

# Lecture Note

**Course Title: TRM 3306 Tourism Resource Planning and Development**

**Credits: 3(3-0-6)**

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**Lecturer: Dr. Siripen Yiamjanya**

**Program: Tourism Management**

**Week 1**

## **Unit 1: Introduction to Tourism Planning and Development**

### **Topic**

- Definition of tourism planning and tourism planning approaches
- Definition and aims of tourism development
- Relationship between tourism planning and management

### **Objectives**

After the completion of this unit, students should be able to:

- Recall the definition of tourism planning and its key aims.
- Recall and explain different tourism planning approaches.
- Recall the definition of tourism development.
- Explain relationship between tourism planning and management.
- Indicate important content in relation with Thailand tourism in the National Economic and Social Development Plan of Thailand.
- Summarize Thailand tourism development plan.

## 1. Definition of tourism planning and tourism planning approaches

### Definition of planning

Modern planning is to seek optimal solutions to perceived problems and that is designed to increase and maximize development benefits, which will produce predictable outcomes. Besides, planning is an ordered sequence of operations and actions that are designed to realize one single goal or a set of interrelated goals. Normally, planning should be a process, anticipating and ordering change. Anticipating means forwards looking that seeks optimal solutions, maximizes possible development benefits and produces predictable outcomes.

One of the key elements of the process of planning is “decision- making”. Planning can be seen as “the process of deciding”. This process is not straightforward, but decisions are independent and systematically related and not just individual decisions. The process of planning involves “bargaining”, “negotiation”, “compromise”, “coercion”, “values”, “choice” and “politics”.

Decision- making is part of a continuum that follows directly from planning and this in turn is followed by action.

A production of planning is a plan. A plan provides the rationale for and details of how implementation will take place within a country or region, and sets this within a wider economic and social context. Planning involves not only the formation of plans and their implementation, but also their supervision and review.

Moreover, planning is also a kind of policy- making. Usually, the terms “planning” and “policy” are intimately related.

### Tourism planning

Tourism planning is beyond just an individual tourism business plan. Rather, tourism planning focuses on destination planning. Planning for tourism tends to reflect the economic, environmental and social goals of government and, increasingly, industry interests, at whichever level, the planning process is being carried out.

Planning for tourism occurs a number of forms (development, infrastructure, promotion and marketing), structures (different government and non- government organizations), scales (international, national, regional, local and sectoral) and times (different time scales for development, implementation and evaluation). However, planning is rarely exclusively devoted to tourism. Instead, planning for tourism tends to be an “amalgam” or a combination of economic, social and environmental considerations which reflect the diversity of the factors which influence tourism development.

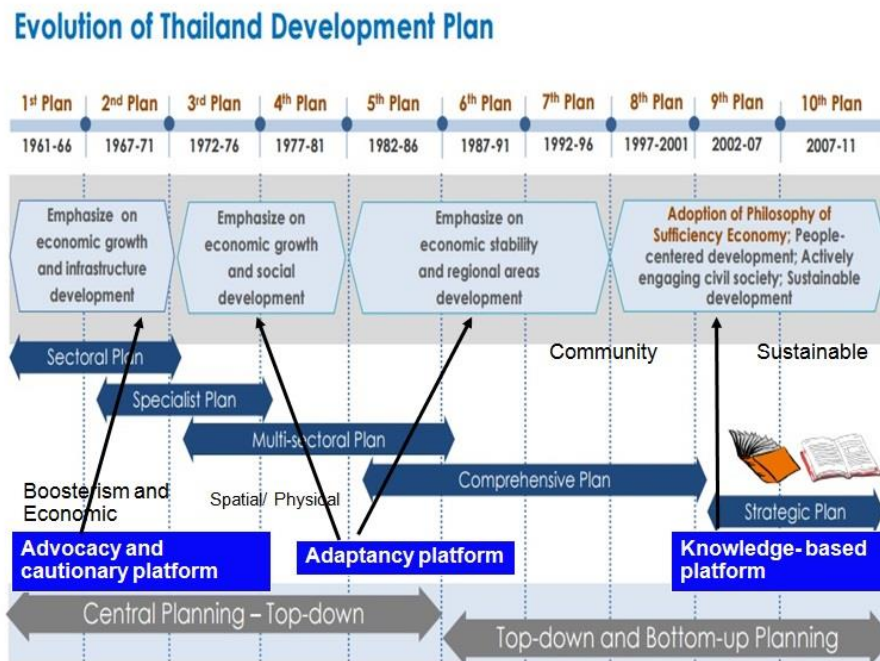
Tourism planning approaches

<b>Planning tradition</b>	<b>Underlying assumptions and related attitudes</b>	<b>Definition of the tourism planning problems</b>	<b>Some examples of related methods</b>	<b>Some examples of related models</b>
<i>Boosterism</i>	<ul style="list-style-type: none"> <li>• Tourism is inherently good</li> <li>• Tourism should be developed</li> <li>• Cultural and natural resources should be exploited</li> <li>• Industry as expert</li> <li>• Development defined in business/ corporate terms</li> </ul>	<ul style="list-style-type: none"> <li>• How many tourists can be attracted and accommodated?</li> <li>• How can obstacles be overcome?</li> <li>• Convincing hosts to be good to tourists</li> </ul>	<ul style="list-style-type: none"> <li>• Promotion</li> <li>• Public relations</li> <li>• Advertising</li> <li>• Growth targets</li> </ul>	<ul style="list-style-type: none"> <li>• Demand forecasting models</li> </ul>
<i>Economic</i>	<ul style="list-style-type: none"> <li>• Tourism equal to other industries</li> <li>• Use tourism to create employment, earn foreign revenue and improve terms of trades, encourage regional development, overcome regional economic disparities</li> <li>• Planner as expert</li> <li>• Development defined in economic terms</li> </ul>	<ul style="list-style-type: none"> <li>• Can tourism be used as a growth pole?</li> <li>• Maximization of income and employment multipliers</li> <li>• Influencing consumer choice</li> <li>• Providing economic values for externalities</li> <li>• Providing economic values for conservation purposes</li> </ul>	<ul style="list-style-type: none"> <li>• Supply- demand analysis</li> <li>• Benefit- cost analysis</li> <li>• Product- market matching</li> <li>• Development incentives</li> <li>• Market segmentation</li> </ul>	<ul style="list-style-type: none"> <li>• Management processes</li> <li>• Tourism master plans</li> <li>• Motivation</li> <li>• Economic impact</li> <li>• Economic multipliers</li> <li>• Hedonistic pricing</li> </ul>
<i>Physical/ spatial</i>	<ul style="list-style-type: none"> <li>• Tourism as a resource user</li> <li>• ecological basis to development</li> <li>• Tourism as a spatial and regional phenomenon</li> <li>• Environmental conservation</li> <li>• Development defined in environmental terms</li> <li>• Preservation of genetic diversity</li> </ul>	<ul style="list-style-type: none"> <li>• Physical carrying capacity</li> <li>• Manipulating travel patterns and visitor flows</li> <li>• Visitor management</li> <li>• Concentration or dispersal of visitors</li> <li>• Perceptions of natural environment</li> <li>• Wilderness and national park management</li> <li>• Designation of environmentally sensitive areas</li> </ul>	<ul style="list-style-type: none"> <li>• Ecological studies</li> <li>• Environmental impact assessment</li> <li>• Regional planning</li> <li>• Perceptual studies</li> </ul>	<ul style="list-style-type: none"> <li>• Spatial patterns and processes</li> <li>• Physical impacts</li> <li>• Resort morphology</li> <li>• LAC (limits of acceptable change)</li> <li>• ROS (recreational opportunity spectrum)</li> <li>• TOS (tourism opportunity spectrum)</li> <li>• Destination life cycles</li> </ul>

Planning tradition	Underlying assumptions and related attitudes	Definition of the tourism planning problems	Some examples of related methods	Some examples of related models
<i>Community</i>	<ul style="list-style-type: none"> <li>● Need for local control</li> <li>● Search for balanced development</li> <li>● Search for alternatives to mass tourism development</li> <li>● Planner as facilitator rather than expert</li> <li>● Development defined in socio-cultural terms</li> </ul>	<ul style="list-style-type: none"> <li>● How to foster community control?</li> <li>● Understanding community attitudes towards tourism</li> <li>● Understanding the impacts of tourism on a community</li> <li>● Social impact</li> </ul>	<ul style="list-style-type: none"> <li>● Community development</li> <li>● Awareness and education</li> <li>● Attitudinal surveys</li> <li>● Social impact assessment</li> </ul>	<ul style="list-style-type: none"> <li>● Ecological view of community</li> <li>● Social/ perceptual carrying capacity</li> <li>● Attitudinal change</li> <li>● Social multiplier</li> </ul>
<i>Sustainable</i>	<ul style="list-style-type: none"> <li>● Integration of economic, environmental and socio-cultural values</li> <li>● Tourism planning integrated with other planning processes</li> <li>● Holistic planning</li> <li>● Preservation of essential ecological processes</li> <li>● Protection of human heritage and biodiversity</li> <li>● Intergenerational and intra-generational equality</li> <li>● Achievement of a better balance of fairness and opportunity between nations</li> <li>● Planning and policy as argument</li> <li>● Planning as process</li> <li>● Planning and implementation as two sides of the same coin</li> <li>● Recognition of political dimension of tourism</li> </ul>	<ul style="list-style-type: none"> <li>● Understanding the tourism system</li> <li>● Setting goals, objectives and priorities</li> <li>● Achieving policy and administrative co-ordination in and between the public and private sectors</li> <li>● Co-operative and integrated control systems</li> <li>● Understanding the politics dimensions of tourism</li> <li>● Planning for tourism that meets local needs and trades successfully in a competitive marketplace</li> </ul>	<ul style="list-style-type: none"> <li>● Strategic planning to supersede conventional approaches</li> <li>● Raising producer awareness</li> <li>● Raising consumer awareness</li> <li>● Raising community awareness</li> <li>● Stakeholder input</li> <li>● Policy analysis</li> <li>● Evaluative research</li> <li>● Political economy</li> <li>● Aspirations analysis</li> <li>● Stakeholder audit</li> <li>● Environmental analysis and audit</li> <li>● Interpretation</li> </ul>	<ul style="list-style-type: none"> <li>● Systems models</li> <li>● Integrated models focused on places and links and relationships between such places</li> <li>● Resources as culturally constituted</li> <li>● Environmental perception</li> <li>● Business ecology</li> <li>● Learning organizations</li> </ul>

**Sources:** after Getz (1987); Hall et al. (1997); Hall (1999), from *Geography of Tourism and Recreation: Environment, Place and Space*, by C. Michael Hall and Stephen J. Page (2006)

It can be noticed from the table above that this tourism planning approaches go along with the concept of Jafari's Platform that describes the development or evolution of global tourism development that started during the post- world war II period (1950s) until present (21<sup>st</sup> century): advocacy, cautionary, adaptancy, and knowledge- based platform. The figure below demonstrates the relationship between Thailand national plans from the first plan to the 10<sup>th</sup> plan, with the tourism planning approach and the Jafari's Platform.



The key aims of tourism planning are: “to ensure that opportunities are available for tourists to gain enjoyable and satisfying experiences and at the same time to provide a means for improving the way of life for residents and of destination areas”. Moreover, the aims of tourism planning also include to shape and control physical patterns of development, to conserve scarce resources, to provide a framework for active promotion and marketing of destinations and can be a mechanism to integrate tourism with other sectors.

## 2. Definition and aims of tourism development

### Definition of tourism development

Tourism development is a complex process involving the coming together of domestic and international development agents and key stakeholder groups with state policy, planning and regulations. The resulting tourism form not only has impacts in the host destination but there are also potential broader developmental outcomes benefiting that destination. Tourism development is about resource development and management. Different destinations are represented by various or diverse tourism products such as cruise ship docks, beach resorts, urban heritage centres, national parks, ecotourism resorts, casinos and village tourism. Therefore, decisions

need to be made for tourism development concern the questions of which form or forms of tourism that are best suited to a destination for the long term in order to meet national developmental goals. Questions that are central to the tourism and development are as follow:

- What is the desired outcome of the development?
- What are the tourism policy and planning regulations in the destination?
- What are the institutional arrangements and the political realities in the destination?
- What are the values of the key actors and institutions involved in the development process?
- Who is in control of the decision- making process?
- What project is selected, how is it financed and who operates it?
- Who benefits from the development?
- Can tourism development contribute to national development goals?

### **3. Relationship between tourism planning and management**

Management is “a goal- oriented process that involves the allocation of resources and the coordination of the talents and efforts of a group of people”. Thus, there is a major link between planning and management. One of the key activities involved in managing is *planning*. Managing is the first part of a process that also involves “organizing”, “empowering”, and “controlling”. The act of managing gives an idea of cyclical process, with a link back from controlling to planning. Each of activities in any given situation may be ongoing simultaneously and therefore each is not an entirely discrete or separate process. Moreover, the functions of management are: planning, organizing, giving direction, providing coordination and monitoring:

- Planning is about what one is trying to achieve.
- Organizing is concerned with mobilizing and deploying resources.
- Giving direction relates to the provision of leadership and maintenance of a sense of purpose.
- Coordination is the provision of a unifying force.
- Monitoring is a control function achieved through the reporting and analysis of results.

As today, strategic planning is regarded as important as a result of integrating planning with management. There is thus a link between planning and management in a strategic way. Strategic planning can be regarded as a process that involves concurrently integrating planning and management. This means that the proactive approach of planning should be intertwined with reactive reality of management. In many cases, planning is reactive rather than proactive, particularly when policy documents are often prepared for a 5-10 year period. This means that the information in the plan is dated by the time it takes effect and new issues may have arisen in the interim.

### **Learning Activities and Medias**

- Introduction of the course and discussion
- Before the class starts, students spend their time writing to answer the following questions:
  - What is planning?
  - What is tourism planning?
  - Why does tourism need planning?
- Lecturer gives a lecture for one hour, then do class activity: student brainstorm for current issues or problems in tourism
- Individual Paper Assignment: students study 12<sup>th</sup> National Economic and Social Development Plan of Thailand, review and give critics for one issue related with tourism, for one A4 page.
- Preparation for activity next class: students study the development of Thailand tourism and answer the following questions:
  - What is tourism planning defined?
  - What should be the key aims of tourism planning?
  - In your opinion, which approach should Thailand tourism planning be, between boosterism, economic, physical/ spatial, community or sustainable approach? Why do you think that way?
  - Among the ten countries in ASEAN Community, can you talk about its key approach to tourism planning? Explain about it.
  - What is tourism development defined?
  - How is planning and management related? Can you also explain the relationship in terms of tourism planning and tourism management?
  - Do you think why we need central questions for tourism and development?

