourists test results

<i>Satisfaction in Baan Tawai Tourism</i>	<i>Thai tourists</i>		<i>Foreign tourists</i>		<i>t</i>	<i>Sig.</i>
	<i>Mean</i>	<i>S.D.</i>	<i>Mean</i>	<i>S.D.</i>		
Attractions	3.37	0.74	3.55	0.85	-2.788	0.005*
Facilities	3.16	0.82	3.41	0.83	-3.761	0.000*
Transportations	3.30	0.75	3.40	0.91	-1.453	0.147
Hospitality and involvement of the community	3.37	0.80	3.81	0.77	-6.855	0.000*
Total	3.30	0.71	3.54	0.74	-4.112	0.000*

*Significance level 0.05

Analyzing and estimating spending of the tourists in this study found that travelers who visit Baan Tawai was up to 1.05 million people per year in 2014, and will likely to increase to 1.31 million in 2017. In sales value, it was 121.2 million baht worth in 2014 and will rise to 151.2 million baht in 2017. As for total spending includes purchase of goods and services of visitors at the village average per person was about 4500 baht in the year 2014 which will increase to 5613.3 baht in 2017.

The Logistics of Tourism

The problem of moving or supporting transportation for tourists from their accommodation to the village, the routes lack of continuity and connectivity with public transportation routes in the Chiang Mai - Hang Dong District route. Therefore, related agencies should study and find ways to manage in connecting tourist facilities in the area. The public transport system in the province linked to tourism could be considered fair pricing to connect to this village. And the public transportation systems that link to tourist areas may consider offering free service. On the readiness of the city to the Ton Kwaen Temple or Baan Muang Kung, it is considered ready and had the potential to become a tourist attraction, and is regarded as an opportunity to link the two sites as well.

However, there must be a preparation plan in case of high number of tourists visiting as the trend suggested. The management of tourist attractions which generate no revenue may end up as higher costs. As for Baan Tawai which will be the main attraction linking these routes, tourists may face problems in access to tourist destinations. Public transportation systems do not cover all the tourist attractions. This makes it difficult for visitors to visit due to the expensive costs of public transportations. As well, government supports have neither been continuous nor sustainable. A study of management practices in the tourist area and connectivity between the three sites, along with public relations about the routes to support connectivity of tourist attractions is needed. The logistics tourism of this study can be summarized into 2 systems:

1. The logistics system outside tourist attractions such as inbound and outbound tourist logistics.
2. The logistics system within tourist attractions, such as comprising activities that link to tourism activities, residents, information, and facilities.

The Preparation of the Strategy to Generate Income (Community Strategy)

Currently, the village has changed more than ever, and the community leaders, entrepreneurs, and some of the residents are trying to find ways to adapt. What is important is the participation of the community to work together, strive and succeed together more. (Creighton, 2005) This can be carried out by the management of tourism in strategic behavior and strategy, segment operations are driven to achieve. As well, defining concrete plans and evaluation.

Developing the Tourist Attraction by the Stakeholders

The result of the study from meetings and strategic plan development with the stakeholders participation found that there was not enough infrastructure facilities to support such diversity of tourists in Baan Tawai despite its potential in being a great attraction. Therefore, an improvement is necessary for the following things: front landscape of both resident and shopping areas, electricity system, street lights, and other facilities for tourists, and better garbage management to support more tourists in the future, and projects such as: Shop Stay, Home Stay, and Long Stay. To preserve wisdom in arts and culture, human resources in this field which are becoming scarce as a result of changes in lifestyle, and influence of new technology on new generations, a learning center should be established. By building the Baan Tawai museum decorated with its unique products, this is the place where community history and stories of Sala or craftsman be told. Stories need to be told of the wood sculptures and tools, and the wisdom are originated from. Even more so, this craftsman ship in wood sculpture can be added into the primary school curriculum as this will not only preserve the wisdom, but also encourage the children to start working which can generate extra money for them as well.

Moreover, to lead the products to an international standard, Baan Tawai branding should be created such as one standard packaging, logos, and fast and fair price shipping. Public Relations in all medias should also be encouraged whether it radios, television, newspaper, and social networks. Other suggestive ideas on adding signs for directions, or bringing the press and clients for touring in the area for public relations, and promoting the products from Baan Tawai Brand to appear on movies or television for better recognition nationally or globally.

The lack of participation from the local in both suggestions and management in the past resulted in slow development of facilities and resources. The important thing is the participation of the community, and all sectors need to see the benefits in a big picture. (Diduck & Sinclair, 2002) This also means that the community needs to be a good host contributing good culture such as wearing unique local clothes, and attentively welcoming, sharing and providing information as well. This will create an impression of friendly community and definitely attract more visitors. (Beierle & Cayford, 2002; Bond, Palerm & Haigh, 2004; Creighton, 2005; Frewer & Rowe, 2005, Forss, 2005; Rowe & Frewer, 2000) In addition, the strengthening of solidarity can also be performed through the involvement of the community, such as the craftsmanship master ceremony as a way of paying respect for their wisdom. This should encourage community participation

and the involvement of village elders to come together to support tourist activity, especially those with the potential arts skills. Activities to convey the wisdom of the elderly which is regarded as one form to develop the involvement of people in the community. In addition, the results of the meeting of the Strategic Community Plan (Strategic monetizing sites) project, including 15 community projects will be presented to be added in “The Khun Khong Sub District Administration Office, Hang Dong District in 2014-2016. Projects listed are as follows:

Products and Services Development Project, Handicraft Centre Development Project, Public transportations system Development Project, Security Project, Community Museum, The Cultural Heritage Project, The Integration of Local Wisdom in Public School Project, The Old Wisdom for Children Project, The Short & Long Home Stay Program, Marketing and PR/Media and Signs and Land mark Project, Food court Construction Project, The Pedestrian Walkway Project, The Tourist Attractions Connected Routes Project inside and outside Khun Khong Sub-District, and Development of infrastructure and the landscape Project.

