CREATIVE TOURISM DEVELOPMENT THROUGH SERVICE DESIGN:

A CASE STUDY OF COMMUNITY-BASED TOURISM OF BAN PANGHA,

CHIANG RAI

By

MR. Narathip AMTIENGTRONG

A Thesis Submitted in Partial Fulfillment of the Requirements

for Doctor of Philosophy DESIGN ARTS (INTERNATIONAL PROGRAM)

Graduate School, Silpakorn University

Academic Year 2020

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By	Narathip AMTIENGTRONG
Field of Study	DESIGN ARTS (INTERNATIONAL PROGRAM)
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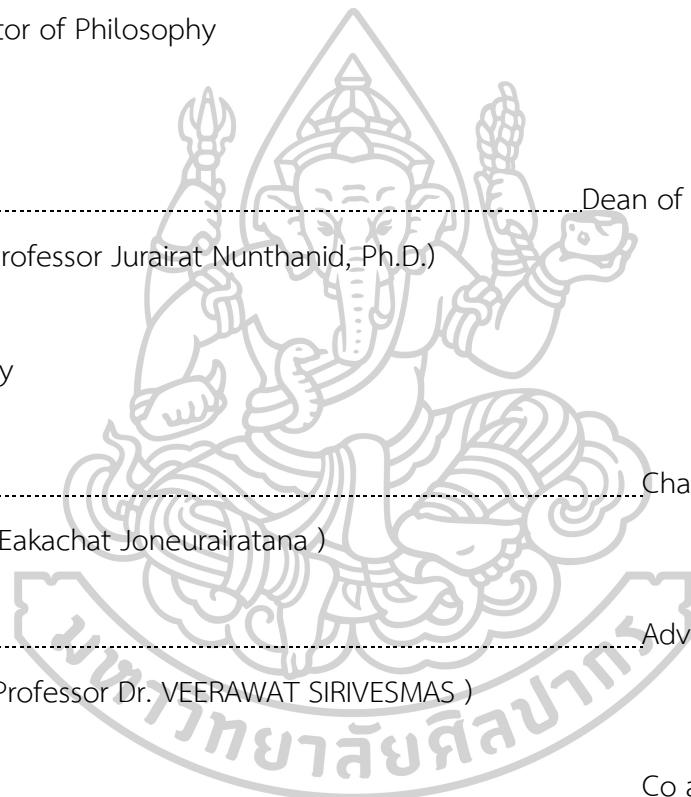
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The purpose of this research is to investigate creative and community-based tourism and develop a service plan for a Thai community based on these principles. The selected site for the research is Ban Pangha, Koh Chang Sub-district, Chiang Mai. Ban Pangha, a small village with a few previously existing cultural and creative sites, was chosen because while tourism, especially creative tourism, is increasingly important, it does not yet have an established service design or long-term plan for sustainable tourism. The research used a multidisciplinary research approach, including theories of design thinking, service design and service marketing mix along with theories of creative tourism, community-based tourism and sustainability to frame the research problem. The study used a multi-method qualitative research approach, with three research stages corresponding to one of the three objectives. The research was preceded by a site visit and expert interviews, which provided foundational information for the study. In the first stage, tourists were interviewed in-depth using individual and focus group interviews, identifying the essential characteristics of tourism in Ban Pangha. Next, local people and experts were interviewed and a workshop was held to develop the service design collectively with the local leaders and residents. Third, the information from previous stages was synthesized to produce a guideline and service design for creative community-based tourism in Ban Pangha. The practical importance of this research is that this plan can be applied for medium and long-term planning for sustainable tourism development. It also has some theoretical interest since it shows how these concepts can be combined.

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1.1 Background and Site of the Research

1.1.1 Study Background

The purpose of this research is to investigate and examine the insight from Thai tourists toward creative tourism focusing on Community-Based Tourism and to develop Community-Based Tourism through service design. This research intends to develop creative tourism through a service design model creation. It can help people who perform as service staff or a leader in the community from any provinces in Thailand into having professional community management and progressing to developing professional creative tourism, tourism which offers visitors the opportunity to develop their creative potential through active participation in courses and learning experiences (Raymond and Richards, 2000) in the community as well.

Additionally, because of the rapid growth in the number of tourists who are interested in Community-Based Tourism (Community-Based Tourism) and creative tourism including Thai and foreign tourists, this has made Community-Based Tourism become significant to the domestic economy. Community-Based Tourism is that local residents invite tourists to visit their communities with the provision of overnight accommodation. The residents earn income as land managers, entrepreneurs, service and produce providers, and employees. Therefore Community-Based Tourism is a significant way to make more benefits and value creation to community because of it is focus on key resources in community uniquely. In Thailand, Community-Based Tourism is rapid growth compare with ASEAN's Community-Based Tourism because of Thailand has a lot of community capital.

1.1.2 Site of the Research: The Koh Chang Sub-District and Ban Pangha

Koh Chang Sub-district is one of eight sub-districts of Mae Sai District in Chiang Rai Province where the research sites are located, i.e., "Ban Pangha" Community in Village No.1 of Koh Chang Sub-district, situated approximately 7 kilometers away from the city center of Mae Sai District to the East on Muang Daeng-Thung Kliang Road, with areas connecting to other sub-districts, as follows: in the North, it reaches the Republic of the Union of Myanmar, with the Ruag River as borderline; in the South, it reaches Sri Muang Chum Sub-district of Mae Sai District; in the East, it reaches Sri Don Moon Sub-district of Chiang Saen District; and in the West, it reaches Mae Sai Sub-district of Mae Sai District.

The administrative areas of Koh Chang Sub-district Administration Organization are divided into 13 villages (Figure 1), including:Village No.1: "Ban Pang Ha"Village No.2: "Ban San Na"Village No.3: "Ban San Boonruang"Village No.4: "Ban San Luang"Village No.5: "Ban Pa Daeng"Village No.6: "Ban Pa Sang Ngam"Village No.7: "Ban Muang Kham"Village No.8: "Ban Muang DaengNoi"Village No.9: "Ban Sri Pa Daeng"Village No.10:"Ban Sri Chaiyaphum"Village No.11:"Ban Pa DaengLuang"Village No.12: "Ban Rong" and Village No.13: "Ban San Luang Tai". This research is situated in Ban Pangha.
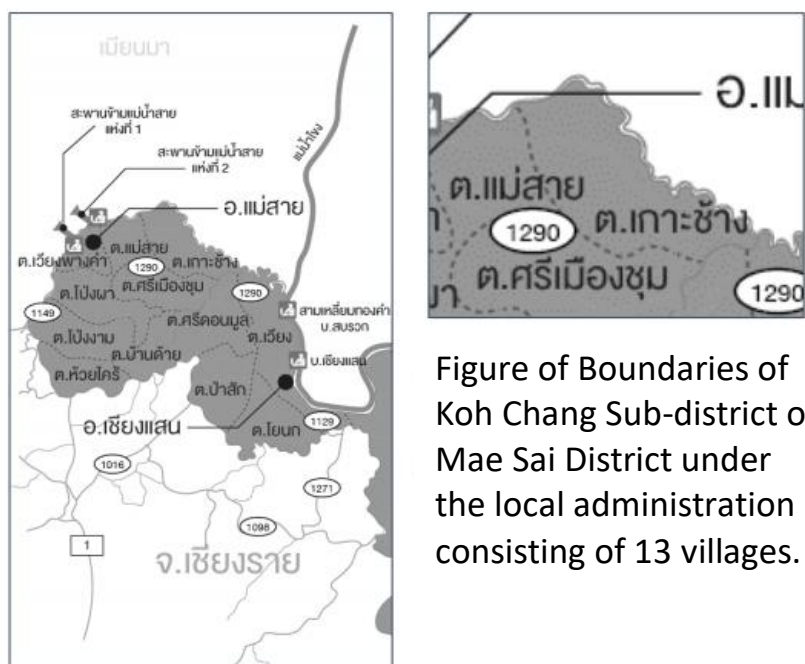
Figure of Boundaries of Koh Chang Sub-district of Mae Sai District under the local administration consisting of 13 villages.

Figure 1 Administrative Areas of Koh Chang Sub-district

(Source: TCIJ, 2015)

Koh Chang Sub-district Administration Organization (2019) specified that Koh Chang Sub-district had the approximate areas of 47.35 square kilometers or approximately 29,593 rai or equal to 16.62% of the total areas of Mae Sai District, with the proportions of area use consisting of 1) agricultural/occupational area: equal to 65.23% of the total areas of the Sub-district; 2) residential area: equal to 30.82% of the total areas of the Sub-district; and 3) public area: equal to 8.66% of the total areas of the Sub-district.

Provided that the geographical features of areas of Koh Chang Sub-district consist of valley plains, i.e., in the North: alluvial plains of Ruag River, mainly used for agricultural purposes and sites of communities in village areas of "Ban Pa Sang Ngam", "Ban Pa DaengLuang", "Ban Pa Daeng", "Ban Sri Chaiyaphum", "Ban Sri Pa Daeng", "Ban Muang Kham", "Ban Rong", "Ban Pang Ha" and "Ban San Na", in a clockwise order; meanwhile, in the South: valley plains connecting to the upper areas thereof, mainly used for agricultural purposes and sites of communities in

village areas of "Ban Muang DaengNoi", "Ban San Luang", "Ban San Luang Tai" and "Ban San Boonruang", in a clockwise order; whereby, the areas often encountered problems of drainage due to the volume of heavy and accumulated rain in Sai River, Ruag River and Ma River, overflowing the Mae Khong River, particularly in the Rainy season; as a result, the agricultural areas thereof have often been flooded every year.

Tanstrakulsub (2007) specified that areas of Koh Chang Sub-district are densely populated by early immigrants due to their proper residential locations and abundance for cultivation. Immigrant groups included Yong Ethnic Group or Tai-Lue, mainly evacuated from Muang Lamphun (Tanstrakulsub, 2007). According to the local stories, in the old days, people often travelled for commercial activities and constructed temporary residences or "Pang" in areas of the current locations of the Village. At that time, there were a lot of trees, namely "Ton Ha" growing in the areas, when taking account of the abundance of the areas thereof, it was deemed expedient to establish permanent residences. The words "Pangha" were originated from the name of these trees. At present, the areas are locations of "Ban Pangha", with boundaries as follows: in the North, it reaches the Republic of the Union of Myanmar; in the South and the East, it reaches Sri Muang Chum Sub-district; and in the West, it reaches Mae Sai Sub-district.

1.2 Statements and Significance of the Problem

Since the beginning of 2020, both national and global tourism have been affected by the coronavirus or COVID-19 situation, which has a direct effect. Because the world population can't travel to various places and the spread of disease must be restricted. As a result, the tourism sector has been greatly affected. Moreover, tourism after COVID-19 will have a different format. Also known as the New-Normal. According to the UNWTO report, the situation of the world tourism that

the global tourism industry has declined in the first quarter of 2020, the number of international tourists is down 22.7% over the same period in the first quarter of 2019, with April the number of tourists dropped as much as 97% from April 2019.(Tourism Economic Review, 2020)

Krungthai COMPASS provides information that tourism in the New-Normal is focused on travelling near and safe travel. The behaviour of Thai tourists will focus on domestic tourism first, choose a nearby attraction, in short time and can travel easily by private car, including in unseen and not crowded tourist destination. However, Krungthai COMPASS estimatesd that in the year 2020 - 2021, Thailand's tourism income may be only 0.91 and 1.24 trillion baht, from the previous as high as 3.02 trillion baht in 2019. It also noted that in 2020, foreign tourists contracted to 6.8 million, in 2021 foreign tourists contracted to 7.6 million, while the proportion of income from Thai tourists will increase in 2020 to 64%; and The year 2021 is up 70%, compared to 36% in 2019. There is also an interesting point in the form of tourism following the COVID-19 outbreak, which will play a role in the development of creative tourism and tourism. The community is a form of tourism that is open to certain activities or long stay travelers . For example, it was found that for the long stay group the average tourism expenditure was 1,123% higher than normal tourism. The popular provinces were Chiang Mai and Chonburi province. The beneficiaries are SMEs and communities, and this change has resulted in the distribution of income to communities and small entrepreneurs. (Krungthai COMPASS, 2020)

From the effects as a result, Tourism Economic Review (2020) define that many countries around the world have adjusted their monetary, fiscal and employment policies to reflect these changes and their impact and mitigating the effects of COVID-19 through policies and measures adopted by many countries for tourism rehabilitation. Most of them are related to finance. Including marketing measures aimed at domestic tourism to help promote tourism to build confidence.

including safety and hygiene measures. Establishing Contingency Fund in order to support employment in SMEs, such as supporting businesses that provide training to develop digital skills for employees. To provide a tourism capacity building program, a guidebook to new situations emerging for business and professional actions in the travel industry is provided, organize tourism promotion campaigns under actual circumstances, etc. And WTTC (2020) recommends measures to support the recovery from COVID-19 in the field of tourism, focusing on safe travel as follows: 1) Team preparation and operations. 2) Providing safe experiences for tourists. 3) Building trust and trust among tourists. 4) Putting realistic policies into practice.

Therefore, Tourism Economic Review (2020) presents an overall adaptation of tourism for businesses, to become a more destination management organizer for various tourism businesses. More than just a part of the supply chain process, including marketing and branding cities are as sterile areas. It is characteristic of Hi Trip and Hi Trust, creating sterile travel systems throughout the tourism supply chain: designing a traffic network in tourist-heavy tourist areas, zoning and combining various uses of space (Reduce the use of public transport), as well as to raise the level of hygiene in the tourism industry at a level that requires investment such as sterilizing rooms, UV light projector, masks, etc. To raise the level of quality public health services in the districts with heavy tourists in order to meet international standards, and be able to service in international languages, etc.

Therefore, this research would study the development of creative tourism by community tourism. It emphasizes on development along with building the community's sustainability, together with the deployment of thinking of Sufficiency Economy Philosophy from the King Rama IX in issuing or improving service processes. The development of community capital was included in various fields: whether it is natural resources, about human resources; and various knowledges. In order to develop tourism that has to deal with various risks that happened at

present, such as the coronavirus or COVID-19, the global economic recession. This will give the development of the community a moderate intensity, and have more immunity.

One of the interesting and famous Community-Based Tourism sites in Thailand that has a variety of learning station and stories is Chiang Rai province. This is further indicated from the Community Development Department (CDD), an important government service unit under the responsibility of the Ministry of Interior, which has the core mission to promote and develop all factors related to community development; such as, community products (OTOP), Community-Based Tourism, etc. CDD and Tourism Authority of Thailand (TAT) has set Chiang Rai as one of the pilot provinces to develop an OTOP and Creative Tourism and Community-Based Tourism prototype. Chiang Rai needs to develop and enhance the community income, one of the most famous products in Chiang Rai that made a lot of income to rural is mulberry paper (Sa paper) at Ban Pangha in Mae Sai district.

Ban Pangha is one of role model of new Community-Based Tourism in Thailand, the biggest and most famous mulberry paper production site in northern Thailand. Furthermore, it has a lot of interesting community learning station such as knife hitting station, jade buddha statue station, organic farm, charcoal making station etc. They try to manage this production line to be a professional creative tourism, the way to make more value and distribute income efficiency. Referring to the site visit at Ban Pangha, the research problem was found that there is a lack in the linkage of the tourism system product and service. It needs to design a systematic allocation, professional service, create engagement and experience among tourists or visitors, which means this will encourage more visitors to come, create interesting activities, and have a new touchpoint design including some marketing and communication tools for the community.

For this reason, in the context of Ban Pangha, it needs to be manipulated by using a professional service design. One of the useful design methods was contributed by Shostack (1984) as a part of the domain of the marketing and management disciplines. It is a useful design model that can help Ban Pangha's creative tourism to become professional. The intention of this research is to develop creative tourism focusing on Community-Based Tourism at Ban Pangha into professional, interesting and systematic service management through service design to develop the touchpoints and effective service.

1.3 Objectives of the Research

1. To examine the potential tourism characteristics and elements that can be found in Ban Pangha, Chiang Rai, Thailand.
2. To analyze the impact of those tourism characteristics by applying service design towar developing a creative community-based tourism (CBT) in Ban Pangha, Chiang Rai, Thailand.
3. To develop a proper and appropriate guideline or strategy of a creative community-based tourism through Service Design in Ban Pangha, Chiang Rai, Thailand.

1.4 Research Questions

1. What are the fundamental tourism characteristics and elements of Ban Pangha, Chiang Rai, that can be developed through creative community-based tourism?
2. Why are those tourism characteristics and elements important in developing a creative community-based tourism center at Ban Pangha, Chiang Rai?
3. How can a creative community-based tourism guideline for Ban Pangha, Chiang Rai be developed by applying service design?

1.5 Scope of the Study

The research is a multidisciplinary, qualitative study of creative tourism, community-based tourism, and service design for community-based tourism. These three issues form the basis of the content scope, which is limited to development of creative and community-based tourism and use of service design for community-based tourism initiatives. The study's area scope is community-based tourism in Ban Pangha, Ko Chang Sub-District, Chiang Rai Province of Thailand. This area was selected because it has a growing community-based tourism initiative, but requires long-term service design and planning to be fully effective. The research has been conducted over a period of time (2017 to 2020), beginning with site visits and fieldwork and continuing through qualitative interview-based research, workshops with expert interviews, and application of the double diamond model of innovative and creative design (Design Council, 2021). The final output of the model is a PPMM model and service design for tourism service planning in Ban Pangha, incorporating tourist and community perspectives and balancing current resources and future development.

1.6 Conceptual Framework

The conceptual framework of the study used a multidisicplinary conceptual framework, drawing on areas including service design, visual communication design, marketing and community-based tourism. This conceptual framework, shown briefly in Figure 2, is developed through the literature review (Chapter 2).

Conceptual Framework of the Research
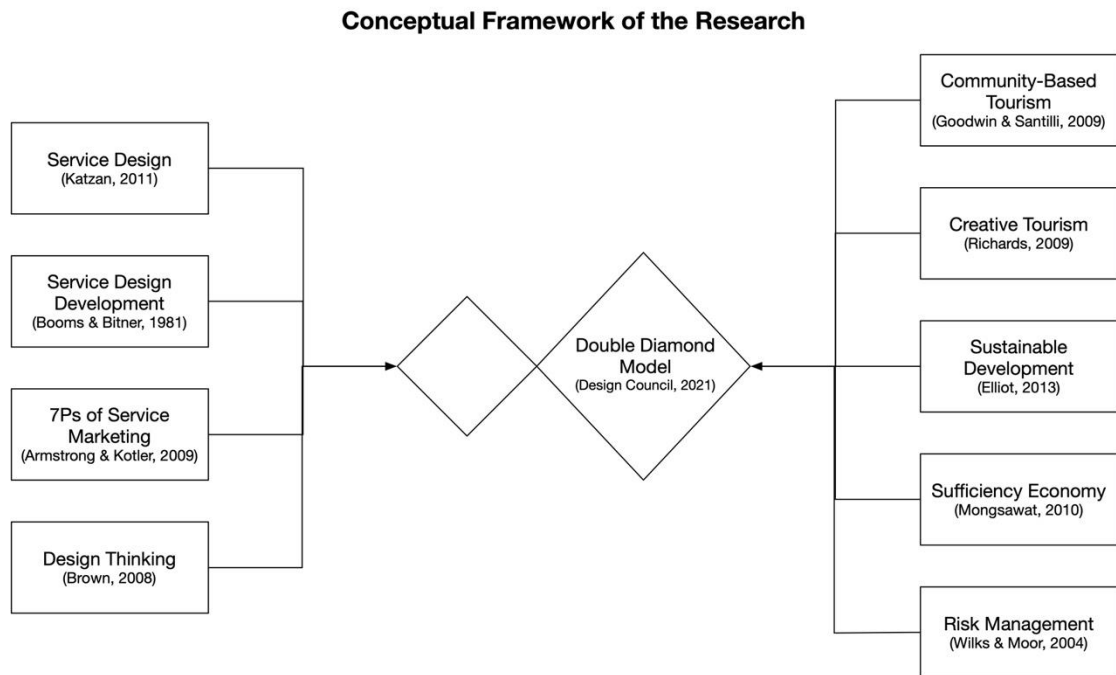
Figure 1 The conceptual framework of the study

(Source: Author)

1.6.1 Practical Application

There are several practical applications of the research. The first practical application is that the research will offer an in-depth exploration of the tourist perspective on creative and community-based tourism in Ban Pangha, which could potentially be extended to the Ko Chang Sub-District on the whole, as these communities are close together and share much of the tourism activity. The second practical application os the development of the service design for Ban Pangha, which will help develop the tourism sector in the community and sub-district. The guideline for sustainable service design management produced in accordance with objective 3 of the research can also be used in other communities to help improve their own tourism service design and development planning.

1.7 Significance of the Research

This research is significant because it is a detailed investigation of creative and community-based tourism situated in one of the areas which the Tourism Authority of Thailand (TAT) has identified as a concern for tourism development. Because Ban Pangha is beginning to develop its own unique tourism niche, conducting the research at this time is both relevant to academic studies and important for the community itself. For this research, the main concern was how community-based tourism could be used to further the community's tourism development process. Especially, it was concerned with development of sustainable tourism, which will help economically improve the community without degrading its environment or social conditions for the future. Thus, its biggest significance is for the community itself. However, the study also has some academic significance, since it shows how small communities balance their need to develop tourism as an industry and the sometimes conflicting demands of tourism and other aspects of community life. This could be used by other researchers who are investigating the practice of community tourism development and how to implement service designs that assist in this balancing process.

1.8 Definitions

Ban Pangha is a village in the Ko Chang Sub-district, Chiang Mai, Thailand, which was selected as the basis for the research.

Community-based tourism is a tourism development process that centers the needs of community members and encourages participatory planning and interaction between community members and tourists along with planners and policymakers (Okazaki, 2008).

Creative tourism is tourism activities centred on creative activities such as art, artisanship and performance, including both participatory tourism (e.g. art

workshops), exhibition, and viewing of art and artisanship and other activities (Richards, 2009).

Design thinking is "an analytic and creative process that engages a person in opportunities to experiment, create and prototype models, gather feedback and redesign (Razzouk & Shute, 2012, p. 330)."

Service design is the application of design principles to service strategy development in line with the principles of design thinking (Zomerdijk & Voss, 2010). This is especially important to experiential services.

Sufficiency economy is a Thai government philosophy of sustainable development, which emphasizes long-term sustainability of communities and the environment in harmony with economic growth (Mongsawad, 2010).

Sustainable tourism development is tourism development planning for long-term economic, social and environmental sustainability of the communities that host the tourism activities (Liu, 2003).

1.9 Structure of the Research

The research consists of three chapters. Chapter 1 has introduced the study and explained why it was conducted. In Chapter 2, a literature review is presented that explains the key theories of the research and how they are relevant to and applied within the study. Chapter 3 explains the methodology of the research, which is a multi-method qualitative investigation that evaluates several different stakeholder perspectives, including experts, tourists, and leaders and community people of Ban Pangha, leading to the development of a service design and model for the research. In Chapter 4, the findings from this research are presented. Chapter 5 explains the outcome of the research, including the tourism niche and the tourism plan and guideline that was developed, and discusses the findings in line with the literature review. Finally, Chapter 6 concludes the study and offers recommendations for further study and application of the findings.

Chapter 2

Literature Review

The literature review is an organized summary and critique of the relevant theories and empirical research that underpins the study. Because this research is qualitative and multidisciplinary in nature, the literature review was not oriented to hypothesis development. Instead, it explains the theories and frameworks used in the research. The theories and empirical research is drawn from disciplines including design, service marketing, and tourism. These theories include: 1) design thinking and the double diamond model; 2) service design; 3) 7Ps of service marketing; 4) community-based tourism; 5) creative tourism; 6) sustainable development; and 7) risk management in tourism.

2.1 Design Thinking and the Double Diamond Model

2.1.1 Definition of design thinking

Design thinking can be formally defined as "an analytic and creative process that engages a person in opportunities to experiment, create and prototype models, gather feedback and redesign (Razzouk & Shute, 2012, p. 330)." The process of design thinking requires that the designer employ characteristics like: empathy (imagining multiple perspectives on the design); integrative thinking (use of synthesis and integration to understand and deal with conflicts and ambiguity); optimism (the belief that constraints can be overcome); experimentalism (willingness to experiment and change); and collaboration (the ability to work with others and use multidisciplinary perspectives on design and development) (Brown, 2008).

Brown's (2008) model of design thinking (Figure 3) specifies three stages or spaces of the design process, through which the designer passes iteratively. The first

space is inspiration, where the design team seeks out and discovers areas where design could be used to improve something. In the ideation stage, the design team uses processes like brainstorming, sketching and scenario building, storytelling, communication and prototyping to build a possible design solution. Finally, the implementation phase involves actual execution of the design, for example construction of experience, development of business plans and so on (Brown, 2008). The process of design thinking can be viewed a way to integrate different meanings, including symbolic and real meanings, though analytic and synthetic processes and application of creativity (Razzouk & Shute, 2012). It is therefore an important process for problem solving that requires a degree of creativity and innovation, and where intuition and empathy are important (rather than only analytic skill). This focus on intuitive creativity and empathy made it particularly relevant for this research, where the main concern was with the community and where creativity was a focus.