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**Week 2**

## **Unit 2: Tourism Policy**

### **Topic**

- Definition of policy
- Importance and objectives of tourism policy
- Relationship between tourism policy and planning
- Literature review of tourism policy of Thailand
- Critical issues of tourism policy of Thailand

### **Objectives**

After the completion of this unit, students should be able to:

- Explain the definition of national policy and national tourism policy.
- Describe the importance and objectives of national policy.
- Point out the relationship between tourism policy and planning.
- Demonstrate a linkage between the Act of National Tourism Policy, B.E. 2551 and the National Tourism Development Plan, B.E. 2555-2559.



## 1. Definition of policy

### Definition of policy

Wikipedia explains a policy as a principle or protocol to guide decisions and achieve rational outcomes. A policy is a statement of intent, and is implemented as a procedure. Policies are generally adopted by the board of or senior governance body within an organization whereas procedures or protocols would be developed and adopted by senior executive officers. Policy differs from rules or law. While law can compel or prohibit behaviors (e.g. a law requiring the payment of taxes on income), policy merely guides actions towards those that are most likely to achieve a desired outcome.

Policy is usually created by and emanates from a public body or organization. Such public policy is a major concern of government activity. In general, it could be stated that public policy is what government decide to do or not to do. However, even though a nation's public policy states what to do or not to do, it is important to note that planning is not just a process conducted by government. Private organizations and other sectors also need to prepare careful plans and usually have a number of policies through which they operationalized these plans. Therefore, planning covers private as well as government and public enterprise.

### Tourism policy

Tourism Policy is generally considered to be an area of a nation's overall economic policy. It is a public policy designed to achieve specific objectives relevant to tourism established at the municipal, state or federal level. More generally, tourism policy should reflect the overall development policy of the country or region so that tourism is well integrated with it. Policy also evolves from the survey and analysis of present tourism development patterns and infrastructure, tourist attractions and activities, and the tourist market. This definition raises questions about:

- (1) Who formulates tourism policy?
- (2) What are the objectives of tourism policy?
- (3) How are those objectives achieved?

## 2. Importance and objectives of tourism policy

### Importance of tourism policy

Tourism is of practical significant as international travel requires government cooperation in many areas that promote tourism, for example, bilateral airline negotiations, decisions about provision of facilities and services, interactions with other sectors, use of publicly owned resources such as national parks as attractions, the issuing of tourist visas and in the funding of marketing of particular destinations<sup>1</sup>. From the explanation, it can be explained further that tourism has greatly involved with national policy, as tourism concerns

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<sup>1</sup> Ahmed and Krohn, 1990 in Scott, 2011, Tourism Policy: A Strategic Review. *Contemporary Tourism Reviews*, School of Tourism, University of Queensland, Australia

a national's overall economic. And since tourism concerns a national level in terms of many areas such as exploitation of the nation's resources, national impacts in various dimensions; it is therefore tourism needs policies, which normally are reflected through national tourism policies. Policies on tourism development, tourism promotion and other tourism- related policies are thus usually formulated by government in order to drive tourism forwards at a national level, as, Elliotts (1997) said, *"it is only governments which have the power to provide the political stability, security and the legal and financial framework which tourism requires. They provide essential services and basic infrastructure. It is only national governments which can negotiates and make agreements with other governments on issues such as immigration procedures or flying over and landing on national territory"*.

#### Objectives of tourism policy

Tourism affects many areas- the economic, social, cultural and environmental. This is the reason why it is required that government formulates policies for tourism development.

- There are several economic reasons that may induce the public sector to foster tourism development.
  - Improved balance of payment situation
  - Regional development
  - Diversification of the economy
  - Increased income levels and state revenues
  - New employment opportunities
  - Stimulation of non-tourism investment
- Social considerations are another important reason. Governments participate in tourism development in order to maximize the socio-cultural benefits of tourism (such as cultural exchange, revival of traditional crafts and ceremonies, rural development, etc.) The state may also have a general responsibility to protect the social well-being of individuals by minimizing tourism's unpleasant socio-cultural effects (such as deterioration of important historic and archeological sites, social degradation, overcrowding by tourists, loss of convenience for local residents, etc.)
- Another reason is the need for controlling the environmental impact of tourism, such as pollution and other environmental hazards and land use problems resulting from poor planning, setting and engineering of tourist attractions and facilities.

### Example of tourism policies

#### **Policy on Tourism Management Capacity**

**Goal 1:** Ensure adequate and appropriate national capacity to manage the sustainability of the tourism sector.

The policy guidance to build tourism management capacity is grouped into policy objectives related to: good governance, public awareness, human resource development, tourism research and development and Information Communication Technology (ICT).

#### **Tourism Marketing Policy**

**Goal 2:** Continuously improve the sustainability of the marketing mix in light of emerging global market trends.

The policy guidance on improving the sustainability of the marketing mix is grouped into policy objectives on market intelligence, ICT and marketing, tourism product development, diversity of tourism, quality issues and the effectiveness of marketing.

#### **Tourism and Transportation Policy**

**Goal 3:** Develop efficient and cost effective transportation options to facilitate a sustainable level of destination accessibility.

The policy guidance on developing efficient and cost effective transportation options is grouped into policy objectives on: air transportation, marine transport and ground transportation.

#### **Policy on Tourism and the Environment**

**Goal 4:** Ensure the sustainable use of the natural environment and the cultural heritage for the benefit of all.

The policy guidance on ensuring the sustainable use of the natural environment and the cultural heritage is grouped into the following policy objectives: the planning, management and monitoring of the environment; sustainable patterns of resource use and the application of adaptation and mitigation strategies for tackling the climate changes predicted to be inevitable by the international scientific community.

### **3. Relationship between tourism policy and planning**

Planning and policy are closely related terms. Policy refers to an overall high-level plan that includes goals and procedures. A plan is a future set of action, policy is a rules and regulation created by the top management, and planning is how to face a particular problem but policies are already implemented. This means that the policies are written or formulated and implemented from top to down level, but planning in responding to the formulated policies may be or may not be successfully implemented, practically. This is due to the fact that when it comes to an implementation of planning from the stated policy, there are various factors to concern. One of the factors is “values”. Values are important in planning. The value position or standpoint in relation to planning cannot be ignored, especially when it comes from international level to national level or from national level to regional level. “As

*public policy and planning are “social processes through which ways of thinking, ways of valuing and ways of acting are actively constructed by participants.”* This statement reflects a diversity of participants or stakeholders who involve in planning and its impacts/ effects in different areas, due to their various or different thinking, values and actions or behaviors, even though their planning comes from the same national policies. Planning is thus intended to represent the views of all stakeholders and interested parties. Wilkinson (1997) said that *“planning emphasis is on a straightforward approach that accepts the (positivist) possibility of comprehensive rationality. Such a process assumes several factors: consensus on objectives, lack of uncertainty, known alternatives, a high degree of centralized control, and ample time and money to prepare a plan”*.

This statement emphasizes an importance of relationship- thinking approach between formulated policies and planning for implementation in terms of stakeholders' beliefs, values and cultures, implementation possibility, time and money to be allocated, in order to achieve desired goals. Furthermore, because planning is a process in which many public and private agencies are concerned, it means that actual planning is a practical exercise of political choice that involves beliefs and values. There must be often a wide range of conflicting interests (conflict of interests). Therefore, planning is a means by which attempts are made to resolve these conflicts.

#### **4. Literature review of tourism policy of Thailand**

The Act of National Tourism Policy, B.E. 2551, has been enforceable on February 6, 2008 onwards. This Act stipulates that the Board of National Tourism Policy shall comprise of the prime minister (chairperson), the Minister of Tourism and Sports (Vice-chairman), Minister of Transport, Minister of Natural Resources and Environment, Minister of Interiors, Minister of Culture, permanent secretary of defense, permanent secretary of foreign affairs, permanent secretary of commerce, permanent secretary of labor, permanent secretary of education, permanent secretary of public health, secretary general of the National Economic and Social Development Board, director of the Bureau of the Budget, chief of National Police, president of Association of the Provincial Administration Organization of Thailand, president of the National Municipal League of Thailand, president of Association of the Sub-district Administration Organization of Thailand, president of the Tourism Council of Thailand, and not exceeding 9 specialists to be appointed by the prime minister. Whereas, the main purpose of this Act is to create the integrated and systematic tourism management, the Board's authorities and duties are stipulated as follows:

- (1) To make and propose to the cabinet a policy, strategies or measures to promote tourism management and development.
- (2) To make and propose the national tourism policy to the cabinet for an approval.
- (3) To propose to the cabinet a policy and guidelines on manual for international tourism.
- (4) To proceed with determination of tourism promotion areas.
- (5) To give an approval on, and monitor implementation of tourism promotion areas.
- (6) To stipulate and proceed for certification of tourists attraction standard or tourism industry standard.

- (7) To manage, follow-up, evaluate and examine operation of the government agencies in accordance with the national tourism development plan, and the policy or measure for tourism management promotion and development.
- (8) To monitor the administration and management of the Fund for Tourism Promotion of Thailand.
- (9) To perform other acts as required by law, or as assigned by the cabinet.

The Act of National Tourism Policy, B.E. 2551 defines the *“tourism administration and development”* in Section 3, Chapter 1, as activities that include developing and improving tourist attractions, administrating and managing tourist attractions, maintaining the quality of tourist attractions, arranging tourist activities, developing services and human resources, building knowledge as well as promoting to public, developing tourism products, promoting tourist safety and security and other missions related to tourist attractions, tourists, or tourism industry, both directly and indirectly, to foster sustainability”.

Moreover, the Chapter also provides definition of the components that involve in tourism planning and development, which include the industry itself (as a whole), tourism enterprises, tourist attractions (i.e. natural/ cultural/ historical/ man- made attractions), public sector which includes provincial and municipality administration, state enterprises, public companies. As well there are related ministries which involve tourism development of the country, that have their own established committee to respond to the national tourism policy into action.

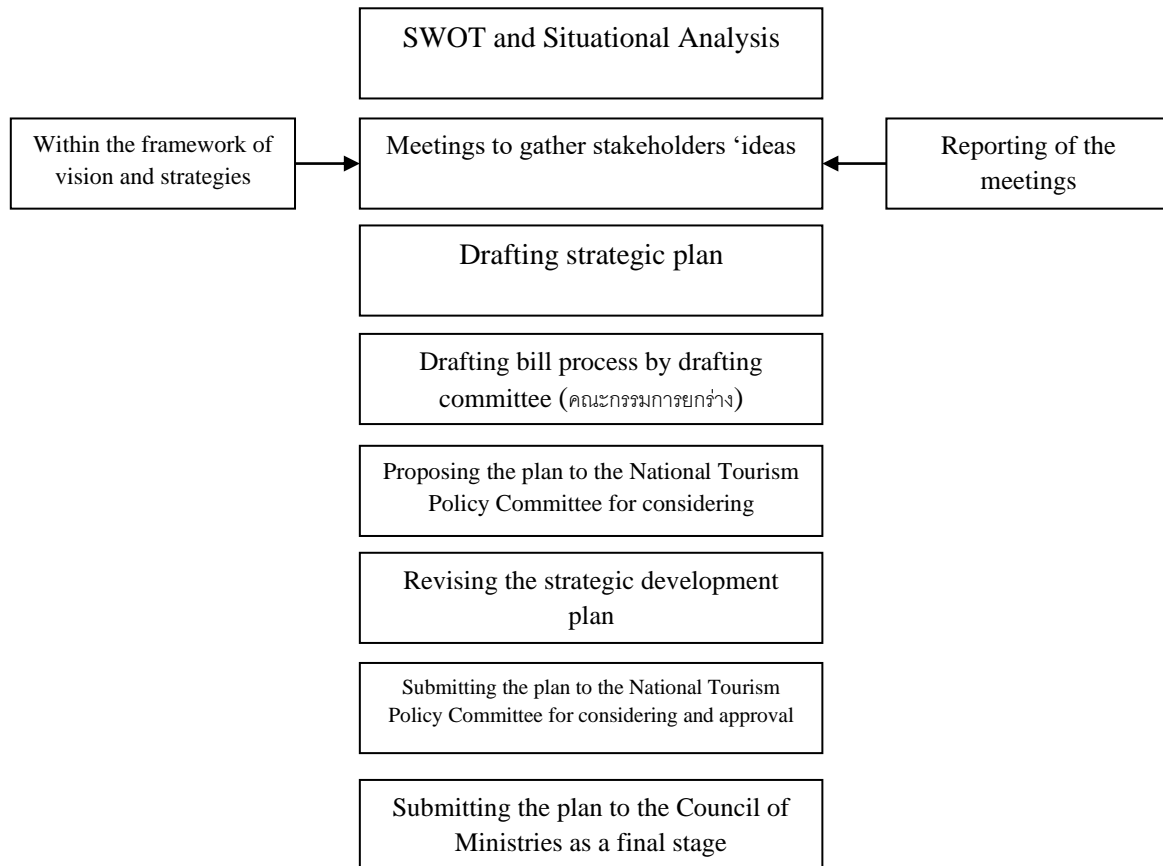
In Chapter 2, it is about the national tourism plan. This chapter states that the committees are required to develop national tourism plan and propose to the council of ministers to make a consideration and approval before announcing the plan in the Royal Thai Government Gazette (Raja Kitcha Nubeksa) Chapter 3 is the action plan for national tourism development. It is this chapter that focuses on how to bring the plan into action. In order to effectively manage, develop or discover different attractions/ destinations, it requires places to be clustered or grouped into zones with different levels of development. This needs cooperation with many parts in regional and local levels such as provinces (led by provincial governor), or special or designated zones, special economic zones, (an example is the designated area for special economic zone for sustainable tourism model by DASTA)

The National Tourism Development Plan, B.E. 2555-2559, is the outstanding outcome of an enactment of the law on national tourism policy mentioned above. The Plan comprises a tourism development framework with details on the following 5 strategies:

- (1) Strategy for development of tourism infrastructure and facilities.
- (2) Strategy for sustainable development and restoration of tourism resources.
- (3) Strategy for development of products, services and tourism promotion factors.
- (4) Strategy for building confidence and promoting tourism.
- (5) Strategy for promoting participation of the government sector, civil society and administrative organizations.

