KNOWLEDGE MANAGEMENT MODEL FOR COMMUNITY-BASED FLOATING MARKET TOURISM

YUSSANEE SOMMATHAT

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Thesis
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.....

Miss Yussanee Sommathat
Candidate

.....

Assoc. Prof. Praphaphan Un-Ob, Ed.D.
Major advisor

.....

Asst. Prof. Sittipong Dilokwanich, Ph.D.
Co- advisor

.....

Lect. Therdchai Choibamroong, Ph.D.
Co- advisor

.....

Mr. Pradech Phayakvichien, M.Sc.
Co- advisor

.....

Prof. Banchong Mahaisavariya,
M.D., Dip Thai Board of Orthopedics
Dean
Faculty of Graduate Studies
Mahidol University

.....

Asst. Prof. Teeradej Chai-Aroon, Ph.D.
Program Director
Doctor of Philosophy Program in
Population Education
Faculty of Social sciences and Humanities
Mahidol University

Thesis
entitled

KNOWLEDGE MANAGEMENT MODEL FOR COMMUNITY-BASED FLOATING MARKET TOURISM

was submitted to the Faculty of Graduate Studies, Mahidol University
for the degree of Philosophy of Doctor (Population Education)
on
October 22, 2010

.....
Miss Yussanee Sommathat
Candidate

.....	.....
Asst. Prof. Nalina Praphairaksit, Ph.D. Member	Assoc. Prof. Supavan Phlainoi, Ed.D. Chair
.....	.....
Assoc. Prof. Praphaphan Un-Ob, Ed.D. Member	Asst. Prof. Sittipong Dilokwanich, Ph.D. Member
.....	.....
Lect. Therdchai Choibamroong, Ph.D. Member	Mr. Pradech Phayakvichien, M.Sc. Member
.....	.....
Prof. Banchong Mahaisavariya, M.D., Dip Thai Board of Orthopedics Dean Faculty of Graduate Studies Mahidol University	Assoc. Prof. Wariya Chinwanno, Ph.D. Dean Faculty of Social sciences and Humanities Mahidol University

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Yussanee Sommathat

KNOWLEDGE MANAGEMENT MODEL FOR COMMUNITY-BASED FLOATING MARKET TOURISM

YUSSANEE SOMMATHAT 4837747 SHPE / D

Ph.D. (POPULATION EDUCATION)

THESIS ADVISORY COMMITTEE: PRAPHAPHAN UN-OB, Ed.D. SITTIPONG DILOKWANICH, Ph.D., THERDCHAI CHOIBAMROONG, Ph.D., PRADECH PHAYAKVICHIEN, M.Sc.

ABSTRACT

This research aimed to: 1) examine the knowledge management model and conditional factors related to knowledge management in community-based floating market tourism; and 2) synthesize the knowledge management model and conditional factors related to knowledge management in the community-based floating market tourism that is based on the qualitative research. The data collection was done by an in-depth interview with 32 relevant people who have coped with the current knowledge management in community-based tourism. The data obtained was checked by way of data triangulation. The areas of research were specifically selected to cover 6 markets located in the central part of Thailand where the community-based floating market tourism management exists.

The result showed that these communities did not have the different development for the community-based floating market tourism management, that is, the management was used to solve the community problems by creating the management network to strengthen the communities. The knowledge management model of all 6 floating markets was analyzed by the cross-sectional analysis, and it could be concluded as follows: 1) there was one knowledge management model for the community-based tourism resource management whereas its knowledge management steps existed at all areas, including the knowledge acquisition, knowledge creation, knowledge transfer, and knowledge utilization; 2) there was one knowledge management model for the formation of activities and learning process for tourists whereas its knowledge management steps existed at all areas, including the knowledge creation and knowledge transfer; 3) there was one knowledge management model for the network management whereas its knowledge management steps existed at all areas, including the knowledge creation and knowledge transfer; and 4) there was one knowledge management model for the income and profit management whereas its knowledge management step existed at all areas, including the knowledge creation. After analyzing the overall knowledge management model for the community-based tourism resource management, there was one knowledge management step existing at all areas, that is, the knowledge creation.

The conditional factors influencing the knowledge management were 1) community context, 2) leadership, 3) organizational management, 4) learning-based organization, 5) tools and technologies used for the knowledge management, 6) receipt of supports from the state agencies, and 7) receipt of supports from external academics.

It is recommended that a community should set up its organizational structure by setting up specific divisions. The personal team and working team should be set up for the community knowledge management. The State and the community should set up the strategy to develop and support the new generations in that community. The educational institutes should retrieve and store the knowledge of local wisdom, and they should select the wisdom teachers to transfer their knowledge in the educational institutes.

KEY WORDS: KNOWLEDGE MANAGEMENT/COMMUNITY-BASED TOURISM / FLOATING MARKET

314 pages

รูปแบบการจัดการความรู้ด้านการท่องเที่ยวตลาดน้ำโดยชุมชน

KNOWLEDGE MANAGEMENT MODEL FOR COMMUNITY-BASED FLOATING MARKET TOURISM

ยุสนีย์ โสมทัศน์ 4837747 SHPE / D

ปร.ด. (ประชากรศึกษา)

คณะกรรมการที่ปรึกษาวิทยานิพนธ์ : ประภาพรรณ อุ่นอบ, ศษ.ด., สิทธิพงษ์ ดิลกวณิช, Ph.D.,
เทิดชาย ช่วยบำรุง, Ph.D., ภราเดช พยัฆวิเชียร, M.Sc.

บทคัดย่อ

การศึกษาครั้งนี้มีวัตถุประสงค์เพื่อ 1) ศึกษารูปแบบการจัดการความรู้และปัจจัยเงื่อนไขที่สัมพันธ์กับการจัดการความรู้ด้านการท่องเที่ยวตลาดน้ำโดยชุมชน 2) สังเคราะห์รูปแบบการจัดการความรู้และปัจจัยเงื่อนไขที่สัมพันธ์กับการจัดการความรู้ด้านการท่องเที่ยวตลาดน้ำโดยชุมชน โดยใช้รูปแบบการวิจัยเชิงคุณภาพ โดยเก็บรวบรวมข้อมูลด้วยการสัมภาษณ์เชิงลึกกับผู้ที่มีส่วนเกี่ยวข้องจำนวน 32 คน ทำการตรวจสอบข้อมูล ด้วยการตรวจสอบสามเส้าด้านข้อมูล พื้นที่ในการศึกษาครั้งนี้ได้มาโดยการเลือกพื้นที่ แบบเจาะจงจำนวน 6 แห่ง ในพื้นที่ภาคกลางที่มีการจัดการท่องเที่ยวแบบตลาดน้ำโดยชุมชน

ผลการศึกษา พบว่า ชุมชนมีพัฒนาการในการจัดการท่องเที่ยวตลาดน้ำโดยชุมชนไม่แตกต่างกัน คือ เป็นการจัดการเพื่อแก้ไขปัญหาของชุมชน โดยมีการสร้างเครือข่ายเพื่อบริหารจัดการเพื่อสร้างความเข้มแข็งให้กับชุมชน รูปแบบการจัดการความรู้ทั้ง 6 แห่ง เมื่อนำมาวิเคราะห์ข้อมูลแบบไขว้ ผลการศึกษาสามารถสรุป ได้ดังนี้ 1)รูปแบบการจัดการความรู้ด้านการจัดการทรัพยากรการท่องเที่ยวของชุมชน มี 1 รูปแบบ มีขั้นตอนการจัดความรู้ที่เหมือนกันในทุกพื้นที่ คือ การแสวงหาความรู้ การสร้างความรู้ การถ่ายทอดความรู้ และการใช้ความรู้ 2) รูปแบบการจัดการความรู้ด้านการสร้างกิจกรรมและกระบวนการเรียนรู้ให้ แก่นักท่องเที่ยว มี 1 รูปแบบ มี 2 ขั้นตอนที่เหมือนกันในทุกพื้นที่ คือ การสร้างความรู้ การถ่ายทอดความรู้ 3)รูปแบบการจัดการความรู้ด้านการบริหารจัดการเครือข่าย มี 1 รูปแบบ มีขั้นตอนเหมือนกันในทุกพื้นที่ 2 ขั้นตอน คือ การสร้างความรู้ และการถ่ายทอดความรู้ 4)รูปแบบการจัดการความรู้ด้านการบริหารจัดการรายได้ผลประโยชน์ มี 1 รูปแบบ มีขั้นตอนการจัดการความรู้ที่เหมือนกันในทุกพื้นที่ คือ การสร้างความรู้ และเมื่อสังเคราะห์ภาพรวมรูปแบบการจัดการความรู้ด้านการท่องเที่ยวตลาดน้ำโดยชุมชน พบว่า มี 1 รูปแบบ โดยมีขั้นตอนการจัดการความรู้ที่เหมือนกัน คือ การสร้างความรู้ ส่วนปัจจัยเงื่อนไขที่ส่งผลต่อการจัดการความรู้ ได้แก่ 1) สภาพบริบทชุมชน 2) ภาวะผู้นำ 3) การบริหารจัดการองค์กร 4) การเป็นองค์กรแห่งการเรียนรู้ และ 5) เครื่องมือและเทคโนโลยีที่ใช้ในการจัดการความรู้ 6) การได้รับการสนับสนุนจากหน่วยงานภาครัฐ และ 7) การได้รับการสนับสนุนจากนักวิชาการภายนอก

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CHAPTER I
INTRODUCTION

1. 1 Background and rationale of the research

Our current world is on the knowledge-based society and economy. The development of population based on knowledge, therefore, is a significant indicator for the national productivity. Such indicator has encouraged all sectors in the Thai society to develop its competence in the creation of innovation from knowledge base, and that knowledge base is also applied to drive the human development, work development and organizational development. Definitely, knowledge becomes an important valuable asset of an organization (Pornthida Vichienpanya, 2004: 12), and it is a very valuable resource for human resource development. For the Thai society, if we want to apply knowledge as a forcing drive for human development, work development and organizational development, there should be the development of innovations and knowledge supporting the entire society. The operating skills at the individual level should be also developed, which would become a forcing drive for social changes in the manner of paradigm shift (Sukanya Rassameethammachote, 2006: 63-69; Vicharn Panich, 2003: 75), and the knowledge management concept must be utilized because it is capable of integrating two sciences of information management and intellectual management together (Vicharn Panich, 2006: 77). Knowledge management device is an important mechanism encouraging humans to have self-adaptation in form of learning process formation. When humans gain actual learning; it would lead to the transformation, which means changes in individuals, e.g. changes of conceptualization, changes of values and changes of behavior finally (Orasri Ngarmvittayapong, 2006: 109-112). By this reason, knowledge management is applied with an aim at improving the organization’s operations to meet efficiency and success.

Applying knowledge management in the operation of various organizations relies on different goals, forms and methods. For example, 1) the private sector utilizes knowledge management with an aim at business outcome while the main driving factor is the organization leader, 2) the governmental sector applies knowledge management to integrate its working system so that its operating nature and methods would be variable under the context that it is encouraged or driven by other related agencies, and 3) the social sector applies knowledge management to drive its activities. At first, this may not be called as knowledge management since these agencies have never known which characteristics or form of knowledge management is; however, those characteristics and working methods could drive the work to meet the expected success. Thus, later, the working methods have been developed to be a learning cycle until such knowledge base could be further developed and the work is developed efficiently. It could be said that knowledge management in all those 3 sectors is a tool for interactive learning through action. Hence, information and knowledge must be compiled, systemized, stored, accessed and shared for further exchanges. The ultimate goals are at work achievements and improvement of organization's quality (Praphaphan Un-ob, 2006: 76-79).

Several communities in the Thai society have utilized knowledge management along with the community development in order to form their learning-based societies. Most knowledge is applied in developing local wisdom. This knowledge is derived from long-term observations and experiments by local knowledgeable people and local philosophers. This knowledge is engraved in ways of life, community tradition and culture. It is accepted that the application of knowledge management to drive local communities could make them gain higher income and create certain occupations for community people; for instance, a community has knowledge management for the formation of community products, community plans and community problem solutions, etc. Therefore, knowledge management is the driver of local development to find out problem solutions arising out in that community whereas community people are ones who create such knowledge and propose alternatives of local development by themselves (Vasan Saikaew, 2007: 1-3). However, although all sectors of Thai society are alert to apply knowledge management in monitoring, extending and evaluating their work performance, the

practice and dimension of studying of knowledge management are still various while academic viewpoints are in-width and in-depth. In the other word, knowledge management is just a trend in every agency that is alert and views that knowledge management is a tool of human development, work improvement and organization development for the organization efficiency (Phakwan La-or sa-ard, 2005: 95).

Knowledge management in the social sector in which the Researcher is interested is the application of knowledge management in the management of community tourism because tourism development is one of national strategies for solving problems and developing population quality until they could escape poverty (The Constitution, B.E. 2007, Article 83). The Government also sets up the strategy of tourist attraction development in Thailand to have the quality tourist attractions before improving them to be the World Class Destination under the framework of macro economical policy in "Dual Tract Plus Development Model" (The National Economic and Social Development Plan, 2007: 63-65). As the Government has emphasized the policy of tourism promotion in order to standardize and improve the quality of life of general people by raising a core issue that the income from the development of tourism industry could lead to a huge amount of income, which would help the population escape from their poverty crisis, the tourism development in Thailand, in the past, has mainly tried to respond to the economic growth. According to the information of Tourism Authority of Thailand (TAT), in 2007, foreign tourists at 14.46 million have visited Thailand, which could generate the national income at 547,782 million baht and another 380,417 million baht for Thai tourists. Nevertheless, most tourism revenues are in the hand of trans-national companies, not local communities. In the past, tourism plans and policies have been set up by the government or state agencies, which are also linked to some political profit groups. As a result, tourism industry has not been created significant matters for the development of local people (Holden, 2006: 117). According to Sindhu Sarobol (2003: 27) regarding the development of tourism management in Thailand, the problems of tourism management are as follows:

1. Management of area factor and geographical condition – Each tourist attraction has unique and outstanding characters of tourism resources. The past tourism management has mainly focused on the development of tourist attraction

potential rather than the development of skills and potential of stakeholders in tourism management.

2. Problems about organizational management and laws, which are macro-level conditions because the different local administration forms depend on the administration policies at different levels starting from national policies, ministerial policies and provincial policies that give supports in form of budget and administration at each local area. This is consistent to Colin Hall (1994: 8-19) who studied the problems of tourism management at several countries. He concluded the lessons of unsuccessful tourism management in several countries as consequences of policy formation process and tourism planning at the regional and national levels that the tourism plans usually served the high-end profit groups; on the other hand, it did not concern about the knowledge base of communities and demand of local communities. In addition, Thailand Development Research Institute (TDRI) (Sornchai Saichompoo, 2005: 1) had an analysis on the problems of tourism management in Thailand and found that such management has been done separately. The management system has not cared for local community knowledge and wisdom, which resulted to the erosion and deterioration of tourism resources, collapse of communities, poverty in rural areas as well as weakness at the family and community levels.

In addition, according to the summary of lessons from tourism management subject to the community-based tourism management (Naowarat Plainoi, et al., 2002 cited by Thailand Research Fund, 2007: 127; Sindhu Sarobol, 2003: 27; Thongyoon Butrsopa, 2005: 52-53), there were problems about the organization form and quality of community personnel due to the shortage of device and working skills, so they were unable to handle and solve community problems by themselves. It was also found that the communities have still lacked the management skills, network-based operation, learning of community-based intelligence, trans-network learning process, community learning that has been usually created by academic persons, lessons learned visualizing and work performance evaluation, communication skills for community information such as local wisdom, ways of life and local culture, etc. This finding was consistent to the research result of Pradej Payakvichien (2005: 8) that most community-based tourism management, in the past, has confronted the management problems; communities had no learning, participation and management

choice; community learning was based on the cooperation or participation of reception but this learning could not be developed to be on the stage of participating of learning. Hence, our past community-based tourism management faced some management problems about the form or method of managing the local community knowledge base (Hall, 1994: 8-19; Sindhu Sarobol, 2003: 27).

Due to the above problems, some researches were conducted to find out tourism management tools and possible solutions. According to the research, conducted by Dwyer, et al. (2009: 63-74), about future tourism management direction for the trend of global tourism management in the next 15 years, it was found that community people should be educated and other stakeholders involving in tourism management should be trained to have knowledge about tourism management so that they would be capable of solving problems and developing their own tourism direction. The tourism products should be also improved proactively by using the tourism management concept such as knowledge formation and knowledge sharing to enhance community competitiveness.

The Thai society, in the past, utilized knowledge for the community-based tourism management in order to solve community problems such as raising sample problems together, and asking community people to create knowledge and share learning for further implementation and solving. By this regard, the organizations and communities should have co-operation for sharing of learning in form of group meetings in order to create and apply such knowledge, and to share experience of persons gained by studying and observing. That knowledge or innovation created should be stored as the data source to be accessed by general people via various channels such as community museum, brochure media, personal media in form of communicator such as local guide, etc. Knowledge management applied in various communities comes from the integration of knowledge management models, including theoretical concepts developed in foreign countries such as knowledge management model of Wiig, knowledge management model of Nanoka & Takeuchi and knowledge management model of Turban, and knowledge management models developed in the Thai context such as Tuna knowledge management model, etc. The models mentioned above have been integrated at the working process that were applied to the

communities in form of different operation and working methods such as the studies of Maier (2002), Dwyer, et al. (2009) and Thanyaporn Vanichritha (2007).

In conclusion, knowledge management in the community-based tourism consists of 2 characters:

1. Knowledge management models are established clearly and related communities carry out the operations based on established processes such as preparation of apparent community knowledge management plans in form of projects, utilization of media to make organization personnel have good understanding of the knowledge management direction and models, and planning for knowledge management activities pursuant to the preset processes. Each knowledge management model should consist of certain important components including knowledge, personnel and learning process. Personnel are an important mechanism provoking processes or activities and linking between personnel, knowledge and processes together. In addition, community knowledge management creates knowledge via tourism activities. The existing community knowledge base is shared by these local people by presenting the knowledge base through local wisdom, and transferring knowledge by way of communications. The knowledge base between tourists and local people is shared via tourist activities held by the communities as stated in the researches of Thongyoon Butrsopa (2004: 77), Thanyaporn Vanichritha (2007: 196), Vorapot Poomtrakul (1998: 88-89), Sama Na Ranong (2002: 53) and Suthirat Kochasawasdi (2006: 64-80).

2. Knowledge management models are not established clearly, but existing knowledge is integrated together and such knowledge is the working driver. All knowledge management concepts are combined into one for working. Knowledge and opinions are shared so that the shared knowledge is used to improve and promote the efficiency of working process until the working path relies on knowledge and it becomes the organizational culture finally as per researches of Usawadee Poonpipat (2002: 38-53) regarding Sustainable Tourism: Case Study of Community-Based Ecological Tourism in Thailand, and Kanokwan Dungsrikaew (2006: 110) regarding Sustainable Tourism Management: Case Study of Baan Wang Nam Mok, Sri Chiang Mai District, Nong Kai Province.

It could be said that a community initiates the utilization of knowledge management in its tourism management as the result of the driving process or organization motivation arising out in that community (Demand Side). As a result, that community is able to solve problems systematically by using its knowledge management to develop the quality of life. Local people use the knowledge base gained by their knowledge management to share experiences and to handle problems in form of forums and meetings. Involved people are allowed to share opinions in form of knowledge sharing in order to solve problems together. Management tools and alternative management methods are sought for; consequently, some jobs are created and problems are solved subject to the community knowledge base as seen at Kiriwong Community at Lan Saka District, Krung Ching Community at Nop Pitam Sub-district of Nakhon Si Thammarat Province, and Mae Kampong Community at Mae On Sub-district of Chiang Mai Province (Movement of Knowledge Management Trend for the Society Project, 2005: 168; Rattana Kitikorn, 2004: 13-15; Sairung Dinkoksoong, 2006: 16-17; Sama Na Ranong, 2002: 53; Usawadee Poonpipat, 2002: 38-53).

However, for the community-based tourism management, knowledge management has been used by several communities to solve their tourism management problems. Nevertheless, their working characteristics and methods are different. Some communities may meet success in applying knowledge management, but some may face problems and obstacles under different working methods. According to the researches of Tantawan Singkaew (2001: 77) and Sayan Praicharnchit (2003: a; 2004: 88), the conditional factors allowing the communities to meet the success of knowledge management included the internal factors, that is, an organization should have basic belief in using knowledge to drive the work; community leaders should be encouraged to transfer their knowledge management to the organization and network members; there should be techniques and tools of knowledge management; and the community should seek for, study and create knowledge. It was found that, subject to main systematic academic tools, there had to be the summative evaluation by using the after-action research technique (AAR), regular improvement of knowledge management potential, and consistent participation for sharing of learning with other organizations. Also, the external factors included the academic and knowledge

supports from various agencies and educational institutes, which would support the provision of knowledge process or other related knowledge. Additionally, it was found in researches that the external factor might be the budget support provided by external agencies for the academic working. Also, knowledge management is subject to other conditional factors, area context, learning culture, learning design, leadership and organizational structure (Chalard Chandrasombat, 2007: a).

It could be said that knowledge management for the community-based tourism may be on the different models and management methods depending on internal and external conditional factors of each community. The community successful in knowledge management usually applies the development model that allows its community people to manage knowledge suitably to the actual condition there; knowledge sources are provided there; the potential of community members are developed; stakeholders at all sectors share learning about tourism management; and tourism income is allocated to all community groups fairly (Holden, 2006: 117). These allow community people to be able to rely on themselves under the framework of sustainable tourism development, that is, management for sustainable environment, economic management for fair income allocation, and social and cultural management to get the minimum impact (Goeldmer, Ritchie & McIntosh, 2001: 420 – 421; Ward & Dubos, 1992: 213). The sustainable development framework used in planning for the community-based tourism management must concern 4 components (Chusith Chuchart, et al.: 2001: 36; Fennell, 1999: 10-17;Gonsalves, 1987: 5-10; Nash, 1996: 34-36; Podjana Suansri, 1997: 4-8; Saree Pongpich, et al., 1995: 17; Sindhu Sarobol, 2003: 12-43; The People's Global Exchange Management Committee, 2000: 2; Veera Thongma & Prajade Amnad, 2004: 17-22) as follows:

1. Community tourism resource management in 3 features: 1) holistic resource management based on local wisdom; 2) management by regarding biological diversity of the ecological system and cultural diversity; and 3) management based on the decentralization to the community where community members are involved in the management.

2. Network management in 2 features: methods of forming community tourism network; and network management.

3. Formation of learning activities and process for tourists, that is, the tourist activities could enhance the perception and understanding in diverse ways of life and culture, the management system could provoke a learning process between local people and visitors, and cultivation of awareness on the preservation of natural resources and culture in local people and visitors.

4. Income and profit management, that is, a community has rules and criteria of managing community income and profits, it has a working organization or mechanism, the profits are allocated fairly; for example, there is a community fund supporting the economic and social development of that community.

All 4 aspects of management aim at setting up fairness to community people, and encouraging them to manage their community by themselves by relying on their knowledge base and local wisdom. Any problems occurring would be jointly analyzed and solved for the community's strength. In this research, the Researcher would like to examine the background of community-based tourism management in the context of floating market management at present to see in which conditions the development of floating market occurs, which knowledge management process for driving the community working occurs and exists, and to examine the community-based tourism management models that, at each community, how different knowledge management it has, and which conditional factors make a community undertake knowledge management successfully. In this research, the studied areas were selected based on the criteria of Weaver & Oppermann (2000: 143 – 144), which classified tourism resources into 2 types: 1) natural tourism resources; and 2) cultural tourism resources. In this research, the cultural tourism resource in type of floating market at the central region of Thailand was selected because the tourist activities in form of floating market is one of the first tourist activities that its cultural attributes are used to attract tourists due to unique local ways of life. The tourist attraction in types of floating market first occurs at the central part of Thailand because, in the past, most communities have used various rivers as a main communication path. The agricultural activities were done at the riversides and local people have exchanged products they had such as agricultural crops, etc. Thus, the floating market is the reflection of ancient Thai way of life, which is different from other market types. But, at present, the characters of floating market have been changing. The market administration has

been changed to correspond to the demand of tourists who want to touch various tourist activities such as canal boat tour, visiting the local way of life in form of home-stay and sales of souvenir. According to the research of Thailand Institute of Scientific and Technological Research (2006: 9), floating markets at the central part of Thailand now face environmental and landscape problems, e.g. deteriorating environment at the canal sides; floating market management model was changed from having the trading activities on the boats to having those on land at the canal sides in order to facilitate tourists' shopping activities. Moreover, at present, many floating markets are set up. Some may be managed efficiently and be models of operating observation such as Bang Nam Pueng Floating Market and Khlong Lad Mayom Floating Market receiving Thailand Tourism Awards in 2007, and Amphawa Floating Market receiving Tourist Attraction Award in type of cultural heritage preservation given by UNESCO in 2008. However, other floating markets faced problems about community management, environment and changes of community culture. According to the research of Atipa Traidolanon (2005: 3), sustainable management of floating market must depend on the involvement of community members, state authorities, local leaders and stakeholders. The management model must enhance sustainability for community members. The result of this research showed that, in the management model, the community should be involved to solve problems, carry out the operation, have work performance evaluation, fair income and profit allocation. Regarding the conservation of community resources, the awareness of restoring the natural environment should be promoted by setting up activities and learning process for tourists. The community knowledge base should be provided and dissimilated by form of brochures so that the tourists have learning. When tourists and community members have learning, that community would be able to retain its ways of life and culture.

According to the rationale and problems caused by the community-based tourism management, it is apparent that some communities could have successful tourism management while some did not. The communities meeting successful management could apply knowledge in their management process although their knowledge process may not be complete or they may have different knowledge management models, but their operating process is arranged systematically. Therefore, it is interesting to examine whether the communities gaining the successful tourism

management utilized the community-based tourism management model based on 6 aspects of knowledge management framework or not. This framework was developed by the Researcher from the review of knowledge management theories proposed during 1993 – 2005 in foreign countries and Thailand. The accepted foreign knowledge management concepts included the models of Nonaka & Takeuchi (1995), Wiig (1993), Meyer & Zack (1996), McElroy (1999) and Bukowitz & Williams (2000) as well as knowledge management models in Thailand proposed by Bodin Vicharn (2004: 45-46), Boondee Boonyakit et al. (2004: 32-34) and Tuna Model of the Knowledge Management Institute (KMI), Vicharn Panich (2005: 105-106). The knowledge management framework in the foreign and Thai contexts is summarized below.

1. Knowledge Acquisition
2. Knowledge Creation
3. Knowledge Storage and Retrieval
4. Knowledge Transfer
5. Knowledge Utilization
6. Knowledge Evaluation.