There are some limitations to this model of design thinking that need to be considered (Kimbell, 2016). One of these limitations is that design thinking does not account for diversity of experience and situations for designers, while another is that the designer is viewed as a privileged, more knowing-doing individual in the construction of experience (Kimbell, 2016). These limitations are addressed in this research through limitation of the community-based tourism model (discussed later in this chapter), which is an effort to de-privilege the designer (researcher) and share power and control of the resulting design with the community. Another limitation of the design thinking model is that when it is used managerially, it can often be superficial and not truly oriented toward creative processes or development of these processes (Johansson-Sköldberg et al., 2013). Since this research is oriented toward

service design (which is discussed below), this is a challenging problem to overcome. To address this problem, design thinking is not thought of here as a general approach to creativity in isolation, as frequently occurs with such managerial discourses (Johansson-Sköldberg et al., 2013). Instead, it is employed as a direct approach to the service design process, using the double diamond model of design (discussed below).
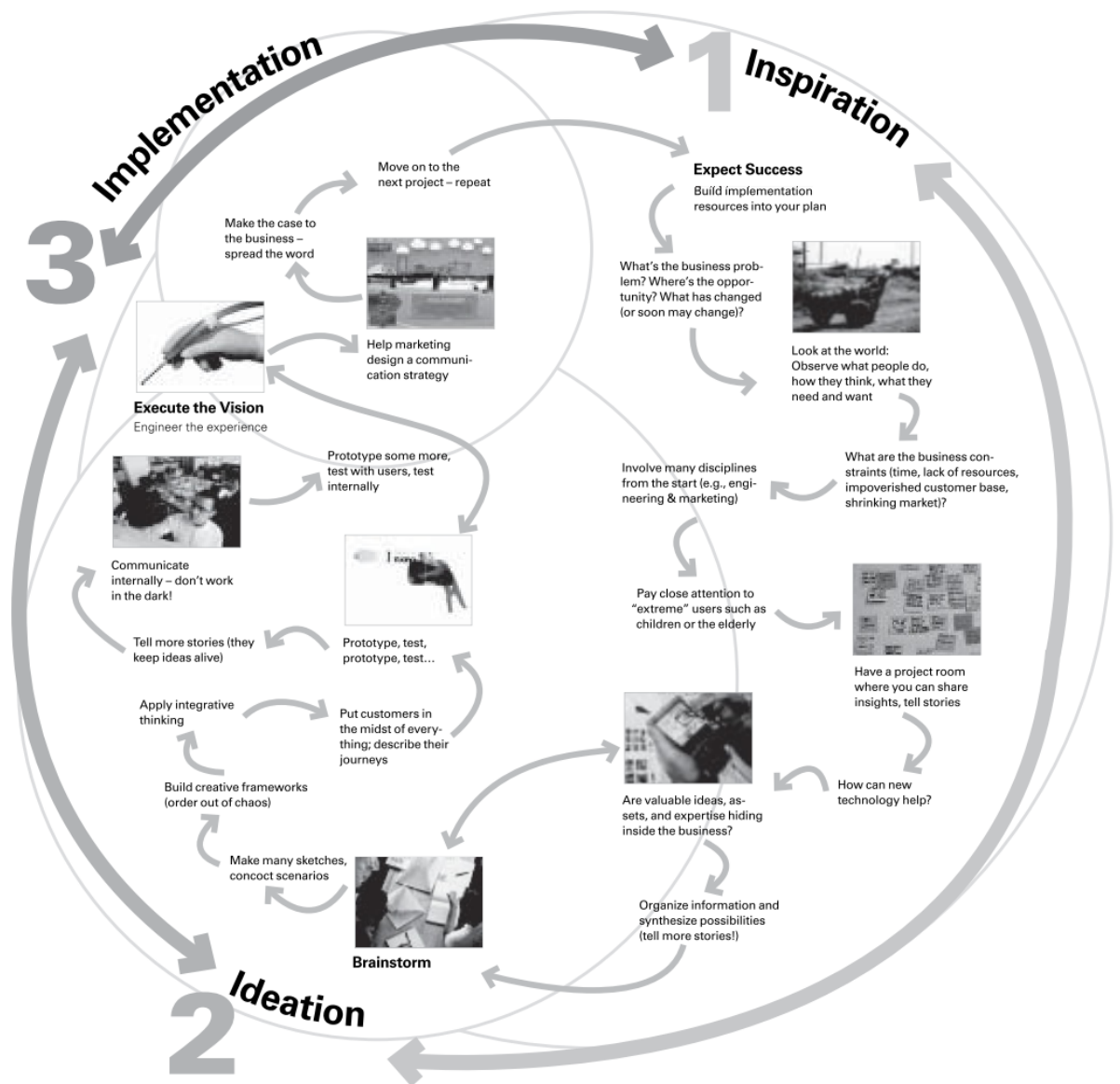
Figure 2 The spaces of design thinking

(Source: Brown, 2008, p. 88)

2.1.2 The double diamond model of design

The process of design thinking can often seem chaotic, particularly in the early stages of inspiration and ideation where intuition, synthesis and experimentation play a significant role in the design process (Brown, 2008). The double diamond model of design, which is used in this study, is an effort to order the design process to maximize its usefulness for innovation (Design Council, 2021). The Design Council has formulated this framework (shown in Figure 4) to implement the principles of design thinking into an iterative process that leads from a perceived challenge to a desired outcome. The principles that the double diamond model incorporate are "1) be people-centered; 2) communicate (visually & inclusively); 3) collaborate & co-create; [and] 4) iterate, iterate, iterate (Design Council, 2021)." These are consistent with the principles of design thinking as outlined in Brown's (2008) definition as discussed above. Furthermore, it calls for use of multiple methods that can be adapted to specific needs, rather than relying on a single method. The four stages of the design process, according to the double diamond model, are:

1. Discover: the designer investigates the problem and seeks out inspiration for how the challenge could be overcome, leading to the desired outcome;

2. Define: the designer seeks to define parameters which would lead to the desired outcome, for example specific conditions that indicate success and how the problem will be solved, using tools like brainstorming and narrative;

3. Develop: the designer develops a solution for the problem through a process of iterative experimentation, using tools like prototyping and experimentation; and

4. Deliver: the designer finalizes the solution and places it into production or distributes it to the stakeholders for implementation (Design Council, 2021).

This process is further situated in a combination of leadership (through which conditions for the design's success are created, goals are set and the team is

motivated) and engagement with users, communities and other stakeholders in the design (Design Council, 2021). These elements are not external to the process of the design, but are instead the environment in which the design process is embedded and are necessary elements for its success.
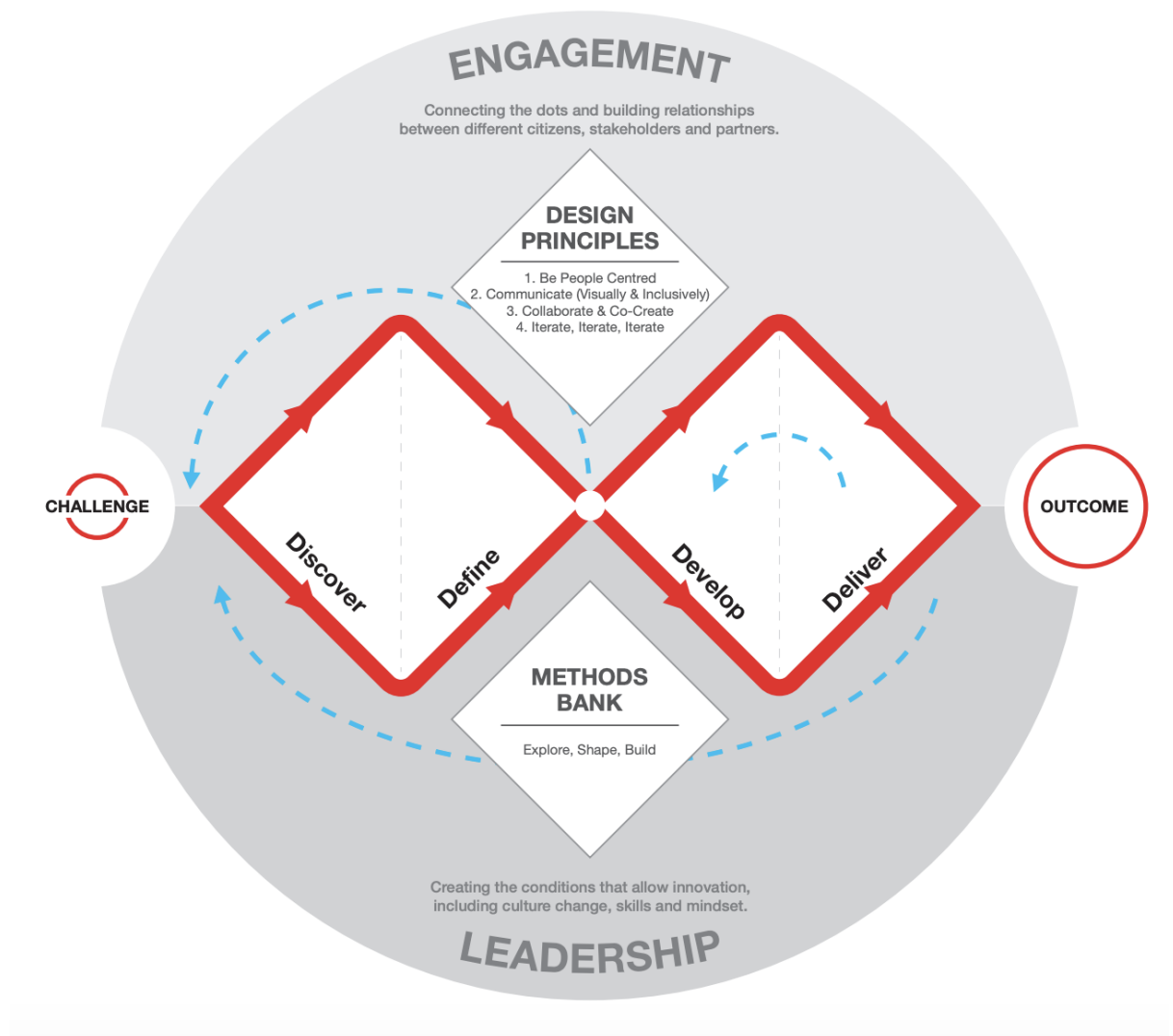
Figure 3 The double diamond model of design

(Source: Design Council, 2021)

In keeping with the principles of design thinking, the double diamond model is not necessarily a linear and progressive model (Stickdorn & Schwarzenberger, 2016). Instead, it is an iterative model, where stages may repeat as

necessary, double back on each other and progress in stages toward the desired end point. The designer can also use different tools during different iterations of the design process; for example, during the initial round of development tools like narrative and storytelling may make be used, which leads to redefinition of the possible solution to be explored through prototyping in the next round (Stickdorn & Schwarzenberger, 2016). Thus, the double diamond model of design should not be taken as a prescriptive process model, but rather as a guide to the process of design that takes into account the essentially nonlinear nature of the design process. As the double diamond model is applied in this research to services, it is also important to consider the aspect of service design.

2.1.3 The design ladder model

The design process could take part in development of the organization to be more progressive. Thus, design could be a part of accelerating the organization, or community to have strength and sustainability. TCDC (2014) stated that the Danish Design Centre classified the use of design within the organization as four levels (stages):

Stage One: Nothing refers to failure to apply the design to product or service development.

Stage Two: Esthetics refers to implementation of the design to product or service development in the issue of esthetics. This emphasizes that design could make product be more attractive, or modify the physical structure of the product, or factor in the service to have more beauty in the esthetics, e.g., accommodation design with an emphasis on Thai architecture, so to reflect the beauty of Thai art, etc.

Stage Three: Process is the implementation of the design for product or service development of the esthetics, including the resulting benefits, the special

experiences that would arise from the design, the development of some processes; e.g., accommodation design with an emphasis on Thai architecture, so to reflect the beauty of Thai art, or the design of buildings to be easy to use, etc.

Stage Four: Strategy of designer partners with owners or managers of the organization to fully or partly rethink the business model. The emphasis in this link is on the design process with regard to the visions of business and its business segments together with its potential position in the value chain. This refers to the development of service processes in the system of people's perspective, or designers with thoughtful systems to develop or create organization strategies. It is applied in terms of the design, or being creative, or design thinking. For example, the tourist attraction or community that has strategies for developing the language skills for the community's people. Therefore, activities would be designed for personnel and foreign tourists to do activities in exchange of communication to develop the necessary skills along with the service (TCDC, 2014).

As such, the design management services of Creative Tourism must understand the design ladder concept in which the community has developed to a certain level and set as strategies to raise the level of the design of the community with sustainability. In addition to the aforementioned four levels, Hoedemaeckers (2016) mentioned that the development should have additional two levels for creating organizational culture; which are systemic change and culture. The study of the different ways that the leaders utilize six stages design in business are shown in Figure 5. The details of the two additional steps are as follows:

Stage Five: Systemic change refers to adopting a design to help solve some problems that could arise (Hoedemaeckers, 2016). This could become a catalyst for larger structural modifications, or in macro level. For example, the tourist attraction has strategies for preserving the environment. Thus, tourism activities

should be designed for tourists to take part in the environmental conservation of the community. Different parties could be used that are ready to support the development of the area to have stability in its resources and environment, which may develop into the creation or improvement of policies that could be important in the area as well.

Stage Six: Culture refers to adopting designs to create or control culture (Hoedemaeckers, 2016). This could be done by changing the perspective of the local people to be in the same direction. The local people could think of a 'theme' that could be concepts for developing a corresponding area or community. This could be available in terms of the design, taste, or concept of developing a more uniform tourism format.
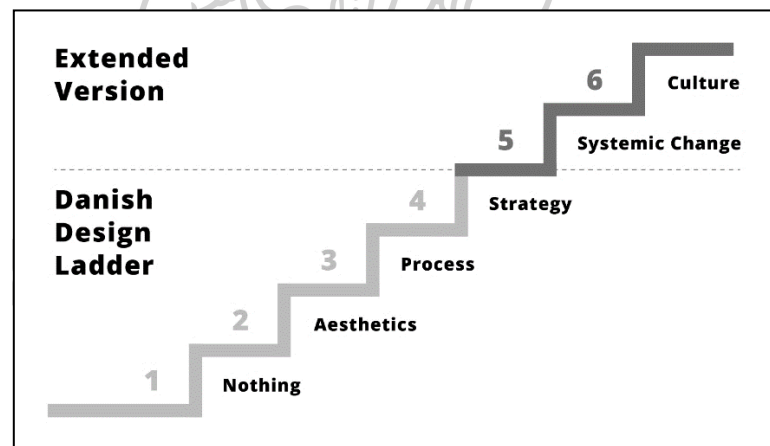
Figure 4 The Danish Design Ladder with two additional steps
(Source: Hoedemaeckers (2016))

In summary, the study of the design models for organizational mobility would contribute to the level of the service design stage. This could be applied to the community or community's tourism attractions by demonstrating the level of service design development. Development of service design for improving the appearance of the product and the systematic design of the service processes should be

standardized in all personnel level. As such, Process design could be a strategy for the development of the organization, or community in other related issues. Two additional in-depth service design developments design the service process in a systematic manner which can be clearly standardized. This would contribute to strengthening the solutions to some problems of the organization, or community that could arise. Thus, this would be a characteristic of the policy that would crystallize and become set guidelines together with those who have stakeholders in tourist attraction, or community. This would lead to the same standard practice until the culture of the organization or community is developed.

2.2 Service Design

    2.2.1 Definition of service design

        Service design can be broadly defined as the application of the principles of design to improve services (Polaine et al., 2013). Service design uses tools like network thinking, the service mindset (or empathy with the customer's perspective), and holistic and integrated thinking to improve the design of the service. The purpose of this approach is to generate competitive advantage by integrating and fully developing the service, such that it is as satisfactory to the customer as a physical object (Polaine et al., 2013).

        While service design can be a designer-led process, there are many benefits to instead using a co-design process, in which the creative aspects of the design are collaborative in nature (Steen et al., 2011). Co-design processes can include different stakeholder groups, including the designer, companies or collaborators, customers, and others, who offer different perspectives and viewpoints. For example, customers can offer insight into their needs, the experience of using current solutions, or other relevant information about the service which the designer can use to improve their solution. The process of co-design, although it is

sometimes used as a buzzword for minimal involvement of customers, is therefore relevant to truly improving the design process (Steen et al., 2011). For tourism services, co-creation is particularly important because such services are experiential and involve interaction between service providers and tourists (Sugathan & Ranjan, 2019). In this research, important partners in the co-design process were community leaders and members (using the community-based tourism model, discussed below), as their perspectives were paramount at developing an effective design. Tourists were also included to understand their needs, but were not prioritized in the later planning process.

Polaine, et al. (2013) argue that there are three core values of the service, which need to be considered in the service design process. These core values represent what the service is designed to provide to the customer. These include care (for objects, people, or other needs), access (to infrastructure, equipment, or skills), and response (help or response to perceived needs) (Polaine et al., 2013). Understanding what a service is intended to provide (whether one or a combination of all three) helps the service designer to effectively implement the service in a way that meets the expressed needs of the customer.

Service design has been widely adopted in the corporate world, particularly in domains like hospitality and tourism where the service experience is paramount to satisfaction (Saco & Goncalves, 2008). These authors note, however, that service design is often over-focused on the aesthetic of the service (e.g. the physical appearance of locations) and less so on interactional or other aspects of the service. This is important because these interactional elements of the experience are what remains after the ephemeral experience has passed (Polaine et al., 2013). Given that services are so ephemeral, it is very important to address both needs in the moment and the interactional and social aspects of the service. Since this research is

concerned with tourism services, which are fundamentally experiential (Sugathan & Ranjan, 2019), this is a key concern for the research.

Katzan (2011) studied the essentials of service design. He indicated that service design is one of the few fields in all service processes in which the basic concepts and resultant theories apply (Katzan, 2011). The most fundamental type of a service is the relationship between a service provider and a service value, which consists of a process which is conceived as a layered group of activities (Ferrario & Guarino, 2009; Katzan, 2011). The global lifecycle service of service commitment, service production, service availability, service delivery, service analysis, and service termination can be used to understand these activities.

In summary, Service Design is a development process for elevating the service which comprises a more complex process than a normal service, as it has factors in promoting service design. It also has an emphasis on creating value in the process by providing importance between two stakeholders: the service providers and the recipients, or customers, or tourists in the services for tourism development. In this regard, the development process of service design is conceptualized and take action that focuses on increased value to enter each step of the service process by relying on the purpose of that service. For example, service can add value and create benefits for customers or tourists when they receive a good service until generating satisfaction and a positive impression of that service. This also includes a service that creates valued experiences to occur for customers or tourists, in order to create a good image for service providers, the organization, brand, or attraction for the development of tourism services.

2.2.2 Tourism service design

Service design can be used effectively to design tourism experiences (Stickdorn & Schwarzenberger, 2016). The five principles of service design thinking that are applied include that it is: user-centered, co-creative, sequenced, evidenced,

and holistic (Schneider & Stickdorn, 2011). These principles mean that the service design process focuses on the needs of the intended user of the service, uses co-creation with stakeholders, proceeds in interdependent and interlinked steps, uses evidence such as physical artifacts to show invisible services, and is holistic and incorporates different aspects of the service (including physical, relational, and others) (Schneider & Stickdorn, 2011).

Stickdorn and Schwarzenberger (2016) identify some of the most important principles for service design in tourism. One of these principles is that the holistic service ecosystem needs to be considered, especially when there are conflicting needs between different groups. Similarly, co-creation requires the involvement of different groups of tourists, who may have different needs. This research also employs the community-based tourism model, which as explained below, to incorporate another element of co-creation. This principle is particularly important in this research because Ban Pangha is in a nascent period of tourism development, meaning that meeting the needs of visitors is a primary concern.

Another critical element of service design in tourism is that the customer experience is central to the design process (Stickdorn & Zehrer, 2009). This means that the service design needs to consider more than just the immediate service provision, because tourists will be evaluating their experience based on a holistic perception of the entire experience. The implication of this is that tourism service design should address both the immediate service and the broader environment; for example, the tourist experience at a specific attraction depends on the service within the attraction, but also the physical environment, transport to and from the attraction, and nearby service aspects. Thus, service design processes for tourism should consider the entire environment where possible (Zehrer, 2009). For example, in small and medium enterprises (SMEs) tools like service blueprinting should be extended to include the holistic service ecosystem surrounding the

business's own service activities. This process of holistic service design is one of the most important aspects of the holistic design process (Stickdorn & Schwarzenberger, 2016).

A useful recent addition to the literature on service design for tourism is the language of affordances, which comes from ecological psychology (Tomej & Xiang, 2020). The basic concept of affordances is that they are the individual's perception of the environment and what it allows them to do within the environment. For example, an individual in a hotel room may perceive affordances for shelter, sleep, cleanliness, food and entertainment, which can be used in different ways to meet their immediate needs (Tomej & Xiang, 2020). This concept can be extended through creative tourism, discussed below, which offers specific affordances to meet intellectual needs. Thus, service design in tourism is a useful approach to understanding how services can meet customer needs and create a highly satisfying customer experience within a wider tourism ecosystem.

2.2.3 Applications of service design in Thai tourism

Pisit Pipatphokakul (cited in Chienwattanasook, 2014) mentioned that Service Design is the use of the information of important clients to organize a group in accordance with the character of the organization to provide interest and to follow the demand of the clients who gave their data to have service design. This would allow clients to receive experiences that conform with their needs in which the results of the service design would be similar to a service standard that the company would use (Chienwattanasook, 2014). This would be a service standard of the personnel to deliver the service to the clients. Therefore, importance would be given to Customer Experience Management (CRM) by bringing each Touch Point that clients would encounter in the utilization of the services to be considered that what is the client's needs; what is the thing that the organization can find to increase? As such, in order to create impressive experiences for clients, those businesses must

search for and propose that service to clients as a Service Standard, which brings the experience that the organization requires from the client's demand and the thing that the organization will increasingly propose (this is the result from the CEM). That will be designed as a Service Standard for all personnel to work in the same duties. In each branch, the service can be sent to the clients in a format that has the same standard.

2.3 7Ps of Service Marketing

The 7Ps of service marketing are a commonly used services marketing mix. A marketing mix is a set of interconnected operational strategies employed for the marketing of products or services (Kotler & Armstrong, 2012). The marketing mix is not theoretical as such, but is instead an operational framework that is used to guide marketing decisions and practices (Kotler & Armstrong, 2012). While the concept of the marketing mix was originally for products, the extension of the concept to the service marketing mix was established by the early 1980s (Booms & Bitner, 1981). The extension of the marketing mix was necessary because services (which involve a subjective human component and may not involve much tangible products) are different both in terms of design and in terms of customer experience from goods (which are tangible and can be objectively evaluated for quality) (Blythe, 2013).

The 7Ps services marketing mix is an extension of the commonly used 4Ps marketing mix (Baker, 2014; Baker & Hart, 2016). It includes four original dimensions (product, place, price, and promotion) and three service-oriented dimensions (people, process, and physical evidence). The components of the 7Ps marketing mix can be defined as follows:

Product: What is actually being sold, including the parameters of the service and any physical products that are included (Baker, 2014; Baker & Hart, 2016). Thanimlaksana (2010) indicated that mass production or special

production of a product or service can occur. The hospitality industry, for example, is typically a mass-produced service; while a vehicle is a mass-produced product (Thanimlaksana, 2010). Product strategy is based on product differentiation, product positioning, product attributes and product development (Kotler & Armstrong, 2012).

Place: Where the product is marketed and sold; for example, the site of the service and its marketing and sales channels (Baker, 2014; Baker & Hart, 2016). It also includes the distribution channel and the method that will be used to present that product and/or service to the consumer to keep up with the demand. Thus, there is the criteria that would need to be taken into consideration of who is the target group and the distribution of the product and/or service to the consumer via the most appropriate channel.

Price: The pricing strategy used for the product/service (Baker, 2014; Baker & Hart, 2016). Pricing strategy considers several aspects, such as market position, rivalry, material prices, product desirability and customer satisfaction. Moreover, demand and consumer supplies can affect the price level which may be raised or reduced.

Promotion: The ways in which the product is communicated about to customers; promotional mixes can include elements like advertising, direct selling, online promotions like social media, as well as incentive-based promotions, contests, and so on (Baker, 2014; Baker & Hart, 2016). , Promotion can also be a marketing communication tool that creates motivation, thinking, feeling, need, and satisfaction in the product and/or service (Etzel et al., 2007). This could motivate the target group customers to initiate the demand or to remind them of the product. As such, market promotion can influence the feeling, belief, and purchasing behavior of the product and/or service is

expected. Tools that are used in integrated marketing promotion consist of 5 key items as follows (Rattanasomchok, 2015):

1) Advertising refers to activities of information dissemination to motivate and the purchase demand of products and/or services for those who receive the message from that advertisement. Thus, advertising can be done in a variety of communication channels, e.g., TV, radio, billboards, newspapers, Internet, etc. according to the behavior of the target customers.

2) Publicity and public relations that provide news refers to presenting the concept of the person toward the product and/or service that may have both forms of payment as compensation or not compensation. For public relations, this refers to the attempt to disseminate information from a messenger to a recipient that is the target group, which may be from the organization to the general consumer or the organization to the organization, etc.

3) Personal selling refers to the selling of products that has a two-way communication or the seller and buyer meet by face-to-face, which direct discussion, exchanges of information, presentation of products and/or services can be made.

4) Sales promotion refers to marketing promotion activities that will help to increase the amount of sales of the products and/or services. Various methods are used, e.g., price discounts, redemption of premium products, sample distribution, product giveaways, etc. In this regard, it will encourage the consumers' demand toward the products and/or services, and result in the buying decision behavior.

5) Direct marketing refers to a marketing channel that can directly penetrate the target consumer group to present the products and/or services. There is no need for a mediator to do the coordination, as the format of this marketing channel is direct, e.g., telephone marketing, e-mail, SMS, etc.

People: The people involved in providing the service (Baker, 2014; Baker & Hart, 2016). According to Thanimlaksana (2010), the use of adequate staff and personnel is an important element in every service provision. For the organization who seeks to achieve a competitive advantage, hiring the best workers and educating or training them correctly in delivering their service is crucial (Thanimlaksana, 2010). Consumers could make decisions and expect for service based on the staff they deal with. Staff should have suitable leadership experience, technical and occupational skills, and service skills to deliver the service.

Process: The way in which the service is provided (Baker, 2014; Baker & Hart, 2016). Process refers to a related activity with the methodology and practice of the service that is presented to the users so as to provide an accurate and fast service (Rattanasomchok, 2015). Each process can have many activities according to the format and method of operation of the organization, such as, if various activities within the process has connections and coordination, the overall process would be efficient and the customers would have satisfaction. In this regard, the working process in the service sector must have a format that is very clear, so that all employees within the organization can understanding and be able to perform in the same direction accurately and smoothly.

Physical Evidence: Any tangible aspects of the service, for example the physical environment of the place, branding and uniforms, and any tangible objects resulting from the service (Baker, 2014; Baker & Hart, 2016). , Booms and Bitner (1981) stated that physical evidence is the environment in providing service that can be experienced. The service environment is important because the provision of service is intangible, therefore; the recipients would make a decision from the quality of the service they experience. It also includes the physical characteristics and service model, e.g., the organizational design, an accessible location, a clear mark or map, or tools in good condition that are ready to use or up-to-date. Furthermore, there are other items that can be experienced, such as the displayed product/service may be certified for quality from a third party or a recognized organization, displays of a symbol of recognition of the quality for the recipient to experience, e.g., a name card, website, brand of the equipment used, etc. In addition, the differences of the service providers and interaction with the recipient are also significant. These elements could transform quality of a service that are difficult to perceive to be tangible.

These components are different in an important way. While the first four elements are standardized through the service design and marketing process, the final three components cannot be truly standardized, and must be frequently monitored to ensure that they are consistent with customer expectations (Kotler & Armstrong, 2012).

For sustainable tourism, it is possible to extend the services marketing mix further (Pomering et al., 2011). Pomering, et al. include three additional elements of the marketing mix – partnership, packaging and programming. Partnership refers to collaborative strategy-making and planning activities between tourism organizations, for collective planning that reduces excess effort and conflicting strategies. Packaging

is combinations of service offerings (for example, combination of accommodations and services), to make the destination more attractive. Programming is the implementation of events and activities which draw tourist interest (Pomering et al., 2011). While these are not explicitly included as part of the 7Ps of service planning, they are considered in the process of planning and service design as important elements of the service process.

2.4 Community-Based Tourism

Community-based tourism (CBT) refers to a tourism planning process in which members of the community have participation and control over the direction of tourism planning and in which the needs of the community are balanced (Okazaki, 2008). Community-based tourism, although it is distinct from sustainable tourism, has many consistencies and shared principles with sustainability (Dangi & Jamal, 2016). Particularly, it addresses the question of social sustainability of the tourism industry, which is often not the focus of other models of sustainable tourism. Therefore, using community-based tourism as a focal point for sustainable tourism development is technically multidisciplinary in approach, but there are many similarities between the two sets of principles (Dangi & Jamal, 2016).

The operational definition of CBT refers to the alternative to community tourism management that determines the direction of tourism based on sustainability thinking (Dangi & Jamal, 2016). The local people are the owners of the resources and receive a stake from tourism by delivering the resources available in different areas, including the nature, history, culture and traditions, way of life, and ways of the community's production to be used as capital, or factors in managing tourism effectively. Likewise, this includes the development of the potentiality of the people in the community to have knowledge, ability, and important roles in the

operations of decision-making, planning, implementing, summarizing the lessons, and emphasizing sustainability for future generations and benefits for the locality.

