



DEVELOPING AS EXPERIENCE CITY BRANDING GUIDELINE FOR NAKHON SI THAMMARAT
PROVINCE, THAILAND



By
MISS Fonthip RANGSITSAWAT

A Thesis Submitted in Partial Fulfillment of the Requirements
for Doctor of Philosophy DESIGN ARTS (INTERNATIONAL PROGRAM)

Graduate School, Silpakorn University

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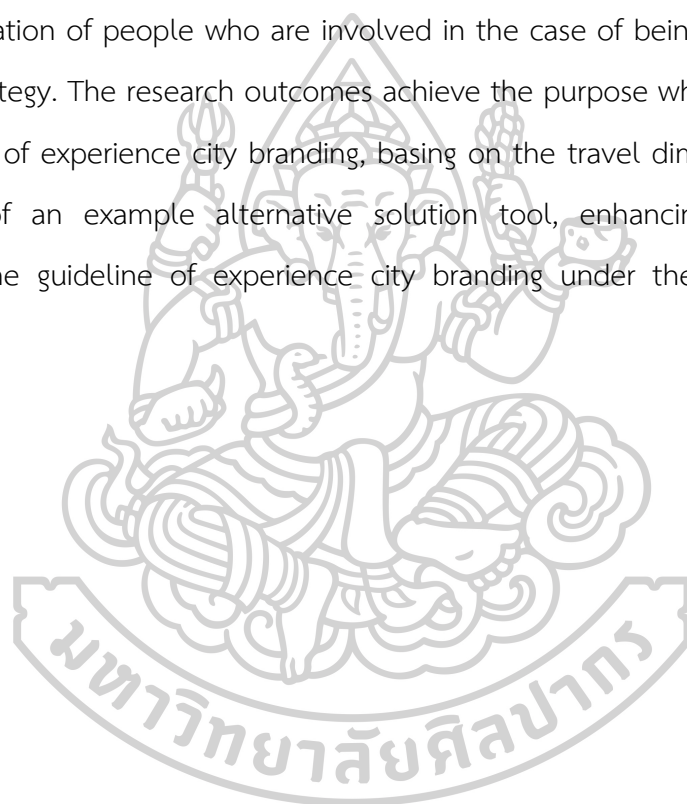
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Nakhon Si Thammarat is a second largest province and well known as one of the ancient cities in Thai history. This province contains many buildings and ruins of historical substance. It was once becoming the centre of art, culture, and marine trading of the region which reflect from some proven by abundant antiquities and archaeological evidence discovered here. It was also a major commercial centre between merchants from the Indian, Arabic, Dvaravati, and Champa, and also merchants from British, Portuguese and Dutch empires. With this information, it indicates this city become as of the important tourist attractions in Thailand. Therefore, this research focuses on the effort in developing this city province with its fundamental characteristics for the city branding. The main objectives are: i). to examine the fundamental characteristics and elements of the Nakhon Si Thammarat Province, Thailand to be developed as an experience city branding model; ii). to experiment with various designs those above characteristics and elements that can be materialised and strategies to develop an experience city branding model and finally iii). to develop proper and appropriate guidelines or strategy as a model for an experience city branding Nakhon Si Thammarat Province, Thailand.

The methods employ are observation, questionnaire, interview and experiments with various designs which are divided into two phases. The findings of this research are the characteristics and elements of Nakhon Si Thammarat which are “The glamorous city where cultured prosperity creates faithful communities and sincere folks.” Based on tourism dimension Nakhon Si Thammarat provides a complete experience and different cultural perspectives. It should not be missed and it is also worth returning. The allurements of travelling in Nakhon Si Thammarat is the impressive unique local experience. A charming environment of attractions with

the beauty of nature and way of life. Travellers can enjoy travelling among the locals, who motivate travellers to explore the undiscovered experiences in the city. Moreover, its characteristics and elements can be materialised and strategies to develop an experience city branding model through to experiment with various designs, leading to developing proper and appropriate guidelines. The experience city strategy is accomplished from 4 related elements: the travellers, local people and community, national and local government, including the city itself through the idea of participation of people who are involved in the case of being the key importance of this strategy. The research outcomes achieve the purpose which is to discover the procedure of experience city branding, basing on the travel dimension. It also is the creation of an example alternative solution tool, enhancing city opportunities through the guideline of experience city branding under the currently delimited factors.



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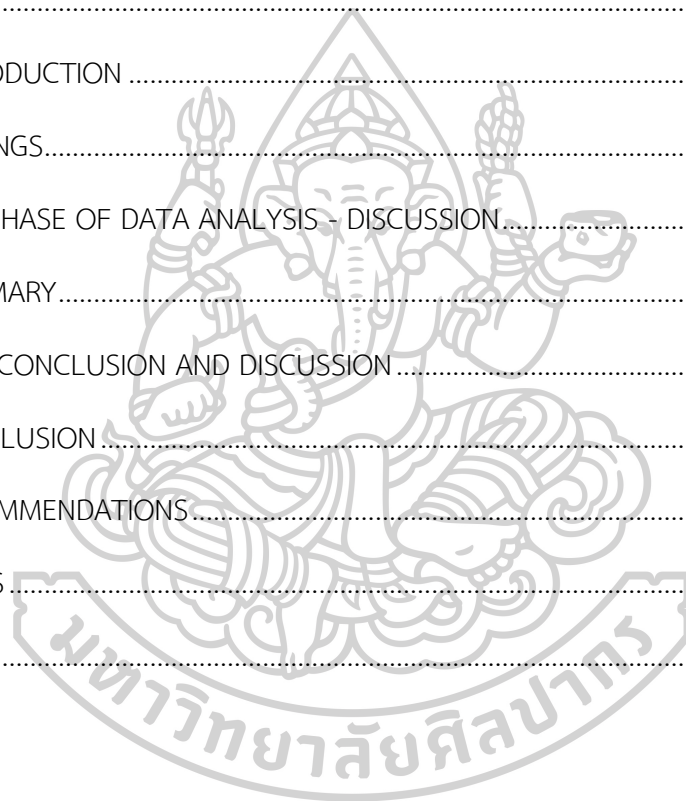
Finally, I would like to dedicate this valuable research study and this achievement to my special father who is now in heaven, for all his support and encouragement concerning my education since I was young.

Fonthip RANGSITSAWAT

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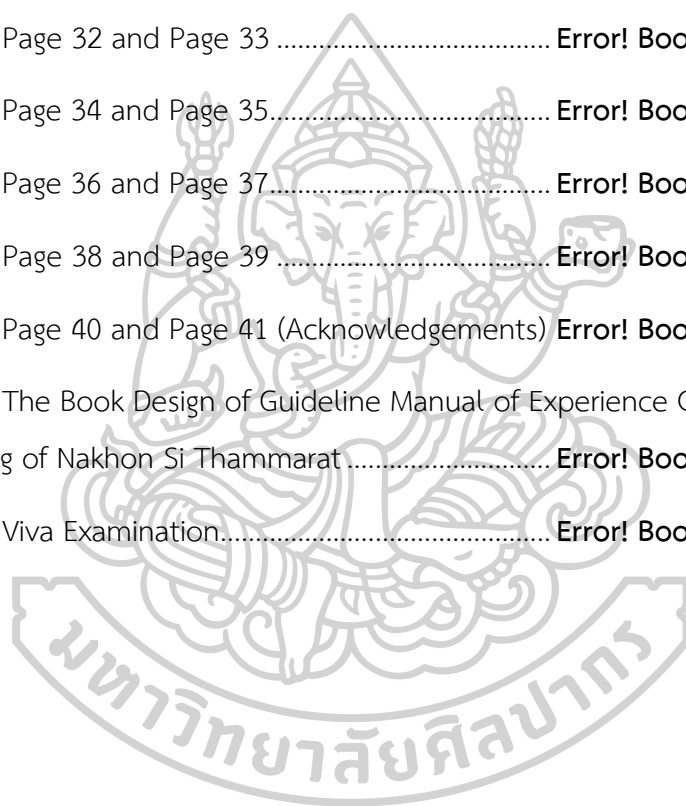
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CHAPTER 1

INTRODUCTION

1.1 BACKGROUND OF THE RESEARCH

The concept of Country, Region, and City have been established as a tool of urban development in global competition. They require management and strategy for economic opportunities, based on their individual capital. Contributing citizens can enhance the place with activities that provide a positive image, in order to advance its benefit through adaptation of knowledge, technology, innovation, and creativity. It is crucial to build a strong brand on existing capacity and strengthen the core value of its social, economic, and natural resources, and environmental capital.

City Branding's goal is to foster the economic development of the city and to improve the well-being of its residents. There is a strong correlation between regional economic growth and a high concentration of qualified workers. It is a whole set of actions to build the positive image of the city and communicate it among various target groups via visuals, narratives and events locally and internationally to gain a competitive advantage among other cities. Also, the objectives of city branding are to attract inward investment and tourists, and to "reinforce local identity and identification of the citizens with their city". Thus, city branding is a means to improve "external" and "internal" images of the city that relate to activities to enrich the quality of life for local residents (Prilenska, 2012).

According to Kavaratzis and Ashworth (2005), there are three types of place branding: 1) the name of a geographic location as a brand name, 2) co-branding of place and product and 3) branding of a place. This research typology emphasizing Experience City, is a City Branding Strategy in which many cities with insufficient resources for knowledge-based development can benefit from the experience it offers. In other words, the "experience city" concept provides economic growth opportunities for cities with limited high-tech industry development options. Due to their size, location, or historical lack of potential for developing high-tech industry, these cities have become the object of production and consumption. The relation of a certain

experience-product to a particular city or place becomes part of the experience-product identity and in this way increases the value of the experience. Therefore, Experience City identifies urban quality as a key attraction factor of success (Prilenska, 2012). City Branding is generally defined in the literature as a subset of city and place marketing strategies. Place marketing and branding are ways to influence how people perceive the identity of a place, and, in turn, influence their decisions on where to work, live, and spend leisure time. Further, North (2014) states an international perspective: a great brand is certainly a valuable asset. It can help a city to attract everything from tourists to investors to talent. It can help promote exports. It can boost residents' pride. And it's not just for famous cities, either, says José Torres, of Bloom Consulting; "There's something special about every city. City branding isn't about inventing something; it's about discovering what's already there". Nakhon Si Thammarat is the second largest province in southern Thailand, which was an independent kingdom for many centuries and a historical centre of Buddhism in ancient times, including its role as an important centre of art and culture, sculpture, architecture, and intelligence, which constitutes a valuable story and cultural heritage (Tourism Authority of Thailand n.d.) Moreover, the Nakhon Si Thammarat action plan 2015, which follows the eleventh Thailand National Development plan, also includes directions for the development of tourism to conserve local traditions and the cultural heritage of each small area. There is an opportunity to promote the heritage attraction "Wat Phra Mahathat Woramahawihan" as a world heritage site. Consequently, the fundamental background illustrates that Nakhon Si Thammarat would be an effective case study in the creation of an alternative solution for creating experience city branding. Such a case study would be effective for enhancing city opportunities. Thus, this research study is expected to develop the city branding of Nakhon Si Thammarat as an experience city, using branding guideline for the sustainable benefit of the city.

Due to cities today are increasingly engaging in the branding process. In the context of international competition, they want to differentiate themselves from other cities. A clear city brand can help the city to become better known, both globally and to their citizens, and thereby attract newcomers and investment. There is no single formula for success - each city must create and manage their brand in the way that is

best for their situation, but the chances of success will be greater if they are proactive and aware of the experiences of others (EURO CITY, 2015). As Marcus Mitchell points out, branding is not just about one logo or a strapline, it's about coordinated activity and a joined-up approach to attract all of the city's audiences. The brand has to be based on what is already there in a city (Salman, 2008). Like brands, cities satisfy functional, symbolic and emotional needs (Moilanen and Rainisto, 2009) and Ashworth and Voogd (1990), stresses the attributes that satisfy those needs need to be orchestrated into the city's unique proposition (Kavaratzis, 2004). Thus, an experience city needs to be planned, managed, and created with the right theoretical and practical approach for achieving the city's goal.

A strong identity is vital for attention in tourism and business and for places which are re-launching an area after a regeneration initiative. It can turn a city into a place where people want to live, work and visit (Salman, 2008). Urban development is a constantly evolving concept. Originally focused on spatial, security, and sanitation issues, urban development has come to include an economic dimension, aimed at increasing a city's attractiveness and international visibility. In a global economy, cities compete to attract talent, investors, events, and tourists. To meet this challenge, cities are engaging in marketing and branding to improve their image and position themselves on the international scene. As city branding has become a key urban development tool, city developers are faced with a multitude of new questions: What is a city brand? How should it be developed and with whom? Which communication tools should be used? How should the brand be managed? (EURO CITY, 2015).

As the statement of the background above, to survive and moving forward in the competition of the tourism market, Nakhon Si Thammarat where already has the potential and the capital of original resources, in contrast, Nakhon Si Thammarat is not a classical tourist city, comparing to other diverse large cities in Thailand, even it is promoted but is not living on mass tourism. Therefore, it requires the management with an effective strategy to achieve the competitive advantage that a brand can deliver. Thus, experience city branding is expected to be the tool that enhances the

city's differentiation and fulfils the city opportunity under the current limiting factors for the sustainable benefit to the city.

1.2 STATEMENTS OF THE PROBLEM

According to the literature review, “Experience Economy” was first used since 1998 through the article by B. Joseph Pine II and James H. Gilmore, the idea is that businesses must manage memorable events for their customers, and that memory itself becomes the product: the experience, it also brings about the reason for enhancing the opportunity for the development of the experience city with branding. Whereas there are less of literature explain and review about experience city branding, leading to this research starts with approaching the definition of experience city branding, including the possible relating areas along with to enhance the opportunity of the strategy that can be the benefit for Nakhon Si Thammarat. Therefore, this practice-based research will determine Nakhon Si Thammarat as an experience city under the current limiting factor for sustainable benefit. Besides to identify the experience city branding and strategy are expected to be unique tools and methodologies to achieve further travelling advantage objectives.

1.3 OBJECTIVES OF THE RESEARCH

1.3.1 To examine the fundamental characteristics and elements of the Nakhon Si Thammarat Province, Thailand within the context of an experience city branding model.

1.3.2 To experiment with various design from those above characteristics and elements that can be materialised and strategies to develop an experience city branding model.

1.3.3 To develop proper and appropriate guidelines and strategy as a model for an experience city branding that can be applied and implemented for Nakhon Si Thammarat.

1.4 RESEARCH QUESTIONS

1.4.1 What are the fundamental characteristics and elements of Nakhon Si Thammarat Province that relate with an experience city branding model?

1.4.2 Why are those characteristics and elements appropriated toward developing an experience city branding model?

1.4.3 How is this model or guideline of an experience city model appropriated to be applied and implemented for Nakhon Si Thammarat?

1.5 SIGNIFICANT OF THE RESEARCH

This research is conducted to benefit the following;

City and community. This research provides the procedure of experience city branding that benefit for Nakhon Si Thammarat, enhancing the attraction of travel opportunities.

Travellers. They gain the different experiences from travels through experience city branding strategy.

Future Researchers. This research will be useful references for the researcher who would create any related study of experience city branding and strategy field.

1.6 DEFINITIONS OF TERM/ KEYWORDS

1.6.1 City Branding is the process of creating a city's identity as distinct from other cities. It is an essential tool in the creation of a successful city brand that will attract potential newcomers. A city brand is a link between the identities and values that characterise a city. A brand is built on a city's existing strengths: the elements that constitute the city such as the visual, economic, psychological, and symbolic, as well as the aspects that differentiate the city from others.

1.6.2 Experience Economy is to create the experience on the business through orchestrating memorable events for the customers. An experience occurs when a company intentionally uses services as the stage and goods as props to engage individual customers in a way that creates a memorable event.

1.6.3 Brand Experience is conceptualized as the sensations, feelings, cognitions, and behavioral responses evoked by brand-related stimuli that are part of a brand's design and identity, packaging, communication, and environment. This research includes four dimensions of brand experience: sensory, affective, intellectual, and

behavioral. Moreover, brand experience affects customer satisfaction and loyalty directly and indirectly through brand personality associations.

1.6.4 Experience City Branding is the travelling strategy that values travellers' experiences through their travelling behaviour. It will determine the style of travelling, creating a positive experience between travellers and the city or the surrounding factors or the interaction between the traveller and urban communities.

Interactions included awareness creation, learning, supporting, service, exchange, and delivery between people, communities, city, and stakeholders. When the traveller has a positive experience with the city, the traveller will share their experience with others, leading to repeat visits that create opportunities for the city, businesses, and community.

On the other hand, experience city branding will create loyalty for both citizens and residents who live in the city for sustainable city development.

1.7 THE OVERVIEW OF THE THESIS

The overall thesis is comprised of 5 Chapters. Chapter 1 is focused on the introduction and backgrounds of the research, it is included the introduction and backgrounds of the research, the statements of the problems, objectives, keywords, limitations and delimitations and the significance of the research. Chapter 2 is focused on the literature on the fundamentals of City Branding, City Experience, Experience City Branding and the Nakhon Si Thammarat Province characteristics as the subject of the research. Chapter 3 is focused on the Research Methodology that is employed in the process of collecting data or information. The overall research data collection is employed by using qualitative and quantitative research approaches in the two phases of data collection processes. Chapter 4-5 are emphasized on the discussions of findings of the first and second phase data collection processes. Meanwhile, Chapter 6 is emphasised on the conclusion and recommendation of the research and to fulfil the Research Objective

CHAPTER 2

LITERATURE REVIEW

This section of the research examines the existing literature relating to experience economics and city branding. It intends to explore in-depth the concept and theory of city branding, which is an opportunity for the travel industry, leading to establishing guidelines for experience city branding. This is a case study on Nakhon Si Thammarat Province, Thailand, which aims at identifying the definition of experience city branding as the core concept of the research objective.

2.1 TOURISM INDUSTRY IN THAILAND

2.1.1 The Definition of Tourism

The tourism and travel industry remains one of the largest and most rapidly expanding sectors of the world and has increasing positive impacts on the global economy. It is one of the major employers and is responsible for developing jobs at all levels and relating to all industry stakeholders. As established by the World Tourism Organisation (UNWTO), the term 'tourism' constitutes a social, cultural, and economic phenomenon, contributing to the movement of people to places or countries outside of their normal personal and business climate. These individuals are called tourists, visitors, or excursionists, locals and non-residents. In addition, tourism is related to its operations, with some activities requiring tourism disbursement (UNWTO, 2015). For economic and regional development, tourism is considered a global force. The development of tourism offers a combination of advantages, costs, and tourism economic growth. It contributes greatly to tourism policy, business planning and practises (Dwyer and Spurr, 2011).

The tourism industry has recently been one of the largest and has an impact on virtually every other industry. These are the shifts in key trends that offer developing countries greater opportunities. The importance of the economic tourism industry gives businesses, government officials, and the general public greater benefits for the industry. In addition, it affects decisions or public policies on tourism, and the support of the community is important for tourism since it is an activity that impacts the whole Community and extends businesses, and more opportunities are provided to governmental and local residents. Virtually everyone in the region receives the economic benefits and costs of tourism in one way or another, which means that its impact is tangible for economic interdependence (Stynes, 2019). The importance of tourism can be shown by the fact that tourism is the business of all due that everyone's gains from it are properly managed.

The following defines basic concepts and definitions regarding tourism as a term:

1) **Travel** refers to travellers' activities. A traveller is someone moving for any purpose or duration between different geographical locations.

2) A **visitor** is a traveller who takes less than one year for any purpose such as business, leisure or other personal reasons to the main destination outside the usual environment in addition to being employed by an entity resident in a country or place visited. These excursions are undertaken by visitors as tours. Tourism is, then, subject to visitors' activity.

3) **Tourism** is a sub-set of travel, and visitors are a sub-set of travellers. This distinction is critical for the collection and credibility of tourism statistics in the data on the flow of travellers and visitors.

4) A **trip** refers to a situation in which a person visits various places. It refers to a person's travel from his/ her habitual residence on his/ her departure, thus

referring to a round trip. The stay does not have to be a tourism visit overnight. The notion of stay, however, presupposes a stop. It does not qualify as a visit to the area to enter a geographical area without stopping.

5) The **usual environment** in which the individual conducts his/ her regular life routines in tourism is a key concept for tourism, which is defined as a geographical area but not necessarily an adjacent one.

6) The **activities** conducted by a visitor may involve a market transaction or may not and may differ or be similar to those normally conducted during the visitor's regular life. If they are similar, the frequency or intensity of travelling is different for the person. These activities represent people's behaviours and actions.

7) The **main tourist destination** is the place visited, which is central to the decision of taking the journey. However, if the visitor cannot identify such a place, it is defined as the main destination that spent most of its time while travelling. Unless the visitor can identify such a place, the main destination is defined as the most remote to the usual place of residence (UNWTO and the United Nations Statistics Division, 2017)

The Leiper model of tourism systems consists of five elements, including three geographical features, namely (1) a region generating passenger travel (origin or the environment in which the tourism typically live); (2) a transit region connecting their origins to their destinations; and (3) a tourist destination's region. The other two elements are (4) the tourists and (5) tourism and the travel sector/ industry, such as tourist information centres and accommodation facilities, etc.

The interactions between the five elements are dependent on external environmental factors and, in turn, affect different environments such as the human-related, socio-cultural, economic, technological, political, legal, and physical

environment. The environment affects the way travellers travel to the transit region. For instance, the tourism-generating physical consists of tourist agencies and marketing and promotional enterprises that want to influence the tourist demand.

The channels of transportation, distribution, and communications work between the destination regions and the generating regions. Lastly, there are lodging and tourist attractions in the destination region. In the Leiper model, the system that contributes to the existence of the tourism product interacts with each element and is affected by it (Lohmann, Gui and Panosso Neto, 2008).

(Panosso Neto, Lohmann, 2008) 2008

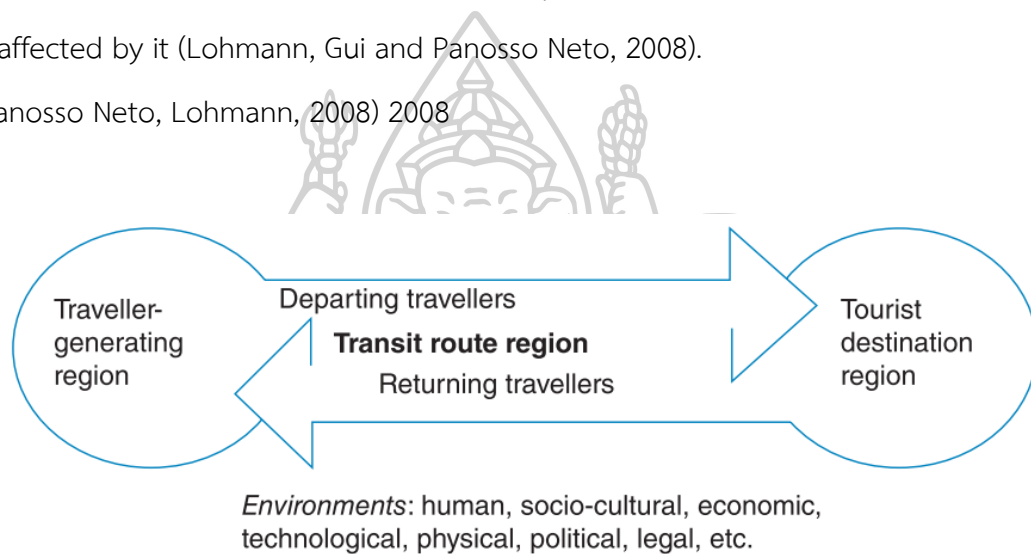


Figure 1: Leiper's tourism system model

Source: Tourism Theory: Concepts, Models, & Systems, 2008

Studiorum (2008) indicated that there are four components in the tourism system as follows.

The **customer** is the most important component of the tourism system because the customer is the reason for the existence of tourism products and services. All who work in tourism should ensure that the customer is primarily taken into account in all business and planning decisions.

The **experience** in travel is about how the customer travels to the destination and the experiences he has. Travel modes influence the kind of customer experience.

The **holiday experience**, if a customer decides to take a particular type of vacation, he/ she expects an experience. This could relate to the quality of the accommodation, service and food, the variety of shopping, coffee and restaurant opening days, and the range of activities offered. The customer's satisfaction will be determined by how well the holiday fulfilled or exceeded their expectations.

The **marketing** of a business refers to the multiple aspects of any successful business (Studiorum, 2008).