For the knowledge management model for community-based tourism, in this research, it shall mean the model structure explaining about attributes and stages of managing the community knowledge in 4 aspects of community tourism management, including community resource management, network management, formation of activities and learning process for tourists, and income and profit management. The research questions of this research were: what kind of development occurred in knowledge management and process of knowledge management with regard to community tourism management; and which conditional factors were correlated to the community-based knowledge management process. The results of this research would be synthesized to find out the characteristics and methods of managing tourism knowledge by the community to obtain knowledge management model for community-based tourism suitable for the Thai society.

This finding would be a strategy of driving the community development so that each community is able to rely on itself in utilizing the knowledge management innovation as a development tool. Moreover, the communities would be promoted to

have the learning process for changes of behavior, thinking system and value system, which would lead to the understanding of national development goals that are linked to the current circumstances. This would be also an important mechanism leading to the sustainable development of local areas and population quality in the Thai society.

1.2 Objectives of the research

1.2.1 To examine the knowledge management model and conditional factors correlated to knowledge management for the community-based floating market tourism.

1.2.2 To synthesize the knowledge management model and conditional factors correlated to knowledge management for the community-based floating market tourism.

1.3 Research questions

1.3.1 Which type of knowledge management model for community-based tourism? The sub-questions are as follows:

1.3.1.1 What is the background of tourism management for each community-based floating market?

1.3.1.2 What kind of community-based tourism management development for floating market tourism?

1.3.1.3 What are the knowledge management process and steps for community-based floating market tourism?

1.3.1.4 What are conditional factors correlated to knowledge management for community-based floating market tourism?

1.3.2 What type of knowledge management model for community-based floating market tourism?

1.4 Scope of the research

1.4.1 This research is the qualitative research conducted to find out the community contexts such as background, economics, society, culture and ways of life of the community, and to examine community-based tourism management development, knowledge management model as well as factors correlated to the knowledge management for the community-based tourism. The data obtained would be the phenomenon occurred in the area, which would be analyzed to understand the knowledge management model for the community-based tourism, and factors correlated to the knowledge management model for the community-based tourism in the cultural tourist attraction in type of floating market.

1.4.2 The targeted areas of this research cover the areas where tourism is managed by the communities in type of floating market:

1.4.2.1 They are tourist attractions where tourism is managed under the concept of community-based tourism whereas knowledge management is a part of tourism management.

1.4.2.2 They are areas with operations under the principle of participation and management by communities.

1.4.2.3 They are areas where community members permit the Researcher to conduct this research.

In this research, the cultural tourist attractions in type of floating markets located at the central part of the country were selected. At present, there are 6 community-based floating markets around at the central part. Thus, this research would cover 6 floating markets at the central part of Thailand as listed below:

- Khlong Lad Mayom Floating Market Bangkok
- Taling Chan Floating Market Bangkok
- Lumphaya Floating Market Nakhon Pathom
- Bang Nam Pueng Floating Market Samut Prakarn
- Ta Ka Floating Market Samut Songkram
- Amphawa Floating Market Samut Songkram

1.4.3 The analysis units of this research are the communities arranging the community-based tourism. The target groups would be key informants about

knowledge management models for community-based tourism and they are involved in the community-based tourism management, e.g. tourism management task force, community leaders, community members who take role in tourism management.

1.5 Definitions of the research

Knowledge management model for community-based tourism means a model structure used to explain about the character and steps of community-based knowledge management model in 4 aspects, including community resource management, formation of activities and learning process for tourists, network management, and income and profit management.

Community-based tourism management means a working process and use of local tourism resources to attain 4 objectives of community organization: 1) community resource management; 2) network management; 3) formation of activities and learning process for tourists; and 4) income and profit management.

Community resource management means the management of community tourism resources in 3 aspects: 1) holistic resource management based on local wisdom; 2) management by regarding about biological diversity of the ecological system and cultural diversity; and 3) management based on the decentralization to the community where community members are involved in the management.

Network management means the characters or methods of setting up the community-based tourism network, and ways of managing the community-based tourism network.

Formation of learning activities and process for tourists means the characters of tourist activities that could enhance the perception and understanding among tourists in diverse ways of life and culture, and management system that could provoke awareness of the preservation of natural resources and culture in a community.

Income and profit management means that a community has rules and criteria of managing community income and profits; it has a working organization or mechanism, the community's profits are allocated fairly; for example, a community

fund or group formation to manage the community income in form of community fund supporting the economic and social development of that community.

Community-based knowledge management process means working procedures of working group(s) in a community allowing the community members to have learning, and being able to create knowledge management for its community-based tourism via various activities under the framework of knowledge management, comprising 6 steps: 1) knowledge acquisition; 2) knowledge creation; 3) knowledge storage and retrieval; 4) knowledge transfer; 5) knowledge utilization; and 6) evaluation.

Knowledge acquisition means the characters or steps of acquiring knowledge from any knowledge sources inside or outside the community, e.g. meeting or seminar attendance, observation of operations, or learning methods of that community via discussions, direct experience and practice in order to acquire knowledge about community-based tourism management.

Knowledge creation means the compilation of knowledge base existing in the community to other knowledge obtained from other areas. Then, all existing knowledge is synthesized, either knowledge base in individuals as well as knowledge obtained from learning by practice, learning by past experience, experiments and design of knowledge until all becomes the knowledge base for the community-based tourism management.

Knowledge storage and retrieval means the implementation and improvement of community-based tourism knowledge base until it becomes the best practices before it is classified and stored systematically for further convenient access and retrieval.

Knowledge transfer means the process or model of learning exchange, knowledge sharing in community-based tourism management so that the organization achieves learning, e.g. training, seminar, meeting and observation of operations, etc.

Knowledge utilization means the characters or methods that a community applies or utilizes its community-based tourism knowledge to manage its community tourism.

Knowledge evaluation means the characteristics of knowledge evaluation and checking to make decision and consider alternatives of utilizing the community-

based tourism knowledge, and methods of improving community-based tourism knowledge to reflect the outcome and to shift the level of knowledge base in managing the community tourism appropriately.

Factors correlated to knowledge management in community-based tourism means factors enhancing a community to meet success in knowledge management in the community-based tourism, which include:

Internal factors: leadership, characteristics of learning-based organization, community context

External factors: receipt of supports from state agencies and private sector, supports from external scholars.

Leadership Potential of leaders. Leaders must have vision and must be developers with abilities in converting intangible policies to be tangible performance. Leaders must have efforts to coordinate and solve problems, to brainstorm and create the participation process with the public.

Learning organization means ways of creating motivation for organization members to feel enthusiastic in self-development, of stimulating organization people to work in concert, and of using knowledge base obtained by sharing of learning to develop that organization.

Receipt of supports from state agencies means the ways and methods that the state gives supports to a community in its knowledge management for the community-based tourism.

Receipt of supports from external scholars means the ways and methods that the external scholars give supports to a community to develop its knowledge for the management of community-based tourism.

Community context means the characters of social structure, environment, form, ways of life, working methods of a community leading to its successful knowledge management.

1.6 Conceptual framework

This research aimed at examining the knowledge management model and factors correlated to the knowledge management model for the community-based

tourism. The conceptual framework was developed by the Researcher by reviewing all related theories on knowledge management arising out from Year 1993 – 2005 in foreign countries and Thailand. The international concepts about knowledge management accepted for this research included the knowledge management model of Wiig (1993: 39), Epistemology of Nonaka & Takeuchi (1995: 62; 2004: 61-62); Meyer & Zack (1996: 43-59); McElroy (1999: 15-16); Bukowitz & Williams (2000: 8-12); and Turban ,et al. (2004: 12-24) as well as knowledge management models in Thailand proposed by Bodin Vicharn (2004: 45-46); Boondee Boonyakit, et al. (2004: 32-34) and Tuna Model of the Knowledge Management Institute (KMI), Vicharn Panich (2005: 105-106). The knowledge management framework in the foreign and Thai contexts is summarized below. 1) Knowledge Acquisition, 2)Knowledge Creation,3) Knowledge Storage and Retrieval, 4) Knowledge Transfer, 5) Knowledge Utilization, and 6) Knowledge Evaluation

For conditional factors affecting the success of knowledge management in an organization in this research, the Researcher developed them from the lessons learned on knowledge management in 3 sectors, including government sector, social sector and private sector of all related scholars and organizations. The Researcher also studied the researches of Kim (1997); Carla O'Dell (1998); Ahmed, Lim & Loh (2002); Hasanali (2002); Roa (2002); Mathi (2004); Thailand Productivity Institute (2004: 59-62); Bodin Vicharn (2004); Prachasan Saenpakdee (2006: a); Praphaphan Un-ob(2006: 74-75); Namthip Vipawin (2004); and Chalad Chadrasombat (2007:a). Therefore, it could be concluded that there were two main factors making knowledge management efficient:

Factors in the community, e.g. characteristics of knowledge management, characteristics of leader, characteristics of learning-based organization, tools and technologies used in knowledge management.

Factors outside the community, e.g. receipt of supports from state agencies, private sector and supports from external scholars.

Regarding the community-based tourism management, it was developed by the concepts of Chusith Chuchart, et al. (2001: 36); Gonsalves (1987: 5-10); Nash (1996: 34-36); Fennell (1999: 10-17); Podjana Suansri (1997: 4-8); Saree Pongpis, et al. (1995: 17); Sindhu Sarobol, 2003: 12-43; The People's Global

Exchange Management Committee (2000: 2); Veera Thongma & Prajade Amnad (2004: 17-22). It was found that the community-based tourism management consisted of 4 parts: 1) Community tourism resource management, 2) Network management, 3) Formation of learning activities and process for tourists, and 4) Income and profit management

The conceptual framework of this research was constructed to examine the phenomenology in the selected areas, which might be adjusted according to the phenomenon data discovered

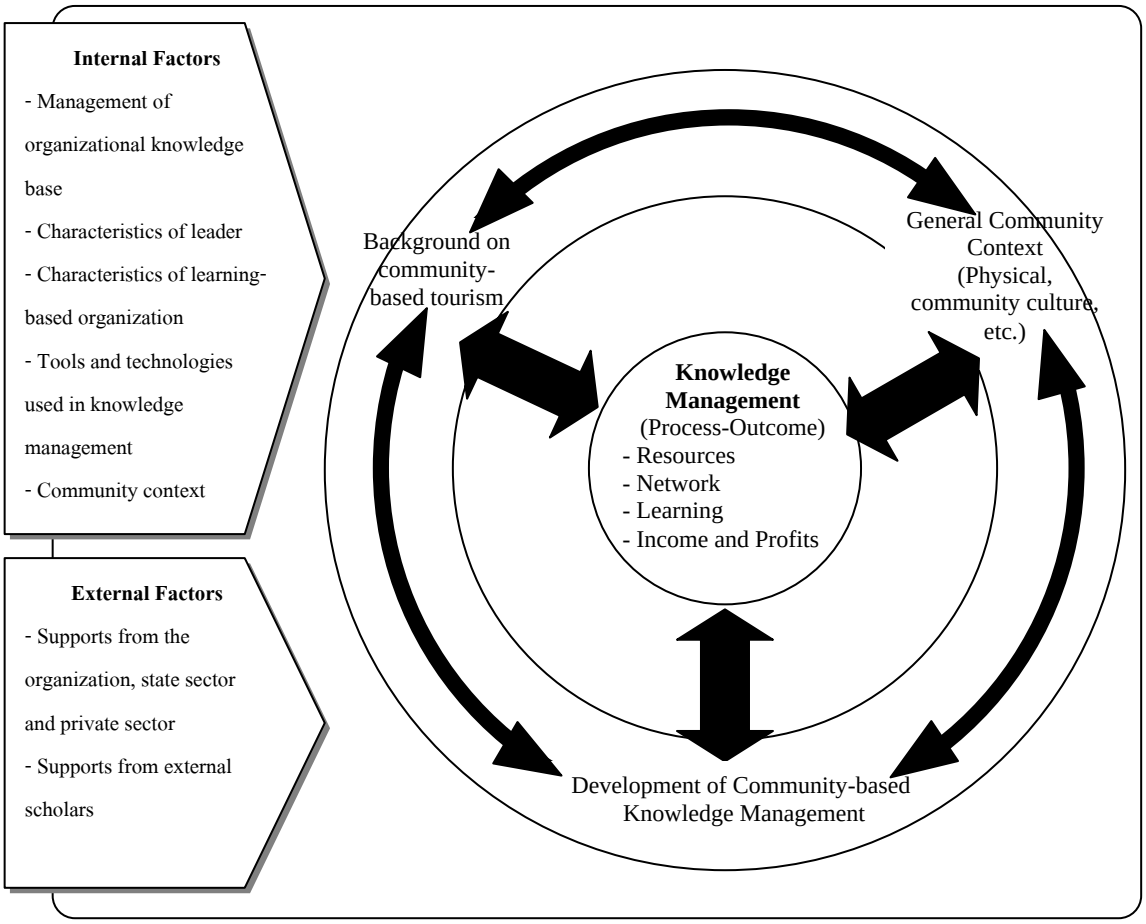

Figure 1.1 Conceptual framework

1.7 Research contributions

From this research, the following are the expected benefits:

1.7.1 To obtain the guideline of developing knowledge management model for the community-based tourism in order to encourage various communities to create tools and knowledge base to tackle the community problems and to enhance strength in the communities.

1.7.2 To give certain proposals to the state and related persons so that the concept about knowledge management would be used in the community-based tourism at 2 levels:

Policy Level – To get the guideline and proposals for setting up the policies of community-based tourism management, and to consider that in which level the state and related persons should support each factor affecting the community-based tourism management.

Practice Level – To get the guideline for promoting the community learning about tourism management by which the community is an important basis of potential development.

CHAPTER II
LITERATURE REVIEW

The literature review of this research included the knowledge management in the community-based tourism. The following theories and researches were reviewed:

1. Community-based tourism management
2. Knowledge management models
3. Factors making knowledge management models successful
4. Related documents and researches

2.1 Community-based tourism management

2.1.1 Definitions of community-based tourism management

Community Based Tourism (CBT) is the management of tourism with concerns about sustainability of environment, society and culture. CBT is directed and managed by a community for that community, which takes role as the owner with rights in managing and caring for it to enhance learning among visitors. Community-based tourism is developed from tourism with participation by general people, and community-based sustainable tourism (Podjana Suansri, 1997: 4-8).

Community-based tourism is the tourism with concerns about sustainability of environment, society and culture. CBT is directed and managed by a community for that community, which takes role as the owner with rights in managing and caring for it to enhance learning among visitors. It is viewed that tourism must function in all 5 aspects: politics, economics, society, culture and environment whereas a community is the owner and is involved in its management (Veerapol Thongma & Prajade Amnad, 2004: 17-22).

Community-based tourism means undertaking of tourist activities as help by community people. The heart of community-based tourism is the community participation (Choovit Sirivejkul, 2001: 52-56).

Community-based tourism is the management of tourism by local people who are the owners of accommodations, advise their local requirements, and allow the tourists to be involved in the daily life of these local people (Nash, 1996: 34-36).

This could be concluded that community-based tourism is an alternative of tourism management in which the community takes role in directing its tourism on a concept that all local people are the owner of resources and they are also the stakeholders of tourism as the local resources, including nature, history, culture and tradition, ways of life and ways of community production are appropriately utilized as the cost or factor of tourism management. Also, the potential of community members is developed so that they engage knowledge, competence and roles important for the operation starting from the stage of decision-making, planning, implementation and summary of lessons. What focused is the sustainability for next generations in the community, and local profits. The issues to be regarded are the carrying capacity of the nature, formation of learning process in tourism management, and allocation of income generated by impartial tourism. The community members should be allowed to solve problems through joint learning of all community members. People are the center of development while the community power base is respected as well. However, community-based tourism must not cause any social tension and culture. This type of tourism, therefore, is to shift the quality of life of community people from reliance and poverty, which indirectly shifts the quality of life of the public.

In this research, community-based tourism is a type of tourism focusing on the management of community resources. A community uses tourism as a tool of retaining its right in the prevention and management of resources. The tourism management is based on participation and sustainability. What focused includes the local value and local people who would be involved and be the owner. The quality of life of community people is developed under the management model covering 4 aspects of management: 1) community resource management; 2) network management; 3) formation of learning activities and process for tourists; and 4) income and profit management. All 4 aspects of management emphasize on

establishing the impartiality for community people, and supporting them to manage their community on the basis of knowledge base and local wisdom while the community people would mutually analyze problems and solutions for the community strength.

2.1.2 Principles of community-based tourism management

Fennell (1999: 10) proposed the theory of community-based tourism with the supporting concept that the community-based tourism is a model of tourism management focusing on the long-term economics. It would employ technologies as necessary whereas it does not snatch benefits from the environment. The benefits occurred must serve the needs of local people. The intrusion of natural resources and culture must be as slight as possible under the joint planning for development by local people. Fennell (1999: 11–17) summarized the principle of community-based tourism management in 5 points:

1. Benefits generated must be given to families as the owners of local accommodation. This is the direct income channel of several families. However, these local families must be trained for management skills.

2. Local communities must receive benefits. The community members not only earn the direct income, this income must lead to the shift of living standard as well as community infrastructure.

3. Community-based tourism management should help reduce the leakage of income flowing into the country and tourist attraction owners to other foreign business groups, which would reduce tension of the society, and retain the local tradition.

4. Idealism of community-based tourism would root the awareness in tourists or other people who have never touched local communities as most of them have stayed in industrial countries.

5. Community-based tourism provokes a good outcome for the international relationship since it links international and regional relationship for good understanding of various cultures.

The People's Global Exchange Management Committee (2000: 2) explained that community-based tourism emerged in the third-world countries since

they wanted to solve the negative impact caused by tourism in their countries. Although community-based tourism may be called differently, it is under the same objective, that is, it retains localism in rural area through small-sized enterprises performed by local areas, and it rejects the modern development. This principles let us view that the community-based tourism involves the awareness of environment and sustainable tourism development focusing on the formation of power and understanding of resources in the ecological system of each community.

Emmanuel de Kadt (1999: 1-4) mentioned about community-based tourism that it is the alternative development with focus on political ecology, state's micro system, and social and political participation so that the utilization and substitution of resources are valuable and sustainable among the cultural refinement. Moreover, community-based tourism is carried out to change the marketing policy to have the sustainable tourism development. The marketing organization also allows the direct production of goods and service. Thus, community-based tourism is the development caring for the environment, ecology and sustainable development. This reflects the awareness of problems about the world environment, solving of pollution problems by recognizing the essential needs of the world's poor and informal economy, which rejects the existing political economics to order to retain localism.

Therefore, community-based tourism is an alternative of economic and social development. The important principles of community-based tourism are as follows:

1. Rejection to cause damages against the environment and ecological system, and to cause negative impact to the macro tourism development resulted by the past tourism development.

2. Micro-based development; for example, developing tourist attractions under the management of community organization by minimizing the negative impact to the society and culture, which would lead to changes in local people.

3. Question that "Who gets profit?" should be raised among urban people and community people.

4. Focus on cultural sustainability with no destruction of community culture, which must be seriously respected, by educating tourists and organizations related to tourism.

Gonsalves (1987: 5-10) explained in the paper of The Ecumenical Coalition on Third World Tourism that community-based tourism is a process of promoting tourism leading to good understanding, harmony and impartial participation. That is, community-based tourism would be successful or not must be based 3 main parts as follows:

1. Formation of good relationship between visitors and host for awareness of human rights and mutual respect.

2. Respect to religious, cultural, social, traditional and environmental presentations that are most important components for tourism.

3. Impartial allocation of profits generated by tourism to the community who is the owner of tourist attraction(s).

Nye (2002: 3-4) mentioned about the principle of community-based tourism with a concern that tourism management must lead to sustainability. To get tools for building sustainable rural communities (Federal Reserve Banks Conference: Tools for Building Sustainable Rural Communities), the communities must improve small-sized tourist attractions, preserve the biological and cultural diversity there, use or construct buildings adhering and consistent to local culture under the concept of “making simple things to be special ones for tourists”. In addition, there must be the participation of local people, and linkage to profits spent by tourists to the communities. Moreover, Dennison Nash (1996: 34-36) of the University f Connecticut, the United States identified in his research on “Tourism Balefires on Tourism Rural Integer” examining community-based tourism management and impact of community-based tourism by way of comparing areas and tourism development done by the government of Senegal. The research showed that community-based tourism should involve community members in the management as they were accommodation owners, advised the local requirements, and permitted tourists to be participating in their local daily life. The outcome would be the profits earned by villagers. By this regard, it could be said that the most important issue of community-based tourism is that the local people have participation in directing tourism.

For the Thai society, after studying the principle of community-based tourism proposed by Podjana Suansri (1997: 4-8), it was found that the principle of community-based tourism must regard 4 components: natural resources and culture,

community organization, management and learning process. This is consistent to the research of Choovit Sirivejkul (2001: 52), Sindhu Sarobol (2003: 12-43), Veera Thongma and Prajade Amnad (2004: 17-22). From research results, the principle of community-based tourism must consist of the following 5 parts:

1. Community-based tourism must set up awareness and pride in racial attributes and community culture and tradition such as sales of products showing community attributes, cultural shows, village-based activities, overnight stays in the village, e.g. camping, home-stay and providing the facilities and overnight staying in the village.

2. Community-based tourism in the context of responsible management, reduction of impact to the environment and society with a focus on sustainable environment.

3. Community-based tourism in the context of process and activities with a focus on setting up a tourism system enhancing the learning process such as form, content, activity by regarding the mutual living with prestige, impartiality and fairness. The activities and learning process provided for the tourists must be based on the constant standard deriving from the mutual agreement of the community, e.g. cleanness, safety, fair allocation of income to related persons and capacity of serving tourists.

4. Community-based tourism in the context of community participation. The community and public participation is concerned since the start up to the end of tourism process. The community-based tourism management must come from the actual needs of the community. The community has chance in analyzing problems. Community members would be involved in thinking, planning, doing activities, monitoring, learning and receiving the profits. The allocation of income to community members would shift the quality of life, and support the community development and environmental conservation.

5. Community-based tourism in the context of community development. The community must form as a group, club or organization or it may be the existing community organization such as Sub-district Administrative Organization (SAO). This organization is a mechanism of representing all members in an extent, and establishing the community direction, management policy, management and coordination to drive

the community-based tourism based on the intent of community members. When any problems occur, the community organization must be strong enough to handle the potential impact. The community must be ready to stop the management when the situation is beyond the community's management ability. In addition, the community organization must consider the knowledge base on management affected by external factors such as the state's policy supporting the community-based tourism, tourists' behavior, etc.

This could be concluded that community-based tourism is a method of sustainable tourism management and it is an alternative emerging to reject the mass tourism, which causes negative impact to physical and biological environment and culture through the consumption of local tourism resources. By these reasons, community-based tourism is linked to the participation of local people who are owners of tourist attractions and are involved in planning and managing the community by themselves with good learning skills in tourism, fair allocation of profits to local people, and setting of conditions or restriction for tourists before visiting their local areas.

After studying all foreign and Thai theories and concepts about tourism management, it was found that community-based tourism has the same principle of management, that is, the community members must be involved in the community management in term of thinking, planning, doing activities, monitoring and evaluation. Clear rules and criteria must be set up by the community so that the community-based tourism management could be cared as the preset criteria. In the foreign context, the community-based tourism would give emphasis on tourism form, content, activities and products of that community. That is, the community must pay respect to religion, culture, tradition and way of life. It must also recognize the value of community resources and environment. Besides, it was found that, in the principle of successful community-based tourism management, it must consist of the fair allocation of profits generated by tourism to the community. The income from community-based tourism management must be spent to support the community development and preservation of environment. For the Thai society, the community-based tourism management not only concerns the above components, it also gives emphasis on setting up activities enriching the learning process for tourists. For example, there are activities

encouraging the tourists to be aware of the importance of community tourism resources. Finally, the community-based tourism management must involve the tourism network management because the tourism network would create the learning process in term of management among community people and others outside by using knowledge transfer techniques in manners of brainstorming, sharing opinions and experience, seeking for strength and weakness, impact by community-based tourism management, as well as seeking for the community potential in tourism development and seeking for alternatives of tourism management suitable for the community. This could be concluded that the principle of community-based tourism management may consist of 4 parts: community resource management, network management, formation of activities and learning process, and allocation of community profits (Choosith Choochat, et al., 2001: 36; Fennell, 1999: 10-17; Nash, 1996: 34-36; Kadt, 1999: 1-4 Gonsalves, 1987: 5-10; Podjana Suansri, 1997, 4-8; Saree Pongpis, et al., 1995: 17; Sindhu Sarobol, 1993: 12-43; The People's Global Exchange Management Committee, 2000: 2; Veera Thongma & Prajade Amnad, 2004: 17-22) with the following details:

1. Community resource management is the community with abundant resources, reliant production path, sustainable use of natural resources, and unique culture and tradition. According to a study of The People's Global Exchange Management Committee (2000: 2), the community-based tourism is related to the awareness of environment and development of sustainable tourism. This is consistent to Suchada Nguangchaiphoom (2008: 65), Sahattaya Vises, et al. (2000: 8-23) who concluded that the principle of community-based tourism in the domain of community resource management should cover the carrying capacity in 4 dimensions as follows:

1.1. Physical carrying capacity or concern about the level of tourists that must not destroy the physical environment in the natural system and human-made environment, as well as the full capacity of providing the local tourism service.

1.2 Environmental carrying capacity or concern about the maximum level of tourists that must not destroy the environment and ecological system such as ecological system, quality of water, quality of soil, quality of air as well as relationship of life and carrying capacity of waste.

1.3 Social carrying capacity. The community-based tourism management must concern the maximum amount of tourists whereas their joy and impression must be maintained when the community tourism products are expanded. The maximum number of tourists must not cause any negative impact or social and cultural changes and changes in the local way of life.

1.4 Economic carrying capacity. In the community-based tourism management, the economic development must be carried out appropriately without causing any conflicts among community members or without affecting the investment and living of local people.

For the concept of managing community resources for tourism, the management method must be based on the concern about the community's potential and on the retention of culture, tradition and way of life transferred from the ancestors. The ancestors' wisdom has been transferred to next generations, which is also improved to be more efficient. It is concluded that the community resource management is based on 3 management parts: 1) holistic resource management based on local wisdom by regarding the relationship between humans and nature, either physical and psychological relationship on the basis of personal belief; 2) management by regarding the biological diversity of the ecological system and cultural diversity of each community; and 3) management based on the decentralization to the community where community members are involved in the management, etc.