Okazaki's (2008) model of community-based tourism (Figure 6) establishes a curve of community-based tourism. Community participation and power redistribution within the planning process is based on the ladder of citizen participation model (Arnstein, 1969), in which the lowest level is non-participation (especially manipulation of the community to exclude participants) and the highest level is citizen control of the planning process (Okazaki, 2008). The second dimension of the community-based tourism model is the collaboration processes by which planning occurs, which include antecedents, problem-setting, direction setting, structuring and outcomes. As Okazaki explains, these are not one-time events, but instead are repeated iteratively as the community's development progresses. The model also incorporates social capital, including bonding social capital (formation of relationships through obligation) and bridging social capital (creation of networks) (Okazaki, 2008). Thus, community-based tourism requires both a relatively high level of citizen participation and power, and a repeated collaboration process.

Community-Based Tourism   513
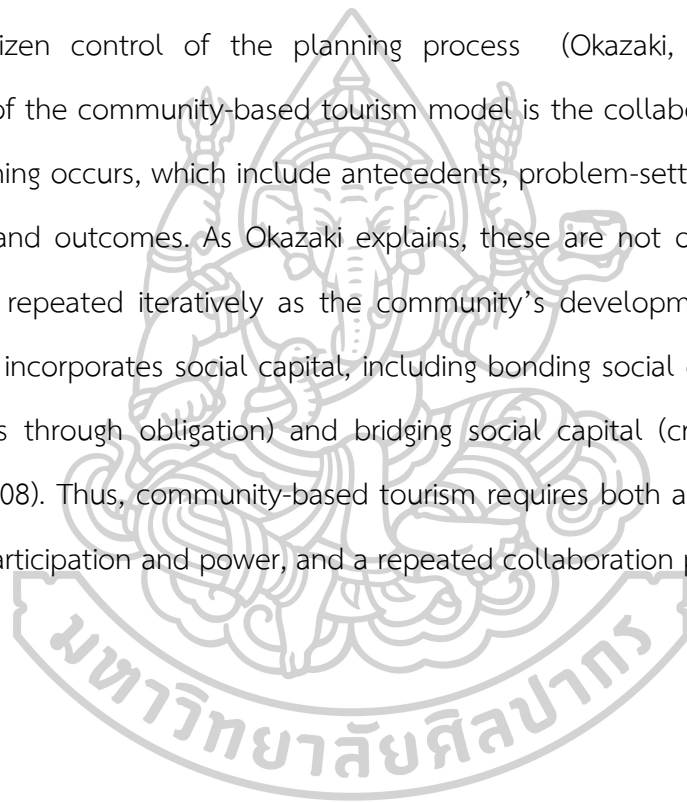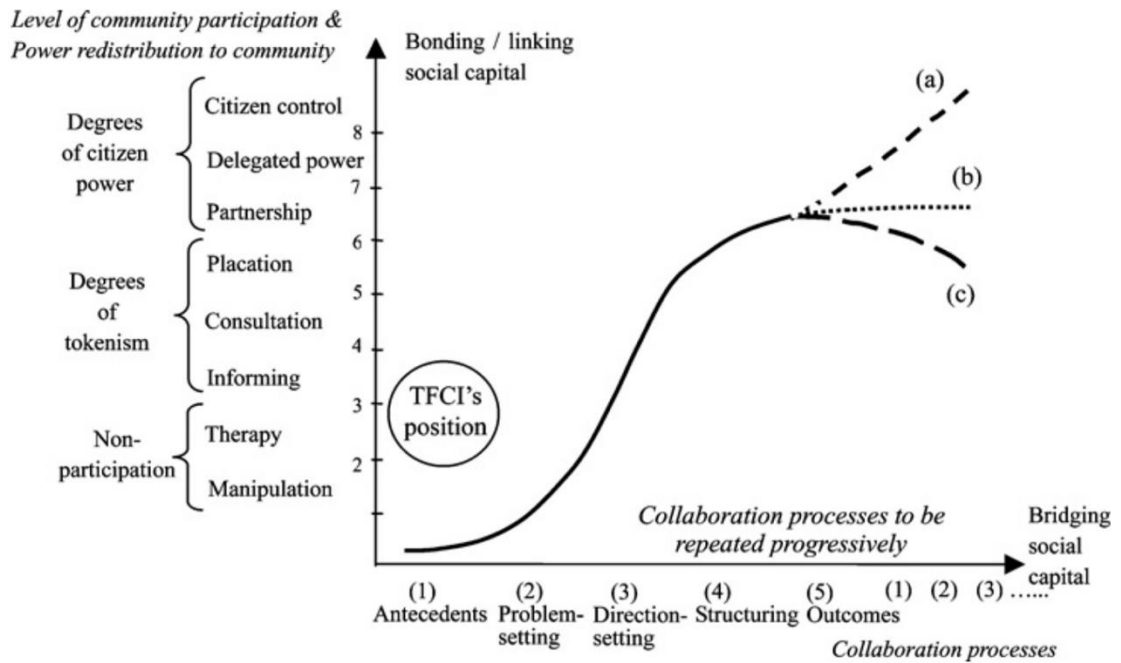
Figure 5 A model of community-based tourism

(Source: Okazaki, 2008, p. 513)

According to Goodwin and Santilli (2 0 0 9), through enhancing the economy as well as improving the quality of life, including society and culture, the value of community development through tourism could be explored. As such, the development of CBT will promote at reinforcing institutions designed at increasing local involvement and at promoting common majority economic, social, and cultural welfare (Goodwin & Santilli, 2009). It will also aim for a sustainable and harmonious approach to development, which will emphasize multiple issues, for example, the alignment of different development forms with other local economy components, the quality of development, culturally and environmentally, the variations in the community's and its inhabitants' needs, expectations, and potentials.

2.4.1 Community-based tourism and sustainability

DASTA（2 0 1 5）explained that the concept of CBT was tourism with sustainability in the perspective of the environment, society, and culture. Taking into account in carrying capacity of nature is also important (DASTA, 2015). CBT is one of the potential tourism management methods that focuses on the process of community participation in methods that management and supports the conservation of natural resources (Salobon, 2003). Simultaneously, it benefits the local community's economy to contribute to the preservation and restoration of natural resources. It also balances wisdom and the cultural identity, as well as contributes to the economy of the community in the future.

Furthermore, the direction of CBT development is organized by the community, for the community (DASTA, 2015). As such, the community should have participation, responsibility, think, plan, together be responsible, and eventually jointly receive the benefits from tourism. Management of the community's tourism resources covering the environment, society, culture, way of life, beliefs, and local wisdom would achieve balance and sustainability. Tourism in the community with different lifestyles according to the local geographic characteristics—is full of the charming lifestyle. As such, CBT is a place to visit to explore the difference, in which the tourism experience is delivered by people in the community. In addition, DASTA defined the viewpoints of a number of researchers, CBT is a tourism managed by the community and to be effective it manages the natural resources by itself. It is also necessary to create a learning process for the community from its own resource base by creating a process for developing the local people and making unity and harmony among them. Moreover, pride in the community is developed and a knowledge exchange platform is created. Additionally, it is a form of tourism that does not focus on a large number of tourists but on a small-scaled niche marketing which the community is manages under the capacity of support, which varies from each other

community. Furthermore, the income generated from tourism is classified as additional income-, since communities may conduct agriculture and fishery as their main occupations. When there is no tourism, the community can still have a livelihood. From viewpoint of the traveler, this is a journey to discover and learn something valuable in the community, which is different from vacation in comfort. In the viewpoint of the media, the key concepts of the community's tourism, communication are providing the value of the originality that still exists, knowing what to offer, and presenting it.

In summary, CBT is an approach to economic and social development through tourism. The important concepts can be summarized as follow: 1) No damage to the environment, ecology, and negative consequences of large-scale tourism developments from developments from the results of past development. 2) Development at the micro level, which is the development of tourism attractions through the management of the community's organizations and has the least negative impact on society and culture that would lead to the change of the local people. 3) Questions who benefits the city or the community. 4) There is an emphasis on cultural sustainability without damaging the culture of the community that owns it, and truly respect the culture through educating tourists and various tourism-related organizations.

2.4.2 Problems of community-based tourism

Community-based tourism does have some particular ways in which it can fail (Blackstock, 2005). Blackstock identified three possible failure modes. The first is that community-based tourism tends to be functional rather than transformational, meaning that it delivers a tourism plan that makes tourism work without concern for how it affects the community. Second, community-based tourism assumes that the community has homogenous needs and opinions, and tends to include only the perspective of community leaders. Third, it can sometimes

ignore structural constraints to tourism development, leading to unrealistic or unworkable plans (Blackstock, 2005). These weaknesses of community-based tourism were considered in the research design and addressed by taking into account structural constraints to tourism, including people from many different positions in the community, and focusing on community transformation. Another problem is that community-based tourism planning can limit development of the community in other ways in an attempt to preserve the tourist experience (Salazar, 2012). At the most extreme, this can become what Salazar (2012, p. 17) likens to "a human zoo", with community members encouraged to perform traditional cultural practices and ways of life for their audience. As he explains, this goes back to the problem of structural constraints, and for education and training to be incorporated into the tourism process to avoid such forms of exploitation of the local community. This was also considered in the service design for this study.

2.4.3 Community-Based Tourism Strategy Development

The development of CBT requires thoroughly studying the elements of this form of tourism in order to comprehend the factors of development and extend them to the strategies. Suansri (2003) ascribed the elements of CBT as having four dimensions. The first is abundant natural resources and sustainable production and use of natural resources, as well as unique culture and traditions. The organization of the community has a social structure which is recognized by a specialist or someone who has expertise and skills in various topics, and who has a sense of ownership and participation in the process of development (Suansri, 2003). Environmental, cultural and tourism management or tourism management organizational structures may connect tourism with the overall development of the community as equal allocation of benefits and grants contribute to the community's economic and social development. Finally, learning about tourism activities will provide a deeper understanding of lifestyles and cultural distinctions, thereby building the awareness

of the protection of culture and natural resources between tourists and residents in the community.

Rocharungsat (2010) also presented the working principles of CBT that could be used as factors in the strategy of CBT development. They are as follows:

1.CBT must originate from the real needs of the community. The community should have a comprehensive study of the all-round impact from tourism.

2.Members of the community must participate in the thinking, planning, conducting activities, monitoring and evaluation, learn together, and gain mutual benefits.

3.The community should gather as a cluster, club, organization, or be an existing community organization to have a mechanism that can represent all members at a certain level and perform directional operations, management policy, and coordination in order to comply with the will of the community's members who agree together.

4.The format, content, activities of CBT must be uniform and equal with fairness and reduce the negative impact on the environment, economy, politics, society, and culture in a creative way.

5.There are common regulations that are seen in the community for clear tourism management and able to supervise the community to comply with the set regulations.

6.The related parties should have a continuous learning process together, in order to create an appropriate development and clearly community tourism work processes.

7.Having standards which come from collective agreements within the community, e.g., cleanliness, safety, fair income distribution for the related people, and the community consider the capacity to support tourism together.\

8.Tourism income should contribute to the community's development and conservation of its resources.

9.Tourism may not be the primary occupation of the community, the community can maintain its main occupation.

10.   The community's organization has sufficient strength to deal with any potential impacts and is ready to cease operations when the management is exceeded (Rocharungsat, 2010).

The Thailand Community Based Tourism Institute (CBT-I) (2 011) established the principles of CBT that could be used in tourism as a tool in the development of the community, which are: "1) The community is the owner, 2) the local people participate in the direction and decision-making, 3) to promote self-esteem, 4) to increase life quality levels, 5) to uphold environmental protection, 6) to protect local identity and culture, 7) to ensure that people from other backgrounds understand, 8) to value different cultures and the integrity of people, 9) to provide the local population with equal returns to their communities, and 10) to share wealth for the community's benefits (CBT-I, 2011)."

In addition, Fennell (1 9 9 9) presented a theory of CBT in which the tourism management model must have particular importance to the long-term economy and use technology sparingly. Simultaneously, it should not take advantage of the environment, and the benefits must meet the needs of the local people. It should also have a minimal effect on the natural resources and culture under a joint development plan of the local people (Fennell, 1999).

From the study of the components of CBT that has created awareness about the tourism management of the community, it has been noted that the most important element is the community. Regarding the planning development strategies that would generate the most benefits is allowing the community to be the manager, which would meet the needs of the community to develop their own areas and improve the quality of life. This would also create a sustainable economy,

society, culture, and environment. The community needs 'ownership' and must feel the benefits and negative impacts that could arise from the management of their own attractions. Additionally, there must be 'respect' for the locality, resources, and community capital that would generate the maximum benefits and could be maintained, or create a replacement, as well as development of the people in various skills and have cooperation and the creation of various parties. Furthermore, some researchers have examined development methods that could be used to further produce strategies.

2.4.4 Community-Based Tourism Trends

At present, the current trends in CBT have important issues related to sustainability as mentioned above. DASTA (2018) discussed the ways to support the community's potential by establishing an action plan aimed at developing the potential of sustainable tourism in the environment, economy, society, culture, health, safety, quality, and esthetics. This also supported the working guidelines for the community's participation in various issues, which were related to the trend of sustainable tourism (DASTA, 2018). They are as follows:

1. Provide opportunities to involve the local community in the development or organization of tourism activities from the preparation, implementation, monitoring and improvement.

2. The local community and related agencies would participate in zoning the area to utilize it for tourism and the conservation area by taking into account the natural identity, local identity, and the way of life of the local community not to be overrun or degraded.

3. Organize activities or provide knowledge with the local community regarding the conservation of the natural and cultural tourism areas, including the risks and opportunities related

to climate change, as well as preserving and protecting the environment of the community.

    4.   Bring the natural identity, local identity, arts, culture, wisdom, and way of life of the local area to be used in an appropriate design, decoration of the landscape structures, and consider the esthetics.

    5.   Combine the land use, design, construction, and demolition for sustainability.

    6.   Evaluate, restore, and conserve both the natural and cultural areas, including restored heritage and beautiful scenery.

Furthermore, DASTA (2018) described the way of creating tourism resulting in value to the community that Creative Tourism would be an important mechanism that could create pride to the community of bringing its cultural and inherited identity to share for visitors to experience. Creativity does not just motivate the inspiration for new ideas. It also helps refine the value of the traditional intellectual assets to emerge with importance (DASTA, 2018). By combining the various fields of science and arts, these local artisans, artists, and storytellers will be important people that could encourage tourists to enter into the dimension of the Creative Tourism experience, and Creative Tourism would require more active participation rather than a stationary one. Based on the learning process that could be merged with society, innovation and new dynamics would be sustainable and based on the local resources (Richards, 2010).

Furthermore, the COVID-19 situation from the beginning of the year 2020, caused the global tourism situation to change (McDonnell, 2020). This affected the changing of the different forms of tourism by creating short-term tourism trends. These included traveling a short distance, convenient travel, and leisure travel close to home or Staycation; all of which opened opportunities for local attractions to

receive tourists. **McDonnell (2020)** commented on the awareness of tourists that focused on localization, more local popularity due to foreign travel restrictions, and the need to help local communities affected by the economic impact.

Additionally, Ali (2020) anticipated the trend of localism where tourists place an increasing emphasis on tourism in the community and surrounding residential areas due to the factor of the tourists' own financial condition, including the consideration of hygiene and cleanliness. As a consequence, localities would be completely different, as they would drive the future of tourism (Ali, 2020). Hence, many countries have been promoting domestic tourism and encouraging people to go out on local trips to revive their domestic economy.

2.4.5 Service Design for Community-Based Tourism

For the design process for the development of CBT, DASTA (2018) provided information on the guidelines for the design of Creative Tourism by the community. These had the following prerequisites that were related to the design of the development process (DASTA, 2018). 1) Community-based management, which comprises the basic required principles of having an activity operated by the local people, involving the local people, is in any part of the supply chain, etc. 2) Community benefitting from tourism that may be for one party's benefit, directly or indirectly, e.g., the community's economy, society, culture, or the environment, or the local people can benefit from any part of the supply chain. 3) Health and safety requirements, e.g., martial arts, local sports, the art of using ancient weapons, or heat-based cooking that requires taking extra care. 4) Stop animal abuse, e.g., using elephants in shows or monkeys to collect coconuts. Even though these are activities that are consistent with a traditional occupation, forcing animals to do what humans want may not receive support as Creative Tourism.

2.5 Creative Tourism

Creative tourism can be broadly defined as tourism activities that are centered on the production, consumption, and experience of the creative process (Richards, 2009, 2011). It encompasses a wide range of possible activities, ranging from urban museum and gallery visits, to observation of the creative process in workshops or other sites, to participation and learning experiences in which the tourist engages directly with the production of art. As Richards explains, the creative tourism concept has its roots in the 1990s, when increasing mass tourism led to dissatisfaction on the part of some tourists with crowded and sterile encounters with creative life. As a result, there was a growing surge of interest in not just passive viewing or consumption of creative outputs (as in traditional museum visits), but in the active engagement with the creative process (Richards, 2009, 2011). Today, creative tourism is a growing source of tourism development interest, especially for smaller communities, despite its historic location in cities (Richards, 2020). There is also considerable interaction between creative tourism and community and heritage tourism, as they draw on some of the same concepts and principles (Virginija, 2016). Thus, creative tourism is a good focus for community-based tourism.

Creative tourism revolves around three conceptual processes – the production and consumption of creative output (such as arts, crafts, or performances), and the experience of the tourist within these production and consumption activities (Richards, 2011). For the tourist, the creative experience is foremost, rather than the production process (commonly engaged in by the creator) or consumption (which is a more passive form of activity) (Tan et al., 2013). Tan, et al.'s model of the creative experience in creative tourism (figure 7) differentiates between inner elements of the individual and outer interactions. First, the individual consciousness, including individual, social, cultural and environmental factors, must be aligned with the creative process, and the individual must have specific needs

(particularly intellectual needs) that could be satisfied through creative experience. Perceptions of creativity (including novelty and usefulness, controlled risk, and experiential and existential perceptions) are also important to the experience. The outer interactions with the environment, people, and product/service experience, influence the extent of the individual's satisfaction (Tan et al., 2013). This research addresses the issue of environmental interaction for creative tourism with the service design process.

From the perspective of the community, design principles can be used to develop the destination image of the community as a place for creative tourism (Richards, 2020). As Richards notes, the concept of creative tourism cannot be divorced from the concept of the place – creativity takes place in a certain environment. This emplacement of the creative tourism activity can be used for destination image strategy, through shaping of both public perceptions of creativity and the creative tourism services themselves. Thus, creative tourism should not be accidental, but should be designed into the destination image and tourism planning for the community (Richards, 2020).
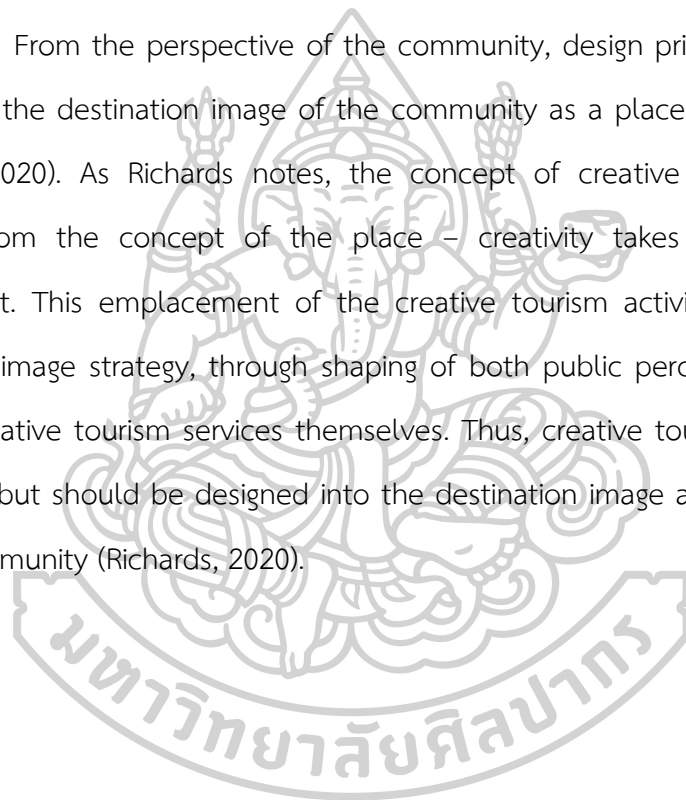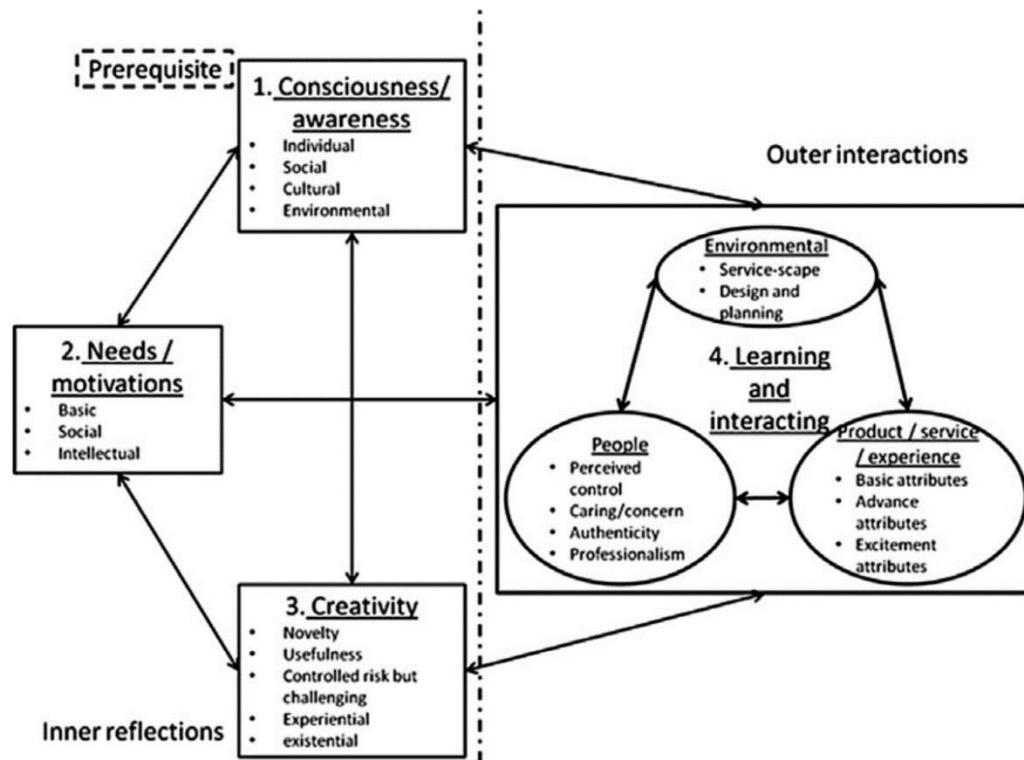
Figure 6 A model of creative experience in creative tourism

(Source: Tan, et al., 2013, p. 165)

2.5.1 Service design for creative tourism

A significant issue in creative tourism service is the beauty or esthetics, in which DASTA (2018) gave importance to the 3S Principles: 1) storytelling, 2) senses, and 3) sophistication, which described the service process design to conform with are as follows.

Storytelling is searching for the story, which is composed of activities that are designed on the basis of local cultural capital and have a local identity and an artist or storyteller who is able to design stories that inspire and create compelling learning and creativity.

Senses, which are linked to enjoyment, consist of: Designed activities that are listening to learning from people who have real experience, and create knowledge, understanding, insight and fun; designed activities that launch opportunities to participate, talk, interact, and exchange creativity in doing activities,

as well as make action between the visitor and the owner or artist; and designed activities that use the five senses (esthetics) of seeing, tasting, smelling, hearing, and touching in full. These activities take place in a venue that is designed to be appropriate for learning, conducting exchanges, and doing activities.

Sophistication is the impression of the design. This includes: activities which are designed to flow to stimulate creativity and achieve esthetics; activities launch opportunities that develop their own creative potential, in which such activities may even be able to inspire new creativity for the visitor and the owner or artist. Furthermore, creative tourism event designers have the potential to create differentiating activities and a unique identity for the benefit of marketing. They also have to be ready to continuously communicate, publicize, and develop activities in various forms, or be non-stop creative.
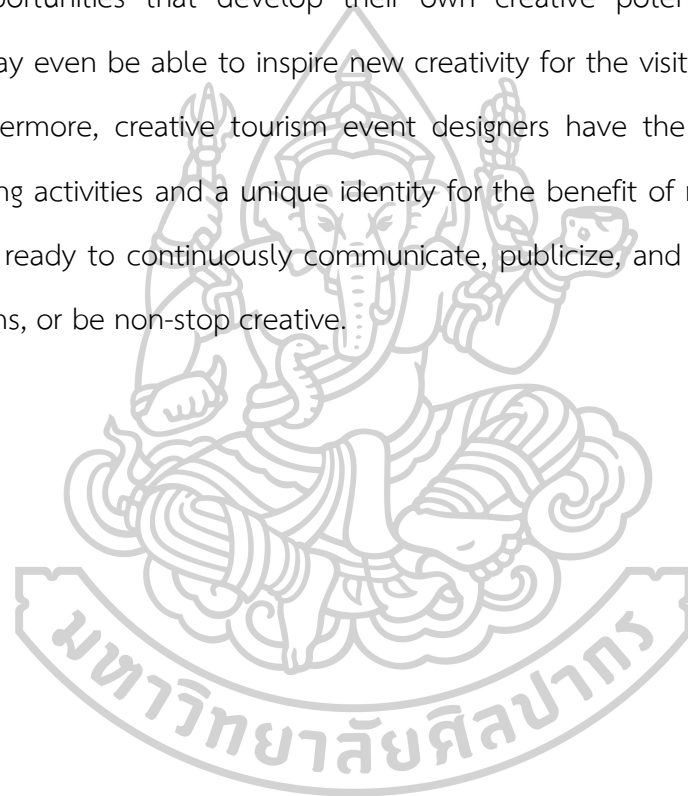
Table 1 Example of a tourist attraction self-development plan following the 3S

Principles in Sukhothai Province

Self-development Plan	Change Ban PreedaPirom to be a place of memories when coming to Sukhothai Province (must learn to draw Sangkhalok designs on different types of materials with different devices.)
Storytelling	The interest in the Sangkhalok pattern is obtained from utensils in the house. We will combine the pattern of each item with links with the family, community, and reflect the local heritage of Sukhothai.
Senses	- The front of the house is quite hot, so should set up a large umbrella to make it a welcoming point and arrange a beautiful place in the house to visit for viewing. - An aromatic spot in the house. - Set up a service point for home-made beverages made from herbs and candied fruits. - Prepare the tools to draw patterns on the shirt. - Prepare the Sangkhalok pattern. - Order a center table to place the equipment and chairs for a group of 10 people (if insufficient, set up another table).
Sophistication	If telling stories about Sangkhalok may not be interesting, we would make a difference by allowing the visitors to learn how to paint on their own shirt.

(Source: DASTA (2018))

Additionally, Nilssons (2011) proposed the concept of the layering of the creative designs as five levels, which could be adapted for the design. This would not stress to anything to be more valuable (Nilsson, 2011). It would depend on the occasion and the situation, as well as the value of the visitors. Creativity would range

from the original transmission to be like the original version, which would emphasize the benefits of the conservation and carry on the heritage or culture that is about to be lost until bringing what has been seen or experienced to create a new piece of work that would be different until there is nothing left of the original structure. This would demonstrate the unique identity of the creator of the work and explain the measures of creativity that tourists have for the activities that the community initiates, which may give different values or feelings. The five stages of the creative design consist of:

1. Imitation, which is not an easy skill in all branches of the Thai arts and crafts. All fields require copying skills in order to obtain beautiful works to be a model like a master class artisan.

2. Variation: An example is old songs played in a new way, or adding a new instrument to make the original melodies sound more contemporary.