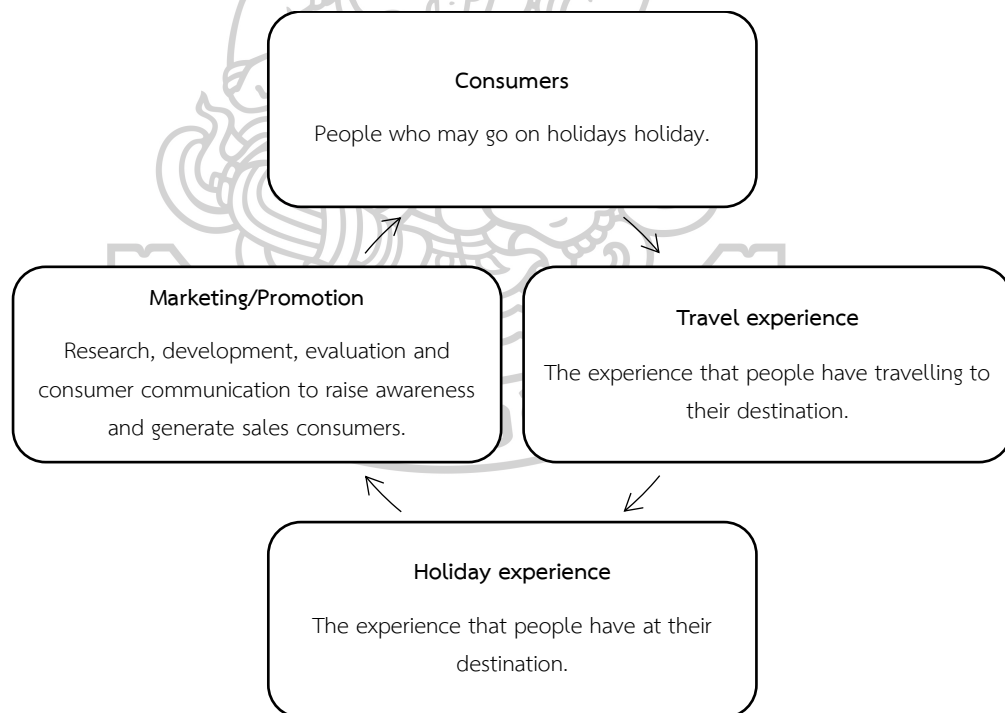


Figure 2: The tourism system

Source: Studiorum, 2008

Tourism has several impacts. The most direct impacts occurring within the primary tourism sectors can be generated in the following (Kyungmi, Uysal, and Sirgy, 2012).

In terms of the positive **economic impacts**, tourism contributes to the economy being diversified. It generates foreign currency supply. It helps improve amenities and utility infrastructure such as sewage system. Importantly, it increases gross domestic products (GDP), revenue increases, opportunities for jobs, and it raises budget income (tax). However, tourism has some negative economic impacts. It could, among others, cause land value inflation. It could result in leakage caused by import demand. It changes the standard labour practices and the demand for local products, higher food prices and other products development of funds from other economic projects for development. It could also increase the charges for road building and maintenance. Moreover, it contributes to seasonal employment. Tourism contributes to the country's favourite image in terms of its positive **social impacts**. It promotes the modernisation process and offers educational opportunities. It offers both locals and visitors leisure amenities. In traditional cultures, tourism has some negative social effects, which can include disputes. It may trigger rancour and antagonism in connection with drastic wealth disparities. Overcrowding, pollution, and traffic jam could occur. It might also lead to moral decay, leading to increasing violence, prostitution, and drug trafficking. Tourism promotes interest in local arts, crafts, and artistic traditions in relations to its positive **cultural impacts**. It also contributes to the protection of cultural heritage. It may, however, create a presentation effect from which locals copy visitors and give up cultural practices. It may also promote crafts tranquillisation. Finally, tourism promotes the education of the value of nature tourism with regard to its **environmental impacts**. It also justifies the preservation and enhancement of the

atmosphere, such as sea conservation. It safeguards biodiversity. However, reef and coastal dunes may be destroyed, and flora and fauna (wildlife and plants in wetlands) disrupted. It can contribute to polluted water, polluted air, solid waste while trampling the delicate beaches and soil.

Therefore, the economic impacts of tourism on national, municipal, and city planning and economic development are of major importance. In marketing and management decisions, economic consequences are critical considerations. Accordingly, communities should recognise their region's relative importance of tourism and the relation of tourism to regional economic activity (Stynes, 2019).

2.1.2 The Travel Industry and Opportunities in Thailand

Thailand's current tourism sector is considered an economic development opportunity. The Thai economy is driven by the tourism industry as the most critical market. The 2021–2022 Corporate Plan of Thailand Tourism Authority (TAT) announces the vision to lead Thailand's development as a sustainable, favoured tourist destination, leading to the following missions.

- 1) To enhance marketing and promote the growth of the quality basis of the industry and build trust to deliver Thailand tourism's value.
- 2) To create quality tourism products to increase the volume of tourists' expenditure;
- 3) To integrate the supply chain drive to be ready for accommodating quality tourists and sustainable income distribution;
- 4) To develop a marketing information technology system, as well as provide complete information on tourism marketing to tourists and stakeholders to meet their demands; and

5) To strengthen TAT to become a High-Performance Organization for tourism marketing based on innovation and good governance.

Moreover, there are strategic objectives, which are (Tourism Authority of Thailand, 2021):

- 1) To reach quality tourists' healthy consumer base;
 - 2) To increase travel spending from the experience of tourism;
 - 3) To build confidence in the value and impressiveness of the Thailand Brand;
- and
- 4) To establish TAT as an organisation with high efficiency.

As the Thai economy continues to be unique in its own sufficient way, the development of Thailand's tourism industry will support the development of local Thai business communities, small and medium-sized enterprises (SMEs) at the grassroots level of society and increase private sector-public stakeholder empowerment. Thailand Tourism Authority (TAT) launched its latest "Open to the New Shades" in 2018 to help foreign tourists learn about the Kingdom from a whole new viewpoint (Tourism Authority of Thailand, 2018). It clearly shows that in term of the tourism industry, Thailand remains the brand differentiation, using its identity to drive its domestic and international market.

Global tourism arrivals in Thailand could be reduced by 14 to 16 million tourists in 2020 or 65 per cent from 2006 to 39.8 million visitors. The tourism authority hopes that in October—the high tourist season—international tourists would return to Thailand (Languepin, 2020).

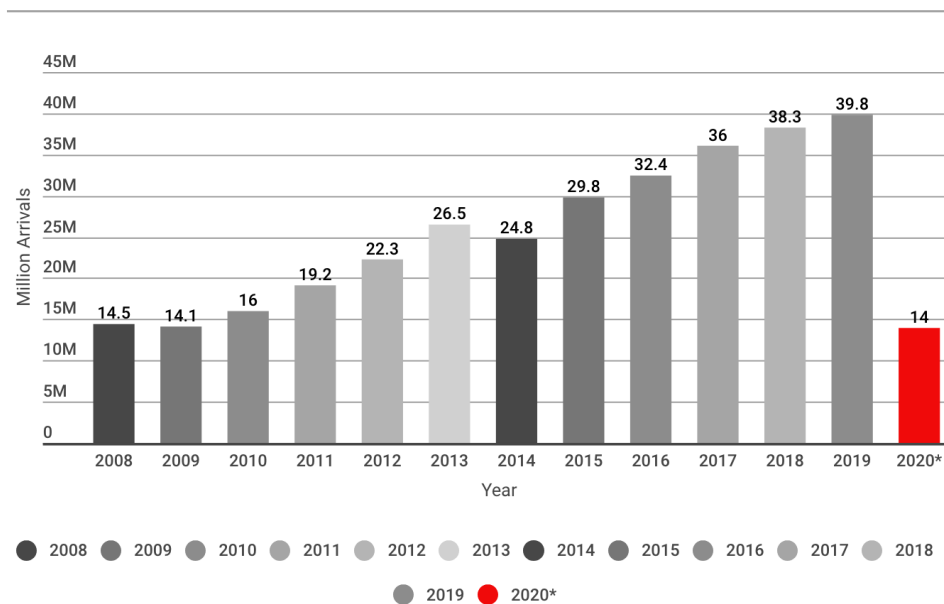


Figure 3: Tourism in Thailand

Source: Thailand Business New

Moving to the domestic travel situation, Kasikorn Research Centre states that from October to December in 2019, 76.9% of people who are living in Bangkok have planned to travel. Moreover, most of the sampling group said that online digital media, in particular, the popular micro-influencers who review the travelling attractions, hotels, restaurants and shops at the tourist destinations, has influenced their decision, selecting diversified destinations (Kasikorn Research Center, 2019). Moreover, the trends of travel and tourism types have shifted into several different styles due to Thailand, the Tourism Authority of Thailand's strategic plan.

According to Thailand's Tourism Industry Outlook 2019, reported by Kasikorn Bank, the tourism trend in Thailand are as follows.

1) **Targeting ASEAN Tourists:** As Thailand takes over the 2019 ASEAN chair, the possibilities for tourism from ASEAN countries are numerous, opened up for

hospitality-related businesses. Targeting includes the sales of tourists' products, facilities and an opportunity to collaborate with neighbouring countries, whether from ASEAN or from other countries, to create the best routing for foreign tourists.

2) **Increasing the Prominence Secondary Provinces:** This is due to the government's strategy of promoting places that are less visited and distributing tourism income more equally throughout the nation. This would expand the prospects for local commercial operators to marketing and investment. Other considerations, such as the forms of visitors, future attractions, and preparation for transport networks and services in each province, should be considered by business operators.

3) **Digitalising the Businesses Related to Tourism:** In order to strengthen the infrastructure of companies in the tourism sector, technologies are rapidly being integrated. Online websites, for instance, provide products and services information, ranging from reservations of hotel rooms to tour operators and car rental services. The economic concept of sharing economy is now increasingly prevalent. In order to adjust to shifts in the hospitality market, Thai operators then need to be agile. This will allow them to expand with the booming tourism industry (Kasikorn Bank, 2019).

2.2 CITY BRANDING

2.2.1 The Definition of City Branding

City branding is commonly interpreted as a whole series of measures to create a good image of the city and to connect the city by images, storylines, and activities locally and globally, across different audience markets to achieve a competitive advantage between other communities. The goals of city branding are (1) to draw investors and visitors, and (3) to strengthen local legitimacy and residents' identification. City branding is also a way of improving the city's image, both externally and internally (Prilenska 2012). In addition, a strong brand is definitely

a powerful commodity from a foreign point of view. It will help a town draw visitors, developers and talent. It will contribute to export promotion. It will enhance the pride of people. It is not just about popular cities either; José Torres of Bloom Consulting has indicated that every city has something unique. Branding in the city should not include inventing anything; it means finding out what is already there (North 2014). It should be noted that a city brand and a product brand that begins with their original identification are essential. A product, a service, a concept, and an event may be considered a physical (tangible) good. In a city, there are tangible products, such as architectural structures, parks, highways, landmarks, and the transport system. The development of the image of a city would include all those physical attributes (Kolb, 2006).

City branding is committed to achieving a competitive advantage and to growing the internal expenditure and tourist opportunities. In addition, the rivalry has significantly increased for the inhabitants, visitors, and investments of the city, which has an interest in tourism influx development. Successful cities nowadays should be branded as consumer products. A city should have a “quality of place” brand and an image that evolves. In essence, it creates brand loyalty that is important to the city’s economic sustainability. Identifying the distinctive and irreplaceable brand name is a significant factor in city branding, transforming identity through image and to inform the target group about brand values (Herget, Petru, and Abrahám, 2015). Furthermore, city branding is a framework for development of economic development policies along with the way in which local people distinguish themselves with their identify. This promotes the development of a society and strengthens local identity with the townspeople and activates all societal powers to prevent social isolation and discontent (Kavaratzis, 2004). City branding is, therefore, a way to develop a local culture in which people choose to settle and build an

attractive tourist city. It demonstrates that the mechanism of city branding is related to the improved internal factors and, therefore, to the external benefits.

Some theoretical frameworks are related to city branding. Kavaratzis (2009) noted that the utility of company branding models and tools for local branding could be categorised into two types. First, city branding will establish corporate marketing philosophy and practise. Second, to improve the characteristics of the city, it needs the application of models and instruments for the required situation. The development of city branding may, therefore, focus on an area of corporate branding; however, various models and instruments may be a different kind of branding. City branding, on the one hand, offers a framework for developing economic development policies and also helps to distinguish city residential areas.

Furthermore, Kavaratzis (2009) contrasted the evident frameworks of similarities to conclude the key lessons from branding and marketing theories in private companies and then divided them into eight proposed groups as components of an integrated approach to the management of city brands as follows:

- 1) **Vision and Strategy:** Vision selected for the future of the region and development of an obvious strategy for its implementation;
- 2) **Internal Culture:** The dissemination of city management, brand orientation, and marketing;
- 3) **Local Community's Interest Prioritisation:** Involvement in the development and implementation of the brand of local people, developers, and enterprises;
- 4) **Synergy:** The acquisition of cooperation, sponsorship, and balanced involvement of all related stakeholders;

5) **Infrastructure:** The essential requirements without which the city cannot seek to meet the brand's expectations;

6) **Gateways and Cityscape:** Capacity of the built environment to reflect and strengthen or harm the brand of the city;

7) **Opportunities:** For individuals being targeted, such as metropolitan lifestyles, good utilities, schooling, etc., and enterprises, such as financial opportunities, labour, etc., which represent a place's potential; and

8) **Communication:** The fine-tuning of all messages deliberately transmitted (Kavaratzis, 2009).

Besides, to determine the basic concepts and definitions of city branding, it can identify the interesting related key glossary of city branding following:

1) As places have been becoming more substitutable, in contrast to their origin, the **tourist destination** applies to the spot where visitors choose to spend their time while they are far away from home. A district, or a community, a city, an area or an island, or even a whole country, and in morphological terms as coastal, mountains, ice, urban or rural places, can differ in size (Bui and Perez, 2010). The **product of the tourist destination** is often described as a mixture of products and services provided to the customer—regional and physical settings—in which its tourists see as a specific entity (Moilanen and Rainisto, 2009). It contributes to the strong branding of tourism destinations as a method for differentiating destinations, the most evident way to differentiate destinations from the mass of product destinations in the world (Bui and Perez, 2010). The **branding of the destination** needs long-standing engagement and synergy both in the development and execution of the brand with various important stakeholders. The truly strong destination brands rely on the connections between the internal partners with a

good understanding of what their destination is and how it varies from other destinations. Some argued that a country could never be branded in the conventional management context; however, it can manage its image and promote its wealth, unique propositions, and specifics. A great brand offers additional value and strong identity advantage, determining the behaviour of customers and affecting their understanding of realities, thus, building trust and connections with the roots of the brands, and at the same time, increasing optimistic perceptions that have positive economic impacts (Mirna and Igor, 2016).

2) The use of product branding in areas is **place branding**. It is essential to distinguish between places and to express their identification for different economic purposes. Places may be believed to have individuality, distinction, and personality traits; therefore, they can be structured to increase equity, valuable added value and awareness (Kavaratzis and Ashworth, 2005) as places have to distinguish themselves from one another in order to affirm their individuality with particular political, economic, or socio-psychological goals. Governments' deliberate effort to form a deliberately built place and encourage it into identified foreign and internal markets is almost as old as the city itself. Accordingly, the deliberate development of such senses through marketing should involve some consideration of the fundamental geographical concept of the sense of location (Kavaratzis, M., & Ashworth, 2005).

3) **Urban tourism** is combined in a contextualising environment with the developed and natural environments, services and facilities of foreign, domestic tourists, and locals in the urban areas. Urban areas, such as towns and suburbs, are tourist sources and gateways to additional places. The complexities and characteristics of urban tourism as drivers of the global tourism economy are essential to consider. The problems of urbanisation and local reaction to globalisation are indivisible from the societal, geographical, economic and technical and governance issues (Cave and Jolliffe 2012).

There is a selection of regions related to city branding in the following literature. Cities and tourist destinations are rather overlapping. As a city or region, a tourism destination can be considered. The branding of places is linked to strategic cities aimed at reaching tourist opportunity (Moilanen and Rainisto, 2009). The two main destination branding features, according to Moilanen and Rainisto (2009), are as follows:

1) **Tourist destinations:** Usually produced not by a single entity but by a network of independent companies and other industry players, who jointly produce the resources and installations necessary for producing the product of the tourist destination; and

2) **Tourist products:** Consumed at any given destination are manufactured from the range of products/ services available; however, the assembly is carried out mostly by customers and not by the manufacturer or producer.

2.2.2 How City Branding is Developed

Marketing experts strive to refine their principles and theories, and the marketing of cities, areas, and countries have become commonplace (Kavaratzis, 2008). Place marketing was established in order to explain the marketing impact of urban design and management theories in the marketing discipline (Ashworth, Voogd, and Voogd 1990). Adriana (2014) subsequently maintained that the root of the current marketing of places is tailored for the destination. Numerous cities, regions, and countries now actively participate in the production of product brands through applying techniques. In addition, the change is streamlined from city marketing to city branding. The use and popularity of the branding of the product are not only

comprehensive but also recent. On the other hand, the idea of corporate branding is quickly established (Balmer and Greyser, 2003).

The city's image has played a major role in the localisation of investors, companies, and individuals (Vanolo, 2008), while increasing competitiveness in big cities led to increased utilisation of marketing strategies, based on the desire to develop cities using strategies, tourists, and investments; the desire to attract businesses from other cities and to develop and sustain businesses and increase the population (Kazançoğlu and Dirsehan, 2014). Although the place-marketing and city marketing techniques introduce the culture and imagination concepts and stereotype for promoting appealing urban images (Vanolo, 2008); however, it is not enough to only create an attractive image; it is important to announce its well-known locally and internationally. Hence, city branding becomes an exceptionally significant tool for building and communicating the city's image (Prilenska, 2012).

Kolb (2006) maintained that a product might be a physics good, a service, a concept, or an experience. In a city, there are physical products, such as architectural structures, highways, parks, monuments, and the transport system. All these physical attributes are vital for developing the image of the city. The key factor for the development of the city could be its physical characteristics but also the added value of the city brand. The utilisation of city branding to promote the city benefits as the aims of city branding are to promote the city's economic development and increase the well-being of people (Prilenska, 2012). The new network for tourism is integral to the creation process of value. The destination is a significant factor in the customer's place value (Richards, 2014). Culture, architecture, sports, business, education, the environment, and foreign relations may be used to process the branding process of a city. It is well established that cities usually achieve several

goals simultaneously, such as attracting both domestic and international businesses, maintaining their business base and developing tourism and visitors (Adriana, 2014).

Ludwig, (2007) outlined several main factors for global travel development as follows:

1) Social Drivers

- Ageing Society: In 2020, in Western Europe, aged people will be the majority. There will be in short supply for children and young people;
- The Decline of Western Europe's Middle Class;
- The Consciousness of Health: Possible health-risk destinations will be pressured. Areas of rivers and beaches contaminated, air pollution, hideous houses, the chance of illness, etc., can be avoided;
- Customisation: The demand for individual vacations is increasing. The market for package tours has dropped;
- Decreasing Relaxation Time: Western Europe needs to live again for longer. The development of senior travels is delayed by increasing the pension age;
- New Structures for the Household: More people become single. Less of them have fewer children; and
- Increase in Value Orientation: A new value rivalry increases. Ethical, ecological, and social values are becoming increasingly important.

2) Technological Drivers

- Transportation: More long-distance travel would be available quicker and cheaper;

- Services for Tracking: Providing for the identification and location of travellers;
- New Services for Search and Navigation: Maps are revolutionised by geographical tagging;
- Extreme Engineering: Launch of new attractions, for example, underwater and outdoor hotels, which are closed to visitors;
- Technology for Environmental Control: Becoming increasingly relevant; and
- Data Accessibility: The spread and success of information and communication technology continue to grow; knowledge is gained, reservations are made ever easier.

3) Economic Drivers

- The market for affordable and premium products is being polarised, increasing the middle-class pressure;
- Rising stock market vulnerability;
- More Competitive Pressures: For less income, tourists demand more;
- The End of Western Europe's Manufacturing Era
- Prices are common and predicted at daily bottom rock prices. The price spiral would spiral more quickly and more quickly, with margins diminishing.
- Asia's Boom: The change to the East in wealth and influence.

4) Ecological Drivers

- Shift in Climate: Regional climate benefits are changing, and new tourist areas are opening up;

- Energy Suppliers: New travel options and ‘slow tourism’ are ending;
- The Ozone: Danger of the ozone hole;
- Persistent Traffic Delays: The consequences will escalate and make travel much harder; and
- Uncontaminated Nature: Growing rarer and, therefore, more precious.

5) Political Drivers

- Decreased Trust in Politics: More government support for tourism as an economic stream and cultural support;
- Shared Values: Became disintegrated, leading to a spiritual clash, cultural clash, and the dissemination and intensification of intercultural tensions. Travel would, thus, become riskier;
- Growing Terrorism: Safety checks, immigration rules, and access restrictions will be tightened up and complicating the journey; and
- Increasing Political Uncertainties: Contributing to travel prevention or limitation.

To facilitate the branding procedure, its personal features and personality have to be identified and promoted as strategic planning and differentiated from others. As Adriana (2014) maintained, it is possible to promote a place in several different ways—as a tourism attraction, a commercial hub, a peaceful and secure location, and so on. The core features and strengths that can be seen as the goal of life quality, unchanged nature, and the free and compassionate human mind, are, therefore, important to recognise. It is also important to give visitors an unforgettable experience that will impress their minds with a positive image of that particular location that represents the level of satisfaction and the confidence of people in the

brand, and if the brand name is conveyed by cultures, appearances, visions, personalities etc., the image corresponds to (or exceeds) the expectations of the tourists. Furthermore, Mirna and Igor (2016) summarised the elements of destination branding relating to branding aspects into 3 points. Firstly, to define and develop a brand identity is the primary stage. Activities in branding focus mostly on clarification of the target position on the market, including key players and their community umbrella tactics and brand decision-making research to segment the brand and place it in the market that approaches the desired branding of the particular brand. This stage is the processing of a brand's image creation to the public as the brand promise that city announces about itself and its core value. Finally, to measure brand performances. Brand equity, therefore, is measured in brand success, as well as to predict further performance, including that it involves stimulating regular purchases and brand loyalty with regard to the successful approach of the brand.

The term 'place' applies not only to a destination but to a more holistic meaning. Therefore, a place may be a country (or a nation), a city or a territory, and this involves all the feelings and economic activities that apply to it, not only confined to tourism (Briciu, 2013). Furthermore, Kasapi and Cela (2017) noted that the idea of branding and its roots is part of the concept of city branding. In the context of destination branding, city branding can also be studied.

Moreover, there are a variety of key major drivers concerning the development of experience city branding:

1) In term of city branding, a particular **identity** concept relates both tangible and intangible aspects.

Rifaioglu and Güçhan (2015) stated that identity refers to forms through the period, physical, natural, historical and socio-cultural characteristics of a particular town.

Moreover, the concept of identity includes feelings, meanings and memory.

2) A **strategy** is an overall scheme for applying resources to establish a benefit position; a tactic is a process for a specific action.

Strategy today is the means of individuals or organisations to achieve their objectives (Grant and Jordan, 2015).

3) **City's image** of the impression of the city is the meaning of the location in the most important ways, which relate to symbols expressed in the material components of the city, including bridges, constructions, temples, and metaphysical elements. Furthermore, the myths, the attitudes of the people and travel guides, films, slogans and local marketing campaigns are involved (Vanolo, 2008).

According to the literature, there are several ideas relating to city branding for approaching experience city branding development. The terms target audiences, network marketing, identification, attitudes, and connectivity are being investigated as regards city branding. Brand personalities, brand image, brand perceptions, and relational branding have been studied in addition (Kazançoğlu and Dirsehan, 2014). Furthermore, the competitive tourism and investment climate calls for strategic city management, especially city image, identification and branding, satisfaction and loyalty (Kazançoğlu and Dirsehan, 2014). City branding is also a series of practices aimed at creating the city's profile and distinguishing itself from other rivals by the activity to convey local identification and identity and to benefit both domestic and foreign citizens. City branding is incorporated a variety of regional variation which are involved for enriching city opportunities.

2.3 BRAND EXPERIENCE

2.3.1 What is Brand Experience?

Brand experiences can, according to Alloza (2008), be characterised as customers' awareness and recognition, whether in brand images projected in advertisements, the first individual touch, or the level of consistency of individual service, at any moment in contact with the brand. Schmitt, (1999) proposed the five modules of strategic experience. Sensory Perception or **SENSE** marketing invites the senses to make their feeling, voice, taste and scent sensory experiences. People get a sense of influence and a sense of experience. Affective experience or **FEEL** marketing is an appeal for the inner feelings and sentiments of our customers, to generate powerful interactions from slightly optimistic moods associated with a brand to deeper feelings of excitement and pride, as well as customer's desire to indulge in take and empathy. Creative Cognitive Experience or **THINK** Marketing calls for intelligence to provide cognitive, problematic solutions that build customers with creativity. The **ACT** marketing is identified by physical experiences, behaviour and lifestyles and enriches the customers' lives by targeting their physical experiences, through showing them the alternatives of doing something, alternative interactions and lifestyles; and finally, social identity marketing or **RELATE** marketing. However, RELATE marketing goes beyond the intimate and private feelings of individuals and thus causes people to relate to ideas that are generally beyond their private states and their social identities. In addition, social identity encounters that arise from a reference community or society that the customer feels connected with the individual have a strong experience that are different from the customer's social identity. It was found that the experiential variable relates to all elements.

In addition, the conceptualised brand experience was characterised by Brakus, Schmitt, and Zarantonello (2009) as internal, subjective customer reactions, including perceptions, sensations, and cognitions and brand-related stimuli. The concept and identity, communications, packaging and environments of a brand are

part of it. Furthermore, Pine and Gilmore (1998) stated that encounters could be divided into four spheres—education, aesthetics, escape and aesthetics according to where the spectra in which they belong among a couple of dimensions.

