

Community Participatory Approaches for Creative Tourism Development: Selected Cases in Thailand

แนวทางการมีส่วนร่วมโดยชุมชนในการพัฒนาการท่องเที่ยวเชิงสร้างสรรค์ :

พื้นที่ศึกษาในประเทศไทย

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ผู้ช่วยศาสตราจารย์ ดร. ประธานหลักสูตรปริญญาเอกการจัดการอุตสาหกรรมบริการและ
การท่องเที่ยว มหาวิทยาลัยอัสสัมชัญ

Abstract

In Thailand, culturally-related tourism activities are not new to tourism industry, but it is evidently still left unrecognized and untended by the stakeholders on how to realize and add the creative elements to the existing tourism assets. This study concentrates on exploring positive mechanisms of community participation approaches in developing creative tourism products for achieving the best of what might be, instead of continuing to emphasize on the community's problems. The proposed approaches are built upon Appreciative Participatory Planning and Action (APPA) techniques, which allow communities to identify their specific strengths and successes as a means to creatively and positively open up possibilities in the design of tourist assets. Based on a proposed 8-D cycle approach of Define, Discovery, Dream, Direction, Design, Delivery, Dance and Dialogue, this Appreciative Inquiry (AI) model provides a framework for community participation development planning to give community members a chance to have control over their own development process and

make decisions that affect their livelihoods. Apparently, evidences from the selected case examples show that creative tourism development planning needs to be designed in an innovative setting with the right mechanism to drive group dynamics. In order for creative tourists to feel a part of the community, the residents have to understand the integration between the supply and demand sides, being proud of what they have, and at the same time must be willingly ready to create staged authenticity activities. Lesson learned from the application of the proposed model will be provided.

Keywords: Creative Tourism, Community Participation, Appreciative Participatory Planning and Action, Selected Cases in Thailand

บทคัดย่อ

ในประเทศไทย แม้รูปแบบของการท่องเที่ยวที่นำเสนอกิจกรรมที่มีสัมพันธ์กับบริบททางวัฒนธรรมของพื้นที่มีปรากฏให้เห็นมากกว่าหลายทศวรรษ แต่จากการศึกษาพบว่า ยังไม่มีบุคคลหรือหน่วยงานที่เกี่ยวข้องกล่าวถึงอย่างชัดเจนว่า มีเครื่องมือหรือองค์ประกอบใดสามารถนำมาใช้ในการพัฒนาการท่องเที่ยวในรูปแบบดังกล่าวที่เรียกว่า “การท่องเที่ยวเชิงสร้างสรรค์” งานวิจัยนี้ได้ทดลองนำกลไกเชิงบวกมาเป็นแนวทางการสร้างการมีส่วนร่วมของกลุ่มผู้ที่เกี่ยวข้องในการพัฒนาการท่องเที่ยวเชิงสร้างสรรค์ ซึ่งเน้นการค้นหาความเข้มแข็งและความสำเร็จที่มีอยู่พื้นที่ในมิติต่าง ๆ มาสร้างคุณค่าและมูลค่าให้เกิดกับชุมชนแทนการมองไปที่ปัญหา โดยการศึกษาครั้งนี้ได้นำกรอบการคิด “การวางแผนและการปฏิบัติแบบมีส่วนร่วมด้วยความชื่นชม” (Appreciative Participatory Planning and Action) มาเป็นแนวทางในการพัฒนารูปแบบการท่องเที่ยวที่เน้นกิจกรรมเชิงวัฒนธรรมที่สอดคล้องกับวิถีชุมชน การศึกษาครั้งนี้ นักวิจัยได้พัฒนากระบวนการ 8 Ds ตามกรอบแนวคิดสุนทรียศาสตร์ (Appreciative Inquiry) ได้แก่ กระบวนการหาแนวคิด (Define) กระบวนการค้นหาสิ่งที่ดี (Discovery) กระบวนการกำหนดเป้าหมาย (Dream) กระบวนการกำหนดทิศทาง (Direction) กระบวนการออกแบบวางแผน (Design) กระบวนการปฏิบัติตามแผน (Delivery) กระบวนการเคลื่อนไหวให้เกิดการเปลี่ยนแปลง (Dance) และกระบวนการเสวนา (Dialogue) อันเป็นแนวทางที่นำไปสู่การพัฒนาการท่องเที่ยวเชิงสร้างสรรค์อย่างมีส่วนร่วม ที่สมาชิกในชุมชนมีอำนาจในการควบคุมตลอดกระบวนการและการตัดสินใจกำหนดความต้องการของชุมชน ผลการศึกษาในพื้นที่ศึกษาพบว่า การวางแผนเพื่อพัฒนาการท่องเที่ยวเชิงสร้างสรรค์จำเป็นต้องมีการปฏิรูปแนวทางการจัดการเพื่อให้เกิดการกระบวนการกลุ่ม ทั้งการสร้างกลุ่ม การพัฒนาศักยภาพ และการดำเนินงานที่เหมาะสม เพื่อให้เกิดกิจกรรมการท่องเที่ยวที่สอดคล้องและสัมพันธ์กับประวัติศาสตร์ วัฒนธรรม ตลอดจนวิถีชีวิตในชุมชนที่เป็นรูปธรรมในเชิงการเรียนรู้ ทำให้นักท่องเที่ยวได้มาซึ่งประสบการณ์ ในขณะที่สมาชิกในชุมชนสามารถรักษาความสมดุลระหว่างการเปลี่ยนแปลงที่เกิดขึ้นจากการท่องเที่ยวภายในชุมชนและผลประโยชน์ที่ชุมชนจะได้รับอันนำมาซึ่งการพัฒนาที่ยั่งยืน

คำสำคัญ : การท่องเที่ยวเชิงสร้างสรรค์ การมีส่วนร่วมโดยชุมชน การวางแผนและการปฏิบัติแบบมีส่วนร่วม
ด้วยความชื่นชม พื้นที่ศึกษาในประเทศไทย

