

CHAPTER 5

CONCLUSIONS AND RECOMMENDATIONS

This study of the potential for NBT development in Amphur Muang, Changwat Suratthani and Amphur Khanom, Changwat Nakhon Srithammarat is the study to conclude with an analysis of the feasibility of NBT development approaches as proposed model, and discuss in detail the probable future of the new tourism products if it is significantly encouraged to promote within the local tourism industry. The major objectives of the study are to investigate the fundamental issues of threefold: firstly, to study the potential for development of NBT business in Muang, Suratthani and Khanom, Nakhon Srithammarat, secondly, to study the potential demand and supply for NBT in Suratthani and Nakhon Srithammarat, and finally, to propose the approaches for NBT development that could create complementary advantages and sustainability of development to community.

Theoretically, the potential for NBT development was conducted using qualitative research techniques. The research is comprised of review study of the documents concerned such as the tourism development plans and strategies of the Provincial Administrative Organization (PAO), and general existing circumstances of tourism development in Suratthani and Nakhon Srithammarat. Additionally, the primary data was collected by the structured interviews of a mix of both open and closed questions as the research tool. Content was considered in relation to the study objectives and the conceptual framework. Results of the analysis were explained in descriptive presentation.

Regarding with the major objectives and research questions, the conclusions and related findings of the study were as follows:

5.1 Conclusions

5.2 Discussions of significant findings

- 5.3 Effective paradigm for expeditious NBT development
- 5.4 Practical recommendations
- 5.5 Suggestions for further research

5.1 Conclusions

In reference to the comprehensive results of the study in the previous chapter, this was to examine the perspectives from the tourism industry on the key informants' views towards NBT development. Data analysis was computed by using SPSS 11.0. Information was sorted into headed categories.

- 5.1.1 Local tourism planning and development policies (strategies)
- 5.1.2 Destination portfolio of the clusters
- 5.1.3 The SWOT analysis of possibility and potentiality
- 5.1.4 Primary data evaluation

The following interpretations and conclusions were drawn from the data analysis as follows:

5.1.1 Local tourism planning and development policies (strategies)

Generalizing from policies and plans, it would seem plausible that the tourism is becoming a crucial strategy for sustainable growth of the region and it is also one of the most energetic socio-economic sectors that have high potential for becoming a major industry in this region. The region is facing with the challenge of harmonizing the tourism industry and careful management of tourism.

The results of the study explain that the tourism

development strategy is based on the regional approach of establishing tourism zones. Each of them focuses on the cluster of different types of attractions and a unique tourism theme appropriate to each zone. However, this area has encountered some differences in the development of collaborative policy of sustainable tourism promotion between Suratthani and Nakhon Srithammarat. Some tourism plans are not available for the operation and some tourism products are needed to develop for promotion. To strengthen the tourism spaces and places are requested to reach the healthier tourism.

5.1.2 Destination portfolio of the clusters

Geographically, the main tourist attractions and its nearby destinations as described in Table 2.4 include the connecting area with Suratthani and Nakhon Srithammarat. The location and physical aspects jointly share the linked NBT resources with impressive characteristics such as botanical national park, magnificent waterfall, ecological system, tropical beaches, offshore islands as well as historical and cultural attraction. Besides having scenic areas, the region is subtly different from the other parts of Thailand for its unique traditions and cultures influenced by multiple socio-religious groups.

1.) Suratthani portfolio

Suratthani is the southern Thailand's largest province, covers some 12,800 square kilometers, and has an extensive coastline lapped by Thai Gulf waters. The provincial capital is 685 kilometers south of Bangkok. Suratthani boasts some of Thailand's loveliest islands namely Koh Samui and Ang Thong Marine National Park. Suratthani once formed part, and may have been the centre of the Mahayana Buddhist,

Srivijaya Empire which dominated the Malay Peninsula and much of Java some 1,500 years ago. Archaeological discoveries at Chaiya indicate the former empire's splendor. The highlight of its culture and festivals goes to Rambutan Fair, as known Ngao Rong Rien Festival and Chakpra Thot Phapa Festival.

2.) Nakhon Srithammarat portfolio

Nakhon Srithammarat, the second largest province of the South and the land of predominant Buddhism during the Srivijaya Period, is 780 kilometers from Bangkok. It occupies an area of 9,942 square kilometers consisting of high plateau and mountains in the west then sloping down towards the east. In addition to its great history, Nakhon Srithammarat boasts pristine verdant jungles abundant with luxuriant vegetation and is also noted for picturesque beaches and beautiful waterfalls. Nakhon Srithammarat shares ethnic culture consisting of Chakpra Thot Phapa Festival, Festival of the Tenth Lunar and Hae Pa Khuen That Festival.

5.1.3 The SWOT analysis of possibility and potentiality

The situation facing the NBT development in Suratthani and Nakhon Srithammarat can be evaluated by a detailed consideration of strengths and weaknesses of its operations and form the environmental influences for opportunities and threats. The conclusion of SWOT analyses are reviewed the possibility and potentiality for NBT development as a single destination as follows:

1.)Strengths

- Joint and multi-destination resources
- Promotion of NBT circuits
- Rich in historical, cultural and natural features
- Gateway to other southern provinces (Green between Seas)

- Resting area to Gulf of Thailand and Andaman clusters

2.) Weaknesses

- Insufficient communication in collaboration
- Poor marketing to support the alternative tourism on land
- Declination in some destinations
- Conflict of unlimited tourism development and action plan
- Poor standard of basic infrastructures and services
- Poor community participation
- Shortage of human resources

3.) Opportunities

- Collaboration on NBT development
- High growth rate of tourism industry development
- Strong governmental promotion-Southern Seaboard Development Program
- Tourism marketing trends in NBT

4.) Threats

- Unclear policy to support the multi-destination tourism
- Lack of collaborative policy of two clusters
- Lack of integrated tourism cooperation among the stakeholders
- Crisis of tourism brand image
- Competitiveness of other regional NBT destination

5.1.4 Primary data evaluation

The opinions of the key informants were investigated to examine and assess the potential and readiness in tourism development of Suratthani and Nakhon Srithammarat and the

effective processes that could facilitate the new tourism product development and tourism destination marketing in the regions. The survey of primary data disclosed the evaluation of structure of information sources, tourism current circumstances, tourism industry development and management, tourism product development and tourism destination marketing. Respectively, the comprehensive results of data analysis were explained in descriptive presentation as follows:

5.1.4.1 Structure of information sources

General information of the respondents was investigated into three principle groups of respondent including the domestic and international tourists, entrepreneurs and tourism related officers.

1.) Domestic and international tourists

The survey showed that most domestic tourists of the 200 samples were male tourists in total representing 53.1%, and female tourists representing 46.9%. The majority of samples, who traveled to the surveyed area, was in the range of the age of 21-30 year olds and obtained a level of education lower than a Bachelor degree.

On the other findings, the majority of the international tourists was male, representing 56.8% and followed by female making up 43.2% of the 200 samples. They were found in the range of the age of 21-30 years old. Their education obtained was Bachelor degree.

Regarding to traveling experiences in Suratthani and Nakhon Srithammarat, the findings showed that the most of the domestic tourists have ever been in Muang, Suratthani, even the international tourists. The majority of domestic tourists and international tourists have been in Suratthani and Nakhon Srithammarat with friends. Most domestic tourists traveled to

these regions with their own cars but the majority of international tourists took the mass transportation. Most domestic tourists have ever stayed over night in these regions; however, most international tourists have never stayed over night in these regions. Besides, the majority of domestic tourists stayed in town as well as the international tourists. Both types of tourists impressed their arrivals very much.

2.) Entrepreneurs

The majority of the key informants from this group was male at 53.3% or and followed by female at 46.7% of the 30 samples. Most of them were in the range of the age of 36-49 years old. Their education obtained was Bachelor degree. The half of the respondents took the position of General Manager.

Regarding to business management, the majority of entrepreneurs engaged in hotel and apartment entrepreneurships. The duration of business operation was more than 6 years. Most entrepreneurs were the local residents and the type of business ownership was own proprietary. All of them were Thais entrepreneurs. Generally, the staffs' foreign language proficiency was quite high.

3.) Tourism related officers

The demographic characteristics profile of this group of respondents was explained in the following details:

1.) The representative of the Provincial Administrative Organization (PAO) who holds the position of The Care Taker Director of Planning Department with ten-year experiences.

2.) The representative of the Suratthani Chamber of Commerce who holds the position of the Head of the Chamber of Commerce with forty-year experiences.

3.) The representative of the Tourism Authority of

Thailand (TAT) who holds the position of the Director of the Office of Tourism Authority of Thailand, region 5 with twenty-one-year experiences.

4.) The representative of the Tour Operator Club who holds the position of the Head of the Tour Operator Club with fifteen-year experiences.

5.) The representative of the expert or the professional who holds the position of the Lecturer 1 of Level 5 at the International School of Tourism, Suratthani Rajabhat University with nine-year experiences.

5.1.4.2 Tourism current circumstances in Suratthani and Nakhon Srithammarat

The tourism current circumstances in Suratthani and Nakhon Srithammarat that was mentioned to the development could be classified into potential and readiness in NBT development and environmental affected to tourism growth.