Entertainment, such as watching TV or going to a concert, seems to be activities where customers engage more passively than active; they have more chances of absorption than immersion in association with the situation.

Educational activities like skiing classes tend to require more direct involvement, but students are even more outside of the event than immersed in the activity (the clients, if you want).

Escapists can teach as well as educational activities or entertainment, but they require more customer immersion.

Aesthetics refers to active involvement and inclusion in the experience, playing in an ensemble or falling on the Grand Canyon. However, eliminating direct customer involvement is an aim, an escape case becomes a fourth-speed encounter. Customers and attendees in aesthetic activities are immersed in an experience or atmosphere but have little or no impact on them themselves, such as a tourist who only looks from the border on the Grand Canyon or visits an art gallery.

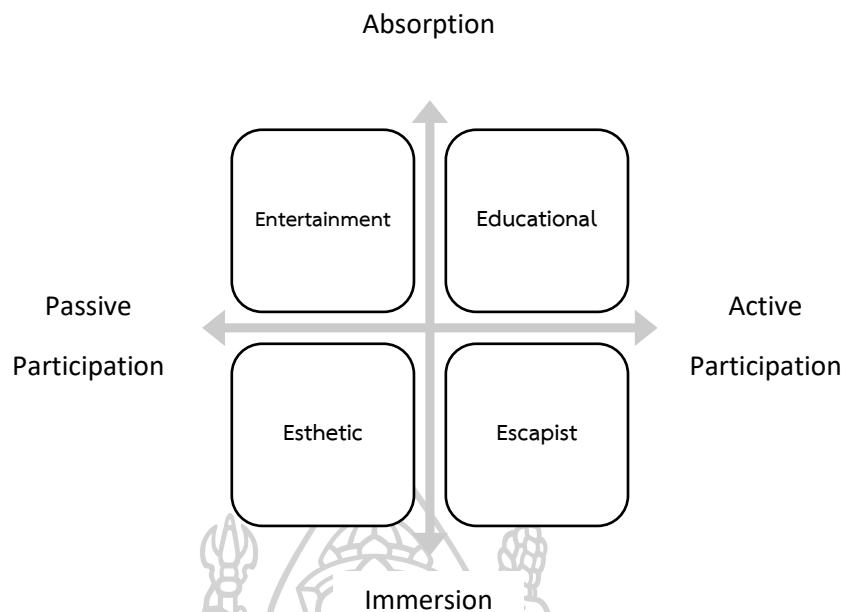


Figure 4: The 4 Realms of an experience

Source: Brakus, Schmitt, and Zarantonello (2009)

2.3.2 Brand Experience and its Characteristics

Experience comes from the stage of an event and the individual's state of mind. Therefore, multiple people might feel the same experience individually (Jahn, Lorentzen, and Lassen, 2007). When a person interacts with touch-point, they have a unique experience that is difficult to measure. Customer also a very personal requirement, expectation, and assessment criteria (De Chernatony, McDonald, and Wallace, 2010).

Many literature works define a conceptual structure, which illustrates the brand and implications of branding. As Khan and Rahman (2015) have shown, the varied background in brand experience includes the confidence and perceived utility of events and marketing and brand contacts. However, mainly the consequences of the experience of the brand are brand loyalty and satisfaction. Also listed in the perspective of customers by Şahin, Zehir, and Kitapçı (2011) is the relationship

between brands that generate brand experiences with the long-term connection between brand and customer with the confidence, satisfaction, and loyalty of brands. Brand experience further builds and establishes a trustworthy customer-to-brand relationship platform.

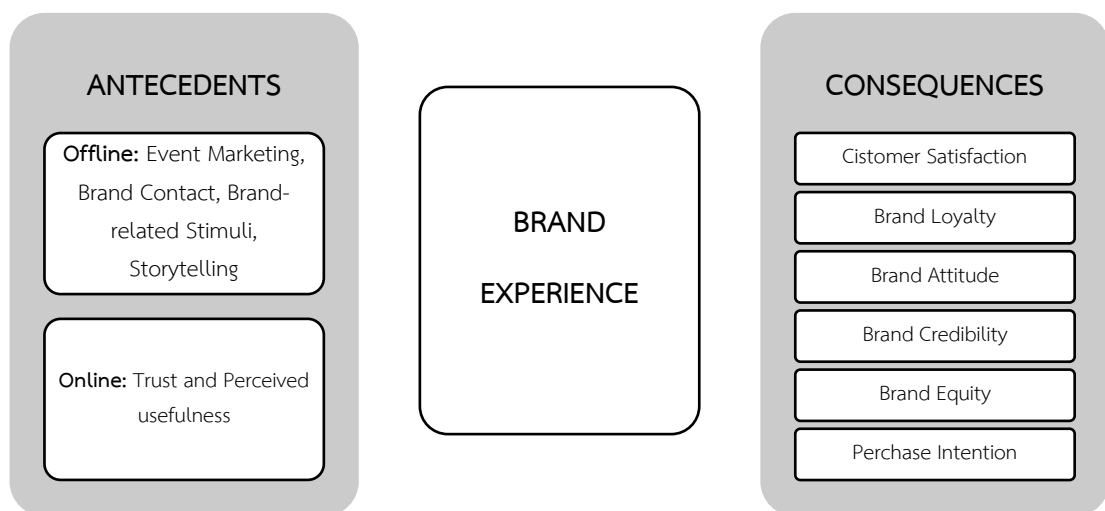


Figure 5: A conceptual framework of brand experience

Source: Khan and Rahman, 2015

In addition, Brakus et al. (2009) indicated that impressions and experiences come from a multitude of environments and settings. As customers purchase and utilise products, much of their experience occurs directly. For example, if customers are subjected to advertisement and marketing contact, such as websites, experiences may also happen indirectly. In addition, brand experience has an effect on behaviour. As a conceptualisation for brand experience, Brakus et al. (2009) has led to and developed a continuum for brand perception and design, with four dimensions, including sensual, affective, behavioural and intellectual. The sensory dimension concerns visual, audible, tactile, and olfactory stimulations of brands and includes emotional feelings generated by brand names and their emotional relationships with the customer. The behavioural dimension refers to physical

experiences, lifestyles and brand interactions, and the brand's capacity to engage customers includes the intellectual dimension. Therefore, brand experience has an impact both directly and indirectly through brand personality relationships, upon customer satisfaction and customer loyalty. In addition, Kazançoğlu and Dirsehan (2014) indicated that affective experience has the most influence on city loyalty. There are, therefore, unique sensations, emotions, understanding and behavioural reactions that make brand perception the correct use instead of an overall assessment, a definition of emotional connections or a motivating condition about the brand (Yasin, Porcu, and Liébana-Cabanillas, 2019).

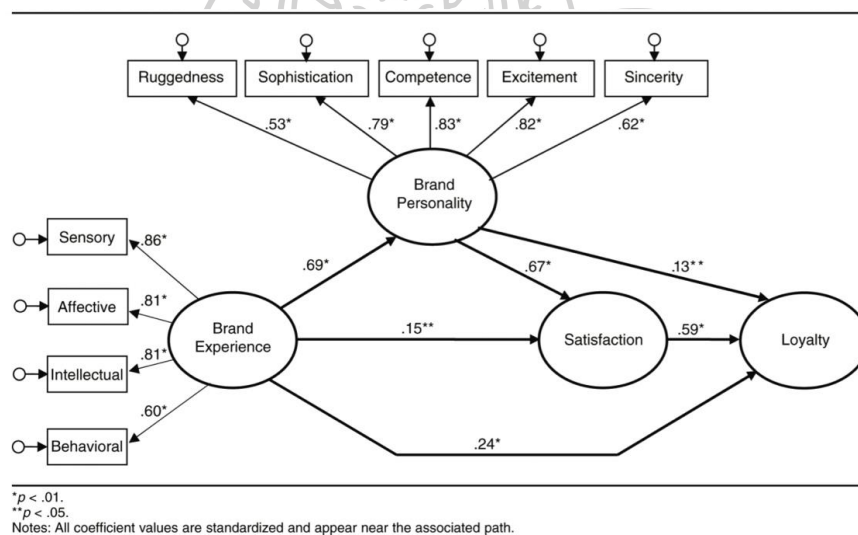


Figure 6: Discriminant and Predictive Validity of the Brand Experience Scale

Source: Brakus et al. (2009, p.66)

There are two consequences of brand experience which are identified as a significant influence of dimensions:

Satisfaction could be understood as a verdict on the pleasing level of consumption of a product or service function or of the product or service itself, including the level (under and above) of performance (Oliver, 2014, p.13).

Loyalty could be engaging in conducting good behavioural intentions. With its measuring meaning, it has often been used interchangeably to refer to repeated procurement, engagement, allegiance, and preference (Şahin et al., 2011).

2.4 EXPERIENCE CITY BRANDING

There are fewer papers to identify the notion of experience city branding; it does not have a clear definition yet. However, most of the experts mention the relation between experience, context, and marketing knowledge. Thus, this section investigates the explanation of experience city branding.

2.4.1 The Development of Experience City Branding

The branding of a place brand varies considerably from customer products. The construction of a service brand has many similar characteristics, but they also vary considerably, despite the many similitudes (Moilanen and Rainisto, 2009, p.14). City brands are identical to corporate brands and yet substantially distinct from product brands, and there is obviously no appropriate conventional marketing structure. The utility of company branding templates and city branding tools will then show in two. First of all, cities should learn a lot from marketing philosophy and experience at the business level. Second, cities need to adopt a concept and its features to particular circumstances. City branding can rely heavily on company branding but can only be a simple means of branding (Kavaratzis, 2009). Therefore, a branding system directly applicable to city development and the creation of a single identity is essential to distinguish. Following economies of practice, cities have continued to build the brand. Their features make the urban developers' economy appealing. Inside the tourism sector, towns and cities need to establish a distinct identity, to be distinguished from others because the travel industry is highly competitive and leads to a belief that the city's appeal is affected by visitors,

international buyers and prospective foreign students or locals. Marketing consultants aim to brand or re-brand the towns so that residents can live in a culture that is enticing to tourists (Herget et al., 2015). In addition, cities compete internationally to promote tourists, investment and talent and achieve several other goals. The principles of brand management often apply to urban development and quality of life in the business world (Alvez, Lopes, and Gomez, 2015).

The development of experience could be driven by marketing campaigns for the branding of cities. Therefore, brand experience parameters apply to brands and can improve the evaluation of brand interactions in locations. It applies to place brands that can improve the evaluation of brand experience in places. In addition, marketing strategy is an evolving marketing management theory that stemmed from the idea of the experience economy to incorporate the experiential component for city branding. In addition to rational considerations, Kazançoğlu and Dirsehan (2014) based on the emotional dimensions of customers to construct constructive and unforgettable customer interactions. As Richards, King, and Yeung (2020) pointed out that given the background of experiences, the associated effects of the physical context as the place itself should be established as well, as that offered by other travellers, and that other amenities and experiences are the context of the destination. It is important to learn how the combination of guests impacts attractions because other visitors add to site-related interactions (Alvez et al. 2015). The tourism of cities is closely connected to the industry of experience. The feeling can often not always be made though it can be given. In the target markets, cities will raise their profile through a solid, city identity-based brand. The skilled city brand encourages businesses, acquisitions, creative individuals, locals and tourists. A range of results related to a city brand involves cultural relations, export interests, companies and investors, target marketing and citizen identification and self-

confidence (Moilanen and Rainisto 2009a). Cities should then cultivate their original identity in order to establish a distinctive image of the region. In addition, it is important to create a particular branding system for cities. Cities are also aimed at creating and promoting their own identity and at building up and developing their experience. It should rely on the experience of locals and travellers in order to ensure good city branding and create a plan that relies on experience. The development of a city brand requires several variables to increase the chance. In order to establish marketing campaigns, cities are also examined in the areas of target audiences, network marketing, branding, attitudes and connectivity. They are often examined as place brands in particular in order to establish sufficient branding techniques based on their brand name, brand personality, attitudinal loyalty and relationship branding. In a competitive world, the need to recognise a city as a brand arises from the need to differentiate. In addition, competitive tourism and support vectors climate call for strategic city management. The identity, image, and branding of a city are, above all, satisfaction and loyalty (Kazançoğlu and Dirsehan, 2014).

Moreover, experience city branding relates to travelling behaviour. According to Jahn, Lorentzen, and Lassen (2007), it is part of the formation of personality the desire for and use of experience because the specific experiences someone has encountered are signals of someone who wishes to be. From this view, the value of experience is linked to experience as conversation and narration. Often, the experience does not have to be unique. There are also frequent visits to such places. Shopping entertainment is not exclusive, nor is it highly personal. It is linked to everyday life and provides residents with a multisensory experience. Their awareness—seeking activities—is consciously and unconsciously realised—listening to music through open windows—and all forms of experience have sensory effects, which influence the emotions of people towards their communities. In comparison, it

is interesting to consider how the combination of passengers affects the experience associated with attractions because other guests add to the site sense (Alvez et al., 2015). The efficacy of developing the city branding experience is, therefore, not limited only to visitors but also to the behaviour of people, including interactions, as Jahn et al. (2007) noted that the experience stems from the relation between the occurrence and the state of the person. This is why the experience is personal, while many others might have similar experiences. The experience city will also affect the experience of both visitors and locals.

2.4.2 The Significance and Characteristics of Experience City Branding

Experience city strategic branding concepts have gained exceptional popularity. It is involved in the co-branding of place and product and is also included in the branding of a place (Kavaratzis, 2005). Experience city strategies are appropriate for cities that have insufficient resources for knowledge-based development. Many cities can benefit from the experiences they offer, for example, the ones based on authenticity and nature. In these conditions, cities benefit from consumption which becomes a driver of growth (Prilenska 2012).

Due to the fact that a city is a place where people can enjoy, a multisensory experience becomes part of their daily experience. It is important that a town as a brand is considered that a competitive market must be differentiated (Kazançoğlu and Dirsehan 2014). To strengthen city opportunities, the theoretical city branding experience is developed.

Moreover, the production itself and place-bound interactions are produced and consumed and are branded together as a product. The relationship of such experiential products to a specific city or location becomes an aspect of the branding of the experiential product and therefore increases its value. The place efficiency is also a determining success factor. The place-bound interactions, on the

other hand, include gatherings, practices, services and places. In addition, the idea of the city of experience is “a window of opportunity” for cities that have little capacity for developing hi-tech industries due to their scale, location or background, so urban quality is a major attracting factor (Lorentzen, 2009). Furthermore, the sense of experience has demonstrated that it involves many interrelated aspects, and the relative effect of the physical context of the location, given to the other tourists and the context of destination by the other attractions and experiences, will be worth creating.

It will also be useful to consider how the mixture of guests affects attractions because other visitors add to the experience in the sense of the venue (Richards et al., 2020).

There are main concepts, according to the research, that can enhance the conceptual city branding experience. In tourists’ minds, the enjoyable memories of tourism are supported by optimistic feelings, which improve memory and the recall of an unforgettable tourism encounter. The memorable experience of tourism is linked to positive feelings, such as joy and enthusiasm, which show the affective impact. The visitors seem to feel relaxed, secure and glad. Travellers see experiences as valuable to themselves. For example, the locals in hotels, streets or shops are greeted and helped—hospitality may enhance their assessment and memory of a place. However, any traveller could have a different idea of what is an exceptional experience (Chandralal and Valenzuela, 2015).

Cultural tourism relates to the experience city boundary, it is to visit cultural attractions and events by culturally motivated people, and likely to become a tourist niche and more of a generalised means of consuming everyday life. These new experiences are likely to be more bottom-up, self-organised and integrated into the local social, economic and cultural systems. It leads to increasing destinations

integrate between residents and visitors. Cultural tourists become more experienced and increasingly venture out of the enclaves into the wider cultural environment, interacting more with local culture and local people. Besides the growth of commercial offerings of “local experiences”, destinations are also re-positioning the tourist (Richards, 2014).

However, the notion of experience city branding is not clear to identify its main features and also to propose the next stage for conceptual development.

2.5 NAKHON SI THAMMARAT

2.5.1 Background of Nakhon Si Thammarat

According to Thailand’s Twelfth National Economic and Social Development Plan (2017-2021), there is a strategic objective relating to travelling goals based on the third strategy for strengthening the economy and underpinning sustainable competitiveness through effective, beneficial, and sustainable tourism, aiming to increase income from tourism and the competitiveness of the tourism sector. Moreover, adding value for the products and services from local identity opportunities and the uniqueness of Thai culture and folkways, and expanding the income to people and communities. Creating equality for Thai tourism through niche markets, promoting the Thai identity and boosting trust among tourists.

The Tourism Development Strategic Plan 2015-2017 was based on the product and service dimension using as the areas to develop 12 diverse large cities with unique locations in Buriram, Chanthaburi, Chumphon, Lampang, Loei, Nan, Phetchabun, Ratchaburi, Samut Songkhram, Trang, Trat, and Nakhon Si Thammarat.

According to the historical background of Nakhon Si Thammarat, introduced through the Tourism Authority of Thailand, mentions that Nakhon Si Thammarat is the most important ancient city in terms of economy, society, politics, government, and religion in Southeast Asia.

According to historical evidence, it was called by a variety of names such as Tambalinga, Tanmaling, Local, Ligor, Patalputra and Muang Nakhon, depending on each specific language in the several nations.

The 17th - 19th-century Buddhist period was the most prosperous period under the rule of the Sri Thammathamacharaj Dynasty. Due to being an important trading station between East and West on the Thai Peninsula, it was also an important trading area for the British, Portuguese, and Dutch empires between traders from the Indian, Arab, Dvaravati, and Champa nations. The influence of the relationships between the foreign merchants and locals caused Nakhon Si Thammarat to prosper. Moreover, Sai Kaew Beach was the centre of the community and was located on the relic of the Buddha, leading to the faithful coming and inhabiting Nakhon Si Thammarat. Also, it influenced the other 12 cities in the South to be under control.

Moreover, Nakhon Si Thammarat is South Thailand's second-largest province. It was formerly the centre of architecture, culture and maritime trade in the area, and it was revealed in ample antiques and archaeological evidence.

Nakhon Si Thammarat boasts, in addition to its heritage, many undeveloped beaches and two national parks in the interior with green jungles full of lush flora and wonders, as well as exotic wildlife (Tourism Authority of Thailand, n.d.).

As the main idea of Nakhon Si Thammarat Provincial development strategy and vision concern “concerns “City of civilisation, pleasant travel, and sustainable agriculture and industry”.

It can be defined as the following:

City of Civilisation

In Nakhon Si Thammarat, a city of diverse religions, citizens live together with generosity. It is a city that provides for both formal and informal learning institutions. It also has a long tradition of culture and heritage.

Pleasant Travel

For living with happiness and good health, the community has high food security. It is also a green city that is environmentally friendly, with clean energy, natural water, resource management, and sustainable environmental management. The city has a useful transportation system that connects road, rail, water and air. And it has a standardised logistics system. The people are good hosts with a warm welcome.

Sustainable Agriculture and Industry

Nakhon Si Thammarat has a strong economic base. It is a balanced agricultural production source within the ecosystem, and the environment, whose production quality, safety standards, and added value meet the needs of customers. There is an innovative technology, resulting in farms which create jobs and income for the people. Furthermore, there is the management of the agricultural production infrastructure, which is the most efficient for soil, water, and irrigation systems.

Economic growth from tourism is based on cultural and natural attractions, including forest, marine, ecology and Buddhist attractions. The economy based on trade, investment, service, and environment-friendly industries can grow and compete.

In addition, in terms of the travel and tourism dimension, Nakhon Si Thammarat defined the overall provincial development strategy based on

conservation and culture. That means a city of nature, dharma, and culture with two important strategies, which are:

1) Developing and restoring tourist attractions, infrastructure, and facilities for tourism with standardisation and sustainability.

2) Developing the management system and supporting the development of a creative economy in tourism (The Nakhonsithammarat Provincial Office, 2018).

Referring to a study of the Tourism Authority of Thailand's (TAT) Corporate Plan 2021-2022 Review, there are strategic objectives relating to experience city strategy that mention firstly, to increase the value of travellers' spending for travelling experiences by creating experience stories during their journey. Also, to create confidence in the Thailand brands to be different and impressive by highlighting the strengths of differentiation and being impressed, through emphasising social and environmental responsibility. On the other hand, Chanin, Chanthong, and Sriprasert (2013) stated that Nakhon Si Thammarat had played a role in the development of mass tourism, which has both positive and negative reactions to development in Thailand's rich historical, culturally and naturally. Nakhon Si Thammarat is also a possible cultural tourism province but lacks a specific management strategy for sustainable tourism. It has, then, an original resource that is the advantage to grow as an experience city.

2.5.2 Travel Opportunities

According to 12go.asia (2019) stated that "The southern provinces of Nakhon Si Thammarat and Narathiwat offer an insightful look into the southern culture with local cuisine being one of the most important selling points" (Anonymous, 2019). Nakhon Si Thammarat is a province full of potential that needs more aggressive managing (Chanin et al., 2013). Moreover, it is supported by many parties to launch

tourism activities, alluring both domestic, inbound or outbound traveller (Tourism Authority of Thailand, 2016).

Wat Phra Mahathat Woramahawihan has been on the tentative list of the Unesco World Heritage sites since 201; thus, the stupa causing the city population to be rebuilt and established, unified to help create and preserve the temple and the stupa as the centre of mind for the people from the distant passed up to the present time (UNESCO, n.d.). There are great opportunities for Nakhon Si Thammarat to develop the city's facilities as the Nakhon Si Thammarat Airport has been upgraded into a customs airport since 1 July 2014 and is prepared to receive international passengers for direct international flights. This upgrade will be beneficial to the province, allowing the import and export of goods to be made directly at the airport's customs service. The existence of a customs airport that will accommodate the province's trade, investment, transport, and tourism (Samui Times, 2015)

Moreover, an image of Nakhon Si Thammarat's tourist attractions by the opinion of the foreign tourists in 7 aspects revealed that the aspect of the security, the society, the sea, the beach and the sunlight was at an excellent level of feedback. Otherwise, the feedbacks in the aspects of the cleanness and services was at a good level (Chanin et al., 2013). However, tourism is not only about the attraction, but it is involved in the activities during the trip. It, therefore, concerns both internal and external to complete the stage. This gives the tourism industry in Nakhon Si Thammarat the opportunity of taking part in any phase of quality of life and tourism development, thanks to public engagement and community participation. Government agencies should, therefore, provide funding to meet the needs of the tourism sector (Chanin et al., 2013).



CHAPTER 3

RESEARCH METHODOLOGY

3.1 INTRODUCTION OF RESEARCH METHODOLOGY

This Chapter mainly present a description of the research methodology and processes. It provides information concerning the method that was used in undertaking this research. It presents various stages of the research, which are both qualitative and quantitative research, approaching research objectives. The geographical area where the study was conducted, the study design and the population and sample are described. The tool used to collect the data, including methods implemented to maintain validity and reliability of the instrument are described.

3.2 THE RESEACH APPROACH

Both qualitative and quantitative research data, techniques and methods have particulate for estimating the quality of evidence in this research. As Apuke (2017) states that a quantitative research method deals with quantifying and analysis variables in order to get results. It involves the utilization and analysis of numerical data using specific statistical techniques to answer questions. Therefore, the data from qualitative research is selected rely on random sampling and structured data collection instruments that fit into predetermined response categories. The results are easy to summarize, compare, and generalize. If the intent is to generalize from the research participants to a larger population, the researcher will employ probability sampling to select participants (Kabir, 2016).

On the other hand, using the data from qualitative research provides information useful to understand the processes behind observed results and assess changes in people's perceptions of their well-being. Furthermore qualitative methods can be used to improve the quality of survey-based quantitative evaluations by helping generate evaluation hypothesis (Kabir, 2016). The methods employed in data collection give full description of the research with respect to the participants involved. (Daniel, 2016).