Introduction

The growing synergy of tourism and culture has been one of the major themes in tourism development over the past decades (World Tourism Organization Commission, 2005). However, there have been various signs, showing that cultural tourism is becoming a victim of its own success in recent years. Famous sites can suffer from large numbers of tourists, degrading the quality of experiences and products (Richards, 2011). Moreover, the European Travel Commission (2005) revealed that tourism consumption patterns changed radically. Instead of only being passive consumers of cultural experiences provided in the destinations, more people are also looking for authentic experiences and want to engage with local communities (Campbell, 2010). According to the complexity of tourism trends and consumer behaviors, there are a number of places in search of new forms of articulation between culture and tourism which can help to strengthen their destinations and to sustain their market shares. Jelinčić & Žuvela (2012) observed an increasing theme of ‘creativity’ in developmental contexts reflected in a variety of spheres, such as creative economy, creative industries and creative cities to describe an invention of any new thing that has value. In the tourism sphere, the role of creativity in the development of tourist destinations is increasing important and the emergence of creative tourism is viewed sometimes as, in part, a reaction to dissatisfaction with cultural tourism products in recent years (Smith, 2005). In Thailand, there is increasing discussion about creative tourism by various relevant organizations. However, it is evident that local communities are hardly involved in the planning process. Most creative tourism projects emerging in local communities have been initiated and implemented by outsiders.

Despite numerous studies of community participation, few discussed the practical application of approaches that have been successfully used to conduct community participation in different contexts. The objective of this research is to explore pattern of community participation approaches in developing creative tourism projects that are involved by community members. The proposed approaches are built upon Appreciation Participatory Planning and Action (APPA) techniques, using a combination of Appreciative Inquiry (AI) framework and tools of participatory learning approaches to find and emphasize successes and strengths as a means to empower communities to plan and manage their development

projects. In conclusion, a number of different examples of community participatory approaches for creative tourism development are presented, illustrating the different implementations around Thailand. Practical frameworks and tools for developing community plans are introduced. In addition, academics, planners, tourism consultants, and others concerned with developing tourism strategies in consultation with local communities propose a range of recommendations. As there is no single organizational model that fits all circumstances and areas, this study covers the tourism context of four selected communities based on the management structure, a network of selected areas, and community participation in creative tourism development.

Research Objectives

The specific objectives of the study are:

- 1) To develop appropriate participatory approaches to assist Thai communities to effectively shape creative tourism projects.
- 2) To provide a practical planning and management framework for relevant agencies to work with local communities in creative tourism development planning.

Scope of Research

Exploring the appropriate model and process for creative tourism project management based on the community participation by applying the conceptual framework of the Appreciative Participatory Planning and Actions (APPA) in local communities with different contexts.

Methodology

In this study, qualitative research allowed the researchers to gather details on how appreciative participatory planning and action approach was appropriately conducted in each selected local community in Thailand in order to assist them to effectively shape creative tourism projects.

Key Informants

The selection of a small number of people and cases to research have allowed the researchers to concentrate on high quality information and a great depth of understanding of the cases and situations, as well as a reduction in generalizability. The researchers have sought out well-informed people, including (1) community leaders (2) individual residents

and (3) local government officers, who were chosen primarily on the basis of their roles in tourism planning and implementation at local levels.

A purposive selection approach based on one or more pre-determined characteristics was used to identify potential respondents that have reflected the processes of community participation in tourism development (IFAD, 2002) There are four different types of Thai community settings based on forms of social structures and networks, including

Table 1 Categories of local level informants

Forms of social structure and network	Selected Cases	Informants interviewed			Focus group conducted
		Local residents	Community leaders	Local government	Participants
(1) local government-led management, community has little commitment	<i>Chak Ngaew village, Banglamung District, Chonburi Province</i>	6	1	1	22
(2) local government has moderate to low management skills, community cohesiveness is weak	<i>Takhain Tia subdistrict, Banglamung District, Chonburi Province</i>	7	1	1	43
(3) community leaders and steering committee-led management, local government has little commitment	<i>Nam Chieo subdistrict, Laem Ngop District, Trat Province</i>	6	1	1	60
(4) community-led management with cohesiveness, local government has strong support	<i>Laem Klad subdistrict, Mueang District, Trat Province)</i>	7	1	1	38

Data-gathering Techniques

This research employed a range of data-gathering techniques to collect data from multiple information sources in order to crystalize the research questions and objectives. The research initially began with secondary resources that already exist to support the conceptual domain of the study. As a result of this review, theories and proposition were constructed as a foundation to explain how cultural tourism can be developed towards creative tourism through a participatory process and the role of APPA approach to provide and strengthen community-based tourism development and planning. Prior to proceeding with primary data collection, pre-field trips were arranged in order to assist the researchers familiarize with the selected sites and key stakeholders as well as seeking support from the

local relevant organizations. On-site observations and focus group discussion were also conducted by initial supports from DASTA during January – May 2013. Then, a published focus group discussion, based on AI technique, on community participation approach in creative tourism planning development were conducted on-site during June - October 2013. During the workshop, the researchers carefully observed how each one has reacted to the designed approach. Written notes and audio tapes were used to record these situations. To better understand creative tourism development, a member checking technique was employed for evaluating the views of local community members and DASTA officers. Semi-structured in-depth interviews were conducted during January - May 2014.

Data Analysis

This study used a “Thematic Content Analysis” (TCA) in the context of AI interpretive framework to deal with large amount of the data. Analysis began with simply identifying the common theme of the raw data from the interviews (Strauss, & Corbin, 1998). Appropriate themes were created to include all data. Therefore, data analysis and collection were undertaken simultaneously to ensure emergent issues and all possible explanations were examined in an evolutionary way. Also, part of this data analysis was collaborated with secondary data and observations.