1.) Potential and readiness in NBT development

The entrepreneurs' perspectives towards the potential of NBT attractions in Suratthani and Nakhon Srithammarat that could be promoted or applied to the tourism services were explained as the following details:

In Suratthani, the entrepreneurs stated to the potential areas where were Khao Sok and followed by Ratchaprapa Dam, Tapee River, Phum Rieng Beach, Khun Talay Swamp, Bang Bai Mai, Lumpoo Island, Wipawadee Waterfall, Mangrove Forest and Geyser respectively. These potential attractions could be applied tourism services and activities to promote to destinations.

In Nakhon Srithammarat, the respondents mentioned that Khao Plai Dam National Park, Southern Marine Islands National Park, Mangrove Forest, Kha Min Cave, Tong Yee Bay, Na Dan Beach and Nai Plao Beach could be applied more

tourism activities to promote the tourism industry.

Specifically, the perspectives of entrepreneurs' views on potential and readiness in Suratthani and Nakhon Srithammarat were at the fair level. However, they also mentioned to agree with the tourist's satisfaction on services that could be transformed to a part of potential and readiness of the regions.

With regard to the tourism related officer's perspectives towards NBT development and management, the respondents strongly agreed that Suratthani obtained the readiness of the tourism development. However, the respondents rather did agree with the readiness of the tourism development in Nakhon Srithammarat.

2.) Environment affected to tourism growth

With a respect to the tourist's perspectives towards environment affected to tourism growth in Suratthani, the findings of the survey showed that both domestic and international tourists purposed to the accommodation and tourism environment in Suratthani at good level. Regarding to accommodation and tourism environment in Nakhon Srithammarat, the most domestic tourists considered it at the good level when some international tourists presented it at the fair level. Surprisingly, most of international tourists absolutely have no ideas for this matter towards tourism current circumstances in Nakhon Srithammarat. As result, it could be inferred that Nakhon Srithammarat lacked the popularity even though its tourism environment positively affected to tourism growth.

With regard to the entrepreneur's perspectives towards NBT development and management, the entrepreneurs agreed with the readiness of the tourism development in the regional tourism industry. The level of readiness of tourism development was a major factor that may affect to business

operations and the growth rate of tourism in the region. The respondents strongly agreed that the increasing of investor's interest in tourism business investment had encouraged the growth rate of tourism in the region. The most popular destination and scenery was the beach. The sport and recreational tourism were activities influencing tourists to visit the area. In addition, the convenience of accessibility should be improved.

In the controversy of an entrepreneur's perspectives towards NBT development and management, the most critical factors which have discouraged the growth of tourism in the region were the lack of strong support from the government, the negative image of the region, the lack of skilled labors and the insufficient facilities in hospitality industry and economic in the region. However, the unsafe for tourist and/or belongings at tourist attraction, more competitive economic structure than supportive also fairly discourage the tourism. However, the political instability of the region and the inconvenience of traveling were not the factors that diminished the tourism industry in the regions.

Summarily, the entrepreneurs strongly agreed that the possibility for attractions could be promoted and developed as destinations.

5.1.4.3 Tourism industry development and management in Suratthani and Nakhon Srithammarat

WTO (1999) illustrated the tourism system (Figure 2.2) about an inter-related system of supply and demand factors. In order to make the facilities and services usable, the information about the tourism industry development and management is required. As an inter-related system, it is important that tourism planning aims for integrated development of all these parts of all systems, emphasizing the physical and

intuitional elements. Theoretical, the information about the tourism industry development and management could be particularly classified into fourfold: opinion on NBT development and management in this research, problems on NBT operations, marketing and promotion, and operations of tour packages.

1.) Opinion on NBT development and management

Regarding to the tourism related officers' perspectives, the respondents considerably stated that the NBT in Srithammarat and Nakhon Srithammarat has been developed and managed at the fair level. In the meanwhile, the tourists expressed their opinions on NBT development and management that there were 4 main elements which should be considered and summarized: individual factors involved with declining and less standard quality, NBT development and improvement, NBT maintained or conserved, and local authority operation.

Factors involved with declining and less standard quality: The majority of domestic tourists assumed that the local residents were the major factor of declining and lacking standard quality, when the majority of international tourists purposed that the tourists were the major factor of declining and lacking standard quality.

NBT development and improvement: The majority of domestic tourists and international tourists expected that the cleanliness of tourist destination and environment should be fundamentally improved to its NBT development.

NBT maintained or conserved: The findings showed that the beautiful beaches should be maintained or conserved to NBT development in these regions.

Local authority operation: The results of the study

indicated that the local authorities related to tourism management should promote local resident's participation in tourism activities. Moreover, the local tourism related officers should educate the philosophy of conservation of natural resources and environment to communities and tourists.

2.) Problems on NBT operations

Specifically, these two clusters had less collaboration in business promotion among the groups of entrepreneurs and governmental organizations, especially with the Provincial Administration Organization, the Sub-District Administration Organization as well as the Chamber of Commerce but the entrepreneurs had a strong collaboration with the Tourism Authority of Thailand. As the results of finding, the entrepreneurs stated that the respondents did not have any information and suggestion related to the business management and development. It seemed that the respondents highly expected to have the governmental collaboration in tourism industry. In contrast, the tourism-related officers, especially PAO, mentioned that the tourism planning was conducted the tourism industry improvement. The plan has supported the accommodation enterprise sectors implementation to gathering the benefits from tourism planning section. Importantly, the encountered problems which urgently needed consideration were human resource management and marketing development planning.

3.) Marketing and promotion

With regard to the accommodation entrepreneur's perspectives towards product and marketing development, the findings of the survey found that entrepreneurs in both Suratthani and Nakhon Srithammarat had a similar opinion on external factors. Interestingly, they also had a comparable

agreement with internal factors in Suratthani and Nakhon Srithammarat as well.

For the external factors in Suratthani, the beauty of natural attraction and the friendliness of local people were the most important factors for marketing and promoting of products, followed by the security of destination, the convenience of accessibility, the variety of activity related to NBT and alternative tourism, the historical and archeological site, the cleanness of destination, the OTOP product and souvenir shop and the art, architecture and culture respectively.

Whereas the external factors that supported marketing and promoting in Nakhon Srithammarat included the beauty of natural attraction, the friendliness of local people, the historical and archeological site, the convenience of accessibility, the security of destination, the variety of activity related to NBT and alternative tourism, the OTOP product and souvenir shop, the cleanness of destination and art and the architecture and culture respectively.

The internal factors in both Suratthani and Nakhon Srithammarat were the room rate, the food and beverage price, the security system, the architecture and environment of accommodation, the sufficient facility in the hospitality industry, the labor's foreign language proficiency and the hospitality skill and promotion.

Regarding to tourism related officers' views on marketing and promotion, the assessment of "attractive destination promotion indicators" in Suratthani and Nakhon Srithammarat were reported as follows. The highest value totaled 100% was the cleanliness of tourist destination and environment as well as the tourism uniqueness and service quality. The security system for tourists was ranked as the second aspect when the infrastructures and facilities system was ranked as the third aspect.

Observantly, the indicators disclosed the high percentage in the range of 100.0 to 70.0 which allocated the

probability to promote this area to be an attractive destination.

4.) Operation of tour packages

Summarily, the majority of accommodation entrepreneurs have not provided any services to tourism related activities. There were only 15.7% of entrepreneurs who individually operated the related tourism activities. In business collaboration, there were 8.8% of entrepreneurs who cooperated with other tourism-related businesses and only 2.2% of entrepreneur who cooperated with villagers. However, the 100% of farm stay entrepreneurs have provided the activities to tourists, even though the other accommodation entrepreneurs have not made available for the favored tourism-related programs

5.1.4.4 Tourism product development

Other elements also relate to demand factors. The demand factors are domestic and international tourist markets that use the tourist attractions, facilities and services. However, the demand factors are parts of an inter-related system. The system will function much more effectively and bring the desired benefits if it is planned in an integrated manner, with coordinated development of all the components of the system. As aforementioned, the investigation for tourism product development of this research was consisted of threefold: Influence factors on travel decision to the regions, Opinion on tourist destinations and activities and Opinion on tourism activity influencing tourists to use services in Suratthani and Nakhon Srithammarat.

1.) Influence factors on travel decision to the region

During tourism season, the distribution of tourists traveling to these regions could be explained that the numbers of tourist slightly increased from October to the peak of season in April and slowly decreased in May until July. The rest of the months were free of tourists. The tourists traveling to Suratthani and Nakhon Srithammarat were German and followed by American, British, Japanese, Chinese, Korean, Australian, Swedish, French, Russian, Canadian and Malaysian respectively.

Most domestic tourists lived in the South and more than half of international tourists were those who came from Europe and visited Suratthani and Nakhon Srithammarat for the purpose of traveling.