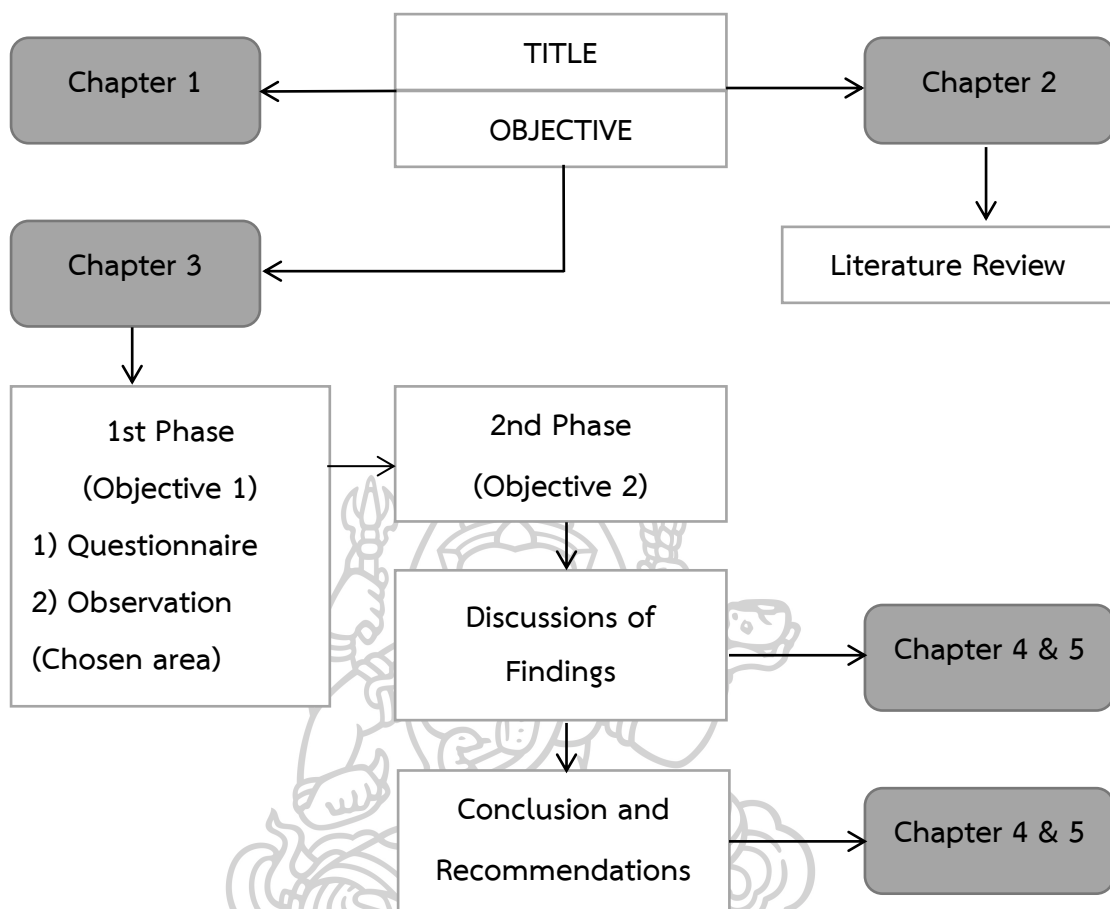


Figure 7: Research Methodology

There are 2 phases of data collection fulfil the objectives. Firstly, to examine the fundamental characteristics and elements of the Nakhon Si Thammarat Province, Thailand within the context of an experience city branding model. Secondly, to experiment with various design from characteristics and elements that can be materialised and strategies in order to develop an experience city branding model.

To start with, understanding stakeholders in tourism development” includes, according to UNWTO, the following players:

- 1) national governments
- 2) local governments with specific competence in tourism matters
- 3) tourism establishments and tourism enterprises, including their associations;

- 4) institutions engaged in financing tourism projects;
- 5) tourism employees, tourism professionals and tourism consultants;
- 6) trade unions of tourism employees;
- 7) tourism education and training centers;
- 8) travellers, including business travellers, and visitors to tourism destinations, sites and attractions;
- 9) local populations and host communities at tourism destinations through their representatives;
- 10) other juridical and natural persons having stakes in tourism development including non-governmental organizations specializing in tourism and directly involved in tourism projects and the supply of tourism services. (UNWTO, 2005)

On the other hand, Slivar (2018) states the Key stakeholders in tourism and their roles as the following:

Table 1: Key stakeholders in tourism and their roles

	Interested stakeholders	The role of interested stakeholders
Private Sector	tourism offer holders (tourism suppliers)	They are main employers and they affect the complete tourism value chain.
	intermediaries	They influence market accessibility through setting conditions to tourism offer holders (tourism suppliers) and tourism destinations.
	transport business	They influence the market and financial sustainability.
	private sector (excluding tourism businesses)	They assure revenues and prosperity.
	professional associations	They lead and direct sectoral developmental activities.

Public Sector	public (government) sector	They define the direction and influence sustainability through public politics, plans and financial support.
	local and regional government	They influence the sustainability of tourism through planning on the local and regional level (lower level plans), they affect the infrastructure development and support the local economic development.
	tourism organizations	Directly related to tourism, primarily responsible for stimulating market demand through destination marketing.
Civil Sector	NGOs	They influence the sustainable tourism development and facilitate the cooperation of interested stakeholders.
	vocational education	They help in tourism market research and in strengthening competences in tourism.
Local community and customers	local community	Tourism employees and other sub-creators of hospitable tourism destinations.
	tourists	By making their decisions, they influence the sustainability and profitability of tourism products.

Source: Slivar, 2018

According to Mendelow's matrix (Mendelow, 1991) suggests a method for mapping stakeholders building on the notions of interest and power. Stakeholders' power refers to their actual ability to affect the firm, while the interest refers to their desire to influence, leading to the prioritize stakeholders for the use in the collecting data stage of tourism of Nakhon Si Thammarat.

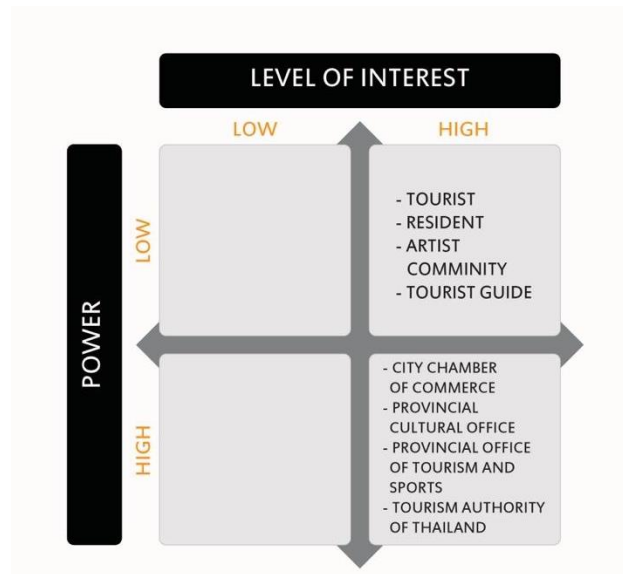


Figure 8: Prioritize Stakeholders of travelling authority of Nakhon Si Thammarat

3.2.1 1st Phase Data Collection (Quantitively Research)

1) Questionnaire

Questionnaires are the most commonly used method in the survey. There is a list of close-ended questions for the respondents to give answers. Using online questionnaires were based on questions that respondents answer for investigating, analyzing, and summarizing the fundamental identity and other elements which lead to design city branding and identity for Nakhon Si Thammarat where is the studied area.

Moreover, the criterion of selected samples for questionnaire respondents starts with limiting respondent profile. There were 301 voluntary responders to support this quantitative method, who are of different age, education and occupations; mostly, they live in Nakhon Si Thammarat who are major drivers of the city's tourism opportunities as Lim and Lee (2020) state that residents are the most crucial topic in destination sustainability issues as residents are essential the element needed to maintain a destination. Although areas whether or not tourism development succeeds, they will continue living in. However, residents should support of tourism development to sustain their places of residence and destination attractions. Besides, the responders were required to give their opinions concerning the city's identity and

compared its identity, using the period of time from the past to present in order to investigate the changing of people's awareness of city's image.

2) Observation

Site research is the unstructured observation method done by the researcher to explore Ratchadamnoen road as the areas of the case study. Unstructured observation is more likely to be carried out by those operating from an 'interpretive' or 'critical' perspective where the focus is on understanding the meanings participants, in the contexts observed, attribute to events and actions. Positivist and critical researchers are likely to be operating from a 'realist' perspective, namely that there is a 'real world' with 'real impact' on people's (Kabir 2016).

Ratchadamnoen road is a limited heritage of Wat Phra That is located. Moreover, there are several site attractions located along the road. Religious landmarks and diverse tourist attractions, including the mosque, church, temples are along both sides of the road. It is full of culture and relates to many important festivals of the city. To do observe aims to explore the opportunity to design experience tools and elements that can enhancing the traveller's experience.

3.2.2 2nd Phase Data Collection (Qualitative Research)

1) Interview

Using face-to-face conversation with the respondent base on the role of internal stakeholders as a tourist guide, representative artist and provincial officer of tourism aims to gain the insight situation and information relating to tourism in the city. The interviewers can not only answer the question but also can the statements their opinion which based on their role and experience. As Thetsane (2019) mentions that understanding the residents' perspective can simplify policies which minimize the potential negative impacts of tourism development and maximize its benefits, leading to community development and greater support for tourism development.

2) Experiment (Various methods)

This stage mainly used a cultural probe design which is a research approach followed in the area of case studies, including the criterion of selecting samples and approaching the research strategy. Finally, it deals with the research design and summarizes the concept of experience city branding, with a brief summary of the expectations from the theoretical framework adopted.

Cultural Probe is a method to gaining contextually sensitive information in order to inspire the design of new technology there is an appearing first step in a technology design process with collections of evocative task meant to inspirational response from participants. Used as an instrument to discover the unknown (Gaver et al., 2004). Cultural probes have become a common method in design research to gather qualitative data based on participatory user self-documentation. Also recently cultural probes have become a common method that are the combination of several thing that given to participants express themselves in absence of the researcher and revealing something about their life, lives, thoughts, and activities. (Thoring, Luippold, and Mueller, 2013)

The research uses a practice based experiment to develop ideas, and employs it to sum up the city branding strategy. Cultural Probe as a method used for experiment with various design, gathering information about people and their activities, also used in the design of research to explore the tangible and intangible aspects of the travel experience. The results from can be materialized and will be analyzed to identify and develop the conceptual experience city branding model based on the travellers dimension. Moreover, experience branding strategy is expected to be an alternative solution tool to achieve the transactional approach for a city's opportunity.

According to understanding and identifying the core stakeholders, leading to selecting the propose sample group who participate in the cultural probe method. This qualitative data was collected from 3 participatory experience under the probe kit items during the limited period of journey time for 2 nights and 3 days. Moreover,

the criterion of the selected participants refers to 4 main types of target market segmentation variables. The participants are considered through the classification based on demographic, psychographic, and behavioural factors.

The cultural probe method of this research is qualitative data based on participatory user self-documentation. It is expected to be an experimental design to approach the insight of the user's need and particularly proposed design ideas of the touchpoint of experience city strategy through participant's stories, experiences, opinions, emotions, and activities. Also, the result allows the researcher to acknowledge in-depth the user's motivation during their travelling experience. The results of this study will lead to an experimental design of the guidelines for experience city branding development, enhancing city branding for sustainable city's benefit by using Nakhon Si Thammarat as an studies area.

This cultural probe method is a research process which aims to explore the users' needs and to identify the user motivation during the customer experience at Nakhon Si Thammarat province, Thailand. The probe kit is used to approach the area, environment, society, culture, and way of life through the participant's travelling experience.

The experimental process has involved three main stages of travel activity, namely: pre-journey, during the journey, and post-journey, with each stage providing different activities to approach its objectives. Participants were required to follow the activities shown in the "Experience Journey Book" by using all items in the cultural probe kit. The results from a cultural probe method will be analyzed to create an experience city branding, in the travel dimension. It is expected to be an alternative solution tool in order to achieve a transactional method for Experience City branding, based on the attraction of the travel dimension.

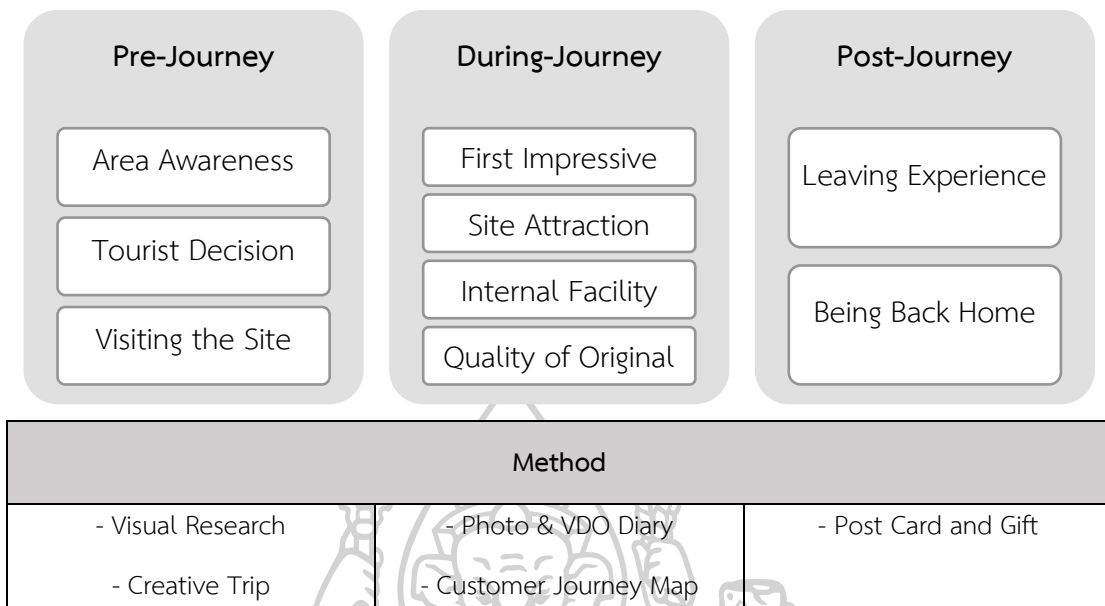


Figure 9: Cultural Probe Method of "Experience Journey Book"

This cultural probe was designed to gain insight into the participants' interests and emotions during their site journey. The probe activities and tasks were created based on methods which provide constructive data. The probe tasks consist of the following methods:

Table 2: The probe tasks

Method	Activity
Visual Research	to start the process of area awareness, participants were asked to do individual visual research such as surfing the internet and asking others' opinions for quantitative trip data before considering and planning the trip based on their own personal motivation.
Creative Trip	After the process of preparatory research leading to the creative planning of the trip, participants were asked to arrange their journey for 3 days and 2 nights and to independently record their experiences during the journey.
Photo & Video Diary	the participants were asked to capture their experiences and share them on the social media site Instagram where they can describe their ideas and memories of the moment in text and in pictures.

Customer Journey Map	the participants were also asked to tell the story of their experience during their journey through describing a possible map by using the supporting material in the probe kit.
Post Cards and Gifts	the participants are requested to buy some postcards or gifts and send them to others with whom they want to share their travel experience. This task helps them to hint about what to do, where to go, and what to deliver.

“Experience Journey Book” is an important tool in the probe kit for cultural probe methods, accepting other material as emotional stickers, colour pens, sites and so on. Within the experience journey book are a list of issue ordering tools in each sector for approaching the main objectives of the method’s expectations. There are a variety of methods included in the book for data gathering which leads to important and effective results and information for a further analysis stage.

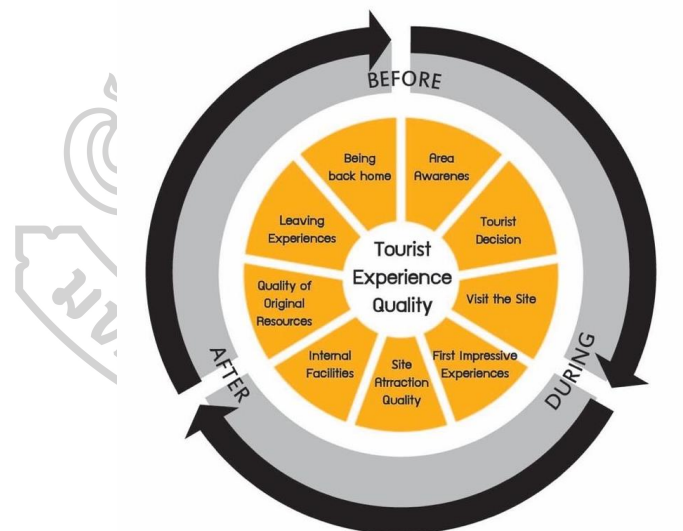


Figure 10: The process to create a positive touring experience with good quality

Stage 1: Pre-Journey: Visual Research and Creative Trip

The first section of the “Experience Journey Book” aims to understand the participants’ awareness of area attractions. Thus, there are 2 sections for the participants to complete. First, the design contains blank space and asks the participants to make a list of travel attractions by their own research. They can search for data for their

and places which present the participant’s first impressions, their opinion of the site attraction quality, internal facilities, and quality of sources. This process aims to capture significant experiences in natural surroundings and to gain insights into an individual’s experience with a particular product or activity.

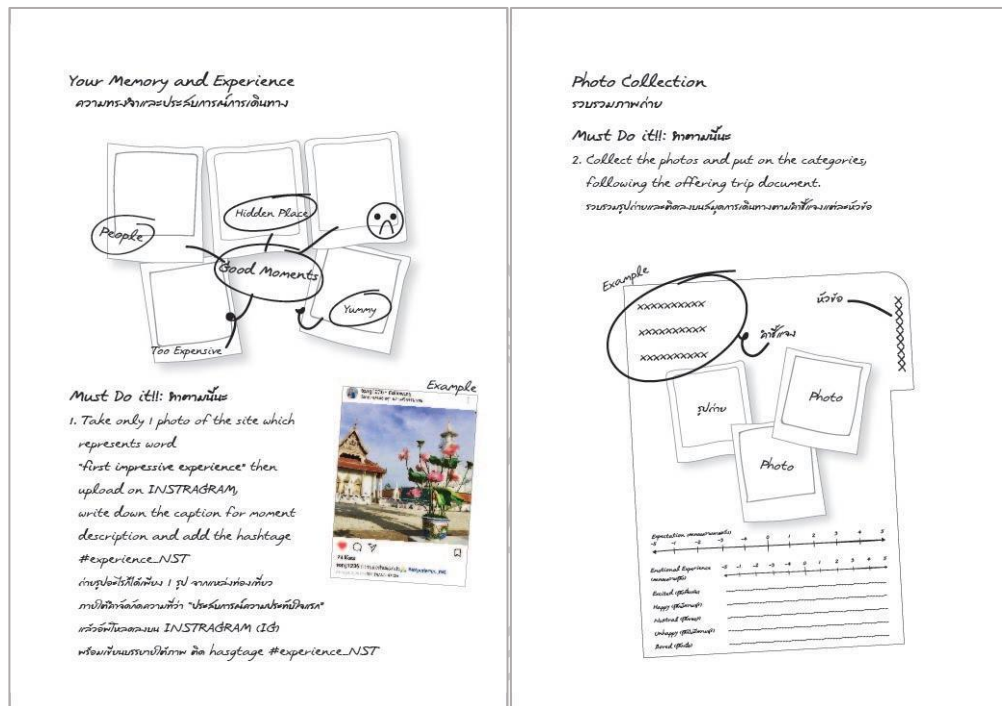


Figure 12: 2nd stage of “Experience Journey Book” in the during-journey stage

Stage 3: Post-Journey: Postcards and Images

The last section of the book was the project to buy emotional postcards and send them to others to express their individual experience. This way of opening evocative space is for the independent participants who are involved in these activities to receive information and experience from the participants.

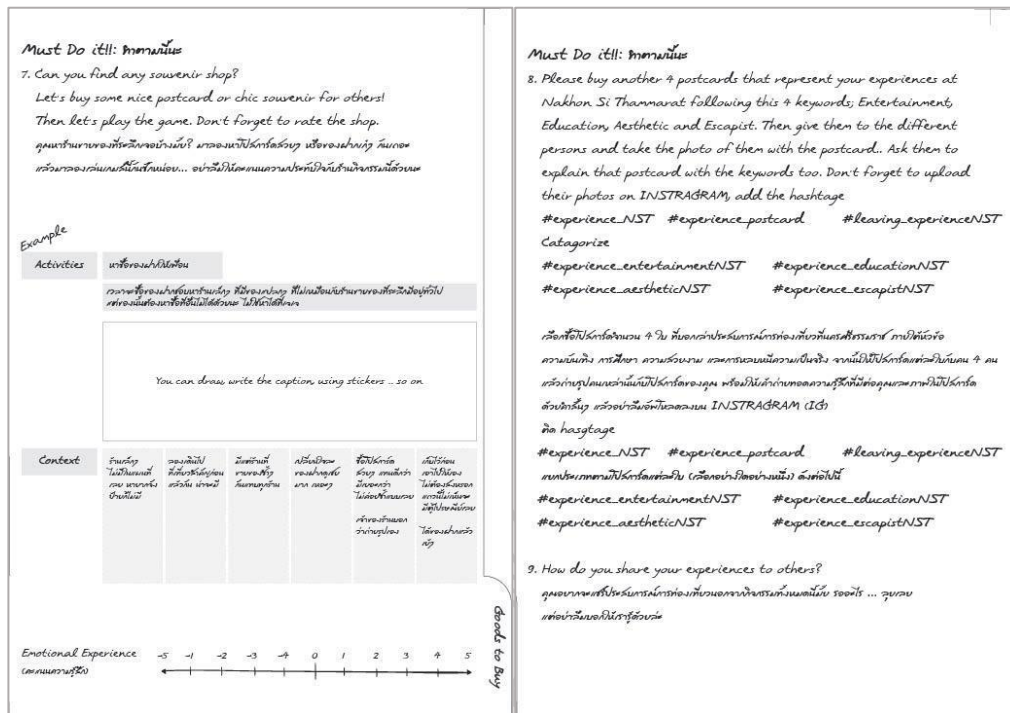


Figure 13: 3rd stage of “Experience Journey Book” in the post-journey stage

Moreover, a cultural probe kit design is developed, and related functions of such an item might be as follows;

Table 3: Classification of Cultural Probe Items

Categories	Usage
The wrapping	All items of a cultural probe kit are stored in some packaging.
Diary	A diary is a common cultural probe item. This is a blank book that the participants fill with their observations or ideas. It can either be a chronological report, or it can contain instructions on what to fill in, or it can be empty to give the users the area to express their observations and thoughts.
Map	A Site Map provides an example structure of a given destination. Participants can either plan their own activities within this map, or they can fill it with visionary ideas.
Frameworks	Frameworks are designed as Experience Journey Books which provide structures and tasks for different purposes that can be time-related such as process maps, schedules, and user journey maps, which the participants complete with their ideas or observations.

Photo/Video Documentation	The participants are asked to record their journey through photographs or videos of specific places or situations related to the research. This recorder tool usually does not work alone and it is an additional required tool. There are some instructions on how to capture, store and deliver them.
Supporting Material	These items such as post-it sets, emotional stickers, magic colour, and pens are not a part of the research but might be important to create inspiration for the participants to be more interested and to enjoy the activities.



CHAPTER 4
1st PHASE OF DATA ANALYSIS
IDENTIFYING FUNDAMENTAL CHARACTERISTICS OF
NAKHON SI THAMMARAT

4.1 INTRODUCTION

This chapter focuses on the discussion based on the two methods of quantitative data collection, presenting the result of questionnaire and observation. This phase of data analysis is to fulfil the objective No. 1 that to examine the fundamental characteristics and elements of the Nakhon Si Thammarat, relating with the development for the Experience City Branding.

4.2 1st PHASE OF DATA ANALYSIS

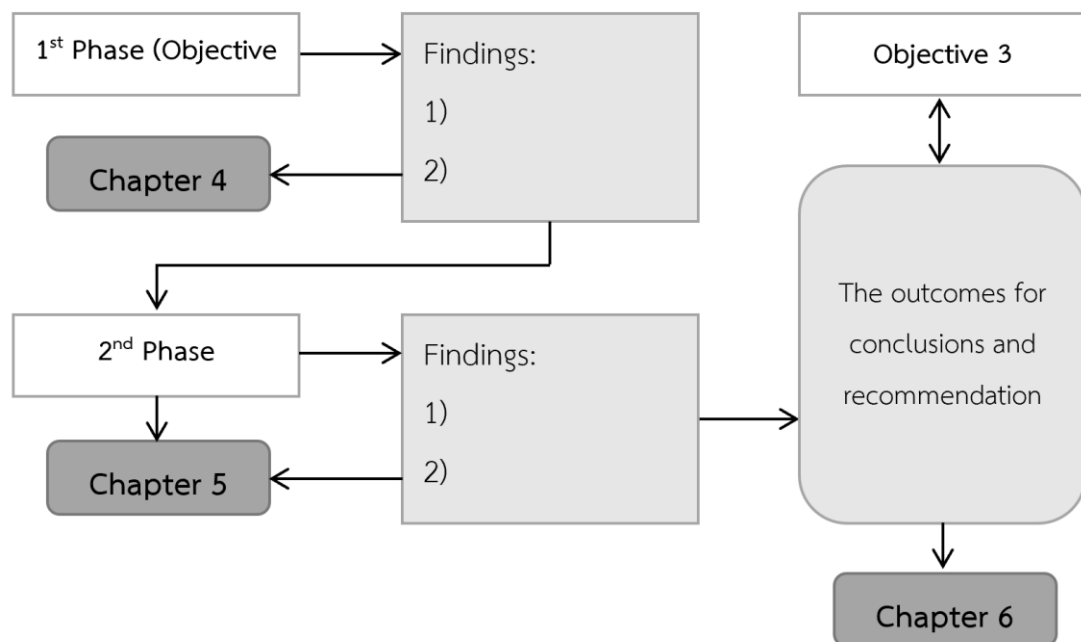


Figure 14: Research Methodology of 1st Phase of data analysis

According to this research aims to develop proper and appropriate guideline and strategy as a model for an experience city branding that can be applied and implemented for Nakhon Si Thammarat, it can be concluded as the following:

4.2.1 Questionnaire

The results and findings from questionnaire present the data which are the fundamental characteristics and elements of Nakhon Si Thammarat province that can be developed an experience city branding model. There are separated into 3 sections. The first section presents the demographic information of responders. The second section presents the quantitative findings on Nakhon Si Thammarat city identity in the point of view of responders. The third section contains the results of their suggestion, developing tourism.