Literature Review

Creative tourism: the first definition, officially given by Raymond and Richards (2000), was defined as *“Tourism which offers visitors the opportunity to develop their creative potential through active participation in courses and learning experiences which are characteristic of the holiday destination where they are undertaken.”* In Thailand, it refers to *“Tourism that related to a basis of Thainess, or Thailand’s existing tourism capitals, including ways of life, local wisdom, art, culture, history and area identity which visitors have opportunities to learn and exchange their knowledge with community’s owners (hosts) at the particular community”* (Sangsnit, 2012). In addition, Binkhorst (2007 cited in Pfanner, 2011) discussed this original definition and highlighted four points:

(1) Developing creative potential: Tourists are allowed to get closer to the local producers and their cultures through participation in interactive experiences to develop their creative potential. At the end, they take not only souvenirs but also some skills and knowledge from the destination.

(2) Creating active involvement: Tourists are actively involved in the production process for engagement with local people and culture.

(3) Providing characteristic experiences: The local people draw on the authentic cultures of their community. The tourists are connected to the characteristics of the place through the authentic activities.

(4) Developing co-creation: The local people's roles are as teachers and co-workers, guiding tourists in the skills required to make traditional objects, and initiating them into cultural significances, while the tourists become co-creators or co-makers

Community participation; refers as an active process in which the community members are directly involved in shaping, deciding, and taking part in the development process from the bottom-to-top perspective (Asnarulkhadi, 1996). The members have to be allowed to get involved actively in the choice, execution, and evaluation of projects, and programs designed to raise their living standards.

- Positive outcomes from proper stakeholder involvement are an educated public, decision-making based on public opinion, improved decision legitimacy and quality, the generation of new ideas, increased trust among stakeholders, conflict reduction, cost effectiveness, and shared responsibility (Byrd, 2007).

- All stakeholders should be involved in all steps of tourism development and management in order to increase the understanding and appreciation among them which will help ensure the sustainability of the tourism development (Simpson, 2008).

- All levels of decision-making programmes (setting goals, formulating policies and planning, and implementation) should be shared (Strawn, 1994; Butler et al., 1999a; Milewa et al., 1999).

- Participation is a process of involving all stakeholders (local government officials, local citizens, architects, developers, business people, and planners) in such a way that decision-making is shared (Haywood, 1988)

- Stakeholder participation has been described as an essential element in successful sustainable tourism development (Phanumat et al., 2015).

Appreciative Participatory Planning and Action (APPA); refers to an approach that combines the Appreciative Inquiry (AI) framework with the tools of Participatory Learning Approaches (PLA) to give community members a chance to have control over their own

development process and be active in decisions that affect their livelihoods (ICIMOD and SVN Nepal, 2004). This approach allows the community members to focus on building assets and strengthening what works to create a road-map for achieving the best of what might be, instead of continuing to concentrate on the community's problems by many needs that he or she may have through a series of learning and planning exercises, based upon the capacities, skills, and assets of participants and environments. At the end, the planning process of identifying, designing, executing, and monitoring and evaluating its field activities are developed and completed by the members. A common framework for using Appreciative Inquiry to plan for action is the "4-D" model of Discovery, Dream, Design and Delivery.

- AI approach is also intended creates hope for the people who are facing problems. It is convenient to use at a time of political conflicts; it can be used within a limited timeframe; and, in some cases, it satisfies donors' requirements (Lama, 2012)

- AI approach as an alternative tourism research tool to reveal the understandings, opinions, and attitudes of tourism stakeholders concerning the community development. (Roslizawati et al., 2018)

Results

Area 1: Chak Ngaew village, Banglamung District, Chonburi Province

(Local government-led management, community has little commitment)

The findings indicated the concept of tourism development at Chak Ngaew community existed for a long time as there have been a number of people constantly visiting the place through the word-of-mouth recommendations. Up until 2012, DASTA announced Pattaya city and vicinity as the Designated Area for sustainable tourism and officially signed a memorandum of understanding (MoU) with the Huay Yai sub-district to offer supports to the local people's performance enhancement and effective tourism development. Then, the public hearing (on January 26th, 2012) was set to explore an opinion of the community members including the residences, government officers from the Local Administrative Organizations (LAOs), and the private sectors where more than 70% of them were presented there. The related information was presented so that all the local people could see an overview of their tourism capacity, and they were allowed to share their ideas in which most of the members raised the ideas to restore the ancient Chinese lifestyle in Chak Ngaew Village.

Before the tourism started, DASTA suggested the community to form up a team of tourism development committees. However, the majority of the residences had their own regular jobs and had no idea how to and did not believe in their own tourism capacity. In this regard, the LAOs and DASTA invited the academicians to educate the local people on several topics and conducted a workshop for brainstorming to gain the information from different perspectives and a proper guideline for local tourism development. It was revealed that there firstly were 3 groups of the community members including the Active Group (20%), the Wait and See Group (60%), and the Passive Group (20%) but after participating many of the activities, the number of Active Group was increased, and they finally could form up the “Chak Ngaw Community Based Tourism Club”. The first local commission was a group of the Active Group, the LAO members, and community committees. Even though the local members began with no idea of tourism management, they understood more after joining the training programs, educational trips, and workshops regarding tourism development so the club members mutually decided to carry out a piloting tourism project to attract more community members to join them and clearly the picture of their local tourism. They finally started with the Moon Festival in 2015 with the walking street theme. Before starting the project, the local members were assigned to explore their long-lost local history and traditions to be the content for developing tourism activities and asked to decorate their houses with the vintage Chinese theme and to offer many cultural learning activities such as Chinese food cooking (e.g. Hoi Jo, spring roll, Zongzi, etc), Chinese traditions (e.g Chinese Opera. riding on the Chinese rickshaw, and trying the ancient Chinese costumes), tiny Chinese opera mask painting, creating a picture form colorful rice seeds, and enjoying the storytelling by the local people. The piloting project gained a positive feedback from the tourists and it was marked as the beginning for the local people so that they seemed to see their own benefits. Those who was only in the Wait and See Group became more interested to join the project in which more of them came often to join the meeting making the number of the Active Group 60% increased since they witnessed the success of the project. They eventually requested to have the walking street every month or even every week.