With regard to the tourist's perspectives towards influence factors on travel decision to the regions, the domestic tourists expressed their perspectives that the beauty of nature, the popularity of tourist destination, the convenience of accessibility, the convenience of accommodation, the uniqueness characteristics, the friendliness of local people, the quality and standard of service, the enough of infrastructures and facilities, the security of tourist destination, the security and standard of mass transportation and the diversity of tourism activities played important roles to influence them to visit areas at high level respectively. Additionally, the uniqueness characteristics, the diversity of tourism activities, the beauty of nature, the security and standard of mass transportation system, the enough of infrastructures and facilities, the convenience of accommodation, the popularity of tourist destination, the friendliness of local people, the quality and standard of service, the convenience of accessibility and the security of tourist destination highly influenced international tourists to visit the regions respectively.

2.) Opinion on tourist destinations and activities

Interestingly, the tourism related officer strongly agreed that the possibility of promoting and developing destinations in Suratthani and Nakhon Srithammarat could reach the outstanding level and the potential of natural uniqueness development and promotion as well. The respondents, however, fairly agreed with the current management of NBT, and the historical and cultural tourism, the tourism information technology system, the chances of tourism related occupation development to community members, the tourism skills and knowledge of tourism related officers and host community, the tourism information center, the numbers of guide and trainer and tourism related officers, the community participation towards tourism training, the occupation development and the monitoring destination. Observantly, the respondents disagreed that the community participation in establishing the recommendations of tourism information as well as the tourism planning could help support the tourism product development.

5.1.4.5 Marketing and promotion

The findings of the survey found that the tourism related officers and the entrepreneurs considerably strongly recommended that the factors used as a system for promoting tourism in Suratthani and Nakhon Srithammarat including the beauty of nature, the friendliness of local residents, the fertility of ecological system, the long trace of history, the works of art, the local ways of life and the cultural prosperity.

In addition, the domestic and international tourists agreed with the factors used to maintain the tourist's interest in Suratthani and Nakhon Srithammarat, namely the friendliness of local residents, the cleanliness of environment, the reasonable

service charge pricing compared with quality and quantity, the sufficient of standard infrastructures and facilities, the neatness of building and zoning and other factors - e.g. security and transportation.

To formulate the sustainable tourism industry in Suratthani and Nakhon Srithammarat, the tourism related officers considered the reasonable service pricing compared with quality and quantity manifested itself as the most important aspect, followed by the friendliness of local residents and the qualification of providers, the cleanness of environment and the sufficient of standard infrastructures and facilities respectively to impress tourists and to evoke them traveling to this area.

5.2 Discussions of significant findings

Although the finding for implementation of NBT development in Muang, Suratthani and Khanom, Nakhon Srithammarat has already been considered to be beneficial for the marketing of healthier tourism destination, the results may still affect to the NBT development. Therefore, it is necessary to analyze the outcomes to answer the research questions that would be a part of consideration to assess the advantage of NBT development.

5.2.1 The potential for NBT development emerging in constructing and reconstructing tourism places and spaces for the region: Muang, Suratthani and Khanom, Nakhon Srithammarat

Regarding to data analysis of potential of NBT development, the perspective of potential tourism-related aspects for the two regions can be seen as involvement of destination and activity, facility and service, accommodation, transportation, and infrastructure.

1.) Destination and activity

Attractions and activities must be available to induce tourists to visit the area. Many types of features can be developed as tourist attraction. The potential of destination in the dimension of NBT development can be categorized as follows:

Table 5.1 Destination in the dimension of NBT

Suratthani	Nakhon Srithammarat
<ul style="list-style-type: none"> - Bang Bai Mai - Phum Rieng Beach - Khao Sok - Ratchaprapa Dam - Tapee River - Lumpoo Island - Khun Talay Swamp - Wipawadee Waterfall - Mangrove Forest - Geyser 	<ul style="list-style-type: none"> - Kha Min Cave - Khao Plai Dam National Park - Southern Marine Islands National Park - Tong Yee Bay - Na Dan Beach - Mangrove Forest

The potential activities which mainly support the tourism industry in these two places are as follows:

Table 5.2 Activity in the dimension of NBT

Suratthani	Nakhon Srithammarat
<ul style="list-style-type: none"> - Tiew Klong Roi Bang (traveling along Tapee River to experience the nature and the local resident's way of life) - Farm Stay 	<ul style="list-style-type: none"> - Coral Browsing - Snorkeling

2.) Facility and service

The potentiality of facility and service in Suratthani and Nakhon Srithammarat is between fair level and good level. This indicates that the clusters have quite high potential for its tourism industry. As Chaisawat (2004) mentioned to tourist facility and service are necessary to make travel arrangements for tourists and provide guide services. Other tourist facilities and services include restaurants and other types of dining and catering establishments, postal facilities and services, medical facilities and services, banking and money exchange, retail shops, souvenir shops, personal services such as hair dressing and other types.

3.) Accommodation

For tourists' perspectives towards accommodation, the respondents satisfy for the convenience of the accommodation. However, the respondents' satisfaction on room rate is between fair level and good level. The accommodation entrepreneurs are likely to reconsider the room rate pricing; otherwise, the accommodation should contain more effective and qualitative services to maintain tourists' demand.

4.) Transportation

Chaisawat (2004) explained that transportation includes both facilities and services such as aircraft, train and bus capacities, route and schedules, and efficiency of services provided. Regarding to transportation in the clusters, the tourists expressed that the satisfaction on it between fair level and good level. This could be inferred that tourists quite satisfy on this aspect, and if it is able to be improved more, the tourism industry is expected to meet higher capacity.

5.) Infrastructure

As Chaisawat (2004) stated that infrastructures are required to serve in tourism. The tourist infrastructures include hygienic water supply, adequate electric power, proper waste management (sewage and solid waste collection, treatment and disposal) and adequate telecommunications. The infrastructures in both clusters are quite high potential for domestic tourists' perspectives; however, the international tourists considered that the infrastructures were in fair level. Hence, it reflects that the infrastructures may need to meet the international standardization.

6.) Local resident

Regarding to the finding, the domestic tourists purposed that the local residents were the factors of tourism declination. However, the international tourists considered it in the controversy way. The result showed the potential of local residents at good level. It could be possible that these clusters maintain and provide the non-mass tourism. The tourists who traveled this area were educated visitors. The both sides of people (tourists and local residents) may attribute the good attitudes to each others.

As Chaisawat (2004) stated that attractions and activities which can be natural such as nature destinations, beach/marine areas, archeological sites and historic places, cultural features, man-made features and festivals can be developed as tourist attractions. The entrepreneurs' perspectives towards potential of destinations and activities shown in Table 5.1 and Table 5.2 can be explained that there are many natural places, activities and festivals which can be promoted to achieve the success of local tourism.

The tourism-related government organizations, however, have not conscientiously promoted the values of tourism industry in this area. Middleton (1998) argued the destinations as an important common feature could be marketed and planned as an identified place and most have established systems and procedures for local government purposes. It is also important to construct and reconstruct these certain common characteristics in order to facilitate their design and development as Gunn's suggestion (1988).

Generally, tourism resources can be identified as destination, activity and culture which reflect the uniqueness of local civilization and attract tourist to experience them. Observantly, Howie (2003) illustrated the relationship between resources, development and attractions in Figure 2.3, and mentioned the realization that 'resources' are not 'attractions'. Hence, if these resources are inaccessible due to lack of adequate transport, an absence of hotels or other accommodation and a perceived lack of security, then some form of appropriate NBT development will be required the construction and reconstruction of tourism places and spaces namely Suratthani and Nakhon Srithammarat.

5.2.2 The possibility of adding NBT activities to the tourist attractions

In general, tourism resources can be defined as destination, activity and culture which reflect the uniqueness of local civilization and attract visitors to experience them. Tourism resources can be categorized in many characters. Isichaikul (2003) identified four types of tourism resources characters: 1.) Natural tourism resource, 2.) Ancient remains, historical and regional tourism resource, 3.) Cultural and traditional tourism resource and 4.) Man-made tourism resource.

In regard with the entrepreneurs' perspectives, NBT products and activities should be improved for regional tourism

development. They can be identified as follows:

Table 5.3 Tourism resources in Suratthani and Nakhon Srithammarat

Provinces	Nature	History & Religious	Man-made
Suratthani	<ul style="list-style-type: none"> - Bang Bai Mai - Phum Rieng Beach - Khao Sok - Ratchaprapa Dam - Tapee River - Lumpoo Island - Khun Talay Swamp - Wipawadee Waterfall - Mangrove Forest 	<ul style="list-style-type: none"> - Wat Suan Mokkhararam - Chaiya Buddha Relics Pagoda 	<ul style="list-style-type: none"> - Farm Stay - Plantation
Nakhon Srithammarat	<ul style="list-style-type: none"> - Kha Min Cave - Khao Plai Dam National Park - Southern Marine Islands National Park - Tong Yee Bay - Na Dan Beach - Mangrove Forest 	N/A	<ul style="list-style-type: none"> - Coral Browsing - Snorkeling

In Table 5.3, the appropriate types of NBT products and activities in the regions should be ecotourism, agro-tourism and coastal tourism. In order for this to occur, challenges that

have been discussed will need to be met and chances take place.