1) Background Data of responders

The background data revealed general demographic characteristics of responders in term of their personal information; age, education, occupation, and interests.

Table 4: Demographic characteristics of responders

1. Age	>20	20-31	31-40	41-50	<50
	80	141	64	11	5
2. Education	Under Graduation	Post-Graduation	Master Degree	Higher Master Degree	
	174	73	11	43	
3. Occupation	Student	Employee	Businessman	Retirement	Government Official/ State Enterprise Employee
	191	9	15	1	
	Officer	Agriculturalist	Artist/Designer	Faculty Member	50
	26	1	3	5	
4. Interests (counting score)	Tourism	History	Art and Design	Culture	Others
	208	46	70	80	20
5. Resident (Living Period %)	>6 Month	1-3 Years	3-10 Years	10-30 Years	<30 Years
	11	18	12	49	10

6. Visitor (Frequency of visiting %)	>3 times/ Year	<3 times/ year	<12 times/ year	< a time/ year	Every week
	31	3	13	3	41

There are 301 voluntary responders are expertise and interested in tourism, local culture, art and design, and history, respectively. Moreover, they have ever been to visit Nakhon Si Thammarat or they are now living in the city.

Furthermore, the data shows a variety of major keywords states for revealing the city's identity, the main keywords are Buddhist, diverse culture, ancient, faithful, sacredness, and mind centre, respectively. Moving to the keywords in which reveal the city's image show that Nakhon Si Thammarat's image reveals mind centre, diverse culture, sea, tradition, sacredness, and faithful, respectively.

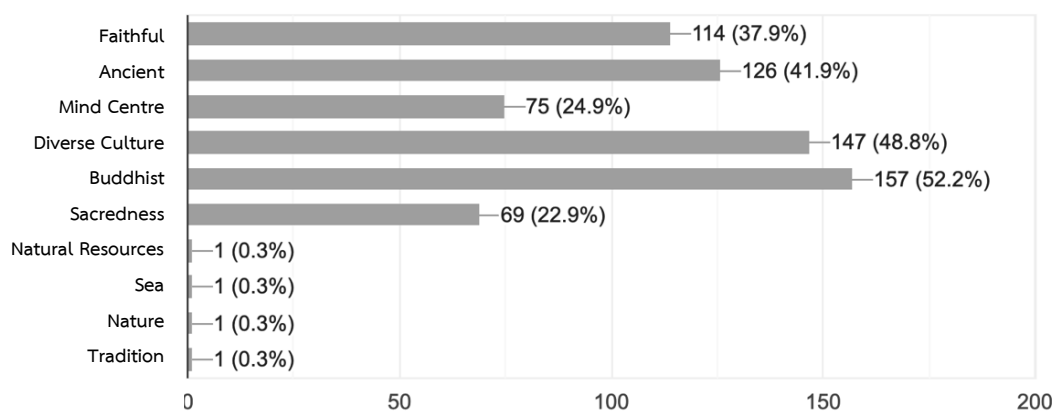


Figure 14: A variety of keywords for revealing the city's identity according to responders

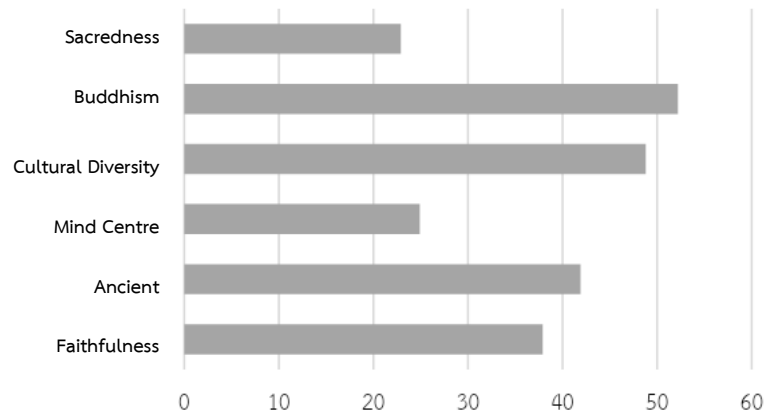


Figure 15: A variety of keywords revealing the city's image according to responders.

By comparing the results from collecting the data, it can demonstrate that both city's identity and image are similar. The responders' opinion and stated, the city's identity and the city's image of Nakhon Si Thammarat can explain as a keyword: Buddhism, cultural diversity, ancient, and faithful, respectively.

Moreover, the responders were also asked to compare the city's identity from the past to the present. Its purpose is to investigate the changing of people's awareness of the city. The result shows that the city's identity, based on the awareness of responders, remains similar.

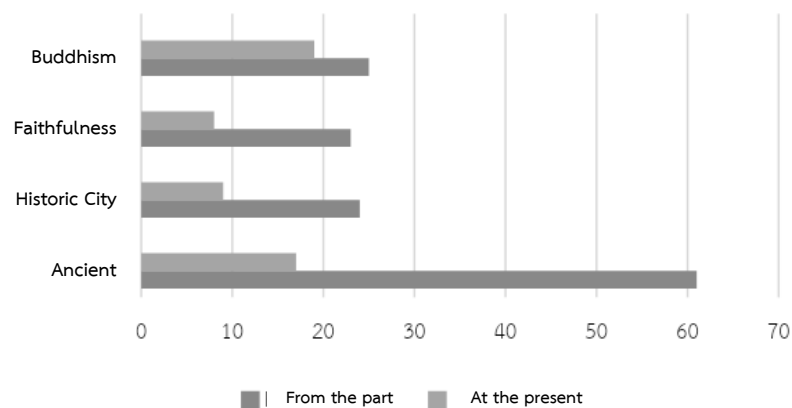


Figure 16: Comparison of the city's identity from the past to the present

Additionally, the responders also gave some interesting data about the identity of Nakhon Si Thammarat. There are 4 elements as follows:

Archaeological sites: Wat Prathat, Old wall city, and Shrine of the City Pillar

Arts and crafts: Nung Talung, Silverware, Yan Lipao, and Manorah (a classical Thai tune)

Local tradition: Festival of the Tenth Lunar Month, and Makha Puja Hae Pha Khuen That Festival.

Symbol: 12 city zodiac

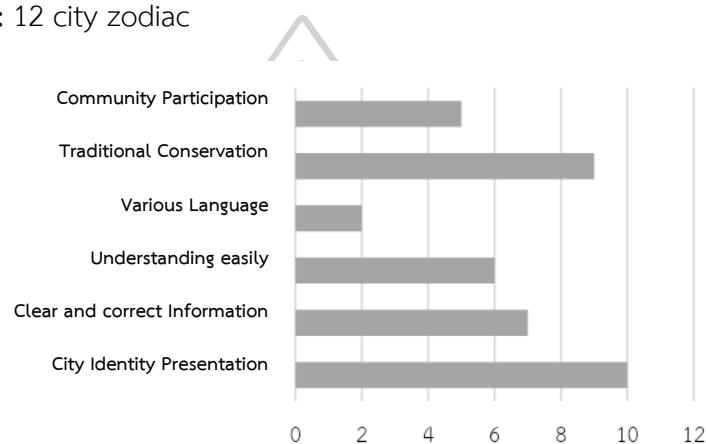


Figure 17: Responders' recommendations about city identity presentation

The responders also suggest informative data concerning city identity presentation, clear and correct information, ease of understanding, various languages, traditional conservation, community participation, city storytelling, and attractive design.

According to the result for the questionnaire, it can show the finding relating the research question that fundamental characteristics of Nakhon Si Thammarat that concern with an experience city model is still the same from the past to the present as Buddhism, cultural diversity, ancient, and faithful. Moreover, the elements which can support the model can be the presentation system which involves city identity. The interesting idea that can be related in the model is community participation.



Figure 19: Example elements support the travelling experience on Ratchadamnoen Road

The findings from unstructured observation to give an overview of a situation and concept idea, relating to experience city branding can show that

Using the using redundancy signage: there are many signages in the same area which is supported by different organization both business and government.

Lack of Individual Identity: the destination cannot show identity themselves. There is also a dissonance between the main attractions and other supporting physical evidence.

Lack of data and story linkage: The attractions are lack of data of place information, and there are not storytelling which is the linkage of place around the same area.

Less offering the experience city strategy: the attracts themselves are lack of offering the city experience.

4.2.3 1st Phase of Data Analysis – Discussion

Questionnaire and observation data are in congruence with literature in identifying method for examine the fundamental characteristics and elements of the Nakhon Si Thammarat province which show the identity of both tangible and intangible aspects. Nakhon Si Thammarat in Thailand's rich historical, cultural and natural attractions has contributed to the development of mass tourism, which has had both positive and negative effects on development. Moreover, Nakhon Si Thammarat is a potential province of cultural tourism but it lacks of a concrete management for sustainable tourism plan. The resources have a capacity to be developed as sustainable ones, given the natural environment, beach's beauty, local handicraft activities, and local way of life (Chanin, Chanthong, and Sriprasert, 2013). This findings confirms the fundamental characteristics of Nakhon Si Thammarat are related to the major keyword of Buddhism, cultural diversity, ancient, and faithful which can be the context to support creating experience city branding model.

Moreover, using the participants as a people who already live and have ever visited Nakhon Si Thammarat is major element for experience city branding. Due to Chanin et al. (2013) mentioned that the relationship between tourists and the communities is superficial as service users and service providers with benefits directly belonging to involved in tourist-related businesses. Therefore creating community participation must be developed and promoted. However, the community member wanted to participate in sustainable tourism management in the area because they believed that rising income would increase the quality of their lives and their communities.

CHAPTER 5

2nd PHASE OF DATA ANALYSIS

EXPERIEMENTS THROUGH VARIOUS DESIGN

5.1 INTRODUCTION

This chapter focuses on the discussion based on the two methods of qualitative data collection, presenting the result of interview and experiment through various designs. This phase of data analysis is to fulfil the objective No. 2 that it needs to come out various outcomes to develop as an experience city branding for Nakhon Si Thammarat.

5.2 FINDINGS

5.2.1 Interview

To find solutions to problems which aims to develop proper and appropriate guideline and strategy as a model for an experience city branding that can be applied and implemented for Nakhon Si Thammarat. The focus group of interviewees based on their representative role in the public sector who are government official and tourism organization.

Interviewee 1: Nattalin Wongphiraphat (Plan and Policy Analyst Nakhon Si Thammarat Provincial office of Tourism and sports)

The currently important factors influence Nakhon Si Thammarat to be city brand relates with local people who are the main driver of the city, they do not know insight information about the attraction. The private sector as tourism suppliers such as travel agency and guide is the most influencer effect on tourism industry.

Interviewee 2: Narit Noitubtim (Senior Guide: Thailand Tourism Awards (Kinnaree) 2015)

Ratchadamnoen Road is a historical and cultural road that is a limited route of approximately 15 kilometres. There are several site attractions located on the

road, through the business area and historical landmarks, it is called Cultural Road. Narit also mentioned that "the unique characteristics of Nakhon Si Thammarat are all temples, churches, and mosques in the same area. These are different but Nakhon Si Thammarat is not divided, living together very harmoniously, being kind and friendly because every religion teaches us to be a good person."

Interviewee 3: Assistant Professor Prayat Kasem (Expert: Language, Literature, Arts and Culture, Local Tradition)

Kasem stated that Ratchadamnoen road can be divided into 3 sections, following their historical background as the way of life, the city's way, and the Buddhist way. Nakhon Si Thammarat's identity is Wat Phra That where is mind centre of people. It is not only for internal people but also external visitors, leading to the harmonious of people and they are proud of the city.

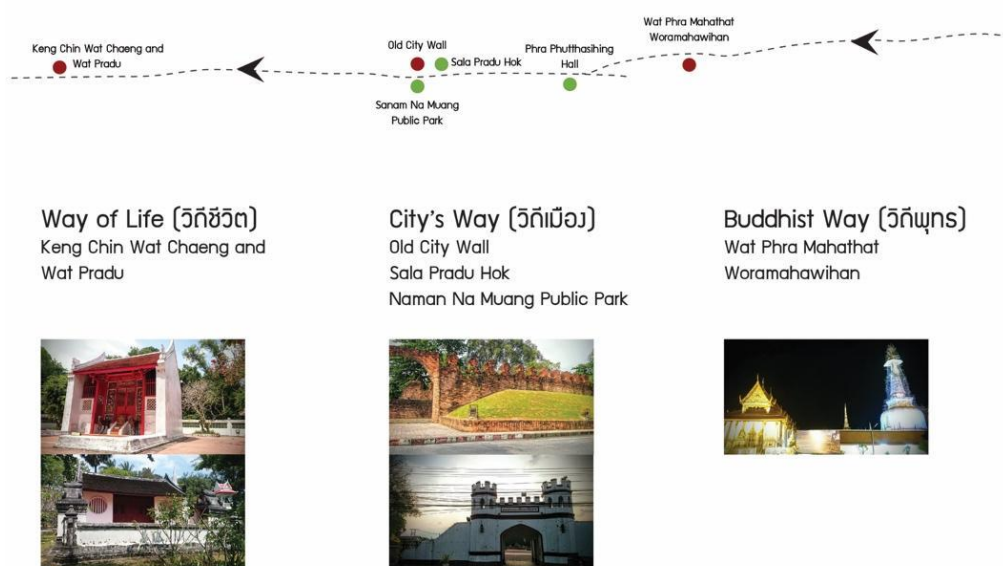


Figure 20: Attractions on Ratchadamnoen Road, divided by historical background

The results and findings from interview presents the data which also are the fundamental characteristics and elements of Nakhon Si Thammarat province that can be developed an experience city branding model for next stage.

The research uses a practice based experiment to develop ideas, and employs it to sum up the characteristics and elements of Nakhon Si Thammarat province that relate with an experience city branding model.

Cultural Probe as a method used for gathering information about people and their activities, also used in the design of research to explore the tangible and intangible aspects of the travel experience. The results from a cultural probe method will be analyzed to identify the core concept of Experience City strategy based on the travel dimension. Moreover, experience branding strategy is expected to be an alternative solution tool to achieve the transactional approach for a city's opportunity.

The experimental process has involved three main stages of travel activity, namely: pre-journey, during the journey, and post-journey, with each stage providing different activities to approach its objectives. Participants were required to follow the activities shown in the “Experience Journey Book” by using all items in the cultural probe kit. The results from a cultural probe method will be analyzed to create an experience city branding, in the travel dimension. It is expected to be an alternative solution tool in order to achieve a transactional method for Experience City branding, based on the attraction of the travel dimension.

According to identify the participants, leading to selecting the propose sample group who participate in the cultural probe method. This qualitative data was collected from 3 participatory experience under the probe kit items during the limited period of journey time for 2 nights and 3 days. Moreover, the criterion of the selected participants refers to 4 main types of target market segmentation variables. The participants are considered through the classification based on demographic, psychographic, and behavioural factors.

Table 5: Participants’ profile based on target market segmentation variables

	Participant 1	Participant 2	Participant 3
Demographic	Female, 41 Freelancer	Male, 37 Online Seller	Female 38, Explorer/ Travelling blogger
Hobbies	Taking a photo/ Playing Guitar	Taking a photo/ Playing Music	Reading/ Drawing
Psychographic	Attractive places/ Clean and safe/Packaging with promotion	Freedom/ Getting lost in a nature	Friendship

Behavioural	Solo backpacker, low cost travelling, Following the planning.	Roughly planning	Trekking
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1) Information and Responses to Cultural Probe Activities

This cultural probe was designed to gain insight into the participants' interests and emotions during their site journey. The probe activities and tasks were created based on methods which provide constructive data. The probe tasks consist of the following methods:

Visual Research: to start the process of area awareness, participants were asked to do individual visual research such as surfing the internet and asking others' opinions for quantitative trip data before considering and planning the trip based on their own personal motivation.



Figure 21: Examples of Visual Research Task Response in the Experience Journey Book

The visual research task of this probe design found that participants can independently and easily collect the data. Because of the clear task, it led to expedient data analysis.

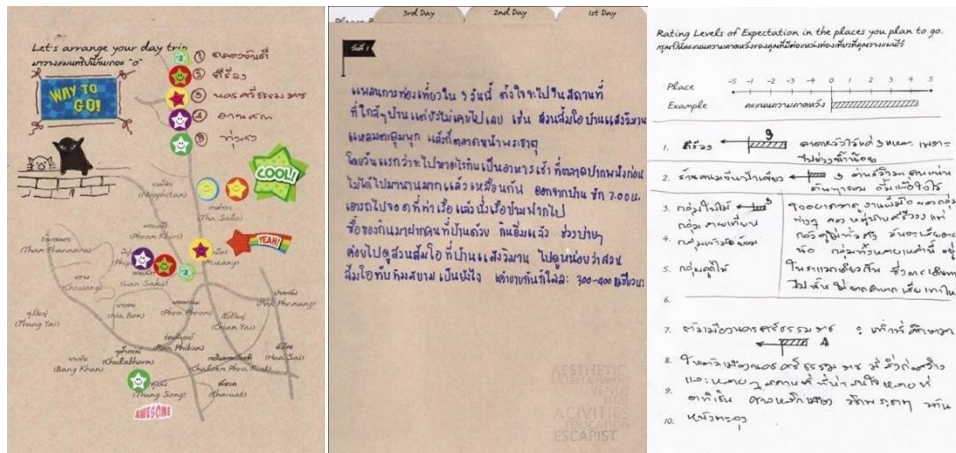


Figure 22: Examples of Creative Trip Task Response in the Experience Journey Book

Creative Trip: After the process of preparatory research leading to the creative planning of the trip, participants were asked to arrange their journey for 3 days and 2 nights and to independently record their experiences during the journey.

The design was provided with blank space for the participants to fill in their creative trip arrangement before visiting the proposed site area to gather insight data. Most participants misunderstood the task and filled in their experiences instead of arranging their trip. However, this is a chronological report and it can contain participants' ideas and thoughts.



Figure 23: Examples of Creative Trip Task Responses in the Experience Journey Book

Photo & Video Diary: the participants were asked to capture their experiences and share them on the social media site Instagram where they can describe their ideas and memories of the moment in text and in pictures.

Photo and Video are interesting documents and a highly effective way of collecting observational data to gain detailed insights into the participants' visions, emotions, wishes, or ideas through their individual visionary output based on the specified categories such as objects, food, people, and places during the journey. It delivers either information or atmospheric information of the studied area that relates to the creation of good travelling experiences.



Figure 24: Examples of Photo and Video Diary Task Responses in the Experience

Customer Journey Map: the participants were also asked to tell the story of their experience during their journey through describing a possible map by using the supporting material in the probe kit.

This customer journey task aims to identify the customer touchpoints development concerning possible tourist management. The task design shows the guidelines and description that participants can follow with their independent ideas. Although this task can gain some useful data from participants' experience, it only gathers the least specific issue.

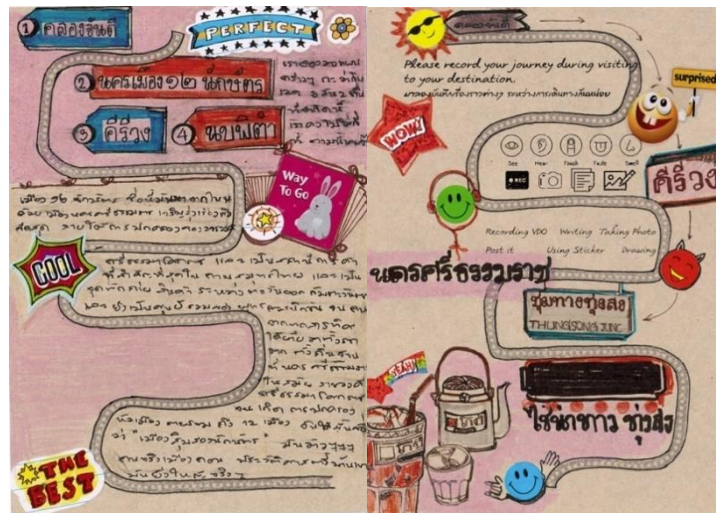


Figure 25: Examples of Customer Journey Map Task Responses in the Experience Journey Book

Post Cards and Gifts: the participants are requested to buy some postcards or gifts and send them to others with whom they want to share their travel experience. This task helps them to hint about what to do, where to go, and what to deliver.

Different gifts expressed the participants' experiences, however this task was not complete if the receivers did not respond, because this task proposed to gain feedback from them.

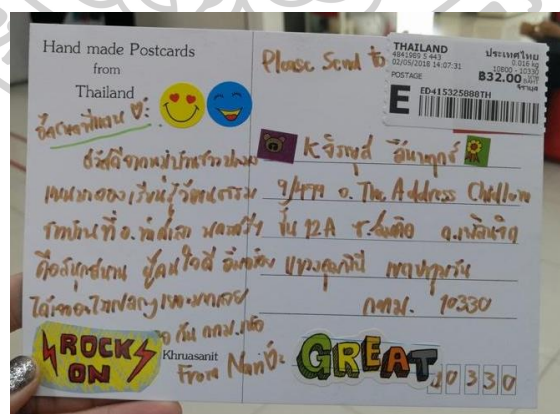


Figure 26: Example of Post Card and Gift Task Response in the Experience Journey Book

The cultural probe kits took the form of an activity pack which contributed to the tourism journey in Nakhon Si Thammarat Province. The participants were asked

to return the completed probe package to the researcher at the end of the journey. Participants requiring more time at the end of the period were given about 2-3 extra days to complete their probes. Finally, a total of 3 probe sets were returned.

Clear instructions for different structures in the cultural probe design are crucial to bring about the useful gathering of data. Furthermore, participants became more engaged in activities which required them to be creative and constructive. In response to the cultural probe activities, a number of participants gave the idea of creating the experience city strategy as user motivation through the tourism experience process during their journey, which is the relationship between local residents and the visitors. The tourism experience process is related to the physical evidence by creating a visual aspect touchpoint for enhancing user requirements.

This research has demonstrated that the cultural probe was useful and it helped to collect much of the information concerning the travel experience in Nakhon Si Thammarat. It is shown that the cultural probe is a practicable tool for gathering contextual insight data for creating a travel experience process. Early results have shown that well-designed cultural probes can be effectively used for inspiration to convey the design of visual communication. The completed cultural probe from the participants revealed that some tasks in the cultural probe should be clearer and could be further developed. Activities should allow for creative and independent responses and they are simply categorized, but are effective for the research objectives and requirements.

To design the proposed cultural probes material is needed for gathering the data, because the participants need the items that can lead them to achieve the results. As a result of this research, we can divide the items into 2 categories; main items and additional items. The Experience Journey Book is the main item that is created and designed for the participants. They can follow the steps and the researcher can collect and analyze the data easily. In contrast, other material such as the diary, site map, camera, post-it, and colour pen are additional items which are provided for the participant to record their experience and motivations. The research and probe packs also contained a set of instructions and some suggestions as to how

the various devices in the probe pack might be used. It shows that the effects of participant's responses reflect careful material design.

Moreover, the user's needs and motivation were to interact with the people and community when they were travelling. Thus, the interaction between the local community and travellers is the most important factor for the participant's motivation and needs, which can be considered in further design strategy for the user experience.

The cultural probe method designed materials and a variety of items that are useful for participants to express their ideas. A cultural probe is a suitable process where the designer can extend the idea for relating design experience based on the focused area. However, there is a different area of study that can reveal different key touchpoints.

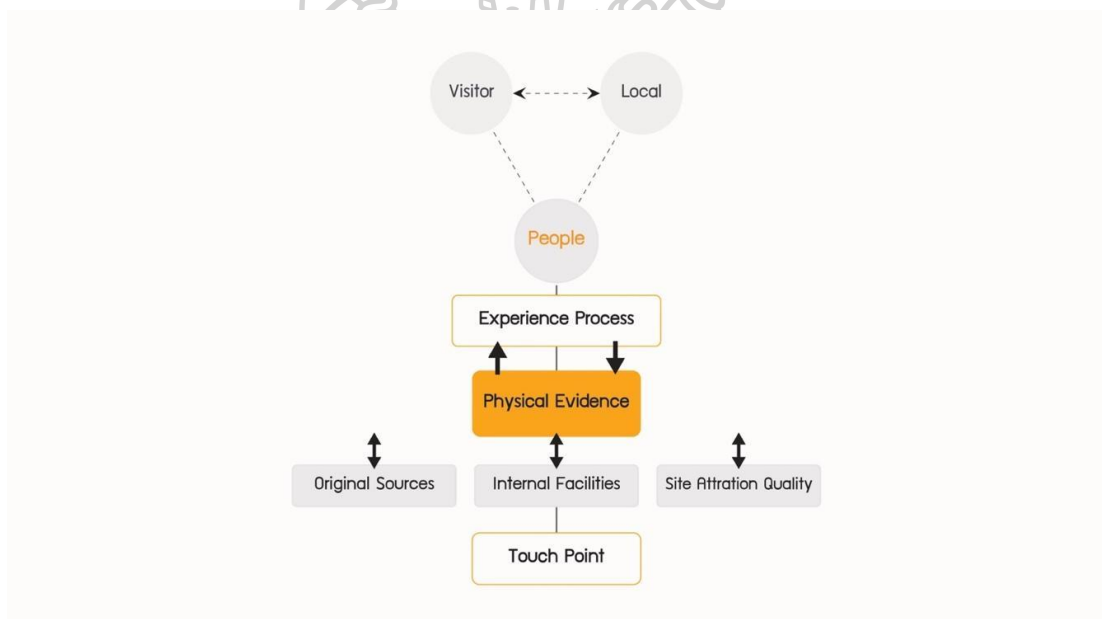


Figure 27: Travelling Experience Process

In the design research process enhancing the touchpoint of experience city strategy, it can follow the basic process that is the benefit for applying to further design based on experience element and the design can adapt the method upon the appropriated limitation such as participant group, area of the study, and proposal situation.