Area 2: Takhian Tia subdistrict, Banglamung District, Chonburi Province

(Local government has moderate to low management skills, community cohesiveness is weak)

Local tourism development at Takhian Tia Sub-district started unofficially in 2005 in which a teacher at Pattaya 9 School, basically made a contact with the owner of “Ban Roi Sao” (the ancient 100-pole house), the house of the local cultural heritage, to make it the learning center for students to learn about the local way of life at Takhian Tia community so later more groups of the tourists were attracted to often visit the house. Therefore, she was likely the “idea motivator” who started the local tourism development at the community. Later in 2012, DASTA announced Pattaya City and vicinity for sustainable tourism. The first meeting was conducted to discuss on the policy and guidelines for tourism development. Unfortunately, only 70 people (from the total population of 20,000), including the community committees, the district headmen, the village headmen, and the municipality council members attended. Despite a small number of the interested people, the Takhian Tia Sub-district Municipality demanded their local tourism and DASTA also saw the local tourism capacity. To push forward the local tourism development, the members tried to team up the community tourism board in which the board members were qualified from business owners, the municipality members, the community committees, and the 100-poled house owners. Finally, “Takhian Tia Community-based Tourism Club”. When they started working, only 4 members (100-poled house owners) came and the rest of the board members were not really willing to do it since they had their regular jobs and had no actual interest in tourism. Above all, the Sub-district Municipality took none of their actions on the local tourism development. From those 4 active members, they continually attended the DASTA training programs, workshops and educational fieldtrips and often had a chance to welcome the tourists as best as they could. They also tried to persuade the other residences to participate the project and started by talking with members of the women career development group and recommended them to present their local wisdom products to the tourists. Lately, the number of people who joined the Takhian Tia Community based Tourism Club has been increased to 30. However, while the number of the tourists was increasing, the local tourism activities seemed not sufficient to serve them. The researcher conducted a workshop for a group of club’s members beginning to discuss on creating more of new

activities to satisfy the tourists to keep them stay longer in the community. With more members, more ideas were added; for example, the 100-pole house taught the tourist to the tourists to cook local dishes from local ingredients Kai Kala (local chicken curry), Tom Yam Rakam Kai (a kind of spicy chicken soup), Khao Larm Nai Kala Maprao (sweet sticky rice in a coconut shell), and learn how to plant the local vegetables; Auntie Malai taught how to make Puang-Ma Hod (a kind of local bouquet); the coconut farm owner opened the farm for the tourists to visit and do the activities designed as a tour package. These activities used to be simply ignored by the local people. Especially with the community's creative tourism, the tourists could practically do several activities by themselves and it became much easier for the management. In term of the demand, all the club's members agreed to have more participants because they were planning to create the 1-Km cultural street giving the more space for the members to present their outstanding products and show the interesting activities for the tourists to try out. This may be available once a month and later it would be available weekly similar to Ban Chak Ngaew, Huay Yai Sub-district, one of their connecting tourism routes.

Area 3: Nam Chieo subdistrict, Laem Ngop District, Trat Province

(Community leaders and steering committee-led management, local government has little commitment)

Community-based tourism firstly existed at Nam Chieo Sub-district in 2005 by a former mayor, (2004-2012) who came up with an idea to develop tourism in the community in order to increase the local income and he tried to persuade the community members to do several jobs such as receptionist, cooker, souvenir seller, etc. In 2010, DASTA announced Koh Chang and vicinity a designated area and signed an MOU to promote local tourism development at Nam Chieo community. Later in 2012, the former mayor resigned after completing his term so he slowed down his action and finally quitted. However, a group of 65 community members still desired to continue working, so they formed a group and fully managed the project themselves. Their mission became more difficult than in the past because they had no support from the municipality. After signing an MOU with the community, DASTA invited the academicians to educate the community members about the guideline for their tourism development, took them to visit the successful communities, and provided them with the workshops for brainstorming to create the tourism development

plan. The organization structure was redesigned to suit the community nature, so it was simplified and easier for the members to know their specific roles based on their personal skills and regular jobs. They finally formed a group named “Nam Chieo Community based Tourism Club” and they persuaded more residences to join the club (80 members). At the first step, some members did not believe in their new leader, Mrs. Surattana Bhumimanote, an experienced member who used to work with the former mayor. Hence, it took time for her to create confidence and trust amongst the members. Accordingly, she solved the problem by hosting the meeting for the members at least once a month to listen to problems and difficulties from their works in order to quickly solve them. Dated back to 2009, the officers from the Ministry of Tourism and Sports gave advices about the homestay standard for the families that were well-prepared to accommodate the tourists. Due to the limits of local tourism activities, the homestays were not successful as expected. Moreover, the community members had no ideas how to manage their service so the tourism activities at the community were mainly based on a one-day trip for the cultural site visit and Buddhist-Muslim lifestyle. Up until DASTA gave their support to the tourism development and educated the community members through the training programs, more activities were created to keep the tourists to stay longer (at least two day and one night). In the community and it must be worth their time, as well as making the income for the community. The activities were based on the local lifestyle, culture, and natural resource that could inspire more of the interesting and valuable learning activities. Most of the activities were from the community member’s regular jobs such as making sticky sweet (Tangmay), making a hat from palm leaves, catching lamp shell (Hoi Pak Ped) for local cooking, collecting mangrove pod and growing mangrove, catching marine animals, collecting rubber liquid, catching crab and mackerel in the night time, etc. After the activities had been often demonstrated to the tourists, the community members were more attracted to the local products because they understood and appreciated them more. Namely, they felt a sense of ownership after trying to do it themselves.