2. Network management. Saree Pongpis, et al. (1995: 17), Dennison Nash (1996: 34-36) and Gonsalves (1987: 5-10) mentioned that the community-based tourism must consist of: partnership in the management, understandable social system in the community, philosophers or knowledgeable persons and various skills. The community members must feel that they are the community owners and are involved in the development of community-based tourism. These all shall deem the process of promoting the tourism model leading to the fair participation. Nantiya Hutanuwatr (2003: 73-74) explained the importance of network setting that the establishment of network would help a community have the sharing of learning, accumulate the resources and capital to have the negotiation power, and to rely on itself. The Community would naturally set up the network focusing on the relationship between people and community. This was consistent to the concept on network management

that Suthep Soonthornpasuch (1992: 12) and Paul Starkey (1997: 14) said that network is a social model arising out from the relationship of members in the society. The relationship patterns are at the micro and macro levels in the manner of inter-reliance. The group is set up to do activities continuously with objectives or goals in working together. The group is willingly formed as an organization to share information or do activities together. The establishment of network is to form the group of community persons, between group and group, between community and community subject to the scope of area or learning issues. The establishment of network may be in form of the observation of operations, mutual planning for working and horizontal management based on the division of labor.

Pimpawan Preedasawas & Wathinee Boonchalucksamee (1993: 353-356) divided the network into 2 types subject to the foundation of interpersonal relationship: 1) unlimited network or network emerging because one person is the center and he/she increases his/her relationship unlimitedly; and 2) limited network by identifying and establishing some criteria to analyze the relationship as follows:
1) Personal network of individuals 2) Personal types (such as relatives, neighbors or co –workers) 3) Activities or behavior provoking relationship 4) Roles and duties of related persons, and 5) Content of knowledge sharing.

If we analyze the relationship of network establishment, it could be explained that a network is the interaction of sharing information, knowledge, working skills between persons and groups. For the network management, a community will share learning with each other. The shared knowledge would become the knowledge base obtained from the observation of operations and sharing knowledge with other communities before expanding such knowledge to others. The nature of network would be natural with an emphasis on the relationship between persons and community. The network management must consist of 2 main characteristics:

1. Promotion of learning by setting up activities for community members; namely, villagers and leaders or knowledgeable persons outside the community to have the discussion forum, transfer and dissimilate the knowledge, and evaluate the knowledge after sharing it in the network.

2. Establishment of learning network. A community has methods of coordinating with external agencies to promote and develop its network members, and to develop the knowledge it needs (Anek Nagabutr, 1989: 8).

This could be concluded that the network is a social form allowing the organization people to have knowledge sharing. This knowledge comes from the accumulation of experience and sharing with other networks. This conclusion is consistent to other studies with a finding that the network helps any organization have learning in the manner of learning networks, which help promote the organization people's abilities and work efficiency. The network helps any community have mutual learning for the points they lack under a concept that no one or organization could monopolize such knowledge absolutely because knowledge must be derived from the process of mutual sharing. The learning network must comprise the coordination and division of knowledge, transfer of information inside and outside the community in form of informal learning in order to enhance sharing, transfer and dissimilation of knowledge in the community and to other communities continuously.

Anek Nagabutr (1989: 8) and Alter & Hage (1993: 43) classified the types of network and relationship as follows:

Type 1 is the linkage like a cycle. The network members may know other one or two persons like a cycle or 1 knows 2, 2 knows 3, but 1 does not know 3 and 4. This is the one-way communication; so the working is quite slow.

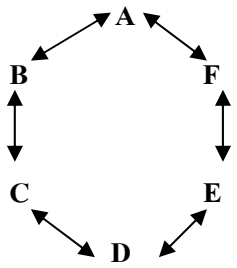

Figure 2.1 Linkage of network in form of cycle

Type 2 is a centralized network. Networking is done through the center while each member will not connect with other members. This network is in the form of centralization, frequently found in governmental agencies, and of uncomplicated regular work.

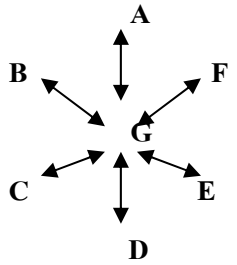

Figure 2.2 Centralized network model

Type 3 is a centralized network in which one member has relationship with other members. The network secretary takes part in providing convenience and linkage between members (not all lines are shown).

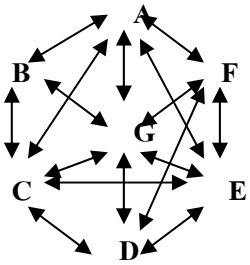

Figure 2.3 Center-based network model

Type 4 is a network that all members could be connected without the center for convenience. This network model is theoretically perfect, but not practical in real situations (Paul Stanley, 1997,15-16). The connection is done in a unique system like stars that are linked together. In this network, the decentralization is maximized and everyone has the right and freedom to express and share opinions. This network is suitable for any complicated work that needs multi points of view. The advantages of this network are that everyone could express opinions, have satisfaction in the working procedures, see the mutual goals, find out solutions together and get equality.

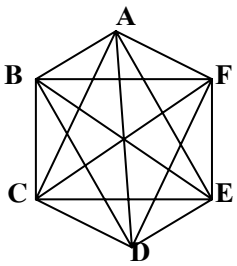

Figure 2.4 Non-centralized network model

Type 5 is the decentralization network model. Each network has interaction with other networks and network resources where the network center takes role in controlling rules and regulations.

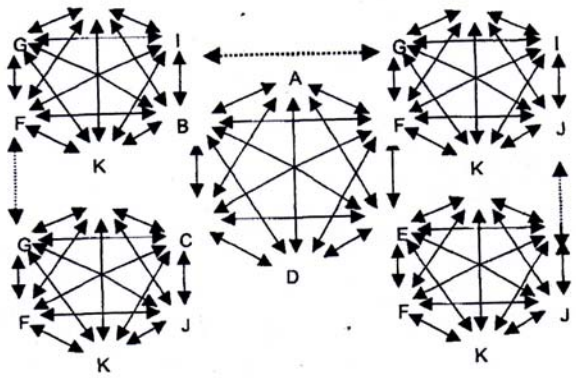

Figure 2.5 Decentralization network model

Type 6 is the chained network model centralizing all authority at one point. The information is transferred from one to one up to the end of chain without any feedback or presenting any information back to the beginning point of chain.

A ——— B ——— C ——— D

Figure 2.6 Chained Network Model

There is another type of network that, by the Researcher's view, may be applied to explain the occurrence of network in the community-based tourism management (Sontaya Polsri, 2007: 238) that comprises 3 features:

1. Network naturally emerged because some people have the similar thought, face the same problem(s) or want to seek for new ways. This network usually occurs in the community where its members have joined the culture, history or development for a period or this network may be driven by some network members.

2. Network emerged from the establishment by an external party in form of policy coordination or implementation of policies not set up by the community, which leads to the mutual establishment of network to solve any problem.

3. Revolution network is one coming from the established network that is developed and reinforced by the community. The network members are stimulated until they must make a commitment to the network, and finally, the movement of network is the same to the movement of natural network.

However, the types of network may be classified by other methods depending on the classification criteria such as personal network and professional network (Richardson, 1994: 13-6) or concept network, activity network and capital support network. Besides, the operation of network occurred may not be classified or its type may not be identified due to the duplication of criteria (Kriengsak Charoenwongsak, 2000). However, either network or type, the network will give some outcome that only one person is unable to give. Understanding of one matter or issue will be clearer because of various viewpoints from several people and organizations, cooperation, division of work, reduction of duplicated work, and reduction of exhaustion of resources. On the contrary, the network enhances the sharing of ideas, experience, inspiration and skills, unity, esprit and assistance (Saree Pongpis, 2005: 202-204). For the network in a community organization, Somkiat Pongphaiboon indicated the characteristics of network in the community organization that it was in form of institution. It works under mutual objective(s), give assistance to each other, seek for economic survival, and connect to the management process. When these network functions flow, the wisdom process would occur such as the management of each kind of wisdom by community people. The network is the horizontal management, that is, it is managed by a group of relatives, community leaders. Some

academics may visit and talk to the community leaders to share knowledge. Attachak Sattayanurak analyzed the working of the Northern Non-Government Organization for Development Network and found that the network activities would place emphasis on any specific problems; so the villagers participated the network to develop themselves, create unity, work for information sharing as per the network's objectives, have informal and formal communications, and give assistance to each other (Scriven & Orme, 1996: 27-28).

From the characteristics of network described above, these concepts were applied by the Researcher for the management of community-based tourism network because the community-based tourism is managed in form of community organization. From studying the characteristics of setting up the organization network in part of tourism management, its working style is to promote the operation and to share experience to apply such shared knowledge to develop the community-based tourism. The network has the horizontal management, that is, it is managed by relatives and leaders. The knowledge base achieved by sharing would be applied to develop the community-based tourism.

3. Allocation of income and profits. The community-based tourism consists of the organization or working mechanism for tourism management. Tourism and community development could be linked if the profits are allocated fairly and there is a community fund supporting the community's economic and social development. This concept is consistent to David A. Fennell (1999: 10-17) who proposed the concept in tourism management that the profits must serve the local people's needs. Moreover, Emanuel de Kadt (1999: 1-4) stated that the community-based tourism was an alternative of economic and social development under the management of community organization, and minimum impact to the society and culture. The tourism management must concern 4 following components:

3.1 Rules and regulations for the management of environment, culture and tourism

3.2 Organization or working mechanism to manage tourism and to connect tourism to the entire community development

3.3 Fair allocation of profits

3.4 Community fund supporting the community's economic and social development

4. Learning process or the characteristics of tourist activities that create perception and understanding of different life style and culture. Tourism management must have the management system triggering the learning process between villagers and visitors, and encourage the awareness of natural and cultural conservation among villagers and visitors. This concept was consistent to Saree Pongpis, et al. (1995: 17). The community-based tourism must create the learning process in the community. The study of Sindhu Sarobol (2003: 12-43) stated that creating the tourism system supporting the learning process must regard 3 main components:

4.1 The characteristics of tourist activities can create the perception and understanding of different life style and culture.

4.2 There is a management system triggering the learning process between villagers and visitors.

4.3 Awareness of natural and cultural conservation is set up among villagers and visitors.

From the above concepts and theories, it could be concluded that community-based tourism is an alternative of tourism management, that is, the community takes role in directing its tourism on the concept that every villager is the owner of resources as well as stakeholder of tourism. The resources in a local area, either nature, history, culture, tradition, way of life or production way of the community, are used as the capital or factor to manage the community-based tourism appropriately. The community members' potential are developed to have knowledge, competence and role in carrying out the operation starting from decision-making, planning, operating, conclusion of lessons. All these were done for sustainability of next generations and local benefits by regarding the carrying capacity of the nature.

2.1.3 Types of natural resources

Tourism resources mean tourist attractions, activities and culture, tradition reflecting the local civilization whose attractive attributes could attract the tourists'

interest (Vipapan Kanithnaga, 1995: 46). Tourism resources may be divided into 3 types subject to the characteristics and tourists' needs as follows:

1. Natural resources. They mean tourist attractions arising out naturally or the attraction is natural, e.g. mountain, sea, sandy beach, rock beach, fountain, geyser, mineral water pool, cave, lake, island, zoo, wildlife preservation zone, natural park, arboretum garden, reservoir, dam, fresh water biomes (brook, swamp, canal, marsh) and submarine animals, etc.

2. Historical, ancient buildings, relics, religious resources mean tourist attractions that have interesting historical, archaeological or religious backgrounds, e.g. castle, palace, temple, church, shrine, pagoda, Buddha relics, ancient building, historical park, ancient community, museum, town wall and moat, religious building, statue and monument, etc.

3. Art, cultural, traditional, way of life and activity resources mean tourist attractions showing rites, festivals, living, way of life, plays, local dance, e.g. village, hill tribes, islander, rural life, cultural center, local art and craft show, crops, fruit garden and mine, etc.

Rampaipan Kaewsuriya (2006: 2) divided tourism resources into 2 types: natural tourism resources and man-made tourism resources as detailed below.

1. Natural tourism resources or what emerges naturally such as natural tourist attractions with beautiful and outlandish landscape, e.g. forest, mountain, cave, stream, fountain, swamp, lake, sandy beach, island, and coral reef. Some areas may be set to be the arboretum park, botanic park, natural park, wildlife preservation zone, wildlife sanctuary area, natural park, water-birds park, etc.

2. Man-made tourism resources. Humans have made many things by their wisdom but they are interesting for other strangers. This kind of resources may be divided into 3 types:

2.1 Historical tourism resources

2.2 Cultural and rural way of life

2.3 Recreational attraction

Weaver & Oppermann (2000: 143-142) explained that tourism resources may be divided into 2 types:

1. Nature making impression in sites, which mean: topography, e.g. beach, mountain and cave; climate, e.g. sunlight, temperature; hydrology, e.g. sea, river, hot spring, fountain, wildlife, plants; and location. These components form the interesting and attractive events such as eruption of volcano, flowing of stream, immigration of animals, etc.

2. Culture. It is man-made in the concrete or abstract form. The cultural tourist attractions include pre-historical places, battlefield, ancient city, museum, economic activity, architecture, sculpture, painting, and sport and recreational activity. These cultures provoke interesting events and impression in tourism.

Tourism Authority of Thailand (2008: 7-8) classified tourist attractions into 5 types subject to types of tourism resources as the criteria for Tourism Awards:

1. Natural tourist attraction means natural sites such as mountain, fountain, cave, stream, sea, sandy beach, rock beach, mangrove, lake, island, islet, hot spring, mineral water pool, wildlife preservation zone, natural park, arboretum park, wetland, natural submarine coral reef and fossil. These natural places opened for the public may be under the responsibility of state agencies or private organizations.

2. Cultural tourist attraction, which may be defined in 3 features:

2.1Sites where tourism management deals with the culture of that country or local area, which may be ancient remains, historical park, museum, religious rites, town wall and moat, monument, statue or ancient remain sources.

2.2 Sites where decorate or compile art and culture such as cultural center, local product production sources, local crafts, places of showing local living and ways of life, etc.

2.3 City or community tourist attractions in which tourist activities reflect the local attributes, culture, tradition, ways of life of that city or community.

3. Recreational tourist attraction means the man-made places to provide pleasant services, education to tourists such as fun park.

4. Ecological tourist attraction means the natural tourist attraction with local unique attributes that may involve cultural issues and ecological system. Tourism

management in these tourist attractions must involve the mutual learning process of related persons, have activities promoting learning about the ecological system, and have the environmental and tourism management with local participation to enhance the awareness of maintaining the sustainable ecological system. The components of actions pursuant to the framework of ecological tourism are:

4.1 Area or it is the natural tourist attraction with abundant ecological system.

4.2 Activity encouraging mutual learning in the tourist attraction.

4.3 Management for sustainable tourism.

4.4 Community organization in which local people are involved in tourism management starting from planning, undertaking the marketing activities, activity arrangement and receipt of profits generated by tourism.

5. Agricultural tourist attraction means a place constructed for agricultural purposes such as rambutan garden, grape garden, flower garden, herbal garden, animal farm, pet form, etc. and, in those areas, the service system is provided for tourists' visit; for example, tourist route guided by an expert, arrangement of demonstration site, product packing or animal feeding in the farm, distribution place for agricultural products and souvenirs made from agriculture. The agricultural tourism may be done locally or the tourist operation may partially involve international contacts, but that agriculture and tourism must not have conflicts to the natural and environmental conservation.

The Tourism Development Office, the Ministry of Tourism and Sports (Jarunee Chaichotanun, et al., 2007: 13-16) divided tourism into 3 types:

1. Natural-based tourism, comprising:

1.1 Ecotouirsm means tourism in any natural site where consists of unique attributes and cultural sources with the local participation in the environmental and tourism management system in order to enhance the awareness of system maintenance.

1.2 Marine ecotourism means tourism with responsibility for unique marine natural tourist attractions where are learning sources of related persons under the local participation in the environmental and tourism management.

1.3 Geotourism means tourism in natural tourist attractions where are rock cliffs, sandstone yard, caves, catacombs, subterranean stream caves, stalagmites & stalactites caves of the world with an aim at studying the nature of stone, soil, minerals and fossil while local people are involved in this tourism.

1.4 Agro tourism means the travel and visit of agricultural areas, agricultural parks, agricultural forests, herbal garden, animal farms so that the visitors gain new experience based on responsibility and awareness to the environmental conservation.

1.5 Astrological tourism means tourism for visiting astrological events occurring from time to time such as sun phenomena on the sky at each month to learn about the solar system to make the visitors have knowledge, impression, memory, experience and awareness of conserving the environment and local culture with participation of local people.

2. Cultural-based tourism, comprising:

2.1 Historical tourism means the travel and visit of archeological and historical tourist attractions to praise and enjoy local archeological sites under responsibility and awareness of preserving the cultural heritage and value of those tourist attractions.

2.2 Cultural and traditional tourism means the travel and visit of traditional rites held by local people in each area for their pleasure, respect, understanding of social and cultural conditions, and new experience on the basis of responsibility and awareness of environment and cultural heritage with participation of local people.

2.3 Rural tourism/ village tourism means the travel and visit of rites help by local people in each area for their pleasure, respect, understanding of social and cultural conditions, and new experience on the basis of responsibility and awareness of environment and cultural heritage with participation of local people.

3. Special interest tourism, comprising:

3.1 Health tourism means the travel and visit of natural tourist attractions and cultural sources for recreation and health care, retention of value and good quality of life, and awareness of conserving the environment and local culture

under local participation in sustainable tourism management. But, this health tourism in some areas may be the health and beauty tourism.

3.2 Edu-meditation tourism means the travel and visit for educational observation, sharing and learning for religious philosophy, knowledge and fact of life, meditation practice to have new knowledge and experience, to have value and better quality of life, and to have awareness of conserving the environment and local culture under participation of local people in sustainable tourism management. In addition, some tourists may focus on learning about Thai culture and wisdom such as Thai cooking, Thai massage, Thai dance, Thai boxing, crafting and Thai art and handicrafts as well as elephant control and expertise.

3.3 Ethnic tourism means the travel and visit for learning the local way of life and culture for better and more experience and knowledge, value and local culture under participation of local people in sustainable tourism management.

3.4 Sport tourism means the travel and visit for sport playing as per expertise and interest in any types of sports such as golf, diving, fishing, etc. in order to get pleasure, value and better quality of life with awareness of conserving the environment and local culture.

3.5 Adventure travel means the travel and visit of special natural tourist attractions where each tourist must obtain safety, good memory and new experience.

3.6 Home stay & farm stay tourism means the tourists who want to live closely with the local families staying there in order to learn more wisdom and to have the awareness of conserving the environment and local culture under the management of tourism with local participation.

3.7 Long stay tourism means a group of persons who want to spend the end of life after retirement at any foreign country around 3 or 4 times a year on average and it takes 1 month per time. In addition, the Department of Export Promotion, the Ministry of Commerce defines the long stay tourism as the service mutually provided by a hospital and tourism manager.

3.8 Incentive travel means the provision of tourism for a company’s customers who are successful in product sales since the company sets up a reward goal and tourism.

3.9 MICE tourism. MICE comes from M = meeting, I = incentive, C = conference and E = exhibition. MICE is tourism provided for customers who want to set up a conference and to have a pre-tour or MICE means the types of tourism around the country provided for conference attendants.

3.10 Combined tourism is another type of tourism provided by the tourist manager for a duration of 2-7 days or over such as eco-agro tourism, eco-adventure travel, geo-historical tourism and agricultural and cultural tourism.

In addition, in the article written by Ties Boerma (1984: 1-12) stated that the community-based tourism must consist of the following components:

1. Educational tourism – Tourism for educational observation, lecture attendance or religious propagation.

2. Adventure tourism- This tourism aims at touching the nature and adventure in another society or area and at spending time usefully to touch local people.

3. Natural and cultural tourism. This travel aims at visiting archeological sites or tourism emphasizes on certain animals. This tourism is different from the mass tourism as the tourists must have adaptation to get along with local people and to have any food there as much as possible.

In this research, the cultural tourist attractions managed by the communities were selected as they are tourist attractions in type of floating market In the Thai society, the community-based tourist attractions have not been classified clearly. Thus, in this research, the criteria of classifying tourism resources of Weaver & Oppermann (2000: 143-142) were used; tourism resources were divided into 2 types: natural tourist attraction and cultural tourist attraction. These criteria gave an explanation consistent to the world's environmental phenomena, that is, the environment around us may be divided into 2 kinds: natural environment and man-made environment. For both types of environment, if they are utilized to enhance some value, they shall be counted as resources. For example, if the forest resource is used to learn tourism, it shall be called the tourist resource in type of ecological tourist attraction, etc. In this study, the cultural tourist attractions in type of floating market located at the central region were selected as the floating market there is the origin of the first floating market in Thailand due to the geographical environment of this area

where consists of several main rivers, e.g. Chao Phya River, Pa Sak River, Thachin River, Mae Klong River and other river branches used as transportation routes in the past up to now. The occurrence of floating market is related to the settlement of communities along the riverside where there are exchanges of goods and transportation until these events reflect the way of life of people at this central region. The first floating market in Thailand occurred during the East Asia War or before the year 1937 at the coastal provinces such as Samut Sakhon and Samut Songkram. This type of market was help for appointments between farmers who wanted to exchange some rice, vegetable, fruit, other agricultural products and fishery products. The floating markets well known and taking role in the way of life of people in this region includes the floating markets at Amphawa Sub-District and Bang Khonthee Sub-District of Samut Songkram Province (Nuan Sarason, 1990: 51-54). This could be said that the floating markets at the central region reflect the culture, way of community life and Thai living culture. The floating market is different from other types of market as the transportation route is done on water by boat for product trading; shops along both river banks have inter-relationship; and the production system is carried out for the household living (Ancient City Information Center, 1994: 23). Therefore, the floating market is an event reflecting one of Thailand's cultural tourist attractions that are different from other types of market, which is originated at the central part of Thailand. By the above background and rationale, the Researcher selected the cultural tourist attractions in type of floating market located at the central region of Thailand because the floating markets are dispersed in this area most and it is the origin of the first floating market of the country. Besides, the floating market at the central part has the exceptional characteristics that are internationally accepted, etc.

2.2 Knowledge management models

2.2.1 Definitions of knowledge management

Porntida Vichienpanya (2004: 32) stated that knowledge management was the procedure of processing the information, thought, acts as well as individuals' experience to be constructed as knowledge or innovation, and to be stored as an information source to be accessed via several channels prepared by an organization so

that this knowledge could be applied in its operation. This information source provoked the knowledge sharing and transfer until this knowledge was dissimilated and flowed throughout the organization equally. This was consistent to Turban, et al. (2004: 451) who defined knowledge management as an important process helping an organization identify, select, store, dissimilate and transfer the information and expertise, which is the organization's partial memory that has no explicit structure.

Prevej Wasi (2002: 21) defined that knowledge management should have the knowledge creation in an appropriate research model under the mutual setting of problems. Knowledge management should provide the knowledge creation and learning, which leads to practice and evaluation for continuous adaptation. Knowledge management is the process mutually carried out by an organization or a community group to create knowledge appropriately, set up problems and conduct researches together, have learning, arrange knowledge in form of mutual learning, set up knowledge and learning for further implementation, evaluation for continuous adaptation, set up knowledge storage and retrieval, and sharing of learning to create and apply such knowledge as well as individuals' experience to be created as knowledge and innovation and to be stored as an information source to be accessed by various persons via channels prepared by the organization. This knowledge would be applied to improve work performance, people and organization

Henrie & Hedgepeth (2003: 1) stated that knowledge management means a system of managing both tacit and explicit knowledge assets. Knowledge management system is a process involving knowledge identification, knowledge verification, verified knowledge storage, and knowledge preparation so that the users applied such knowledge as a tool for community-based management.

Martins, Heisin & Vobeck (2003: 3) defined knowledge management as a part of culture that promotes and stimulates the sharing of information, knowledge and experience between employees and agencies.

Therefore, knowledge management may be defined to cover the following 4 meanings:

1. Knowledge management means the compilation, systematizing, storage and access to the information to create knowledge and information technology. The

computer is used as a tool enriching the power of knowledge management, but only information technology and computer are not the knowledge management methods.

2. Knowledge management deals with knowledge sharing. If there is no knowledge sharing, the effort of knowledge management would not be successful.

3. Knowledge management needs experts in interpreting and applying such knowledge to create innovations and to direct the organization. Knowledge management also needs the experts in any specific areas to advice the application of such knowledge. Thus, the activities relating to encouraging organization people to have learning are to develop and monitor the personnel's progress.

4. Knowledge management is to enrich the organization's effectiveness by evaluating the intellectual capital, and mutually taking action to create and use knowledge to enhance achievements. Knowledge management, thus, is process of continuous cycle and tool of human development (Vicharn Panich, 2005: 3).

Thus, the concept about knowledge management may be concluded in 2 features:

Feature 1: knowledge management is a process or tool comprising the integrated management of intellectual capital or resources in a community organization, both tacit and explicit knowledge in order to achieve the benefits the organization expects so that such knowledge is used to handle problems and needs of that community organization by setting up demands, and improving the process giving impact to knowledge management in order to attain the organization's demands. The important principle is to apply such knowledge management in changing and shifting by systematically managing knowledge. Knowledge management process deals with knowledge management identification, knowledge verification, verified knowledge storage, knowledge refinement and knowledge access (O' Dell, Grayson & Nilly, 1998; Sveiby, 2003; Vicharn Panich, 2003: 1-28).

Feature 2: knowledge management is a process of linking and combining the capacities of information technology and human abilities together by seeking for knowledge to be transferred and shared with other personnel. Such knowledge would be used for the organization's adaptation and survival under competition and changing circumstances (Malhotra, 2003 cited by Thailand Productivity Institute, 2003: 23; Yuthana Sae Teo, 2004).

2.2.2 Types of knowledge

Vicharn Panich (2004: 2-3) divided knowledge into 2 types: tacit knowledge and explicit knowledge.

1. Tacit knowledge. It is knowledge that could not be explained verbally. It comes from acts and experience in the nature of belief and skills. This tacit knowledge is subjective; it must be practiced for expertise; it is individual and has context specific; and it is difficult to be formal and communicated. This type of knowledge includes the consideration, organization culture, skills, expertise, organization's learning. The tacit knowledge needs much time and high cost in transferring it. The more knowledge is tacit, the more it is difficult for transfer. Thus, some people call this knowledge as sticky knowledge or embedded knowledge.

2. Explicit knowledge. It is knowledge that is easily compiled, sorted and transferred as it is objective, theoretical; it could be encoded for further transfers by formal methods; and it needs not to rely on the interaction with others for transfers. The explicit knowledge could be easily transferred and shared; so it may be called leaky knowledge. Both types of knowledge could not be separated by mutually constituted because the tacit knowledge is a part of entire knowledge, and the tacit knowledge may be converted into the explicit knowledge by the verbal communication.

When considering both types of knowledge, it was found that knowledge in most organizations is much more tacit knowledge than explicit knowledge. The ratio of tacit knowledge to explicit knowledge is 80: 20 (Boondee Boonyakit, et al., 2005: 16).