5.3 2nd PHASE OF DATA ANALYSIS - DISCUSSION

The aims of the research were to identify the travel behaviour in order to create an experience city branding strategy through experiment, analysis, and synthesis. Nakhon Si Thammarat was used to experiment with the experience city branding model, leading to development and creation of guidelines for an experience city branding strategy.

The key of Experience Strategy starts with the travellers, who are the independent variables for creating the strategy. Hence, to understand the traveller is crucial. Customer journey mapping is the method used to define the touchpoint of the experience.

Experience Book Journey is qualitative data, which is open and flexible information. However, the aim of this stage is to define the traveller's behaviour in order to create an experience city branding strategy through experiment, analysis, and synthesis. The data from customer journey mapping is analyzed, it can be compared to identify the touchpoints from 3 participants, then the data from the process is analyzed following their experience.

1) Pre-Experience stage: the stage aims to understand the method of city awareness of the travellers, leading to creating the city awareness, influencing traveller's decision as a travel experience destination. The findings from 3 participants show that there are 4 main channels of awareness. The travelers can access and influence them to decide to travel by surfing the Internet, social media, locals' suggestions, and relatives' and friends' suggestions. Hence, it can be divided into 2 channels, which are digital medium and middleman.

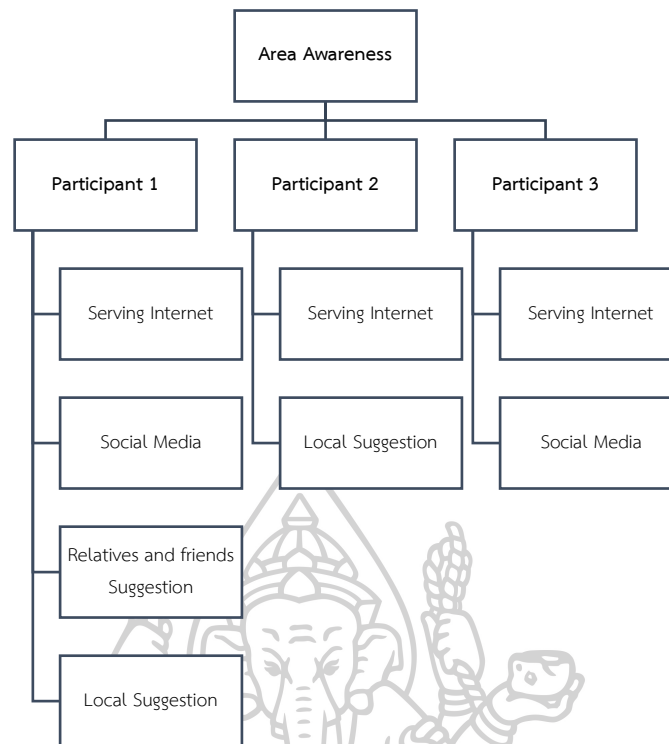


Figure 28: The method of city awareness of the travellers

Moreover, adapting the 4 main types of factors influencing the travellers' behaviour as Personal, Cultural, Psychological and Societal to identify factors that provoke the travellers' decision for each stage following the criterion of places to stay, things to do, sights to see, foods to eat and goods to buy that the planning of the travellers before the decision, it proposes to identify the motivation of the user which can be of benefit for further design stages. This stage aims to identify the city awareness of the travellers influencing traveller's choice of destination.

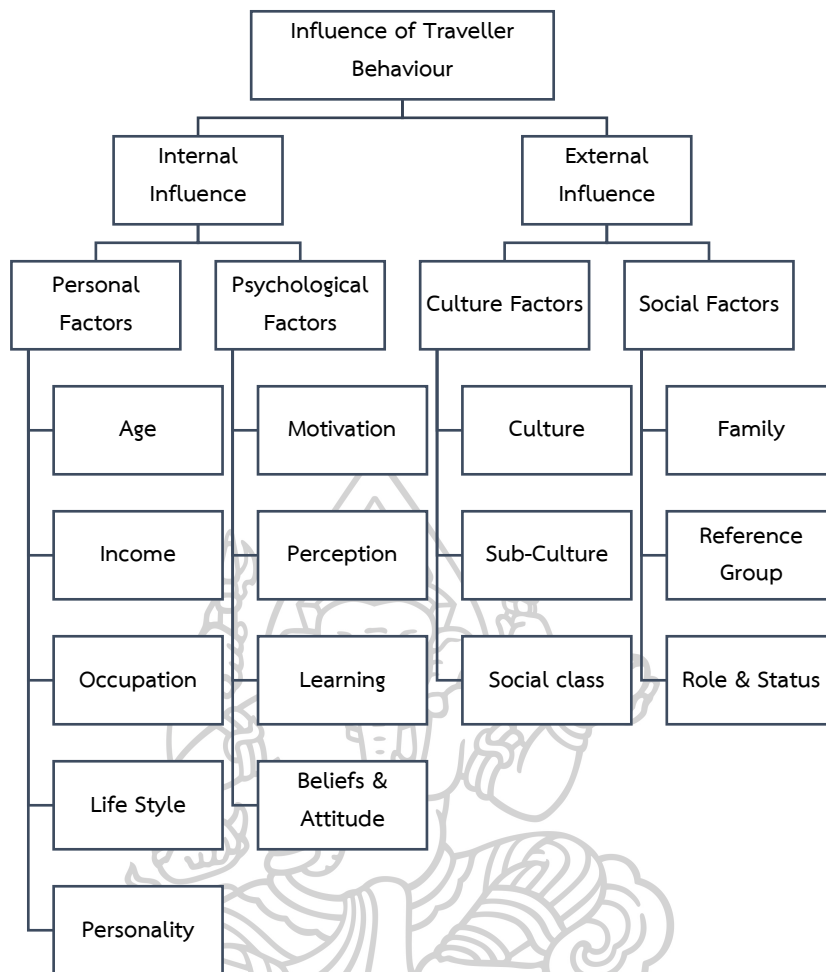


Figure 29: 4 main types of factors influencing the travellers' behaviour

The comparison of the group of travelers shows the result based on the categories as follows;

Table 6: To compare the factors influencing the travellers' behavior and decisions on the pre-journey stage of places to stay

Places to Stay			
	Participant 1	Participant 2	Participant 3
Personal Factors			
Occupation and Economic Circumstances	1. Budget/ Price 2. To be save		1. Price
Life Style	1. Surfing Internet 2. Call to local friend		1. Planning the trip 2. Explore social media

	3. Book the accommodation and ticket		3. Contact accommodation
Psychological Factor			
Motivation	1. Visiting relatives 2. Need local experiences 3. Need stay in the city 4. To be save	1. Near the centre	1. Access the transportation 2. To be save 3. Promotion
Social Factors			
References Group	1. Access social media 2. Ask the relative		

Places to stay

The motivation factor is the first factor to consider about the places to stay overnight. It is based on their reasons such as easy access to the city centre, transportation, safety, reasonable price, etc. On the other hand, the channel tools that the travellers access and use to find the information are surfing the internet, calling their relatives, or directly calling the attractions.

Table 7: To compare the factors influencing the travellers' behavior and decision on the pre-journey stage of things to do

Things to Do			
Personal Factors			
Life Style	1. Drinking Coffee and having Bukkutae 2. Buying La dessert and Patea Fabric 3. Cray Spa activity 4. Enjoying to eat	1. Taking a photo at Kiriwong bridge 2. Naipiao Beach 3. Foot Spa by fish 4. Having Kanomjean 5. Go to the local market 6. Drinking coffee	1. Taking a photo at Kiriwong bridge 2. Wat Pra That 3. Enjoying to eat 4. Go to Baan Than Khun 5. Planning the trip 6. Budget Planning

Personality			1. Take some place as own ability
Psychological Factor			
Belief & Attitude		1. Wat Pra That	
Social Factors			
Family	1. Asking sister to be a guide 2. Asking the niece the attractions 3. Asking sister to be a guide and buying Patae		
References Group	1. Internet blog		

Things to do

There are a variety of factors influencing the travellers to decide and plan for their trip. The data collection can classify the categories of the activities as exploring the site, eating, and attending religious ceremonies. The factors that also affect their decisions are cost, transportation, and public information.

Table 8: To compare the factors influencing the travellers' behavior and decision on the pre-journey stage of sights to see

Sights to See			
Occupation and Economic Circumstances	1. Budget Management		
Life Style	1. Visiting the coffee shop 2. Exploring old city 3. Using Grap Taxi		1. Roaming at Naitung Coffee shop 2. Enjoying to eat
Personality			1. Self-Preparation 2. Timeline arrangement

Psychological Factor			
Motivation	1. Yong Waterfall 2. Kasensuk Farm	1. To do list all the attractive places	1. Best Ozone at Kiriwong Village
Learning			1. Exploring and learning to do Tie-dyeing
Belief & Attitude			1. Blessing
Social Factors			
References Group	1. Kiriwong Village is referenced from surfing internet	1. Searching information from social media	

Sights to see

There are a variety of factors influencing the travellers to decide and plan for their trip. The data collection can classify the categories of the activities as exploring the site, eating, and attending religious ceremonies. The factors that also affect their decisions are cost, transportation, and public information.

Table 9: To compare the factors influencing the travellers' behavior and decision on the pre-journey stage of food to eat

Foods to Eat			
Personal Factors			
Personality	1. Trying local food		
Psychological Factor			
Motivation	1. Want to have Baegu 2. Going to the central city and visiting Pixel Café 3. Trying fish organs sour soup	1. Trying famous local food	

Social Factors			
References Group		1. Trying some food, referencing from the review	1. Searching information from internet

Foods to eat

It is noticeable that the travellers' plan has only a few menu items in their plan. It is supposed that there is not enough information about the food in the city.

Table 10: To compare the factors influencing the travellers' behavior and decision on the pre-journey stage of goods to buy

Goods to Buy			
Personal Factors			
Occupation and Economic Circumstances			1. Delicious and low cost food 2. Controlling the budget 3. Limited budget and comparing the value and useful for payment
Life Style		1. Unplan for good product	1. Worth to buy
Personality			1. Planning the place to buy the foods 2. Food Ranking
Psychological Factor			
Motivation	1. Want to but egg noodle back to home 2. Want to buy La and Taolor 3. Patae		1. Nice postcard
Learning			1. If it is good

			taste, I will buy them as a souvenir.
Social Factors			
References Group	1. Some people tell that the silverware is very good quality 2. Asking locals to be a guide and introducing the goods with quality and cheap.		

Goods to buy

The list of foods is similar to the foods tourists usually buy. It shows that a few goods show the city's identity. It cannot persuade them to get involved in the experience and want to create their memory when they leave the city.

To sum up, there are 3 main factors that influence travellers' behaviour. Creating the plan and travel decision are personal factors, psychological factors, and social factors. The personal factors concern their lifestyle and personality, including their economic circumstances. The psychological factors consist of motivation, learning and belief, and their attitude. Moreover, both the family and the reference group of social factors are the types of awareness that affect their decision. Thus, this data analysis can be the idea for creating the alternative design for travelling awareness for the experience city.

2) During-Experience: this section aims to capture significant experiences in a person's natural surroundings and gain detailed insights into their experiences with a particular product or activity.

Based on the customer journey mapping, we can analyse the data and divide the findings and solutions for experience city branding into 4 main sections as follows;

- ***Informative Experience***

Travel information is required to provide interesting data for the city's identity communication and for building city awareness and stating a brand image. Moreover, it requires a focus of attractive information which fully supports the travellers. In addition, hidden attractions must be promoted for the travellers, so they can be new destinations around the city.

- ***Physical Evidence***

Physical Evidence also is important to create the travellers' positive experience. It can improve the full service for the traveller and create awareness of the attractions during the travellers' journey. For enriching the accommodation service we need to consider it as the most important service from related stakeholders such as hotels, homestays and serviced apartments.

- ***City's Identity Element***

The city's identity can be organized through the lifestyle centred among the community based on local life for tourists who can explore and escape in the city. Moreover, the roadside areas around the city are the centre of tourist information, including offering local food and sightseeing areas. Also, cooperation of all stakeholders is also important to drive the city's opportunities along with developing the quality of internal facilities around the city.

- ***People and Community***

People and communities must learn the related knowledge concerning their city. Then they can provide a variety of unique traditional cultures such as food, traditions, sport, and so on, and they can reveal their city's identity to the travellers. Co-creation from related stakeholders is required in this process which shows its own local character. Then every area around the city can be ready to be a host and welcome the travellers. Additionally, products or services can be developed through the centre where they manage the opportunity, it also creates memorial products of the city's identity, enhancing tourism experience for the travellers.

3) Post-Experience

The section aims to collect and identify the experience perception from the participant's trip and to identify the experience communication and the audience's feeling for further possible experience communication channels. The result showed that there are fewer processes for the travellers to express their travelling experience at the post-experience stage. Using the postcard and some souvenirs did not fully convey their experiences to others. However, after finishing all processes of the customer journey method, the travellers gained some memory of the experience. It needs some activity and the creative process to enhance this stage to create the desire to revisit and loyalty to the city. Another result is that the travelling experiences can inspire the traveller's life. For example, one participant said that he rarely travels outside his city, this creates his new mindset to explore and travel and he must start to travel and think about his next destination.

On the other hand, a female participant who always travels to both domestic and international cities said the most impressive thing about Nakhon Si Thammarat is the people who facilitated her trip from the beginning to the end. She had never thought that the local people would be very kind. One local woman she met during the spa activity became her guide since they got to know each other; finally she was the person who took her to the bus station when she left the city.

To spend time travelling in the city can create a positive experience for the traveller and it can also change their mindset about the place. People and community are important to drive the city and create the strong city branding.

Finding information and facts for this design research problem begins with the planning of variables, which will help the researcher to understand the problem clearly. There are 3 main variable types as follows;

1) Independent Variable: Travellers, both male and female who are of the millennial generation (age between 23-38 years old). It influences the characteristics by personal psychological and travelling behaviour.

2) **Dependent Variable:** Experiences are the dependent variable, which show the difference effect from the travellers.

3) **Controlled Variable:** The area of study, Nakhon Si Thammarat.

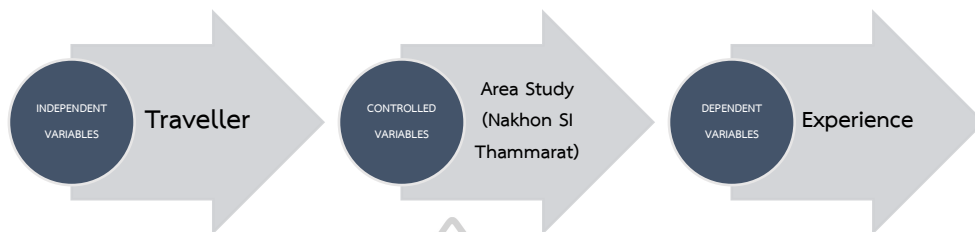


Figure 30: The variable structure of experience city branding concept

A non-directional hypothesis describes the relationship of variables, and concerns the set of independent and dependent variables which affects travel experience. Thus to determine the variable of the experiment for identifying the concept of City Branding Strategy. The main core hypothesis of the study is that “the characteristics and behaviour of different travellers influence the city travelling experience.”

Moreover, the research methodology can confirm the hypothesis that the characteristics and behaviour of different travellers influence the travelling experience of the travellers. And the blueprint of travel can be shifted to rearrange the travel management and the role of travel structure as shown on the chart.

The comparison of recent strategy and experience city strategy shows that previously, travel management was mainly organized by the government and national economic policy, which affected the travel marketing and style to persuade the tourists. On the other hand, experience city strategy is focused on the requirement of the group of travellers and it affects the major travel strategy which is supported by the people, community, stakeholders, and government. The role of government is reduced, and is to support the quality of tourism utilities based on travellers’ requirements, the cooperation of local people, community, and other stakeholders.

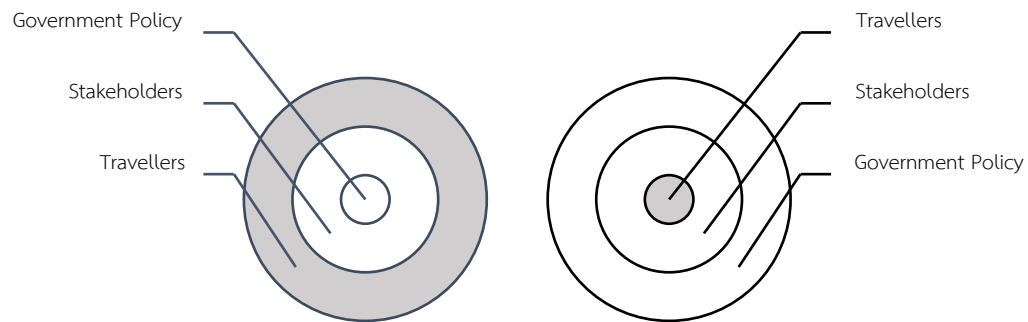


Figure 31: The comparison of travel influence structures of recent strategy and experience city strategy

Moreover, it can be concluded that the definition of Experience City Strategy following the experimental and design research that Experience City Branding is the travelling process that values travellers' experiences through their travelling behaviour. It will determine the style of travelling, creating a positive experience between travellers and the city or the surrounding factors or the interaction between the traveller and urban communities.

Interactions included awareness creation, learning, supporting, service, exchange, and delivery between people, communities, city, and stakeholders. When the traveller has a positive experience with the city, the traveller will share their experience with others, leading to repeat visits that create opportunities for the city, businesses, and community.

On the other hand, experience city branding will create loyalty for both citizens and residents who live in the city for sustainable city development.

To develop the model of the experience city for Nakhon Si Thammarat also use SWOT analysis to identify traveling opportunities as the following:

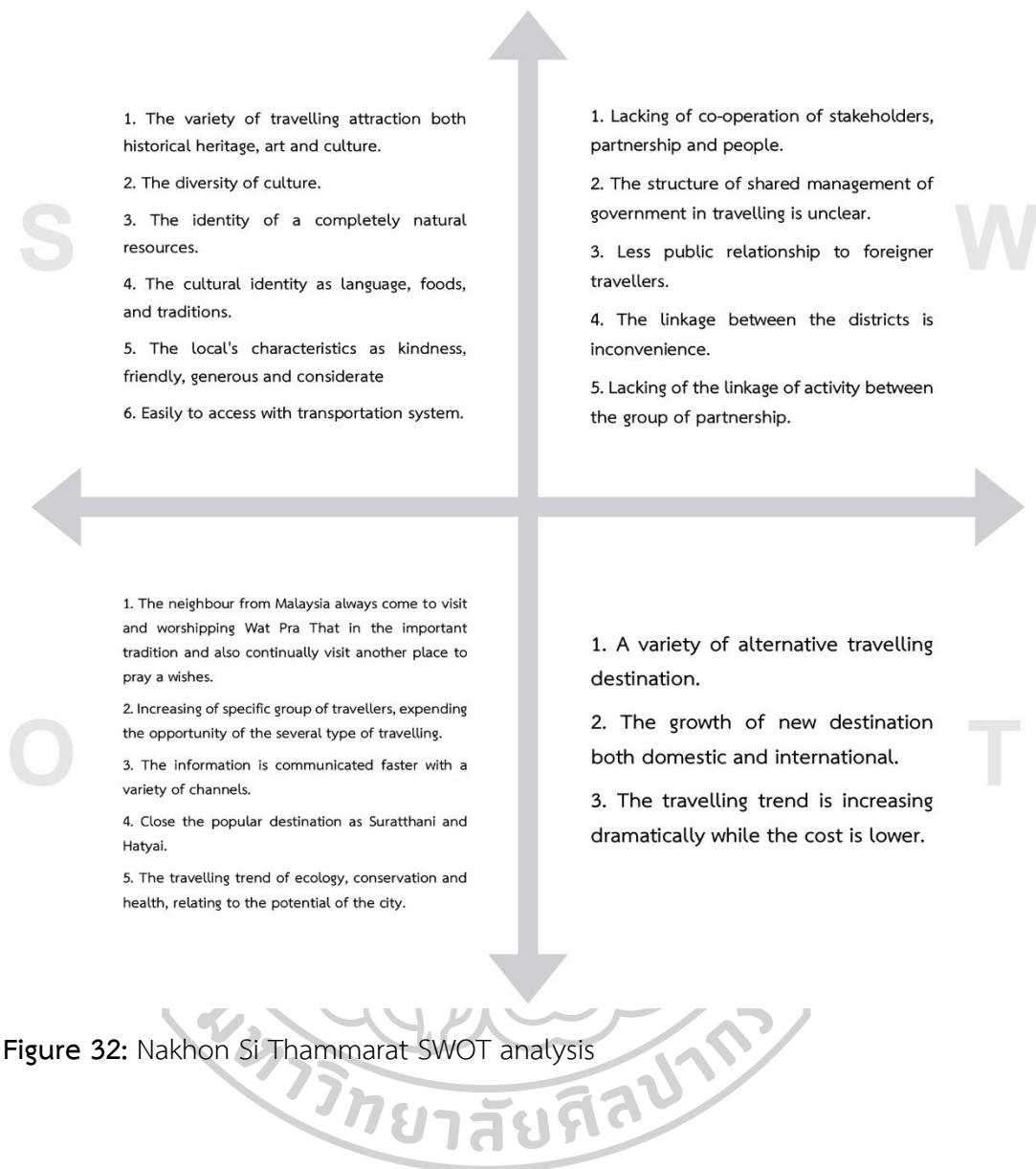


Figure 32: Nakhon Si Thammarat SWOT analysis

According to SWOT and TOWS analysis of Nakhon Si Thammarat, there are six main strategies which are the main guideline for Nakhon Si Thammarat as follows;

<p style="text-align: center;">TOWS Analysis</p>	<p style="text-align: center;">External Opportunities (O)</p> <p>O1. The neighbour from Malaysia always come to visit and worshipping Wat Pra That in the important tradition and also continually visit another place to pray a wishes.</p> <p>O2. Increasing of specific group of travellers, expending the opportunity of the several type of travelling.</p> <p>O3. The information is communicated faster with a variety of channels.</p> <p>O4. Close the popular destination as Suratthani and Hatyai.</p> <p>O5. The travelling trend of ecology, conservation and health, relating to the potential of the city.</p>	<p style="text-align: center;">External Threats (T)</p> <p>T1. A variety of alternative travelling destination.</p> <p>T2. The growth of new destination both domestic and international.</p> <p>T3. The travelling trend is increasing dramatically while the cost is lower.</p>
<p style="text-align: center;">Internal Strengths (S)</p> <p>S1. The variety of travelling attraction both historical heritage, art and culture.</p> <p>S2. The diversity of culture.</p> <p>S3. The identity of a completely natural resources.</p> <p>S4. The cultural identity as language, foods, and traditions.</p> <p>S5. The local's characteristics as kindness, friendly, generous and considerate</p> <p>S6. Easily to access with transportation system.</p>	<p style="text-align: center;">SO "MAXI-MAXI" STRATEGY Strategies that use strengths to maximize opportunities</p> <p>SO1. Informative Communication Strategy for creating awareness for the travelling opportunity. (S1, S2, S3, S4, S5, O2, O3, O5)</p> <p>SO2. The Linkage Strategy between stakeholders. (S6, O1, O4)</p>	<p style="text-align: center;">ST "MAXI-MINI" STRATEGY Strategies that use strengths to minimize threats.</p> <p>ST1. The linkage Strategy with the activity between the group of partnership for a specific group of travelers. (S1, S2, S3, S4, S5, T1, T2)</p> <p>ST2. The development of transportation Strategy. (S6, T1, T2, T3)</p>
<p style="text-align: center;">Internal Weaknesses (W)</p> <p>W1. Lacking of co-operation of stakeholders, partnership and people.</p> <p>W2. The structure of shared management of government in travelling is unclear.</p> <p>W3. Less public relationship to foreigner travellers.</p> <p>W4. The linkage between the districts is inconvenience.</p> <p>W5. Lacking of the linkage of activity between the group of partnership.</p> <p>W 6. Internal facilities are decadent.</p>	<p style="text-align: center;">WO "MINI-MAXI" STRATEGY Strategies that minimize weaknesses by taking advantage of opportunities.</p> <p>WO1. The linkage between the travelling attraction, co-creation of all stakeholders (W1, W2, W3, W4, W5, W6,, O1, O2, O3, O4, O5)</p>	<p style="text-align: center;">WT "MINI-MINI" STRATEGY Strategies that minimize weaknesses and avoid threats.</p> <p>WT1. The Internal Facility Management Strategy for create the city potential as a quality travelling destination. (W1, W2, W3, W4, W5, W6,, T1, T2, T3)</p>

Figure 33: Nakhon Si Thammarat TOWS analysis

Therefore, the guideline strategy for Nakhon Si Thammarat, under the Experience City Branding concept can be summed up as 3 main areas -- informative experience, co-created experience, and co-sharing experience.