Area 4 Laem Klad subdistrict, Mueang District, Trat Province

(Community-led management with cohesiveness, local government has strong support)

Locality-based tourism at Laem Glad Sub-district unofficially began in 2004 after the booming tourism in Koh Chang (Trad province), one of the nearby areas. Even though none

of tourism management was set at Laem Glad, the geographical characteristic and a variety of natural resources e.g. waterfall, sea, mountain, beach, firefly, dolphin, sea crab, simply attracted the tourist to continually visit the place. Later, the Personnel Development Institution (under the Ministry of Interior) provided training programs on tourism development for the members of the Sub-district Administrative Organization (SAO) around the country and it was an important inspiration for Thai's communities to work on tourism development. After that, the members of Laem Glad SAO decided to apply the knowledge gained from the training programs to immediately create their work. Firstly, the board members were formed to work directly under the SAO with a certain organization structure consisting of several section e.g. Marketing, Public relation, Finance, etc. Despite a clear-cut structure, the board members did not actually understand their roles. Later in 2010, DASTA announced Koh Chang Islands and vicinity a designated area. It marked the beginning of the real tourism collaboration and development. It basically started by creating the ground knowledge amongst the local leaders including the mayor, sub-district headmen, village headmen, and the members of the SAO. Then, those local leaders visited each of the 10 villages to discuss with the residences who used to see the tourism activities within the areas, so it was easier to persuade them to understand the missions. In addition to discussion, a pre-public hearing was organized at each village to asking for villager's opinion that: *"Did the villagers want their local tourism development? and If they did. "What kinds of tourism they want to see at Laem Glad Sub-district?"* Then, the public hearing was organized at Laem Glad Sub-district where the DASTA staffs were like an observers and mentors to give some useful advices throughout the whole process. Surprisingly, 70% of the local people from those 10 villages agreed on the local tourism development. After the final one, the SAO hosted a meeting and invited the community members who were interested in tourism development to join the board. By their nature, the Laem Glad people believed in unity so many of them were willing to join and "Laem Glad Community-based Tourism Club" was eventually founded in which the missions and meetings were managed smoothly by the cooperative members. At the beginning of the Community-based Tourism Club, for more effective coordination, it was agreed that SAO should be responsible for being a club's leader. Several groups were formed within the club based on different local professions (including ferry boat, food service, fishermen, tour guide, coastal resource conservation, agriculturist, and homestay). Besides,

each group could choose its own members to team up and freely designed their organization structures. The findings showed that the participants identically wished to see their community different from the others by creating creative and conservative tourism activities. Due to a diversity of cultural and natural resources. They would like to offer their tourism activities all year round whereas the tourists thought that they could go there only during the summer (April – August) to avoid the monsoon e.g. joining the fishermen on the boat to catch crab or white shell, exploring the pink dolphin's life (morning), learning how to raise and reproduce the blue crabs, growing the mangrove trees, trekking and visiting the waterfall, making the yellow medicine (afternoon), seeing the fireflies, and resting at the homestay (night). However, the critical problem at the beginning was that the local people never recognized the value of their local resources, so the SAO decided to create the activity plan “Laem Glad People Travel in Laem Glad Community” aiming to encourage the local people to know profoundly appreciate their own community by learning through the site-visit and the information exchange amongst the members of each community.

Discussion

This research was an investigation on the local people's participation in developing their local creative tourism based on the lessons learned from several successful communities in different context depending on the management structure that determines the real control in the communities. In this regard, the key concept of Inquiry Approaches was applied to look at a phenomenon only from the strong point by means of retrieving, composing, creating, and developing the information from the positive core of the community. The prior assumption was that “In every single system, individual person and organization is hidden with some good stories waiting to be discovered” and there were plenty of the stories for anybody to discover in order to make changes and develop them to be Appreciative Participatory Planning and Action (APPA). It simply began with questioning and talking to look for the peak experience of the individuals and community (Discovery) to define the goal (Dream), make it comes true (Design), and start doing (Destiny).

Objective 1: To develop appropriate participatory approaches to assist Thai communities to effectively shape creative tourism projects.

In order to assist communities to effectively shape creative tourism project, appropriate institutional arrangements for participatory approach have to be developed. Tourism

development cannot be successfully managed by a single individual or organization alone but the collaboration is also necessary in which the partners with appropriate roles and skills are needed. The findings indicated that the multi-stakeholder participation can be categorized into 5 groups. Their participatory approaches were provided, as follows.

1) *Management team*: The community board structure with a simple design gave more effective results compared to the complicated structure. Based on the study, it was found that two communities (Nam Chioe and Leam Glad) basically created organization structure from the member's local professions that was suitably linked to different tourism activities (e.g. cooker, souvenir seller, boat driver, etc.) so that they understood well and were familiar with their specific roles. As a result, any of overlapped jobs or the gaps between their jobs could be terminated.

In term of *community leaders*, the site visits for feasibility study in all communities indicated that the leaders were the key persons to decide which of the projects should be done or not in the target area. For the community, their leader agreed on the project, the other members would surely give their supports because the local people, believe in the leaders' decision and were commonly considerate to them. The foremost characters of the leader are that he or she must understand the context of the community and is equipped with the basic knowledge on tourism development, as well as having the influential power to gain trust and the collaboration from the stakeholders from different sectors. Obviously, the leaders can be either formal or informal leaders. In particular, the benefits of the formal leaders are that they have the power to command, to negotiate with other organizations, and to ask for support from any organizations (e.g. budget, infrastructure, human resource), while the informal leader (or natural leaders) are naturally equipped with the power from their trustable look and they can persuade others to be more considerate to them. According to the stakeholders in the local creative tourism project, it was indicated that another desired character of the community leaders is that they should be an inspirational person with the influential power and the ability to improve the people's performance, to be the catalyst for changes, to handle the conflict management, as well as to build up the bonds and collaboration with the others.

In addition, there should be a team of *steering committees* that was the key mechanism for develop the creative tourism project to be successful as planned. This team

is in charge of coordinating between the community leaders and other members in the club. The committees should be community members to achieve their communication objectives and cooperation easier. The local government officers should be also included in this team in order to make the project move on easily and smoothly as they have power to request for the supports from other organizations.