3. Combination is two or more pieces of work in a way that changes the format or the content of all the original work.

4. Transformation is the change from the old to the new, while maintaining the original key concept of the work. This may or may not use the same material. Dismantling is the basis for a creative shift in the working styles.

5. Original creation is creating the previously unknown.

From DASTA (2018)'s application the design of the service processes, there can be three visual aspects of the service process that need to be considered in the service design. These are atmosphere, area plan, and branding. The atmosphere is formed by a common composition of the temperature, color, aroma, sound, or music that would help to feel relaxed, friendly, and able to express creativity freely. It can have an effect on the mood, thinking, imagination, and

creative expression. The area plan requires that the site design is functional for the planned activities, and the different placement of the elements in places that would affect the use of the services. Branding is the visual design of marks, symbols and artifacts, used on signs, interiors, websites, social media, and ephemera.

2.6 Sustainable Development

The tourism development practices for Ban Pangha is intended to facilitate sustainable tourism development. Here, concepts of sustainable development are defined, including in general terms and in terms of the Thai government's framing of sustainability under the sufficiency economy. The practice of sustainable tourism development is then discussed.

2.6.1 Definition of sustainable development

The classical definition of sustainable development comes from the Brundtland Report of the United Nations, which was one of the first large-scale public inquiries into how economic development could be undertaken without harm to the future (World Commission on Environment and Development, 1987). This definition reads,

> "Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs... Development involves a progressive transformation of economy and society. A development path that is sustainable in a physical sense could theoretically be pursued even in a rigid social and political setting. But physical sustainability cannot be secured unless development policies pay attention to such considerations as changes in access to resources and in distribution of costs and benefits. Even the narrow notion of physical sustainability implies a concern for social equity between generations, a

concern that must logically be extended to equity within each generation (World Commission on Environment and Development, 1987, p. 41)."

Drawing from this definition, it can be seen that sustainable development is therefore development that addresses not just the immediate physical and economic needs of the present day, but also balances these needs against those of the future. This was a significant realignment from economic development principles in use at the time, which prioritized rapid and uncontrolled economic development and did not consider environmental or social impacts, equity and justice concerns (Elliot, 2013). Later definitions of sustainable development have placed increasing emphasis on environmental sustainability, in recognition that the environment was initially a secondary concern to social sustainability (Burns & Witoszek, 2012; Holden et al., 2014). Thus, a modern perception of sustainable development is in line with the Brundtland Report's definition, but also emphasizes the need to prioritize environmental sustainability in economic growth (Elliot, 2013).

2.6.2 The sufficiency economy

The sufficiency economy is a Thai domestic alternative paradigm of sustainable development, which has been embedded in domestic economic, environmental and social policy since the late 2000s (Schaffar, 2018). The sufficiency economy philosophy (summarized in Figure 8) was initially formulated in 1997 by King Bhumibol Adulyadej, after a study of sustainable development and how it could fit into Thai moral principles and norms (Mongsawad, 2010). The sufficiency economy philosophy presents a so-called middle path, with values of moderation, reasonableness and self-immunity guiding the balance between today's needs and those of the future. Application of knowledge and moral principles can lead to harmony, security and sustainability in economic, social and environmental domains. Together, these provide a bulwark against the negative pressures of globalization on

Thailand's material, cultural, social and environmental states (Mongsawad, 2010). Thus, the sufficiency economy philosophy can be understood as a way to develop economic and social sustainability in a changing world by drawing on Thailand's national moral precepts (Ubonsri & Pannun, 2013).

The sufficiency economy philosophy is relevant to sustainability initiatives in Thailand because it has been incorporated into both legal principles (like Thailand's Constitution) and, since 2016, been used as a guiding development policy principle by Thailand's government (Schaffar, 2018). Thus, when creating sustainable development programs it is essential to consider sufficiency economy principles. However, this is not the only reason for its inclusion here. The sufficiency economy has also been shown to be effective at guiding community development activities (Ubonsri & Pannun, 2013). Ubonsri and Pannun presented a case study of communities in the Bangkok Metropolitan Area, where economic and social sustainability initiatives had been undertaken using the guidance of the sufficiency economy principles. Their findings showed that sufficiency economy principles could lead to improved material, cultural and social well-being at the micro level of the family, all the way up to the community (Ubonsri & Pannun, 2013). Thus, the sufficiency economy philosophy is useful for understanding the sustainability concerns of small communities within Thailand, both institutionally and from a social and cultural perspective.
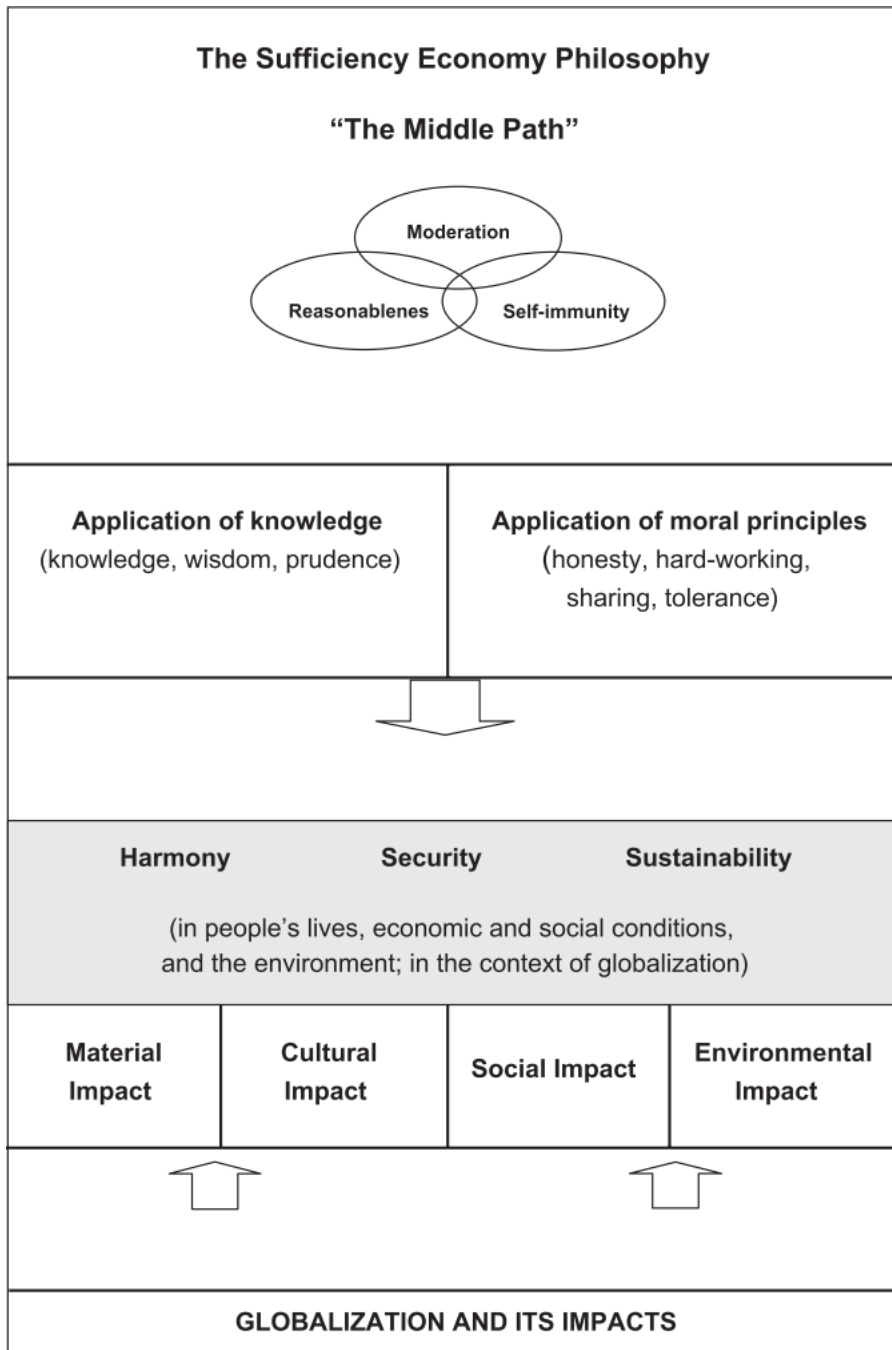
Figure 7 The philosophy of the sufficiency economy as a development paradigm

(Source: Mongsawad, 2010, p. 129)

2.6.3 Sustainable tourism development

This research is not just concerned with sustainable development in general, but specifically with sustainable tourism development. Tourism activities, especially in vulnerable areas, present a dilemma. On one hand, tourism provides a valuable supplementary non-farm income for rural communities that are heavily dependent on agriculture, and activities like eco-tourism can create incentives to protect the environment (Elliot, 2013). On the other hand, if it is not carefully controlled, tourism can have significant negative effects on communities and the environment, and may not generate that much economic activity outside the industry (Griffin, 2012).

Sustainable tourism development began to emerge in the 1980s as a paradigm for tourism planning that was intended to balance the needs of tourists, communities and the environment (Griffin, 2012). However, by the early 2000s, the concept was still underdeveloped, with a fragmented theoretical base that diverged between tourism and sustainable development (Liu, 2003). Over the past 20 years, there has been more comprehensive development of the theory of sustainable tourism development, which has led to inclusion of the concept as part of the United Nations' 2030 Agenda for Sustainable Development (Hall, 2019). As Hall points out, sustainable tourism development is now an accepted paradigm for tourism development in regions, where it is used to focus on ecosystem protection (rather than social or economic growth). In practice, tourism is more environmentally damaging than it has been in the past due to the increasing use of long-distance travel and frequency of travel. Despite this, Hall noted, the sustainable tourism development paradigm is still used in small-scale and large-scale tourism planning activities. This research does use the paradigm of sustainable tourism development, but it acknowledges that what is sustainable for Ban Pangha may ultimately increase the environmental impact on other places.

2.7 Risk Management in Tourism

A risk can be formally defined as "the chance of something happening that will have an impact upon objectives. It is measured in terms of consequences and likelihood (Wilks & Moore, 2004, p. 2)." Following this definition, the process of risk management is defined as

"An iterative process consisting of well-defined steps which, taken in sequence, support better decision-making by contributing a greater insight into risks and their impacts. The risk management process can be applied to any situation where an undesired or unexpected outcome could be significant or where opportunities are identified (Wilks & Moore, 2004, p. 2)."

The risk management process is important for tourism because of tourists' risk perceptions, which influence their destination image (Ruan et al., 2017). Simply, if the tourist perceives that a destination has certain types of risks, they will have a less positive destination image and therefore be less inclined to visit. At the same time, risk management is also important for communities in tourism, since tourism industries affect the communities in which they are situated (Wilks & Moore, 2004). The risk management process itself is a cycle of risk reduction, readiness, response and recovery (Wilks & Moore, 2004). As Figure 9 shows, this is a continual process, which is conducted over a long period, to analyze and address risks before they can have a negative impact on the sector.
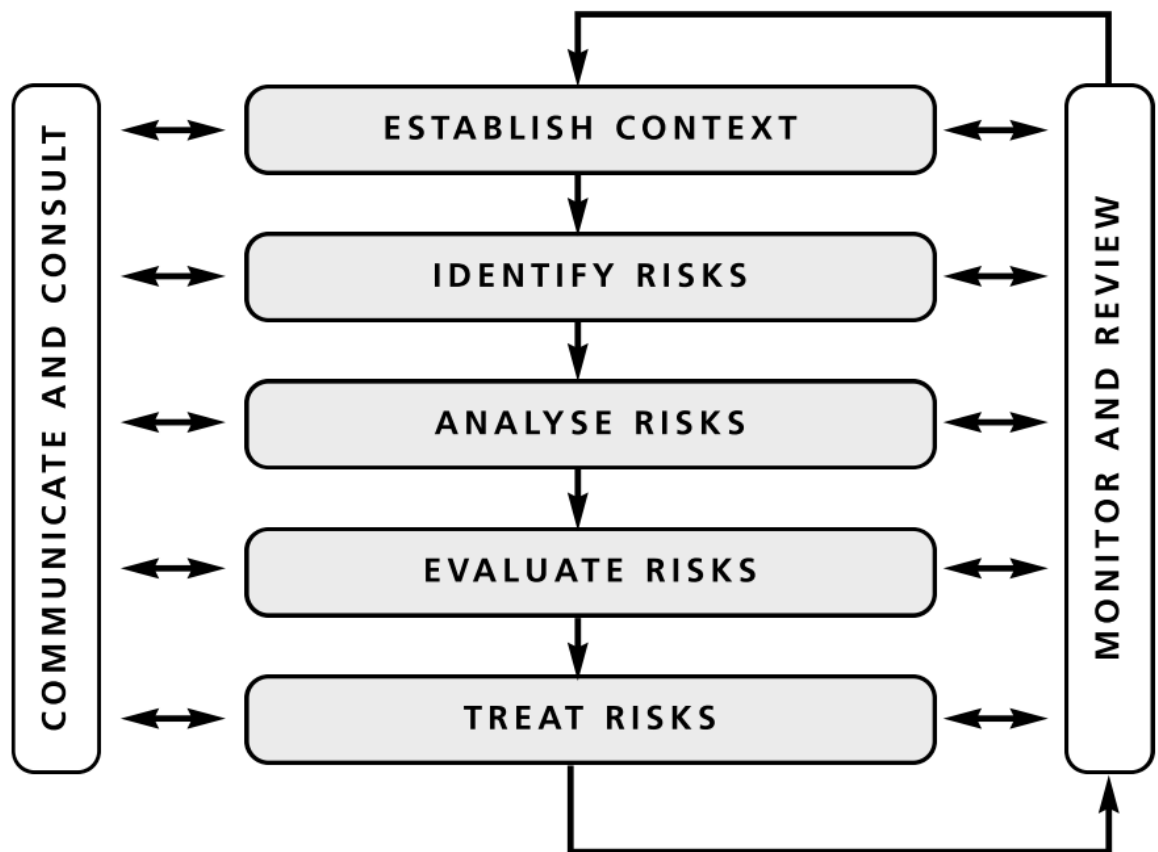
Figure 8 The risk management process

(Source: Wilks & Moore, 2004, p. 16)

There are specific types of risks that are addressed in the tourism risk management planning process. Ruan, et al. (2017), who focus on risks to tourists, break these risks down generally into natural disasters (for example, earthquakes and extreme weather events) and manmade risks (for example, criminal victimization). These risks are to some extent standardized and can be analyzed through statistics like climate patterns and crime statistics.

In community-based tourism, there are also certain specific risks that need to be addressed. One of these risks is that the effect of rapid change and growth on the community itself, which can lead to community instability and can be unsustainable (Lew, 2014). The extent of social change due to an influx of tourists

varies, but if there is a rapid rate of change, this can create a lot of pressure within the social structures of a community. As Lew explains, risk management for community-based tourism also needs to address the scale of change and the level of tourism interest, to ensure that this remains consistent over time. In addition to the rate of change, of the risk management plan from the perspective of communities should address aspects like community satisfaction and neighborhood conditions, as well as institutional trust and influence over the tourism process (Nunkoo & Ramkissoon, 2011). These dimensions of community engagement with the tourism industry, along with wide-ranging support in the community rather than just individual service providers, can help mitigate the risks that tourism brings to the community and improve community satisfaction and sustainability of the industry (Lew, 2014; Nunkoo & Ramkissoon, 2011).

2.8 Summary

This chapter has reviewed the key concepts and theories that are relevant to the research. These theories and concepts are incorporated into the conceptual framework (Figure 2 in Chapter 1). The conceptual framework incorporates on one side theories of service design and marketing, including service design, 7Ps and design thinking. These aspects of the conceptual framework (discussed in Sections 2.1 to 2.3) form the theoretical foundation for development of the service design model. The second part of the conceptual framework is theories of tourism and tourism development that are relevant to development of the service design model. These theories, including community-based tourism, creative tourism, sustainable development and risk management in tourism, are the basis of what was developed for the research. In Chapter 3, the research methodology used to apply these theories to the research is explained.

Chapter 3

Research Methodology

The research study employed mixed research methods. Data was collected through interviews, focus groups and qualitative analysis of secondary data. The research was interdisciplinary, combining research areas as: service design research, visual communication design research, marketing research and Community-Based Tourism to answer research objectives. These objectives were: 1) To examine the insight of Thai tourists toward Creative Tourism focusing on Community-Based Tourism (Community-Based Tourism); 2) To identify the problems and constraints of Creative Tourism in Thailand; and 3) To develop a service design for Creative Tourism in a case study of Ban Pangha's Community-Based Tourism. The research methodology describes the research approach, research methods, the population and sampling, and the data collection and analysis procedures.

3.1 Research Approach

3.1.1 Research Methodology

The study used a mixed methods research methodology. Multi-methods research combines different qualitative and quantitative research streams to investigate different aspects of the research objectives or questions (Saunders & Lewis, 2017). Mixed methods research can be an advantage compared to mono-method research because it balances the strengths and weaknesses of both approaches (Saunders et al., 2015). It can also be used to answer complex or multidimensional research questions that have several perspectives (Creswell & Plano Clark, 2018), which is why it was an advantage here. There are some challenges with multi-methods research, however. Particularly, it can be difficult to

triangulate the quantitative findings in a meaningful way (Plano Clark & Ivankova, 2015).

3.1.2 Multidisciplinary perspective

This research used a multidisciplinary perspective *in conducting the research* that combined research areas as: service design research, visual communication design research, marketing research and Community-Based Tourism. through The multi-method research design focused on qualitative research, conducted through site visits, case studies, expert opinion surveys about creative tourism, and community-based tourism expert interviews, along with interviews with Thai tourists, community leaders and community members. A co-creation workshop was also conducted in Ban Pangha. This research process is shown below (Figure 10).
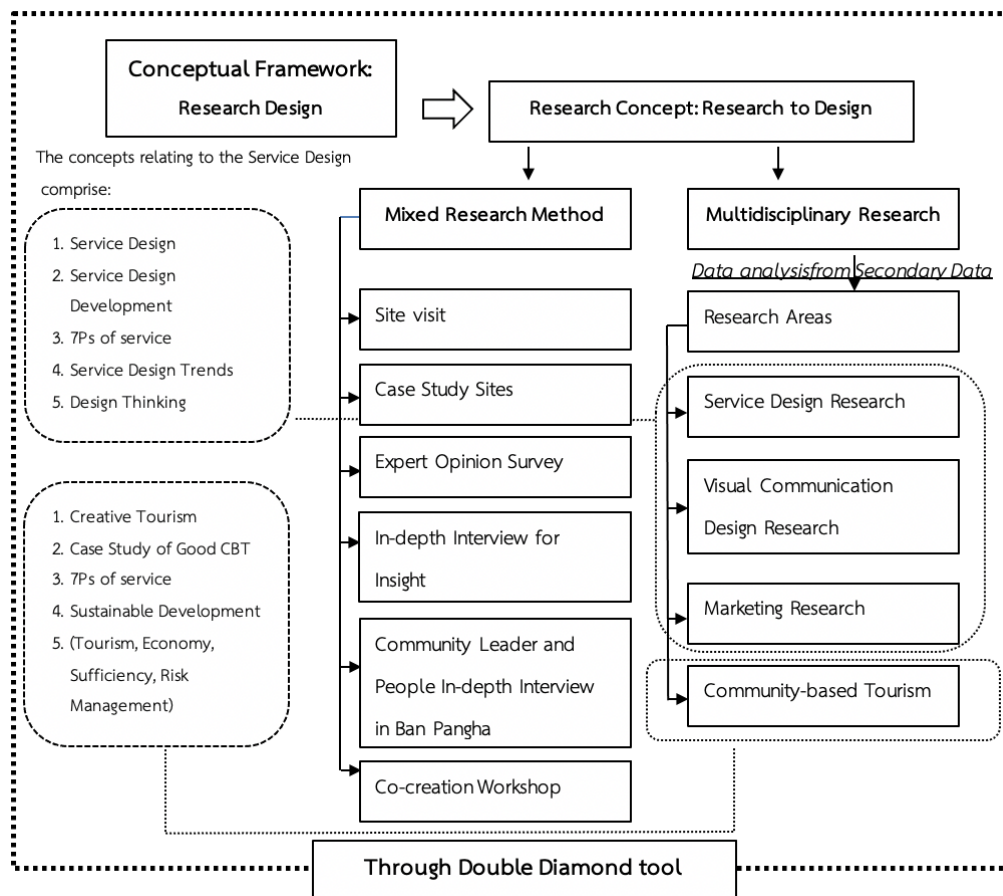
Figure 9 The research process flow

3.1.3 Process of The Research

The research process (Figure 10) was conducted across several stages of qualitative data collection using different methods, which addressed different perspectives. These stages and processes were based on the double diamond model of creative innovation (Figure 11) (Design Council, 2021).
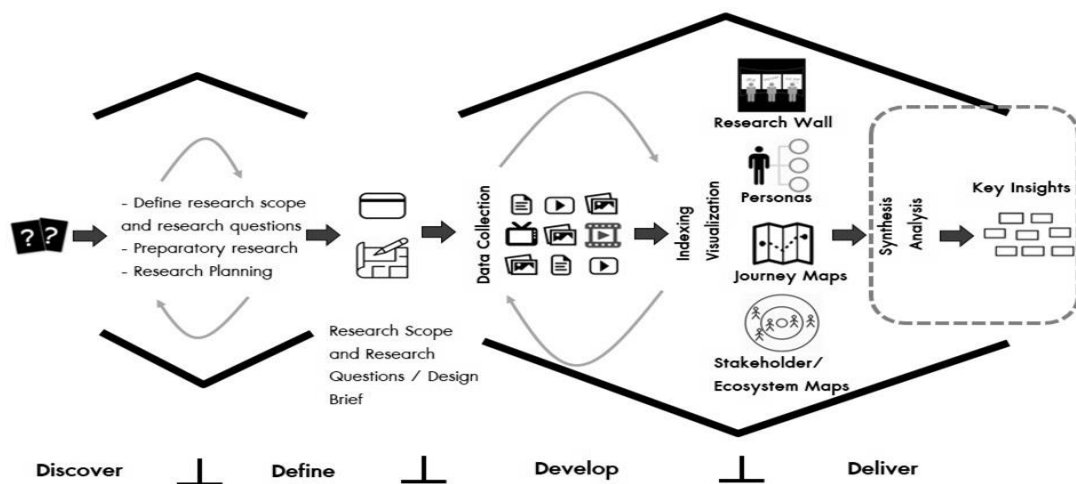
Figure 10 The research design process based on the Double Diamond model of creative innovation

(Source: Adapted from Design Council (2021))

The research process began with data collection, starting with site visits to Ban Pangha, along with case study site visits to Surin, Buri Ram, Phang Nga and Saraburi Provinces, Thailand and Yufuin, Oyama and Ajima, Japan. The study then proceeded to the interview stage, which included interviews with experts in creative tourism and community-based tourism, Thai tourists to Ban Pangha, focus groups, in-depth interviews with community leaders and residents of Ban Pangha and a co-creation workshop including users and service providers for creative tourism. The final stage of the research included workshopping and development of the PPPM model and preparation for building the service prototype design for creative tourism.

The results could be demonstrated as follows:

1. Design the prototype: Workshop: PPMM model or model development and prepare to build a prototype of the service design for Creative Tourism to be submitted to the Community Development Department (CDD), Tourism Authority of Thailand (TAT), and Governor of Chiang Rai province.

2. Service marketing plan guidebook - service design-based approach.

3.2 Research Methods

Qualitative research was employed using a multi-methods approach, with data collection methods including site visits, fieldwork and interviews with multiple stakeholder groups. The research methods differed between the two stages of the interview, which can be summarized as the Site Analysis stage and the Community Capital Survey stage.

3.2.1 Site Analysis

Data was collected for the site analysis stage through in-depth, unstructured interviews with Community-Based Tourism leaders and team members. These interviews were designed to understand the community background and management structure. This stage also included in-depth interviews with Ban Pangha tourists about why they chose the destination, interest of community-based tourism elements and the value of community-based tourism and creative tourism.

3.2.2 Community capital survey

The community capital survey investigated community awareness and key resource to develop Community-Based Tourism and Creative Tourism in Ban Pangha. This survey incorporated the Community Development Department (CDD) analysis of community capital as follows: human capital, social capital, physical

capital, natural capital and financial capital. This is the stage which was used for defining signature local capital such as Tobacco Curing House (physical capital and social capital) and Golden sheet masks. (natural capital, social capital and financial capital).

3.3 Study Participants

There were several groups of study participants, representing different stakeholder groups, who were included in different stages of the research. All participants were selected purposely, meaning that they were selected because they had relevant knowledge, expertise and insight that was needed for the study (Hennink et al., 2020). The following study participants were included:

1. Expert opinion survey (Creative Tourism and Community-Based Tourism experts) : 3 Persons

2. In-depth interview for insight (Thai tourists): 15 Persons

3. Focus group for defining the needs and tourists' behavior: 7 Persons

4. In-depth interview of the community leader and people in Ban Pang Ha : 4 persons

5. Co-creation workshop (15 persons; users and service providers)

3.4 Data Collection Process

Primary data was obtained from fieldwork and site visits in Ban Pangha, along with In-depth Interview for Insight, focus groups and the workshop. Data was collected using techniques including observations and informal interviews and unstructured in-depth interviews. For the interviews, the researcher did not record interviews as many were confidential or informal. However, there were extensive field notes made about the interviews and observations. Data was also collected using formal reports provided by experts, follow-up email and other documentation.

Secondary data was also included. Secondary data incorporated research related data such as documentaries about the research area, service design research, visual communication design research, marketing research and Community-Based Tourism and sustainable tourism management.

3.5 Data Analysis Process

Qualitative content analysis was used for the initial analysis of data collected from the interview processes. This process allowed for a basic understanding of the content of the data and its importance (Elo et al., 2014). The primary and secondary data was then used to create various visual representations, including research wall process, personas process, journey maps and stakeholder or ecosystem maps. The synthesis process then defined key insights and key elements for creative tourism. The synthesis analysis evaluation was then deployed for the model design. Model testing led to an improved model, which was then proposed as the final model for creative tourism through service design.

The results from the three stages of analysis are presented in Chapters 4 and 5. While Chapter 4 presents the findings from the primary research, in Chapter 5 the findings are broadened through discussion and synthesis of the secondary research for development of the final Services Marketing guidebook.

Chapter 4

Findings

This research had three key research objectives, which included 1) examining the potential tourism characteristics and elements in Ban Pangha; 2) analyzing the impact of these tourism characteristics by applying service design to develop creative community-based tourism (CBT) in Ban Pangha; and 3) developing a guideline or strategy for creative community-based tourism in Ban Pangha. These objectives were accomplished through a multi-method qualitative study that employed multidisciplinary methods. The outcome of the first two objectives is presented in this chapter, while the third objective is accomplished in Chapter 5.

Results are presented in this chapter based on the research process, as follows: 1) Site visit and fieldwork; 2) expert interviews; 3) Tourist interviews; 4) Tourist focus groups; 5) Community leader and people interviews and Workshop; and 7) Model Development.

4.1 Site Visit and Fieldwork

According to the selection of case study areas for creative tourism research in Koh Chang Sub-district, Mae Sai District of Chiang Rai Province, it was found that such areas had their good economic potentials because they were near the Thai-Myanmar border trading areas generating a lot of economic value for a long time, and were also major transport routes for delivery of goods between Thailand, Myanmar and Laos. Because of the current global economy and COVID-19 situations, the global economic system, including the tourism industry, has been severely affected. However, after continuity of the pandemic crisis, there have been positive

directions of infection control in certain countries and there were increasing demands for tourism and beinga good opportunity for development of Community-Based Tourism, which helped promote local tourist attractions that tourists within such province or from nearby provinces could travel.