In addition, under the concept of Hughes (2006: 77-78), knowledge in an organization may be divided into 3 types:

1. Individual knowledge. It is knowledge embedded in each personnel or employee. This kind of knowledge would endure at the shortest period and would be lost from the organization when those personnel leave the organization. Most frequently, the personnel forget what they learn or error from problem solution.

2. Group knowledge. It is knowledge constructed and shared in the team or departments or working divisions. This kind of knowledge endures longer than the

individual knowledge because it is dissimilated and reproduced among team members. But, if the working team and members depart, this kind of knowledge may be lost.

3. Organization knowledge. It is knowledge at the organization or company level, which is compiled in form of formal standard, policies or storage system. This kind of knowledge endure the longest or it may be called the structural knowledge because, this knowledge is frequently stored in form of tool, device and inventions such as knowledge management system, documents.

Sometimes, individual or group knowledge may be shifted to be the organization knowledge in 2 conditions, that is, such knowledge will be enduring more, it must be used throughout the operation of that organization or such knowledge would be influencing more if it is used by others not involving with the creation of such knowledge. All 3 types of knowledge may be tacit or explicit (Boondee Boonyakit, et al., 2005: 18).

2.2.3 Knowledge management models

Poonsuk Hingsanondha (1997: 50) stated that the model means what presents the conceptual structure, components and relationship of important components of what is studied.

Uthumporn Chamornmarn (1998: 1-2) defined the model as the structure of connection between variables. Thus, a model contains more than 2 dimensions, variables and each variable must be correlated reasonably.

Yaowadee Viboonsri (1999: 9) stated that the model means the methods that one person transfers ideas, understanding, as well as imagination to any phenomenon or event by using various types of communications such as picture, chart and diagram continuously for easy understanding and all related matters or issues are explained well-fittingly under the systematic principle..

Benjaporn Kaewmeesri (2002: 89) stated that the model means a simple model or simplified form of phenomenon as studied and developed to understand the phenomenon easier or, in some cases, the model may be useful to predict the possible phenomenon as it may be a guideline of any acts.

Raj (1996: 146) gave two definitions of the model in Encyclopedia Dictionary of Psychology and Education:

1. Model is a brief of fact of phenomenon to be presented in number or picture by decreasing time and place to understand the fact of phenomenon better.

2. Model is the representative of using concepts of specific program.

Good (1937: 370) compiled the definitions of model in the Educational Dictionary that the model must consist of 4 features:

1. A pattern of one thing as a guidance of creation or reproduction

2. An example for imitation such as pronunciation of a foreign language to be imitated by learners, etc.

3. A chart or simulation representing anything or principle or concept

4. Series of factors or variables correlated with each other and grouped as components and a symbol of social system written in the mathematic formula or lecture in any language

Husen and Postlethwaite (1985: 48-51) stated that the model has the different meaning from theories because the model is not a proved fact. The model is what the Researcher tried to analyze its correlation with components systematically and scientifically to present the useful model.

This could be concluded that the model means the precedence constructed by the conceptual framework based on any theories. The theories make the model have the structure comprising components or variables. The model helps analyze the problems or understand anything easier. The model has the structural relationship. It could predict the outcome or lead to new concepts.

Steiner (1998: 112-114) stated that there were two types of model:

1. Practical model means the physical model such as car model, aircraft model, simulation, etc.

2. Theoretical model means the model constructed from any conceptual framework that is based on the theories. The theories may not use any model or simulation, but the theories helps create the model with the structural relationship.

The scholars in field of knowledge management applied the concept of knowledge management but the different undertaking steps were different. For example,

1. Wiig’s Knowledge Management Model. Wiig defined knowledge that “knowledge is what stays inside, understanding and it comes from individuals’

experience accumulated. Wiig separated the components of knowledge management into 3 group, which is called the Pillars of Knowledge Management, comprising:

1.1 Public knowledge

1.2 Knowledge from experts

1.3 Individual knowledge

Each pillar consists of many activities to make the cycle complete (Wiig, 1993: 39). Apart from the Pillars of Knowledge Management, Wiig defined knowledge in 4 types (Wiig, 1993: 39): knowledge from direct experience, knowledge as concepts, knowledge as expectation, and knowledge as methods. The 3 groups of knowledge management and 4 types of knowledge may be totally called the basic structure of Wiig's Knowledge Management Model.

In the cycle of Wiig's Knowledge Management, it mentions about the creation of individual knowledge under 4 creation steps (Wiig, 1993: 51): creation, transfer, compilation and utilization (Figure 2.7)

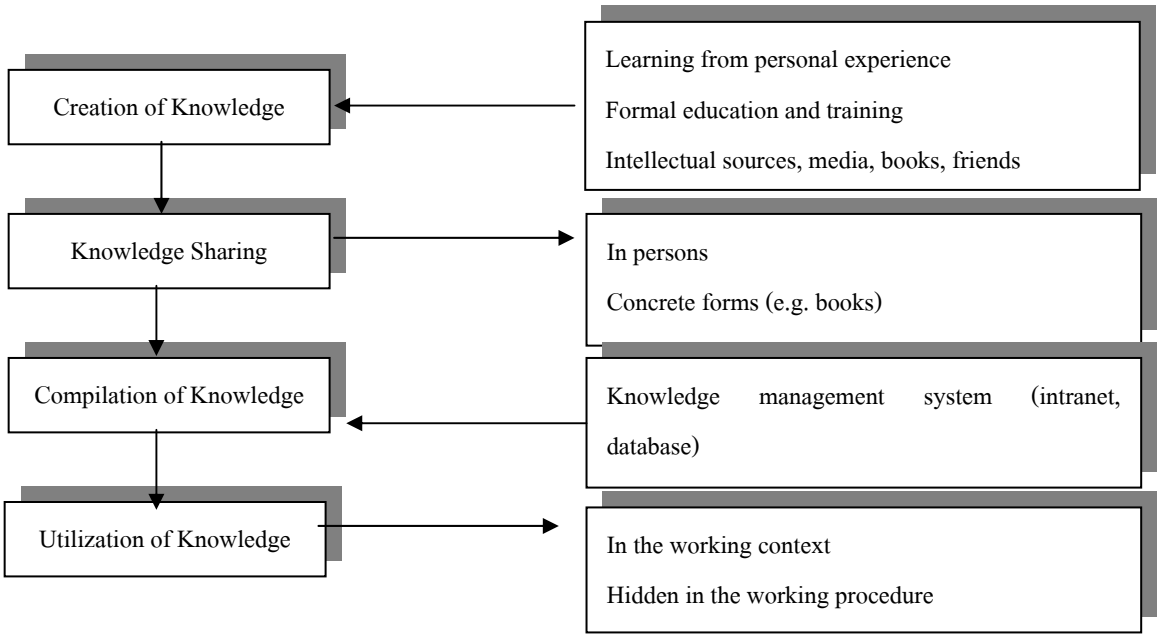

Figure 2.7 Important stages in the cycle of wiig's knowledge management

This may be concluded that Wiig's Knowledge Management Model is a model constructed in 1993. The outstanding attribute of this model is the identification of knowledge and it may be integrated to other knowledge management models easily.

Thus, this 4-step knowledge management model could be utilized appropriately in the Thai society; for example, the research of Chalad Chantrasomboon (2007: 3) on Development of Community-based Knowledge Management Model, which applied the concepts of Wiig, Nanoka & Takauchi, and Turban.

2. Knowledge Management Model of Nanoka & Takeuchi (1995: 62; 2004: 61-62) shows the difference between the individual knowledge and social knowledge based on the Epistemology Knowledge Management Model. An organization would set up its management system to create its knowledge base. The Knowledge Management Model of Nanoka & Takeuchi is proved that it could be applied in different circumstances. The authors presented “SECI” cycle that provokes the knowledge conversion between tacit knowledge and explicit knowledge; so new knowledge occurs and would be rotating eternally because learning occurs always. The knowledge creation occurs in 4 situations (Figure 2.8):

2.1 Socialization is to change tacit knowledge to be explicit knowledge by way of experience sharing, training and advice.

2.2 Externalization is to talk or describe tacit knowledge to be explicit knowledge by way of metaphor and simile, comparison and modeling such as application of experience gained by observing other agencies.

2.3 Combination is to change tacit knowledge to be explicit knowledge by compiling or integrating knowledge base or synthesize the existing knowledge to have a new knowledge base.

2.4 Internalization means the creation of tacit knowledge to make it be explicit knowledge by way of learning from practice, studying knowledge written in manuals or documents for higher skills. When knowledge occurs, it is exchanged until it becomes the process of socialization or conversion of tacit knowledge into explicit knowledge.

This could be concluded that the Knowledge Management Model of Nonaka & Takeuchi has outstanding attributes, which is different from other western knowledge management models, that is, the western knowledge management theorists have placed emphasis on explicit knowledge or the knowledge base recorded in form of document, journal, manual, patent right or research. But, Nonaka &

Takeuchi took emphasis on the conversion of knowledge, especially tacit knowledge. The relationship between both types of knowledge could not be separated. This knowledge is created from the social interaction.

The concept of Nonaka & Takeuchi has been accepted in the eastern society because it emphasizes on the integration of cultural skills and knowledge acquisition (Epistemology) in order to have the cultural tool used to manage the organization knowledge.

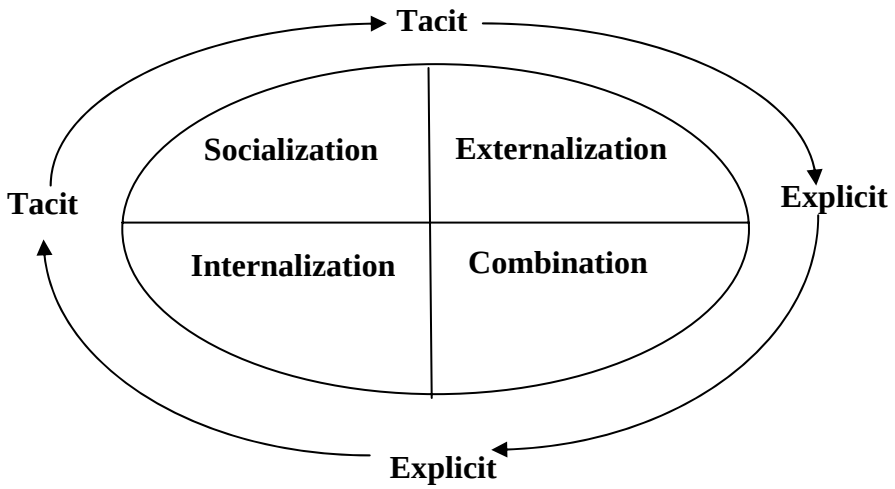

Figure 2.8 Knowledge spiral (SECI) model

3. Knowledge management model of Meyer & Zack (1996: 43-59) analyzed important steps of managing and developing knowledge. The important steps of knowledge management cycle include knowledge acquisition, knowledge refinement, knowledge storage/retrieval, knowledge transfer and knowledge presentation (Figure 2.9).

Figure 2.9 Knowledge management cycle of Meyer and Zack

This may be concluded that the Knowledge Management Model of Meyer & Zack was developed from the design in industrial plants by giving emphasis on 5 steps of knowledge management model: 1) acquisition, 2) refinement, 3) storage/

retrieval, 4) transfer, 5) presentation. This concept was integrated to analyze the information about product sales of the organizations. However, the weakness of this concept has not yet been improved because it has no concept helping the organization people to change the tacit knowledge into the explicit knowledge, which is embedded in individuals who obtain it from experience and learning, and it may be transferred by way of sharing.

4. Knowledge management model of McElroy (1999: 15-16) consists of steps of knowledge process compiled in one as well as the outcome of process stored systematically. Reuse of knowledge must be encouraged or it is called The Ring Learning (Figure 2.10).

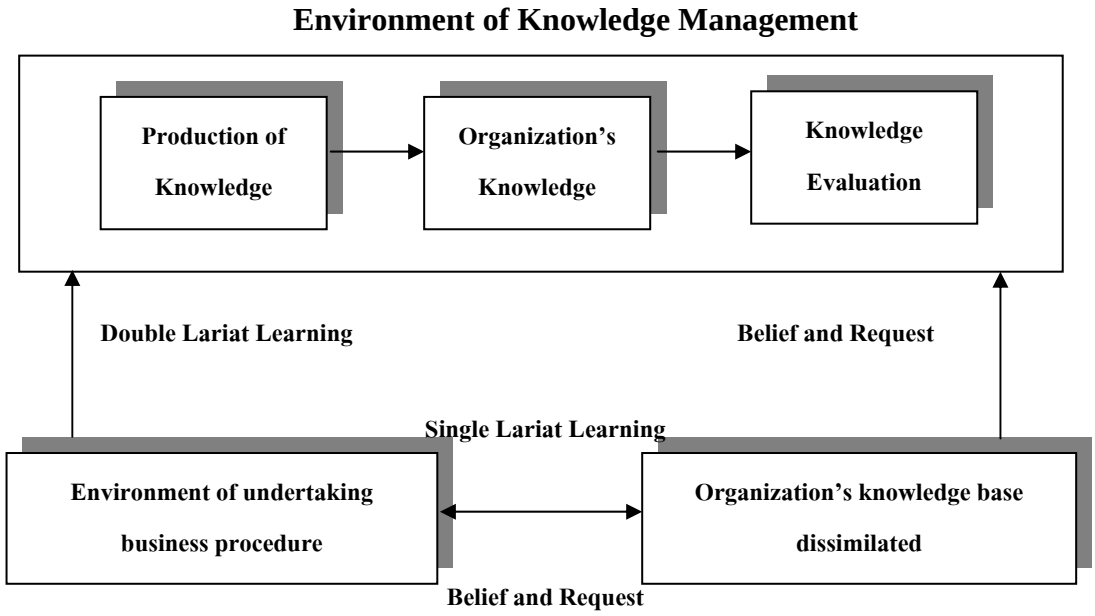

Figure 2.10 Cycle of knowledge management of McElroy

This could be concluded that Knowledge Management Model of McElroy emphasizes on the individual learning and learning through the group process. The strength of Knowledge Management Model of McElroy is the transfer of knowledge through coaching, sharing of knowledge through the organization's activities under the steps of knowledge management that are different from the models of Wiig, Nanoka & Takeuchi, Meyer & Zack, that is, after the organization's knowledge is changed to be

explicit knowledge, the knowledge outcome is evaluated to learn about how knowledge is utilized and how new knowledge is discovered in order to improve the organization's knowledge base and to store it as the organization's information.

5. Knowledge Management Model of Bukowitz & Williams (2000: 8-12) explained the theoretical framework of knowledge management that knowledge should come from the compilation of knowledge sources, be connected with technological information, have communication infrastructure, have skill groups who mutually share benefits, and have process and practice to respond to the organization's knowledge obtained from other external knowledge sources. Learning models should be accepted and steps of participation should be implemented. There must be the evaluation, creation of new knowledge regularly, and supports from related persons. The learning process may be divided into: step of learning, step of supporting, step of evaluation, step of creation and retention, and step of release.

This could be concluded that under Knowledge Management Model of Bukowitz & Williams, a knowledge base consists of 2 important periods: learning the knowledge content, and decision to retain this knowledge. The Knowledge Management Model of Bukowitz & Williams is perfect like that of McElroy, that is, it consists of detailed evaluation step and content learning. The organization people would learn the content from the series of learning received before applying it. The evaluation is done by experts or professional persons before selecting or deleting the imperfect knowledge base.

6. Knowledge Management Model of Turban, et al. (2004: 12-24) concluded 6 steps of knowledge management for organization efficiency: creation, capture, refinement, storage, management and dissimilation. However, there are only 3 main steps:

6.1 Knowledge creation or knowledge generation or knowledge acquisition. This aims at seeking for or creating new knowledge. Knowledge will occur when the group of workers has stick relationship by having cooperation and interaction.

6.2 Knowledge compilation. This aims at compiling knowledge in the form that the users could access and apply it conveniently.

6.3 Knowledge utilization. This is to support and increase more utilization of knowledge. Thus, it is necessary that an organization manages, applies and transfers knowledge from the knowledge creation source to the knowledge utilization sites.

This could be concluded that, in the knowledge management model of Turban et al, it gives emphasis on steps of knowledge sharing and access. There are 2 conditions of knowledge management success as follows:

Feature 1: knowledge sharing must consist of accurate information and knowledge must be shared by knowledgeable and specialized persons. Knowledge sharing must be motivated. The receivers must select and refine knowledge before using it in the practice step.

Feature 2: To access knowledge, it must be shared and transferred accurately and willingly. Knowledge must be stored for further dissimilation so that knowledge flows in the organization.

7. Knowledge Management Model of Bodin Vicharn (2004: 45-46). According to the study, the knowledge management model should consist of 5 steps:

7.1 Knowledge defining. This is to define types of knowledge mainly required by an organization.

7.2 Knowledge creation or seeking for existing knowledge and seeking for it outside the organization or learning from others.

7.3 Knowledge capture by using Knowledge Base System

7.4 Knowledge sharing by sharing, dissimilating and transferring knowledge in several forms and by several channels.

7.5 Knowledge utilization. This is to implement knowledge for the work achievement and intellectual practice by evaluating the participation in knowledge management.

8. Knowledge Management Model of Boondee Boonyakit, et al. (2004: 32-34). Boondee Boonyakit et al. concluded the process of knowledge management

that it consisted of 7 steps: knowledge identification, knowledge creation and acquisition, knowledge organization, knowledge codification and refinement, knowledge access, knowledge sharing and learning.

9. Tuna Knowledge Management Model of the Knowledge Management Institute (KMI). The concept of Vicharn Panich (2005: 105-106) was applied as the organization development tool and creation of community-based knowledge and practice for the development of the quality of life as a tool of knowledge management. This model consisted of 3 parts:

Knowledge Vision (KV) means the part that involves goals, vision or direction of knowledge management. KV must carry out all knowledge management activities under assistance of CKO and facilitator.

Knowledge Sharing (KS) is the part of sharing the learning, which is an important part. The facilitator takes great role in stimulating the knowledge practitioner to have sharing of learning, especially tacit knowledge embedded in the knowledge practitioner, and in providing the team-based learning environment so that knowledge is rotated and shifted, which would lead to innovations further.

Knowledge Assets (KA) is the part of knowledge store or knowledge trove obtained from the accumulation of knowledge derived from the process of knowledge sharing.

Tuna Knowledge Management Model, therefore, is the knowledge management in 6 steps (Vicharn Panich, 2005: 105-106): setting up main knowledge necessary for the work or activities of the group or organization; seeking for knowledge required; knowledge improvement to fit to the work, application of knowledge; sharing of experience as learning; and knowledge storage. All these 6 steps must be integrated into one, either explicit knowledge or tacit knowledge under the context of learning-based society in order to get the work achievement required. The knowledge cycle theory may be used as the management tool to attain the established goals.

Knowledge management models in the Thai society came from Bodin Vicharn, Boondee Boonyakit and Vicharn Panich because all 3 knowledge management models take emphasis on people’s behavior affecting the system efficiency. This means the human development to enhance the organization’s learning.

From the theories of knowledge management described above, each conceptual framework may be different at steps and components, but the main content of these conceptual frameworks are similar. The knowledge management in foreign countries explains about the cycle of knowledge management, including knowledge management of Wiig (1993: 39), Epistemology of Nonaka & Takeuchi (1995: 62; 204: 61-62), Meyer & Zack (1996: 43-59), McElroy (1999: 15-16), Bukowitz & Williams (2000: 8-12), and Turban, et al. (2004: 12-24). In Thailand, the concepts of knowledge management came from the knowledge management models of Bodin Vicharn (2004: 45-46), Boondee Boonyakit, et al. (2004: 32-34) and Tuna Knowledge Management Model of Knowledge Management Institute (KMI), Vicharn Panich (2005: 105-106). The concepts of knowledge management in the Thai context and foreign context have 4 main similarities:

1. Knowledge acquisition
2. Knowledge creation
3. Knowledge storage and retrieval
4. Knowledge transfer and utilization

From studying the theories, it was found that knowledge management, which makes the organization efficient and competitive, has the similar 4 main steps. From studying, the turning points of knowledge management are also different. Knowledge management also has two important steps: evaluation and implementation.

1. Evaluation. This is to conclude lessons and to shift the knowledge base to be the explicit knowledge, which must be further improved and developed.

2. Improvement of knowledge base until it is accepted. Knowledge managers synthesize and develop knowledge, which leads to the creation of theoretical framework for knowledge management, that is, the steps of knowledge management aims at compiling knowledge sources from the organization people, supporting knowledge dissimilation, creating the knowledge network, holding training to transfer knowledge from one person to others on the basis of paying respect to value and mutual responsibility.

Therefore, the knowledge management model used in this research divided knowledge management into 6 inter-correlated steps (Bodin Vicharn, 2004: 45-46; Boondee Boonyakit, et al., 2004: 32-34; Bukowitz & Williams, 2000: 8-12; McElroy,

1999: 15-16; Meyer & Zack, 1996: 43-59; Nonaka & Takeuchi, 1995: 62; Takeuchi & Nonaka, 2004: 61-62; Turban et al., 2004: 12-24; Vicharn Panich, 2005: 105-106; Wiig, 1993: 39):

1. Knowledge acquisition
2. Knowledge creation
3. Knowledge storage and retrieval
4. Knowledge transfer
5. Knowledge utilization
6. Knowledge evaluation

The steps of knowledge management are summarized below for easy understanding as illustrated in Figure 2.11.

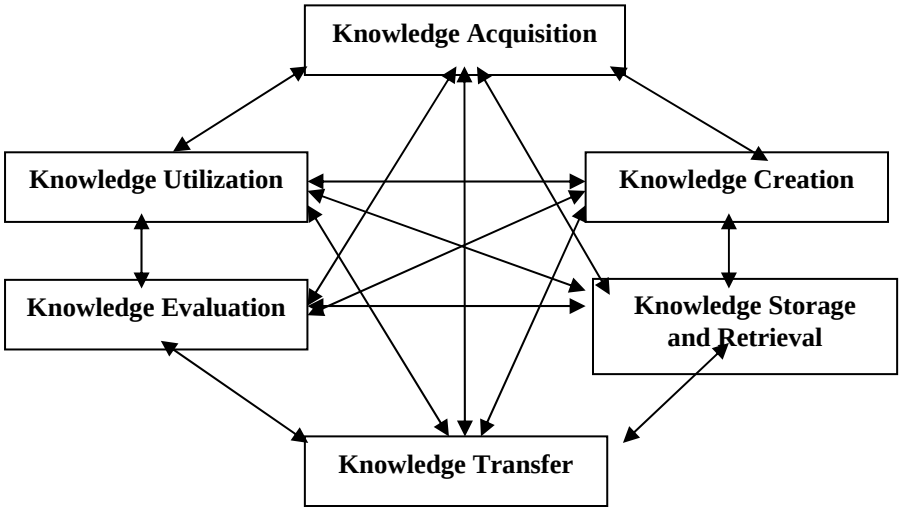

Figure 2.11 Model of knowledge management

The knowledge management model consisted of 6 important components:

1. Knowledge Acquisition. This is to acquire knowledge by internal collection. Learning abilities of organization people and the acquisition of knowledge from outside the organization are different as detailed below:

1.1 Educating persons such as coaching, work presentation, meeting arrangement and mentoring system

1.2 Learning from direct experience and practice

1.3 Changes of working procedure

1.4 Knowledge acquisition and compiling knowledge from external knowledge sources (external collection of knowledge), e.g. benchmarking with other organizations, learning from consultants, receipt of information from external media, and creation and cooperation with alliance networks.

2. Knowledge Creation. Knowledge creation is an important process that makes an organization strong. It focuses on the development of tacit knowledge that may be presented in any documents. The organization must stimulate its personnel to create new knowledge bases, e.g. transfer of knowledge from co-working, sharing of the organization's knowledge with individuals' knowledge, creation of activities promoting new knowledge, promotion of learning by practice, systematic problem solutions, focus on testing, and opportunities of experience-based learning.

3. Knowledge Storage and Retrieval. In the knowledge storage, the knowledge management theorists have similar presentation, that is, knowledge should be classified in sectors and stored in the organization's database.

4. Knowledge Transfer. In knowledge transfer, apart from the information technology system necessary for transferring and using knowledge, it also depends on components and transfer methods, e.g. writing communications, recording, reporting, newsletter, promotion of training, internal meetings, internal communications, visiting working groups, job rotation.

5. Knowledge Utilization is the characteristics or methods of applying knowledge in the community.

6. Knowledge Evaluation. This is to monitor and evaluate knowledge for making decision and considering alternatives in the application of knowledge base and methods of knowledge improvement to reflect the outcome and to shift the knowledge base appropriately.

For the knowledge management model synthesized by the Researcher is the model applied in the business sector, government sector and social sector, but all these 3 sectors consist of different knowledge management steps, which depend on the organization's goals. According to studying all related concepts, theories and researches, it was found that, in several steps, knowledge management of

organizations in the social sector consists of the integrated application of knowledge with other activities at each step of knowledge management. The steps of knowledge management include the knowledge acquisition of communities in form of document, textbook or from media (explicit knowledge) as well as knowledge from experience, expertise or specialization of individuals (tacit knowledge). Knowledge would be acquired by sharing of knowledge from knowledge sources after individuals, organizations and both internal and external networks outside the communities have studied and tested.

Yuwanuch Tinnaluck (2006: 163-165) stated that knowledge acquisition in the local communities reflect the expenditure of all types of capital existing there. Thus, insufficiency or shortage of knowledge is continuously expanding. When a community acquires some necessary knowledge, it would consider the appropriateness of knowledge that is suitable and consistent to the context of community by checking and selecting knowledge to be applied in working. Shared knowledge would be integrated to the existing one until new knowledge, which is consistent to the context of area, occurs. This is to create the new knowledge of the community to be shared with individuals and organizations, inside and outside, unlimitedly. To elaborate, this new knowledge not only comes from the working experience, it comes from the development of existing knowledge or from external networks. Thus, the community-based knowledge management is done in steps and is integrated in the working procedure so that knowledge is applied to the community's working. In this research, the concepts of knowledge management in the Thai and foreign contexts were applied, and the knowledge management of this research consists of 6 steps: 1) knowledge acquisition, 2) knowledge creation, 3) knowledge storage and retrieval, 4) knowledge transfer, 5) knowledge utilization, and 6) knowledge evaluation. This conceptual framework was also used as the guidance of data collection and data analysis. However, this conceptual framework would be adjusted pursuant to the data discovered in the studied areas.

2.3 Factors making knowledge management models successful

Carla O'Dell (1996: 36-37) mentioned about the factors allowing an organization to have the efficient knowledge management that there are 4 factors for smooth knowledge management:

1. Organization culture e.g. supports from senior executives as good models, setting up the climate allowing the personnel to think and open to each other, team-based working, and making the personnel's learning share is a part of human resource evaluation and development system.