To implement the projects with effective administration and management, the meeting body agreed that it should be encouraged and supported by the relevant authorities such as the Ministry of Tourism and Sports, Department of Tourism Chiang Mai. Due to the potential of the community in the provision of funding to implement maybe restricted. The project will be implemented with the appointment of a committee of the village or the operator to define responsibilities, policies, as well as direction in the implementation and management. These will be under the Hang Dong District, heads of local sub-districts and districts and Khun Khong Sub-District Administration Office to ensure fairness, transparency, continuity and sustainability.

4. CONCLUSION AND SUGGESTIONS

Creative Tourism is a form of Tourism-based Creative Economy that Thailand is thinking highly of and in line with government policy that focuses on developing the knowledge based economy and creative economy today. The creative tourism has created an implementation of cultural tourism on the local culture conservation and opportunity for visitors to engage with the activities of the community and creating value to the travel experience of their own. However, the management and the sustainable development of tourism relies on the management of the relevant stakeholders affected by the management of tourist destinations. To develop sustainable tourism, arts and culture initiatives for “Baan Tawai Village, the OTOP prototype of Thailand”, leading to a concrete result by the management of the stakeholders, the following things should be in place.

As for the infrastructure and tourism resources aspect, learning activities in order to support cultural heritage and tourist should be provided as the added value of tourism. Knowledge management or lessons on the production process of handicrafts, wood carvings from the teachers or sculptors to the youth or those who are interested to preserve the culture continually and sustainably. A learning center or museum dedicated to the learning of history and the development of the industry in Baan Tawai, service standards for tourism operators and communities through trainings, or providing enterprises development for resources management to support tourism activities. It is further suggested to speed up the supply for facilities such as signs, bathrooms, parking area, rest area, and food court. All should be constructed in accordance with the village’s uniqueness, with supportive budget of the agencies involved in tourism.

For the tourist marketing aspect, activities presenting unique wood carving, culture or local wisdom to attract tourists throughout the year should be organized. Examples are events/fairs for a shopping road for pedestrian, and for the commercial district, creative arts and crafts village, arts and wood carving shows, etc.

The village unique identity should also be studied, designed and developed to contribute to the creation Baan Tawai Destination Branding. This can be done by taking advantage of the outstanding attractions, environment and lifestyle of the local people as a selling point to communicate to the tourists and create Brand Awareness. It shall take into account the essence of tourism by providing activities that present Authentic Experience and focused engagement in learning. As well, Bann Tawai Branding should be created with recognizable design for audiences both tourists and shoppers.

The development of selected handicrafts prototype, corresponding to the identity and character of the village which have a story, identity, history, or myth and uniqueness that can be useful for tour operators and community to apply for their own managements as well.

For the tourist marketing aspect, activities presenting unique wood carving, culture or local wisdom to attract tourists throughout the year should be organized. Examples are events/fairs for shopping road for pedestrian, and commercial district, creative art and crafts village, arts and wood carving shows, etc.

The village unique identity should also be studied, designed and developed to contribute to the creation Baan Tawai Destination Branding. By taking advantage of the outstanding attraction, environment and lifestyle of the local people as a selling point to communicate to the tourists and create Brand Awareness. It shall take into account the essence of tourism by providing activities that present Authentic Experience and focused engagement in learning. As well, Bann Tawai Branding should be created with recognizable design for audiences both tourists and shoppers.

The development of selected handicrafts prototype, corresponding to the identity and character of the village which have story, identity, history, or myth and uniqueness can be useful for the tourism operators and community to apply for their own managements as well.

Tourists are the heart tourism and important element of it. Therefore, the satisfactory of the tourists will result in higher demand from visitors to Baan Tawai. Activities to connect tourist with different interest groups should be organized, such as Adventure, One way tour, Study Trip along with promoting continually. Moreover, the government should support the budget for the Baan Tawai tourism database development and activities offered online, to meet the tourist needs. Connecting these with typical tourism websites which automatically link to search engines, applicable softwares. As well, develop mobile applications so travelers can search for travel information quickly.

As for the logistics for tourism aspect, major public transportations routes between Chiang Mai - Hang Dong district should be explored and develop its management system. The stakeholders and government agencies such as entrepreneurs of Baan Tawai business, transportations, Chiang Mai Tourism Business Association as well as Chiang Mai Tourism Office should collaborate to create the flow in transporting the tourist and connecting routes to reach destination.

Development of tourism with the stakeholders and community involvement is the key to sustainable tourism development. Therefore, projects proposed should be added the three-year strategic plan (2014-2016) of the Khun Khong Sub-District Administration Office, Hang Dong District, Chiang Mai. The

projects will be implemented by the appointment of a committee to be responsible for planning, policies, and direction under the local and regional organization's supervision. As well, reinforced supportive budget from agencies involved in tourism. Moreover, the involvement of the community by training the local people to be information providers for the target tourist groups such as community or youth tour guides should be established. It would be beneficial and sustainable to create awareness among the people in the community in operating all public activities as a community as a whole. This can also be done in a way of Civil Society in which any development arises from the people's initiation, run by the people, for the people. By all sectors whether public and private to closely collaborate, this will lead to the sustainable management of tourist attractions.

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