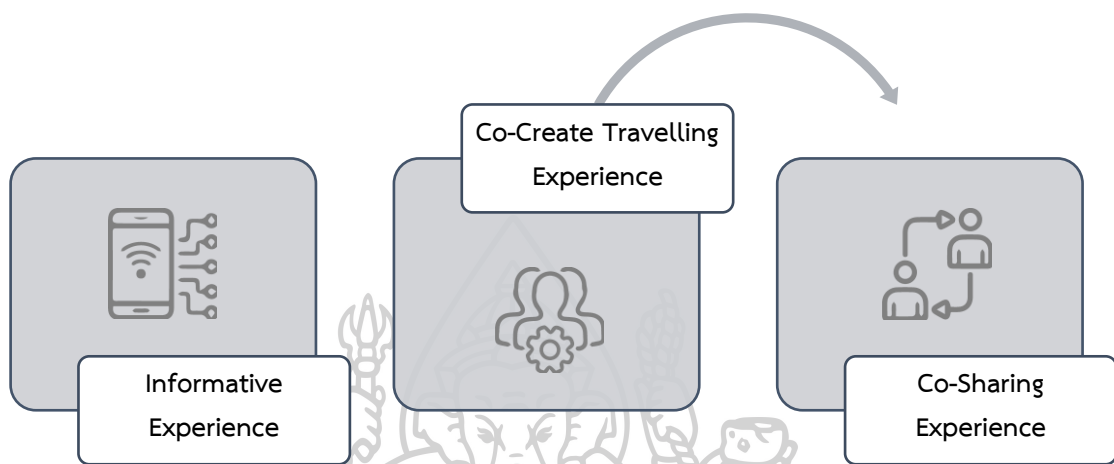


Figure 34: Main guideline strategy for Nakhon Si Thammarat

5.4 SUMMARY

This chapter presents and analyses the research findings of the characteristics and elements appropriated toward developing the experience city model that can be materialized and strategies. Further, this chapter presents the limitations of the research study and guides to further research studied.

CHAPTER 6

CONCLUSION AND DISCUSSION

The research aims to contribute knowledge from studying elements of branding, experiment, analysis, and synthesis, developing an experience city branding guideline for Nakhon Si Thammarat province, Thailand. The research attempts to identify the specific definition of Experience City Branding which provides opportunities to all involved stakeholders, including the city itself through creating the experience city strategy. According to the research objectives, the result can be concluded as below;

6.1 CONCLUSION

6.1.1 To examine the fundamental characteristics and elements of the Nakhon Si Thammarat Province, Thailand within the context of an experience city branding model.

The Experience City Branding Strategy aims to approach benefits for both the city's internal and external perception. As the internal segments of locals, communities, provincial officials, and the business section develop their behaviour to a new sustainable city, they influence the changing of travellers behaviour. However, both internal and external collaborators have changed the cognitive territory and psychomotor skills through learning and understanding the local wisdom and intangible cultural heritage of the city. Then they are able to shift their values, feelings, appreciation, attitudes, beliefs, interests, and virtue through Nakhon Si Thammarat Tourism Authority's Values-based on its characteristics as the city's identity.

“The **glamorous** city where **cultured** prosperity
creates **faithful** communities and **sincere** folks.”

The destination is important for travel while sharing good friendship is equally crucial. Nakhon Si Thammarat is a centre of history, social and cultural life as well.

Moreover, culture is the key to what makes the city attractive, memorable and fully experiential.

Nakhon Si Thammarat provides a complete experience and different cultural perspectives. It should not be missed and it is also worth returning. The allurements of travelling in Nakhon Si Thammarat is the impressive unique local experience. A charming environment of attractions with the beauty of nature and way of life. Travellers can enjoy travelling among the locals, who motivate travellers to explore the undiscovered experiences in the city.

As the city affects the way citizens live and the lifestyle of the residents, the identity experiences display a kind of unity and harmony in the city. Socio-Cultural City refers to the harmony of cultural reification and social relationship of space, people, community and city. Socio-Cultural City provides authentic experiences that foster engagement with the local people, traditions, and lifestyles of the city. Living in the local culture is a highlight to experiencing the trip.

1) Explanation

Table 11: Explanation of the city's identity

Keywords	Definition
<p>Glamorous City</p> <p>Glamorous is an attribute: Original attractive destinations are unique.</p>	<p>Hundreds of years ago, Nakhon Si Thammarat functioned as a major trade link between Thailand and the rest of the world. This ancient influx of cosmopolitan conceits that is still evident in the diverse local cuisine, culture and museums.</p> <p>Nakhon Si Thammarat (usually shortened to 'Nakhon') is well-known as an ancient city of great importance to Thai history. It was once the centre of art, culture, and marine trading of the region, proven by abundant antiquities and archaeological evidence discovered here. In Addition to its great history, Nakhon Si Thammarat is defined where their unique attractiveness, therefore it reflects in the brand's identity.</p>

<p>Cultured Prosperity</p> <p>Cultured is value : Diversity of culture, history, and way of life that shapes and sustains city differentiation.</p>	<p>A city is primary and a variety of a foremost human, local and immovable reality anchored in history, art, culture and its ecosystem. It can be altered to adapt to evolution, to the economic and social needs of the present day.</p>
<p>Faithful Communities</p> <p>Faithful is benefit : Continuously moving forward with faith.</p>	<p>Nakhon Si Thammarat is not only an important centre of Thai Buddhism, it also is a sense for the multiple religions and kingdoms that influenced the city going back the history that these ancient roots continue to support city's today, leading to continue moving forward the faith.</p>
<p>Sincere Folks</p> <p>Sincere is Personality : Acting and sharing with the heart of honesty and sincerity.</p>	<p>The perceived sincerity of interactions with local people and community in Nakhon Si Thammarat shapes traveller's experiences.</p> <p>Local sincerity shows the authentic aspect of the relationship, where sincere connection with locals allows travellers to become incorporated into cultural aspects of the local community.</p> <p>The local sincerity represents their life, culture, and belief with travellers. It is a motivation for the travellers and varies based on their level of interest in the culture that they are visiting.</p>

6.1.2 To experiment with various design from those above characteristics and elements that can be materialised and strategies to develop an experience city branding model.

The concept of branding is a new opportunity. Today, all cities will perform turn to brand concepts to manage their city more efficiently and contribute to its growth.

Hundreds of years ago, Nakhon Si Thammarat functioned as a major trade link between Thailand and the rest of the world. This ancient influx of cosmopolitan conceits that is still evident in the diverse local cuisine, culture and museums.

1) Design Brief for City Brand

Nakhon Si Thammarat (usually shortened to ‘Nakhon’) is well-known as an ancient city of great importance to Thai history. It was once the centre of art, culture, and marine trading of the region, proven by abundant antiquities and archaeological evidence discovered here. In Addition to its great history, Nakhon Si Thammarat is defined by its unique attractiveness, therefore it reflects in the brand's identity.

"ณ คอน" (Nakhon) is a city brand, focused on a particular travel opportunity, the benefit of travellers, local people and community, including the city itself.

"ณ คอน" (Nakhon) is a short name which refers to Nakhon Si Thammarat as it appears in historical documents. Nakhon Si Thammarat is a centre of history, social and cultural life. Moreover, its culture is the key to what makes the city attractive, memorable and fully experiential.

Using "คน", a Thai alphabet character which refers to people, is the key idea of this experience city branding. And "ณ" means at, using ณ คอน is meaningful, distinctive, accessible and protectable.

"ณ คอน" (Nakhon) is also set a position for Socio-Cultural City where the city refers to the harmony of cultural reification and social relationship of space, people, community and city, providing the authentic experiences that foster engagement with the local people, traditions, and lifestyles of the city. Also living as the local culture is a highlight to experiencing the trip.



Figure 35: Moodboard of Design Concept, following the design brief

2) Design Concept

"The glamorous city where cultured prosperity creates faithful communities and sincere folks" is a design concept, following the design research and development through setting the brand element as the attribute, the value, the benefit, and the personality.

Glamorous is the attribute, original attractive destinations are uniqueness.

Cultured is the value. Diversity of culture, history, and way of life that shapes and sustains city differentiation.

Faithful is the benefit, continuously moving forward with faith.

Sincere is the personality, acting and sharing with the heart of honesty and sincerity.

3) Design Objective

A case of "ณ นคร" (Nakhon) is the experience city branding model, which aims to be the model for relating city brand which requires to state the city as an experience city.

4) Target Audience

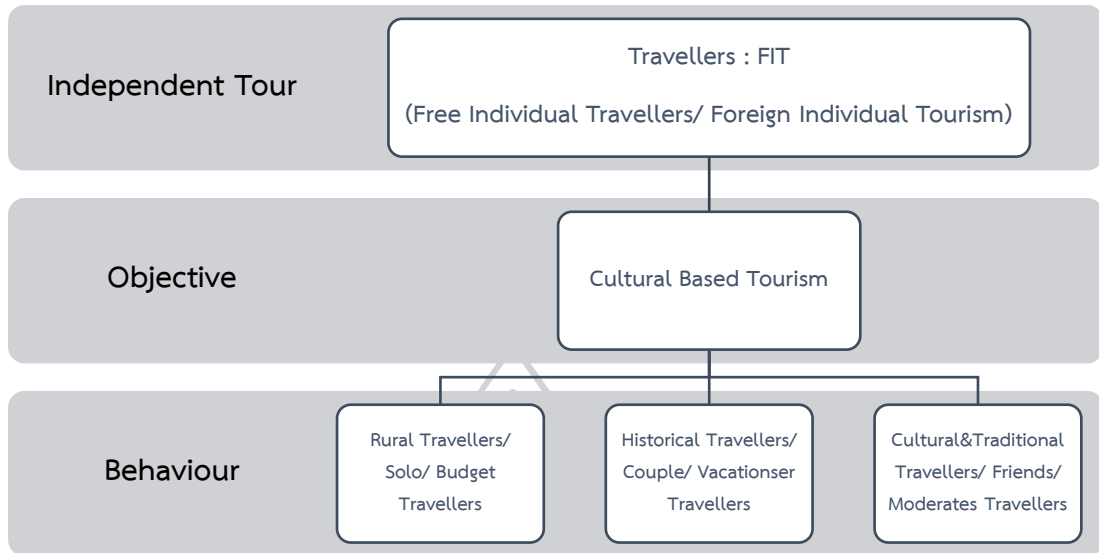


Figure 36: The target audience of travellers

Persona : Solo Travellers

"When travelling, I won't travel by focusing on destinations, but the important thing is the experience from people. If I have much experience from people, there will be a place that I love."

About Mint
Mint has been travelling alone since she was a university student to relieve the stress from studying. She decided to take her first solo trip to Portugal's Azores islands. Due to her poor preparation and research, the trip didn't go well. She had a hard time and experienced loneliness. After the trip, it took her four months to hit the road again. She thinks that an easy way to make new friends is to join an activity arranged by a hostel such as a city tour. Or starting a conversation with somebody next to on a bus. She'll probably meet that person only once in her life.

Motivations

- Mint is a girl travelling alone and always do things that are new experiences.
- She writes and narrates people's lives through her work.
- She reads historical novel instead of travelling book.
- She always uses map for planning the trip without searching other travelling review
- She loves to meet people during her journey.

Needs

- Safety
- Meeting lots of new people
- Low cost Spending

Frustrations

- Lonliness
- Gloomy people

Travel Activities

Before: Plan a trip, Try local food, Meet local people, Diary writing, Edit/Upload Photo

"Mint"
Monthon Kasantikul

Age: 29
Location: Bangkok, Thailand
Status: Single
Living: At Home (with single mom)
Occupation: Travel Blogger and Writer
Salary: 30,000 Baht
Education: Master's

Personality

- Optimistic: Positive
- Introvert: Extrovert
- Apathetic: Energetic
- Nervous: Courageous

Social Platforms

f, y, u, w, i

Figure 37: The target audience of travellers

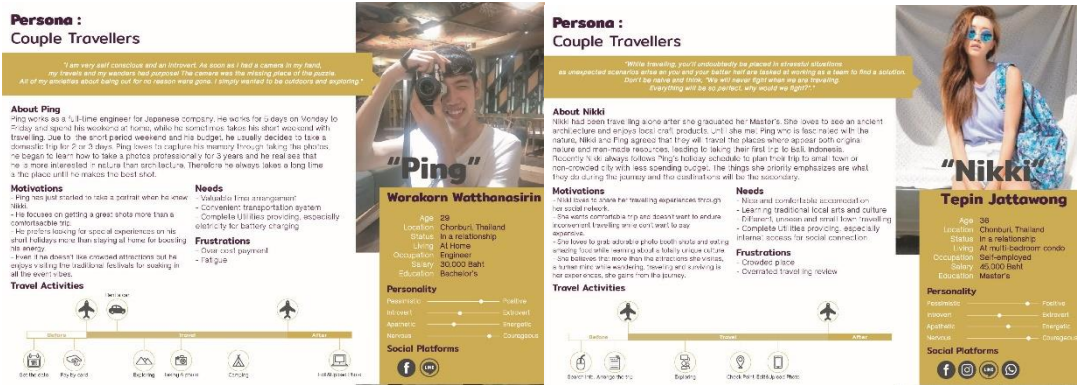


Figure 38: The target audience of travelers



Figure 39: The target audience of travellers

Travellers who are of the millennial generation with the age between 23-38 years old are the main target audience. The millennials came of age during the digital boom and their behaviour in the field of travel influences their choice of a destination. Inspiration also comes from family and friends, however, travel related documentaries are a source from social media and influencers. Also the people of the target audience are the open-minded persons who share their data and travel moments on social media and are pleased to pay for experiences. Moreover, the secondary group of the target audience is stakeholders based on the role of locals, community partnerships, and provincial officials. And the third group of the target audience is other related tourists both domestic and foreign.

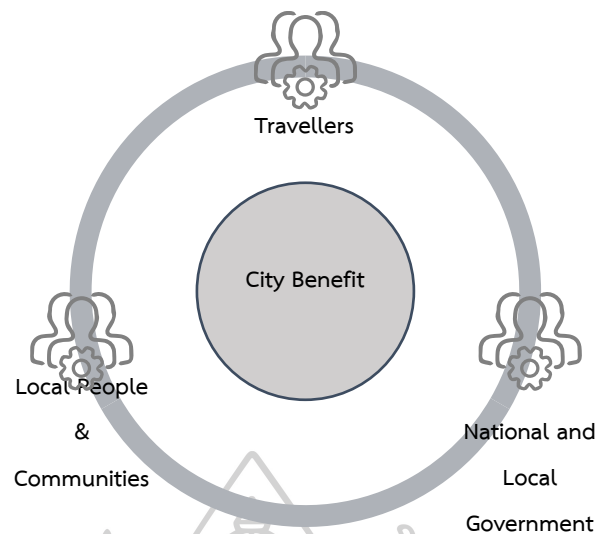


Figure 40: The target audience

5) What to Communicate and Design

City Brand Identity shows the identity of the culture as co-experiences and unity, making the relationship by sharing local living experiences with the traveller in friendliness and warmth.

Brand Personality presents the local people as sincere, honest, and friendly.

It reflects the happiness moment, self-esteem, and life experience while it creates an audience concerned with a self-image of social responsibility, uniqueness, and open mindedness.

6) Desired Response

Awareness of the destination in the travellers' mind when they think about travelling in Thailand is the top experience city brand.

7) Design Plan

According to data analysis and building the Experience City Branding Strategy, alternative designs for Nakhon Si Thammarat can be divided into 5 channels which are branding identity, information hub, knowledge hub, fairs, and events. They are linked to the city's communication for both internal partnerships and external advantages.

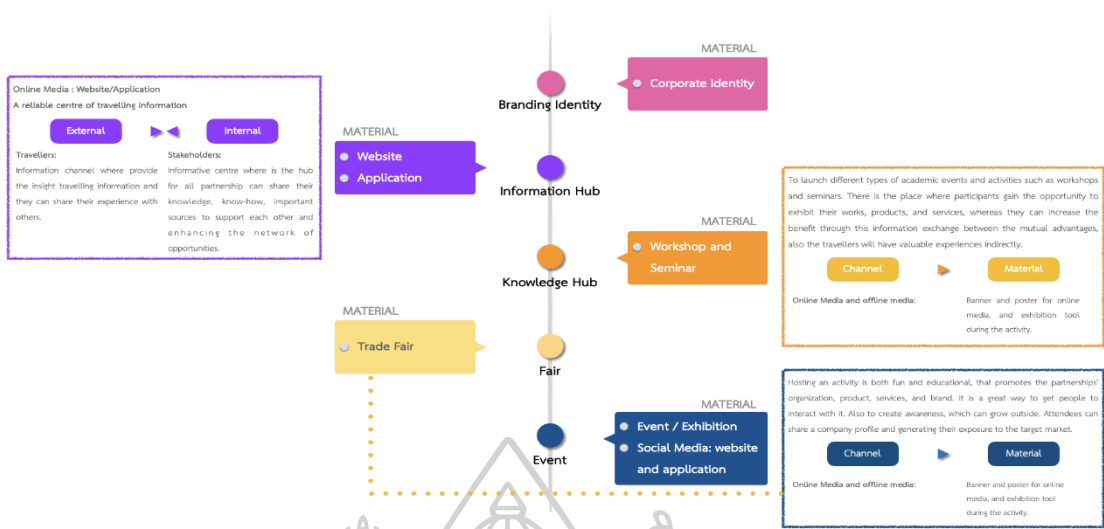
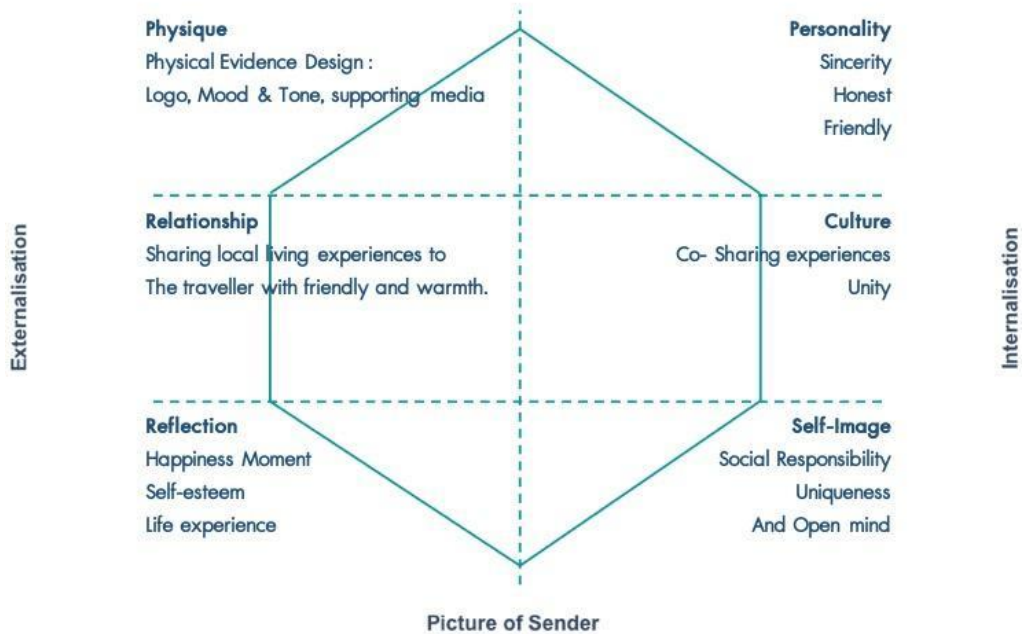


Figure 41: Alternative Design Suggestions for Experience City Branding Strategy, based on Nakhon Si Thammarat case study

8) Corporate Identity Design



Figure

Figure 42: City Brand Identity Prism

9) Visual Identity design elements for Nakhon

Nakhon is a city brand, focused on providing a tourism experience which can be described with 4 core values; glamorous, cultured, faithful, and sincere. It can explain that Nakhon Si Thammarat is a glamorous city full of cultured prosperity. Through the sincere expression of the locals, it leads to using the shape of the geographical map which the city's identity and the symbol of Phra That pagoda for development of the abstract mark to be a specific type of pictorial logo for the visual identity instead of using a recognizable image.

Using a combination mark is simply both a mark and a logotype combined into the Nakhon logo. Logotype and mark are combined to enhance the branding communication story about Nakhon and to create a memorable visual of the brand. The logo design is flexible for use with both elements together or separated, offering wider flexibility for branding. It is also perfect for creating a brand new awareness of Nakhon.



Figure 43: Finalizing logo for Nakhon brand

Robust brand differentiation is an absolute must to build a powerful and compelling brand. Brand differentiation means setting one's brand apart from others by associating a superior performing aspect of the brand with multiple target group benefits. A key idea of an Experience City strategy is to deliver to travellers a memorable experience with the opportunity for a new perspective. It not only presents the original tourism attractions, and the beauty of natural resources, but

also the destinations which offer a diversity of culture, history, and ways of life that have yet been unexplored. It is through local communities and people that it can create the most effective brand differentiation. City brand experience has evolved from an interaction between the brand and the target audience, and is an important factor in brand perception. Thus, to deliver experiences which are not only relevant and engaging but also value-adding leads the target customers to come to view us with positive emotions and become loyal through the Experience City branding strategy.

6.1.3 To develop proper and appropriate guidelines and strategy as a model for an experience city branding that can be applied and implemented for Nakhon Si Thammarat.

The experience city strategy is expected to be accomplished from 4 related elements. Firstly, the travellers are the main focus group who directly gain the experience opportunities. They are providing experience, both physical evidence and mental utilities from the process of building experience branding.

Equally, the partnerships who are in the role of stakeholder such as local people, community, tourism establishments and enterprises, and employees can share their potential of the travel experience with the travellers. They always provide and share the benefits and knowledge between the group and its stakeholders, enhancing the community's and city's growth.

The city government organization promotes the cooperation between internal involvement and external relations such as residents, citizens, local communities, business, and the Tourism Authority of Thailand.

Moreover, to create the experience city branding requires the communication process for enhancing the city's awareness. Hence, it needs the centre of communication centre which is the main role of information and data management supporting every area of the travel industry. It is a formal organization that aims to support city branding. The communication centre will be a reliable and credible source that everyone can access.

**Strategy Approach for Experience City Branding
EXPERIENCE ENGAGEMENT**

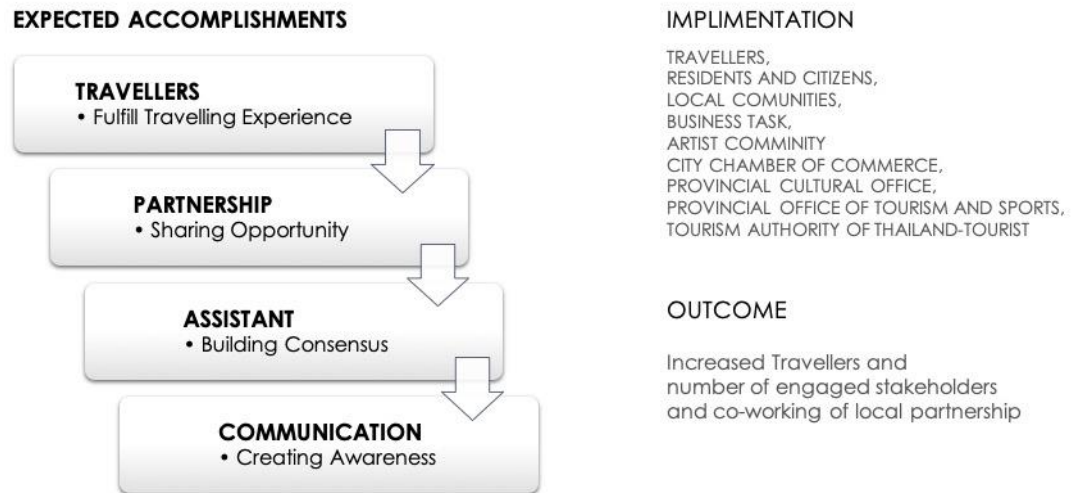


Figure 44: Engagement expectation accomplishment of Experience City Branding Strategy

Furthermore, the experience city strategy has 4 stages in the experience strategy unit; plan, process, action, and change. The important core idea of the experience city stages follows the concept of co-creation and co-sharing the new opportunities and benefits for all parties such as travellers, stakeholders, and city.