Thailand's national tourism policy plan reflected the Government of Thailand's vision to set a suitable system for the tourism administration and strategies for enhancement of tourism competitiveness.

The figure below demonstrates the process of creating the National Tourism Development Plan.



## 5. Critical issues of tourism policy of Thailand

In the political (policy) view, Thailand has still been facing the problems of implementing the policy and the plan, which has continually become the obstacles in implementing the tourism development. National policy is normally addressing the issues of decentralizing the power to regional parts of the country and of promoting local involvement and participation in administration and management. This is in accordance with the Thailand Constitution, B.E. 2550. For example, it states that local communities must be empowered or have right in conserving or recovering their traditional wisdoms, arts and culture, and that they are given opportunity to participate in managing their natural resources and uses/benefits. Regional/ local organizations such as municipality are now playing a role of driving this to happen. However, the administrative structure still lacks of stability, while there is a lack of central organization in local level which is authorized to rule the related organizations in enforcing or executing the policy, related laws and legislation into practice with effectiveness.

Moreover, the critical issue concerns the fact that many laws that were enacted cannot be applied in reality, particularly when the private sector requires executing the laws with their businesses. Development, planning and investment of private sector still lack of real public participation and local municipality. Other issues address a lack of tourism knowledge of local people especially in landscaping and tourism development in the local level; tourism investment places too much emphasis on construction rather than on managing landscape or spatial development; an unclear participation among local people and local organizations at all level, making a shortage of linkage or connection of development between local, provincial, regional and national levels.

### Learning Activities and Medias

- Lecturer gives a lecture.
- *Cooperative learning*: Students do a group discussion on critical issues of tourism in Thailand. Use the article given and discuss the following questions:
  - (1) Can you describe about the situation of Thai tourism so far?
  - (2) What are the current problems?
  - (3) What are problems, risks, and opportunities of Thai tourism arising from the article?
  - (4) Imagine if you are to draft a development plan for those problems, which stakeholders should you bring in, in order to run meetings, why, and what values/ interests they may have when participating the meetings?
- Lecturer gives a conclusion of the lesson.
- Students are assigned to answer the following questions for review:
  - What is policy defined?
  - What is tourism policy defined?
  - What kinds of questions do you need in starting to formulate tourism policy?
  - How does formulation of tourism policy affect the nation?
  - Can you elaborate the importance of tourism policy and the role of government by the following statement?
 

*“...it is only governments which have the power to provide the political stability, security and the legal and financial framework which tourism requires. They provide essential services and basic infrastructure. It is only national governments which can negotiates and make agreements with other governments on issues such as immigration procedures or flying over and landing on national territory”.*
  - With a relationship- thinking approach between tourism policy and planning, what may be a crucial concern that affects a level or quality of the relationship between tourism policy and planning, and how?



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**Program: Tourism Management**

**Week 3**

### **Unit 3: Review of National Plans (I)**

#### **Topic**

- Definition of national planning
- Importance, role, objectives/goals and other details of national development plan
- Literature review of national tourism planning of Thailand
- Critical issues of national tourism planning of Thailand

#### **Objectives**

After the completion of this unit, students should be able to:

- Recall the definition of national planning and national development plan
- Explain importance, role, objectives/ goals and other important details of national development plan.
- Discuss issues given related with tourism development plan through case studies.
- Identify problems about planning for tourism development.



## 1. Definition of national planning

### Definition of national planning

National planning is the step by step method and process of “defining”, “developing” and “outlining” various possible courses of actions to meet existing or future needs, goals and objectives for a country or a large body of people associated with a particular territory, often sharing similar ethnic backgrounds, customs and language.

### Definition of national development plan

A National Development Plan is a large-scale investment project to develop the infrastructure of a country. It requires central planning and monitoring on a national level and implementation on a micro, local level. Adequate funding from government agencies as well as support from citizens, will allow short, medium and long-term goals to be met.

## 2. Importance, role, objectives/goals and other details of national development plan

### Importance and role of national development plan

Any national economy is built up of several sectors broadly categorized as, for example, heavy industry, manufacture of goods, production of food, supply of services, tourism, etc. All generate wealth in some forms and compete for resources in order to do so.

A national economic development plan will analyze the country’s objectives and priorities in relation to all these sectors in response to well-identified national needs. It will propose and justify an overall plan in which the role of individual sectors.

A well-researched and reasonable policy document has immense value to a country in terms of the allocation of the country’s resources (which is normally scarce). It relates the scope and timetable of projects to the resources available and the benefits which will accrue. It enables realistic and achievable decisions to be taken.

For the private sector, it looks for a stable and supportive environment in order to invest securely and profitably. Therefore, a national plan provides the evidence for the private sector to make positive decisions.

In developing countries, a national plan also meets the need of the international development banks and donor organizations to make loans or to provide technical assistance to selected national projects with a clear understanding of the benefits, and assured of the government’s own wholehearted commitment. Without these international organizations, a project has little meaning or purpose. The national plan also enables these different organizations to avoid wasteful overlap and competition by coordinating their respective programs.

Finally, the government which sees fundamentally what must be done to secure its country’s prosperity can act purposefully to make it happen. It can take strategic decisions which determine the course of events long into the future.

### Goals of national development plan

Goals of national development plan should focus on the micro and macro strategy for national growth. This can include development of the economic infrastructure, education, social welfare, science, and innovation. Before setting goals, a government

should review the current strengths of each sector of the country and articulate scope and opportunity for growth (both in the long and short term). The scope of goals will depend upon whether a country is a developed or developing nation and should be tailored to the cultural, economic and social needs of the specific country. Goals should avoid being politically motivated or goals should not be carried out for the interests of a particular government, political party, or groups of people, and goals should have sustainability regardless of what is politically popular at the time. Nations should consider advice from outside consultants to review current national conditions and proposed strategies to ensure that they are sustainable and not just politically beneficial.

#### Administration or supervision of national development plan

The scope that is involved with a national project requires a large-scale project manager. For example, Metropolitan Rapid Transit or MRT for the Blue, Purple and Orange Line Projects for the Greater Bangkok Area, the Metropolitan Rapid Transit Authority (MRTA) was founded and assigned under the office of the Prime Minister to have a status of state enterprise under the Act on Establishment of the Government Organization B.E. 2496 (1953) and is responsible for the implementation of projects on Mass Rapid Transit System in the Greater Bangkok Area. MRTA takes care of the projects in terms of administering in order for implementation. However, the MRTA needs to have its consultant. For example, the MRT Purple Line Project has the project consultant (MRT Purple Line Project Consultant: PCPL). The MRTA appointed the PCPL to provide overall project management and supervision services for the entire Project and assist MRTA in the enforcing and realizing the Project implementation. PCPL is acted as a consultant agency of the state enterprise of the country (MRTA), which has various duties<sup>2</sup>.

Administration is dependent with the government structure. It will usually be chaired by a top-level official in the office of finance or treasury. Since the funding of a program is integral to its implementation, the financial perspective will be crucial in setting and meeting goals. In the case of PCPL for example, it is required to ultimately report to the MRTA and MRTA reports to executive/cabinet level of the government and the work can be audited by a government accounting/accountability office.

#### Communication for national development plan

Every national development plan needs communication to public and concerned citizens. A communication strategy for a development plan is important so taxpayers and citizens understand what investments and initiatives are being addressed. Typically, the committee which takes care of a national development plan will develop an information office that will market and publicize the plan and also can gather or receive questions/suggestions from concerned citizens.

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<sup>2</sup> [http://en.wikipedia.org/wiki/Mass\\_Rapid\\_Transit\\_Master\\_Plan\\_in\\_Bangkok\\_Metropolitan\\_Region](http://en.wikipedia.org/wiki/Mass_Rapid_Transit_Master_Plan_in_Bangkok_Metropolitan_Region) and  
<http://www.mrta-purpleline.com/mrtaview/10>

### Timeline of national development plan

It's important that a national plan address short, medium and long terms goals. The purpose of the plan is to prioritize for national immediate needs (e.g. food, water, housing and healthcare) that should be met, and the purpose of the plan is also to predict in the medium and long run; what are larger goals that should be achieved.

### Implementation of national development plan

The key to any national plan is actually accomplishing goals. A central planning body typically oversees or manages the national plan and acts as a project manager of sorts to oversee the implementation of goals on the micro level. This will involve liaising with government agencies that regulate various sectors (transportation, education, health & human services, etc.). It will also need to coordinate with local and municipal governments.

### Funding of national development plan

Funding can come from a variety of sources. Depending on qualifications, certain projects of a national development plan can be financed by foreign donors, international organizations or even corporate/non-profit partners. It also can liaise with various government agencies responsible for an area or industry included in a development plan. The funding issue will most likely be the most politically sensitive and will require support from taxpayers and elected officials to advocate for funding in the budgeting process. Realistic resource forecasts should be considered before establishing a project because if funding dries up (disappears) or is spent unproductively, cynicism may arise from voters.

### Publicizing accomplishments

Once development goals have been met, it's appropriate to publicize infrastructure and national improvements to other foreign countries. Such improvements can encourage foreign direct investment, international commerce and tourism that will further promote economic productivity.

The buzz and excitement of meeting national goals will also improve morale and confidence among citizens since it demonstrates involvement and action by the national government.

### Learning Activities and Medias

- Students have a presentation of the given article done from last week (Unit 2).
- Lecturer concludes the lesson from Unit 2.
- Lecturer introduces Unit 3 and gives lecture, with some examples of various types of tourism development plans.
- Cooperative learning: students work on the given case studies: discuss and share.
- Individual assignment (paper): students research on the Internet about tourism development plan of Thailand in any level [national, regional, provincial, or local (district/ municipality)] in terms of its administration or supervision of the development plan.  
They need to (1) *write an introduction to introduce what plan they are talking about*; (2) *draw a structure or diagram that tells the flow of the planning*; (3) *explain the structure about who takes care of what actions/ duties in the structure*.
- Students are assigned to answer the following for review:
  - What is national planning defined?
  - What is national development plan defined?
  - Why is national development plan vital to a country?
  - Demonstrate your idea of how national development plan affects tourism development.
  - Do you think why goals of national development plan should avoid being politically motivated?
  - In your opinion, why national development plan needs communication?

## Lecture Note

**Course Title: TRM 3306 Tourism Resource Planning and Development**

**Credits: 3(3-0-6)**

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**Lecturer: Dr. Siripen Yiamjanya**

**Program: Tourism Management**

**Week 4**

### **Unit 4: Review of National Plans (II)**

#### **Topic**

- Introduction to national planning process
- Process of national tourism planning
- Obstacles and other issues in the planning process

#### **Objectives**

After the completion of this unit, students should be able to:

- Point out types of planning for national development.
- Point out issues that cause national tourism development plan to have a complex process.
- Identify the roles of national, regional and local level towards the development process.
- Recall steps in the development planning process, and apply one to tourism development in any level to be selected.

## 1. Introduction to national planning process

Once policies are established, then plans are written to ensure that developments reflect overriding policies. At a very broad level, planning is to organize the future to achieve certain objectives and planning is carried out at different levels from individuals planning everyday activities to corporate planning, to governments creating formal comprehensive national or regional plans (Inskeep, 1991). There are major types of planning including *economic development planning, physical land- use planning, infrastructure planning for services such as transportation, water, electrical, waste disposal and telecommunications, social facility planning for educational, medical and recreation facilities and services, park and conservation planning, corporate planning and urban and regional planning, and planning for local tourism employment (which may include training of necessary skills)*. Most of major types of planning abovementioned are completed by governments; however, corporate planning deals with the strategies that corporations put in place to enhance their business profile and generate profits.

National tourism development is a complex process involving the coming together of domestic and international development agents and key stakeholder groups with state policy, planning and regulations. The resulting tourism form not only has impacts in the host destination but there are also potential broader developmental outcomes benefiting that destination. Normally, state policy and planning on tourism will often dictate the nature of development in a destination and there are also the complexities of the development process. The level of complexities varies in different nations/ destinations. What works in one destination may not work in another.

### Scale of planning

Tourism planning occurs across various scales and time frames. International organizations (e.g. the United Nations World Tourism Organization), regional trading blocs (e.g. Association of Southeast Asian Nations: ASEAN) and international conservation and environmental laws (e.g. World Heritage Convention) all have a potential influence on tourism policy and planning (to national level). With increased competition, tourism planning is occurring across borders and the importance of partnerships continues to be recognized as vital for tourism development. For example, the Growth Triangle of Singapore, Indonesia and Malaysia is promoted as a site for investment for multinational corporations including those involved in tourism, and the Indonesian island of Bintan and Singapore are marketed together as tourism destinations. Mekong Sub-region tourism is also another example of how partnership across borders has influenced on tourism planning. This means that nowadays tourism planning cannot stand only on an individual nation (even though each nation has its own tourism policies and plans). Regional (more than one country) tourism planning is therefore very vital today.