Regarding to tourism product development, the improvement of the tourism industry is firstly proclaimed as strategic management because this area holds the high potential and variety of physical phenomena for tourism planning in the regions. The marketing is mainly considered importance to the promotion of tourism resources including the possibility of adding the NBT activities to the core tourist attractions. Within a destination, the sum total of what is relevant to the tourist has been described as the total tourism product (Middelton, 1994), referring to the combination of 'resources' or the initial attraction and the destination has for tourists and 'activities', provided to make possible or enhance the tourists. Swarbrooke (1995) quoted in Howie (2003) defines the categories of attractions: features in natural environment, man-made buildings and special events.

Moreover, Weaver (2001b) discussed the criteria that underpin ecotourism and having investigated its relationship with other types of tourism. The specific kinds of activity that constitute ecotourism can now be outlined. These activities are listed in Figure 2.5, while not necessarily including on qualifying activities, allow comparison with other specific nature-based activities, including those that overlap with ecotourism.

It must also be considered that, in certain location, it will be inappropriate to develop tourism. There may be no possibility for it to exist satisfactorily alongside existing social, cultural or economic activities; or there are simply not the resources for successful tourism development. Development and management will be essential to permit the original function to continue undisturbed - that is part of the attraction - but also to increase the understanding and enjoyment of the visitors. As the findings of this research, most of entrepreneurs did not operate any tourism activities. The entrepreneurs play a weak role in business collaboration as well as the local authority did not

promote and support the tourism industry to create and operate the activities in the attractions. Positively, the area is quite new and fresh to conduct the possibility of adding NBT activities to the tourist attractions.

5.2.3 The potential for increasing the higher number of tourists' demand and enhancing the nature-based tourist destination in Suratthani and Nakhon Srithammarat

Despite Suratthani and Nakhon Srithammarat obtained the readiness of the tourism development, the domestic tourists assumed that the local residents were the major factor of declining and lacking of standard quality, when the international tourists purposed that the tourists were the major factor of declining and lacking of standard quality. A number of factors have led to the measured growth of this sector.

However, Weaver (2001b) stated that a global interest in environmental matters has made more and more people want to experience our unique outdoor wonders. A desire for a healthier lifestyle has prompted many tourists to forsake traditional sun, sand and sea holidays for more active alternatives. Better-educated travelers are more interested in meaningful vacation activities. Most tourists traveling Suratthani and Nakhon Srithammarat, however, were those who obtained higher education in Bachelor's degree. More sophisticated travelers expect their vacation experiences to meet higher-order personal need. Further, as society becomes more alienating, people are beginning to prefer personalized and small group holidays rather than anonymous and mass tourism experiences.

With regard to the tourist's perspectives towards influence factors on travel decision to the regions, the tourists expressed that the beauty of nature, the popularity of tourist destination, the convenience of accessibility, the convenience of accommodation, the uniqueness characteristics, the friendliness

of local people, the quality and standard of service, the enough of infrastructures and facilities, the security of tourist destination, the security and standard of mass transportation and the diversity of tourism activities played important roles to influence them to visit areas. Thus, these factors are the tourism features that this market is evolving rapidly. Today, it is much more of a main stream activity and, such as, appeals to a near-allothetic or midcentric audience. As McKcher (1998) recommendation, this expansion of the market has resulted in the emergence of a large group of new nature-based tourists who are seeking more mainstream, recreational experiences rather than purely educational or adventure holidays.

Regarding to NBT development towards sustainable tourism development, the main source of tourism industry is tourism resources that should be kept for sustainable tourism development. Theoretically, the concept of sustainable development took place in Earth Summit in 1980. In Agenda 21, it proclaims that all types of development must be sustainable development. Tourism resources in form of activity could help to promote the attractions as well.

Much attention in the small-scale tourism businesses and destinations have been devoted to sustainable tourism, new niche products are more likely to positive environmental, economic and sociocultural impacts within a destination. Regarding to the 9th National Economic and Social Development Plan (2003-2006), the sustainable tourism development is emerged as a national agenda. As a consequence, it is able to boost up the healthier tourism management in long term development. The management is responsible for the needs of economic, social and aesthetics to community at present and in the future.

As aforementioned, NBT development in Suratthani and Nakhon Srithammarat could be categorized into an alternative option for sustainable tourism and could be

developed the new niche products to boost up opportunities for healthier tourism industry. As findings, NBT in these regions consists of ecotourism, agro-tourism and coastal tourism which offer greater uniqueness of nature, less impacts and, importantly, available for a long term using.

1.) Ecotourism

Ecotourism destination is defined as the destination where is to study, visit and impress atmosphere, environment, social, culture and local way of life based on knowledge gaining and responsible for ecological system. Generally, ecotourism is a form of tourism which helps to reserve environmental and natural resources.

Suratthani and Nakhon Srithammarat have diversity of destinations where are suitable for sustainable tourism promotion in the feature of new niche products. However, some places need more development and marketing promotion for small scale business. The study of the field survey was found as follows:

In Suratthani, the tourism places where urgently needs to meet the tourism standardization are Bang Bai Mai, Phum Rieng Beach, Mangrove Forest, Lum Poo Island, Khun Talay Swamp and Wipawadee Waterfall. The participatory approach is the main theme that should be launched to Bang Bai Mai and Phum Rieng Beach.

In Nakhon Srithammarat, the popularity of destination is the beach. Interestingly, there are destinations related to ecotourism in this area such as Kha Min Cave and Khao Plai Dam National Park. The weakness of tourism marketing advertisement, however, causes the unpopularity of the area. According to the field survey, the results indicated that the environmental impact occurred in Tong Yee Bay.

Specifically, to promote and solve the tourism problems can be achieved by partnership of various sectors of the society.

2.) Agro-tourism

Agro-tourism destination is defined as the agricultural destination for studying and participating on agriculture activities and local farmer's way of life such as farm stay. It is a form of community-based tourism in these regions, especially in Suratthani. Tourists can visit the plantation and oyster farm stay where provide tourism activities. The interesting oyster farm stays are Sin Mana Farm Stay and Oyster Farm Stay in Kanchanadit, Suratthani.

Collaboration between government sector and private sector are expected to improve these tourism places in order to achieve the smaller-scale tourism business and new niche products.

3.) Coastal tourism

Coastal tourism destination is defined as the tourism place where tourists can participate in any activities on the beach. Specifically, the southern of Thailand is the outstanding destination of coastal tourism.

In Suratthani, there are many islands where are very famous for coastal tourism such as Samui Island, Pha Ngan Island and Tao Island. For the scope of study area in this research, there is no place launched to this type of tourism in Suratthani town. Additionally, most tourists know the famous scenery being Samui Island but the destinations in Surrathani town are known only by niche group of travelers. Therefore, this research is to study the approach of NBT development to generate more effective tourism planning and attract more new group of tourists in Suratthani and Nakhon Srithammarat.

In Nakhon Srithammarat, the scope of area of this

research is in Khanom area. There are many beaches such as Southern Marine Islands National Park, Tong Yee Bay and Na Dan Beach. The available activities for this phenomenon are dolphin watching, coral browsing and snorkeling. Importantly, these activities are conforming to environmental reservation and conservation which leads to smaller-scale tourism business and new niche products.

McCarthy and Perreault (1993) focused on the types of product innovations that tend to disrupt old ways of doing things. In Suratthani and Nakhon Srithammarat, the entrepreneurs, however, are introduced many products that are basically refinements of existing products. So, a new product is one that is new niche products in any way for the company concerned. In the word of Foster (1985): “The search for, development and launching of new products is essential for long term survival in tourism. The slow rate of change in demand for tourism products disguises this necessity.” Hence, it is essential that new niche products development receives attention in these regions that want to survive as destination areas and seek tourism growth.

5.3 Effective paradigm for expeditious NBT development

This study was the pilot study based on the research of “The Nature-Based Tourism Development in Amphur Muang, Changwat Suratthani and Amphur Khanom, Changwat Nakhon Srithammarat”. Under the constraint of time limitation, the scope of this research was set to involve with the study of tourism products which were destinations, services and activities, marketing chances and the approaches for successful NBT development. The outcomes were considered to promote the strategic planning in tourism management in Suratthani and Nakhon Srithammarat.