**Strategy Approach for Experience City Branding
EXPERIENCE CITY STRATEGY**

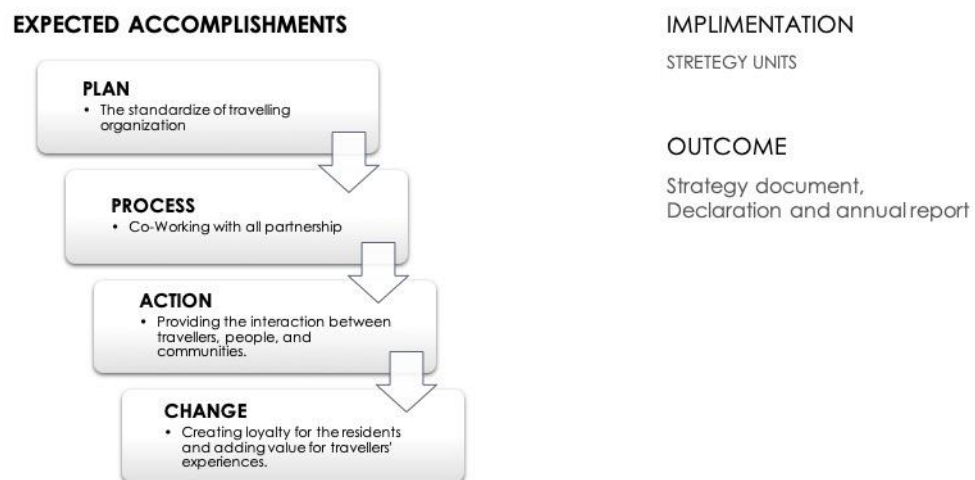


Figure 45: Expectation of accomplishment of Experience City Branding Strategy

Strategy Approach for Experience City Branding EXPERIENCE CITY STRATEGY

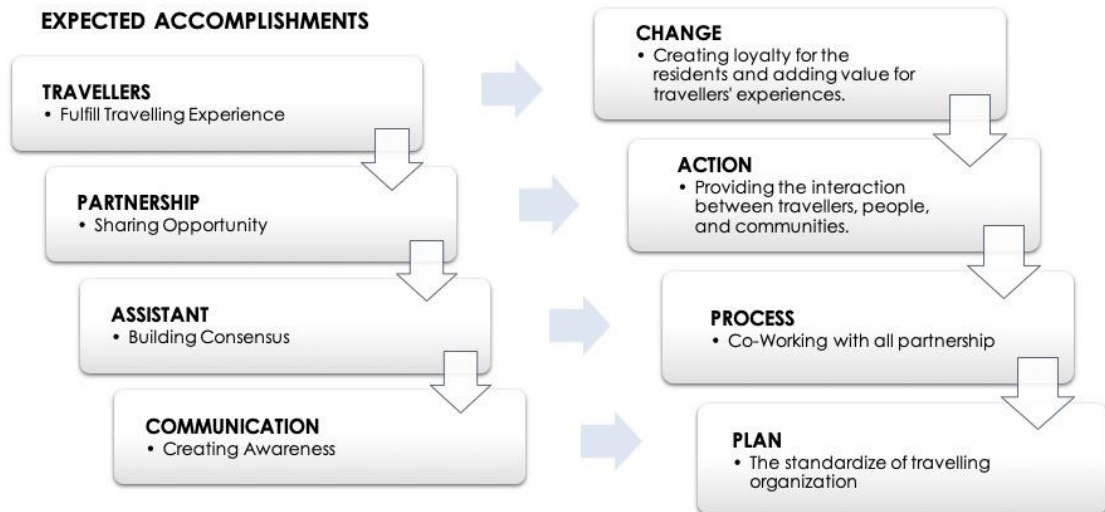


Figure 46: Strategy Approach for Experience City Branding

1) Planning Stage

In the planning stage, the involved parties who are engaged to achieve the strategy support and plan form their strategic vision into concrete, time-bound goals and objectives for creating the travelling experience with standardizing of the locale's identity. The strategic plan acts as a roadmap that helps experience strategy to achieve the vision in practical ways.

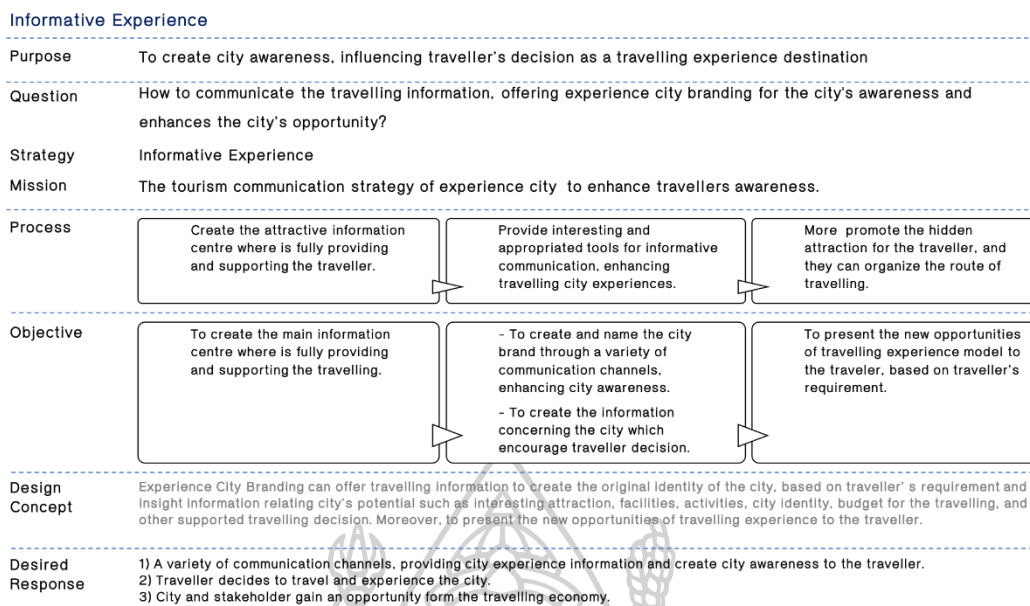


Figure 47: Planning and processing stages of Informative Experience for Experience City Branding Strategy

2) Process

All groups of partnerships are co-working parties, they have a mindset to share their knowledge, wisdom, and know-how with others. The main strategic processes are divided into 3 sections; informative experience, co-create travelling city experience, and co-sharing city experience.

Co-Create Travelling City Experience

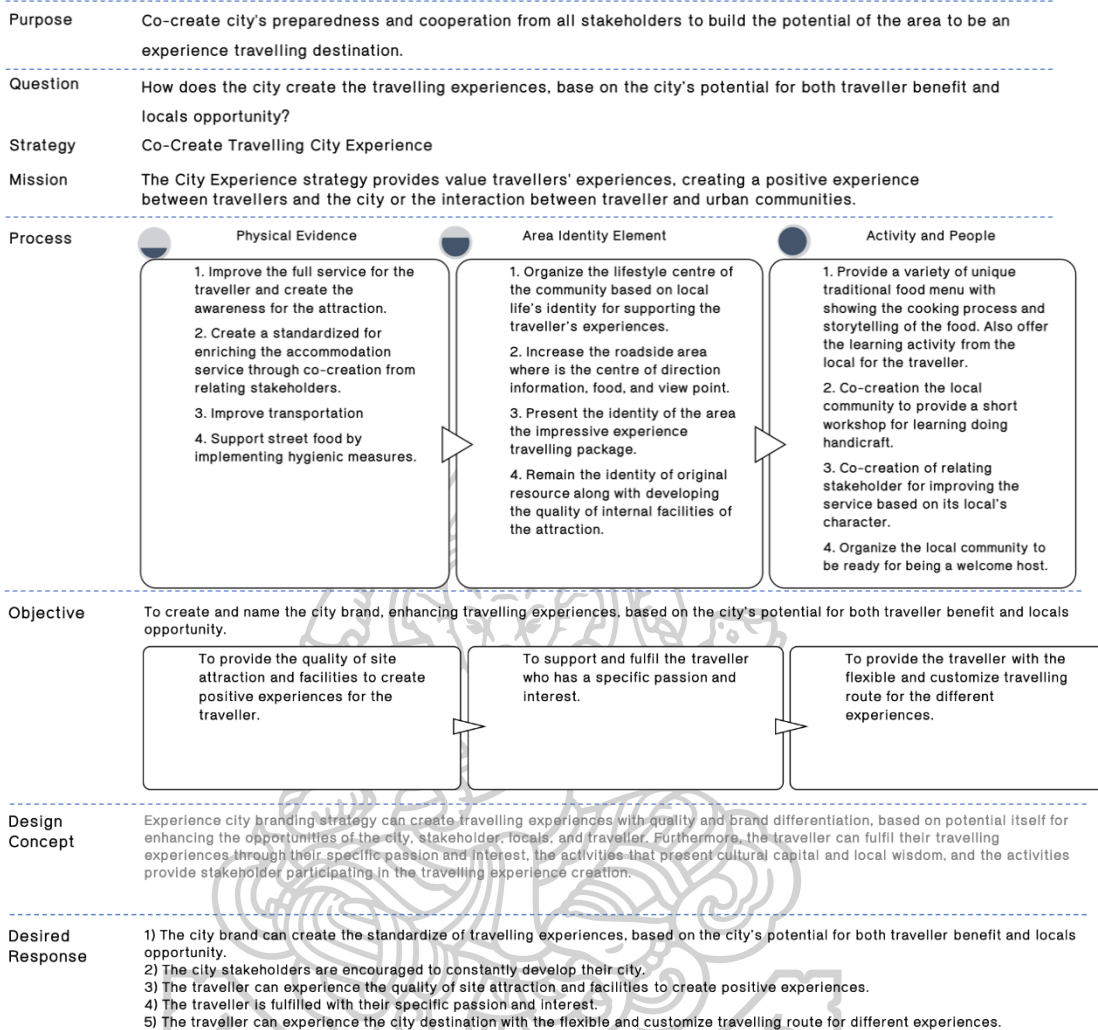


Figure 48: Planning and processing stages of Co-Create Experience for Experience City Branding Strategy

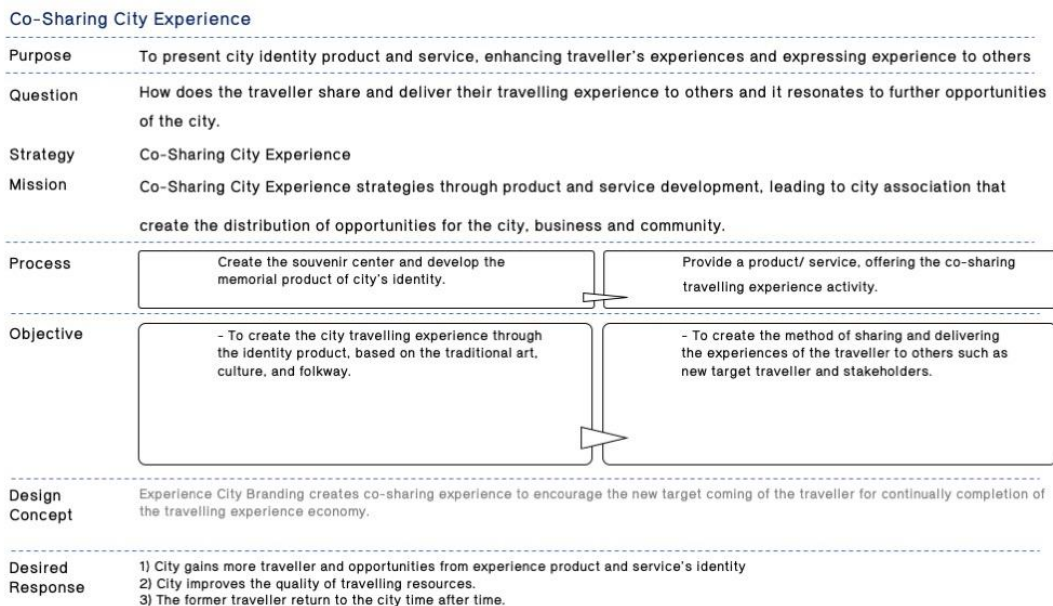


Figure 49: Planning and processing stages of Co-Sharing Experience for Experience City Branding Strategy

3) Action

	Informative Experience	Co-Create Travelling Experience	Co-Sharing Experience
Travellers	Experience City Branding Brand Identity, Brand Awareness, Brand Image and Communication	Co-Create Travelling Experience The travellers enjoy experience with escapist, exploration, fulfillment the soul, enhancing a knowledge based on local city's knowledge.	Co-Sharing Experience The travellers deliver and share the travelling experience to other.
	Centre of Travelling Information Travelling Information	Co-Create Travelling Experience The travelers gain experience with different travelling activities, based on using 5 senses	
People & Community	Experience City Branding Brand Identity, Brand Awareness, Brand Image and Communication		Co-Sharing Experience People and community provide the activities through the city identity products/ services for the travellers.
	Centre of Community Information	Co-Create Travelling Experience and Co-Sharing Experience People and Community Co-create activity and and sharing their knowledge of the wisdoms	
	Travelling Information Announcements		
Stakeholders	Experience City Branding Brand Identity, Brand Awareness, Brand Image and Communication	Co-Create Travelling Experience and Co-Sharing Experience The stakeholders develop and creates the unique of identity product/ services based on the city's original resources.	
	Centre of Stakeholder Information	Co-Create Travelling Experience and Co-Sharing Experience Co-creation activities for the stakeholder, enhancing the opportunity.	
	Travelling Information Announcements		

Figure 50: The strategic action

The strategic action to achieve the goals can emerge, and deliver a pattern of activity through the city’s partnership. They can share the city’s solution mixed with values and adapt them to the environment surrounding the city. The strategic action provides the activity and relationship between travellers, locals and residents, communities and provincial organizations.

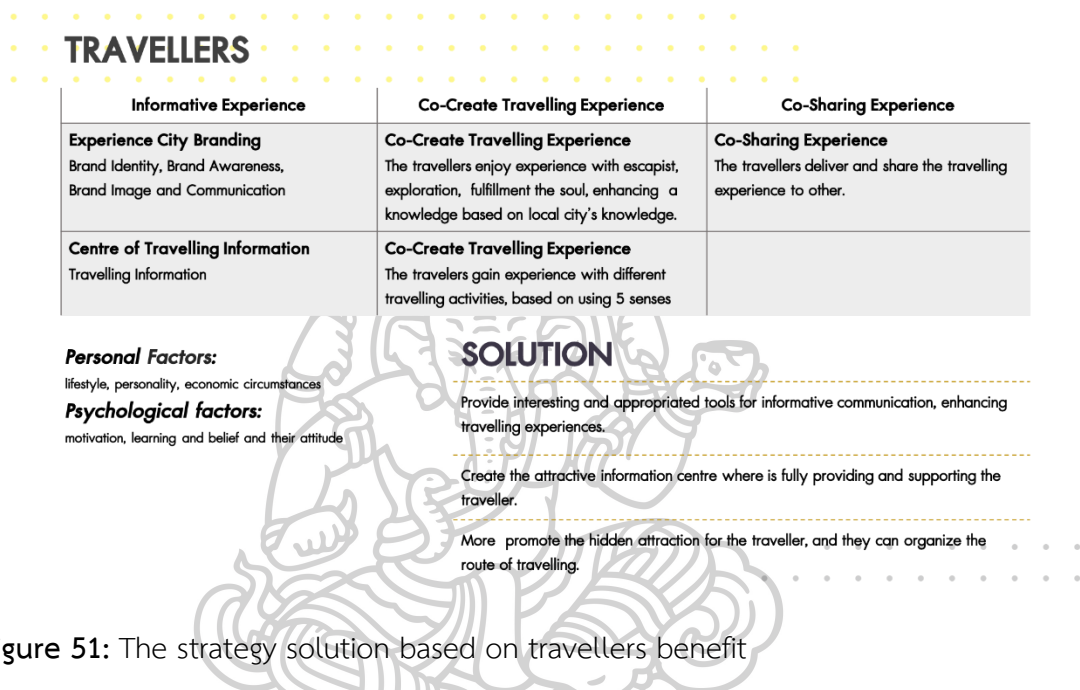


Figure 51: The strategy solution based on travellers benefit

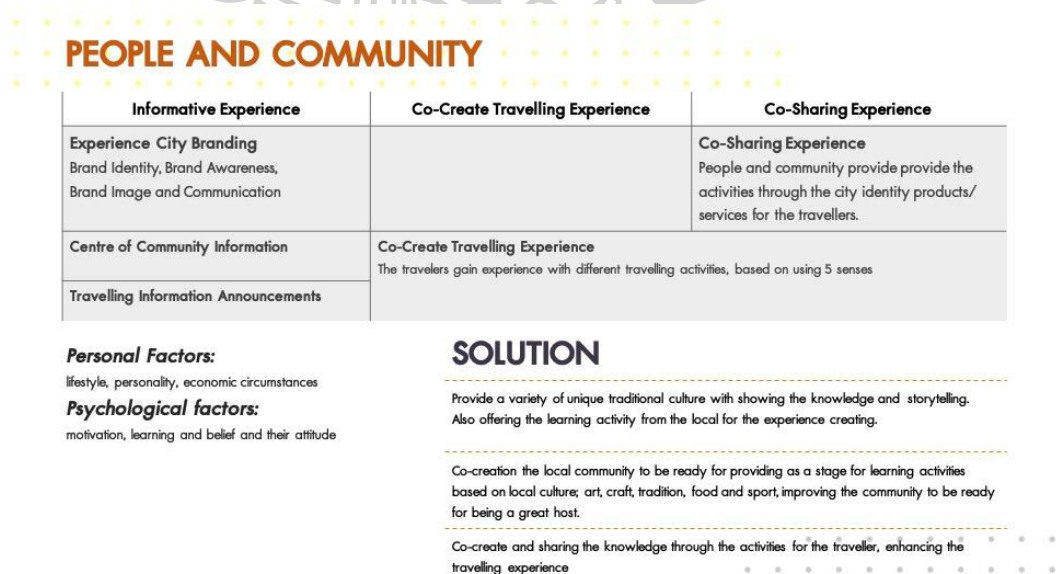


Figure 52: The strategy solution based on People and Community benefit



Figure 53: The strategy solution based on national and local government's benefit

4) Change

The main core value of the experience city branding strategy is to approach the solution that sustained change in the internal city brand management, using the case study of Nakhon Si Thammarat province as an approved example. The internal city's partnerships with the stakeholders can be strong communities supporting each other's fields. They accept and realize to be a crucial part, using their potential to move forward the growth of the city, enhancing the opportunities of tourism.

On the other hand, travellers can participate in co-creating and co-sharing their experience of provided activities from the city. When all internal stakeholders have a role in driving tourism growth, they also act as a good host and provide sustainable tourism development.

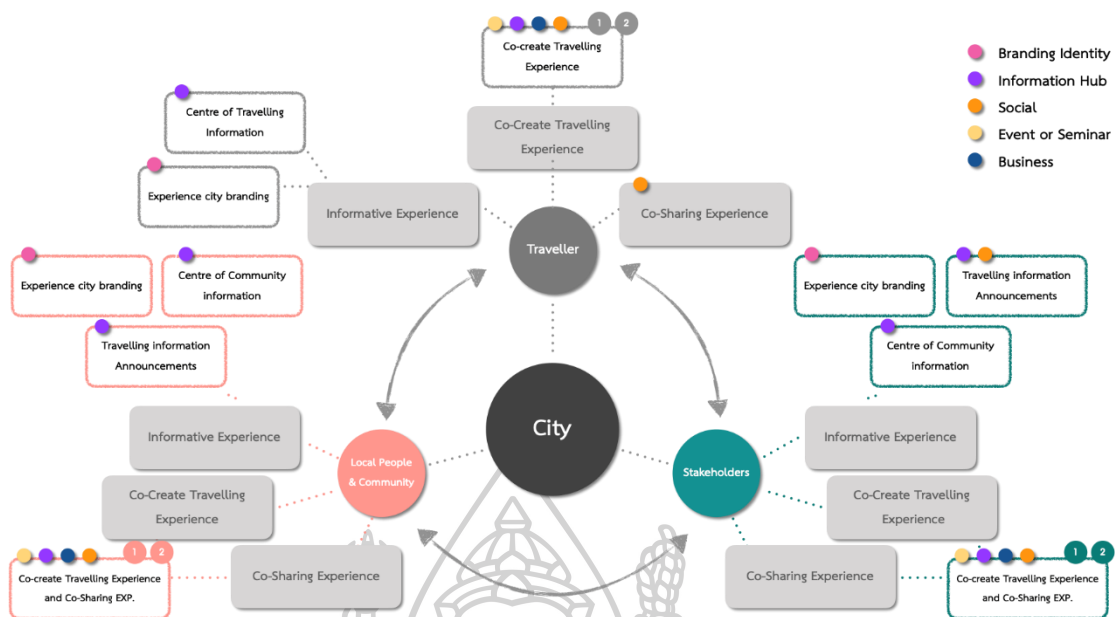


Figure 54: Guideline for Experience City Branding

Using Nakhon Si Thammarat as a studied area is the experiment of the Experience City branding model. There are a variety of methods used to collect the data to create the concept for the model. To create experience city branding is not only about tourism attraction management, but the crucial factors of the main idea of the strategy concern the relationship between people that share their moment, involving the travel dimension. It is not only caused by the travellers but it is also aware of the people in the city.

There is the development of the model until the final design. The experience city branding model is an experiment through alternative design. Moreover, it creates guidelines for an Experience City branding strategy, using Nakhon Si Thammarat as a case study evaluated by the group of expected sample stakeholders. (*see on APPENDICES C.*)

From the research data, it is found that there are external environmental factors that are considered by stakeholders. Although travellers do not mention while locals and stakeholders are still focusing and the city's identity is inherited, the uniqueness and identity affect the brand idea.

To sum up, the experience city branding model is appropriate for the case study of Nakhon Si Thammarat. There is a clear process with academic credibility and acceptance. However, there are some elements that should be added for the further opportunity for all parties who gain the benefit from the strategy, including the city. Using the idea of participation of people who are involved in the case of being the key importance of this strategy is excellent because it is an insight problem of the studied area that requires the solution. Even it takes time for all stakeholders to approach the purpose

However, the research outcomes achieve the purpose which is to discover the procedure of experience city branding, basing on the travel dimension. Then creating an experimental design for development of an Experience City branding strategy using Nakhon Si Thammarat as a studied area is complete. It also is the creation of an example alternative solution tool, enhancing city opportunities through the guideline of experience city branding under the currently delimited factors. Moreover, the further purpose of the research study is expected to be the opportunity for other cities to apply the knowledge for gaining the benefit for involving stakeholders both internal and external.

6.2 RECOMMENDATIONS

When the relative organizations are going to apply Experience City Branding for creating new opportunities, here are some suggestions to ensure that the organizations are ready to start them.

6.2.1 Understanding the principle of branding

Lots of people always think that building a brand is to create a name and design the logo while they ignore the core value of branding. Branding is about a process that leads brands to achieve their goal. It is a long-term benefit and takes time. There is no best strategy for the brand, but people who are going to build the brand can select the appropriate process.

6.2.2 City Brand management involving stakeholders

It is important to understand stakeholders who are involved in the branding process. They are the key to helping and approaching the achievement for the city.

To understand and identify the core stakeholders by qualitative data, they are studied based on demographic, psychographic, and behavioural factors.

6.2.3 A City Brand Strategy

To keep cities from dying, they must be managed with an effective strategic instrument and a means to achieve the competitive advantage that a brand can deliver. Moreover, change in the city must have support from the majority of the residents. Besides, the city brand strategy must use unique tools and methodologies to achieve further tourism advantage objectives.

6.2.4 Data collection methods and tools

Data collection methods and tools are expected to approach the insight of the user's need and particularly proposed design ideas of the touchpoint of experience city strategy. Also, the result allows us to acknowledge in-depth the user's motivation during their travel experience. The results will lead to the guidelines for experience city branding development, enhancing city branding for sustainable benefit to the city.

6.2.5 Building a city brand from a city identity

A City Brand has to be based on what is already there in a city, and it is the city's identity. A strong identity is vital for attention in travel and business and for places which are re-launching an area after a regeneration initiative. It can turn a city into a place where people want to live, work and visit.

6.2.6 Effective city brand communication

City branding is about competitive identity, planning for effective tools of communication, so approaching the city opportunity is crucial. It should be considered along with the city's identity for direct communication to the expected target audience.

6.2.7 Continually moving forward

If the city has built a successful brand that doesn't mean it can relax. Further advantage is unpredictable and it is another opportunity, so keep driving the city forward.

Applying Experience City Branding is not limited. It can be used for lots of cities that have different brand positioning. In today's rapidly changing environment, digital disruptions have caused the new generation to change their lifestyle and behaviour. An important issue is when people receive the information, the recognition process occurs and ends quickly, thus it causes the process of studying and finding sources that lead to lacking knowledge and wisdom. As well as the travel dimension, the traveller who is the recipient of the data has to gain less knowledge from the site and attractions. It leads to the Experience City Branding and strategy whose aspects are to be the core variation to advancing tourism management. It is aware of the involvement of human resources; locals, residents, communities, businesses, and officials. Stakeholders are required to co-create and co-share opportunities in the city based on the original sources which bring about the quality of travel, including providing long-life learning. Moreover, it can be the society of the corporation for a sustainable city.



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