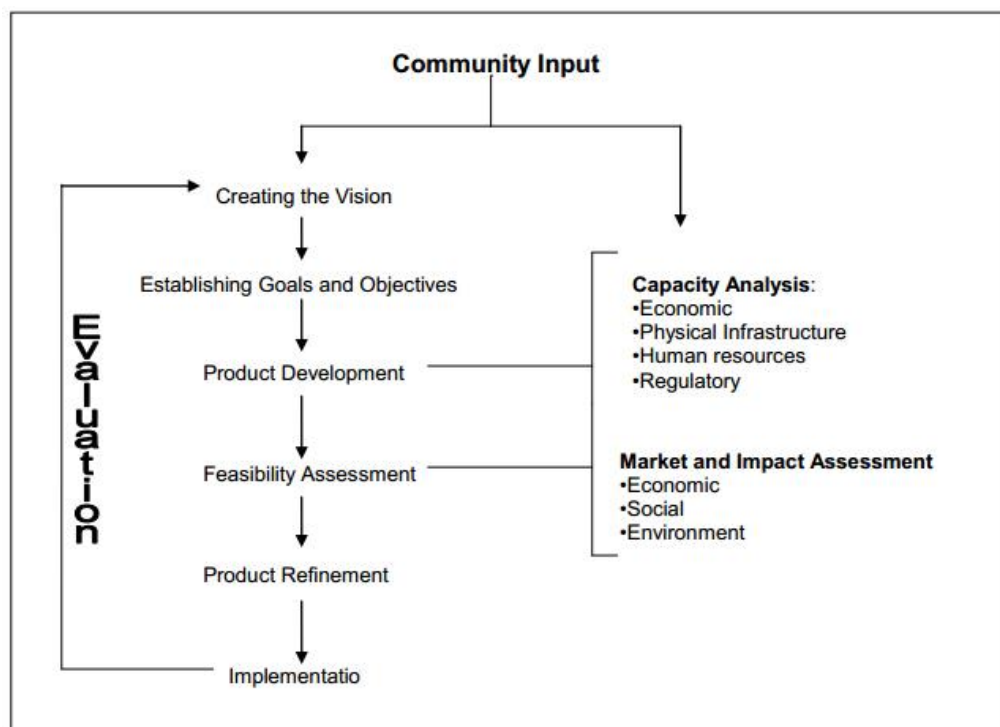
At a national level outlook, tourism planning is outlined to takes at national, regional and local levels. At the national level of tourism, master plans establish the broad framework for tourism by creating environmental, economic and social policies. At the regional level, development strategies and structural plans for the region are established including a focus on regional infrastructure, protection areas and transport. At the local level

(provincial/ district/municipality), plans typically focus on local development, allocation of resources, conservation measures, zoning of land use, densities, coordination and implementation of policies. Finally, at the project level, the focus is on market and financial appraisal, organization of investments, site acquisition, facility planning and construction, and the coordination of development and operational needs. In national or regional plans, time frames typically extend over a ten- to- twelve- year period, with specific development programs set out within the broader framework with shorter time frames, such as three to six years.

## 2. Process of national tourism planning

Before we go through national tourism planning process, we should address the issue of the relationships between the various components of the planning and policy framework that exist both vertically and horizontally. The tourism planning system therefore comprises the set of constant interactions between the various components of the system from the individual to the global. By drawing the boundaries within the system, we can define and manage problems that can occur in the planning process.

Planning process can be presented in various formats. For example, for the planning process for community- based tourism development, the process can look like the following:



Planning Process for Community- Based Tourism Development

The planning process for master plan for the development of heritage site or sites with historical and cultural values can also be presented differently. An example is the master plan process for Viengxay Town Master Plan for conservation planning and management. The plan was developed to guide the town's development by UNWTO, which focused on participatory process including the multitude of stakeholders and preservation of heritage and other tourism assets.



**APPROVAL PROCESS**

- Project Initiation
- Agree on work program with government
  - Plan activities
  - Notify participants

**WORK PROCESS**

- Stage 1: Understanding the Place and Issues**
- Document review
  - Field work- survey and observe to fill in gaps
  - SWOT analysis: strengths, weaknesses, opportunities, threats
  - Identify key issues

**CONSULTATION**

- Listen and Learn**
- Workshop One:
- Community representatives
- Workshop Two:
- Provincial and District Government Agencies
  - Landowners
  - Developers/ business owners

Evolve visions for Viengxay



- Stage 2: Future Directions**
- Develop future directions
- Incorporate issues identified by the community
  - Map ideas
  - Identify development and conservation principles that will drive the Master Plan
  - Map the principles

- Share Knowledge with Heritage Experts**
- Understanding heritage significance of main sites
  - Discuss draft principles
  - Decide on how to demonstrate principles

Evolve principles and elements of the Master Plan



**Stage 3: Functional Elements and Precincts**  
*Develop elements of the plan*

- Illustrate objectives of the Master Plan by breaking it into elements or precincts
- Develop diagrams to represent these elements
- Assign a set of actions, design guidelines and priorities for the implementation of each element

*Finalized the Draft Master Plan*

- Present draft to District and Provincial Government
- Consider any comments
- Agree on implementation
- Council review

**Stage 4: Implementation**

- Identify how the Master Plan will create positive changes and by whom

*Workshop Three:*  
 Public Information Session

- Open sessions to discuss the progression of the Master Plan with community and stakeholders

Draft Master Plan

**Present to Viengxay Conservation Committee**

*Review and complete draft Master Plan*

- Review and amend Master Plan based on comments from Viengxay Conservation Committee
- Write up detailed report and implementation plan

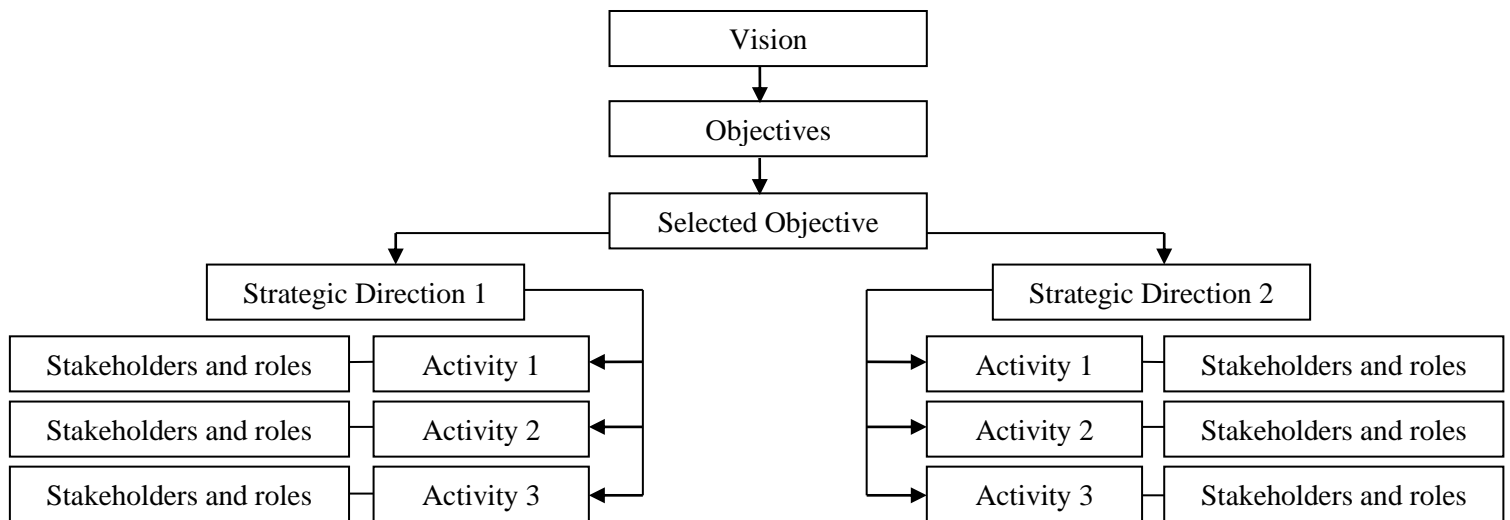


*Government review of draft Master Plan*

- Full report to be reviewed by all levels of Government
- Meeting to have any further comments

*Source: [http://asiapacific.unwto.org/sites/all/files/pdf/lao\\_pdr.pdf](http://asiapacific.unwto.org/sites/all/files/pdf/lao_pdr.pdf)*

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You can see that in both examples of planning process, even though they have different purposes of development, they have the steps in common. These include:

- Setting of vision, goals/ objectives;
- Knowing about what they are planning to develop such as places and key issues (which refers to environmental scanning, SWOT analysis, possibilities or feasibilities study);
- Setting directions to go for, which usually reflects stakeholders' values and interests through their ideas/ comments brainstormed during meetings. In this stage, various concerns and principles are taken into account, discussed and applied depending on agreements;
- Designing actions, which should provide guidelines to the implementation stage. In this stage, setting of priorities of actions is very important;
- Implementation plan, which should also indicate who will take which responsibilities.
- Draft plan to be reviewed and publicized.

What you can see is that all steps need participations and involvements from various stakeholders depending on what kind of development and what level we are planning for. Sharing and learning knowledge should be seen in each stage of planning. This is called “*integrated planning process*” which gives an importance of stakeholders' values and involvements, while concerned people should learn from the development, mutual benefits of stakeholders. To follow the written plan, monitoring, controlling and assessment stages are essential, which can be done within an indicated time frame (depending).

In Unit 7, there will also be an explanation of “strategic tourism planning process” for you, so you can see different versions of planning process, yet all shows similar elements like vision, goals, objectives and actions.

**Learning Activities and Medias**

- Lecturer gives lecture, with examples of planning process for tourism development which have different development purposes.
- *Individual work*: students find a tourism plan in any level. Then, read through in order to study components of tourism plan. Note down important components with brief details. Then, prepare power point slides for a presentation next week.

# Lecture Note

**Course Title: TRM 3306 Tourism Resource Planning and Development**

**Credits: 3(3-0-6)**

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**Lecturer: Dr. Siripen Yiamjanya**

**Program: Tourism Management**

**Week 5**

## **Unit 5: Overview of Tourism Development Planning Process**

### **Topic**

- Defining tourism development planning levels and process
- Defining SWOT analysis, situational analysis, and destination or market research
- Formulating tourism development strategies

### **Objectives**

After the completion of this unit, students should be able to:

- Identify different tourism development planning levels.
- Recall a framework for planning process.
- Define SWOT analysis and its significance.
- Define situational analysis and destination and market research.
- Explain how the SWOT analysis, situational analysis, destination and market research link with formulation of development strategies.

## 1. Defining tourism development planning levels and process

### Defining tourism development planning levels

Development plans are categorized under various schemes: *by terms* (long-term plan—mostly called Master Plan, and short-term plan, and revision plan), *by sectors*, *by clusters*, and *by administrative levels*.

Plans that are categorized *by terms*, short-term or long-term, are called for example a master plan (for long-term plan and normally represent a big scale), a three-years plan (for short-term plan), a strategic plan, (more operational and flexible plan). According to UNWTO, a tourism master plan formulates a long-term development framework for tourism (10-20 years) with emphasis on policy and strategy, planning, institutional strengthening, legislation and regulation, product development and diversification, marketing and promotion, tourism infrastructure and superstructure, economic impact of tourism and tourism investment, human resource development, and socio-cultural and environmental impacts of tourism. In this master plan, it normally includes a short term (three-year) action plan for priority actions to be undertaken to kick-start sustainable tourism development, and preparation of several demonstration projects for pilot areas<sup>3</sup>.

Plans classified by sector (*sectoral plans*) normally showcase strategies of particular sector in tourism such as accommodation, tourism and recreation, attractions, events and conferences, food and beverage, tourism services, transportation and travel trade, for example Tourism Service Plan, or plans those respond to areas of work such as Marketing Plan, Human Resource Development Plan, Risk Management Plan, and many others more. Sectoral plans also cover plans formulated for particular types of tourism such as Community- Based Tourism Development Plan, Eco-Tourism Management Plan.

Today, there also are *cross-sectoral plans* such as tourism with town plan, tourism with logistic and facility plan, for example those showcase formulated strategies specifically for tourism and facility such as Tourism and Facility Signage Plan, Tourism and Transport Action Plan, Urban Tourism and Strategic Planning.

Plans to be formulated in order to achieve goals *by clusters* can also be in a form of destination product groups for example by theme and geographical character such as Andaman Tourism Cluster Development Plan (Ranong, Phang Nga, Phuket, Krabi, Trang), B.E. 2557-2560.

Plans classified by *administrative levels* represent town level, municipal level, provincial level and regional level. Site plan can also be considered under the administration scheme as it represents institutional level such as site management plan for particular attractions.

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<sup>3</sup> <http://cooperation.unwto.org/technical-product/tourism-development-master-plans-and-strategic-development-plans>

Defining tourism development planning process

Normally, a framework for planning process for tourism industry comprises the following stages:

- (1) Understanding the context, which can be review of past performance and notes of (critical) issues, challenges, obstacles, those that tell rationale why a particular plan is formulated (or reformulated)
- (2) Articulate statements of interest, which covers setting vision, mission, goals or objectives
- (3) Study of current situation and situational analysis, which comes from both primary and secondary sources of data; this helps a planner to have more understanding of the situation or environment for which the plan will be formulated, as well as to use for revising objectives of the plan. This stage can also include SWOT analysis. Also, in cases of those plans affecting or pertaining public concerns, or under social conflicts or touching controversial issues, public hearing must be arranged.
- (4) Initiate strategies in responding to each objective
- (5) Identify stakeholders, partnership, potential collaboration, and budget plan
- (6) Set implementation plan, action plan or priority action plan with allocated budget
- (7) Monitor and evaluate the implementations- here, performance indicators are set.
- (8) Evaluate the plan and proceed direction contribution, and plan reformulation

## 2. **Defining SWOT analysis, situational analysis, and destination or market research**

Defining SWOT analysis

The SWOT analysis is one of several strategic planning tools that are utilized by businesses and other organizations to ensure that there is a clear objective defined for the project, and that all factors related to the effort, both positive and negative, are identified and addressed. In order to accomplish this task, the process of SWOT involves four areas of consideration: *strengths, weaknesses, opportunities, and threats*. It should be noted that when identifying and classifying relevant factors, the focus is not just on internal matters, but also external components that could impact the success of the project.

Another explanation of SWOT analysis is that a SWOT analysis is a structured planning method used to evaluate the strengths, weaknesses, opportunities and threats involved in a project or in a business. A SWOT analysis can be carried out for a product, place, industry or person. It involves specifying the objective of the business or project and identifying the internal and external factors that are favorable and unfavorable to achieve that objective.

A SWOT analysis may be incorporated into the strategic planning model. Strategic planning includes not only SWOT but also environmental scanning and analysis.

*Defining situational analysis*

A situation refers to the general position or context that an organization is operating within at a specific point of time. A situation is the general state of things; or the combination of circumstances occurring at a given time<sup>4</sup>.

Situational analysis is a systematic collection and evaluation of past and present economic, political (and policy- related and legal framework), social and technological data, which aims at:

- Identification of internal and external forces that may influence organization's performance and choice of strategies; and
- Assessment of the organization's current and future strengths, weaknesses, opportunities and threats<sup>5</sup>.

According to Planningskills.com, situational analysis defines and interprets the state of the environment of an organization. It provides the context and knowledge for planning. A situational analysis describes an organization's competitive position, operating and financial condition, and general state of internal and external affairs<sup>6</sup>.