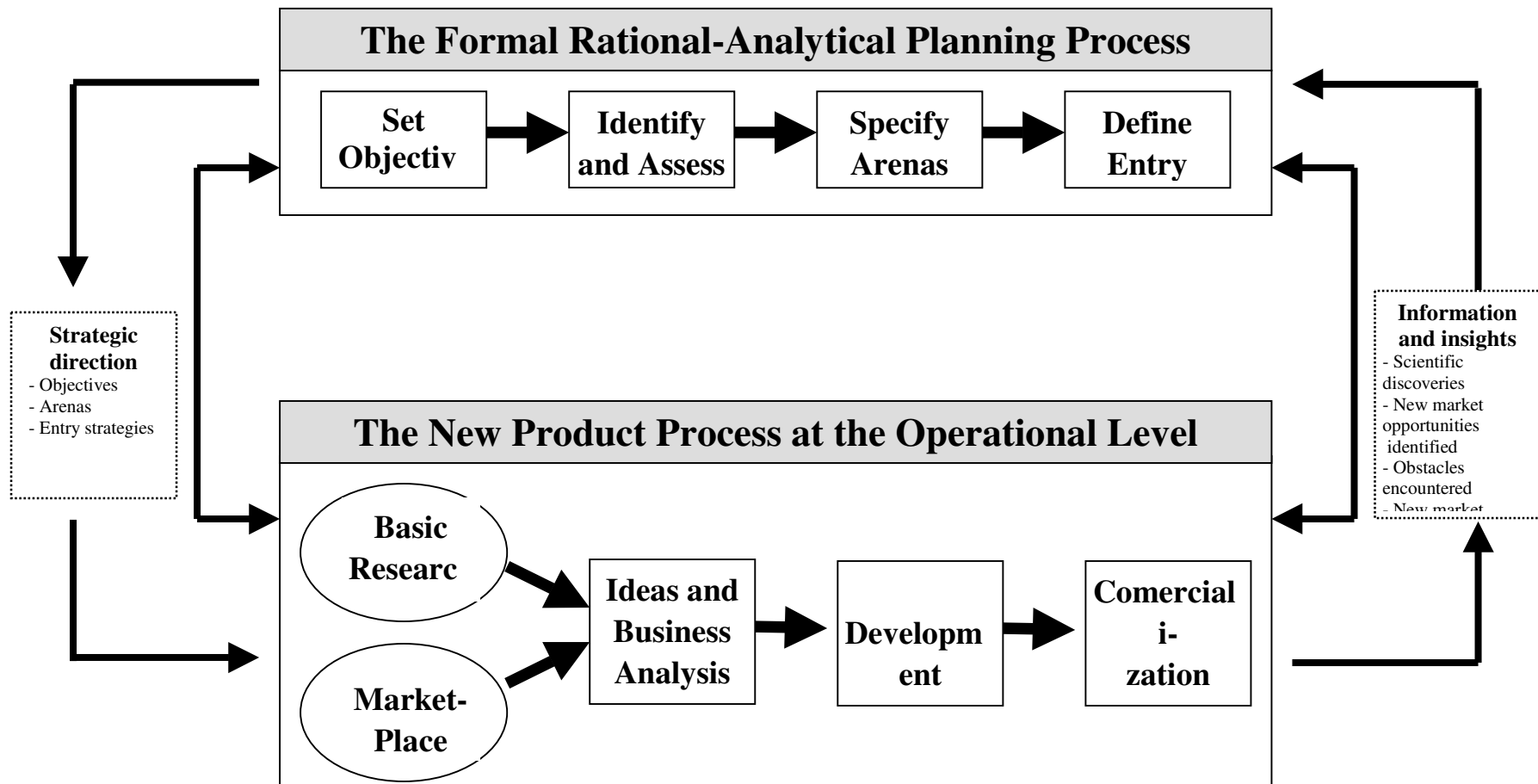
Regarding to multi-destination choice perspectives, the tourists generally purpose for traveling through seeking unique experiences and visiting diversity destinations during the trip. For this, Weaver (2001a) examined that better-educated travelers are more interested in meaningful vacation activities; more sophisticated travelers expect their vacation experiences to meet higher-order personal need.

In this study, the atmosphere of the place, which here means the area from Muang, Suratthani and Khanom, Nakhon Srithammarat; the atmosphere of collaboration and business coordination among stakeholders are two of the significant issues in developing and improving NBT development. It is important to consider the atmosphere of the regions that can be positively changed into more favorable business ventures and promotion of tourism activities. If the collaborative tourism development in regard to the tourism product development and tourism destination marketing among stakeholders in Suratthani and Nakhon Srithammarat would be successful, the beneficial concerns need to be urgently and sincerely improved.

To enhance and promote long-term regional sustainable development and multi-destination tourism under the concept of NBT development and the cohesive framework of study to such development have been divided into twofold:

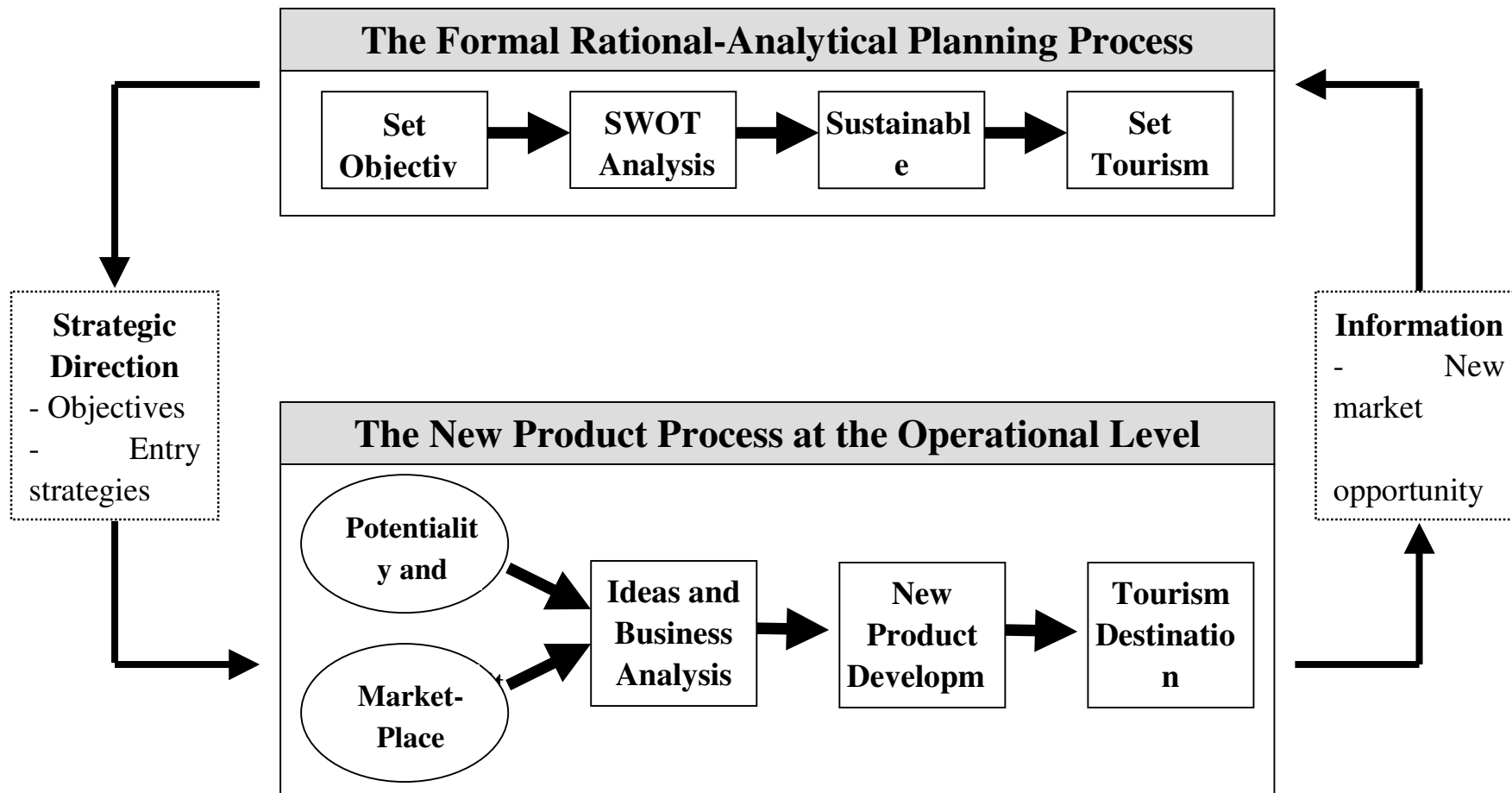
processes for developing tourism products and destination marketing as well as processes for improving and sustaining collaboration in the regions. Within the respect to the scope of study, the philosophy of proposed model for expeditious NBT development (see Figure 5.1) has been initially proposed as theoretical components of this study to establish all processes that could facilitate successful collaborative tourism development in Suratthani and Nakhon Srithammarat.

Interaction of the Formal Rational-Analytical Planning Process (top) with the Operational Facet of Product Innovation (bottom)



From Figure 2.12 by Cooper, 1993

Figure 5.1 Effective paradigm for expeditious NBT development



Adapted from Cooper, 1993 in: *The Interface of Marketing and Strategy* by Day, Weitz, Wensley, Greenwich, Conn.: JAI Press Inc., 1990

The Formal Rational-Analytical Planning Process

There are five stages of planning process in this model: setting objectives, SWOT analysis, sustainable development, setting strategies and strategic direction. All components were equally important and related to each other. An understanding the process could be explained as follows:

1. Setting objectives

This initially introductory stage sets the context for the reminder of the goal by illustrating the objectives of providing relevant information on NBT development. The scope, scale and significance of tourism make management issues highly important at every level in the system. The aim of setting objectives is to provide detailed coverage of the breadth of issues involved in the management of tourism businesses. The fundamental aim, therefore, is to consider and apply management concepts, philosophies and practices to the new tourism products.