With the tourism potentials at the provincial and district levels of the case study areas, there are interesting and diverse tourist attractions in areas of Koh Chang Sub-district with connecting routes to tourist attractions in nearby areas and creating alternative tourism routes for tourists. Moreover, in the areas, there are outstanding tourist attractions in terms of natural resources as per sceneries of the Northern Region of Thailand, with selling points of tribe cultures and outstanding ways of lives of urban communities with economic structure of border trading areas, blended with Thai ways of lives and those of neighboring countries, including ethnic groups living in harmony, and there are old stories for telling to tourists about the economic wealth in such areas, which were outstanding points in terms of urban evolution and economic development of Mae Sai District, in the capacity of "ancient city community" with interesting economic evolution and being strategic points for national development of inter-linked trading routes.

Regarding the infrastructure development, the areas have their potentials to welcome good-quality tourists; for example, there are several transport routes connecting to areas of Koh Chang Sub-district, Mae Sai District. Tourists may conveniently travel from Muang District of Chiang Rai Province; and there are strengths in terms of tourist attractions connecting to other interesting tourist attractions such as Phra Tat Doi Tung, Phra Tat Doi Wao or connecting to other districts such as Mae Fa Luang District, Ma Chan District, Chiang Saen District, each of which having interesting and diverse tourist attractions.

In summary, the site visit showed that Koh Chang Sub-District and its communities were well-suited to community-based tourism. Furthermore, as will be shown in more detail during the expert interview discussions, there are several creative tourism locations in the area, which could potentially benefit the community if tourism were developed appropriately for the area.

4.2 Expert Interviews

Expert interviews were conducted with three expert practitioners in the field of creative and community-based tourism, who were familiar with the Koh Chang sub-district and its tourism facilities. These interviews revealed that there were several possible creative and community-based tourism sites in the area, but that these needed further development to become effective at drawing the interest of tourists.

Regarding the tourism aspects of community-based tourist attractions of "Ban Pangha", according to the researches, it was found that "Ban Pangha" has its tourist attraction for main tourists, i.e., Jinnaluck Miracle of Saa, the learning base for Saa paper production for export for more than 20 years. At present, Saa paper production has become a career for the Saa Paper Community Enterprise Group of Mae Sai District, and the site has been developed as a tourist attraction with creative tourism activities for tourists to participate, i.e., DIY-Saa paper production, including other activities originating from the products, i.e., facial masking with golden silk masks, innovative products that have won several awards such as the Best Innovation Awards 2013, NPS Innovation Awards 2015, Innovative Business Winner Award, STI Thailand Awards 2015 and other SME consolation prizes in the Northern Region under "CEILK Brand". In addition to DIY-activities, tourists can also learn the know-hows of ancient Saa paper production and innovation of silk facial masks for skin nourishment products. The community leader of "Ban Pang Ha" tourist

attractions, namely, Ms. Jinnaluck Chummongkol, was the founder of Saa paper factory and trainer on production of golden silk masks and the Managing Director of Jinnaluck Mulberry Saa Paper Co., Ltd.

Figure 12 Jinnaluck Miracle of Saa
(Source: *24 ภาพ เล่าเรื่องม่วน ณ บ้านปางห้า จังหวัดเชียงราย*, 2019)

There are several other interesting activities within Jinnaluck Miracle of Saa including food spa, training and seminar activities in a meeting room served with foods and snacks such as chicken rice, Saa herbal tea beverage, grilled banana or other Thai desserts. Moreover, there are several activities of learning bases such as Ban Tien Base, Ban TiMeed Base, Ban KasetInsi Base, Ban Yok Base, Ban Jak San Base, Ban Tan Base, Ban Jing Reed Base; temporarily permitted areas of Thai-Myanmar Borders, orchards such as Gimju Guava, etc. Moreover, there are nearby tourist attractions connecting to communities such as Wat Prachao San, with the world's largest bamboo-made Main Buddha Image, Doi Sa Ngo viewpoints, etc.

Not only the learning base activities for tourists, the Community also has homestay residences approved by the Committee for approximately 40 tourists, with local artistic and cultural performances of Lanna, Tai Yai, Tai Lue, Tai Khern and other ethnic groups, and selective tourism programs such as half-day, full-day, two-day/one-night trips (Office of Sports and Tourism of Chiang Rai Province, n.d.).

Tourism activities at "Ban Pangha" Community include E-tok cart riding (E-tok is a modified farming cart with roof structure for tourists). Moreover, tourists may ride bicycles to visit villages and to travel to activity bases. Tourists may view local ways of lives of "Ban Pangha" villagers and view sceneries of paddy rice fields and rivers along the Thai-Myanmar borders.

Moreover, according to interviewing with Ms. Jinnaluck Chummongkol; We received additional information on income generation models from activities and golden silk mask products that the facial mask services cost 900 Baht/time that we could return to the Community as labor costs or in terms of products such as 1-set per person for free or we may use free products throughout the trips. Not only in terms of monetary returns or products, we may also have considered that villagers generated works in their communities with the know-hows of spa treatment. What we could take from them were the happiness from inside and we could pass on or share the knowledge, happiness and beauty to tourists. However, the problem or issue of management was the needs for community participation as much as possible. Sometimes, incomes from tourism could not be distributed to all locals but there were some advantages of the management; for example, good team working and careers for some villagers (feeding and breeding of silk worms). Moreover, tourists can also try quality products and DIY - activities until they gained some expertise. At present, facial mask products could be used to attract tourists

and community facial masking activities could be established. The Community also has ideas of establishing silk floss tourist attractions and spa expansion projects, personnel training for a group of 20 homemakers for professional skills and expertise."

Furthermore, Ms. Jinnaluck Chummongkol added that: "Silk floss could generate great incomes, not only for "Ban Pang Ha" villagers but for other places in Chiang Rai Province. Therefore, we tried to create new projects to attract tourists or interested people to our villages by using facial mask products to attract tourists because they are unique innovation, then, we could extend to other activities. We need villagers in our communities to pay attention on beauty and to share their know-hows on beauty and to be happy for taking care of themselves and their family members with better looking and happiness and to create loves in communities and families and to be proud of themselves and confident in making them for friends and product development for services to tourists. Villagers need not to make products only at Jinnaluck Miracle of Saa. We just offered them our location. In the future, when villagers gain their expertise, they would be able to make products at their residences, and the Village would become the village of outstanding golden silk mask products with genuine value of natural beauty. Our silk breeds are specially developed for facial mask products with special blended proteins clinically proven with the best results to skins. We also have joint research projects with the Silk Department of Mae Fa Luang University, Chiang Rai Rajabhat University, including Korean universities."

"According to the data of income generation models, it was found that incomes were generated from the labor costs of therapists and sale of products (being regarded as their own products) and 10% of the gross sales would be allocated as common funds. Jinnaluck Miracle of Saa would obtain the gross sales and communities would obtain incomes from services and commissions from the

gross sales, as well as service fees of study tours consisting of management fees for preparation of articles such as preparation of welcome sets of products, and if tourists are referred to Jinnaluck Miracle of Saa, we would charge service fees of study tours for them. If not, villagers could generate their incomes directly from tourists, including Thai tourists (with whom villagers can communicate easily) and Chinese tourists (premium groups)."

Moreover, Ms. Jinnaluck Chummongkol further specified that:" Our top products were still not unique and we tried to differentiate them from our competitors with their uniqueness and we would like to have overall development and to create our most outstanding products to attract tourists for income distribution to villagers, and it was found that our communities still have several interesting products such as charcoals for health or improvement of several other activity bases such as Ban Suan Ui Kham with expertise on traditional Thai foods and desserts, waffles, Logna desserts. We tried to improve the recipes by using raw materials of communities such as corn, pumpkin and banana. Traditional Logna desserts had no linking parts and they were normal sheets of homemade flours produced from special grains of hard rice from Myanmar because local Thai rice would be softer. Moreover, we have Golden Silk Khao Soi with proteins from silk-boiled soup, clinically proven with more active ingredients, and we also have herbal foot bathing bases where raw materials could be supplied by villagers, and people in communities could use services daily."

4.3 Tourist Interviews

Individual tourist interviews were conducted with 16 visitors to Ban Pangha. These in-depth interviews were focused on Objective 1, which was to understand the potential tourism characteristics and elements of Ban Pangha from the perspective of the visitor. There were several key points that were identified

during the interviews and focus groups, which were analyzed together as both represented the perspective of the tourist on Ban Pangha and why they visited.

4.3.1 Tourism's link to daily life and push factors

Tourism that follows the way of life or lifestyle is related and linked together, including the relationship to the patterns of daily life. The factors which are the driving force in traveling come from the daily life of each individual. For example, the working context, family, income, and life experiences of each person; the convenience of traveling and the familiarity of the tourist destinations that may have been there before, or a close friend recommends to visit, including the recognizable experience; recognize or know new tourist attractions from various media, or a close friend recommends.

4.3.2 The importance of cuisine

Cuisine is an important charm because Thai food has its own identity that is different depending on the geographical conditions, outstanding tastes, and various processes. Tourists give high priority with stories from the menus; for example, strange raw materials that are difficult to find and using food as a connection because in Thainess, hospitality is displayed in food with the intention of creating a special menu by the host that can create a special experience.

4.3.3 Destination value (pull factors)

"Destination value" or "benefits" from the tourist destination is a factor in the selection of the destination by the new generation of tourists and considers the consistency of the objective that is stipulated before traveling. For example, the need for peace and quiet; therefore, a natural tourism attraction even though traveling will be difficult or far away. Moreover, the objective or target for traveling can be in-depth; such as, traveling to find one's self, meditation, mindfulness, or to have a special experience that might change one's original lifestyle, perspective, beliefs, or to learn about the original culture.

4.3.4 The value of Creative and Community-based Tourism

Tourists admire Community-Based Tourism that presents Creative Tourism activities, which have implicit consistency between Creative Tourism and Community-Based Tourism. From the study, the Focus Group, the selection of Community-Based Tourism emphasized the value experience from that tourist destination in receiving an experience that has value to one's life; such as, to calm the mind, or receive good-natured friendliness from the people of the community provides psychological value, e.g., peace, spiritual beauty, morality, plus other elements of interest like a menu, products that have an identity in order to create gravity and provide importance to that tourist destination that one must strive to travel to and receive the experience. However, other tourism elements must also have set standards, e.g., accommodation, accessibility to that tourist destination, including safety.

4.4 Tourist Focus Groups

There was also focus group conducted with the tourists. The objective of the focus group was to understand tourist awareness about Community-Based Tourism and the creative tourism concept and to understand tourist needs and behaviors (or the tourist journey).

This activity was called Tourist's Insight and Touch points Workshop in order to investigate the elements that effect tourists' needs and satisfaction toward Community-Based Tourism and to find out tourists' journey and emotion when they had the experience, furthermore ,to explore problems in Community-Based Tourism that tourists had in the experience. There were 7 Participants in this activity were Tourists and have travel experience in Community-Based Tourism more than 3 times per year. The study results lead to research questions and design as follows:

1.Value Network Map from the elements that effect tourists needs and satisfaction. (in figure 14)

2.Problems and Insights Gathering from experienced tourists, then develop to research scope of Research Questions and Service Design Brief base on site area. (figure 15)

3.Customer journey related to tourist's touchpoint and community's touchpoint. (figure 16)

4.Basic key element for good service design from a tourists' journey and emotion when they had the experience. (figure 17)
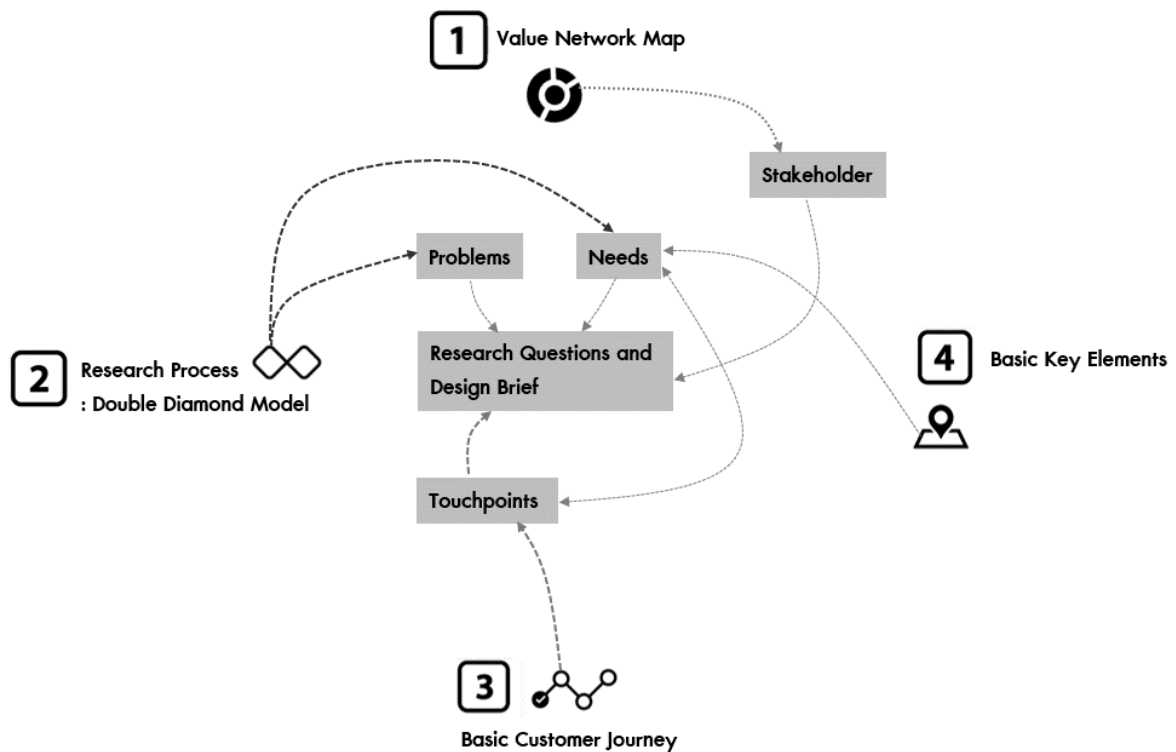
Figure 13 Connection of the study tools used in the tourist focus groups

Figure 14 Tourists' Problems and Insights

Figure 15 The customer journey
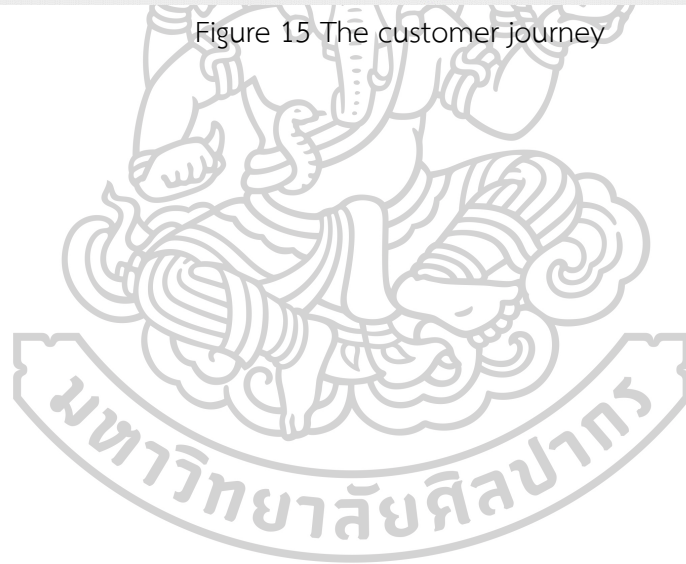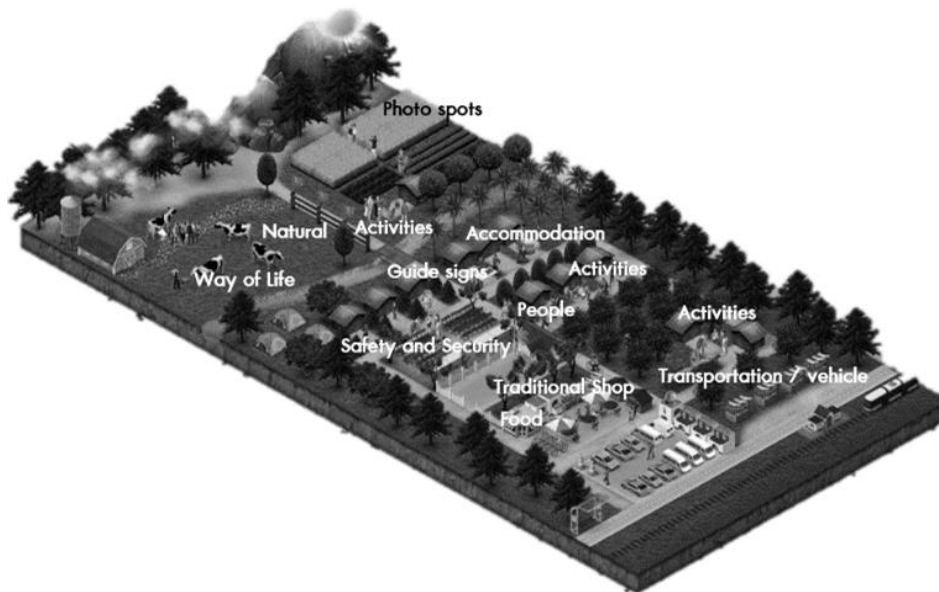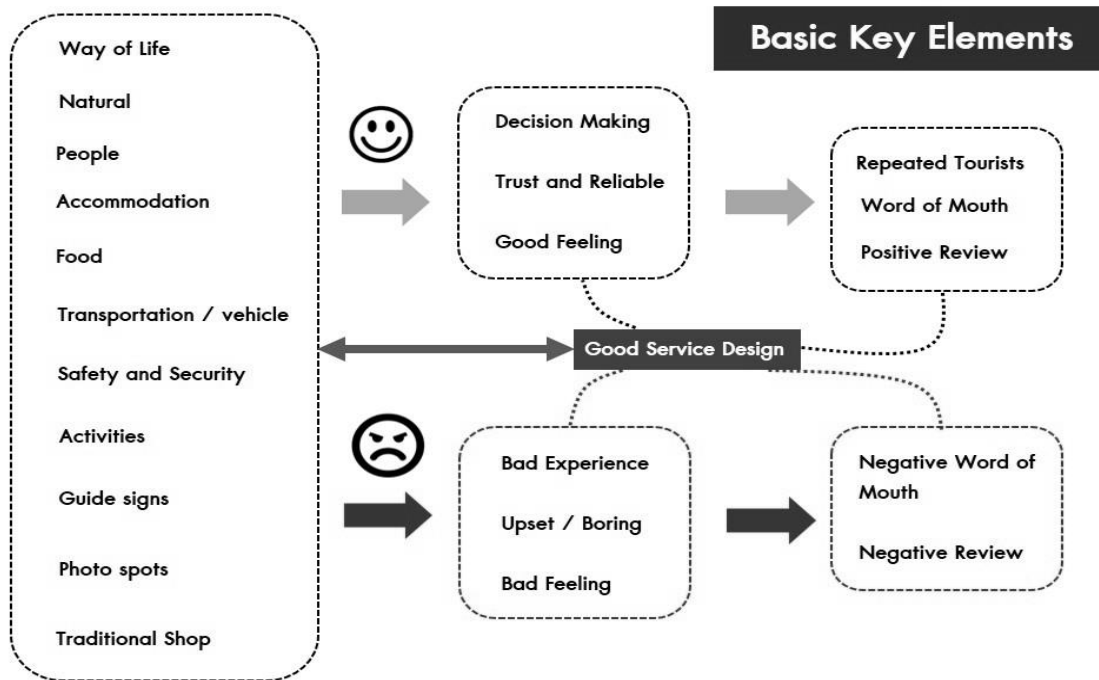
Figure 16 Key Elements for Good Service Design

4.5 Community Interviews and Workshop

Community interviews were conducted during the process of developing the model, and in preparation for the workshop. The community interviews were designed to capture the community's perspective on the community members. These interviews were integrated into the final model development, which is presented in Chapter 5.

The final stage of development was the Workshop or Co-creation (Training and Brainstorming) workshop with local leader, local people, local philosopher, local guide, local SMEs, tourists and government representatives, including Model Testing and result to creation, how to put value creation into tourism business. The workshop outcomes were primarily functional, as they led to model development and testing (which is discussed in the next section).

4.6 Model Development

4.6.1 The Tourist Perspective on Creative Community-Based Tourism in Ban Pangha

The first stage in model development was understanding the tourist perspective on creative community-based tourism in Ban Pangha. This understanding was developed through synthesis of all the research methods discussed above.

Figure 18 shows the the elements of Community-Based Tourism and Creative Tourism such as Way of Life, Identity, Uniqueness, Safety with Standard and Quality, Environment and Natural Scene, Good Management and Excellent Service, Various Activities and Product, Good Management in Customer Journey, Storytelling, and Warm Greeting. However good elements projected toward Value of Community-Based Tourism and Life.

Tourists' knowledge and awareness about Community-Based Tourism and Creative Tourism also depended on difference of generations which had

different pain and gain needs include tourist's lifestyle. However tourists pay attention value from creative activities, product and good service in consideration of benefits, good experience and value of life. Persona of Tourists adapt to the hosts' persona as follows: happiness, smiling, conscience and complacent. Besides Communication include Media Channel and message communication, include Sustainable such as sufficiency in environment or over tourism, risk management, safety and healthcare and consciousness or responsibility.

Finally, the important tourist insights is value creation toward goal of tourist that related to authenticity and service value, and design strategy development that service design delivers authenticity, good experience, delight and sustainability.
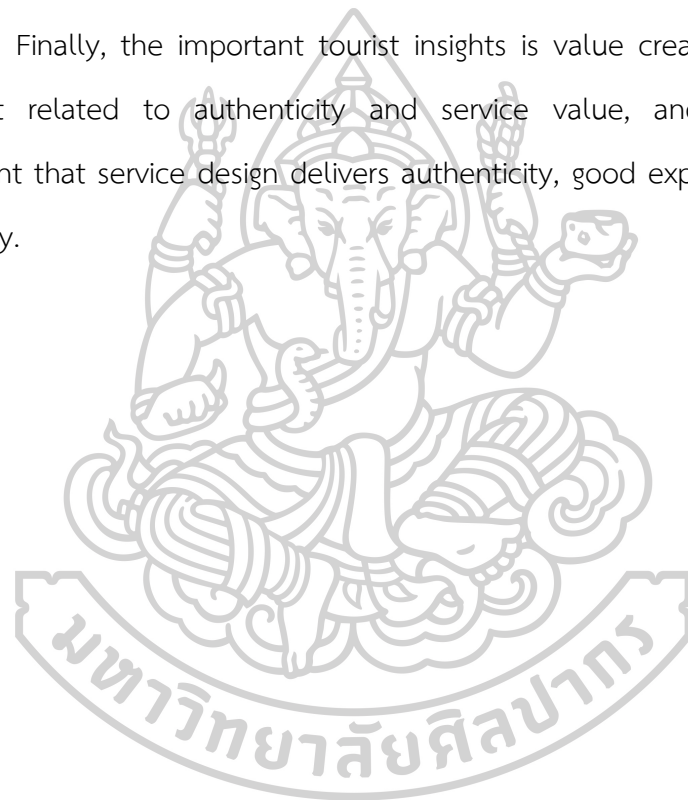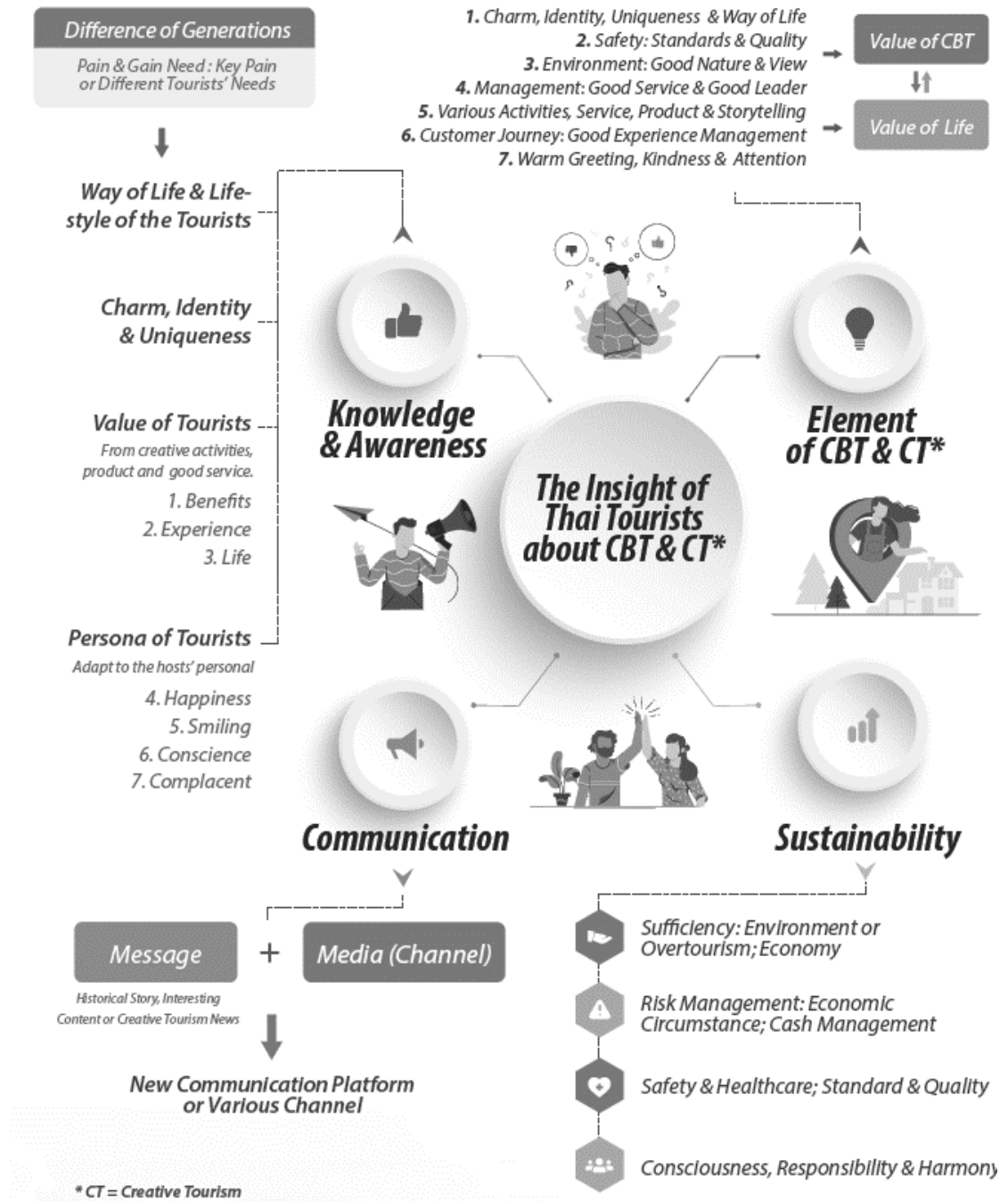
Figure 17 The Insight of Thai Tourists about Community-Based Tourism

4.6.2 Problems and Constraints of Creative Tourism

Next, a synthesis approach was used to identify the problems and constraints of creative tourism in Thailand, incorporating data from all the research collection processes. In focus group activities, in-depth interview for insight, work

shop or training and brainstorming, problems and insights relative to the keywords that bring about grouping them in each area for development to design service process under some issue, such as 1) The key elements of improvement and how to contribute a better solution and effectiveness of Community-Based Tourism through service design.and 2) How to manage community as a professional Community-Based Tourism platform through service design.