2. Technologies help knowledge management quicker, e.g. internet and intranet.

3. Organization structure supporting knowledge management, e.g. designating the staff or team responsible for the organization's knowledge management, and setting up the network of explicit knowledge sharing, etc.

4. Evaluation of knowledge management is an important matter because it is a basis indicating possible benefits from knowledge management in the organization.

In addition, Alavi (2003: 28) explained that knowledge management consists of 2 important components: socio-cultural and organizational component, and technological component. The Knowledge Management System (KMS) helps connect both components together to be the combined working between people, business process and technologies.

Ahmed, Lim and Loh (2002: 66-68) stated that the success of knowledge management comes from 4 main elements:

1. People. This component is the most important of all components since people would carry out the activities driving knowledge management to meet success or failure in any organization. An organization must create its people to have knowledge and abilities in the management of knowledge base. The organization people must create, develop, store, dissimilate and evaluate their knowledge utilization. This deems the strategy of knowledge management. Thus, people-related activities are an important part of knowledge management.

2. Process is guidance and steps of knowledge management based on the organization's goals and vision. The process consists of 3 steps: knowledge creation and acquisition, knowledge sharing and knowledge utilization or dissimilation. Thus, the process is an important component relating to people, culture and technologies to make the organization's knowledge management real.

3. Information technology is a tool supporting the successful knowledge management. Most organizations focus on improving their information technology with an aim at using it as a knowledge management tool. IT consists of the communication technology, collaboration technology and storage technology.

3.1 Information technology is a tool allowing the convenient access to knowledge via various networks.

3.2 Technologies supporting co-working by using the group ware or screen sharing program to get the co-working and efficient coordination.
Storage technologies, e.g. database system for information storage, knowledge about computer server for storing and managing knowledge for further learning and sharing in the organization or for dissimilating it outside.

3.3 Cultural context. The cultural context of each organization is different. It is an important component affecting the demand of people and organization on knowledge, culture and behavior of knowledge sharing between the organization people as well as knowledge utilization in the organization. Hence, knowledge management should concern about the cultural context of each organization.

Bodin Vicharn (2004: 26-29) mentioned about the factors of successful knowledge management as follows:

1. Leadership in term of vision, abilities in making dreams come true, leadership in changes, and leading the organization efficiently, which give effect to the industry's confidence in evaluating that organization.

2. Knowledge. An organization with abilities and potential in differentiation would get better competitiveness. Knowledge deriving from the abilities in research and development, which come from the personnel's abilities, would be the core capital making the organization ready for competition.

3. Relationship with customers. This is significant for the organization's success because it is the leading indicator that such organization would be able to meet success or not.

4. Brand image. If analyzing the creation of added value at each step of supply value chain, any organizations with high brand image would gain high profits from this factor.

Hasanali (2002: 42) analyzed the factors of successful knowledge management that there are 4 factors as follows:

1. Leadership. It is the main role of successful knowledge management in an organization.

2. Culture. Culture puts influence on accepting the organization's activities and communications. For culture-based knowledge management, if any organization is likely to share knowledge, it is possible that knowledge sharing would lead to cultural changes in the organization.

3. Structure, role and responsibilities. The organization structure must involve persons dealing with the project management, facilitation and communication skills to share knowledge and seek for knowledge in the organization.

4. Measurement of knowledge management. Measurements let us see defects and variables important and connected to knowledge management activities.

Mathi (2004: 98-104) stated that the success of knowledge management must consist of the following factors:

1. Culture of knowledge sharing and dissimilation is done by way of internal training held in the same direction of the organization's objectives. This consists of leadership, team-based working, exchange of learning, reward, meetings for revision, opportunities for talks about success and failure, etc.

2. Organization means several components of an organization, which include leadership, vision, strategy and abilities in coping with changes with appropriate technologies and infrastructure supporting a good knowledge management in the organization.

3. Process. A systematic knowledge management process is an important factor allowing the success of knowledge management.

4. Strategy means the strategy of knowledge management connected to the organization strategy.

5. Measurement of knowledge management. The measurement results could be reviewed to have significant conditions in practice or new development like the creation of products, development of new clients and increase of sales income.

Rao (2002: 22) analyzed that the factors of success of knowledge management must consist of 8Cs:

1. Connectivity. Technologies are the infrastructure used in the knowledge sharing. They allow an organization to access to the variety of knowledge management architecture.

2. Content. An organization must examine the knowledge base to establish the internal and external knowledge, which help the organization start managing new knowledge and perception.

3. Community. The success of knowledge management must mainly depend on the community practitioners or working groups in the organization. The community, herein, deals with the preparation, implementation and unity.

4. Culture. Supports and vision of the organization's executives would lead to sharing and willingness to have continuous learning.

5. Cooperation. This means the work flow in the organization. Knowledge comes from connection and coordination. Cooperation is an essential factor.

6. Capacity. To increase the willingness of knowledge sharing, an organization must have the capacity in wise knowledge management. Capacity would lead the organization to the steps of success in knowledge management strategy.

7. Commerce is a factor of economic changes. Knowledge base must be applied to the knowledge management system.

8. Capital supports the infrastructure of knowledge management, community roles and learning. Work practice is an advantage of the organization's capital as it would be rotated unlimitedly.

Moreover, Morey, Maybury & Thuraisingham (2001: 201) sorted out the important components affecting knowledge management that they must consist of leadership, decision-making, organization structure, internal communications, working environment, team-based working, organization image, compensation, fringe benefits,

infrastructure and technologies. This is consistent to Maier (2002: 14-16) who studied the utilization of knowledge in part of knowledge management. In conclusion, there are 4 factors affecting the knowledge management:

1. Strategy. According to the management characters in various agencies, there should be the strategy or committee in charge of preparing the strategy of knowledge management with an aim at applying the knowledge management system.

2. Organization design. The organization design to apply the knowledge management system must comprise the structure of knowledge dealing with characters, roles and scope of applying the knowledge management system and organization culture.

3. Content and system. Content and system consist of knowledge about organization members. They involve document knowledge kept in form of paper and electronics. The knowledge structure must be organized as per the organization's knowledge structure.

4. Economics. Knowledge management at the initial stage depends on the receipt of supports from other related agencies to attain the business goals for the organization's better efficiency.

Additionally, Sallis & Jones (2002: 126-129) studied the important components of knowledge management and found that those important components include leadership and management of components regarding teamwork and learning team, process of knowledge sharing, knowledge creativity and expertise to promote the successful of knowledge management. The most important factors are the leaders' vision and executives.

Chen (2004: 2) studied the components affecting the success of knowledge management and found that, at present, the successful organization must implement knowledge management. The main component of knowledge management is the leaders' behavior in promoting and supporting the knowledge management process. That is, the leaders lay down the knowledge management process in the organization's vision. This is consistent to Keyser (2004: 2) who conducted a research on Knowledge Management in Organizations. He found that the main components include the knowledge management process, organization culture, investment, utilization of information technology, horizontal organization structure and strategy of knowledge

management. The organization culture is the most important factor affecting knowledge management.

Boondee Boonyakit (2004: 59-62) studied knowledge management in communities, and concluded that the factors supporting knowledge management in the communities include: leadership and strategy, culture, information technology about knowledge management, measurement and infrastructure.

In addition, Vilawan Makhum (2006: 75) studied the organization's success in knowledge management that the important components include the organization climate, use and investment in information technology, people, and organization culture. In particular, people and organization culture are the most important components for knowledge management.

Prachasun Saenpakdee (2006: a) stated that any communities successful in implementing the knowledge management process in solving problems must have several supporting factors such as organization culture, leadership and strategy, infrastructure, technology and measurement. Each supporting factor is not independent, but correlated with each other.

Praphaphan Un-ob (2006: 74-75) stated that knowledge management in an organization would be successful by the following conditions:

1. Internal conditions:

1.1 Basic belief in relation to the use of information and knowledge of work driving as well as focus on the organization's learning process.

1.2 Organization leaders have knowledge and understanding in knowledge management and they recognize the importance of knowledge management to their organization.

1.3 Working group and members of knowledge management must have techniques and tools in their knowledge management.

1.4 Real practice in knowledge management via the organization's driving.

1.5 The organization should have a duty of acquiring, studying and creating knowledge and it is not necessary to establish this clearly in the organization's project.

1.6 Organization members' potential in respect with knowledge management should be developed consistently and they should participate in forums to share learning with other organizations continuously.

2. External factors, e.g. receipt of academic and knowledge supports from agencies and educational institutes to support the provision of knowledge. In addition, from the studies, the external factor involves the receipt of budget supports from external agencies for academic working. Moreover, knowledge depends on the conditional factors and the context of areas, learning culture, learning design, leadership and organization structure (Chalad Chantrasombut, 2007: a).

From studying all related concepts and theories, it was found that the factors affecting the successful knowledge management, in foreign countries and Thailand, are as follows (Table 2.1):

Table 2.1 Concepts and theories affecting the success of knowledge management

Factors / Concepts and Theories	Organization culture	Technologies	Organization structure	Evaluation of knowledge management	People/ Leadership	Learning culture and learning designs	Receipt of supports from related agencies
Carla O'Dell (1998)	✓	✓	✓	×	×	×	×
Morey, Maybury & Thuraisingham (2001)	✓	✓	✓	×	✓	✓	×
Ahmed, Lim & Loh (2002)	✓	✓	×	×	✓	×	×
Hasanali (2002)	✓	✓	✓	✓	✓	✓	×
Rao (2002)	✓	✓	✓	×	✓	✓	×
Maier (2002)	✓	✓	×	×	×	×	✓
Sallis & Jenes (2002)	✓	×	✓	×	✓	×	×

Table 2.1 Concepts and theories affecting the success of knowledge management (cont.)

Factors / Concepts and Theories	Organization culture	Technologies	Organization structure	Evaluation of knowledge management	People/ Leadership	Learning culture and learning designs	Receipt of supports from related agencies
Alavi (2003)	✓	✓	✓	×	×	×	×
Mathi (2004)	✓	×	✓	×	✓	×	×
Keyser (2004)	✓	✓	✓	×	×	×	×
Chen (2004)	×	×	×	×	✓	×	×
Bodin Vicharn (2004)	✓	×	×	×	✓	×	×
Thailand Productivity Institute (2004)	✓	✓	✓	✓	×	×	×
Vilawan Makhum (2006)	✓	✓	×	×	✓	×	×
Prachasun Saenpakdee (2006)	✓	✓	✓	✓	×	×	×
Praphaphan Un-ob (2006)	✓	✓	✓	✓	✓	×	✓
Chalad Chantrasombat (2007)	✓	×	✓	×	✓	✓	×

2.3.1 Internal factors of the community

The internal factors of the community enriching the efficient knowledge management include:

1. Organization management. A community must have the same structure and idealism, i.e. mutual belief, giving value to working goals, good feelings for mutual working (Clark & Neive, 1992: 45), setting up personnel or team responsible for knowledge management in the organization, setting up the working team allowing the personnel of all departments to mutually set up planning and undertaking of knowledge management, and having the work evaluation system and reward system to motivate knowledge management among organization people. Praphaphan Un-ob (2006: 66) mentioned about the concept of applying knowledge management, i.e. the organization should not adhere to culture and tradition too much. The organization must seek for knowledge on the basis of members' participation in sharing any

decisions. The working must be connected as network to share knowledge with each other.

2. Leadership, roles and potential of leaders. Leaders must have vision and must be developers with abilities in converting intangible policies to be tangible performance. Leaders must have efforts to coordinate and solve problems, to brainstorm and create the participation process with the public. Knowledge management needs the organization or working group who is responsible for knowledge management and systematic work improvement. The leaders must recognize the importance of knowledge, have knowledge and understanding in knowledge management, share knowledge base continuously, and coordinate with other related agencies (Praphaphan Un-ob, 2006: 76-79). In this research, leadership and leaders' methods of knowledge management for the community-based tourism management would be studied.

3. Organization culture. Success of knowledge management depends on the organization culture (Carak & Neive, 1992: 45). This is consistent to a concept of learning-based organization (Senge, 1990: 51) that each individual must have learning before the occurrence of learning-based organization. John H. Falk & Lynn D. Dierking (2000: 3-10) found that the social context, e.g. culture, learning-based community, is factor affecting the learning. This is consistent to the community learning. Sveringer (2000: 28) stated that the organization culture is important for the knowledge management process in the working procedure. Thus, what important is the culture supporting knowledge acquisition, knowledge storage, knowledge sharing and knowledge application. The organization culture consists of the culture supporting knowledge management (Enabler) as well as learning culture and training of the organization's personnel.

4. Tools/ technologies used in knowledge management. Technological advances making knowledge management quicker are the important driving for sharing of learning. Technologies help take the system to enhance new concepts in creating new knowledge or acquiring knowledge from internal and external knowledge sources (Gate, 1999: 35-36). This would help the organization people acquire and retrieve knowledge easier. Technologies are only tools helping quicker and more convenient knowledge sharing between organization people.

2.3.2 External factors of the community

The external factors of the community enriching the efficient knowledge management include:

1. Receipt of supports from governmental agencies, promotion of the government sector and private sector. This is consistent to the research of Orathai Jitthaisong (2001: 54-113) and Prasert Trakarnsuppakorn (1997: 53-94) who found that the development process of the private organization for development reinforced the communities to have interaction with external culture and to recover the use of their community cultures appropriately.

2. Supports from external academics and being the learning sources for school students, university students and researchers make the communities receive the series of knowledge outside while the communities also have their own development (Praphaphan Un-ob, 2006: 74-75).

This could be concluded that the successful implementation of knowledge management for the organization development requires the systematic knowledge management process, which must consist of sub-processes connected in a cycle. The conditional factors making knowledge management successful include the internal factors of the community, e.g. leadership, organization culture, technology, organization infrastructure, measurement and knowledge process. The external conditional factors of the community include the receipt of supports from governmental agencies, and promotion of the government sector and private sector. In this research, all related theories and documents relating to the factors supporting the knowledge management in respect with community-based tourism management were reviewed. All these information could be concluded in 2 kinds:

1. Internal factors of the community, e.g. direction of organization management, leadership, organization culture, technology used for knowledge management and community condition.

2. External factors of the community, e.g. receipt of supports from governmental agencies and private sector, receipt of supports from external academics and community.

According to the studies of all related concepts, theories and researches, it could be concluded that there are two factors enhancing the efficiency of knowledge

management: internal factors of the community and external factors of the community. The concepts used by the Researcher as the conceptual framework of this research dealt with the factors relating to knowledge management. These factors are reasons correlated to the knowledge management models. Since knowledge management in both Thai and foreign contexts have the same steps of knowledge management. Thus, the factors synthesized by the Researcher could be adjusted to the studied areas. But, this conceptual framework could be revised pursuant to the discovered information of this research.

2.4 Related documents and researches

According to the literature review of all related research papers, they may be divided into 2 groups: knowledge management models, and factors relating to knowledge management. The details are as follows:

2.4.1 Researches about knowledge management models, and factors relating to knowledge management models

Chutima Mekwan (2006: 65-68) conducted a research on Knowledge Management of Community-based Business Group at Roi Et Province. She found that the community business had knowledge management under 5 steps of process; namely, 1) knowledge identification, 2) knowledge acquisition from training and educational observation, 3) knowledge utilization and development, 4) knowledge transfer by way of demonstration/ explanation, training, distribution of documents/ information/ brochure, and 5) storage of knowledge of the community business groups. All community business groups collected and memorized knowledge via individuals, example pieces of work, and recording respectively. In knowledge management, the main components include the knowledge establishment, knowledge acquisition, knowledge creation, knowledge storage and knowledge utilization. However, the steps of knowledge management might be different up to the context of areas. According to the research of Chalongrat Insee (2007: 183-185) on Development of Knowledge Management Model of the Faculty of Nursing, Ratchatani University, the results showed that the knowledge management there consisted of: 1) knowledge

identification, 2) knowledge creation, 3) knowledge sharing, 4) knowledge utilization, 5) knowledge dissimilation, 6) creation of knowledge network, and 7) knowledge evaluation. The factors of knowledge management success included the supports from all levels of executives, knowledge management center, knowledge management culture among executives and teachers, and strategy of knowledge management. These factors had to cope with the workers who used their trained knowledge, confidence, joint spirit and participation, systematic information studying, concerns about organization culture, participation, honesty, sincerity and harmony. This is consistent to the research of Tueanjai Raksapong (2008: 141-144) on Development of Knowledge Management Model for Academic Administration in Basic Educational Institutes by Participatory Action Research. The results showed that the knowledge management model had to comprise 3 main components: 1) academic administration in basic educational institutes, e.g. development of learning process comprising activities, preparation of learning management plans, preparation of learning process and supervision of teaching; 2) learning management process comprising knowledge identification, knowledge development, knowledge creation, knowledge systematization, knowledge access, knowledge sharing and learning; 3) factors supporting the success of knowledge management included leadership, strategy, organization culture, technology, structure and measurement.

For the community-based knowledge management studied by Chalad Chatrasombat (2007: 260-265) on Development of Community-based Knowledge Management Model based on the Knowledge Management Model of Wiig and Nonaka & Takeuchi and Vicharn Panich, he found that knowledge management involved 6 steps: creation, identification, collection, utilization, sharing and evaluation. The factors to the success of knowledge management model in the community included: 1) personnel enthusiasm, 2) leadership, 3) work competence, 4) participation, 5) learning process, and 6) knowledge driving mechanism.

Thanyaporn Vanichrittha (2007) conducted a research on Community-based Knowledge Management: Case Study of Eco-Tourism Management under Local Participation at Samut Songkram Proovince. She found that the knowledge management model in the community involved some important components, comprising knowledge, people and process. Knowledge meant knowledge in the

management while people are the important mechanism provoking the process or activities. The process connects between people, knowledge and procedure together. The knowledge management model is consistent to Tuna Knowledge Management Model.

In addition, from studying other related researches on knowledge management, it was found that the successful knowledge management needed 2 supporting factors: 1) internal factors of the community, e.g. direction of organization management, leadership, organization culture, and technology used for knowledge management; 2) external factors of the community, e.g. receipt of supports from governmental agencies and private sector, receipt of supports from external academics and community context. This is consistent to the research of Prachasun Saenpakee (2006: a), Vilawan Makhum (2006: 75) and Boondee Boonyakit (2004: 59-62) who stated that the communities successful in using the knowledge management process for solving problems had to involve supporting factors, which consisted of organization culture, leadership and strategy, infrastructure, technology and measurement. But, each supporting factor was not independent. The results showed that people and organization culture were the components most affecting knowledge management.

2.4.2 Researches about community-based tourism management

Sindhu Sarobol (2003: 12-43) concluded the research results in the community-based tourism management; this is the project supporting the research for the development of eco-tourism at the northern region in the total of 29 projects conducted by Thailand Research Fund (TRF). The research found that there were 5 types of community-based tourism management.

1. Community-based tourism in the context of abundant resource sites of the communities is the concept focusing on the conservation of natural environment, attributes and diversity of cultures of different races that have different ways of life and tradition. This tourism aims at arousing the local communities to have awareness and pride of their racial attributes, culture and tradition. Local people should be able to explain any people outside or tourists to understand how their local way of life and culture are beautiful and valuable, which also includes the development of culture and

tradition so that the local communities and tourists are involved in the learning process with each other.

2. Community-based tourism in the context of management. This concept focuses on the environmental management, prevention and eradication of pollution, and control of tourism development. This concept also focuses on the sustainable tourism management; provided that the local communities and nature must support with each other in the same ecological system.

3. Community-based tourism in the context of process and activity is a concept focusing on creating a tourism system supporting the learning process by educating on the environment and ecological system of tourist attractions, and increasing knowledge, experience and impression to enhance the recognition and awareness among tourists, local people and related entrepreneurs.

4. Community-based tourism in the context of community participation. This concept focuses on the community participation to enhance benefits for those local areas, allocation of income, shift of the quality of life and returns with a main target in maintaining and managing local tourist attractions.

5. Community-based tourism in the context of local community development in line with the sustainable conservation of natural environment. This concept focuses on tools and mechanism of local communities as they are the process of seeking for alternatives to establish the direction of local community development on the basis of various community cultures and traditions.

Jirajade Udomsri (2004: 122-123) conducted a research on the eco-tourism management model suitable for the sustainable conservation of environment at Sub-district Pong Nam Ron. He stated that the arrangement of tourist activities must be in line with the sustainable tourism with concerns about rooting the awareness in local people, allocating income among the people who should be involved in the tourism management, not taking effect to the environment, and conserving the nature of tourist attractions in the village along with using tourism resources wisely to get the best and longest benefits with the minimum negative effect to that Sub-district.

Thongyoon Butrsopha (2004: 167-189) conducted a research on Community-based Sustainable Eco-Tourism Management: Case Study of Ta Dan Home Stay, Sub-district Hin Tang, Muang District, Nakhon Nayok Province. She

found that the management had to be done in form of small group structure and incomplicated administration. The factors of sustainable tourism management included the internal factors, e.g. setting of warm environment for tourists, community living, administration and tourist program; and external factors, e.g. location of tourist attractions and neighboring tourist attractions.

Theeraporn Tanomklin (2005: 76-77) conducted a research on the sustainable tourism management model and local participation at Lan Island, Muang Pattaya, Chonburi Province. The result showed that the tourism management models at Lan Island was in line with the sustainable tourism management models, comprising tourism model in natural sources, tourism model in cultural sources, and tourism model by special interest.

Siraporn Pinyochootoh (2006: 117-118) conducted a research on the health-tourism management model under cooperation of local organizations and communities at Baan Kuang Book, Sub-district Huay Rai, Den Chai District, Prae Province. The results showed that the health tourism management model had to include 4 aspects: 1) tourism management, 2) tourism service and activities, 3) tourism publicity, 4) tourism alliances. It was found that the tourists, villagers and local organizations were satisfied with such health tourism management model.

Suchada Nguangchaiyabhoom (2008: 196-199) conducted a research on the community-based tourism management at Baan Prasat Non Sung District, Nakhon Ratchasima Province. The results showed that there were now two factors supporting the community-based tourism management at Baan Prasart. The first factor was the receipt of supports from external agencies, comprising state entities and development organizations. The second factor was the receipt of supports from internal agencies, comprising Baan Prasart community accommodation committee, and occupation network group or learning center, which consists of village members who were divided into several working groups to be responsible for and manage specific tasks, but each gave supports to each other.

From studying all related researches and concepts, it led to a conclusion that the community-based tourism could be divided into 4 parts: 1) management of community resources, 2) management of network, 3) creation of community-based

activities and learning process, and 4) management of income and profits. Each part was studied as follows:

1. Management of community resources

According to the community resource management studied by Vorapoj Poomtrakul, 1998, the sustainable community resource management must deal with the nature, rites and community culture by giving emphasis on the thinking system, existing wisdom of community people. The management methods must be holistic. The knowledge is transferred via community rites and belief. This is consistent to Suchada Nguangchaiphoom (2008: 65), Hattaya Vises, et al. (2000: 8-23), Pannee Chutanond (2003: 86-88) that the good management of community tourism resources according to the community potential must deal with the maintenance of good culture, tradition and way of life transferred from the ancestors to succeeding generations. Knowledge must be improved for more efficiency. Under this concept, the management must cover 3 main parts: 1) holistic resource management based on local wisdom by regarding the relationship between humans and nature, either physical and psychological relationship on the basis of personal belief; 2) management by regarding the biological diversity of the ecological system and cultural diversity of each community; and 3) management based on the decentralization to the community where community members are involved in the management, etc. For the characters of community-based tourism management models in term of community wisdom management, the research of Suthalee Nomoon (2001: 51-88) and Orathai Jitthaisong (2001: 54-113) on Transfer of Local Wisdom in the Reliance on Community Business-base Natural Resources: Case Study of Baan Suksomboon, Nong Sao Lao Sub-district, Chumpae District, Khon Khen Province showed that the knowledge management process of the community in the community resource management was done in 2 informal levels: community-based organization management in form of community relatives. This transfer was done in the daily life from the real practice in the family. Another transfer was done through the community network, natural leaders and religious leaders via value, belief, prohibitions, community custom under community provisions and rules and community obligations for its community resource management. Prasert Trakarnsuppakorn (1997: 53-94)

conducted a research on Transfer of Knowledge Base in Seasonal Crop Growing of Karen Community at Khun Win, Huay Hoi and Thung Luang Villages. The results showed that the sustainable community resource management should be reinforced by some external agencies such as private organizations by discussing and sharing the knowledge base with those external agencies. In addition, the suitable knowledge base should be selected to recover the local culture. There should also be some forums for sharing of cultural knowledge base with other communities.

According to the research of Sayan Praicharnjit (2004: 46-53) on Recovery of Community Power by Archeological and Museum Resource Management: Concepts, Methods and Experience from Nan Province. This research showed that, due to process in combining the social development methods, e.g. community participation, it made the community have the feeling of ownership at community areas and the villagers were able to develop their knowledge base in managing and caring for their community resources.

2. Management of network

The researches in relation to the management of community tourism network is another model deriving from the coordination of people, groups and organizations with similar aims and working methods in order to mutually solve problems or negotiate profits. For example, the research of Direk Kruajinlin (2000: 31) on Network Management of Rek River Basin, Mae Jam District, Chiang Mai Province. The results showed that the community achieved its network management deriving from the formation of organization by villagers who had the same objectives and targets. The network management was done through the participation of community members. The working was carried out in form of three parties while the village organization was established and community rules and regulations were also set up. Moreover, Sama Na Ranong (2002: 29-48) conducted a research on Tourism Management by Local Communities: Case Study of Khiriwong Community, Kamloan Sub-district, Lansaka District, Nakhon Si Thammara Province. The results showed that the tourism management of Khiriwong Community was done in form of network, which might be divided into 2 characters: community-based network in type of investor network who was in charge of capitalizing to have the capital flow in the

community; professional network in charge of occupation promotion activities in the community; and natural resource conservation network in charge of managing and controlling the utilization of community resources for the community's best profit as well as encouraging the community's awareness of natural resource value. Additionally, Sairoong Dinkoksung (2006) conducted a research on Community-based Tourism Management: Case Study of Hat Chaba, Chaba Sub-district, Muang District, Ubon Ratchanathi Province. The results showed that the community established its community network based on the principle of participatory management. The community network structure was not complicated and it allowed the community members to participate in the tourism management by placing relevant rules and regulations, and receiving the profits generated. This result was consistent to Nancy Gard McGebee (1999: 52-56) who conducted a research on Impact of Alternative Tourism: A Social Movement Perspective presented to Virginia Polytechnic Institute and State University, the United States of America. Her research was based on the Social Participatory Movement Theory via sustainable tourist activities. The results showed that, to enhance the sustainable tourism management, the community should establish its community network to have the negotiation power based on the principle of participation, etc.