2. SWOT analysis

The next stage in the formulation of tourism planning process is SWOT analysis. This involves consideration of the major influences affecting the ability of possibility and potentiality to fulfill its mission in term of NBT development. A SWOT analysis provides a summary of the findings of the strategic analysis and its elements that could be revisited in Table 4.1. The situation facing the NBT development in Suratthani and Nakhon Srithammarat can be evaluated by a detailed consideration of strengths and weaknesses of its operations and form the environmental influences for opportunities and threats.

Regarding to SWOT analysis, this model could

additionally recommend that the opportunities and threats summarize the external environmental factors that a tourism organization faces. The key elements of the external environment may be summarized as C-PEST factors which refer to the Competitive, Political, Economic, Socio-cultural and Technological environments. Strengths and weaknesses analysis summarizes the state of the internal resources of an organization.

2.1) Opportunities, threats and the external factors

The competitive environment of the tourism industry describes the extent of influence of tourism organizations or destinations upon one another, and that of suppliers and buyers. The competitive environment may be analyzed in two ways. First, structural analysis examines the whole industry in which a tourism organization operates for competitive pressures. Profit-maximizing tourism organizations will seek a position within an industry where competitive threats can be minimized and competitive opportunity exploited. Porter's (1980) 'five forces' aspect can be used to analyze the competitive environment. The five forces proposed by Porter are:

- the threat of new entrants
- the power of buyers
- the power of suppliers
- the threat of substitutes
- the degree of rivalry between competitors

Secondly, competitor analysis involves a more detailed look at a tourism organization's existing and potential competitors. It enables an organization to formulate a strategy in the light of an assessment of its key rivals. Porter (1980) sets out a framework for competitor analysis by deploying a response profile of competitive organizations. The profile is divided into two sections. The first section asks questions about the competitors' current and future activities. The detailed questions

that need to be addressed within the response profile include:

- product lines
- price
- quality
- differentiation
- advertising
- market segment
- marketing practices
- growth and prospects

2.2) Strengths, weaknesses and organization's resources

Analysis of nature-based resources and products or services enables a tourism organization to assess its strategic capacity - or how well it is equipped to pursue its strategy. Resources are typically classified under four headings.

1.) Physical resources, including buildings, fixtures and fittings, machinery and transport fleets.

2.) Human resources, consisting mainly of skills.

3.) Financial resources, demonstrated by an organization's liquidity and its overall debt or credit situation.

4.) Intangibles (Hall, 1992), including acquired knowledge and skills, patents and recipes, good will, brands and corporate image.

Performance monitoring analyses the way in which resources are being utilized and can include the following:

- analysis of efficiency
- financial analysis
- appraisal
- comparative analysis

Effectiveness measures how well a new product or service meets its objectives and can be measured by consumer

satisfaction surveys. In case of destination, Butler (1980) characterized the phases of destination development as exploration, involvement, development and consolidation.

3. Sustainable development

After the stage of setting objectives and doing SWOT analysis, theoretically, the concept of sustainable development should be taken place in the step of planning. In Agenda 21 at Earth Summit in 1980, it proclaims that all types of development must be sustainable development.

The two approaches to managing the tourism environment specifically described on two separate elements of tourism-environment relationship, namely, the physical environment and visitor behavior. Conversely, sustainable tourism development attempts to address collectively the needs of all the players in the tourism destination - the local community, the physical environment, the cultural environment, the tourism industry and tourists themselves - in an approach that is 'intended to reduce tensions and friction created by the complex interactions' (Bramwell and Lane, 1993). In other words, sustainable tourism development seeks to optimize the benefits of tourism to tourists (their experiences), the tourism industry (profits), and local people (their socio-economic development) while minimizing the impacts of tourism development on the environment.

Typically, the aims and objectives of sustainable tourism development are embodied in varying sets of principles. However, it is increasingly recognized that there is a lack of 'fit' between tourism as a specific developmental activity and the broader requirements of sustainable development. In particular, the diverse and fragmented character of a profit-oriented tourism production system and its inherent power relationships, plus the

meaning of tourism as a widespread form of consumption, together militate against the achievement of sustainable development. As a result, not only does the debate remain entrenched in definitional issues, in practice, sustainable policies focus principally on local, small-scale projects with broader development challenges being subordinated to environmental management issues.

The main implication, therefore, is more likely to meet local needs if the principles of sustainable tourism development which were reviewed by ETB (1991), Eber (1992), EC (1993), WTO (1993) and WTO/WTTC (1996) are implemented as follows:

- 1.) The conservation and sustainable use of natural, social and cultural resources is crucial. There fore, tourism should be planned and managed within environmental limits and with due regard for the long-term appropriate use of natural and human resources.

- 2.) Tourism planning, development and operation should be integrated into national and local sustain development strategies. In particular, consideration should be given to different types of tourism development and the way in which they link with existing land and resource uses and socio-cultural factors.

- 3.) Tourism should support a wide range of local economic activities of, taking environmental costs and benefits into account, but it should not be permitted to become an activity which dominates the economic base of an area.

- 4.) Local community should be encouraged and

expected to participate in planning, development and control of tourism with the support of government and the industry. Particular attention should be paid to involving indigenous people, women and minority groups to ensure the equitable distribution of the benefits of tourism.

5.) All organizations and individuals should respect the culture, the economy, the way of life, the environment and political structures in the destination area.

6.) All stakeholders within tourism should be educated about the need to develop more sustainable forms of tourism. This includes staff training and raising awareness, through education and marketing tourism responsibly, of sustainability issues among host communities and tourists themselves.

7.) Research should be undertaken throughout all stages of tourism development and operation to monitor impacts, to solve problems and to allow local people and others to respond to changes and to take advantage of opportunities.

8.) All agencies, organizations, businesses and individuals should cooperate and work together to avoid potential conflict and to optimize the benefits to all involved in the development and management of tourism.

4. Setting tourism strategies

Strategic planning aims to be proactive and responsive to community needs, and to incorporate implementation within a single planning process. It therefore emphasizes the process of continuous improvement as a cornerstone of organizational activity in which strategic planning is linked to management and operational decision making.

Due to the multi-sector concerning in local tourism industry (tourist, entrepreneur and tourism-related officer)

extent of the tourism delivery system, the number and type of NBT programs that are available to the tourists are quite diffuse. Tourism-related officers who may have different values than entrepreneurs may develop program strategies that are geared more towards accessibility, equity and involvement. Meanwhile, the tourism-related officers may also choose to emphasize other values and goals in the development of their programs which may reflect the profit motive.

Though this approach offers considerable potential for enhanced sustainability through community participation, there are a number of accompanying drawbacks associated with industrial immaturity. As the finding of this research in SWOT analysis (Table 4.1), there are some barriers to entry to successful tourism industry which is superficially attractive to many and, in the absence of any formal regulation of operators, new entrants are free to pursue their business operations to a frequently variable quality standard. As such, there is a dominant ethos of competition rather than cooperation among participants, and a consequent tendency towards unplanned and uncoordinated industry development.

As aforementioned, the collaboration among the tourism stakeholders must be integrated in the strategic planning. To promote and solve the tourism problems can be achieved through partnership of various sectors. Hence, the tourism-related organizations should have the collaborative policy of sustainable tourism promotion between Suratthani and Nakhon Srithammarat. Furthermore, the collaboration between the Provincial Administrative Organization and host community in planning a strategic approach to local tourism development is a better implementation to achieve the success of local tourism.

5. Strategic Direction

This stage is the principle of the outcomes of the four stages above. The strategic direction attributes the appropriate information and framework with which to implement requirements may give rise to a perception that new management and planning approaches are required. The important corollary purposes of objectives and strategies are applied to the next process and combined with the new product process respectively.

The New Product Process at the Operational Level

The new product process at the operational level is composed of six stages: potentiality and possibility, market-place needs, ideas and business analysis, new product development approach, tourism destination marketing and information. To achieve the new product process, the details could be explained as follows.

1. Potentiality and Possibility

It is necessary to survey the potentiality and possibility of the area to find out its tourism destinations and activities that could be developed to new tourism products. As the finding of this research in Table 5.1 and 5.2, there are potential of destinations and activities can be explained that there are many natural places and activities which could be promoted to achieve the success of local tourism. In conclusion, the appropriate types of NBT in the regions should be ecotourism, agro-tourism and coastal tourism.

2. Market-Place Needs

Market-place needs survey is thus a social and managerial process by which individuals and groups obtain what the tourist needs and wants through creating and exchanging products and value with others. For NBT industry in 21st century, the adage 'to be' is 'to survive' no longer holds true as a result of competition, which appears to be getting stronger and stronger, year after year. This is not to say that the small operator is doomed, but rather that there are large dominant players out there, which have an over-whelming share of the market.

With respect to the scoped area, there is always the possibility that through increased competition, the operator who

at one time had to turn away business may be confronted with challenges to fill seats. At present there are many exotic destinations that could offer good quality NBT programs. Faced with this prospect, operators must initialize creative, effective strategies in an effort to capture as much of the market as possible.