The keywords were analyzed by classifying and identification in the customer journey design process in any step of receiving services in the tourist area which could be designed or modified for the better process. At the end, good service design lead to trust and reliable, good feeling and repeated tourists, praising or positive review.

Table 2 Problems and Insights Keywords

Problems and Insights Keywords		Development of Issue
Professional and Quality	Accommodation: Homestay	1. Professional Management
Knowledge about Tourism: Way of Life	Products	2. People
Teamwork	Activities	3. Service
Sustainability	Contact Points	4. Communications
Sales and Communication	Food	
Linkage	Natural	
Transportation	Safety and Security	
Good Service	Guide signs	
Cleanliness	Photo spots	
Toilet	Traditional Shop	

According to problems and insights, keywords can be categorized to develop the issues as follows: Professional Management, People, Service and Communications. Although all issues must be managed in condition of "Authenticity" which means realness or true story. To make tourists feel "Authenticity" , some issues should be thought over, as:

1. Flexible Time that having relax time through connecting to the learning stations, include homestay is managed that tourist feel private and happy.

2. Safety and Security that make to tourist feel warm and safe.

3. Family and Quality Time that quality-based approach and best occasion in life.

4. Connect to the Local People that learn more, know more, create more together with local people.

5. Natural Activities and Good Environment include natural location which environmentally friendly.

6. Sharing and Contributing that share and contribute the experiences and expertise to local.

7. Media Engagement and Experience that learn to adapt communication tools include influencers, bloggers and key opinion leader.

4.6.3 Initial Development of a Service Design for Creative Community-Based Tourism in Ban Pangha

Objective 2 called for the initial development of a service design for creative community-based tourism in Ban Pangna. The draft service design presented here was the outcome of this objective. It was developed through application of service design principles and synthesis of information presented previously in this chapter.

The first element of the service design is the elements of the tourism model. Figure 19 shows the elements of tourism identified in Ban Pangha according to traveler feelings and perceptions and how these relate to the guidelines for tourism development.

Guidelines for Tourism Development Baan Pangha

How does the traveler feel ?　——　Key Elements for Creative Tourism

Flexible Time & Relax

Connect to the learning station / Private & Happiness

Safety & Security

Safe & Warm

Family & Quality Time

Quality-Based Approach & best occasion in life

Connect to Local People

Learn more, Know more, create more together with
local people

Natural Activity & Good Environment

Natural location / Environmentally Friendly

Sharing & Contributing

Share & contribute the experiences & expertises to
local

Media Engagement & Experiences

Influencer, bloggers, KOL, communication tools are
required for help & negative them

Value : Authenticity; Realness & True Story

Service Mind

Good Host: Deliver Happiness / Family / Friendly/ Service /
Spiritual of Community

Tourism Product Quality

Food & Beverage / Quality of Activity

Value Creation &

Valued Benefits for Traveler – Value of Life / Cultural & Career
Protection

Way of Life of Pang Ha

Display the real Way of Life

Environmentally

Design activity and all of touch points are environmentally
friendly – Waste Management & Waste Separation

Network & Teamwork

Unity, Teamwork + Strong Leader & Network, Good Partnership

Marketing

Design Marketing Tools & Planing professionally which engage
to target market impressively / Story Telling & Content
Marketing of Pangha's Story

Continuous

Key Element & Recommendation → **Transport**　　**Findability**

• Linkage from main street & main tourist destination

• from any social media. SEO with
specific keywords Google Map

• Linkage from center (Jinnaluck)
to connect & engage every
touch point

Linkage　　**CRM & After Sales**

• Create good experiences for visited traveler to make repeated traveler

Figure 18 Traveler Perceptions and Feelings and Their Connection to Tourism
Elements

There are two significant perspectives on the Service Design Model for Creative Tourism, which are Traveller and Community.

The Traveller perspective has interest in key elements as: authenticity, community or society, customized experience, economic, managed time, tourism trend, travel to feel good communication. These key elements will be used to develop toward good touch points, quality experience, brand affinity and feedback, which manage and control under real traveler needs, real market needs and context include inspiration.

The Community perspective has interest in key elements as: leader, community capital, supplier, partners, market, competition and technology. These key elements will be used to develop the full draft tourism management strategy, which is presented in Chapter 5.
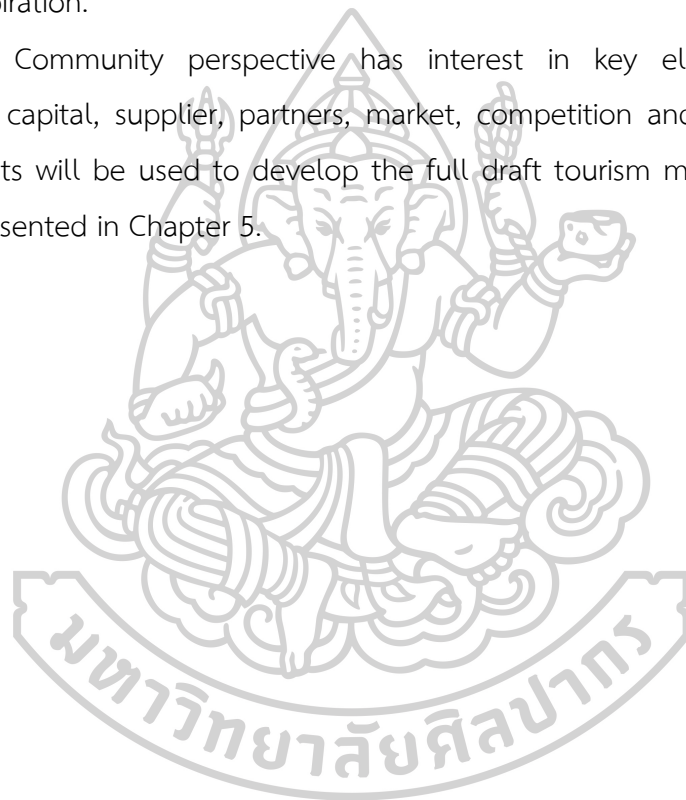
Chapter 5

The Tourism Niche of Ban Pangha and the Service Design Model: Analysis and Discussion

This chapter accomplishes the third objective of the study, which is To develop a proper and appropriate guideline or strategy of a creative community-based tourism through Service Design in Ban Pangha, Chiang Rai, Thailand. The chapter begins by explaining the tourism niche identified for Ban Pangha and explaining the service model developed. This service model is then discussed and evaluated based on the literature in Chapter 2.

5.1 Tourism in Ban Pangha: Presentation of the Service Model

The service model presented here was developed through the research process explained in the previous chapter, beginning with site visits and then moving to interviews and focus groups with stakeholders, in-depth interviews and a development workshop with community members and experts, and synthesis of this information into a draft model. The resulting model is presented and explained in this chapter.

5.1.1 Development of the PPMM Model

The synthesis process used the double diamond model of creative thinking. The Double Diamond Model that is design thinking process include discover, define, develop and deliver. (Design Council, 2021). It can demonstrate as follows:

      i. Discover that knowing and learning about the targeted tourist behavior and needs including the needs of the local people, stakeholder through Human Centered Approach.

ii. Define that redefining and developing issues from discover stage and point of view study such as how to create sustainable tourism development in local community, professional of management or people development issue based on insight study.

iii. Develop that creating and designing good and appropriated solution and service method that fit between problems, goals and constraints of Ban Pangha area through brainstorming method

iv. Deliver that designing the prototype of service design model to develop Community-Based Tourism to create tourist delight and sustainability, then to create model, returning to original user group, local people and leader and testing ideas, service design model for feedback and improvement.
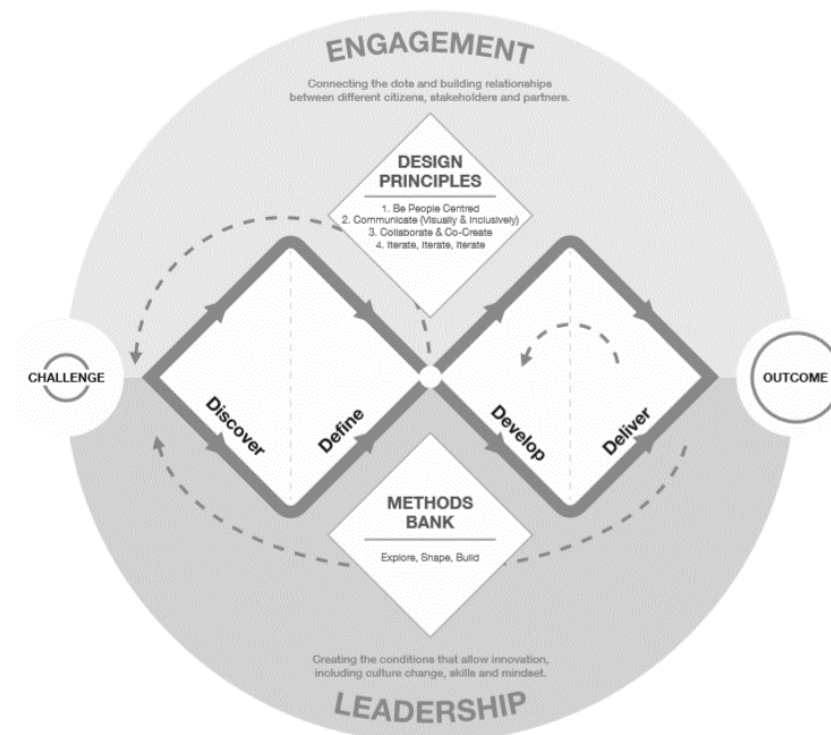
Figure 19 Double Diamond Model for Design Thinking Process
(Source: Design Council, 2021)

5.1.1.1 Preliminary considerations in the PPMM Model

The preliminary model was developed from the idea of designing the service process that could be adapted in many dimensions of tourism development. The model development taking into account the context of Ban Pangha's CBT that consisted of elements of the traveller's feeling focused on "authenticity" as 1) flexible time and relaxation, 2) family and quality time, 3) safety and security, 4) connecting with the local people, 5) natural activities and good environment, 6) sharing and contributing, and 7) media engagement and experience. In addition, the key element for Creative Tourism that was found from Ban Pangha consisted of 1) service mind, 2) tourism product quality, 3) value creation and sustainability, 4) way of life of Ban Pangha, 5) environmentally friendly, 6) network and teamwork, 7) marketing communication, and 8) continuous improvement.

Therefore, the elements of the traveller's feeling and the key elements for Creative Tourism would be developed into an experience map. In other words, the experience map would be designed from the customer's journey as 1) customer journey stage, 2) tourist's touchpoints, and 3) community's touchpoints.

Following Warunsub (2018), the purpose of adding value and value of cost, four factor should be implemented: "capital", "creativity", merged with "cultural assets" and "unique skills", this would create value for the tourism products and services. The process that drives the creative tourism concept is the exploration of society and identity, natural and cultural assets, identity, wisdom, find the uniqueness, difference, individuality, differentiation for value, and then adding creativity for value creation or redefining for marketing (Warunsub, 2018).

Cost management and stakeholder management concurred with Goodwin and Santilli's (2009) definition of the success of CBT as: 1) Benefits going to individuals or households in the community. 2) Collective benefits - creation of assets, which are used by the community as a whole, roads, schools, clinics, etc. 3)

Community benefits where there is a distribution of benefits to all households in the community. 4) Conservation initiatives with the community and collective benefits. 5) Joint ventures with community and/or collective benefits, including an anticipated transfer of management. 6) Community owned and managed enterprises. 7) Private sector enterprises with community benefits 8) Product networks developed for marketing tourism in the local area. 9) Community enterprise within a broader co-operative. 10) Private sector development within a community owned reserve (Goodwin & Santilli, 2009). Fennell's (1999) argument that profits should return to the community and family as a direct income flow was also taken into consideration.

Another concern is that sustainable tourism must be tourism that allows the local people to participate in the planning and management of their local tourism; such as, quality determination, allowing tourists to use the products and services from the local people directly (Okazaki, 2008). It also has to reduce the impact on the environment and society, including sustainable management, environmental management, pollution prevention and waste management (Salobon, 2003). This would be achieved by controlling the tourism development to some extent with emphasis on the sustainable management of tourism under the terms of the relationship between the local communities and nature as a supportive way of life in the same ecosystem; which could not be separated, under the principle that people who maintain resources deserve to benefit from it.

Creative destination marketing for creative tourism would need to include collaborative branding and brand awareness, as well as tourist relationship management as well. Developing the marketing process for the service design process could use the 7Ps marketing mix framework. Special concerns here included what the most effective communication and distribution channels would be to reach the intended target market (Rattanasomchok, 2015). In addition, in promoting and developing marketing for Creative Tourism, it would be necessary to provide a good

experience for tourists through exclusive tourism products and promote to tourists to know about them. Marketing communications also needed to be developed to serve as communication channels (Kotler & Armstrong, 2012). Specifically, there was a need to develop tourism experiences that would be attractive to creative tourists because they met internal needs like creativity and intellectual curiosity (Tan et al., 2013).

DASTA (2018) explains that creative tourism has to take into account the need for creativity. Their 3S principles of stories, senses and sophistication establish the components that make up a compelling creative tourism experience. These principles were used in the design. Brand communication, through symbols, branding, uniforms and other aspects of visual identity, were also important here.

The sustainability of the creative tourism service design was also relevant. Principles of sustainable tourism include careful management and use of climate and environmental resources (for example, water use reduction and waste reduction); reduction and reuse of resources in tourism operations and use of alternative resources; reducing the impact of transportation and other greenhouse-gas emitting activities; reduction of overconsumption and waste; and maintaining social and natural diversity (Dangi & Jamal, 2016; Hall, 2019). Sustainable community-based tourism should also integrate tourism into local planning and development; support local economies; involve and consult local communities and stakeholders; consider and respect local values; provide for training for local people; and communicate effectively about sustainability goals (Dangi & Jamal, 2016). All of these factors were taken into account when developing the preliminary model that is presented next.

5.1.1.2 Presentation of the Preliminary Model

From the results of this study and analysis of the related research, as well as site and insight analysis, a model was designed for developing Creative Tourism through a service design. This was done to develop and establish the value of Creative Tourism. The research could generate a draft model and named it the **"PPMM Model",**. This acronym was derived originally from 1) P = People management for Creative Tourism, 2) P = Product management for Creative Tourism, 3) M = Management for Creative Tourism, and 4) M = Marketing for Creative Tourism. The PPMM model had the following common components.

Table 3 PPPM Model and Components

PPMM Model	Principle : Community Development to Sustainability
Components of the PPMM Model	Description
P = People Management	Correctness of the Service, Knowledge and Good Service Way / Inspiration / Cooperation
P = Product Management	Value Creation of Tourism Products / New Signature Service and Product Career Development
M = Management	Professional Management / High Value and Good Standard and Quality-Based Management
M = Marketing	Professional Marketing Way and High Value Traveler Creation / Traveler Delight
Keys of Value Delivery to High Value Travelers 1. Good Host: Local Hero 2. Signature Local Capital 3. Professional Management 4. Quality and Standard 5. Value-based Tourism Product Design / Creativity and Innovation to the Signature 6. Marketing and Digital Marketing 7. Sustainability and Environmental Responsibility to the Value of Responsible Tourism	

PPMM Model	Principle : Community Development to Sustainability
Core Value of Creative Tourism	
Value for Creative Tourism Management and Sustainable Creative Tourism	The Value of the Tourism Products and Benefits
The Value of the Local People	Value Delivered to the Travelers (Marketing)

(Source: Author)

Besides, from the results from PPMM Model, there were several variables identified. The Independent Variables are factors which vary by action and is assumed to have a direct effect on the Dependent Variable. For example, good host has effect to level of traveller's satisfaction, signature local capital has effect to create value of creative tourism etc. Moreover, this includes extraneous variable that related to external and internal factor which may influence the dependent variables. The model below shows the association of independent and dependent variables in the PPMM model.
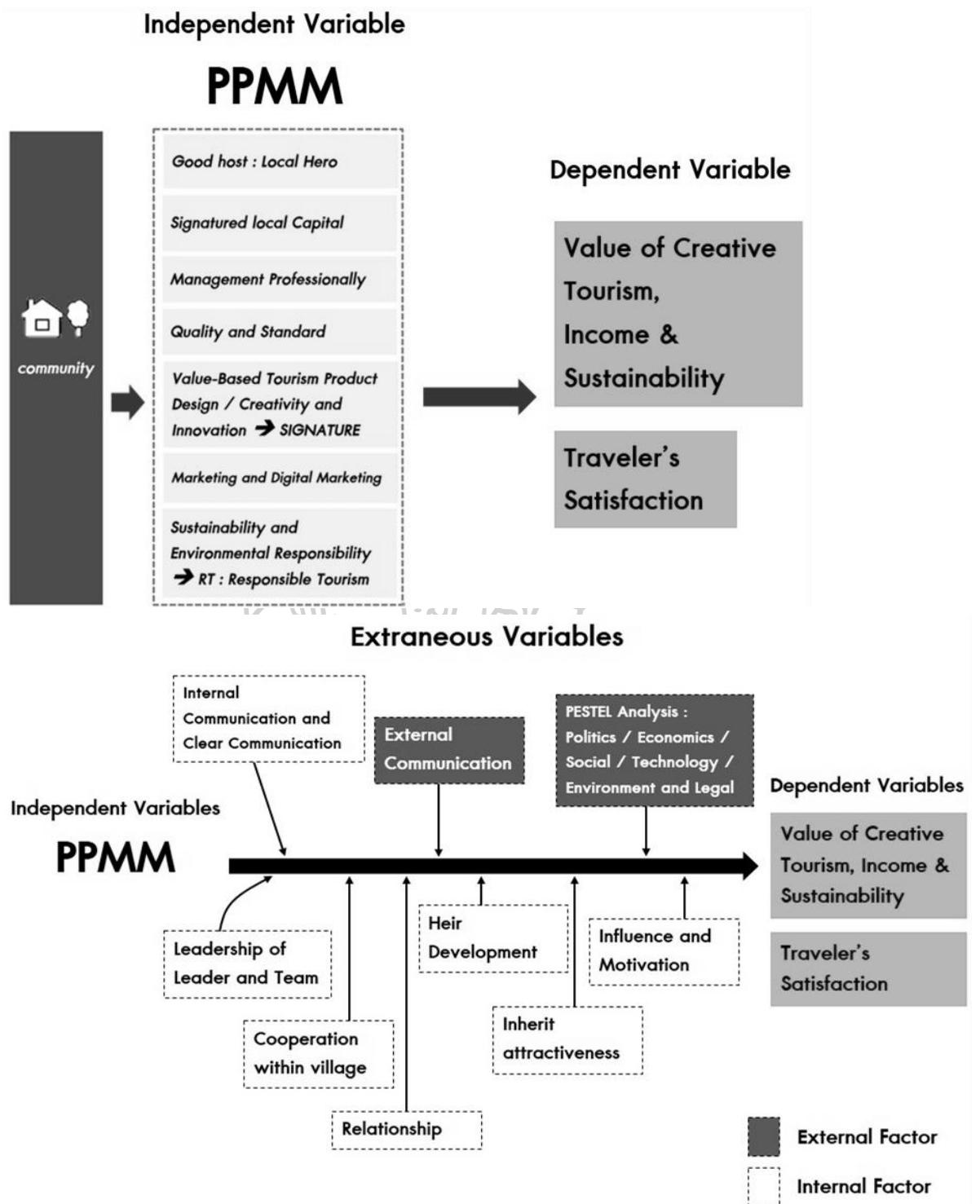
Figure 20 The PPMM model and its variables

(Source: Author)

From the results of this study, a draft of PPMM model for development Creative Tourism focus on Community-Based Tourism through the service design has been generated. It can demonstrate essential of the contents, as follows:

1.　　P: People Development: 30 percent. focus on the value of local people development on the following points, such as 1) Data Analysis (it is skill or ability) 2) Annual Training Plan 3) Knowledge Management and Best Practice 4) Train the Trainer 5) Circular Economy Development 6) Digital Marketing and Customer Behavior Leaning 7) Good Teamwork 8) Community Development Awareness and 9) New Generation Development. This is for the purpose of the study : how to put design into process is Human Centered design.

2.　　P: Product Development: 20 percent. focus on the value of tourism product and benefit on the following points, such as 1) Capital Community 2) Customer Data Analysis (It is need, satisfaction and suggestion) 3) Standard & Quality (by Service Design) 4) New Creative Product and 5) Various Tourism Product, which base on Authenticity. This is for the purpose of the study : how to put design into process is Human Centered design.

3.　　M: Management Development: 25 percent. focus on the value for Creative Tourism Management and Sustainable Creative Tourism on the following points such as 1) Internal Communication and Management Professionally 2) Cost Management 3) IT and Innovation and 4) Stakeholder Management. This is for the purpose of the study : how to put design into process is Service design and Urban design.

4.　　M: Marketing Development: 25 percent. focus on the value delivering to traveler on the following points such as 1) Collaborative Branding and Brand Awareness 2) Channels Communication (It is online channel, offline channel, O2O channel and Omni channel[1]) 3) *Revisit Intention* 4) Experience Sharing 5) Good Experience Design 6) Story Telling 7) Data (It is Demographic, Life Style and Behavior) and 8) Tourist Relationship

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[1]O2O channel is online to offline or offline to online include online to online and offline to offline, which customer have variable of choice to connect. And Omni channel is multichannel, a cross-channel content strategy.

Management. This is for the purpose of the study : how to put design into process is Service design and Human Centered design.

Moreover, output and advantage of Service Design from PPMM model is the value of Service Design for Creative Tourism in Community, as follows:

1. Authenticity
2. Professional Management
3. Employment in local community
4. Quality of Life
5. Environmentally Friendly Tourism Activities
6. Good Communication : Internal and External
7. Service Excellence
8. Good Experience Delivery
9. Tourist Delight

The interesting points of how to strengthen PPMM model for sustainability through continuous improvement, quality control and evaluation in common components are as 1) Good Host is Local Hero 2) Signature local Capital 3) Management Professionally 4) Quality and Standard 5) Value-Based Tourism include Product Design and Creativity & Innovation focus on signature 6) Marketing and Digital Marketing and 7) Sustainable and Environmental include RT or Responsible Tourism.

PPMM MODEL

People Development

1. Data Analysis (Skill / Ability)
2. Annual training Plan
3. Knowledge Management / Best Practice
4. Train the Trainer
5. Circular Economy Development
6. Digital Marketing & Customer Behavior Learning
7. Good Teamwork
8. Community Development Awareness
9. New Generation Development

Product Development

1. Capital Community
2. Customer Data Analysis (Need / Satisfaction & Suggestion)
3. Standard & Quality (Service Design)
4. New Creative Product
5. Various of Tourism Product

The Value of Local People Development

Value for Creative Tourism Management + Sustainable Creative Tourism

P — People Development
P — Product Development
M — Management
M — Marketing

The Value of Tourism Product and Benefits

Value Delivering to Traveler

Management Development

1. Internal Communication & Management Professionally
2. Cost Management
3. IT & Innovation
4. Stakeholder Management

Service Design for Creative Tourism value Creation

Marketing Development

1. Collaborative Branding & Brand Awareness
2. Channels Communication ; Online, Offline, O2O, Omni
3. Revisit intention
4. Experience Sharing
5. Good Experience Design
6. Story Telling
7. Data (Life Style / Demographic / Behavior)
8. Tourist Relationship Management

Continuous Improvement QC Control and Evaluation

1. Good Host : Local Hero
2. Signature local Capital
3. Management Professionally
4. Quality and Standard
5. Value-Based Tourism Product Design / Creativity and Innovation > SIGNATURE
6. Marketing and Digital Marketing
7. Sustainable and Environmental Responsibility > RT : Responsible Tourism

Figure 21 PPPM Model including development activities

(Source: Author)

5.1.2 PPMM Model Testing Results

The results of development of PPMM Model and service design for Creative Tourism in this case study of Ban Pangha's Community-Based Tourism through testing process. and methodology for Testing Process as In-depth Interview with 4 Leaders and 5 local people representatives, 10 Traveler representatives, 2 Tourism Experts and 2 Government Staff can demonstrate essential of contents as follows:

Table 4 Keys of the PPMM test results

PPMM Elements	
1. Human Development: Training.	
2. Co-training within the Village / Workshop.	
3. KM and Best Practice Sharing.	
4. Train the Trainer / Storyteller.	
5. Sufficiency Economy and Sustainability.	
6. Marketing Training.	P :People Development
7. Service Skills Training.	
8. Service Mind and Hospitality.	
9. Tourism Standard Training.	
10. Educational and Experience Trip.	
11. Team Building.	
12. Create New Generation of Leaders and / or Staff.	
1. Local Capital Awareness and Study.	
2. Tourism Product Value and Experience Design.	
3. Product Design :Variety and New Product Development Approach.	
4. Product Design –Tangible Product.	P : Product Development
5. Hygiene and Cleanliness of the Tourism P	
6. Product Standard Development.	
7. Signature Product Design.	
8. Gastronomy Product Design.	
9. Customer-based Tourism Product Design.	

10. Product Safety and Security.
11. Homestay Sufficiency.
12. Workshop and Learning Attractiveness.
13. Sustainable Activities.
14. Interesting Routes.
15. Easy Access to the Tourism Product,

1. Overall Professional Management. M : Management
2. Clear Vision, Mission and Objective.
3. Clear Strategy and Implementation.
4. Frequent Self-assessment : SWOT; PESTEL.
5. Control, Monitoring and Evaluation Plan.
6. Area Allocation / Center.
7. Overall Sanitary Management.
8. Standard and Quality of Management : Good System.
9. Workforce Allocation.
10. Communication.
11. Benefits Allocation and Distribution.
12. Service Standard and Service SOP.
13. Cooperation and Collaboration.
14. Stakeholder and Key Partners / Partnership Management.
15. Career Development.
16. Heir Development Approach.
17. Effective Quality Control.
18. Effective Cost Control and Evaluation.
19. Effective Financial & Accounting Management.
20. Transparency and Good Governance.
21. IT Usage for Internal Management.
22. Sustainable Management; Environmentally Friendly Management.
23. Risk and Emergency Planning.
24. Continuous Improvement Approach.
25. Tangible Product Inventory Management.
26. Appropriated Infrastructure Management.

1. Overall Tourism Product Attractiveness.   M : Marketing   2. Overall Customer Journey Analysis.   3. Branding of the Tourism Destination.   4. Pricing Policy / Value for Money (VFM).   5. Distribution Channels.   6. Public Relations.   7. Appropriated Sales Promotion.   8. Online Channel / Digital Marketing Channel.   9. Shared and Earned Media Design.   10. Storytelling.   11. Content Marketing through TOURISM VALUE.   12. Event Marketing Design / Co-event.   13. Marketing Partnership : Travel Agent / Online Travel Agent (OTA).   14. Customer Relationship Management Approach and Tools.

(Source Author)

5.1.3 Application of the PPMM Model in the Case Study of Ban Pangha

5.1.3.1 People Management

1) Collection and analysis of data of the Community-Based Tourism stakeholders such as, capability / special abilities, skills in various aspects are diverse and can be beneficial from the ability and skills that support the development of the community's activities and tourism of the village community.

2) Planning of the community's development make tourism be concrete, or an annual training plan in various issues.

3) Knowledge management in various issues develop services or exchange problems and obstacles in tourism development and search for best practices to be used in expanding the development.