Situational analysis can also address impact issue especially in the plans for development projects that affect environment and land uses. Conducting a situational analysis helps a planner catches a sense of what strategies will be formulated in the planning process.

The objectives of a situational analysis are:

- To define the nature and extent of the problem in the context;
- To map the perceptions and experiences of key stakeholders in relation to the problem;
- To identify strategies and activities which address the problem;
- To identify the actors and organizations that are already active in the area;
- To identify the actors and organizations that could be important partners; and
- To identify gaps in existing strategies and activities<sup>7</sup>

UNESCO (UNESCO Office in Venice- UNESCO Regional Bureau for Science and Culture in Europe<sup>8</sup>) gives a definition of a situational analysis for ecological tourism management plan, that a situational analysis (also called 'baseline information') describes the environment, the institutional, social, economic, cultural, political and legal circumstances and the current situation of tourism in the region. The compilation of baseline information assesses the current situation and predicts the future working environment for tourism management. It also includes existing and potential threats to the

<sup>4</sup> <http://planningskills.com/askdan/20.php>

<sup>5</sup> <http://www.businessdictionary.com/definition/situation-analysis.html>

<sup>6</sup> <http://planningskills.com/askdan/20.php>

<sup>7</sup> Promundo and UNFPA 2007, p.94, retrieved from <http://www.endvawnow.org/en/articles/212-situation-analysis-.html>

<sup>8</sup> [http://portal.unesco.org/en/files/45338/12417872579Introduction\\_Sustainable\\_Tourism.pdf/Introduction\\_Sustainable\\_Tourism.pdf](http://portal.unesco.org/en/files/45338/12417872579Introduction_Sustainable_Tourism.pdf/Introduction_Sustainable_Tourism.pdf)



natural environment and the area's potentials for sustainable tourism development. It provides the basis for decisions which need to be made concerning measures to be taken against these threats and on the vision and the goals of the tourism management plan.

#### Defining destination or market research

Destination research or destination analysis refers to ways to understanding destinations that a development plan will be formulated for. A destination research or analysis covers many areas. These include existing and potential resources, supplies and suppliers, or analysis of tourism network (e.g. stakeholders' network) in the destination as well as facilitating local laws and regulations. The purpose of destination analysis is to determine the pattern of the tourism and develop the tourism in that destination, which gives data that assists in efficiently managing the resources of a destination and using data for proceeding a development plan, while keeping in mind the demands of tourists. Demands of tourists can be gathered from market research. The result of market research usually is in the form of statistics in market report or market (visitor) trend report, which will be useful for formulating strategies (i.e. marketing and promotional strategies in marketing plan) and new product development plan. Market research can be carried by use of survey as part of empirical research as market research provides large data.

### **3. Formulating tourism development strategies**

Formulating strategies or tourism development strategies in this course is a result of conducts of SWOT and situational analysis, and destination and market research. Strategies are formulated in according and in response to plan's objectives Conceptually, after we obtain necessary data and analyze into useful information, strategies will be originated from this analysis.

Result of the SWOT analysis determines strategies that follow. According to Weihrich (1982, cited in Goranczewski and Puciato, 2010<sup>9</sup>), The SWOT analysis contributes to four model strategic variants for an organization depending on the combination of internal and external factors, as below:

- SO (strengths-opportunities) situation
- WO (weaknesses-opportunities) situation
- ST (strengths-threats) situation
- WT (weaknesses-threats) situation

#### **Learning Activities and Medias**

- Students have presentation about components of tourism plans assigned last week.
- Lecturer gives lecture of Unit 5.
- Lecturer gives an example of tourism SWOT and situational analysis for discussion.

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<sup>9</sup> [http://cejsh.icm.edu.pl/cejsh/element/bwmeta1.element.hdl\\_11089\\_11440/c/v10106-010-0008-7.pdf](http://cejsh.icm.edu.pl/cejsh/element/bwmeta1.element.hdl_11089_11440/c/v10106-010-0008-7.pdf)

- *Pair assignment*: students work in pair to identify issues in a case study (to be given) and discuss for SWOT analysis. Sharing and discussion will be in next class.

## Lecture Note

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**Lecturer: Dr. Siripen Yiamjanya**

**Program: Tourism Management**

**Week 6**

### **Unit 6: Conducting SWOT Analysis of the National Tourism Development Plan**

#### **Topic**

- Analyzing strengths, weaknesses, opportunities and threats
- Turning SWOT analysis result into strategies

#### **Objectives**

After the completion of this unit, students should be able to:

- Define each factor in the SWOT analysis in how they contribute to tourism development strategies.
- Apply SWOT analysis concept in conducting a SWOT analysis in their practice by use of case studies, and for their semester project.
- Articulate result of SWOT analysis for tourism development strategy formulation.

## 1. Analyzing strengths, weaknesses, opportunities and threats

### - Analyzing strengths

When analyzing strengths, you are identifying for attributes of company / organization those are helpful to achieving the objective.

### - Analyzing weaknesses

When analyzing weaknesses, you are investigating attributes of company / organization those are harmful to achieving the objective.

### - Analyzing opportunities

When analyzing opportunities, you are looking outside the company / organization to investigate external conditions / factors those are helpful to achieving the objective— meaning that you are aiming to catch those opportunities to benefit your company / organization.

### - Analyzing threats

When analyzing threats, you are looking outside the company/ organization to investigate external conditions / factors which could do damage to the business's performance of your company / organization.

Identification of SWOTs is essential because when you do this analysis correctly and systematically, it will produce a pathway or guideline to strategic formulation in the process of planning for achievement of the selected objectives. When you conduct an analysis of SWOT, you think:

- How can we use and capitalize on each strength?
- How can we improve each weakness?
- How can we exploit and benefit from each opportunity?
- How can we mitigate each threat?

SWOT ANALYSIS		
	<b>Strengths</b> 1. 2. 3. 4.	<b>Weaknesses</b> 1. 2. 3. 4.
<b>Opportunities</b> 1. 2. 3. 4.	<b>Opportunity-Strength strategies</b> <i>Use strengths to take advantage of opportunities</i> 1. 2.	<b>Opportunity-Weakness strategies</b> <i>Overcome weaknesses by taking advantage of opportunities</i> 1. 2.
<b>Threats</b> 1. 2. 3. 4.	<b>Threat-Strength strategies</b> <i>Use strengths to avoid threats</i> 1. 2.	<b>Threat-Weakness Strategies</b> <i>Minimize weaknesses and avoid threats</i> 1. 2.

## 2. Turning SWOT analysis result into strategies

SWOT analysis and assessment conduct leads to formulating tourism development strategies. The following four Metrix model or strategic situations can be an example of how to turn the SWOT analysis result into strategies. SWOT Metrix can be used in various types of strategies such as marketing development strategies, tourism new product/ tourism destination product development strategies, tourism destination competitiveness development strategies, etc.

- (1) *SO (strengths-opportunities) situation: expansive strategy*- this concerns an organization dominated by strengths inside and opportunities in its environment. In this situation, the strengths should be used to take advantage of the opportunities from the environment, through strong market expansion and attempts to achieve diversified development. A tourism destination with unique tourism advantages, for example in conditions of fast growing domestic tourism demand, may carry out an aggressive strategy of market penetration by expanding its modern tourism infrastructure and undertaking intense promotional activities.
- (2) *WO (weaknesses-opportunities) situation: competitive strategy*- this refers to an organization which is dominated by weaknesses, but operates in a favorable environment. Its strategy, consequently, should be focused on taking advantage of the opportunities and, at the same time, eliminating the weaknesses. With a growing tourism demand, a tourism destination which has some tourism advantages but a poor accommodation base, for example, may try to find some strategic partners for cooperation (e.g. the establishment of an association of tourism municipalities).
- (3) *ST (strengths-threats) situation: conservative strategy*- in this situation, an organization has great internal potential but operates in adverse external conditions. Therefore, it needs to overcome the threats, in order to make the best use of its strengths. For example, in conditions of diminishing domestic demand for tourism services, the destination may try to attract visitors or stimulate some type of tourism (business, ethnic, health), with lower income flexibility of tourism demand, by launching innovative tourism products.
- (4) *WT (weaknesses-threats) situation: defensive strategy*- this concerns an organization without any prospects for development and with a small internal potential, operating in an adverse external situation. Its aim is to minimize the weaknesses and avoid the threats. In a worst-case scenario, the destination should change its dominant functions, e.g. from tourism to an industrial function, and in a best-case scenario, it should strive to survive the difficult time, trying to find some external sources of finance for tourism investments or establish an association of tourism municipalities<sup>10</sup>.

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<sup>10</sup> [http://cejsh.icm.edu.pl/cejsh/element/bwmeta1.element.hdl\\_11089\\_11440/c/v10106-010-0008-7.pdf](http://cejsh.icm.edu.pl/cejsh/element/bwmeta1.element.hdl_11089_11440/c/v10106-010-0008-7.pdf)  
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<http://www.chm.ssru.ac.th/>

To formulate strategies for tourism cluster development, such as the formulation of strategies for medical tourism, also uses SWOT analysis as a method that leads to development strategies (Mousavi, 2006<sup>11</sup>). The four areas of strategies are as follows:

- (1) The first area is the best position. The system faces several environmental opportunities and it has a lot of strengths that encourages the use of opportunities. This condition is recommended as a growth strategy.
- (2) The second area is that the system has key strengths but faces threats in the environment. In this condition, the strategies are used by the existing strengths to build the long-term opportunities in the other areas.
- (3) In the third area, the system is faced with great opportunities but suffers from several internal weaknesses.
- (4) In the fourth area, the system is faced neither with the opportunities nor with the strengths of the internal environment but is faced with the internal dimension of the weaknesses and the external dimensions to many threats. In this case, the best strategy will be a reduction strategy.

### **Learning Activities and Medias**

- Students share and discuss about the SWOT analysis for the case study “Tourism in Thailand: Patterns, Trends, and Limitations.
- Lecturer gives lecture of Unit 6.
- Lecturer uses the same case study for class discussion in order to formulate strategies. Therefore, students work in group and work on applying the SWOT Matrix and brainstorm possible strategies for tourism of Thailand.

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<sup>11</sup> [http://www.ijtmgh.com/article\\_33302\\_7c95f8bfe063e5754b75665b766cab21.pdf](http://www.ijtmgh.com/article_33302_7c95f8bfe063e5754b75665b766cab21.pdf)  
College of Hospitality Industry Management, Suan Sunandha Rajabhat University/  
<http://www.chm.ssru.ac.th/>

## Lecture Note

**Course Title: TRM 3306 Tourism Resource Planning and Development**

**Credits: 3(3-0-6)**

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**Lecturer: Dr. Siripen Yiamjanya**

**Program: Tourism Management**

**Week 7**

Lecturer uses the same case study from last class for the class discussion in order to formulate strategies. Therefore, students work in group and work on applying the SWOT Metrix and brainstorm possible strategies for tourism of Thailand

### SWOT ANALYSIS

Internal		External	
Strengths	Weaknesses	Opportunities	Threats

### SWOT Analysis of Thai Tourism for Future Planning and Development

#### Possible Answer

Strengths	Weaknesses
- Strong experience in tourism industry, esp. in international tourism, comparing to other Asian/ GMS countries	- Fast and short- sighted development planning that lead to fast decline
- Well- identified/ developed core destination such as Bangkok (Central), Chiang Mai (North), Phuket (South), Pattaya (East) and Kanchanaburi (West)	- Massification of tourism in some core destinations that reflects less well-prepared management and that leads to unsustainability
- Hetergenization of Thai tourism in terms of tourist destinations that identify tourist markets	- Disproportion of tourism development
- Availability of airports (both domestic and international)	- Ill management in some areas which cannot effectively work in operation such as the generation of waste products, no pollution control
- Clear key clusters of tourist attractions (i.e. beach- based, historical-based, cultural- based, nature/ eco- based)	- Ineffective spatial planning that leads to land use and land transformation problems
- Government's promotion of domestic tourism to minimize foreign exchange leakage	- In many areas, local participation and involvement have still not been well managed, thus they are not ready and have been affected from growth of tourism in their areas
- Recognition and awareness of ecological unbalances and eco-tourism	- Weak management and control in terms of tourist safety (i.e. Mafia and mysterious circumstances)
- Amazing Thailand Campaign seeks to greatly magnify the size and scope of the tourism industry	- Discrepancy between policy and practice
- Thai government seeks for carefully monitored, small- scale and sustainable tourism development	

<b>Opportunities</b>	<b>Threats</b>
- Disperse of tourism from highly centralized origins to other parts of the country, which support or drive the development of tourism	- Having gradually negative image set (i.e. exotic + erotic/ unsafe destinations from crimes, drugs and traffic accidents/ prostitution trade)
- Regionalization (i.e. GMS) of Thailand as a tourism destination in a regional level	- Wars and domestic conflicts of various countries
- Growth of international tourism receipts of Southeast Asia/ East Asia/ Asia Pacific	- Environmental degradation
- Tourism as an agent of preservation	- Increasing shortage of resources as tourist facilities such as water shortage
- Transition of Thailand from an agricultural to manufacturing and to service and creativity- based economy	- Vulnerability to the world's crisis (i.e. politic, natural, social)
- Diversification of tourist attractions and tourist activities	- In many areas, local people have not been well prepared to welcome tourism
- Trends of transforming abandoned lands and historic sites into tourist attractions	- The population of foreign tourists that outnumber that of local residents in some areas, especially beaches and islands
- Fast growth of global tourism markets	



## **Lecture Note**

**Course Title: TRM 3306 Tourism Resource Planning and Development**

**Credits: 3(3-0-6)**

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**Lecturer: Dr. Siripen Yiamjanya**

**Program: Tourism Management**

**Week 8**

**Midterm Examination**

## Lecture Note

**Course Title: TRM 3306 Tourism Resource Planning and Development**

**Credits: 3(3-0-6)**

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**Lecturer: Dr. Siripen Yiamjanya**

**Program: Tourism Management**

**Week 9**

### **Unit 7: Formulation of Tourism Development Strategies**

#### **Topic**

- Defining strategy and tourism strategy
- Defining strategic tourism planning
- Strategic and tactic plan
- Elements of strategic tourism planning process

#### **Objectives**

After the completion of this unit, students should be able to:

- Define strategy and tourism strategy.
- Define strategic tourism planning.
- Define strategic and tactic plan.
- Describe elements of strategic tourism planning process.
- Recall advantages for destination as a result of good tourism planning.
- Describe connection of vision, mission, goals, objectives, strategies and tactics in tourism planning formulation process.