3. Ideas and Business Analysis

The step to gathering the ideas and analyzing business, it is necessary to receive the information of the survey of the two stages above. Nevertheless, Weaver (2001b) manifested that the concept of focusing on specific aspects of the “nature-based” environment is also valid. From a marketing perspective, many tourists wish to see particular flora and fauna that are attractive for reason of beauty, charisma and/or rarity, and are only marginally interested in the environmental context of these specific attractions. In such situations, managers should be aware of the problems that may arise in maintaining a narrow product focus, and should implement appropriate management strategies. Where the perception of “nature-based” is narrowly focused, there are also implications in terms of the setting in which ecotourism can occur. Wildlife in most cases is best observed in its natural habitat but there are numerous examples of partial or complete species adaptation to other kinds of non-captive environments, including some, such as farmland that have been extensively modified by human activity. This suggests considerable scope for extending ecotourism far beyond the relatively undisturbed, natural environments that many hold to be the only valid venue for this form of tourism.

Importantly, the researcher opined that destinations must determine not only the numbers of tourists they want, but also the ‘kinds’ of tourist. In this they were referring to a further

element of the established marketing approach, namely ‘market segmentation’, where current users of the product are identified but it is the target stage of the campaign that determines the market segments or the ‘types of visitor’ that destination management wishes to attract.

4. New Product Development Approaches

This section discusses new product development issues that will help in understanding what constitutes tourism products, how it evolves and how it can be analyzed.

Heath and Wall (1992) explained that within a strategic marketing planning framework and against the background of the dynamic changing macro-environment, competitive, and market environments, it is essential that new product development receives attention in those regions that want to survive as destination areas and seek tourism growth. In the word of Foster (1985, p.277): “the search for, development and launching of new products is essential for long term survival in tourism. The slow rate of change in demand for tourism products disguises this necessity.” Additionally, the product development process as it can be applied on a regional level can receive tourism growth by creating new products.

The new product development can begin with a survey to determine the following:

- 1.) What are the inherent natural, social, and culture characteristics of the region where the development is to occur?
- 2.) What are the characteristics and needs of the various segments of the tourism market?
- 3.) What additional infrastructure is required to satisfy the needs of a particular market segment?

A crucial indicator of a successful development is that it should serve as a facility for both local residents and tourists. In the word of Reime and Hawkins (1979, p. 68): “The long-lived carefully conceived development does not force the

whims and aspirations of multitude of strangers on a region”, it uses the indigenous qualities of the region, whether social and natural, to satisfy the expressed needs of a selected clientele.

5. Tourism Destination Marketing

The market-place needs analysis process emerges that the local tourism extremely needs the marketing information available for opportunities and supporting tourism industry. Moreover, a marketing strategy should also consider that as a ‘product’ a destination goes through the ‘product life cycle’ and therefore the type of customer is likely to be different at different stages. Howie (2003) recommended that there are several requirements for successful destination marketing:

- the right mix of features and services
- an image that is attractive to the target market
- the products and services must be delivered in an efficient and accessible way
- the destination’s values and image must be promoted effectively to ensure that potential users are aware of the place’s distinct advantages

Based on the finding, the entrepreneurs of both clusters need the tourism-related government sector providing them the marketing consultation and training. The weakness of advertising causes the tourism places and spaces lacking of popularity. In spite of the level of readiness of tourism development is high, the variety of activities related to NBT and alternative tourism is low. The governmental organizations, especially the Provincial Administration Organization and the Tourism Authority of Thailand should cooperate in the integrated operation. The cooperative participation among government, private and local resident sectors is important in hospitality and tourism strategic management.

As aforementioned, the approaches necessary to marketing development planning is expected to operate in the

local tourism:

1.) To survey and provide the data of destinations including new attractions from Muang, Suratthani through Khanom, Nakhon Srithammarat.

2.) To develop, improve and renovate tourism places in order to promote tourism activities. The Sub-District Administration Organizations are needed to cooperate with collaborative policy among the groups of tourism organization.

3.) To advertise the destination and to promote the tourism activity that is distinguished unique by coordinating with the Tourism Authority of Thailand.

4.) To improve tourism services and facilities, especially in tourism spaces and places, to meet the standard of tourism.

5.) To provide the collaborative policy of sustainable promotion between Suratthani and Nakhon Srithammarat.

6. Information

After launching the five stages of the new product process, the results of new market opportunity and new tourism products will be available for the implementation. As the theory of the product life cycle, the new products also meet the declination. The stakeholders may redo the process of this paradigm to find out more new products to serve the tourist's needs.

This paradigm has introduced the process of tourism planning and achieving new products while it is highlighting the findings and the scope of implementation. The problems of NBT development has been discussed, and has the scale and significance of tourism marketing. The model briefly considered the implications of nature of tourism business for management,

before outlining the recommendations of NBT development.

5.4 Practical recommendations

In order to improve and develop the more favorable atmosphere for NBT development in Suratthani and Nakhon Srithammarat, the results of the documentary and investigational analysis as well as the philosophy of the paradigm for expeditious NBT development have been used as theoretical support. All consequences are expected to provide a consideration for establishment of effective processes for MBT development in Suratthani and Nakhon Srithammarat. The practical recommendations on four approaches have respectively been projected as follows:

Approach 1: A collaborative outlook to develop single destination tourism

Approach 2: New products development

Approach 3: Tourism destination marketing

Approach 4: Sustainable tourism development

5.4.1 A collaborative outlook to develop single destination tourism

According to the SWOT analysis of weaknesses and threats in Suratthani and Nakhon Srithammarat in previous chapter, the clusters have a weak role of tourism collaboration to promote tourism industry. The situation facing the regional collaborative tourism development among the stakeholders may obstruct the potential for NBT development in this area. One of the major problems facing planners in assessing the tourism collaboration is the establishment of an appropriate baseline against which to measure the existing and future changes induced by tourism. This initiative approach as theoretical components of this research could facilitate the collaborative tourism development in Suratthani and Nakhon Srithammarat.

As aforementioned, this is a comprehensive strategic planning which integrates all the subject-specific types of planning just discussed. It is established throughout Suratthani and Nakhon Srithammarat. As well as local plans, certain other categories of planning are commonly referred to.

1.) Economic development planning has grown in recent decades as many accommodation entrepreneurs lose their economic viability. This approach is highlighting the tensions that exist in the formulation of the policies to guide the development sector, as a process of negotiation between stakeholders' groups brokered by tourism-related government sector. At a practical level, the implementation of local authorities' policies requires an understanding of how economic development planned in tourism destination. It needs the crucial to policy framework formulation which involves with:

- (1.) Defining the objectives of tourism development
- (2.) Setting growth targets for tourism
- (3.) Determining the type of tourism to be attracted
- (4.) Defining private and public responsibilities
- (5.) Minimizing negative effects of tourism

2.) Physical land use planning is the process of allocation of appropriate uses to general undeveloped land. In Suratthani and Nakhon Srithammarat, the physical land use planning is a desirable alternative to the unregulated, exploitative land development that sometimes takes place. At its most basic level land use planning is likely to involve zoning and transportation infrastructure planning. In these regions, land use planning is an important part of social policy, ensuring that land is used efficiently for the benefit of the wider economy and population as well as to protect the environment.

3.) Infrastructure planning is concerned with

transportation, power and waste disposal, etc. the encouragement of appropriate, sustainable transport to meet the needs of both tourists and residents is the objective. The infrastructure system in Suratthani including the transportation is the most advanced comparing to the nearby provinces. Therefore, Suratthani serves as an air hub for the region that helps increase the efficiency and convenience in traveling. Suratthani purposes to be the gateway to the south of Thailand as well as to Nakhon Srithammarat. These two clusters could profit and share such benefits under the framework of a regional collaboration from this capacity to distribute the tourism flows to the provinces. Hence, successful implementation of infrastructure planning needs assessment project required participation from the tourism stakeholders.

5.4.2 New products development

According to the results of this research, Suratthani and Nakhon Srithammarat are rich of tourism resources related to NBT such as ecotourism, agro-tourism and coastal tourism. As well, the activities are responsible for sustainable tourism that could be promoted the value of tourism industry. Importantly, there is another interesting tourism which can be promoted to be an alternative tourism relevant to sustainable tourism. It is the cultural-based tourism which could be classified into a form of tourism for knowledge-based philosophy relevant to the local culture and tradition as well as the responsibility of environmental implementation (see recommendation 5.4.4).

In this peripheral area, the desire to build visitor attractions is often a response to declining health of regional economies. This approach is co-dependent. The manner in which such resources are developed, marketed and sustained will be recommended later. If hasty decisions to establish tourist attractions are made, there is a strong possibility that the

fundamental economic become financial drains on sponsoring communities. A tourist attraction is a feature in and area that is a place, venue or focus of activities and does the following:

- 1.) To set out to attract tourists and visitors
- 2.) To be managed as an attraction to provide satisfaction to its customers
- 3.) To provide the appropriate facilities
- 4.) To charge for admission
- 5.) To be a fun and pleasurable experience and to be developed to realize this potential

The approach, outlined in Figure 5.1, illustrates the new product process at the operational level that is established the significant information of new market opportunity and new tourism product. In addition, a final consideration for long-term viability is the attraction's ability to reinvent itself periodically so as to attract repeat tourist and win new customers.