4) Train the trainer is developing the people to create leaders or trainers in services and tourism to have the characteristics of being leaders in tourism and community services.

5) Human resource development pays attention to and has a sustainability paradigm and the introduction of the philosophy of a sustainable economy of King Rama IX the Great, including environmental development in the form of a circular economy to have prominence and the concepts of risk management; economic circumstance, cash management.

6) Human resource development that emphasizes on marketing and marketing communications, especially in digitalization to keep pace with the behavioral changes of consumers and tourists.

7) Study trips in various localities, or case studies of best practices to provide greater clarity, open opportunities to all groups, or projects of cooperation between communities, resulting in opening up the world, learning and create positive experiences for Community-Based Tourism stakeholders.

8) Continually organize activities that create strong teamwork, be abe to generate unity, good relationships, harmony, and see the target in the same image.

9) Human resource development, that is not related to tourism, could have a positive attitude and see the importance of the tourism development that includes the community's development.

10) Human resource development of the new generation to have interest, abilities, and the skills that are conducive to service, is

considered as the creation of the heirs of the tourism leaders to have increased strengths for further future expansion.

5.3.1.2 Product Development

1) In-depth studies in community investment are regularly outstanding to be the basis for the development of various tourism products.

2) The collection of data in various aspects that is related to the demands of tourists, including satisfaction and recommendations from tourism could be used as data for the development of various tourism products.

3) Development of standards and quality of the learning base to have greater professionalism by utilizing the principles of the service design process to be have been used in each base. There would be a target for tourists to have good experiences.

4) Continually design new tourism products by emphasizing, especially on the identity of Ban Pangha.

5) Make proportion of the tourism products in order to have consistency in accordance with their appropriateness; such as, food and beverage, performances, learning activities base, souvenirs, or other related services that are consistent in proportion with their appropriateness and develop products that can be linked together.

5.1.3.3 Management Development

1) Domestic communications management for the tourism-related groups, sponsors, and groups not related to tourism to be informed and see the importance of tourism.

      2) Management that has knowledge and expertise in investment management in each activity.

      3) Management in various aspects with an overview of using information technology (IT) to be used in management to have greater professionalism, reduce capital, and save time.

      4) Increased expansion of partnerships, to be able to exchange the activities and knowledge to include stakeholder management.

5.1.3.4 Marketing Development

      1) Create the brand in the format of collaborative branding to cooperate with the community or business sector, Tourism Council of Thailand - Region 1, or Chiang Rai province, associations, schools, vocational colleges, and agricultural colleges to create brand recognition or brand awareness.

      2) Have public relations channels and marketing communications that are organized in various categories, e.g., online and offline that would be passed through, specify the communication channels and for payment of expenses, which can respond to the convenience of customers in each channel like marketing design (offline to online or online to offline) or Omni Channel.

      3) Promote the expansion, especially of existing tourists, so to stimulate repeat visits, or by word of mouth.

      4) Design communications that emphasize creating experiences for first-time visitors to see the image and have the desire to travel.

      5) Design communications that emphasize the storytelling of the village, so to encourage a feeling of wanting to learn and to participate by tourists.

6) Collection of marketing data that is related to the characteristics of the demographics, lifestyle, or personality and needs of tourists, so to make tourism marketing and marketing communications plans to get the right channel and in accordance with the ways of tourists.

7) Communications with repeat customers or tourists through various channels, e.g., Line or email, so to generate customer relationship management (CRM) to maintain the tourist base resulting in repeated trips and encourage word of mouth, which could be obtained from the collection of data about tourists

5.2 Service Design for Creative Tourism Blueprint

According to the results of PPMM model Testing in this Case Study of Ban Pangha, Service Design for Creative Tourism Blueprint in order to develop a Service Design guidebook prototype has been created. It can be demonstrated as follows.
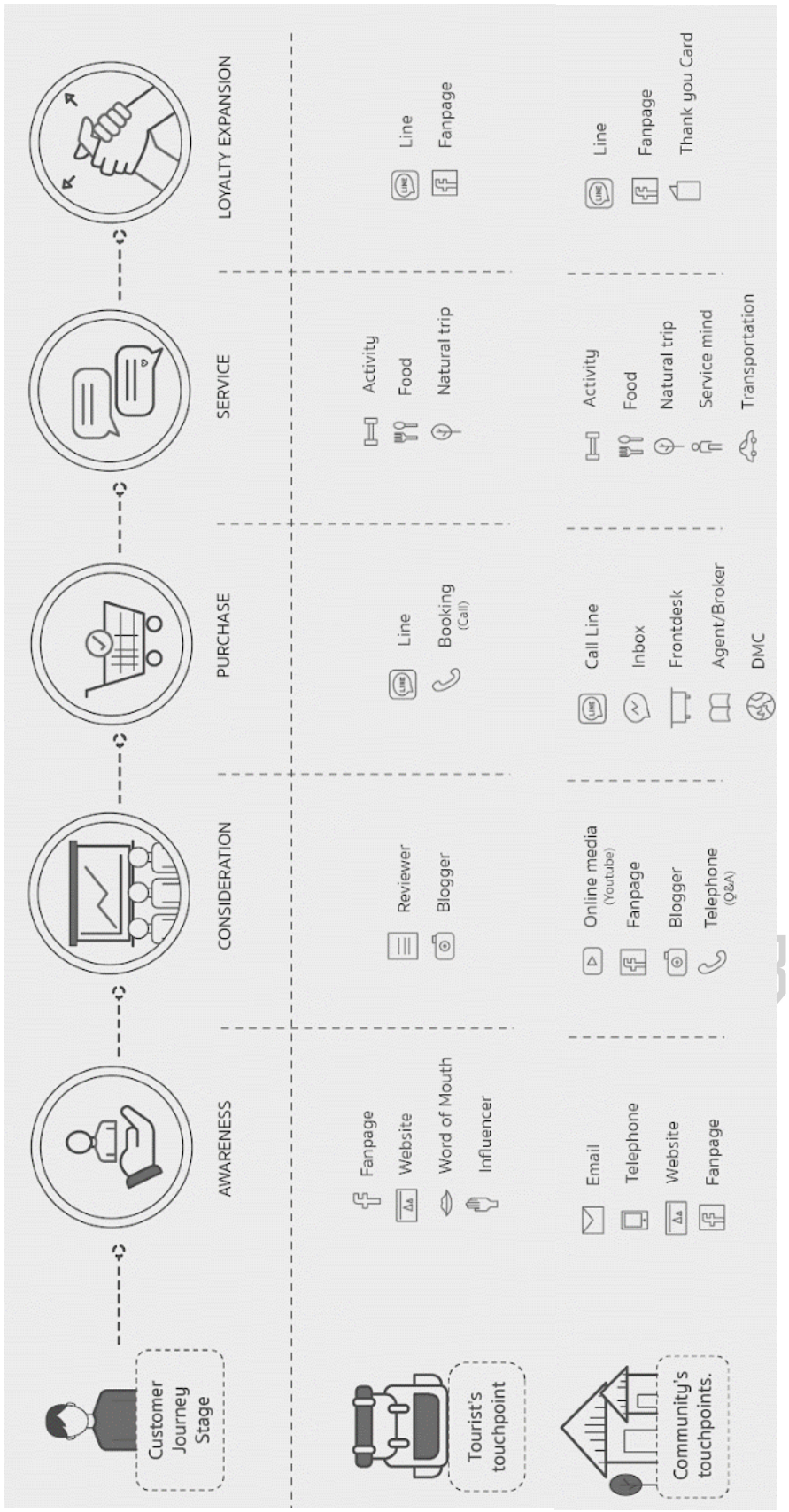
Figure 22 Customer Journey (from Workshop Activity)

(Source: Author)

Table 5 Service Design for Creative Tourism Blueprint

Customer Journey	Awareness	Consideration	Purchase	Service	Loyalty Expansion
• Tourist's touch point	Fan page, SEO, YouTube Channel, Website, Brochure, Word of mouth, Influencer	Reviewer, Blogger, VLOG, Google Map	Line, Booking (Call), O2O	Activity, Food, Natural trip, philosopher, Community Leader	Line, Fan page, Inbox
• Community's touch point	E-mail, Phone, Inbox, Chat, Clip VDO, LIVE, Line, DMC	Online Media, Phone, Inbox, Chat, Line, DMC	Call, line, Inbox, Front desk, Agent or broker, DMC	Activity, Food, Natural trip, Service mind, Transportation, philosopher, Community Leader	Line, Fan page, Thank you card, Inbox
Position & Action	Interesting	Pre-Travel	Travel Process	Post-Travel	Relationship
Expected Physical Evidence	1. Touch Point or Tourism Attraction (data & images) 2. Tourist Experience Review 3. Communication Platform as offline Media & Social Media Channel, Phone, Brochure, Travel Agency, Word of mouth 4. Contact Point and Center, Contact Person 5. People : Service Person, Sales	1. Transportation Convenience (road & route, vehicle) 2.Channel and Contact Point 3. Touch Point : Signage (road sign and Location Map), Scenery, Photo Spot 4. Local People	1. Tourism Product Design (food, scene, route, shopping through the value of tourism product & activity) 2. Service Excellence 3. Facilities to support tourism product & activity 3.1 Accommodation 3.2 Restaurant 3.3 Vehicle 3.4 Internet 4. Environment : Good Natural & Authenticity 5. Tourism Attraction 6. Local People 7. Way of Local Life	1. Transportation (road & route, vehicle) 2. Touch Point : Signage (road sign, Location Map) 3. Gift & Souvenir 4. Local People	1. CRM Management : such as Media or Book, Card, Voucher 2. Follow-up / Keep in touch

FRONT STAGE

Position & Action	Interesting	Pre-Travel	Travel Process	Post-Travel	Relationship
Employee Actions	1. Provide the Information through various channel (phone, digital media) Clear pricing & tourism product 2. Reservation System	1. Professional Reservation confirm 2. Impressive Welcome or Greeting process by receptionist, Driver, Guide or Host with Warm & Kindness Greeting 3. Local Tourism Introduction 4. Hygienic Check-in Process	1. Impressive Learning Activity 2. Good Tourism Experience Management 3. Safety and Hygienic Activity 4. Good, Authentic and Impressive Information Provide	1. Knowledge and Lesson Learn about Trip 2. Impressive experiences and Relationship	1. Tourists' data management and CRM 2. Create Word-of-mouth from the Tourist Experiences to expand to others

BACK STAGE

Position & Action	Interesting	Pre-Travel	Travel Process	Post-Travel	Relationship
EmployeeActions	1. Information & Data Development and support 2. Tourism Product Testing and Checking	1. Preparing Welcome Process as Welcome Drink, Greeting Processes and Check-in process 2. Checking readiness of infrastructure , vehicle , accommodation etc.	Information and service support	1. Information and service support 2. Check-out support 3. Tourist Satisfaction & Delight Evaluation	Making Relationship and Follow-up
SUPPORTED PROCESSES (from PPMM model)	1. Overall Tourism Products Attractiveness 2. Good Service Design 3. Branding of the tourism Destination 4. Effective Communication Design	1. Area Allocation 2. Safety, Security and Hygienic Service Process 3. Workforce and teamwork Allocation	1. Professional Service People 2. Local Capital Awareness 3. Signature Tangible Product Design & Product Variety Creation such as Gastronomy,	1. Summary and Evaluation in various aspects 2. Complaint Management and Handling 3. Cost Evaluation	1. CRM Strategy Design for Revisit as Personalization 2. Customer Relationship Channel Development 3. Follow-up

			4. CRM Planning	4. Evaluation
through O2O channel or Omni Channel	4. Service Standard Development by Service Skill Training	Scenery, Cultural, Buddhist Tourism ,etc.		
5. Marketing Promotion Design	5. Professional Booking and Information Providing	5. Customer-Based Tourism Product Design		
6. Overall Professional Management	6. Benefit Allocation	6. Safety, Security and Hygienic Service		
7. People Development	7. Cooperation or Co-creation with Stakeholder or Key Partners	7. Homestay Sufficiency		
8. Internal Communication	8. Price Setting	8. Workshop & Learning Attractiveness		
9. Career Development		9. Overall Professional Management		
10. Cost Control		10. Standard & Quality Control		
11. Effective Financial & Accounting Management				
12. Transparency & Good Governance				
13. IT & Digital Usage for Internal Management and PR				
14. Service Standard Development				

(Source: Author)

Figure 23 Service Design Model for Creative Tourism

(Source: Author)

5.3 Discussion

The final aspect of the study was to synthesize the findings from the primary research (presented in Chapter 4 and sections 5.1 and 5.2 of Chapter 4) and the literature review (presented in Chapter 2). this discussion addresses the theoretical insights that can be gained from the study. The discussion is arranged around the research questions (posed in Section 1.3 of Chapter 1). These research questions are as follows:

1. What are the fundamental tourism characteristics and elements of Ban Pangha, Chiang Rai, that can be developed through creative community-based tourism?

2. Why are those tourism characteristics and elements important in developing a creative community-based tourism center at Ban Pangha, Chiang Rai?

3. How can a creative community-based tourism guideline for Ban Pangha, Chiang Rai be developed by applying service design?

Here, research questions 1 and 2 are discussed together, with identification of tourism characteristics and elements followed by evaluation of their importance for the sector (Section 5.3.1). Then, the specific issues that emerged during the process of developing the service design for creative and community-based tourism for ban Pangha are discussed.

5.3.1 The fundamental tourism characteristics and elements of Ban Pangha and their importance (Research Questions 1 and 2)

There were several important tourism characteristics and elements of Ban Panha which were important for the planning process. These are discussed here as: 1) the importance of authenticity; 2) ways of life and 'Thainess'; 3) the role of storytelling; 4) sustainability; and 5) other important elements of community-based tourism in the region. The discussion of these elements draws on the findings and

literature to investigate how and why these factors were important and what they mean for the service design and planning process for Ban Pangha.

5.3.1.1 The importance of authenticity

From the result of the research, "authenticity" was identified as important tourist insights toward the value creation of CBT; thus, service value strategy development through service design would have to deliver a good experience, delight and sustainability. "Authenticity" should be the goal of tourists in CBT that is value creation or service value toward the value of CBT and value of life which would be created from the "way of life" (or identity, charm, and uniqueness). This would result in the creation of creative activities, products and good service which would infer that "authenticity" should be the key of the 7Ps as well as the center of the tourist experience.

DASTA (2015) also emphasized "authenticity", which was defined as the concept of Creative Tourism based on culture. The value of identity (root) searched for the spirit of the place based on the real identity, as well as the process between host and visitor that encouraged learning experiences. This was achieved through the participation in the trials and actions. Creative relationships through various tourism activities would maintain the identity, authenticity and spirit of the attraction. Hence, Creative Tourism comprises three keywords: authenticity, engagement or participation and spirit of the place. These aspects would have importance not only in the newly created tourism activities.

Furthermore, interacitivity is a key aspect of creative tourism (Sangchumnong, 2019). This must be able to be integrated perfectly with contemporary culture, national culture, local culture, and community's living culture, and 2) authentic experience.

5.3.1.2 Ways of life and 'Thainess'

The concern with authenticity also extended to authentic ways of life in Ban Pangha, including cultural customs, food and other aspects of the community as

well as the creative activities. In addition, the "way of life" could be developed for the Creative Tourism and CBT process toward the creative activities through the creation of a local experience in each area. Creative tourism offers visitors the opportunities to develop their creative potential through active participation in courses and learning experiences, which are characteristic of the holiday destination where they are undertaken (Richards, 2011). Creative tourism is also focused on engagement and authentic experiences of the traveller from participating in learning about the art, culture, or unique characteristics of a tourist attraction (Richards, 2010). Furthermore, Sangsnit (2013) said that Creative tourism is tourism related to history, art, culture, the community way, and place of identity where tourists learn to create a direct experience with the owner of the culture (Teparakul & Sangsnit, 2013). Moreover, they have the opportunity to share life with the owner of the place, and create value for the history, art, culture, the community way, and identity of the place by creating value for that identity. However, it is not the production of creativity alone, there must be a process to participate in the activities, which the community receives feedback from the tourism activities. As such, by taking part in that activity would result in benefits.

As seen the elements of CBT and Creative Tourism composed of various activities and products, including cuisine (Thainess). The results showed that cuisine is an important charm because Thai food has its own identity that is different depending on the geographical conditions, outstanding tastes, and various processes. Tourists give high priority to the stories from the menus; for example, strange raw materials that are difficult to find and using food as a connection. Because in Thainess, hospitality is displayed in food with the intention of creating a special menu by the host that can create a special experience. Lifestyle tourism allows tourists to learn about the way of local life: occupations, food, arts and crafts, and others aspects that reflect the uniqueness and identity of the community and owner of the area (Gross et al., 2008). It focuses on tourists interacting with the local people through conversations, practical experimental activities; such as, cooking, art and

handicraft making, or try living like the people in the community. Additionally, creative tourism is aimed at tourists with specific interests (niche interests) (Ohrdiska-Olson & Ivanov, 2010), so the traveler's experience, participation and learning are essential.

5.3.1.3 The role of storytelling

The narrative and storytelling of the creative tourism experiences was viewed as particularly important by visitors, as well as being one of the more frequently mentioned aspects of tourism services by local people. This strongly suggests that to both the community and its tourists, stories are important. DASTA (2018) added that valuable stories tend to originate from the history of the community. The issue is how all of these great stories can be combined into interesting creative ideas. Following the questions existed, and respond them one by one about what the legacy in these communities has to say. If you change the story to be told in a movie script, how does the movie have a plot? This plot layout may come from the history of the house, history of the community, story of a landmark, household industry, local customs, natural tourist spots, or whatever makes this community unique.

5.3.1.4 Sustainability

Sustainability was also a major concern, for both the local community and for tourists who were concerned with their own impact on the environment. It was also an issue for the service design, because sustainability is one of the main principles of development in Thailand under the sufficiency economy model (Mongsawad, 2010). According to DASTA (2015), CBT emphasizes the sustainability of the environment, society and culture by setting directions for the development of CBT, which is managed by the community and for the community's benefit. The community should think, plan, take responsibility, and participate in the benefits of tourism. There would be the management of community tourism resources covering the environment, society, arts, culture, way of life, beliefs, and wisdom to create a balance and sustainability. However, it is important to note that CBT is not a major

tourist attraction, but is classified as a small niche market (small-scaled niche market) that can be managed by the community. Based on the ability to support each community, income generated from tourism would be classified as additional income. Communities may conduct agriculture and/or fisheries as the main occupation, therefore without tourism, the community would be able to survive.

One important factor that would make tourism management go toward sustainability is to think about safety with standards and quality as shown in the results of the research. Suansri (2003) described that in tourism management, there are rules for managing the environment, culture and tourism, and there are organizations or mechanisms for working to manage tourism. This would be able to be linked to tourism for the community's development as a whole resulting in a fair distribution of benefits (Suansri, 2003). There are funds that would benefit the economic and social development of the community. Additionally, Rocharungsat (2010) stated that there are rules which are agreed upon in the community and would enable supervising the people to comply with the rules. This would also include the standard that comes from an agreement within the community; such as, cleanliness, safety, fair income distribution of all involved, as well as considering the capacity to provide support.

5.3.1.5 Other important elements of CBT and creative tourism

Other elements of CBT and Creative Tourism; such as the environment and natural scenery are also important to both visitors and the community. Richard (2011) defined Creative Tourism as tourism that must be distinctive and have different tourism resources to create a unique identity for tourist attractions in each area that would have differences. Rach community have a unique way of life and culture that could be developed into tourism products. Creative tourism is also situated in a specific place (Richards, 2020). DASTA (2018) also said that one of the principles of the Creative Tourism creation process is senses that can be touched through all five senses (sensory analysis) of seeing, smelling, hearing, touching, and

tasting. As such, the environment and natural scenery would take would take part in the senses creation; such as; good view, cleanliness, touchpoint, etc. The importance of senses is also related to one element of Creative Tourism, which is storytelling, as DASTA (2018) mentioned that stories should come from the local cultural capital by being searched, written, designed, and presented in a compelling way. Storytelling would come from searching for stories consisting of activities that are designed on the basis of the local cultural capital and have a local identity. A philosopher, artist, or storyteller could also design inspirational and compelling stories for learning and creation.

Additionally, good management and excellent service (hospitality) are important for understanding the consumer's response to the tourism experience. This finding is consistent with the 3S principles of service design for managing the tourist experience. In this regard to the management of tourism, Goodwin and Santilli (2009) explained the successful CBT and CBT strategies as follows: 1) Benefits going to the individuals or households in the community. 2) Collective benefits and creation of assets, which are used by the community as a whole, roads, schools, clinics, etc. 3) Community owned and managed enterprises. 4) Product networks developed for marketing tourism in a local area, etc.

5.3.2 Development of a creative community-based tourism guideline for Ban Pangha (Research Question 3)

The final point of discussion is how the creative community-based tourism guideline was developed. This was related to the third research objective. There are several aspects of this question discussed, including: 1) the tourist perspective on creative tourism; 2) problems and constraints of creative tourism in Ban Pangha; 3) management of creative tourism; 4) the role of the community of Ban Pangha in the creative tourism process; 5) the importance of communication in

tourism development; and 6) the benefit of creative community-based tourism for the community of Ban Pangha.

5.3.2.1 The tourist perspective on creative tourism

From the results, tourists admire CBT that presents Creative Tourism activities, which have implicit consistency between Creative Tourism and CBT. The selection of CBT emphasized the value experience from that tourist destination in receiving an experience that has value to one's life; such as, to calm the mind, or receive good-natured friendliness from the people of the community that would provide a psychological value, e.g., peace, spiritual beauty, morality, plus other elements of interest like a menu, products that have an identity in order to create gravity and provide importance to that tourist destination that one must strive to travel to and receive the experience. However, other tourism elements must also have set standards, e.g., accommodation, accessibility to that tourist destination, including safety.

5.3.2.2 Problems and constraints of creative tourism in Ban Pangha

According to the results of the research procedure, problems and insights relative to the keywords were analyzed by classifying and identifying the customer's journey design process that was in any step in receiving services when in the tourist area, and design or modify for the better process. Finally, good service design would lead to trust and reliability, a good feeling and repeated tourists, as well as word of mouth or positive review. These keywords could be categorized to develop the following issues: professional management, people, service and communications. Although all issues must be managed, "authenticity" would infer the realness or true story which should be developed to create a better solution.

Professional management is one which every organization has to focus on, and determine the management strategies that lead to professionalism. For Creative Tourism, this would focus on CBT where management is a major issue of the

development planning because service providers or the community would have to know and learn professional management processes. Furthermore, professional management focuses on managing the traveler's experience to feel good while traveling. This would analyze the elements that would be in the customer's journey as pre-travelling, pro-travelling, and after travelling. To develop all elements, marketing tools would be used to supplement development; such as, the 7Ps (Product, Price, Place, Promotion, Process, Physical Evidence and People). The management must also take into account the cost of value and value creation that both tourists and the community would receive.

5.3.2.3 Management of creative tourism

The problem of managing the creative tourism process did come up during the research, particularly since there was not yet an established creative tourism management plan or responsible body in place. This meant that the project had to develop a management plan in addition to creating roles and responsibilities, but there was a wide-ranging group of participants that were involved. Richards (2010) noted that there were 11 factors for Creative Tourism management, as: 1) Context that tourist attractions must provide tourism that is suitable for their place. Each location may be different depending on the society, culture, economy, and these factors need to be taken into consideration for the tourism management.2) Local Involvement that the local people take part in the management to be appropriate and effective. 3) Partnerships that develop relationships among the different stakeholders, which are considered important. These would include cultural institutions, local independent associations, tourism business groups, social services, and community organizations. 4) Long-term planning that would comprise advance planning, tourism management and critical resource planning. 5) Clear objectives in which the objectives must be conducive to development. 6) To have a good style of tourism (strong content), tourism management should be able to show the

difference of each form of tourism. 7) Political independence and artistic autonomy that the organization of the tourism activities should not benefit politics, and the operating structure should be independent in tourism management. 8) Good communication and marketing that determine a clear marketing communication strategy. 9) Having sufficient funds, or a funding budget that should be ready for operation. 10) Strong leadership and committed team. 11) Political will that projects and must have political support in order to achieve sustainable development.

In addition, Warunsub (2018) mentioned about impact creation management that is management creates a positive impact and reduce the damage from a negative impact. This consisted of seven elements: 1) Rehabilitation of cultural capital, 2) income distribution, 3) taking into account the carrying capacity, 4) adherence to the principle of sufficiency, 5) combining tourism with cultural preservation, 6) focusing on sustainable growth, and 7) creating harmony between tourism and lifestyle.

5.3.2.4 The role of people in creative tourism at Ban Pangha

The interviews with tourists, as well as those with local people an d the workshops and other activities, made it clear that the people of Ban Pangha were one of the most important aspects of the creative tourism process. People is one part of the marketing mix or 7Ps, which are variables or marketing tools that can be controlled. Organizations are often used together to meet the satisfaction and needs of their target customers (Rattanasomchok, 2015). For creative and community tourism, the service provider, who are the local people, are a vital element of CBT because it is people who think and manage the various management guidelines, including being a provider of direct experiences to tourists. Thanimlaksana (2010) defined that an essential ingredient to any service provision is the use of appropriate staff and people. Recruiting the right staff and training them appropriately in the delivery of their service is essential if the organization wants to obtain a form of competitive advantage. Consumers make judgments and deliver perceptions of the

service based on the employees they interact with. Staff should have the appropriate interpersonal skills, aptitude, and service knowledge to provide the service that consumers are paying for.

Similarly, Rattanasomchok (2015) said that personnel is considered as an important marketing mix because they think, plan, and perform tasks to drive the organization toward the strategic direction. In addition, another important role of personnel is to interact and create goodwill with the customers, which is essential for generating customer satisfaction and creating a long-term relationship with the organization. Likewise, entrepreneurs have to consider the skills, including attitudes, personality and dress to select service personnel (Rattanopas, 2015). As in cycling travel services, where the van driver is the one who delivers the driving service and takes care of the service recipients, therefore, he/she must have the necessary knowledge and related skills whether it is knowledge about cycling, knowledge of the routes, etc. Furthermore, there must be the potential training development about the service, where there is motivation through various methods that would enable these service personnel to work most efficiently.

Service should be developed to a certain standard and service excellence through the service design process because the service process is important to create tourist satisfaction. TCDC (2014) described the significance of service to be a long relationship, as service is the rebuilding of the entire system, value is created while the customer is served and has co-experience, and both the producers and consumers together create services. Furthermore Booms and Bitner (1981) mentioned that the service process refers to the method of operation or working system. The practice of service activities, which takes into account of the service recipient, is also important in order to provide an accurate, fast, and impressive service to the recipient. In service processes, clients may also become involved.

Moreover, TCDC (2014) defined the service design model relating to the structural development of the service design could be easily initiated through key concepts. For example: a no limits; good service must create various channels for consumers to enter and try to cross the traditional limitations to become a new

channel. The behavior of tourists showed that increasing numbers of them were oriented toward online interaction and technologically mediated communication. They were also interested in communicating their opinions and feelings about the tourism experience. Therefore, Creative Tourism must emphasize on the various channels to access the interest of tourists, which would increase in number.

5.3.2.5 The importance of communication in creative tourism development

Communications with tourists, local people and with others was also identified as a key element of the creative tourism experience, and was one of the major concerns in the service design's development. Communications demonstrate that the issue of communication consists of messages and communication channels. Message creation process is a skill that must be learned along with the skill of a storyteller, and finding and creating stories on the basis of authenticity. The transmitted message is related to the community's way of life through speech, action and various media.