## 1. Defining strategy and tourism strategy

There are many definitions of the word ‘strategy’.

- Strategy is a high-level plan to achieve one or more goals under conditions of uncertainty<sup>12</sup>. In business, it is a well- defined roadmap of an organization.
- Strategy defines the overall mission, vision and direction of an organization. The objective of a strategy is to maximize an organization’s strengths and to minimize the strengths of the competitors<sup>13</sup>.
- Strategy is the formulation of missions, purposes and basic organizational goals, policies and programs to meet them, and the methods needed to ensure that strategies are implemented to achieve organizational objectives. (Steiner and Miner, 1977<sup>14</sup>)
- Strategies are forward-looking plans that anticipate change and initiate action to take advantage of opportunities. (Newman and Logan, 1971<sup>15</sup>)

In conclusion, strategies are actions planned to do to achieve an organization’s goals, which involve environmental analysis in order that the organization can have directions to achieve its goals.

The word ‘strategy’ normally involves in business. Strategy is significant due to the fact it is not possible to foresee the future. So, organizations or firms must be ready to deal with the uncertain events which constitute the business environment. Moreover, strategy deals with long term development rather than routine operations, for example for new products, new methods of productions, or new market to be developed in the future. Strategy is created to take into account the possible behavior of customers and competitors. Strategies dealing with employees will predict the employee behavior, for example.

In short, ‘strategy’ bridges the gap between “where we are” and “where we want to be<sup>16</sup>.”

## 2. Defining strategic tourism planning

The tourism system composes various sectors and in each sector, there are various functions or ways tourism tasks are operated as well as their different stakeholders, goals, visions and values. The following are the main sectors of tourism system:

- Tourism attractions
- Transport sector
- The hospitality sector
- Tourism bodies
- Government
- Tourists

<sup>12</sup> <https://en.wikipedia.org/wiki/Strategy>

<sup>13</sup> <http://managementstudyguide.com/strategy-definition.htm>

<sup>14</sup> [http://www.fucape.br/\\_public/producao\\_cientifica/2/Strategy%20And%20Strategic.pdf](http://www.fucape.br/_public/producao_cientifica/2/Strategy%20And%20Strategic.pdf)

<sup>15</sup> Ibid

<sup>16</sup> <http://managementstudyguide.com/strategy-definition.htm>

- The community
- The environment
- Tourism and hospitality operators and companies

The way to view and understand tourism system and its sectors should be horizontally oriented; this means that each sector relates across one another in a linear direction, where management and development of them should go together likely at the same time. Each sector requires information for its management and future planning and development, and therefore it is where tourism planning and development principle and process play its role. 'Strategic Planning' is often applied today due to fast changes of the industry and uncertainties, which require organizations to be always ready to adjust themselves in meeting those changes. At the first place, below is the list of areas of information required in each sector for your further idea of strategic tourism planning and development:

#### *Tourism attractions*

- Destination (attraction) image
- The competitiveness of a tourism product (attraction), experience
- The quality of the service delivery by staff
- Site visitation patterns
- The quality of educational components offered during a tourism experience
- Current and potential target markets
- Social, cultural, environmental, and economic impact assessments
- The location of a tourism product, experience in the destination [/ experience] life cycle (Butler, 1980)
- Strategies for future planning and marketing, or an understanding of the consequences of legislative and statutory (legal) changes

#### *Transport sector*

- The development and evaluation of pricing strategies
- The determination of demand elasticities, income and price elasticities
- Data regarding quality control
- Scheduling
- Safety and security issues
- Usage trends and patterns
- Customer expectations and satisfaction
- Seasonality impacts
- Environmental and social impacts
- Target markets
- Competitiveness within the transport sector
- Management issues
- Future forecasting of transport needs

- The effectiveness of innovations and technological advancements

*The hospitality sector*

- Quality evaluation and client needs in regard to services, amenities, facilities and their layout
- The functionality and aesthetics of room designs in accommodation facilities
- An evaluation of menu changes and menu contents
- Stock control
- Health and safety issues
- Education and training requirements
- Pricing strategies
- The effectiveness of yield management techniques
- The effectiveness of loyalty programs
- The development and monitoring of market profiles
- The evaluation of marketing strategies
- Competitors and their products
- The development and review of strategies regarding cost- efficiency improvements
- An evaluation of management and policies
- The implications of legislative and statutory changes such as tax systems
- The benefits and costs of tour packaging and product clustering
- A longitudinal knowledge of usage patterns and trends

*Tourism bodies*

- A destination's image
- The identification of major generating regions
- Identification of market segments
- The development of sociodemographic profiles
- The identification of community attitudes
- The assessment of social, cultural, environmental and economic impacts
- The resultant strategies for upgrading or restructuring, amplifying, modifying or restricting such impacts
- The evaluation of future development needs in regard to infrastructure, superstructure, facilities and amenities
- Investment requirements and strategies

*Government: the government sector needs:*

- To establish data sets to monitor incoming and outgoing visitation patterns and to keep track of residents and visitors
- To gather data on visitor numbers and activities in order to manage natural and built environments in a sustainable way

- To quantify visitor numbers and establish visitor patterns for planning and management purposes
- Data on visitor numbers to provide and maintain infrastructure and public facilities to support both local communities and visitors
- To know about expenditure patterns to regulate or stimulate investment
- Data to determine associated taxes or to implement legislation and statutory requirements to maintain standards of construction and/ or quality of life for residents or tourists
- To assess social, cultural, environmental and economic impacts
- To determine the effectiveness of overseas advertising and promotional campaigns.

*Tourists: information/ data requirements relating to tourists include:*

- Developing typologies in association with market segmentations and psychometric profiles
- Finding out and understanding tourists' motivations, to assist in providing quality tourist experiences, appropriate amenities, facilities and services, planning, development and maintenance of tourism spaces, and marketing campaigns
- Obtaining information/ data on socioeconomic backgrounds, generating areas, expectations, values and attitudes.

*The community: there are two categories of required information arisen in the community sector:*

- That associated with community participation in tourism planning and development
- That associated with social and cultural impacts and development of strategies for sustainable tourism development
- Implementation or review of legislative requirements and policy development (re) formation

*The environment*

- Environmental audits
- The identification of preservation and conservation values
- The conduct of environmental impact assessments
- The monitoring of environmental impacts and restoration strategies
- The identification of issues and the subsequent development of legislative requirements and policy development
- The determination of carrying capacities, limits of acceptable change and recreational and tourism opportunity spectra
- Economic values such as use values associated with the environment
- The identification and monitoring of attitudes to user- pays pricing strategies

*Tourism and hospitality operators and companies*

- Information about visitor needs and wants in order to provide better services, facilities or amenities
- Data/ information to maintain or improve market share
- Data/ information in regard to the performance of their tourism operations in order to increase efficiencies and profits

You can see that there are so many areas in tourism for planning and development, where strategic plans, implementation, monitoring and evaluation process are required in order to achieve the goals that have been set in each area. Strategic planning is therefore like a roadmap to lead tourism organizations to where they would like to be in ‘the next five years’, or at some other future date.

**3. Strategic and tactic plan**

The tactic is a short- term action (usually less than 6 months) for immediate achievements related to the plan. It is in effect the activities that respond to the objectives designed by the strategies. Tactics are day-to-day activities and details, whether setting the agenda for the stakeholders meeting or making arrangements to support the planning process to be used to achieve the strategic planning goal.

**4. Elements (in steps) of strategic tourism planning process**

A strategic tourism plan is not an activity of and by itself, but rather it takes place within an overall tourism policy and development program for a destination or organization. *“Good policy and sound planning must be conducted to ensure that a destination will be both competitive and sustainable”*. Effective strategic tourism planning seeks to integrate stakeholders’ concerns, effective management, effective development and innovative marketing, and community interests within the overall goals of the destination. Destination Management Organizations or DMOs are seeking to conduct long- range strategic planning based on an agreed upon *vision* and *mission*, often highlighted and promoted based on the development of a brand that explains what the organization wishes to accomplish in the future.

The process if strategic tourism planning takes into account that a destination must be able to adjust to new trends, changing markets and a competitive market environment. Destinations that have planned well for tourism usually have a competitive edge in the marketplace. A planning effort focused on the sustainability of the tourism destination will assure consistent quality of the tourism product (s) and yield the most benefits. In addition, good planning will override short- term goals aimed solely at profit motivations and emphasize many of the important future attributes that are more positive for the entire community.

Strategic planning to better manage sustainable tourism, is receiving increased attention. Tourism planning is essential to the sustainability of the destination in the future and must foster the conservation of the resources that tourism is dependent on as well as improve the quality of life for local residents.

Good tourism planning gives a destination many advantages as follows:

- There is a close relationship between policy and planning; strategic tourism planning strengthens an area's or organization's tourism policies.
- Strategic tourism planning is a highly organized effort of rational thinking and future-oriented.
- Strategic tourism planning contains many steps that begins with inventorying an area's tourism product and ends with a blueprint for future development.
- Strategic tourism planning balances economic goals with the need for conserving the environment, built and natural, and improving the quality of life for local residents.
- Strategic tourism planning fosters the conservation of the resources that tourism is dependent on the future growth.
- Strategic tourism planning emphasizes quality, efficiency and effectiveness throughout the process to improve the organization's operations and marketing success.

Tourism planning contains many steps, starting from inventorying an area's tourism products to providing the blueprint for development. It is highly integrative process. Tourism planning helps assure that the DMO remains relevant and responsive to the need of the community and stakeholders, and contributes to the stability and growth.

*The planning process answers such key questions for a destination as:*

- *What to do*
- *When to do it*
- *How to do it*

Strategic planning in the tourism industry is usually a policy/ planning/ management tool to assist the tourism entity (national tourism office, destination, local community) in organizing to accomplish its desired interests, while focusing on available resources for obtaining the greatest benefits. In effect, it is a blueprint to help shape and guide the entity in reaching its future goals.

*What should strategic tourism plan include?*

As a practical matter, a strategic tourism plan should at a minimum include a *vision, mission statement, goals (s), objective (s), strategies, and tactics*. Some plans may use different descriptive words for those above, for example priorities, aims, targets, but the usage is the same, which is to improve the destination's position in the tourism marketplace. A destination's brand usually reflects its vision and should be included in a discussion of strategic tourism planning.



Vision

Determining the vision is the first step of the strategic tourism planning process, which has been developed by a community, country, destination, or other entity. Vision statement is composed of a few words that depict an image of what the destination or other entity should be like in the future. It is the image of what the destination wants to be no matter how idealistic it may seem. It may be inspirational, letting the world know how your destination wants to be known. In short, vision statement provides a common ideal or dream that all the stakeholders can endorse. Here are some examples of vision:

The British Virgin Islands Tourist Board

“The British Virgin Islands Tourist Board envisions the British Virgin Islands being a premier tourist destination, retaining and showcasing the values, heritage, culture and natural beauty of the British Virgin Islands”.

New Zealand

“In 2015, tourism is valued as the leading contributor to a sustainable New Zealand economy”.

Tourism Vancouver Island

“The Vancouver Island Region will be internationally recognized as a preferred travel and getaway destination”.

Mission Statement

The next step in the strategic tourism planning process is developing a mission statement. A mission statement is an agreed-upon statement by the organization that supports the vision and that helps to explain the pathway (s) to accomplish. It helps project a course of action to support the vision for the destination and it provides grounding for setting goals and objectives. The mission statement is generally longer than the vision statement, because it outlines how to get there and therefore some explanations are needed—it is like a road map. The mission statement is goal- oriented and designed to inspire people to make decisions and take actions.

There is a wide range of people involved in preparing the mission statement. Here are some examples of mission statement.

Canada

“To harness Canada’s collective voice to grow export revenues”.

**The British Virgin Islands**

“To foster, develop, and promote a sustainable tourism industry for the British Virgin Islands”.

**Tourism Authority of Thailand**

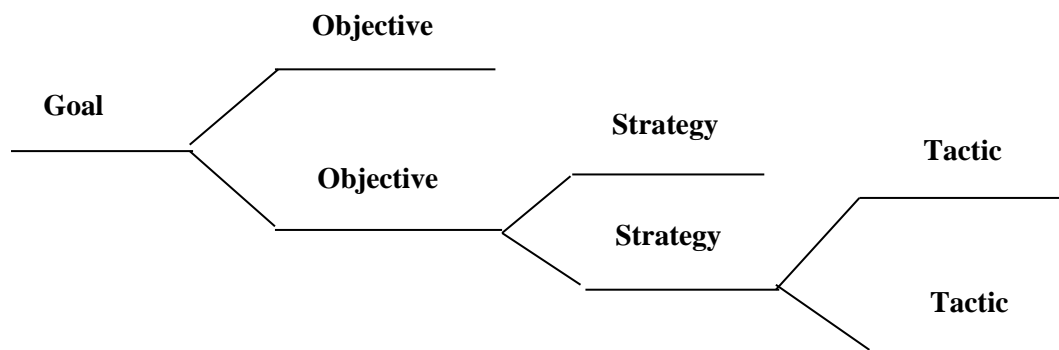
“To promote Thailand as a tourist destination to potential visitors worldwide, while also supporting the development of the Kingdom’s tourism industry. It also encourages domestic travel for Thai people to better understand and appreciate the wide and varied natural features, cultures and attractions that the Kingdom offers. Tourism is important for generating sustainable economic growth and providing jobs and income for millions of Thais, ensuring a higher quality of life”.

**Tourism Vancouver Island**

“To increase the economic benefits that flow from tourism to the Vancouver Island Regio”.

**Goals, Objectives, Strategies and Tactics**

The next step is to develop goals, objectives, strategies and tactics. These are vital to the entire process. The link of them is shown in the diagram below.



The goal (s) are the driving force of what the strategic plan intends to achieve and, therefore, needs careful crafting to be effective. Goal setting will establish a target level for tourism development, marketing, promotion, and sustainability for the destination. Most tourism- related projects have several goals which represent the aim or purpose intended by stakeholders when the decision to develop the tourism project is initially

visualized or an already developed destination may want to change the direction of its programs. The goal-oriented method utilized may be short-term (one/ two or three years), or long-term (usually more than five years before being reviewed and possibly revised). The goals should be measurable, for example “*it is expected that growth in visitation to the destination will be a certain percent each year or in future year the organization will reach a certain number of visitors*”.