5.4.3 Tourism destination marketing

Regarding to the marketing development and tourism industry, the analysis process emerges that the local tourism extremely needs the marketing information available for opportunities and supporting tourism industry. The entrepreneurs of both clusters need the tourism-related government sector providing them the marketing consultation and training to increase a higher number of tourists' demand.

The weakness of advertising causes the tourism places and spaces lacking popularity. In spite of the level of readiness of tourism development is high, the variety of activities related to NBT and alternative tourism is low. The governmental organizations, especially the Provincial Administration Organization and the Tourism Authority of Thailand should cooperate in the integrated operation. The cooperative participation among government, private and local resident sectors is important in hospitality and tourism strategic

management.

Perhaps the area where collaboration can bring the most visible benefits to individual tourist attractions is that of marketing communications, advertising and promotion. Collaborative 'generic' promotional activity, which can encourage people to visit attractions in general, is not only a relatively simple task but also one which is likely to generate a relatively quick and positive response. As aforementioned, the approaches necessary to marketing development planning is expected to operate in the local tourism:

- 1.) To survey and provide the data of destinations including new attractions from Muang, Suratthani through Khanom, Nakhon Srithammarat.

- 2.) To develop, improve and renovate tourism places in order to promote tourism activities. The Sub-District Administration Organizations are needed to cooperate with collaborative policy among the groups of tourism organization.

- 3.) To advertise the destination and to promote the tourism activity that is distinguished unique by coordinating with the Tourism Authority of Thailand.

- 4.) To improve tourism services and facilities, especially in tourism spaces and places, to meet the standard of tourism.

- 5.) To provide the collaborative policy of sustainable promotion between Suratthani and Nakhon Srithammarat.

Specifically, the tourism promotion and marketing have not been disseminated in its advertisement well. Most destinations are needed to meet tourism standardization and conscientiously promoted the value of tourism industry. It is hoped that the best practice of collaboration of tourism organizations may help to develop more successful NBT at present and in the future.

5.4.4 Sustainable NBT development

Currently, there are many countries facing the pollution and the environmental decline. These problems have been affected by the rapid growth rate of economic competition and development. The untended and uncontrolled utilization of natural resources causes many problems and, especially, environmental impacts. Hence, the theoretical concept of sustainable development manifests itself to offer the suitable development. In the tourism industry, this concept is contributed to sustainable tourism development. The concept of alternative tourism development is applied to solve tourism problems. In case of environmental reservation and preservation, NBT can keep the fertilization of ecological system which leads to sustainable tourism. It is responsible for the capacity of natural and environmental resources.

However, the concept of sustainable tourism management can be categorized in four elements. They are as follows:

1.) Operating tourism activities under the recognition of the capacity of community, tradition, culture and local resident's way of life.

2.) Becoming aware of tourism impacts on local community, tradition, culture and way of life.

3.) Participating of community in tourism activities to eliminate the impacts on ecological system, tradition, culture and way of life.

4.) Compromising the needs of economic, social lasting and environmental development in sustainable manner.

Much attention in the sustainable tourism literature

has been devoted to small-scale tourism projects and destinations, on the assumption that such tourism is more likely to have positive environmental, economic and sociocultural impacts within a destination. NBT is an alternative option of sustainable tourism. In these regions, NBT consists of ecotourism, agro-tourism and coastal tourism which could be attributed to sustainable tourism (see discussion 5.2.3).

Importantly, there is another interesting tourism which can be promoted to be an alternative tourism relevant to sustainable tourism. It is the cultural-based tourism which involves with the local cultural uniqueness destinations and activities. It could be formed as knowledge-based tourism which is considered for visiting and learning local cultures as well as traditions. Furthermore, it helps reducing both natural and social environment impacts and expanding capacity.

In Suratthani, there are destinations related to cultural-based tourism such as Chaiya Buddha Relics Pagoda and Wat Suan Mokkhararam. Wat Suan Mokkhararam is the practicing Buddha's teachings place covered with peacefully natural environment and becomes famous as nature-based classroom where attracts both Thais and foreigners to visit and make meditation.

Besides, the fundamental local classical culture is Chakpra Thot Phapa and Ngao Rong Rien Festival. The colorful unique culture and tradition have become an annual event holding activities as Chakpra Thot Phapa and Long Boats Racing Festival (taking place the day after the full moon on the 11 lunar month, this will be followed by the procession of floats (Reau Phanom Pra), depicting events from the Lord Buddha's life (Thot Phapa).

In Nakhon Srithammarat, the culture is not different from Suratthani because the southern culture has its own uniqueness. Based on the Khanom's geography, the cultural-based tourism is not mentioned to promote in this area.

Observantly, no two destinations are the same and,

therefore, the choices made Suratthani and Nakhon Srithammarat taken to sustainability in various matters from destination to destination.

In order to get more effective development, the sustainable development is likely to combine with the King Bhumibhol's philosophy. His Majesty the King graciously edited and conferred his comments on the subject of "Philosophy of the Sufficiency". Sufficiency" means moderation and due consideration in all modes of conduct, as well as the need for sufficient protection from internal and external shocks. The philosophy provides guidance on appropriate conduct covering numerous aspects of life and stresses the middle path that is the basis of balanced and reasonable conduct. After the economic crisis in 1997, His Majesty reiterated and expanded on the "Sufficiency Economy" in remarks made in December 1997 and 1998. The philosophy points the way for recovery that will lead to a more resilient and sustainable economy, better able to meet the challenges arising from globalization and other changes.

For the formulation of the framework and direction of the Ninth National Economic and Social Development Plan (2002-2006), it represents a guideline for comprehensive integrated development with "man" as the center of such development. The goals are to achieve "sustainable development and proper well-being for Thai people". It is a "balanced development" which takes into account the economy, society, politics, and environment, with the aim to make people in the society happy, self-reliant, and abreast with the world, while still preserving the Thai national identity. Indeed, the sufficiency is relevant to the sustainable development.

The achievement of sustainable as balance between

environmental, social and economic aspects has to build on a set of institutional and management structure. Determining the best practice involves with understanding the unique situation facing each destination, opportunities, strengths, threats and weaknesses. Therefore, creating an analytical planning process in Figure 5.1 is a necessary condition to reach sustainability objectives.

In addition, the principles identify sustainable NBT as having established into economic, cultural and natural, and community sustainability. The stakeholders should pay particular attention to:

1.) Economic sustainability - that is profitable in both the immediate and long term.

(1.) To form partnerships throughout the entire supply chain from micro-sized local businesses to multinational organizations

(2.) To provide the training course of how to build up tourists' satisfaction and hospitality service to the local community and enterprises

(3.) To diversify the products by developing a wide range of tourist activities and attractions

(4.) To contribute some of the income generated to assist in training, destination marketing and new product development

(5.) To allocate tourism resources for businesses with respect to sustainability principles

(6.) To formulate national, regional and local tourism policies and development strategies that are consistent with overall objectives of sustainable development

2.) Cultural and natural sustainability - increase people's control over their lives and is compatible with the

nature as well as the culture and values of those affected and strengthen the community identity.

- (1.) To conserve cultural diversity
- (2.) To respect land and property rights of traditional inhabitants
- (3.) To minimize resource use and the production of waste
- (4.) To encourage the community's ability to maintain its traditional skills
- (5.) To educate tourists about desirable and acceptable behavior
- (6.) To educate tourism industries about desirable and acceptable behavior
- (7.) To establish training programs to manage cultural and natural resources

3.) Community sustainability - that is designed to benefit local communities and generate/retain income in the communities.

- (1.) To maintain control over tourism development
- (2.) To provide quality employment to community residents
- (3.) To provide financial incentives for local businesses to enter tourism
- (4.) To improve local human resource capacity
- (5.) To maintain and enhance community prosperity in the face of change
- (6.) To encourage businesses to minimize negative effects on local communities and contribute positively to them

5.5 Suggestions for further research

It is noticeable that research on the potential for NBT

development between potentially constituent tourist attractions in the regions (Suratthani and Nakhon Srithammarat) and accommodations in each area is limited. This research focuses on the study of new NBT products and its marketing that influences the potential area development. As a result, further study is considered. The local authorities and tourism related entrepreneurs face a number of challenges if the potential for NBT development is to be achieved. The findings of the study could be fostered further study discussion and future studies in this regard:

1.) Suratthani and Nakhon Srithammarat have applied principles for sustainable development in strategic planning. The alternative tourism has been promoted as a significant dimension for new NBT products development. This leads to get higher numbers of tourists and may affect to originally environmental phenomenon although the initial stage for implementation has already been considered to be beneficial. Therefore, it is considered to analyze any problems that may occur from the implementation, including the reduction of some intense impacts of both negative and positive sides.

2.) As the competitiveness and popularity of the nearby destinations, the area of Amphur Muang, Changwat Suratthani and Amphur Khanom, Changwat Nakhon Srithammarat may appear unattractive for tourism business investment image. It is necessary to study the guidelines for tourism operations and effects evaluation of various forms of business investment on tourism as well as industrial collaboration on tourism development.