3. Creation of community-based activities and learning process

The researches in relation to the creation of activities and learning process of the community and knowledge storage, the community-based tourism must have 3 components: characteristics of tourist activities can create the perception and understanding of different life style and culture; there is a management system triggering the learning process between villagers and visitors; and awareness of natural and cultural conservation is set up among villagers and visitors. For example, Kobkaew Chaidejsuriya (2003: 141-146) conducted a research on Tourism Marketing Management with Community Participation at Baan Thungsung of Krabi Province. The results showed that, to create learning for tourists, the most important persons are local guides. The community should lay down rules and persuades the tourists to recognize and reserve the community tourism resources in the domain of environment

and culture. This is consistent to the research of Sindhu Sarobol (2003: 12-43) on community-based Tourism, Concepts and Experience at the Northern Region. He stated that the tourism system supporting the learning process should be created. He found that tourism management for learning among tourists should include the information about the environment, ecological system of tourist attractions in order to increase knowledge, experience, impression, recognition and awareness in tourists, local people and relevant entrepreneurs. Local people must be trained to take role in transferring the community knowledge and to make some signboards communicating about the meaning of nature. This result was consistent to Parichat Wongpanich (2002: 120-122) who conducted a research on Preparation of Natural Observation Routes for Eco-Tourism with Community Participation: Case Study of Community Forest at Kao Hua Chang, Ta Mod Sub-district, Ta Mod District, Pattalung Province. The results showed that the process of preparing the natural observation routes was a partial mechanism allowing the community and tourists to share their learning and to transfer knowledge to any people inside and outside the community. This would lead to the formation of awareness of all related parties who would be aware of the community-based tourism development. This result was consistent to the research of Tharitwan Nontabuddha and Yaowanij Kittithornkul (2004: 77-78) on Development of Community-based Learning Process in Eco-Tourism Management: Case Study of Community Forest at Kao Hua Chang, Sub-district Ta Mod, Ta Mod District, Pattalung Province. The results showed that the development of learning process in the eco-tourism management had to rely on external factors, community capital and learning from the existing community capital as well as learning from new-emerging knowledge at all time based on the principle of community personnel development.

4. Management of income and profits

From studying the researches about the management of income and profits, the community-based tourism must consist of 4 components: rules and regulations in the environmental, cultural and tourism management; setting of an organization or working mechanism for tourism management that could link tourism to community development; fair allocation of profits; and there is a community fund supporting the community’s economic and social development. For example,

Pimonpan Larpyongyos (1998: (1)) conducted a research on Allocation of Income Generated by Tourism to Local Areas: Case Study of Chang Island, Koh Chang Sub-district, Trad Province. The results showed that there should be the training in tourism and acquisition of loan sources to promote local people to do tourism occupations more. The research of Suthirat Kojsawas (2006: 125-133) on Community-based Tourism Management at Baan Huay Hee, Mae Hong Son Province showed that the community should allocate its income to the tourist member groups so that this income would be spent to develop the village activities. This concept is consistent to (Fennell, 1999: 10-17) who presented his idea in the community-based tourism management that the profit had to respond to the local people's needs.

Therefore, in this research, the Researcher wanted to examine the knowledge management model in term of community-based tourism management under the conceptual framework constructed by the review of all related concepts and theories of knowledge management, in Thai context and foreign context. The Researcher selected knowledge management models internationally accepted, including the knowledge management model of Wiig (1993: 39), Epistemology of Krogh & Roos (Dalkir, 2005: 50; cited by Von Krogh & Roos, 1995) Nonaka & Takeuchi (1995: 62; 2004: 61-62), Meyer & Zack (1996: 43-59), McElroy (1999: 15-16), Bukowitz & Williams (2000: 8-12), and Turban, et al. (2004: 12-24). In Thailand, the concepts of knowledge management came from the knowledge management models of Bodin Vicharn (2004: 45-46), Boondee Boonyakit, et al. (2004: 32-34) and Tuna Knowledge Management Model of Knowledge Management Institute (KMI), Vicharn Panich (2005: 105-106). It could be concluded that the concept of knowledge management consisted of 6 inter-related steps: 1) knowledge creation, 2) knowledge identification, 3) knowledge utilization, 4) knowledge storage, 5) knowledge sharing, and 6) knowledge evaluation and improvement.

For this research, the conditional factors affecting the organization's successful knowledge management were developed from the concepts, theories and lessons on knowledge management in 3 sectors; namely, government sector, social sector and private sector proposed by O'Dell (1998), Thailand Productivity Institute (2004: 59-62), Prachasun Saenpakdee (2006: a), Praphaphan Un-ob (2006: 74-75) and Chalad Chatrasombut (2007: a). When this conceptual

framework was analyzed, the conditional factors affecting the community-based knowledge management are:

Factors in the community, e.g. characteristics of knowledge management, characteristics of leader, characteristics of learning-based organization, tools and technologies used in knowledge management.

Factors outside the community, e.g. receipt of supports from state agencies, private sector and supports from external scholars.

For the community-based tourism management of this research, it was developed from concepts and theories on the sustainable development, sustainable environmental management, economic management for fair income allocation and social and cultural management with minimum effect (Goeldmer, Ritchie & McIntosh, 2001: 420-421; Ward & Dubos, 1992: 213). This research was also based on the concept of economic and social development process focusing on 3 management aspects: tourism resource, tourism service, and tourism market for the sustainable tourism management in 4 parts: 1) community resource management, 2) management of organization and network, 3) formation of activities and learning process for tourists, and 4) management of income and profits. This guidline relied on the concepts of Saree Pongpis, et al. (1995: 17); Podjana Suansri (1997: 4-8); Sindhu Sarobol, 2003: 12-43; Veera Thongma & Prajade Amnad (2004: 17-22); The People's Global Exchange Management Committee (2000: 2); Chusith Chuchart, et al. (2001: 36); Nash (1996: 34-36); Gonsalves (1987: 5-10); Fennell (1999: 10-17); and Holden (2006: 117). It was found that the community-based tourism management consisted of 4 parts:

1. Community tourism resource management. A community owns the abundant resource base, self-reliance production path, sustainable use of natural resources, unique culture and tradition.

2. Network management. A community has the social understandable system, philosophers or knowledgeable persons and various skills. The community should have the feeling of ownership and participate in the development process.

3. Formation of learning activities and process for tourists. The nature of tourism activities could enrich the perception and understanding of different life style

and culture. Tourism management must have the management system triggering the learning process between villagers and visitors, and encourage the awareness of natural and cultural conservation among villagers and visitors.

4. Income and profit management. A community should set up rules and regulations in the environmental, cultural and tourism management; have an organization or working mechanism for tourism management that could link tourism to community development; have a fair allocation of profits; and there is a community fund supporting the community's economic and social development.

CHAPTER III
RESEARCH METHODOLOGY

The research on Knowledge Management Model for Community-based Floating Market Tourism is based on the qualitative research conducted to examine the community context, e.g. background, nature of economics, society, culture and community way of life, development of knowledge management for community-based floating market tourism, and to examine the knowledge management process as well as conditional factors correlated to knowledge management for the community-based floating market tourism. The data collection was done by the in-depth interview and it was analyzed to find out the knowledge management model and conditional factors correlated to knowledge management for community-based floating market tourism, which would lead to the community-based sustainable development.

3.1 Research methodology

This research was divided into 2 periods pursuant to the minor objectives of the research:

Period 1: The research was conducted to respond to the first objective of this research. It studied the background and development of community-based floating market tourism. The Researcher studied the characters of community context, e.g. community history, community changes and factors making the community change. The Researcher studied the information in the community and made understanding the community context affecting it to have knowledge management by examining the background, goals, objectives, operating structure of the community as well as development of community knowledge management. The research areas of this research were specifically selected totaling 6 areas at the central part of the country where the community-based tourism management was arranged and it originated the

cultural tourist attraction in type of floating market. This research was the qualitative research.

Period 2: This research part was conducted to respond to the second objective of this research, that is, to examine the process of knowledge management in respect with the community-based floating market tourism management, and to summarize the knowledge management model as well as conditional factors correlated to the community-based floating market tourism management. The research of this part was the qualitative research. The research data was checked by way of data triangulation by checking the data obtained, comprising location and people, whether it would be the same in the different time, at different location and by different people or not. If the data obtained was the same, it shall be deemed that such data was accurate and reliable. Data triangulation was also used for the data collection. The data collection was based on the participatory and non-participatory observations along with interviews and documentary studies. This was done to confirm the accuracy and reliability of data. After that, the data was analyzed to get the knowledge management model and conditional factors correlated to knowledge management in respect with community-based floating market tourism management.

3.2 Research areas

This research involved floating market cultural tourist attractions located at the central part of Thailand. The analysis unit was the communities that arranged community-based tourism activities in type of floating market. The marketing tourism activities showed the old cultural lifestyle with the emergence or recovery of each floating market at the same period, and the community people permitted the Researcher to conduct the research.

3.2.1 Criteria of selecting research areas

The selected areas of this research were cultural tourist attractions with the community-based management in type of floating market under the conceptual framework of tourism management in 4 aspects, comprising community resource management, network management, creation of activities and learning process for

tourists, and management of income and profits. If the concept of knowledge management is applied for tourism management, the principle of participation and community-based management must be adopted. For this research, the Researcher selected the floating markets that had the old cultural community nature and the adjoining time of recovery. Only floating markets at the central of the country were selected this region has the outstanding floating market culture and unique way of life. These characters come from the geographical factor of the central part, where has various rivers and canals allowing the emergence of floating markets. At present, the floating market not lonely provides the service to the local people; it takes role as the cultural tourist attraction generating more income for community people.

Now, there are 6 floating markets under the community-based tourism management are dispersed at the central part of the country. Therefore, the floating markets at this area of this research included:

- Taling Chan Floating Market	Bangkok
- Khlong Lad Mayom Floating Market	Bangkok
- Lumphaya Floating Market	Nakhon Pathom
- Bang Nam Pueng Floating Market	Samut Prakarn
- Ta Ka Floating Market	Samut Songkram
- Amphawa Floating Market	Samut Songkram

3.2.2 Targeted groups

The targeted group of this research was the community organization by studying the key informants of community-based tourism management, comprising working group of community-based tourism management, community leaders, President of Sub-district Administrative Organization, Mayor or committee and persons involved with community-based knowledge management.

3.3 Data collection

This research consisted of methodological steps and data collection from documents and qualitative information. The research was conducted subject to the following steps:

Step 1: Documentary searching

The documentary searching is based on the secondary data relating to the community-based knowledge management and factors correlated to the knowledge management process, which consisted of academic documents, research reports, articles, journals, related theses and internet information sources. The data acquired was analyzed and constructed as the conceptual framework of this research.

Step 2: Research area surveying

This research part examined the community context from the primary data by way of interviews and participatory and non-participatory observations to acquire the community data. The Snowball Technique was used to fix the persons involving in the community-based tourism management. After that, the interviewees would be asked to refer other related persons or anyone who was able to give the information about the issues required by the Researcher. The reference to get new information sources from people was done until the Researcher got all information pursuant to the conceptual framework and objectives preset. In this research, the conceptual framework was constructed as the Tentative Theory. In studying the community-based knowledge management process at floating market cultural tourist attractions, the research framework was created to respond to the research objectives and questions in 3 parts:

Part 1: To examine the development of community-based knowledge management and knowledge management process of community-based tourism by studying the context and development of community knowledge management. This studying was to make understanding about the community context, background, ways of life and community culture, goals, objectives, community operating structure and development of community knowledge management.

Part 2: To examine the knowledge management process in respect with community tourism in 4 aspects: comprising community resource management, network management, creation of activities and learning process for tourists, and management of income and profits.

Part 3: To summarize the knowledge management model and conditional factors correlated to knowledge management for floating market tourism.

The data collection of this research took 8 months, which might be divided into the following periods:

3.3.1 Period of approaching the research areas (3 months). The Researcher has studied in each community to make understanding about the community context, nature of community knowledge management, background, socio-eco conditions, community culture, goals, objectives and community operating structure. The data collection was done in 2 methods:

3.3.1.1 Preparation of research areas. Area preparation is to tie the relationship with the communities by introducing the Researcher's status, indicating the research objectives, duration of staying there, and asking for cooperation in the data collection before asking permission to participate in community activities throughout the research period. The Researcher was permitted by the communities and targeted group to conduct this research.

3.3.1.2 Fixing key informants. This is to fix the key informants who have been involved in knowledge management for community-based tourism. Key informants included the community leaders of all 6 floating markets, e.g. working group of community-based tourism management, community leaders, President of Sub-district Administrative Organization, Mayor or committee and persons involved with community-based knowledge management. The Researcher interviewed the community leaders of each floating market by using the Snowball Technique in every interview. Those community leaders were asked to refer other persons involving in the community-based tourism management in order to get more complete information about each floating market.

3.3.2 Period of field data collection (5 months). Since this research aims at examining the community context, e.g. background, nature of economics, society, culture and community way of life, development of knowledge management for community-based floating market tourism, and to examine the knowledge management process as well as conditional factors correlated to knowledge management for the community-based floating market tourism. Thus, to get more complete and accurate information, the in-depth interview was used for key informants of this research. The questions were specific for each studied issue. The interview guide consisted of open-ended questions to allow the key informants to give answers

fully. In the interview, the discussion climate was informal so that the information given by key informants was as factual as possible. The group interview was also used to fill out the missing issues. In addition, the Researcher interviewed other persons involving in knowledge management for the community-based floating market tourism as the confirmation of data and control of research quality.

The steps of research methodology and data collection were summarized in Figure 3.1.

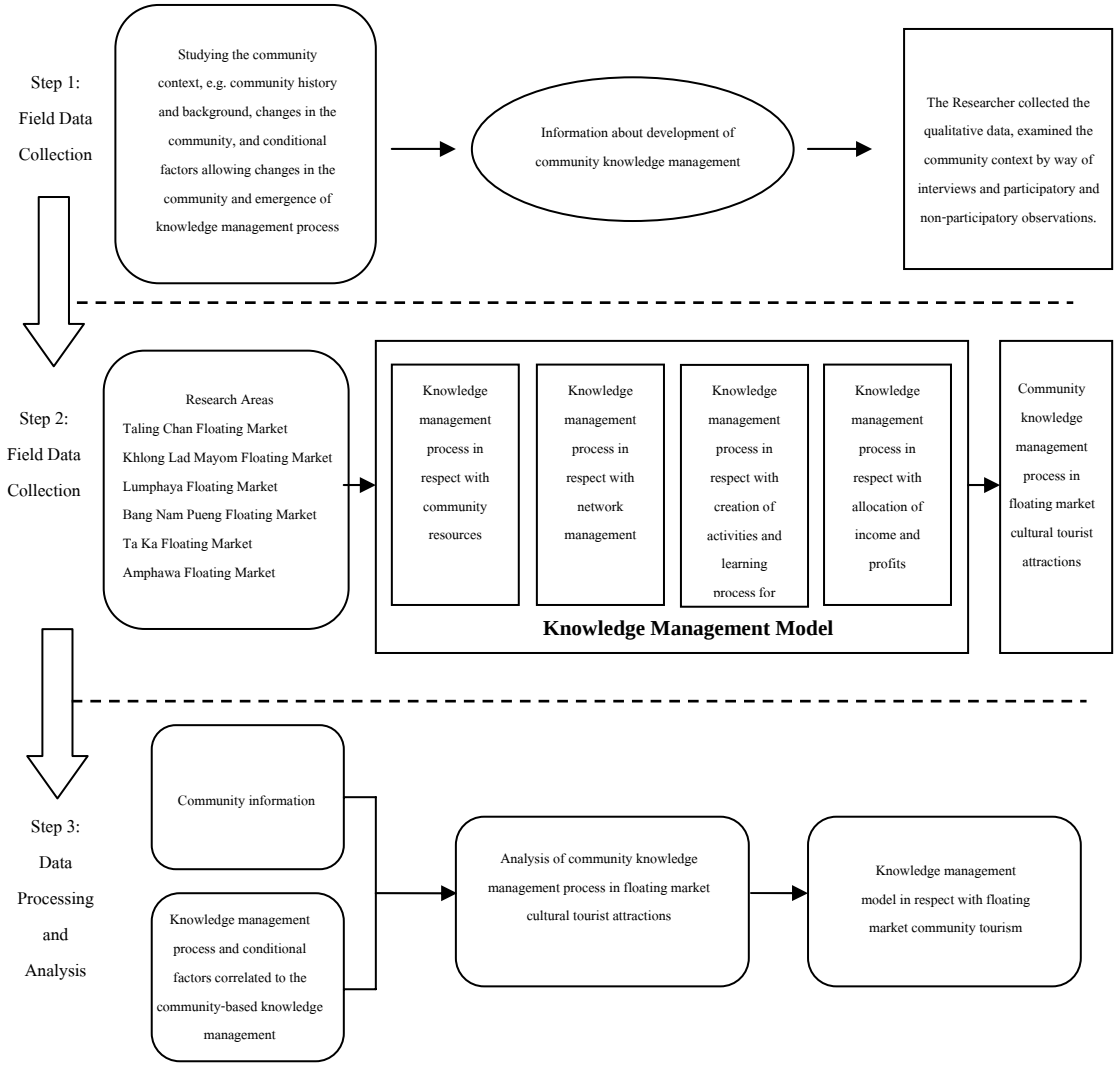

Figure 3.1 Research methodology and data collection

3.4 Research tools

3.4.1 Interview questions

The questions as the interview guide were divided into 2 sets:

3.4.1.1 Interview Guide Set 1: It consisted of open-ended questions used in interviewing the targeted groups, comprising community leaders, President of Sub-district Administrative Organization, Mayor or committee and informants who could give information about the community history. The questions involved the community context, background, eco-socio nature, way of life, and culture of those communities, and development of implementing the knowledge management for community-based tourism.

3.4.1.2 Interview Guide Set 2: It consisted of questions about the knowledge management process for community-based tourism. The interview consisted of the following issues:

1) Knowledge management process, e.g. characters and steps of knowledge management for the community-based floating market tourism, in 4 aspects: community resource management, network management, creation of activities and learning process for tourists, and management of income and profits.

2) Conditional factors correlated to knowledge management, comprising:

(1) Internal factors of the community, e.g. direction of organization management, leadership, organization culture, technology used for knowledge management.

(2) External factors of the community, e.g. receipt of supports from governmental agencies and private sector, receipt of supports from external academics.

3.4.2 Observation

3.4.2.1 Participatory observation is an observation while the community is carrying out any activities such as meeting of task force or workshop meeting for undertaking the community-based tourism management. The Researcher had observations and records of data relevant to the issues of the research.

3.4.2.2 Non-participatory observation is an observation that the Researcher is not involved in carrying out any studied activities, but had chance in participating them as an observer. In this part, the Researcher has sometimes stayed in the research communities to participate in community activities. By this regard, only way of life and activities regarding community-based tourism management were observed.

3.5 Data analysis

The data analysis of this research was subject to the following steps:

3.5.1 Data organizing

For the data analysis of the community-based knowledge management model for floating market tourism, the community leaders, persons taking role and involved in the community-based tourism management were interviewed. The data obtained was then concluded subject to the research objectives and questions. The results were presented in 3 aspects:

3.5.1.1 Development of community-based tourism management, e.g. community context, community history, community changes and factors making the community change until the knowledge management model occurs in such communities.

3.5.1.2 Knowledge management process for community-based floating market tourism

3.5.1.3 Knowledge management model and conditional factors affecting the knowledge management model for community-based tourism

In the data analysis, the issues regarding the overall knowledge management process and conditional factors correlated to community-based knowledge management were organized to check the information accuracy at every issue. The data physical organizing was done by transcribing the sound records, noting and concluding the information obtained from the observation.

3.5.2 Data summary

The conclusion of knowledge management model for community-based floating market tourism is the final step of data analysis in order to respond to the research objectives. The content analysis was used to find out the conclusion on this matter. The research results of each community also passed the cross case analysis to find out the similarities and differences for the acquisition of knowledge management model for community-based floating market tourism.

3.6 Research quality control

The Researcher concerned that the summary of research results should have validity and reliability; so the triangulation method was used to increase the data validity and reliability for the qualitative research (Supang Chantavanich, 2006: 128-130). Data triangulation, methodological triangulation and analyst triangulation were utilized as well. In conclusion, the quality control methods of this research are as follows:

3.6.1 Internal validity

3.6.1.1 Lecture validity

1) Quality control method based on triangulation technique in part of data checking and data collection. The Researcher had the data checked by using more than one data collection method in each research area as an intercross checking such as formal and informal interviews, observations and in-depth research. That is, the Researcher has stayed in those selected communities sometimes, participated in community activities, observing the community life, did activities relating to the knowledge management model for community-based tourism. In addition, the non-participatory observation was used by observing the targeted group distantly without joining their activities or just observing the physical features of those communities in order to get more accurate and clearer data.

2) Quality control method based on analyst triangulation. For this research, the expert thesis advisors gave advice for data checking and complete data analysis.

3.7.1.2 Interpretation validity

1) Quality control method based on participant feedback/ member check. The results were checked by community leaders, President of Sub-district Administrative Organization, Mayor or committee to find out the conclusion about the knowledge management model for community-based tourism, which resisted the fittingness.

2) Data collection of this research would be ended when: (1) no new issues were discovered; (2) all issues required by the Researcher were acquired; and (3) data acquired could explain about the development of community knowledge management, knowledge management process, and conditional factors correlated to knowledge management and it could present the knowledge management model for community-based floating market tourism sufficiently. After each data collection period, the Researcher checked whether the acquired data covered all preset issues or not. If not, the missing issues would be questioned in the subsequent interviews until the Researcher obtained all complete information pursuant to the established research objectives. In case of finding other issues beyond the preset framework, but they were relevant to the research content, the data collection of those issues would be done until the Researcher found the information capable of explaining the knowledge management model for community-based floating market tourism.

3.6.2 External validity

The purposive sampling and triangulation of source were used. Six communities were selected to be the research framework; they had extinguishing ways of life and culture, and had knowledge management under the concept of community-based knowledge management. Therefore, the selection of these research areas could respond to the research objectives. Then, the data was analyzed and sorted to get the community-based knowledge management development framework, knowledge management process and conditional factors correlated to the community-based knowledge management.

CHAPTER IV

DEVELOPMENT AND MODEL OF COMMUNITY-BASED FLOATING MARKET MANAGEMENT KNOWLEDGE

This research aims at examining a knowledge management model and conditional factors associated with the community-based floating market knowledge management. The findings of this research were presented respectively pursuant to research objectives in 2 parts: Part 1 – responding to the first objective, e.g. background, community context, social, economic and cultural characteristics, community lifestyles, and community-based tourism management development all 6 floating markets, comprising Khlong Lad Mayom Floating Market, Taling Chan Floating Market, Lumphaya Floating Market, Bang Nam Pueng Floating Market, Ta Ka Floating Market, and Amphawa Floating Market. The findings were explained subject to the conceptual framework of community-based floating market management in 4 aspects: 1) community tourism resource management, 2) network management, 3) formation of activities and learning process for tourists, and 4) income and profit management. The conditional factors associated with the knowledge management of all 6 floating markets were also analyzed. Then, some findings were presented to respond to the second research objective. The findings were finally analyzed by way of cross case analysis in order to find out similarities and differences of knowledge management models at community-based floating markets, which would be presented in the next chapter.

4.1 Knowledge management model of Khlong Lad Mayom Floating Market

4.1.1 Community context

Khlong Lad Mayom Community is an old community located at an area called “Suan Nai” (inner garden). Based on the Bangkok map in the year of 1912, Khlong Lad Mayom Community is a part of rice farms on the west of Taling Chan

District. The evidence is some old rice mills along Khlong Bang Chueak Nang, close Wat Pikul, Mae Po Sop Shrine at the side of Khlong Bang Ra Mad. The important canal there is Chak Phra Canal, which is part of Bangkok Noi Canal; it is the old flow of Chao Phraya River. The community lifestyle at Khlong Lad Mayom has been changing after the construction of Chao Phraya Dam in 1957, and of Bhimipol Dam in 1963. These dams resulted in the development of irrigation system there. Also, the western plots of land have been provided some water for farming throughout the year. Meanwhile, the size of farms held by farmers became smaller as those plots of land have been separated and allocated to the farmers' children until many smaller plots were not suitable for rice farming any more. When the rice farming has been changed to be fruit gardening, which furnished better and more secure income than the rice farming, Taling Chan area on the west has been gradually changed from the rice farms to fruit gardens all over the area. This situation also occurred at Khlong Lad Mayom until the rice farms disappeared from this area in 1974 (Chuan Choochan, interview, 11 September, 2009).

4.1.2 Economic, social and cultural characteristics

Most people at Khlong Lad Mayom are Thai, Buddhist. The farmers there have the religious faith as they support the construction of the temple and religious activities. The farmers getting rich from selling their gardens donated some money to build a new assembly hall of the temple. The temple area is also allocated for two main schools; namely, Wat Bodhi School for primary students, and Bodhisarn Pittayakom School for secondary students. Local people always make merit on important religious days and Songkran Day. For the local culture related to agriculture, in the past when the rice farming existed, after the season of harvest on the second lunar month, a joyful fair has been regularly held, especially the annual fair of Mae Po Sop Shrine, a wooden shrine located at the side of Bang Phrom Canal, which is a grand celebration of this area. But, when there were no longer rice farms there while Mae Po Sop was moved to a new shrine at Wat Siriwattana, this annual fair continues, but the fair is smaller and it is held during the eighth month.

As most areas at Khlong Lad Mayom are agricultural areas and they are a big agricultural production source for various markets in Bangkok. These agricultural

areas may be divided into fruit gardens and perennial. But, at present, the fruit gardens are reduced to share only a half of total areas because the serious floods in 1975 and 1983 caused these gardens to change from the growing of fruit plants to the reproduction of plants by layering and budding, e.g. mango, wood apple, orange, citrus hystrix, etc. because these fruits give some income more quickly. However, other remaining areas are used to grow some vegetables to be sold to the markets, particularly some Chinese vegetables like kale, Chinese chive, etc. as well as other economic vegetables such as lemongrass, Thai basil leaves, sweet basil, ginger, galingale, lemon, citrus hystrix, etc. that can generate core revenues for farmers. The areas for growing vegetables are the second largest areas of total agricultural areas (totaling 1,889 rai or it accounts for 40.57% of all farming lands).

In some areas, the perennial areas were changed to the growing of flowers and ornament plants, and the reproduction of plants, e.g. orchid, gerbera, rose, etc., which share the third largest area of total agricultural areas (420 rai). The economics of Taling Chan District mainly relies on agriculture and commerce. Overall, the agriculture is likely to be reducing while the commerce is likely to be expanding continuously resulted by the expansion of residences, especially areas where roads are laid. The improvement of communication paths provokes the change of land, engenders new communities, especially housing development. Further, a lot of shops, restaurants and food gardens are established. The change of land utilization makes the farmers change their lifestyle from farming to do other occupations. Some farmers migrate from those areas to live in new residences because the high land price inspires the farmers to sell their plots of land to investors. Up to now, farming and perennial agriculture disappear from Bang Ramad and nearby.