2) *Facilitator*: facilitator (developer and convener, used interchangeably) is the person who passes on the required knowledge and skills concerning with creative tourism development to the others so that they should be necessarily supported for human resource and budget from the outsider experts with specific proficiency. These people play the major role in supporting and guiding the development process, solving the conflict, and assisting in decision-making. On this matter, the study suggests that a person to act as the facilitator can be the academicians, NGOs staffs, government organization officers and social enterprises. According to the study on the guideline for creative tourism development, the major question is “*How could the community-based tourism shift from the attraction-based tourism to activity-based tourism*”? The study outcome presents that the groundwork of this question is to train the local people with specific skill related to the activity plan in order to achieve the goal as planned and this skill improvement requires the facilitator to coach them. In particular, the main topics concerning with the creative tourism development are tourism product development, marketing management, communication design and planning, and educational trip to visit the successful tourism communities. Moreover, workshops should be offered since it helps the participants to understand more about the content of the topics where personal background knowledge, experience, and skill can be activated for brainstorming in order to see a clear guideline.

3) *Catalyst*: the study outcome indicates that all creative tourism communities have the catalysts who have a role to motivate and provoke the community to realize the significance of the new tourism form, so that the local people can transform their attraction-based tourism with a focus on selling the attractions to activity-based tourism. Above all, the local people turn from the servants to the teachers who present the story of their community and teach the tourists certain local skills. On this point, the key catalyst to encourage the local creative tourism is DASTA, the very first organization that implements the key concept of creative tourism development in Thailand after they have estimated that the

tourism trend in Thailand seems to be unpopular since the tourist's behavior has shifted to focus on the in-depth cultural tourism. The direction of DASTA as the catalyst started by visiting and talking with the community leader to make him or her to understand the new tourism form and its benefits. After agreeing on the projects, the leaders allowed DASTA to observe the community and have an interactive dialogue with its community members. As a consequence, the findings affirmed that DASTA was likely the outside expert that powerfully motivated the thought of the local people and also the mirror that reflected the values of their community that they had mistakenly ignored.

4) *Local Guru in Local Wisdom and Culture*: the element that differentiates creative tourism from others forms of tourism is the local guru who conveys story details of the community to the tourists and guide them to do the local activities which they can understand the local cultures deeper and develop hands-on skills. However, the study highlights that the critical problem for creative tourism development in Thai community is the lack of the effective communicator who is efficiently able to tell the local stories, demonstrating the local activities, and guiding the tourist. Moreover, there are a few people in the study areas that can be a good communicator because most of the community members do not have good communicative skill since they hardly use it. Consequently, they have no idea how to make their story meaningful for the tourists. Nevertheless, after the facilitators visited and educated the community members about the tourism communication, the whole community become more aware and tries harder to improve the member's ability to communicate effectively.

5) *Mentor*: While the creative tourism development needs times and constant process, each community is set on different contexts, so any problem may exist unexpectedly. Hence, there is the need for the mentor to give advices, support the development process, and push forward the project to the success. On this point, DASTA acts as the key mentor with an aim to help the community manage their creative tourism project by themselves for their own benefits, as well as motivating the local people's participation.

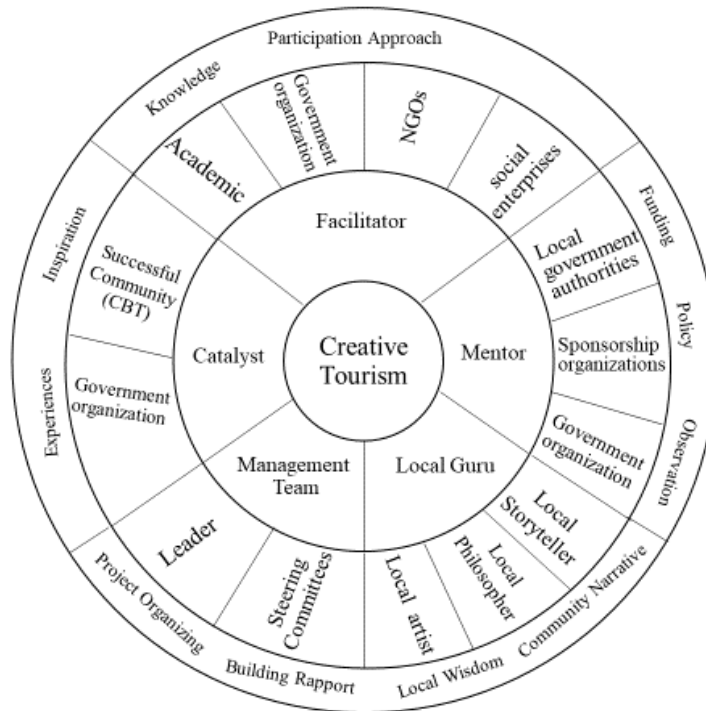


Figure 1 Stakeholder Participation in Creative Tourism Development

This result was consistent with (Strawn, 1994; Butler et al., 1999a; Milewa et al., 1999), Haywood (1988), Byrd (2007), Simpson (2008). Phanumat et al. (2015). Their studies were revealed that the stakeholder participation has been described as an essential element in successful sustainable tourism development. Participation is a process of involving all stakeholders, including local government officials, local citizens, architects, developers, business people, and planners and their decision-making should be shared. However, this study also specified roles (catalyst, mentor, local guru, management team, and facilitator) of each stakeholder in order to be clear on their characteristics. Fariborz et al. (2010) present that local communities have to organize themselves at all levels to play a more effective role in development. The support of government could be limit building capacity because it uses the technical approach to develop tourism and this could dis-empowering local community. On the other hand, this study shown that in Thailand, without the government support, community capacity cannot be achieved. This study also supported Fariborz & Ma'rof (2008) who stated that the success of community development required all stakeholders understand that investments in tourism development is necessary for building community capacity. Therefore, proper training and skills should be provided to enhance and update local communities' knowledge and skills when they are involved in a tourism

programme through goal setting exercises, in the maintenance of the area, as well as effective monitoring of all the tourism activities (Roslizawati et al., 2018)

Objective 2: To provide a practical planning and management framework for relevant agencies to work with local communities in creative tourism development planning.