Warunsub (2018) noted that creative communication management is the presentation of the story and details of the capital or resources that tourist attractions want to offer. This would allow tourists to have an in-depth experience by the storytelling of the owner of the area. Tourists could learn, accept, and understand a variety of capital or resources and respect it. Additionally, this would generate benefits from the presentation of the tourist attractions to be widely known through various forms of public relations media by offering a creative communication management model.

In addition, good communication needs to have a good atmosphere, which would take part in supporting each other. DASTA (2018) stated that the design of the atmosphere of the location has a direct effect on the mood, thinking, imagination, and creative expression. Ambience is caused by a common composition of temperature, color, smell, sound, or music that helps to produce a feeling of relaxation, friendliness and able to express creativity freely. If the theme of the activity is appropriately matched with the atmosphere, this would meet the expected results.

5.3.2.6 The benefit of creative community-based tourism for Ban Pangha as a community

The final question was what benefits creative community-based tourism would bring to Ban Pangha. This is important from a community-based tourism perspective, because the community and its benefit is at the heart of the tourism planning process (Okazaki, 2008). Furthermore, there is a need for the community to be involved in the planning process, not just passive recipients of the planning process, in order for it to truly meet the requirements for community-based tourism. Since this is one of the areas where community-based tourism often fails (Blackstock, 2005), ensuring that there was a benefit for Pan Bangha, and that furthermore the whole community was given a chance to collaborate in the planning process, was an important concern.

The role of the community is central to community-based tourism, especially in terms of their control (Okazaki, 2008). The community would administer and jointly determine what lifestyles and culture be and is ready to offer and create learning for visitors. DASTA (2018) established guidelines for the creation of tourism that would have a valuable impact on the community through Creative Tourism, and a good designed would be an important engine of pride in the community, which would bring its cultural and inherited identity to share for visitors to experience. When we grow creativity in travel, it inevitably leads to the growth of the community. Creativity not only gives inspiration for new ideas, but also displays the value of traditional intellectual assets to be exhibited by combining the sciences and arts of craftsmen, artists and local storytellers, who are the key leaders. This would lead tourists into a full dimension of Creative Tourism experiences.

In summary, the development of the service design for creative community-based tourism had to take into account a whole range of factors, including the needs and resources of the community, the importance of the people of Ban Pangha both as a tourism resource and as a community that should be sustained by the development activity. Furthermore, a multidimensional approach to sustainability

meant that Ban Pangha's economic well-being, but also its social cohesion and environmental stability, was considered. These factors were all consistent with the literature review, but together they show how complex the process of service design for community-based tourism can be.

Chapter 6

Conclusion and Recommendations

This research had the following research objectives: 1) To examine the insight of Thai tourists toward Creative Tourism focusing on Community-Based Tourism (CBT); 2) To identify the problems and constraints of Creative Tourism in Thailand; and 3) To develop a service design for Creative Tourism using a case study of Ban Pangha's CBT. This chapter presents the study's conclusion arecommendations according to these research objectives.

6.1 Conclusion

6.1.1 Objective 1: To examine the insight of Thai tourists toward Creative Tourism focusing on Community-Based Tourism (CBT)

The insight of Thai tourists regarding Community-Based Tourism (CBT) and Creative Tourism is considered to be important, as it results in value creation toward the goal of the tourist that is related to "authenticity" and service value. The design and development of appropriate strategies that focus on service design would deliver authenticity, a good experience, delight and sustainability, comprising as followed :

1. Elements of CBT and Creative Tourism; such as, 1) the way of life, 2) identity, 3) uniqueness, 4) safety with standards and quality, 5) the environment and natural scenery, 6) good management and excellent service (hospitality), 7) various activities and products, including cuisine (Thainess), 8) good management in the customer's journey, 9) storytelling, and 10) warm greeting. Additionally, it would also need to be good elements toward the value of CBT and life.

2. Tourists' CBT and Creative Tourism knowledge and awareness based on the difference of generations, which would have different pain and gain needs, including the tourist's lifestyle and persona of the tourists that would need to adapt to the hosts' persona of happiness, smiling,

consciousness and complacency. Moreover, the objective or target for travelling would be in-depth; such as, traveling to find one's self, meditation, mindfulness, or to have a special experience that might change one's original lifestyle, perspective, beliefs, or to learn about the original culture. Finally, the goal of tourism would focus on the "destination value" or "benefits".

        3. Communication, including media channel and message communication.

        4. Sustainable development for CBT and Creative Tourism; such as, sufficiency in the environment or over tourism, risk management for tourism, safety and healthcare, and consciousness or responsibility.

6.1.2 Objective 2: To identify the problems and constraints of Creative Tourism in Thailand

        The results revealed that the problems and constraints of Creative Tourism in Thailand focused on the following:

        The key elements of improvement and how to contribute to a better solution and the effectiveness of CBT through service design, as well as managing the condition of "authenticity" that would consist of:

        1. Professional management

        2. People development

        3. Service management

        4. Communications management

6.1.3 Objective 3: To develop a service design for Creative Tourism in a case study of Ban Pangha's CBT

The results revealed that service design for Creative Tourism in a case study of Ban Pangha's CBT focused on the following: PPMM model which the principle is Community Development to Sustainability.

        1. People management for Creative Tourism that emphasizes the correctness of the service, knowledge and good service way, inspiration and cooperation. Thus, the core value would be the local people.

2. Product management for Creative Tourism where the value creation of the tourism products would include a new signature service and product career development. Thus, the core value would be the tourism products and benefits.

3. Management for Creative Tourism that would focus on professional management, high value, and good standard and quality-based management. Thus, the core value would be value for Creative Tourism management and sustainable Creative Tourism.

4. Marketing for Creative Tourism that would emphasize a professional marketing way and high value traveler's creation and traveler's delight. Thus, the core value would be value is delivered to the travelers.

6.2 Recommendations From the Research

This research has recommendations consisting of two parts: Recommendations for application (6.2.1) and Recommendations for future research (6.2.2).

6.2.1 Recommendations for application

The researcher offers the following 10 guidelines for the tourism development and adjustment of post-COVID-19 that would have a role in creating quality tourism. These guidelines are:

1. Creating happiness, that is intangible and must design a service touchpoint. This would create tangibility, e.g., for reservation staff, administrative personnel, service providers, security guards, housekeepers, etc. who must create happiness for customers, as well as within their own organization (the executive and the management team must provide the importance of happiness for the staff first then gradually build happiness for

the customers. This would be considered as a part of creating the Happiness Strategy) – delivering happiness must be designed in one's own style. Happiness must be created as a positive emotion that would be added into every service strategy. However, it would not be a goal or KPI that is measurable. Real happiness must come from the "heart" of the service provider plus creativity that would design the format as a method or an activity and delivering to tourists. Examples of creating happiness : begin from an information search or data of the reason "Why are customers or staff not happy?", "What does being a little happy come from?", or "Do they need anything other than service?" When it is within organization happiness, this could be planned together with the Human Resources Department, or HR might organize common activities within the organization or community. If it is in the perspective of the customers or tourists, this might be shared with the Service Department, Reservations Department, Public Relations Department, or the After-sales Service Department to design happiness for tourists.

　　　　2. Hygiene (tangible) , the tourism community must have measures for hygiene which conform with the government's and private sector's measures that have been agreed upon, and been issued as an action plan or tangible tool appropriate for the location, environment, and own context. Furthermore, how these would be clearly communicated to ensure customers safety and hygiene in "every touchpoint and every activity" to create confidence, e.g., understanding the measures, or requesting customers cooperation before travelling via various media. Moreover, the designing of safety and hygiene measures during and after travelling, e.g., before embarking a boat, while cruising, and after disembarking. Tourists must be cooperation and know about safety and hygiene.

3. Empathy, provides more privacy that is personalization (personal hygiene, personal activities, personal service, and the collection of personal information). It is very important to keep with the data of tourists to provide good experiences and increased happiness. Thus, empathy may include the empathy of the staff of the organization, as well as the empathy and care of the surrounding community and stakeholders.

4. Delivering a service and design to create an impressive experience that the above mentioned items 1 - 3 are the origin of a good service design and good service which empathy can create a good experience and engagement.

5. The environment and nature that the design of tourism products or tourism activities are emphasized, tourists or customers should participate in the preservation, restoration and creating the environment to be sustainable. Additionally, design tourism activities that provide increased responsibility toward the environment, nature, society, and community through Responsible Tourism, e.g., design tourism activities that originate from a circular economy.

6. Relationship and society that would establish cooperation by having relationship - enhancing activities with the community, local people, temples, schools, municipalities, subdistrict administrative organizations, alliances, the surrounding localities, government, and the private sector, including the suppliers, so to jointly take care of the area, locality, and community to support one another. This may result in establishing a worthwhile project or co-creation project/collaboration in accordance with the capability of each locality.

7. Continuity of the original traditions that are uniquely Thai in each area, e.g., local culture to be permanent, stable, and sustainable.

        8. Charm that is different from identity, which Item 7 should define the form of understanding and find the position. It would be the origin of the value and create charm, especially that is unique to each tourism product or activity, or service process (Item 4). This would result in services that would have charm within that area or tourist destination, and would be an important starting point of creating the brand.

        9. Communication design that the tourism business, tourist destination, and community must provide importance to internal and external communications. Therefore, the use of numerous tools that are appropriate for the target groups could be integrated online and offline, or established O2O or an Omni Channel to reach more target groups. It is possible that Item 3 may have to be used, personalization, so to clearly design the appropriate channels with the demand of each target group. As such, this would include designing an appropriate payment method for the target group's behaviour as well. In addition to this, communication would include creating content that is also appropriate, interesting, appealing, and fascinating.

        10. Risk Plan, that every tourist destination must give much importance to risk that could arise from nature, illness, disease, or numerous resources, e.g., personnel, investment, buildings, or various equipment. As such, there should be a clear backup emergency plan, and enact it immediately when an incident occurs. Additionally, assign the person/people or working group responsible for various issues that arise : who would focus on concrete planning, which is not abstract. Another important issue is that, there must be effective communication to create the acceptance of the risk by all the internal personnel to be always prepared. Furthermore, this must include the value analysis, necessity, or risk of the additional investment plan

that would need to use the cash flow of the community or business: Would this be a necessity or not? If a risk occurs, how would we manage cash? Would there be sufficient cash or not (cash flow management)?

Furthermore, there are three conditions that can be conducted simultaneously in three dimensions with these 10 guidelines.

1. Parallelism, that includes the dimension of the customers, staff in the organization, and surrounding society, partners, or stakeholders/alliances to be effective.

2. Leader, who has a very important role with the policy, so to participate in developing various issues to be implemented. The leader must be the anchor in driving the organization, pay attention to various issues, and be open-minded.

3. All of this must be under the words "support, considerate, and hope" in the style of being "Thai" that is our pride and is world-class hospitality.
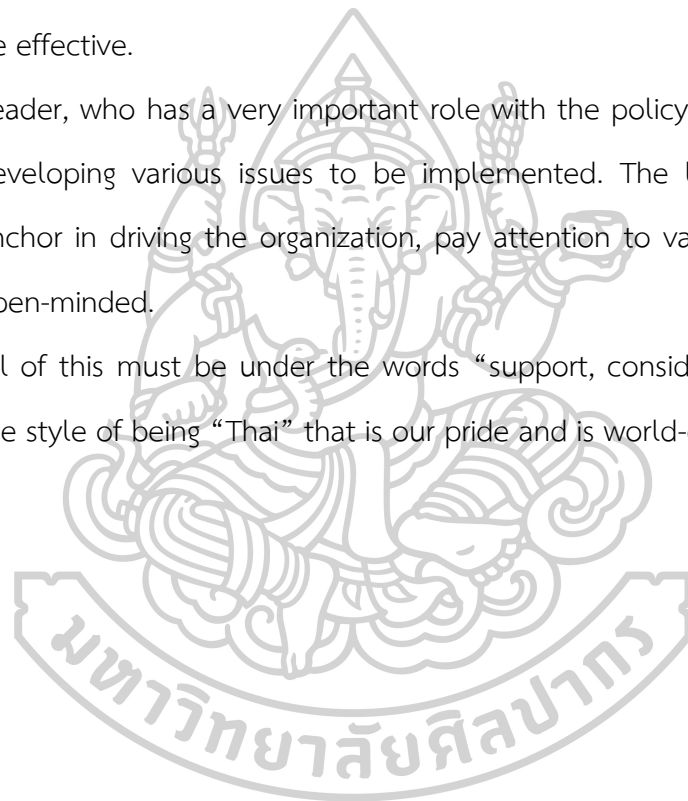
The Sufficiency economy philosophy for the service design for the Ban Pangha's Creative Tourism model is as follows.
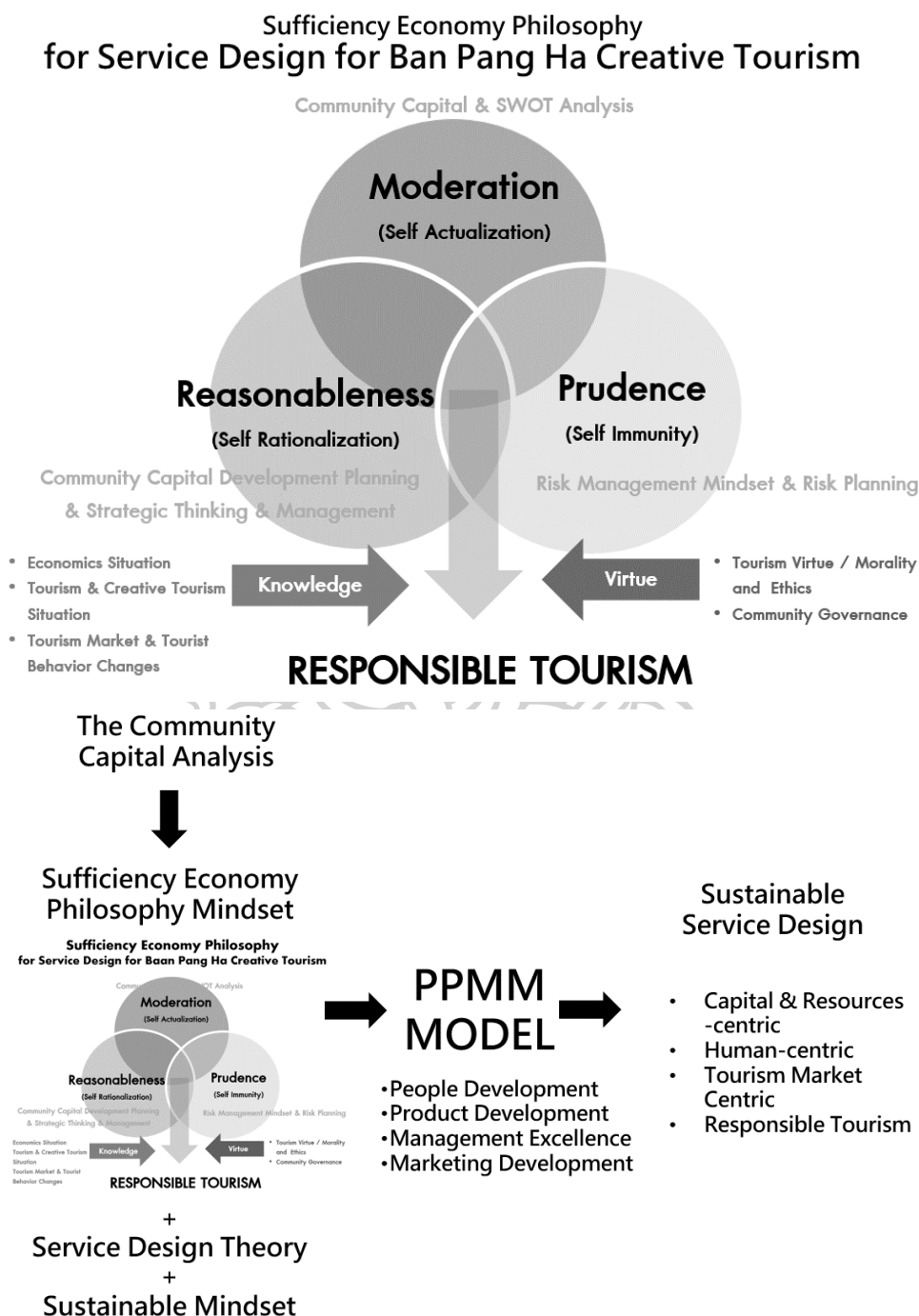

Figure 24 Sufficiency economy philosophy for the service design for Ban Pang Ha's Creative Tourism
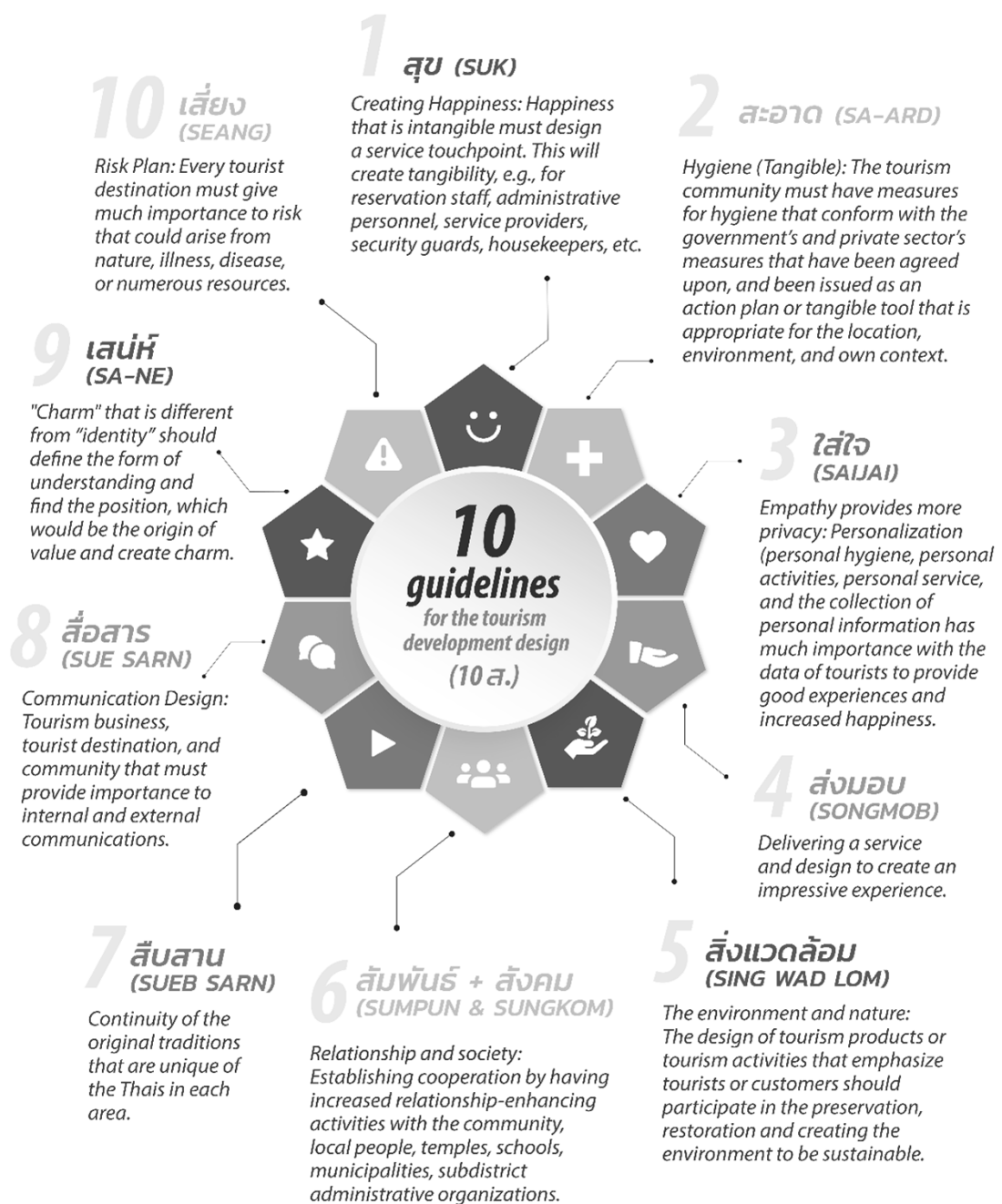
(Source: Author)

Figure 25 10 guidelines for the tourism development design
(Source: Author)

6.2.2 Recommendations for future research

1) Research could be conducted to find the community's capital and an in-depth analysis of the identity; such as, the history of Saa paper products of

Ban Pangha, or the history of jade making in the area toward the design of service processes in more profound activities or new products due to increased knowledge integration.

2) Research could be undertaken to find the identities with existing products in the community, which have the corresponding benefits, or conduct research on the in-depth benefits of the products; such as, good health with silk products, charcoal products, or the adjustment of community recipes by more signature ingredients of the community, etc.

3) Investigate the service design processes for CBT management in other contexts or a study of other CBT sites with different contexts in each region. This could analyze the community's identity and the application of tourism development approaches; such as, the models emerging from this research in other contexts. This could guide the development of tourism of the community as an overview, and the basic information prepared could create a process or approach for analysing or developing a new model. This could be used as an example for another community; such as, a Muslim community, community-based attraction with a focus on gastronomy. healthfulness, etc.; each of which would have a different community context and different management service process according to the prominence of the community's capital.

4) Adapt the PPMM model to develop CBT and Creative Tourism in a macro format. The researcher could conduct a survey of CBT management using the PPMM model. The results from the study sample of 143 participants from the tourism community development project, OTOP Nawatwithi (organized by the Community Development Department, Ministry of Interior, 2020) found some interesting development issues; such as, the management that was found to have the least development or implementation was related to various risk

management plans, which came from both internal and external factors (65.88%); the most developed personnel skills were English language (49.19%); tourism products development and further development in the allocation of personnel in each activity base that was linked to creating sustainability for the tourist attraction utilized the new generation or allocated more personnel (67.37%), including the creation of new tourism products (67.88%) and market development, especially CRM or following-up of tourists after traveling, including analysing the value of the advertising media, which had a total of 60.90% and 61.52% respectively.
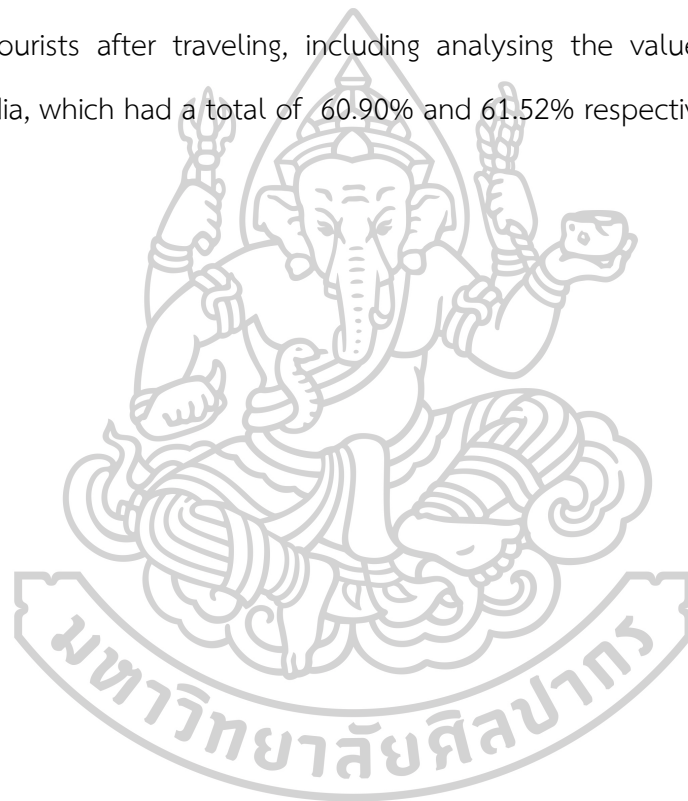
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Appendix

Appendix A: Research Evidence and Photographs

1. Fieldwork

2. Insight Analysis

3. Co-creation Workshop

1. <u>**Fieldwork**</u> **:** Ban Pangha,Ko Chang, Mae Sai District, ChiangRaiprovince.

1.1 "Ban PanghaCommunity-Based Tourism"

1.2 Tourism Products Creation forCreative Tourism learning Project (2018) . by Tourism Authority of Thailand(TAT) / Professional Trainer : Narathip Amtiengtrong

Topic : Creative Tourism / Community Capital for Community-Based Tourism Development / BMC^2 for Community-Based Tourism

2. Insight Analysis

Tourist's Insight and Touch points (Focus Group Activity)

On 30 April 2018 @ Ko Kreate Co-working Space, Bangkok

Participants : 7 Tourists who have travel experience in Community-Based Tourism more than 3 times per year.

Objectives as follows:

1. To investigate the elements that effect tourists needs and satisfaction toward Community-Based Tourism.
2. To find out a tourists' journey and emotion when they had the experience.
3. To explore problems in Community-Based Tourism that tourists had the experience.

Empathy Map Workshop

On 14September 2018 @ Tourism Authority of Thailand (TAT), Bangkok

Participants :Gen B, X / Y Workers / Officers Who had the local Experiences.

3.   Co-creation Workshop and PPMM Model Training and Model Testing

20 Participants; Local leader, local people, Local philosopher, Local guide, local SMEs, Tourists and government representatives

Appendix B: Survey

The Survey Form for Community-based Tourism Management through PPMM Model

Sample of the Study : 143 CBT's Leaders distributed for all Thailand regions

Evaluation Form : PPMM Survey		
How important for each elements that affect to Creative Tourism or CBT management ?		
Score 1 – 5		
5 = Always / 4 = Often / 3 = Sometimes / 2 = Rarely / 1 = Seldom or Never		
Management	average	percentage
1.Empowerment and duty Allocation	3.73	74.67
2. Internal Communication	3.50	69.93
3. Partnership	3.49	69.74
4. Leadership	3.62	72.32
5. Resource Allocation	3.51	70.29
6. Risk Planning	3.29	65.88
7. Sustainability	3.57	71.30
8. Complaint Management and Handling	3.47	69.41
9. Cost control, Financial Planning and Accounting	3.50	70.00
10. Management Evaluation	3.46	69.23
People		
11. Service Mindset	3.57	71.39
12. Sustainable Mindset	3.68	73.62
14. Leadership and Trainer Building	3.60	71.94
1 5 . Human Resource Development e.g., training, study trip or field trip	3.59	71.88
16. Human Resource ability e.g., story telling	3.50	70.00
17. English communication	2.46	49.19

18. Teamwork Management	3.75	74.93
19. Career Development	3.59	71.70
20. New generation building or heir development	3.24	64.75
21. Information Technology Skills	3.24	64.74
22. KM and Best Practice Sharing	3.45	69.05
Product		
23. Seeking the Identity and Community Capital	3.86	77.14
24. Tourism Product Quality Development	3.82	76.39
25. Using Database	3.68	73.59
26. Investment for Tourism Product Development	3.62	72.48
27. Tourism Product Differentiation	3.55	71.06
28. Pricing Strategy	3.64	72.88
29. People Allocation for each learning station	3.37	67.37
30. New Tourism Product Development and Creation	3.39	67.88
Marketing		
31. Target Market Analysis	3.41	68.15
32. Media Communication Analysis	3.49	69.77
33. Brand Communication	3.59	71.73
34. Traveler Data Gathering	3.35	67.02
35. Follow-up the Traveler	3.05	60.90
36. Return on Marketing Investment Analysis	3.08	61.52
37. Service Design for each Segment	3.36	67.27
38. Benchmarking	3.31	66.17
39. Digital Marketing and Communication	3.24	64.81
40. Traveler Relationship Building	3.89	77.74

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AWARD RECEIVED   -