Objectives support the goal (s)—they are stepping stones to reach the goal and are concrete, real, practical steps or intentions that define expected achievement in the strategic tourism plan. Objectives are specific-oriented targets of the destination that can be implemented and made operational in meeting the goal (s) of the plan. The idea is to think about the overall goal (s) and seek out innovative approaches and creative guidelines (objectives) to reach or go beyond what is expected.

Strategies relate to actions and operations that are necessary to meet the objectives included in the strategic tourism plan. In some circumstances, the strategy may include the development of new products or special programs for implementing the objectives. The strategy should also identify key target audiences that are a part of the overall planning process. One strategy might be to provide the leadership necessary to accomplish the objectives or set the criteria for measuring the quality of the tourism project. Strategies also involve identification of funding needs and sources, as well as a review of existing resources related to the objectives of the plan. Furthermore, a strategy might include firming a partnership or collaborating with other interested entities or introducing new technology. The key is that the strategies are aimed towards reaching the identified goals and objectives.

The tactic is the short-term action (usually less than six months) for immediate achievements related to the plan. It is the activity that secures the objectives designed by the strategy. Tactics are the day-to-day activities and details, whether setting the agenda for the stakeholders meeting or making arrangements to support the planning process to be used to achieve the strategic planning goal.

### **Learning Activities and Medias**

- Lecturer gives lecture of Unit 7.
- In group, students practice writing a plan by using the information given (below).

### **Practice: Demonstration of tourism planning process by completing a detailed plan for the following case study**

*Remark 1:* Use the ASEAN Tourism Vision Statement (2016 - 2025) given below for your work.

*Remark 2:* You can opt in additional Internet search in regards to the ASEAN Tourism context for your work.

By 2025, ASEAN will be a quality tourism destination offering a unique, diverse ASEAN experience, and will be committed to responsible, sustainable, inclusive and balanced tourism development, so as to contribute significantly to the socioeconomic well-being of ASEAN people.

- (1) Please identify the vision by classifying into different sets of strategic directions in bullet point.
- (2) Based on the given vision, please demonstrate an ASEAN Tourism Planning by doing the following:
  - (2.1) Give the objectives of the plan, which must cover the essential content of the vision statement.
  - (2.2) From the list of objectives given, please select only one objective that you would like to work on in writing a detailed tourism plan.
- (3) Start your work: Writing a tourism plan according to your selected objective by following these steps.
  - (3.1) Write the selected objective.
  - (3.2) State at least 2 strategic directions or strategies based on your selected objective.
  - (3.3) Under each strategic direction, please create at least 3 relevant activities with some descriptions.
  - (3.4) For each of 3 activities, please state who or which working groups will possibly be the stakeholders collaborating in each activity, and explain the roles of each relevant stakeholder.
- (4) Finally, please think and discuss what obstacles or limitation that may occur during the planning process.
- (5) When finishing the plan, please bring key content into the box by using the planning process diagram

## Lecture Note

**Course Title: TRM 3306 Tourism Resource Planning and Development**

**Credits: 3(3-0-6)**

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**Lecturer: Dr. Siripen Yiamjanya**

**Program: Tourism Management**

**Week 10**

### **Unit 8: Introduction to Tourism Stakeholders in Tourism Planning and Development**

#### **Topic**

- Stakeholder Theory
- Stakeholders in the system of tourism development

#### **Objectives**

After the completion of this unit, students should be able to:

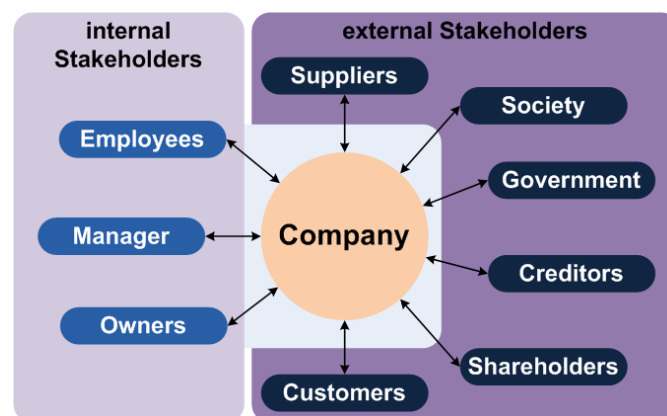
- Explain how stakeholders are meaningful in tourism planning and development.
- Categorize stakeholders in tourism planning and development.
- Discuss how different beneficial expectation of each type of stakeholders may lead to challenges of tourism planning and development.
- State some examples of international organizations that involve in the global and regional tourism development.

## 1. Stakeholder Theory

Stakeholder theory is the strategic term that explains about an idea about how the business really works. It states that in order that a business will be successful, it has to create value for customers, suppliers, employees, communities and financiers, shareholders, banks and others people with the money. It states that the business cannot look at any one of their stakes or stakeholders in isolation. Contrarily, their interest has to go together, and the job of a manager or entrepreneur is to work out how the interest of customers, suppliers, communities, employees and financiers go in the same direction.

Even though a business has an idea about maximizing the value for all stakeholders, in reality, somehow the business creates or sometimes destroys value of some groups of stakeholders, due to many constraints and limitation.

When applying this to organization, stakeholder theory is a theory of organizational management and business ethics that addresses morals and values in managing an organization. Other parties (i.e. third parties) outside an organization are also called stakeholders, which involve or are affected directly or indirectly from the core activity. These parties include employees, customers, suppliers, financiers, communities, governmental bodies, political groups, trade associations and trade unions.



### *Stakeholder analysis*

*Narrow* definitions of who is a stakeholder look at direct relevance to the activity's core economic interest, whereas *broad* definitions are based on the premise that companies and businesses can be affected by, or can affect almost anyone<sup>17</sup>.

“Stakeholder management requires, as its key attribute, simultaneous attention to the legitimate interests of all appropriate stakeholders, Minorities included, both in the

<sup>17</sup> Mitchell, R.K., Agle, B.R. and Wood, D.J. (1997) “Toward a theory of stakeholder identification and salience: Defining the principle of who and what really counts,” *Academy of Management Review* 22 (4), 853-886.

establishment of organizational structures and general policy and case-by-case decision making.<sup>18</sup>”

*A diagnostic tool to -*

- identify key stakeholders
- clarify their interests
- comprehend their perception of the problem
- specify their resources (supportive and destructive)
- outline their mandate

*Levels of importance of stakeholders*

- **Primary** stakeholder: one who without continuing participation the business cannot survive or the development/intervention succeed.
- **Secondary** stakeholders: ones who influence, affect or are influenced by or affected by the business/development initiative but who are not engaged in transactions with the business/development initiative and are not essential for its survival i.e. those that *affect* and those that *are affected by*.
- **Active** versus **passive** stakeholders (e.g. farmers versus absentee landlord)

*Helpful stakeholders to enlist:*

- Advocates: Idea creators, designers
- Champions: to lead the change
- Supporters: “critical mass”
- Decision makers (to approve the activation of critical change enablers – policies, funds, people)
- Opinion leaders: decision-swayers, special interest groups that sustain people’s awareness of the need for change (lobby groups, NGOs, media)

*Benefits of Stakeholder Analysis*

- (1) Can improve quality, efficacy and evaluation of policies and projects
- (2) Can improve assessment of social and political impacts of policies and projects
- (3) Allows for differences in opinions to be identified
- (4) Doesn’t differentiate between those who own *versus* those with interest in tourism so does not automatically exclude non-owners
- (5) Makes managers responsible for more than profit maximisation (the triple bottom line)
- (6) Its relevance for identifying multiple objectives and concerns (e.g. between economic, social and environmental viewpoints and between different interests of different stakeholders).

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<sup>18</sup> Donaldson, T. and Preston, L.E. (1995) “The Stakeholder Theory of the Corporation: Concepts, Evidence and Implications,” *Academy of Management Review* 20 (1), 65-91

- (7) A way in which the need and interests of people who are under-represented politically and economically can be highlighted.

### Strategic Analysis of Stakeholders

It is used to assess:

- (1) Interests, aspirations (share the vision?)
- (2) Problem perception (each one sees different aspects of the same problem - which aspect?)
- (3) Resources (capable and motivated to participate and contribute?)
- (4) Roles- ways to enlist participation in the project (How to involve them in the project so that envisioned changes can happen?)

### An example of stakeholder analysis: public transport case

Stakeholder	Interests	Problem Perception	Resources	Role/ Mandate
Passengers	Safe, reliable, and reasonable public transport	Many delays, Frequent bus breakdowns, Frequent accidents, Impolite drivers, Dangerous driving	Willingness to pay for improved service	Not applicable
Private car owner	No traffic congestions and safe roads	Too many accidents caused by buses	Many private car owners consider use of public transport if reliable and safe	Not applicable
Mayor of Port Rarorialofa	Reliable, low-cost public transport system	Citizen complaints about public transport system, Increased traffic congestions	Veto power in Council Commands popular support	To manage city of Port Rarorialofa
Bicycle Power for the Future Group	Reducing pollution for healthy living	Car emissions, obese people	5,000 members	To lobby Mayor and change public opinion



**Practice**

Identify 4 stakeholders involved in the development plan (use the case given)

Stakeholder	Interests	Problem Perception	Resources	Role/ Mandate
1.				
2.				
3.				
4.				

**2. Stakeholders in the system of tourism development**

In the system of tourism development, stakeholders vary in 3 main groups:

- (1) Market (as the demand) (tourists/ visitors)
- (2) Business side or the industries (suppliers)
- (3) Hosts (the local communities or local residents and destination environment).

However, types of stakeholders in tourism development may also be grouped as:

- (1) Business sectors;
- (2) Non-profit sectors; and
- (3) Public sectors.

Stakeholders in tourism development can also be classified in details into (1) expert groups; and (2) supplier groups.

*Potential experts group include the following:*

- Tourism organizations
- Local councils
- Governmental departments
- Tourism- oriented non- governmental organizations
- Other quasi- governmental organizations

*Suppliers group include the following:*

- Local communities (residents)
- Local community organizations

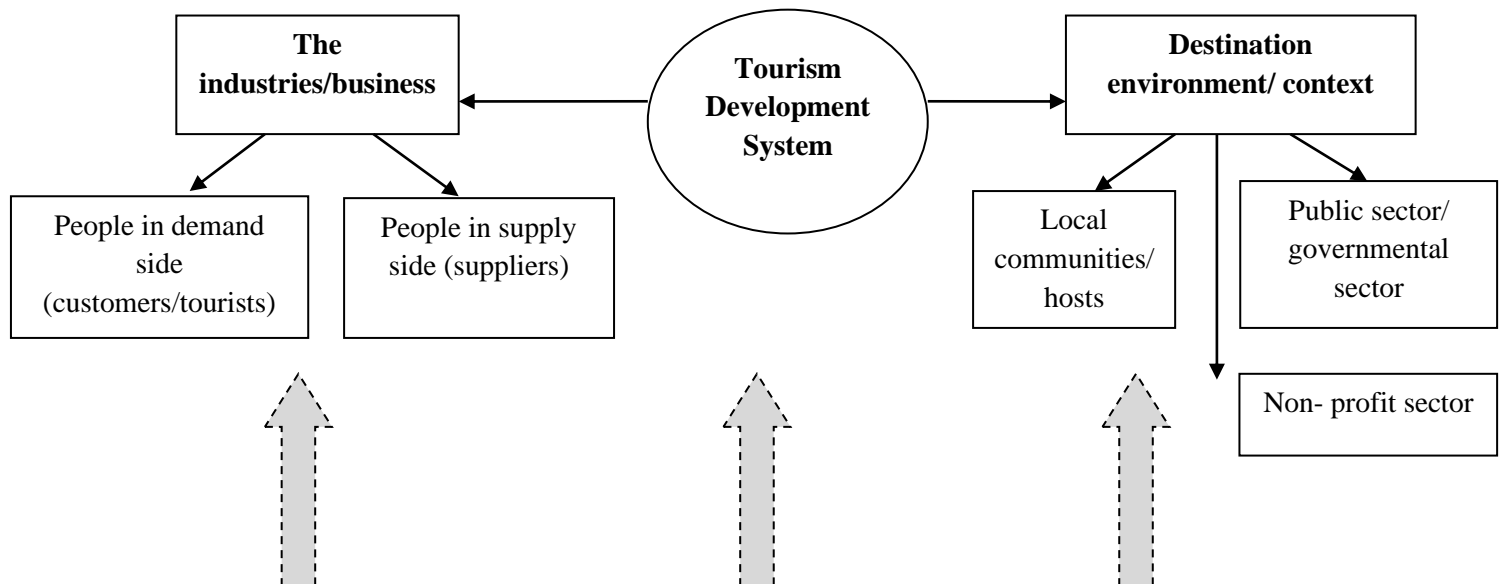
Tourists are also one group of stakeholders having role of consuming and using tourism resources. However, tourists also today have a conservation role.