The key focus of this study is based principally on the assumption that in every community, there is something that works. Its members should be able to identify their strengths and successes in order to inspire self-pride and recognize opportunities to influence over and be involved in all development processes. This study selected 4 different areas. The method of participatory observation was used in the real cases and real participants selected in order to develop a best practice model of locality-based development for building sustainable creative tourism in Thailand. To be successful in developing creative tourism projects, a practical planning and management framework for relevant agencies to work with local communities in creative tourism development planning action have to be provided. There could be 3 stages as follows.

Stage 1: Initiative Idea. This stage aims to assess if the selected community has feasibility to develop creative tourism projects and to strengthen a strong relationship with the local people. Discussing whether people are ready to take initiatives should be conducted.

Step 1: Initiate Dialogue and Definition. At the starting point, dialogues should be created clearly to make the community members easily understand the basic concept of creative tourism. The facilitators and mentors should begin with rapport building with community leaders. Then, these leaders could pass on the message on the local tourism guideline and the roles of the facilitators and mentors to the community members. This process was conducted along with the feasibility study for the creative tourism project under the key question that “Do the community members want their local tourism development? And if they do. “What kind of tourism form they want to see?” in order to ensure the tendency of the community participation. The findings shown that members would like to know most on how it benefits, particularly in term of income to the community and what kind of work intended to carry out in their area. An active dialogue should be continually conducted to gain trust from the community members.

Step 2: Conduct a public hearing. The public hearing should be organized to make an agreement with the community members that they were willing to join the tourism development project. At this step, various stakeholders should be brought together to discuss, debate and agree/ disagree. Based on the observation, it can be divided participants into 3 group entities; *Group 1 entities* are conveners as facilitators, who play a contributory role in the process. *Group 2 entities* are community members, including residents, community leaders, and local businessmen. Group 3 entities are mentors including sponsorship organizations, local government authorities and government organization. At the end of this stage, a consensus decision-making has to be made. It is important that all participants are free to make their own decisions. Secret ballot might be recommended to apply in some selected communities. In this case, local government might be allowed to attend the meeting as an observer. If the majority of participants mutually agreed to “buy in” the project, the conveners can arrange the initiative planning stage.

Based on the study, the community members are divided into 3 sub-groups. The first one is considered to be the “*active*” members, consisting of those willing to participate with full passion and ideas. This group of community members tends to have the direct stakes in the tourism development; the second group consists of those members who are in the “*wait and see*” mode. They are not participating actively but keep monitoring the situation closely. The Last group is seen as the “*passive*” and showing indifferences in tourism development. This group may eventually benefit from tourism and from the overall development and will soon later appreciate tourism in the area.

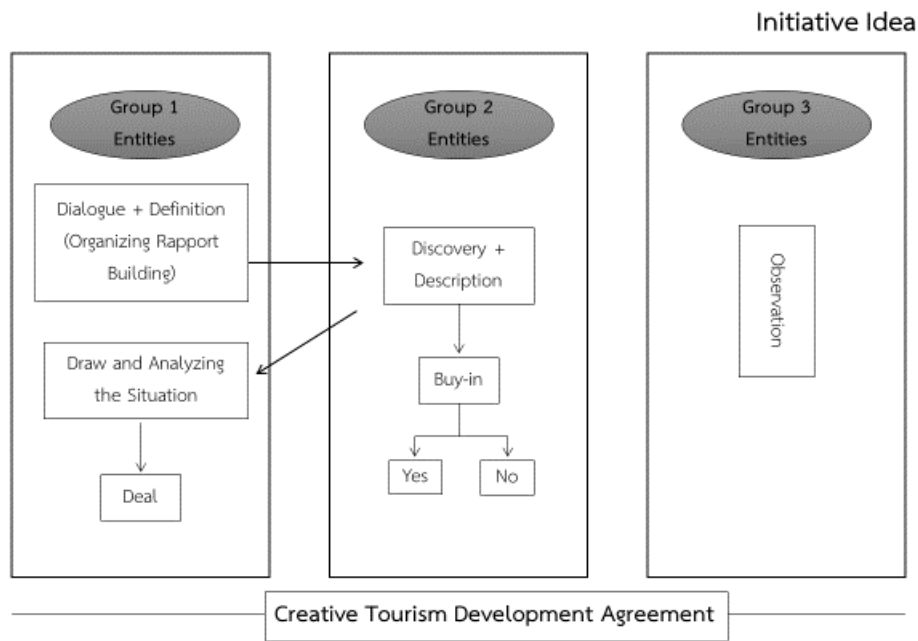


Figure 2 Stage I - Initiative Idea for Creative Tourism Development

Stage II: Group Formation and Community Empowerment. A tourism effort is something that cannot be done by a single individual or organization. Collaboration is an essential part of any creative tourism project and after the community members agree to develop the creative tourism, they need to form up a team of the steering committees to push forward the project. It was likely the work commitment. The critical limitation is that the committees had no experience in tourism development so the capability building activity should be organized to provide them with more knowledge and skill. The aim of the stage is to bring all active stakeholders working together in order to implement the creative tourism projects.

Step 1: Empowering Communities with Knowledge. To improve the stakeholders to be more knowledgeable in creative tourism development, the facilitators should constantly provide the training program concerning all related contents (e.g. tourism product development, marketing management, communication design and planning). Nevertheless, the program should be more concise and worthwhile since the community members have to spend their precious time to attend. The content should not mainly focus on academic issues because it is boring, and the participants could neither remember nor apply the content to do their job. Meanwhile, post-test after the training or workshop (e.g. role-play, presentation, demonstration) should help the participant more understanding. Similarly,

these activities could be like the space for the community members to show their potentials and some talented members were often found during these activities. Later, these people could become the backbone of their communities. Furthermore, educational trips should be added so that the committees could learn by seeing the real circumstances, gathering the useful information, and exchanging their working experience to define the problems and solutions that could be applied in their communities. The trip also offers an opportunity for the community members who never travel to any places to act like the tourist for once so they could see imagine of their own local tourism. Above all, educational trips could be an inspiration that effectively encourages the committees to move on their mission.