4.1.3 Development and knowledge management process of Khlong Lad Mayom Floating Market

According to this research, the development of tourism management at Khlong Lad Mayom Floating Market may be divided into 2 periods: network formation from 2002-2004, and floating-market establishment.

4.1.3.1 Network formation (2002 – 2004)

The tourism management of Khlong Lad Mayom Floating Market started when this community obtained support from certain governmental agencies, which aimed to encourage it to change its production path to be the organic agriculture. On the start, the network system of farmers was set up in Taling Chan District; the network consisted of 30 members as the membership base before building the monitoring and evaluation system for the leading farmer team. After that, Taling Chan District Office has arranged training sessions for farmers on the production in organic agricultural system. The training participants were trained to produce the bio extract, bio technologies in the development project for the production of safe agricultural goods, and in the economy sufficiency project in line with the King's royal thought. The District Office set up the farmer leading team, set up the session framework in collaboration with network farmers and Bangkok Forum to design the farmer school session, and to find out a location as a learning source of the community.

"The emerging of organic agricultural network at Bangk Ramad comes from the District Office. It has some budget for the area and it wants to improve here by applying the organic agriculture and sufficiency agriculture in line of the King's thought. The District wanted to have a center in charge of transferring the information about organic agriculture, and as the community learning source. Over 10 persons were constituted and we set up a meeting for planning. Pee Chuan had the working experience in the community as he used to be the farmer leader at Lampang. We started by finding out more network members. We had talks at Uncle Chuan's house about how to plan for the community development" (Sanae Wad-udom, interview, 26 July 2010)

At the initial stage, the network committee created knowledge by analyzing the problems of Taling Chan farmers together, by telling and explaining those to the group members, and by getting a conclusion for further implementations. The meetings between committee members were held at the initial stage to lay down the operating framework, and to design the community development strategy to be submitted to the District Office.

"To build up a working team, we started from persons we are familiar with who, now, have farming and the farming lifestyle. In the initial working, we designed the practice guideline together as well as the network motto, i.e. debts are the sorrow in the world, recover farmers by a new theoretical concept, discharge debts by natural agriculture, recover life by sufficiency economy, organic agriculture is the Thai way of life, recover the nation by unity" (Nipa Rangsri, interview, 26 July 2010)

The knowledge management of Khlong Lad Mayom Floating Market started from members of the organic agricultural network, who jointly planned to solve problems of farming community at Bang Ramad since the farmers' product prices were pressed, there were no distribution sources, soil was intruded by the salt water, and air pollution blocked the plants' fruits. The network embers had discussions about the production methods, soil improvement, selection of plants, and they also tried to form the group to sell their agricultural products. The knowledge creation among network members, at the first stage, the District Office set up a project for career development and agricultural skills under concepts of organic agriculture and new theory agriculture. The Community was trained by the District Office whereas the network members have been involved in designing the farmer school sessions.

At first, the network consisted of 30 farmers living at Bang Ramad. These members implemented such knowledge before sharing it in the network meetings held once a month. The information shared included the techniques of increasing products and nourishing soil; these are the knowledge base deriving from training and old experience of each member.

The initial knowledge creation was done by discussions without any rules or regulations. The knowledge creation was done by raising a variety of questions for issues each member had the specialty. The content questioned might be in the same issue, but it needed different answers, e.g. selection of plants, soil improvement, selection of fertilizer, etc. After that, the District Office arranged the study visits. During study visits, the community leader proposed the establishment of a market to carry out the agricultural products in the form of community market as a central market for the distribution of network members' products. At that time, the members of Palang Paendin Group cooperated with Taling Chan District Office to

hold an activity of canal improvement with an aim at encouraging participation among community members, conserving and reviving those canals, and having a product outlet for farmers at Khlong Lad Mayom, Bang Ramad of Taling Chan District and nearby.

"The community activities come from the cooperation of community people; they built up the market, and revived the community lifestyle with an aim at helping the community have extra income from tourism. The market is also the outlet of agricultural products that are denied by middle businessmen or that are bought cheaply or when the community people are taken advantages by financial backs in buying agricultural products. Therefore, community people have to find out an outlet for agricultural products" (Boonsom Mueanbodhi, interview, 26 July 2010)

Based on this research, the knowledge management of Khlong Lad Mayom Community, at the initial stage, was carried out by Taling Chan District Office taking part in the community development. The initial knowledge management came from the need in the management of organic agriculture to solve the Community's products under the implementation of new agricultural theory.

4.1.3.2 Floating market establishment (2004-2010)

The Community's knowledge management at the second period aimed at developing the Community to be an exchange source of agricultural products produced there, and at reviving the Community's culture and lifestyle. The network members recognized the loss of community culture, water-based commerce, and water-based transportation. Therefore, the network members and Taling Chan District Office proposed a tourism development plan as connected with Taling Chan Floating Market. This plan aimed at recovering the community culture to be a learning source for new generations. Thus, the Community's knowledge management at the second stage was supported by certain governmental agencies in the form of community development plan under the community enterprise promotion and development project. Under this project, the network members had study visits at other tourist attractions whose community resources were identical. The management of those tourism attractions such as Amphawa Floating Market, Four Region Floating

Market and Sam Chook Floating Market were studied. In addition, the community leader had a study visit at Saja Saving Group, and he introduced the knowledge of saving to the network meeting; the aim was to create members and group forming in the Community.

"Khlong Lad Mayom at the initial stage is built from talks in our group of relatives to find out a joint goal of establishing a floating market. The investment in the market is based on our personal money. We improve some land starting from Uncle Chuan's land. We persuade more community people to have trading by starting from 2-3 relatives who sold some food. The goal of building Khlong Lad Mayom is to improve this Community, generate some more tourism income for community people, raise community resources to be the specific tourist selling point, and introduce farming culture and lifestyle as well as local food to outsiders" (Chanai Kaocharoen, interview, 11 September 2009)

The community-based knowledge management at the second period had the different goal from that of the first stage, that is, the community leader wanted to develop the Community to be a tourist attraction so that the outsiders were allowed to know and touch it. The external network was built up by using tourism as a device to encourage the participation among network members, community members and state agencies. Thus, the knowledge acquisition in the community-based tourism management mostly came from the sharing of knowledge base between network members.

Khlong Lad Mayom Floating Market Community joined with other supportive networks, especially Taling Chan District Office, to set up the project in collaboration with the Community and Social Welfare Development Department of Taling Chan District Office. The findings indicated 4 aspects of knowledge management model for community-based floating market tourism under the community-based tourism management framework:

4.1.4 Knowledge management model for the management of community-based tourism resources

4.1.4.1 Knowledge acquisition for the management of community-based tourism resources

The finding indicated that, at the initial stage of community-based tourism management, Khlong Lad Mayom Floating Market had three kinds of knowledge acquisition for the management of its tourism resources as follows: 1) knowledge sharing from old network members of the organic agriculture group, 2) knowledge from the community leader's old experience, and 3) study visits and training by external agencies. There were discussions in the meetings to get the agreement, and plan for the operation of community tourism. The community network acquired the knowledge from analyzing the community resources together.

"After our group forming, the group leaders had meetings for joint understanding. We sought for possible ways for the community survival. We analyzed our outstanding community resources to be introduced to the outsiders who recognized our resources, and wanted to share learning with our community people. This makes our community gradually be known by outsiders" (Chuan Choojan, interview, 11 September 2009)

"We started forming a group of merchants. But, as the community lifestyle at Khlong Lad Mayom has been changing, some boats used previously are out of work. So, we propose this plan to Taling Chan District Office and the community development division of the District. The District set up a project with Tourism Authority of Thailand to ask for some budget to shift the landscape, repair boats, and set some activities at the floating market" (Chanai Kaocharoen, interview, 13 September 2009)

The finding indicated that Khlong Lad Mayom Floating Market Community acquired the knowledge in 3 ways: 1) knowledge acquisition from old network members of the organic agriculture group, 2) knowledge from the community leader's old experience, and 3) study visits and training by external agencies.

1) Knowledge acquisition from knowledge sharing from agricultural technology network members. The knowledge about agricultural technology group shared related to the new-theory agriculture and organic agriculture. The District Office selected a place to be held as the Agricultural Technology Transfer Center. Two meetings were arranged per month. The knowledge shared by farmers related to the production of bio extract, production of bio fertilizer, prices of agricultural products and purchase sources. The knowledge shared in the monthly meetings allowed the network members to express opinions, and to take part in planning for the management of community-based tourism resources. For example, the Community selected a team of lecturers specializing in mixed intercropping with good products in each month to transfer their knowledge at the Agricultural Technology Transfer Center. The team of lecturers also had a role in transferring knowledge about the management of community-based tourism resources to the tourists interested in the farmer school session. Taling Chan District Office held meetings to plan for the administration of landscape, supportive budget, e.g. document photocopying, preparation of worksheet, and preparation of signs communicating about nature, and meeting budget.

"The District Office selects her as the Agricultural Technology Transfer Center. When we talk with local people, we have the simple sharing. But, the district officers required that the work should be the community product; so we form a group and have the error and trial like we produce our bio extract" (Boonsom Mueanbodhi, interview, 26 July 2010)

"In our meeting, anyone with the particular growing technique will share it in the meeting. The District Office selected some successful persons to be the lecturers. When some persons have the study visit in the farmer school curriculum, the lecturers are assigned to transfer their knowledge" (Rattana Mueanbodhi, interview, 26 July 2010)

2) Knowledge from the old experience of each community leader who has been involved in the management of Khlong Lad Mayom Floating Market. Most knowledge base used in the Community's operation came from the individuals' tacit knowledge that was shared in the group.

"Most management of Khlong Lad Mayom Floating Market has been planned by Pee Chuan in collaboration with state agencies that come here to do the community activities. Mostly, when Pee Chuan expresses any opinion, we will follow it because he is an old person here. Also, he used to work as a community leader at Lampang. He has experience in law and documents. He also makes the community people ensure that he actually carries out that. Confidence and trust in the leader facilitate our working" (Surachai Boonrod, interview, 24 July 2010)

"When opening the Market, we utilized the activity that is an old culture of Bang Ramad Community, that is, on the second lunar month; a fair is annual held to celebrate Mae Po Sop Shrine. This event unites the community people in the past. We have meeting at the temple to discuss and have food together. Any family with good cooking or, sometimes, in the harvest season, the farm hosts cooked some food for us. We borrowed some labor, exchanged and shared our food. Then, we learnt ones with their expertise. We talked about what we would do. In the past, the housing development was not prevalent like now. In these fields, we could walk through. But, the new generations do not have talks like the past. When we formed the group, we had to rely on old generations" (Chuan Choojan, interview, 20 September 2009)

3) Knowledge acquisition in forms of study visits and training by external agencies – Knowledge was acquired from other related agencies by visiting many tourist attractions with similar resources, and studying their community-based tourism resources management. The finding indicated that the Community had the knowledge management by having study visits at tourism attractions with similar tourism resources.

"When we built up the Market, we had study visits at Four Region Floating Market, Bang Nam Pueng Floating Market and Amphawa Floating Market to observe their market administration, product designs to look nice, etc. For other floating markets I have observed, they focused on the conservation of Thai culture. Like Bang Nam Pueng, foam materials are banned and the merchants must wear unique clothes of Bang Nam Pueng Floating Market. What I got from my study visit is that we use banana leaves to contain food; we use coconut shells as our noodle

bowl. I copy these and try here, and the tourists like it" (Chanai Kaocharoen, interview, 11 September 2009)

"I observed Sam Chuk Market, the selling of coffee is so booming. It is made easily as the conventional coffee. I applied this idea here. On the first day of market opening, the sale volume was so great. Pee Chuan said that we should have something attracting the tourists, and they can buy some souvenirs to recall Khlong Lad Mayom. By this idea, I went to a department store at Si Phraya Intersection; I found a shop selling some model ships. Then, I read some books about ship building. My first teacher is "Kamol of miniature ship building". I have visited him for 6 months. Then, I visited my second teacher, "Prakob Suwanchote of Petnavi Dock", who used to be a boat builder. Here, I learnt about the proportion and my second teacher has the refining building method. I decided to study with him before taking all knowledge from observations, reading and trial to build my model boats for sales in June 2001. I could sell my first model boat at the price of 350 baht" (Surachai Boonrod, interview, 13 September 2009)

4.1.4.2 Knowledge creation in respect with community-based tourism resource management

The knowledge creation in respect with community-based tourism resource management started when the community leader and community members had an analysis of community resource problem, and a planning to solve such problems together.

"Revenues from our gardens have been dropping more than 10 years resulted by the wastewater from housing development, vehicle smoke, etc. Our products are not fruitful. The farmers are old generations, but their children deny this work. When some roads are constructed here, most people feel happy. Any farmers whose gardens are next to the roads would sell their gardens to some capitalists. The capitalists have bought more land, and blockaded gardens to force the farmers to sell their land. So, now, the number of farmers becomes less and no labors help their farming. They reject us" (Suree Kraicharus, interview, 25 July 2010)

Thus, the knowledge management in respect with community-based tourism resource management was derived from talks between the community

leader and his neighbors and relatives about the problems of land intrusion encountered by Taling Chan farmers. When the capitalists bought up the land for the construction of housing development, many farmers got some impact. This change drove the children to Taling Chan farmers to change occupations, and sell their land for survival in this present economy. The process of knowledge creation in respect with community-based tourism resource management at Khlong Lad Mayom started from talks among relatives to find out an outlet for agricultural products, and to add some income for community people.

"After the District Office gave some budget to turn Bang Ramad area to be a tourist attraction, and to have study visits and training sessions for the network leaders in the Organic Agriculture Group, we foresaw the goals of community development together. When we had a meeting, we discussed about our community people who could cook, and tried to sell such cooked food. We recalled our wisdom to be introduced to outsiders. After study visits, we had a talk that we should have the water-based commerce. Thus, we investigated the families that have still used boats, and invited them to take part in our floating market activities. We asked for some budget from Taling Chan District Office for our boat repairs. When Taling Chan District Office foresaw that we could form a group and our community was likely to be a tourist attraction, it gave some budget for publicity, boat repairs, and advertising signs" (Chuan Choojan, interview, 24 July 2010)

"After our study visits, we considered how we should handle our floating market because we had some limited areas among our relatives; most areas are belonged to Khun Chanai. For this, we can negotiate for it because we are relatives. Other plots of land are possessed by private companies; it's hard to persuade them. We had meetings to develop our food products. We have tried to persuade the merchants that the products or food sold here should be locally unique to attract the tourists. We consider the conservation of old farmer lifestyle. The Community Committee has also tried to set up the water-based commerce to attract the tourists" (Chuan Choojan, interview, 11 September 2009)

Therefore, it is apparent that the knowledge creation of Khlong Lad Mayom Floating Market at the initial stage was derived from the retrieval of local

wisdom via discussions among relatives and intimate friends. The knowledge base used for the community-based tourism resource management at this stage related to the planning of land administration to construct the floating market whereas those plots of land were possessed by a group of relatives. After the construction of market, the community leader and committee have retrieved the local wisdom of cooking, boat building and repairs, etc.

4.1.4.3 Knowledge transfer in respect with community-based tourism resource management

The knowledge transfer in respect with community-based tourism resource management may be categorized into 3 types. The knowledge transfer in individual was in the form of demonstration, e.g. teaching of building ancient miniature boats, teaching of organic agriculture, etc. The teachers transferred the knowledge by specifying materials and production devices. The invention methods were explained one by one. In addition, the teachers transferred their knowledge by mentioning their old experience. For example, in teaching the building of miniature boats, the teachers explained about the differences of boats and the importance of each boat used by local people at Khlong Bang Ramad, Khlong Lad Mayom and Khlong Taling Chan in Bangkok because each type of boat was built for different purposes.

Apart from the knowledge transfer in individual, it was also done in group such as groups having study visits, and groups of students from network schools that promoted learning via local curriculum. The teachers gave explanations and demonstrations to the study-visit groups, tourists and community people. The Community Committee assigned a team of lecturers with knowledge and insight to explain and tell their experience got from real practice such as techniques of mixed intercropping in the same garden to reduce bugs and pesticides, invention of ancient boats, etc. For the knowledge transfer in respect with community-based tourism resource management, the knowledge base got from study visits was shared in network meetings held on a monthly basis, and in exhibitions to educate the community people.

"For our knowledge transfer, we held exhibitions to inform our community people of goals and objectives of our floating market because, after learning about the organization's goals, we would have the clear management direction. Most exhibitions of our floating market have been held on important days with a mutual goal that we want to present our floating market activities" (Chuan Choojan, interview, 15 September 2009)

"The knowledge transfer regarding the farmers school, we assign a team of lecturers to explain and demonstrate to network members about how to produce the organic agriculture and mixed intercropping to prevent insects, to make the organic fertilizer, to make the bio extract, etc. The participating students like Rung Aroon School were given the worksheet to record the production process so that they could apply it at home" (Boonsom Mueanbodhi, interview, 26 July 2010)

In conclusion, the knowledge transfer in respect with community-based tourism resource management was done in 3 ways:

1) Telling or explaining to community members. In such telling, the tellers opened for any questions to be clarified until everyone had the correct understanding. That knowledge transfer was done in the form of formal discussions in the network meetings among friends and relatives.

2) Arrangement of exhibitions, that is, the knowledge base got from study visits and knowledge sharing in monthly meetings were summarized and presented to the community people.

3. Arrangement of signs presenting the information about community resources, and of worksheet, demonstrations, and practice by tourists while the team of lecturers gave narrations.

4.1.4.4 Knowledge storage and retrieval in respect with community-based tourism resource management

Khlong Lad Mayom Floating Market Community has stored the knowledge base that was the community resources such as invention of miniature boats, production of bio extract, agriculture and food. These wisdoms were the tacit knowledge, but they were not compiled in categories. Only some knowledge base was

recorded such as knowledge base on farming as stored in the form of farmers school designed by the Community in collation with Bangkok Forum and 4 schools at Taling Chan District; namely, Wat Bodhi School, Bodhisarnwittaya School, Wat Intrawas School and Mahunparam School under the support by the Center for the Promotion of National Strength on Moral Ethics and Values.

The knowledge base of Khlong Lad Mayom was stored in 2 ways:

1) It was found that the knowledge base on community wisdom has not yet been stored in writing. Most knowledge base was the tacit knowledge kept in persons involving in the community resource management and community leaders. That is, such knowledge base has not yet been compiled and categorized.

2) Knowledge base on organic agriculture was stored by some external agencies that have been involved with the Community, and such knowledge base was stored in the form of documents, e.g. documents in farmer school curriculum, etc.

4.1.5 Knowledge management model in respect with formation of activities and learning process for tourists

The knowledge management in respect with formation of activities and learning process for tourists consisted of 5 steps: knowledge creation, knowledge transfer, knowledge utilization, knowledge storage, and knowledge evaluation in respect with formation of activities and learning process for tourists. The details are as follows:

4.1.5.1 Knowledge creation in respect with formation of activities and learning process for tourists

To create the knowledge in respect with formation of activities and learning process for tourists, Khlong Lad Mayom Floating Market held the meetings with Taling Chan District Committee to present outstanding community products, and to encourage any interested persons to learn about activity designs for tourists and study observers. At the first stage, Bangkok Forum supported the budget

for the development of the farmer school curriculum. In this curriculum, the tourists could learn about community wisdom, e.g. making of handicraft from local wisdom, invention of ancient boats, soil sculpture, practice of paddling to visit the lifestyle, cooking by community vegetables and herbs.

"On the first market opening, we had no special activities for tourists; they just bought some products and went back while the children had so little attention. Thus, we created how to persuade tourists to stay in our community as long as possible. At first, we planned to utilize our network to take our tourists to nearby tourist attractions, but we still had a problem of water path. Thus, we discussed about some activities, which allowed tourists to learn and understand about the farm environment and farmers' lifestyle so that they had good attitude toward farming. As a result, we arranged specific activities like soil sculpture, boat building, farming, etc. that were developed, in collaboration with certain schools, as the farmer school curriculum" (Chuan Choojan, interview, 15 September 2009)

4.1.5.2 Knowledge transfer in respect with formation of activities and learning process for tourists

For the knowledge transfer in part of activities held for tourists' learning, the Community designated persons for such knowledge transfer by selecting a team of lecturers from the meetings of organic agriculture network, and from teachers in 4 schools; namely, Wat Bodhi School, Bodhisarnwittaya School, Wat Intrawas School and Mahunparam School. At the first stage, the activity model and method focused that the tourists learnt about local way of life.

4.1.5.3 Knowledge utilization in respect with formation of activities and learning process for tourists – Khlong Lad Mayom utilized its knowledge in 3 ways: 1) knowledge relating to community environment and culture, 2) knowledge relating to promotion of community wisdom, and 3) knowledge by practice. The finding indicated that most floating markets possessing a stage of knowledge utilization have been usually supported and trained by state entities and educational institutes. Those agencies designed the activities and topics to be practiced by community people.

4.1.5.4 Knowledge storage in respect with formation of activities and learning process for tourists

Most knowledge was stored in the form of record on the process of activity arrangement, publicity documents or worksheet/ leaflet/ newsletter.

“In each meeting, if co-working with the District Office, the Office would keep those minutes of meeting, but our community has never kept them because we did not appoint a working team assigned for specific duties. We help with each other and some members perform all duties. If we have a meeting with the District Office, it will publicize the activity arrangement for tourists in forms of newsletters and leaflets. Those newsletters and leaflets not only make tourists be aware of such activity arrangement, but our community people” (Chanai Kaocharoen, interview, 15 September 2009)

“Regarding knowledge kept in the farmer school curriculum under cooperation with Bangkok Forum, the Community got some budget. The knowledge prepared by the Community and school network has been stored and disseminated in the form of worksheet for general tourists and students” (Surachai Boonrod, interview, 13 September 2009)

The finding led to a conclusion that Khlong Lad Mayom Floating Market stored the knowledge about the formation of activities and learning process for tourists in forms of minutes of meeting, newsletters and worksheet. The knowledge stored by the Community was derived from sharing the knowledge between network members such as schools participating in the preparation of farmer school curriculum, and Taling Chan District Office in forms of minutes of meeting, papers and worksheet with an aim at disseminating and publicizing such knowledge to tourists and community people.

4.1.5.5 Knowledge evaluation in respect with formation of activities and learning process for tourists

Regarding knowledge evaluation in respect with formation of activities and learning process for tourists, Khlong Lad Mayom Floating Market

regularly summarized the performance of each activity held whether it was subjected to the preset plan or not. The Community would have such summary with any learning groups on how that knowledge would be implemented by tourists and study observers.

"In the formation of activities and learning process for tourists, certain community members involving with each activity would summarize key issues pursuant to objectives of learning. In the evaluation, the community lecturers will join hands with activity participants to assess whether that community activity attains the preset objectives or not" (Jui Bangkok Forum, interview, 24 July 2010)

4.1.6 Knowledge management model in respect with network management

The knowledge management in respect with network management of Khlong Lad Mayom involved the following networks: Center for the Promotion of National Strength on Moral Ethics and Values, Bangkok Forum, ThaiHealth, 4 schools in Taling Chan District; namely, Wat Bodhi School, Bodhisarnwittaya School, Wat Intrawas School and Mahunparam School, and other networks having study visits at Khlong Lad Mayom Floating Market.

The knowledge management model in respect with network management there consisted of the knowledge creation, knowledge transfer, and knowledge evaluation. The knowledge management process in respect with network management is discussed below.

4.1.6.1 Knowledge creation in respect with network management

The knowledge in respect with network management, at the initial stage, was created by the Community for its network, which consisted of some state agencies such as Taling Chan District Office and Thai Health. On some important days, the activities were held to enhance the community people's participation. The knowledge creation in respect with network management at Khlong Lad Mayom was in a natural form, that is, knowledge was preliminarily created by talking with network friends who have attended the meetings to solve community problems. Such talks looked like the sharing of experience and knowledge from the

Agricultural Technology Network Group after its study visit on organic agriculture. The Community has always shared the knowledge for any groups having study visits there. Most groups were the networks located around the Community. Some space was provided for the knowledge sharing. The community leader's house was also used for the Community's brainstorming. The knowledge discussed and shared was the tacit knowledge. The knowledge creation in the form of network management focused on the participation process; for example, meeting arrangement, communications to all members, and learning alert led by the community leader. For example, when the District Office proposed an area development plan to change that area to be a tourist attraction, the community leader would coordinate with the internal network by way of telling. The network members were persuaded to do activities due to intimacy. Therefore, the community leader had to have a long vision, quickly respond to changes, and exchange his knowledge with outsiders at all time such as attending meetings with Taling Chan District Office, attending meetings with ThaiHealth's teamwork to know activities, policies and budget to be used to drive the community functioning. According to an interview about the knowledge creation in respect with network management,

"Everything at Lad Mayom starts from its root and foundation. Everyone has this. A good concept will not mainly look for profits and group. We use our existing capital and we have consistency. These things would be growing in the right direction if we obtain good cooperation from the network parties. It was questioned in the meeting why we did not create more networks in order to enhance a good guideline and potential to make our floating market more sustainable" (Chuan Choojan, interview, 11 September 2009)

"The network of Khlong Lad Mayom Floating Market from the Organic Agriculture Network Group we have carried out the work together. We placed a working plan with the District Office like the meeting plan for the transfer of knowledge to a group of farmers at Taling Chan area. Therefore, the knowledge we have used in our management came from the experience shared by individuals who have actually practiced and recognized the outcome. For example, for the organic agriculture, we arranged the knowledge transfer at the Center of Agricultural Technology Transfer. Because of these knowledge transfers, we could widen our

network members. Thus, our meetings are always attended by members who used to work with us. When the District places any new policies, they are submitted to the meeting for its cooperation. The network members become the chief support in our operation" (Sanae Wad-udom, interview, 24 July 2010)

The finding indicated that Khlong Lad Mayom Floating Market had two kinds of knowledge creation. The knowledge was created by preparing the operating plans with the District Office, and meeting plans. The community leader stimulated the Community's learning. The knowledge used in the network management came from the trial and error learning. For example, the Organic Agriculture Network Group shared its knowledge after its successful trial, e.g. growing techniques or use of organic fertilizer, etc. to be carried out by the group members. Further, for the study visit groups, they were advised on the marketing management, e.g. creation of a learning source in the type of museum.

4.1.6.2 Knowledge transfer in respect with network management

The knowledge in respect with network management at Khlong Lad Mayom Floating Market was transferred via communications between network members. Their communications were done via the social process, which is the existing capital of a kinship and rural society. The knowledge transfer process is detailed below.