According to the World Tourism Organization (WTO), stakeholders in sustainable tourism development are divided into three categories:

- (1) The tourism industry;
- (2) Environmental support; and

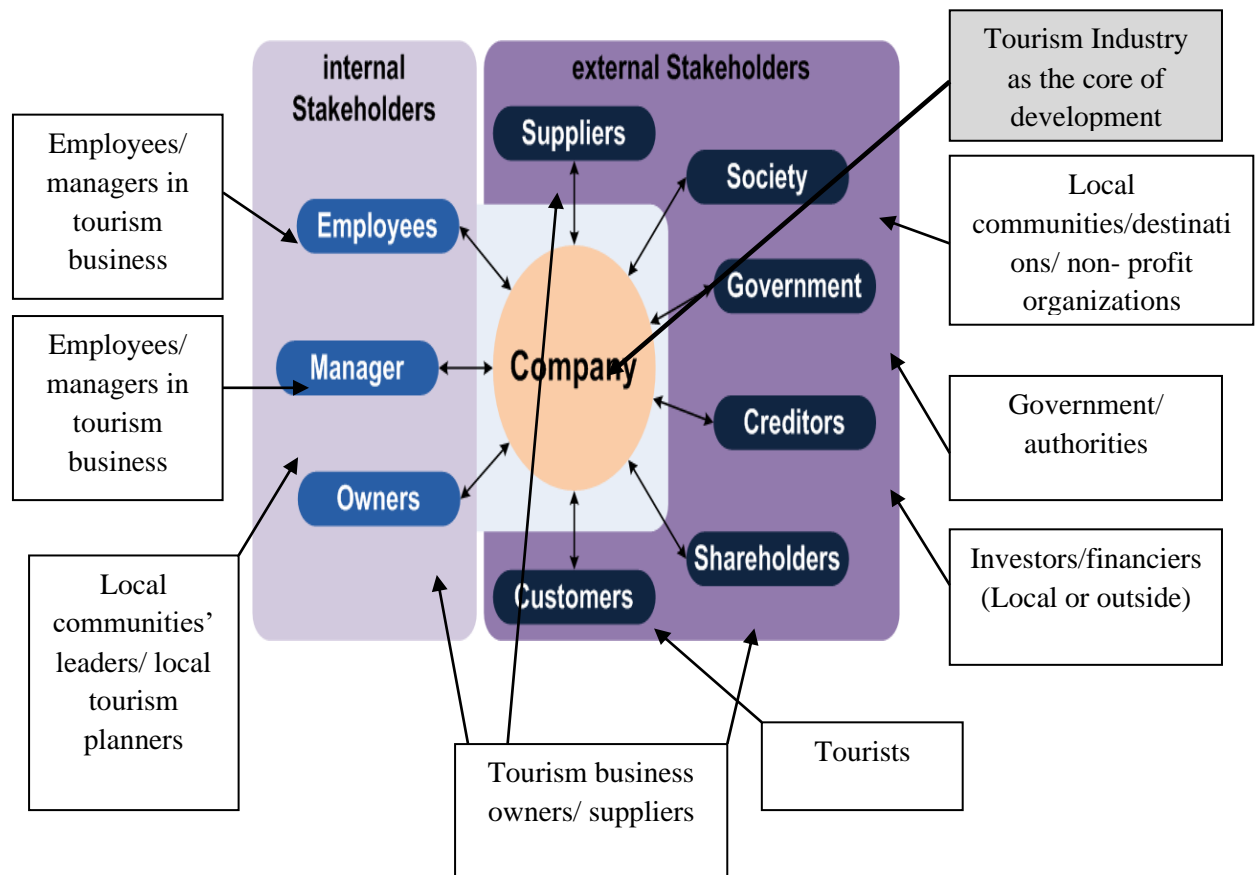
(3) The local community/government<sup>19</sup>

In conclusion, stakeholders in tourism development can be categorized as shown by the figure below.



All types of stakeholders share the common values and are affected one another directly and indirectly. The process of tourism planning and development therefore requires strong understanding, comprehension, good attitudes and high level of involvement from them all. All steps in planning and development process for tourism must be done with careful mind for the different needs of each type of stakeholders (i.e. local people's own land vs. the governmental interest in investing for tourism development on the local people's land, for example.)

<sup>19</sup> Timur, 2012, cited in Ahmad Nazrin et al., 2012



The satisfaction issue of stakeholders in tourism development is also important. Level of satisfaction towards the process of getting involvements and information sharing, and towards expected benefits (economic, socio-cultural and environmental benefits) indicate many other things in the development process until the finished point. The issue is how to manage and develop tourism (in various directions, strategies and activities) in ways that sustainably satisfy all types and levels of stakeholders.

In regards to satisfaction management of all stakeholders, it seems a very hard task to meet all stakeholders, as each stakeholder may have different and varied interests. For example, while keeping tourists' satisfaction high enough to ensure their future visitation, sometimes, the needs to respond tourists' demands may affect tourism resource management and development in many ways, such as effects on local natural resources and daily life of local people. This can lead to local people's dissatisfaction and later negative attitudes towards tourists and tourism industry.

At the regional and global level, international organizations can also be key players in tourism development, when it says about the global driving force in the regional tourism development such as ASEAN Tourism, Greater Mekong Sub- Region Tourism (GMS) or European Tourism.

Below is the list of some examples of international organizations that involve in regional and global tourism development, with relevant websites/ web pages:

- (1) The United Nations World Tourism Organization (UNWTO)  
<http://sdt.unwto.org/>
- (2) The Organization for Economic Co-operation and Development (OECD)  
<http://www.oecd.org/cfe/tourism/>
- (3) ASEAN Tourism  
<http://www.asean.org/news/item/asean-tourism-agreement>
- (4) Asian Development Bank (ADB) (i.e. for GMS)  
<http://www.adb.org/countries/gms/sector-activities/tourism>
- (5) Pacific Asia Travel Association (PATA)  
<http://www.pata.org/>
- (6) Asia- Pacific Economic Cooperation (APEC)  
<http://www.apec.org/>  
<http://www.apec.org/Home/Groups/SOM-Steering-Committee-on-Economic-and-Technical-Cooperation/Working-Groups/Tourism>
- (7) European Commission  
[http://ec.europa.eu/enterprise/sectors/tourism/background/index\\_en.htm](http://ec.europa.eu/enterprise/sectors/tourism/background/index_en.htm)

### **Learning Activities and Medias**

- Lecturer gives lecture of Unit 8.
- *Student- centered activity*: students work in group to study about tourism development stakeholders in the case studies given.
- The lecturer concludes the lesson.
- Students are assigned to read a case study about local participation in the tourism development planning for discussion next class.

## **Lecture Note**

**Course Title: TRM 3306 Tourism Resource Planning and Development**

**Credits: 3(3-0-6)**

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**Lecturer: Dr. Siripen Yiamjanya**

**Program: Tourism Management**

**Week 11**

### **Unit 9: Roles and Responsibilities of Government in Tourism Planning and Development**

#### **Topic**

- Roles of government
- Tourism planning and policy instruments used by government

#### **Objectives**

After the completion of this unit, students should be able to:

- Explain how government plays roles in the planning and development for the tourism industry.
- Indicate tourism planning and policy instruments used by government.

## 1. Roles of government

Coordination is necessary both within and between the different levels of government in order to avoid duplication of resources between the various government tourism bodies and the private sector, and to develop effective tourism strategies. One of the main challenges for government is being able to bring the various organizations and agencies together to work for common policy objectives. Moreover, in several jurisdictions government has often served to help coordinate private sector activities as well.

The study of the contributions of the public sector to tourism development in Cross River State, Nigeria<sup>20</sup> brought the following roles:

- Creating an enabling environment
- Provision of tour guards
- Providing road maps for tour guards
- Friendly policies
- Providing adequate security
- Building of tourism sites
- Building of good roads
- Providing clean and portable water
- Providing electricity
- Providing a clean environment
- Providing conducive environment
- Carrying out awareness campaigns for people to be friendly
- Removal of toll-gate on roads
- Building of hotels (this is unlikely to occur in developing and developed countries, but more in less developed countries)
- Reduced taxes, rates/levies
- Cultural and social development
- Establishing airlines

The above can help you see that most roles of the public sector involve the development and improvement of infrastructures that are the foundation of preparing readiness for national tourism development. In other words, the public sector provides a platform or facilitation to destinations to be ready in terms of physical environment, economic atmospheres and people to invite and support growth of tourism development.

However, we can also discuss the roles of public sector or government in the following types as well.

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<sup>20</sup> Udumo, B. O, Arikpo, A. & Ekpo-Eloma, E. O, *Global Journal of Science Frontier Research Interdisciplinary*, Volume 13 Issue 1 Version 1.0 Year 2013  
College of Hospitality Industry Management, Suan Sunandha Rajabhat University/  
<http://www.chm.ssru.ac.th/>

*Types of roles**(1) Government as entrepreneur*

Governments not only provide basic infrastructure, such as roads and sewage, but may also own and operate tourist ventures including hotels and travel companies. Governments at all levels have had a long history of involvement in promoting tourism through bureaus, marketing ventures, development of transport networks through national airline and rail systems, and the provision of loans to private industry for specific tourism-related developments.

*(2) Government as stimulator*

Similar to the entrepreneurial role is the action that government can take to stimulate tourism development. Government can stimulate tourism in 3 ways. Firstly, financial incentives such as low-interest loans or a depreciation allowance on tourist accommodation. For example, the creation of incentives to encourage foreign investment in the tourism sector has been closely tied to the creation of new tourism development bodies at the state level. Special considerations at the state level have also been matched by central government fiscal incentives for tourism projects, including income tax exemptions of the profits from foreign exchange earnings, and exemption on import duty on imports for hotel projects.

Another aspect of government as stimulator of tourism is through sponsoring research for the general benefit of the tourism industry rather than for specific individual organizations and associations.

The third aspect of government as stimulator is that of marketing and promotion, generally aimed at generating tourism demand, although it can also take the form of investment promotion aimed at encouraging capital investment in tourism attractions and facilities.

**2. Tourism planning and policy instruments used by government**

Categories	Instruments	Examples
Regulatory instruments	<ul style="list-style-type: none"> <li>- Laws</li>   <li>- Licenses, permits, consents and standards</li> </ul>	<p>Planning laws can give considerable power to government to encourage particular types of tourism development through, for example, land use zoning which determines desirable and undesirable land uses.</p> <p>Regulatory instruments can be used for a wide variety of purposes especially at local government level, e.g. restraining undesirable uses, setting materials</p>

	<ul style="list-style-type: none"> <li>- Tradeoff (equal exchange/ quid pro quos)</li>   <li>- Removal of property rights</li> </ul>	<p>standards for tourism developments, or they can be used to set architectural standards for heritage streetscapes or properties.</p> <p>Government may require businesses to do something in exchange for certain rights, e.g. land may be given to a developer below market rate, the development is of a particular type or design or there is a guaranteed period of occupancy or use.</p> <p>In order to achieve planning outcomes, such as the development of tourism infrastructure or the removal of inappropriate land uses, government may remove property rights (freehold or leasehold ownership) either on the market or through compulsory acquisition.</p>
Voluntary instruments	<ul style="list-style-type: none"> <li>- Information and education</li>   <li>- Volunteer associations and non- governmental organizations</li>   <li>- Technical assistance</li>   <li>- Argument and persuasion</li> </ul>	<p>Expenditure on educating the local public, businesses or tourists to achieve specific goals, e.g. appropriate tourist or industry behavior.</p> <p>Government support of community tourism organizations is very common in tourism. Support may come from direct grants, tax benefit and/ or by provision of office facilities. Examples of this type of development include local or regional tourist organizations, heritage conservation groups, main street groups, tour guide programmes, or the establishment of industry associations and networks, including sectoral networks, e.g. farm stay, bed and breakfast, homestay, adventure tour operator and winery associations; and regional tourism operator networks.</p> <p>Government can provide technical assistance and information to business with regards to planning and development</p>



		<p>requirements, including the preparation of environmental and social impact statements.</p> <p>Government may seek the cooperation of stakeholders by persuading them that certain patterns of behavior or conduct is appropriate for furthering common interest of stakeholders and/ or self- interest.</p>
Expenditure	<ul style="list-style-type: none"> <li>- Expenditure and contracting</li> <li>- Investment or procurement</li> <li>- Public enterprises</li> <li>- Public- private partnerships</li> <li>- Monitoring and evaluation</li> <li>- Promotion</li> </ul>	<p>This is a common method for government to achieve policy objectives as the government can spend money directly on specific activities, this may include the development of infrastructure, such as developing roads, or it may include main street beautification programs. Contracting can be used as a means of supporting existing local businesses or encouraging new ones.</p> <p>Investment may be directed into specific businesses or project, while procurement can be used to help provide businesses with a secure custom for their products.</p> <p>When a market fails to provide desired outcomes, governments may create their own businesses, e.g. rural or regional development corporation enterprise boards. If successful, such businesses may then be sold off by private sector.</p> <p>Government may enter into partnership with the private sector in order to develop certain products, locations or regions. These may take the form of a corporation which has a specific mandate to attract business to a certain area, for example.</p> <p>Government may allocate financial resources to monitor rural economical environmental and socio- economic</p>

		<p>indicators. Such measures may not only be valuable to government to evaluate the effectiveness and efficiency of tourism planning and development policies and objectives but can be a valuable source of information to the private sector as well.</p> <p>Government may spend money on promoting a region to visitors either with or without financial input from the private sector. Such promotional activities may allow individual businesses to reallocate their own budget by reducing expenditures that might have made on promotion.</p>
Financial incentives	<ul style="list-style-type: none"> <li>- Pricing</li> <li>- Taxes and charges</li> <li>- Grants and loans</li> <li>- Subsidies and tax incentives</li> <li>- Rebates, rewards and surety bonds</li> </ul>	<p>Pricing measures may be used to encourage appropriate behavior, market segments and/ or to stimulate or reduce demand, e.g. use of particular walking trails through variations in camping, or permit costs.</p> <p>Governments may use these to encourage behaviors by becoming individuals and businesses, i.e. pollution charges. Taxes and charges, e.g. passenger or bed taxes, may also be used to help fund infrastructure development, e.g. regional airports, or help fund regional tourism promotion.</p> <p>Seeding money may be provided to businesses to encourage product development, business relocation, and/ or to encourage the retention of heritage and landscape features. Grants and loans may also be used to provide for business retention in marginal economic areas.</p> <p>Although subsidies are often regarded as creating inefficiencies in markets, they may also be used to encourage certain types of behavior with respect to social and</p>

	- Vouchers	<p>environmental externalities, e.g. heritage and landscape conservation, that are not taken into account by conventional economics. Subsidies and tax incentives are one of the most common methods to establish or retain tourism businesses, especially in peripheral and rural areas.</p> <p>Rebates and rewards are a form of financial incentive to encourage individuals and businesses to act in certain ways. Similarly, surety bonds can be used to ensure that businesses act in agreed ways; if they do not, then the government will spend the money for the same purpose.</p> <p>Vouchers are a mechanism usually used to affect consumer behavior by providing a discount on a specific product or activity, e.g. to shop in a specific centre or street.</p>
Non- intervention	- Non- intervention (deliberate)	<p>Government deciding not to directly intervene in sectoral or regional development is also a policy instrument, in that public policy is what government decides to do and not to do. In some cases, the situation may be such that government may decide that policy objectives are being met so their intervention may not add net value to the rural development process and that resources could be better spent elsewhere.</p>

### Learning Activities and Medias

- Lecturer gives lecture of Unit 9.
- Students work in group to study about government roles in tourism development through given case studies.
- The lecturer concludes the lesson.