Step 2: Group Formation: Prior to formulating action plan, a working group should be formed in order to establish a self-managed group at the community level. The committees could be the local people, the LAO officers, and local businessmen. The first team should be selected from the active group due to their personal interest and will to do their job. The best pattern of forming the group should be non-functional and based on their skills related to creative tourism activities. The study also suggests that the success of the previous projects attracted the members from the other groups (the wait & see group and the passive group) to become more interested; therefore, the community with none of tourism activities could manage a piloting creative tourism project in order to encourage their members to join. In the same vein, the committees should be registered as the “Community Based Tourism Club” so that they could legally request for financial support from the associate organizations.

Step 3: Facilitating an initiative planning workshop. After teaming up, the committees should be brought together to come up with the pilot project. As the dream is the basis and inspiration for the plan, at the beginning of planning process, the participants are asked to collectively visualize how they would like to see as desirable form of creative tourism development in the future community. Their answers can help the facilitators understand what the community members see as the desirable form of tourism development in their area. Additionally, the brainstorming workshop with local people surprisingly revealed the information from different aspects to construct the content that could be used for the design of the local creative tourism and to make the development plan to achieve the goal as expected. In this point, activities should be done with clear objectives and explanations to

avoid the risk of individuals focusing too much on their personal aspiration not on the group's goals. Outline a realistic time frame for completing the activities, which should indicate when, or during which period, each activity will be carried out and completed. While doing this, responsible persons for implementing each activity should be assigned.

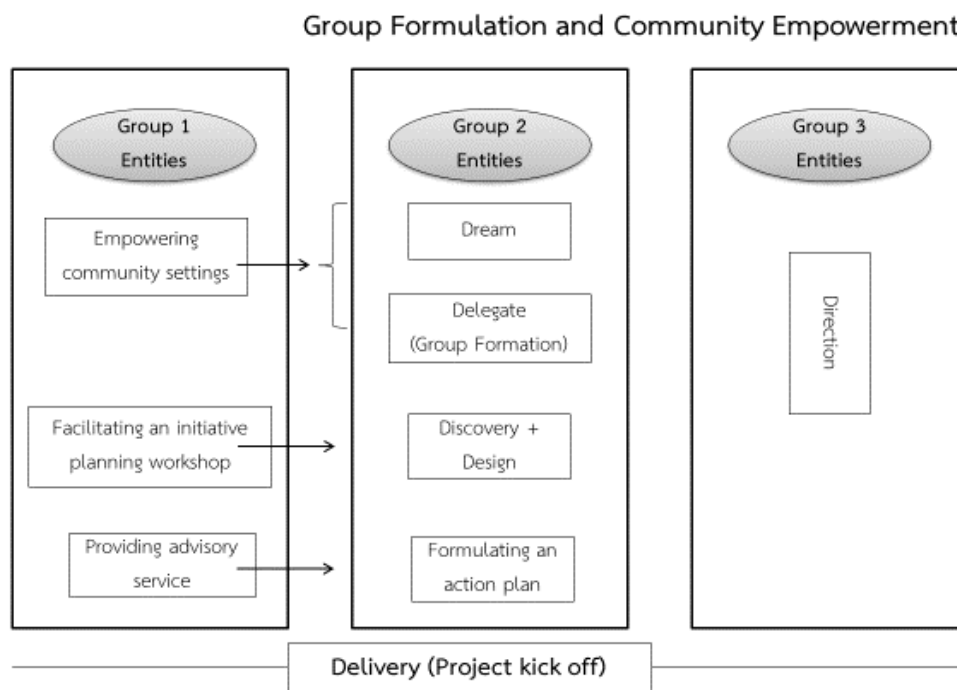


Figure 3 Group Formation and Community Empowerment

After the effective community dialogue had been continually conducted together with the capability building programs on how to get the supports from other organizations, the communities became well-prepared to work and the committees knew more about different form of tourism. **Stage III: Initiative Planning.** After the first project is kicked off, there are some expectations. For examples, more community members, particularly who are in the wait and see mode, join the community's tourism association, more tourism activities are carried out, tourists stay at the community longer, and more funding from other sources are offered. In conclusion, positive is a powerful tool used to motivate improved productivity and commitment in organizational development. In addition, according to previous studies, experience has shown that one of the greatest causes of failure in community development is a lack of follow-up and commitment by the community members. Therefore, through the implementation process, committee meetings have to be conducted to report the progress. The conveners should maintain close contact with them. In addition, the local government

might be appointed as advisors, who can provide the directions of funding, technical and managerial supports for the association.

Based on the previous studies on AI approach, there were limits on the number of references. This study shown that AI approach as an alternative tourism research tool to reveal the understandings, opinions, and attitudes of tourism stakeholders concerning the community development. During the survey, it is found that the local residents were always positive towards tourism activities in their communities. Same as Roslizawati et al. (2018), their findings show some of the potential advantages of tourism development, including social benefits, cultural benefits, economic benefits and environment benefits. It is an approach which has emerged as a counter to traditional problem-solving approaches and focuses on the strengths and successes of individuals and communities. (Lama, 2012). However, this study suggested that in order to be successful in developing a creative tourism project, a tourism form which offers visitors the opportunity to develop their creative potential through active participation in courses and learning experiences, in AI approach, there should have more 3Ds, including “Definition” (identifying what that can be developed further as the tourism product), “Dance” (determining the date of celebrating) and “Dialogue” (incorporating the voices and views)

Recommendations

1) There should be a governmental organizations to be directly in charge of creative tourism development for a rapid process of policy issuance, operations, and budget management and to avoid the overlapped working processes and terminate a working gap amongst several organizations.

2) There should be a further study on the management structure that builds the collaboration for creative tourism development in all communities and cities.

3) There should be a further study on performance empowerment for the leaders and member within local communities to develop their creative tourism projects so that the stakeholders with high diversity of community settings based on forms of social structures and networks are equally allowed to participate in the activities.

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