1) Knowledge transfer individual media. The community leader is an individual media trusted by community people and networks because he founded the floating market and initiated the establishment of network at the initial stage; so he was able to communicate comprehensively and accurately.

"Community people and networks understand our working. We hold the monthly meetings in which the network members take part in sharing opinions in the Committee's meetings. The network meetings of Khlong Lad Mayom are held every month as informed in advance by the network leader. However, there is a limitation for the knowledge transfer in that monthly meeting, that is, the individuals coming in for learning must be the network committee members only; so other

members do not pay attention in learning because they view that it is the Committee's business" (Chainai Kaocharoen, interview, 15 September 2009)

2) Knowledge transfer through community activities. The Community held important activities with the networks, e.g. alcohol abstinence on the period of Rains-Entry, the Children's Day, the Father's Day, and the Mother's Day, etc. These activities were held together with Taling Chan District and other state agencies. Such knowledge transfer in the form of activity arrangement was also subsidized while a team of lecturers was furnished in forms of training and joint activities. The activity-based communications in important days was a cultural condition facilitating the knowledge transfer. An advantage of activity-based knowledge transfer was that it provoked learning and made the network members foresee the future goals together.

"In co-working with networks, we need to set up certain activities allowing them to work with us. Most activities we have carried out are those that the network and the Community get some operating budget. By this regard, we would talk about our responsibilities. When we work together, we talk about our working problems and hindrance, and we find out solutions together" (Chuan Choojan, interview, 15 September 2009)

4.1.6.3 Knowledge evaluation in respect with network management

The network activities have been usually planned, i.e. the working committee was appointed, the activity performance was summarized, there was the lesson learnt to find out factors influencing activity success and failure, the leader informed of the work performance to all network members, e.g. budget spending, activity results, etc. to get a summary for further working plans. The work performance evaluation by the network enriched the network's learning. For example, after each activity, the network would summarize the lesson learnt at the leader's house. The work performance evaluation was opened for everyone to share his opinions, and solve any problems occurred before getting the consistent conclusion.

The evaluation was done in a formal pattern in the form of monthly network meeting to summarize the operation and problems of that month.

"For the network's working, the leader has the lesson learnt by considering particular problems and hindrance in each activity. For example, in arranging the alcohol abstinence activities on the period of Rains-Entry, we have an evaluation how the knowledge given to the Community helps change community members' behavior. In this part, Uncle Chuan develops his knowledge from the first project of ThaiHealth to be the moral ethics market project where no alcohol or cigarettes are sold" (Bangkok Forum, interview, 24 July 2010)

"In working with the network, I must have some work plans. Mostly, I am the support chief to work with the networks. After we have done activities with Bangkok Forum, ThaiHealth or District Office, we submit our work performance to the meeting to consider what benefits we get from each activity. For example, the moral ethics floating market activity we co-work with some network temples in Taling Chan District, it can take both children and aged to the temples. The feedback from community people is so good because the children could learn the past culture from the aged while the aged feel valuable. Finally, the conventional community culture is revived. So, each working needs the summary. Sometimes, we have a simple meeting. We use my home as the meeting place. Any activities arranged by the network that gave the good feedback, we develop them to the tourists for their learning as well" (Chuan Choojan, interview, 27 July 2010)

4.1.7 Knowledge management model in respect with income and profit management

The knowledge management model in respect with income and profit management consisted of knowledge creation, knowledge transfer, and knowledge evaluation. The process of knowledge management in respect with income and profit management is discussed below.

4.1.7.1 Knowledge creation in respect with income and profit management

The knowledge creation in respect with income and profit management at Khlong Lad Mayom Floating Market was mainly based on the community leader's ideas that were his existing knowledge base accumulated by his study visit at Saja Saving Group in Songkhla. The community leader was of view that the income and profit management should be in the form of welfare of loan fund to be utilized by community people. Some fruitful and profits had to be turned back to the Community in the form of area maintenance budget. The community leader proposed the collection of income about 30 baht a day per merchant at the Floating Market in the total of 200 shops. The income with the landlords was allocated in the form of share proportion in land. The common expense was about 100 baht a month. This common expense was deducted and allocated by the Community Committee as the utility development budget. Each kind of expenditures would be submitted by the Community Committee to the meeting of community members for a joint resolution.

"Income management of our market does not focus on monies. We do not collect any money from those who are in debt. If their products cannot be sold, we will encourage them. If they must pay for the fee, they will lose the esprit in selling. We question why persons working hard are taken advantage. The persons who work hard should get much while those who work less should get less. But, the income should be sufficient for living" (Chuan Choojan, interview, 15 September 2009)

"We set up a welfare fund, and we collect a fund fee of 10 baht from each merchant. We do this because we consider the dual-track economy. We cannot deny capitalism, but we should not permit the capitalists to sweep our benefits. Thus, the income must be fairly allocated to the Community. We consider that saving is a psychology. When 40-50 persons staying together, there must be a central fund to unite them" (Chuan Choojan, interview, 15 September 2009)

"For the idea of saving at Khlong Lad Mayom, I observed the operation of the Saving Group at Songkhla. I listened to their talks about social capital, human capital, intelligence capital, religious and cultural capital, natural resource capital, labor capital, time capital, and money capital. Money should be the final focus. But, in our world's today, money is so extremely powerful; this makes other capitals

collapse or weak. Everyone directs to the money; no one cares for merit or evil, correctness or incorrectness. Thus, for our saving group, we expect to improve our people to be free from debts. We should adhere to His Majesty the King's royal speech on 4 moral ethics: 1) preservation of truth and sincerity to self by vowing to commit only beneficial and just deeds, 2) self-restraint to practice our mind to adhere to honesty and good conduct, 3) patience, tolerance and frugality so as not to fail to adhere to honesty in any circumstances, and 4) restraint on evil and dishonesty and sacrifice of self-interest for public interest" (Chuan Choojan, interview, 27 July 2010)

"For the income management now, I see Uncle Chuan to persuade the merchants in the market to have saving like mobilizing of the Saja Saving Group. I think this kind of saving is good. At least, it is welfare for members who may take out some interest. Our present members seem the merchants selling their products here regularly. Uncle Chuan talked to the merchants that, in case of Bang Nam Pueng Floating Market, some income is reserved as the group saving. We must observe its administration. We just start recently, so this is still unclear" (Surachai Boonroad, interview, 27 July 2010)

4.1.7.2 Knowledge transfer in respect with income and profit management

The knowledge in respect with income and profit management at Khlong Lad Mayom was transferred through the weekly meetings of merchants. The community leader transferred his experience in the community-based income and profit management from his study visits and knowledge sharing with the Community Committee to all related persons. The knowledge transferred included the community saving, community welfare fund, selection of unique community products, etc. The community leader used the informal negotiations because most merchants were intimate persons and relatives. For the characteristics of knowledge transfer in respect with income and profit management, the Community Committee emphasized that the products sold had to show the community identities, e.g. local food, non-toxin vegetables, handmade products made in the Community so that the community people had some income, which was flowing there. In the knowledge transfer, the responsible persons would have negotiations with merchants who did not live in the Community to

make them understand the objectives and goals in the management of Khlong Lad Mayom Floating Market. The Committee did not want to present a floating market like other weekend fairs. Therefore, to transfer the knowledge, the Committee had to talk to the merchants for their understanding of floating market establishment objectives. When every merchant had the relevant understanding, other talks about revenues would be easier.

"Now, the knowledge transferred by Pee Chuan to the merchants relates to the saving that we try to form the group. Mostly, we had talks in every Sunday evening. In the group meeting, the merchants talked about a goal of establishing the Market to revive the past community lifestyle; hence, the products to be sold should look unique such as products made by community people like non-toxin vegetables, and local food. If we can sell a lot of products and the tourists prefer them, we will get much more benefits" (Surachai Boonrod, interview, 27 July 2010)

"Pee Chuan and others had talks in the meeting. He raised an example that when we send a child to school, we want our child to be a government officer because the State provides the good welfare. When we are sick, the State pays for all, including parents, wife and children. Where does the State get this welfare? Everyone answers that it comes from the public tax. When the State takes some money from us, why don't we have our own welfare? If we want to have the fair income allocation, the community people should have the welfare like government officers in the form of community welfare fund. From Pee Chuan's example, we get the idea" (Sanae Wad-udom, interview, 24 July 2010)

"In the meeting of merchants on Sundays, we talk about expenses occurred by the Committee's working as well problems. An issue always mentioned by Pee Chuan is the goal of establishing this community market. The Community wants to sell community unique products; so the Community Committee must be involved in selecting products to be sold here" (Aunt Chanai Kaocharoen, interview, 15 September 2009)

"First of all, we must understand that the income and profits of Khlong Lad Mayom come from each merchant. The more she works, the more she gets. The products sold here must be those required by tourists. If you come to Khlong

Lad Mayom Floating Market and you buy a music CD, it is not our target" (Chuan Choojan, interview, 11 September 2009)

"Here, we place a rule that we are the moral floating market; so we do not sell any alcohol or cigarette. Our products must be fair. In fact, we do not emphasize on revenues, but we build up this market to revive our traditional culture. For example, here is the largest Thai spicy soup garden in Thailand. When we sell the lemongrass, galingale or citrus hystrix leaves, we cut them from our garden and show them on our stall. The tourists can take any amount they want for their cooking at home, and they just put some money in the basket or they may take some of these ingredients for free. Sometimes, we do not care for money; we just want the tourists to recognize our sharing culture, farming lifestyle, and food sharing like the ancient society" (Rattana Mueanbodhi, interview, 15 September 2009)

4.1.7.3 Knowledge evaluation in respect with income and profit management

The knowledge evaluation in respect with income and profit management was done in the form of monthly meetings, which consisted of 2 types:

1) General meeting – The general meeting of Khlong Lad Mayom Floating Market was held on a weekly basis on Sunday evening. All merchants at Khlong Lad Mayom would be attending. The meeting was to educate merchants about product types, hygiene, product display, morality and ethics of merchants, etc. The meeting also involved the community welfare fund. The community leader would regularly transfer and evaluate the knowledge by advising on the working problems before seeking for solutions together.

2) Specific meeting – The Committee would talk about the development and improvement of Taling Chan Floating Market in any urgent case. The committee members were allowed to share their opinions to solve the problems occurred.

"For our working on the income and profits management, we have the error and trial learning because we have never studied on this kind of management; we just observed other markets' operations. Thus, we evaluate our management by setting up a meeting at every Sunday evening to discuss about our

work performance. If the merchants are unsatisfied with any problem, we permit them to speak out. Sometimes, they dare not to speak. In the meeting, we have talks and seek for problem-solving. Most problems are caused by outsiders, who want to sell their products here, but we deny them; so they form a group to rent a space next to our market. We must talk with them softly that we want to sell our unique community products only" (Chanai Kaocharoen, interview, 15 September 2009)

"In the meeting, what we focus on is the sale of products based on morality and ethics. We do not sell any alcohol products, cigarette. Our merchants and community members have the generosity. But, when many tourists visit here, it makes persons not involving with our market encounter some chaos. In the past, they stayed silently, but, now, it is much noisy caused by boats, or there is no parking space. We must have the compromise" (Nipa Rangsri, interview, 24 July 2010)

4.1.8 Conditional factors associated with community-based floating market knowledge management at Khlong Lad Mayom Floating Market

The finding indicated that Khlong Lad Mayom Floating Market held some conditional factors associated with community-based floating market knowledge management as described below.

4.1.8.1 Community context – The Community has been affected by an expansion of housing development and a construction of roads across community gardens. As a result, the farmers were unable to take their products to the central market. Thus, the Community set up a group, under supports of several state agencies, e.g. Taling Chan District Office, District Council members, and community leaders, to have its own knowledge management. At the initial stage, the group was roughly set up as a network. The Community had a co-working with the District Office to set up a project for career development and agricultural skills under the concept of organic agriculture and new theory agriculture. As the Community co-works with its network; it could plan and carry out for other community development easier. The community people at Khlong Lad Mayom were relatives in the kinship system. They also trusted the community leaders; so they always had talks on the basis of trust.

4.1.8.2 Regarding the leadership, the finding indicated that, from the success of knowledge management at Khlong Lad Mayom Floating Market, the community leader took an important role in making this community be recognized by outsiders, particularly in opening this community to the state agencies to get their supports and participation in the Community's operation. The natural leadership of community leaders at Khlong Lad Mayom Floating Market stimulated the working, and drove the community people to take part in. This could be seen in the community leader's working adhering to the participation of new generations, formation of internal and external networks. Each network placed the working plans together. The work performance was summarized and evaluated so that all related networks were aware of all working problems and hindrance. The community leader also had the working vision because he focused on creating the knowledge for community people, e.g. study visit for any interesting issues. The knowledge got from each study visit was summarized before being applied in the Community.

4.1.8.3 Regarding the knowledge-based organization, the finding indicated that the community leader at Khlong Lad Mayom Floating Market emphasized on the creation of organizational culture; the duties were allocated up to individuals' expertise. There were also the sharing culture and knowledge sharing at the working-group level and the network level. The finding also indicated that the working culture of this Community focused on the working motivation. For example, the reinforcement board was set to introduce the working team who sacrifice and benefited the public.

4.1.8.4 The finding also indicated that the conditional factors enabling Khlong Lad Mayom Floating Market to have the knowledge management were the supports from state entities and private sector network that participated in arranging the activities with community people; hence, these community people had the learning process together. The external agencies and network have been involved in supporting some budget for the arrangement of learning activities for community people, e.g. preparation of publicity papers, activities enabling children and community people to take part in learning about working together such as activities on the Children's Day, activities on Loy Krathong Day, activities on the Rains-Entry period. From these activities, the community children could learn culture and tradition

from community elderly; so every member had the learning share. For every activity held, the external agencies took part in subsidizing. The work performance was also recorded in forms of public relation papers.

4.2 Knowledge management model of Taling Chan Floating Market

4.2.1 Community context

Taling Chan Floating Market is located at Khlong Bangkok Noi District where is facilitated by land and water transportations. The people's houses and temples are located along the canal sides. In the past, Taling Chan Community had the farming lifestyle. Most people were fruit orchard farmers; so most of their houses and farms or gardens were located along canal sides because three parts of areas at Taling Chan District are surrounded by canals; so they are so abundant and suitable for agriculture. Based on this environment, the past communication relied on the water path as it was easy to go to these gardens. At present, the roads have not yet constructed in some areas and these area people must travel by boat. The people's life have attached to rivers and canals so much.

4.2.2 Economic, social and cultural condition

Most people there are Buddhist; the temples are the center of community living. The community people use the temples as a center of exchanging and transferring the community tradition and culture. In the past, the west of Bangkok mainly relied on the water transportation; so there are 29 temples dispersing at Taling Chan District. For occupations, as Taling Chan District is an old agricultural area; so about 80% of total people here do the agricultural occupations, e.g. rice farming, fruit orchard, flower farm, etc. Other occupations are the commerce, labor and others. The labors here are usually people immigrating to this area. Most land is utilized for agriculture because Taling Chan area is surrounded by canals in 3 borders. In the rainy seas, the area is always flooded; so it accumulates some sediment, which makes this area so suitable for plant growing. The land used for agriculture in this district may be categorized into 3 types:

1) Vegetable farming – Farmers at Taling Chan, now, are more likely to change their rice farms to be vegetable farms because the returns seem better than the fruit orchards. It is found that a half of all areas are the vegetable farms, except at Khlong Chak Phra. The farmers focus on growing Chinese vegetables such as kale, Chinese chive, etc. as well as other economic vegetables such as lemongrass, Thai basil leaves, sweet basil, ginger, galingale, lemon, citrus hystrix, etc. that can generate core revenues for farmers.

2) Perennial fruit farming – In the past, most areas at Taling Chan were fruit farms, but the number of fruit farms has been less because serious floods in 1975 and 1983 caused these gardens to change from the growing of fruit plants to the reproduction of plants by layering and budding because these fruits give some income more quickly

3) The land used for rice farming, gardening and growing the perennial were changed to the growing of flowers and ornament plants, and the reproduction of plants, e.g. orchid, gerbera, rose, etc., which share the third largest area of total agricultural areas.

4.2.3 Development of Community-based Tourism of Taling Chan Floating Market

The community-based tourism of Taling Chan Floating Market started in 1987 when an area at Khlong Chak Phra next to Taling Chan District Office was designed as a new floating market as planned by BMA so that it is a community-based tourist attraction. At the first stage, the District Office's policy was implemented in the form of cooperation; for example, loading some goods in boats like the old Taling Chan Floating Market. Up to Year 1998, the Bangkok Governor placed a policy of tourism promotion and of conserving the floating market as a tourist attraction and good thing of Taling Chan District.

The goal of this market is to permit community people to take part in the market management so that the tourism revenues are their extra income. The market operation at this stage was supported in terms of budget, location improvement and repairs of piers. The budget was also allocated for the construction of roads to this floating market: Chim Plee Road and Chak Phra Road, of small parks at the corners of

Chim Plee Road for the pleasant environment. The parking area was renovated as well to serve the tourists. The District Office asked permission on the use of this land from the State Railway of Thailand. Then, the market has improved its activity arrangement, issued rules and regulations to be complied with by merchants, and controlled the food prices. At the first stage, the community people have been slightly involved in the management because the market was run by the District Office that had to implement the BMA's policy. The Community-based Tourism Management Development may be divided into 2 periods:

First period: Knowledge management in the period of agricultural product market (Year 1987 – 1997). The knowledge management in the period of agricultural product market was mostly carried out by Taling Chan District Office; local people have not yet been involved in any management.

Second period: Knowledge management in the period of canal tour (Year 1997 – up to now). The Community has actually been involved in the knowledge management. Both Taling Chan District Office and Floating Market merchant leaders jointly proposed the establishment of "Floating Market Community" in which the merchants and local people would be fully involved in the management of this floating market. Taling Chan District Office acted as mentor in supporting other matters requested by the Community only. The floating market merchant leaders and the Management of Taling Chan District Office agreed with this concept; thus, the market leaders informed of this concept to other floating market members so that they understood the development of floating market to be a tourist attraction, the group formation by floating market merchants in the form of community, and the coordination between Taling Chan District Office and merchants.

"In 1998, when Taling Chan District Office had a new management team, the Director of Taling Chan District is innately Taling Chan person; so he has seen all changes of Taling Chan, and he actually understood the living of Taling Chan people. When he succeeded this position, he was so inspired to revive Taling Chan Floating Market pursuant to the Bangkok Governor's polity that every district in Bangkok should have tourist attractions. Also, at that time, the society was alert to the public participation; so the Management had an idea of developing

Taling Chan Floating Market under the participatory principle" (Chanida Masermsin, interview, 31 July 2010)

"Some merchants have not yet understood the community status, we must give a simple explanation that a community means the formation. But, our past formation was not serious; we just met and sold our goods. But, the community means a formation with joint principle and goals. It's like our house improvement; we clean it for better living and fairness" (Noppadol Masermsin, interview, 2 October 2009)

In operating Taling Chan Floating Marketing in the community-based model, the knowledge management was used as the community-based tourism management device. Such knowledge management consisted of the following details.

4.2.4 Knowledge management model for the management of community-based tourism resources

4.2.4.1 Knowledge acquisition in respect with community resource management

Taling Chan Floating Market Community has acquired and exchanged the knowledge in its community in the form of training and seminar attendance with some related agencies. The knowledge this floating market community at the initial stage was acquired by having been trained by the state agency or Taling Chan District Office. The training sessions included the policy and practical planning based on participatory management. The Community also had study visits to apply some knowledge of community resource management in the Community. After study visits, the Community had meetings to share such knowledge with the Community Committee. For example, there was a meeting attended by all Taling Chan Floating Market merchants who were informed of the community establishment, establishment goals. This is a co-working between the state and the public, which makes the public united, love and attach to Taling Chan Floating Market.

"Taling Chan Floating Market Community has regular meetings for knowledge sharing twice a month. The problems deriving from the

market administration are discussed to find out the solutions. Sometimes, we observe the administration of other floating markets. If anything is suitable for us, we will do like the construction of piers" (Suradej Uiam-saad, interview, 5 October 2009)

4.2.4.2 Knowledge creation in respect with community resource management

At the first stage, the local people created the knowledge of community development plan and policy because they shared some knowledge with the community leaders and the Committee of Taling Chan District Office so that the community members recognize the interest of community resources together. The merchants at Taling Chan Floating Market were informed of objectives of establishing the Community, i.e. it is required that the community people have the co-working, are responsible for assigned duties, and the community resources are utilized to be the tourism selling point. Because surrounding areas are agricultural farms; hence, the Community has some merchants sell agricultural products. This stage is borne by the Public Relation Department of Taling Chan District. The Public Relation Department approach local people via mass media, e.g. advertising board posted in front of Taling Chan District Office, leaflet disseminated to local people, radio-based publicity, community broadcasting, and individual telling.

"For the community resource management, our Community joins hands with the District Office to set up the public relation sites and community broadcasting program in order to publicize the community development plan and policy, various activities carried out between the external agencies and the Community, and to persuade the community people to be involved in our operation. When we have met frequently, we so set up the operation committee, and we set up the meeting schedule to express opinions" (Lalita Soonthornplin, interview, 1 August 2010)

"We have discussions. We set up the group of merchants. We discuss about what we must do if we become a community. We present the policy to the merchants for their own administration. The District Office is the mentor of general discipline, either land or water. Whichever formation the merchants have, every merchant must be a community member in charge of widening the floating

market area, and recruiting some more merchants who should be Taling Chan people" (Noppadol Masermsin, interview, 2 October 2009)

4.2.4.3 Knowledge transfer in respect with community resource management

The knowledge in respect with community resource management was transferred by making campaigns through certain network schools located nearby in the form of training. The knowledge transferred related to the maintenance of public canals, the activity to reduce the amount of garbage in the community for better environment, and the conservative tourism management. After the public gave the good cooperation for the activities held by the Community, the Community focused on the cooperation through relatives and intimate persons to join the group. The Operation Committee had two kinds of working:

1) Knowledge transfer through relatives and intimate persons regarding objectives and goals of establishing Taling Chan Floating Market in the form of community. At first, we talked about the operation characteristics; it was one-by-one telling, not a formal transfer.

"At that time, I have worked at the District, and I was aware of the floating market project to empower the public for its management. I informed of this news to my relatives and they further distribute this information. My relatives recognize my talent as I, at the initial stage, created an idea of building bamboo piers; so they appointed me the President. I, then, set up the community teamwork. Most teamwork members are familiar as we used to work together" (Noppadol Masermsin, interview, 5 October 2009)

2) Knowledge transfer through the community alliances, e.g. schools located at Taling Chan District. The knowledge transfer focused on the community resource management to meet the same goals. The knowledge was transferred by way of training, as supported by some state agencies, such as training on community resources and environment, training on reduction of garbage dropped by merchants and tourists.

4.2.5 Knowledge management model in respect with formation of activities and learning process for tourists

The formation of activities and learning process for tourists at Taling Chan Floating Market consisted of knowledge acquisition, knowledge creation and knowledge transfer as detailed below.

4.2.5.1 Knowledge acquisition in respect with formation of activities and learning process for tourists

The knowledge acquisition in respect with formation of activities and learning process for tourists may be divided into 2 types:

1) Knowledge from experience after some practice, especially experience in the construction of tourist routes and tourist connecting points. For the initial operation, the Community designated some persons to survey tourist routes by considering the access, variation of learning sources, and visiting duration. For this knowledge part, the Community got some experience from arranging the canal tour in 1997 when the Community held this activity for the first time. Thus, this knowledge management came from the existing experience and accumulated experience of leaders and other persons related to the floating market management. The community leaders shared this knowledge base with the tourism network group to have a planning for tourist routes provided to the tourists.

2) Knowledge from training sessions held by some related agencies such as training sessions held by Tourism Authority of Thailand with an aim at improving the knowledge transfer skills for tourist guides, and knowledge content, and at rooting the awareness of tourism resource conservation among tourists.

“The idea of canal tour is created by Khun Yodrudee Pattamasukhon, Public Relation Head of Taling Chan Floating Market. She proposed to the meeting that the canal tour should be initiated so that the tourists have the learning activities on the lifestyle of Taling Chan farmers. In the past, we used to arrange the tourist tours at local gardens and farms. Now, we set up a group involved by persons who are able to carry out this canal tour. For example, we seek for a group of long-tailed boats, for farm owners who are willing to participate in these activities” (Chanida Masermsin, interview, 3 October 2009)

"For our working, we assign our groups of community officers for coordination: route survey group led by Khun Jomroon Thammachinda, who is one of community management committee. This group is responsible for surveying the water transportation paths in Taling Chan District before making decision on the running of canal tour. Then, the Community called the heads of long-tailed boats for the meeting to fix the water paths" (Rungroj Gespanich, interview, 5 October 2009)

"To train the tourist guides, we get cooperation from some schools in the area. We are subsidized for our tourism to train the boat drivers to enable to educate the tourists. The District Office, in collaboration with Tourism Authority of Thailand, participates with us in training" (Lalita Soonthornplin, interview, 1 August 2010)

4.2.5.2 Knowledge creation in respect with formation of activities and learning process for tourists

Regarding knowledge creation in respect with formation of activities and learning process for tourists, the Committee had joint meetings and planning for designating some persons to transfer the knowledge in the form of tourist guides, who were mostly the Community's officers. After that, the Community arranged some training sessions; it coordinated with certain educational institutes to take part in transferring the knowledge, and to recruit some students in the area to educate the tourists.

"Most tourist guides are community officers of Taling Chan Floating Market. The Floating Market Community recruits those officers from local people. Then, Taling Chan District Office coordinates with Tourism Authority of Thailand to assign its officer to train the recruited officers. Taling Chan Floating Market Community bears all training costs for Bangkok Tourism and Taling Chan District Office" (Noppadol Masermsin, interview, 2 October 2009)

Except the canal tour activity to learn about the community way of life, Taling Chan District Office coordinates with some schools there for the folk music shows and international musical shows, as presented on rotation, and the

tourists were permitted to join these shows. Further, the Community held the canal tour activity so that the tourists learnt about the community way of life.

4.2.5.3 Knowledge transfer in respect with formation of activities and learning process for tourists

The knowledge transfer in respect with formation of activities and learning process for tourists may be divided into 2 kinds:

1) For the knowledge transfer in respect with formation of activities and learning process for tourists, Taling Chan Floating Market Community had meetings for work planning with Taling Chan District Office and other network schools. The Community emphasized on transferring the knowledge to the community people to root their awareness of natural conservation, art and culture, and revival of community culture together.

2) The knowledge was transferred through community activities, which allowed the community people and community members to have learning through community activity practice such as special activities during important festivals and public holidays, e.g. Loy Krathong Day, Rain-Entry Day, Chak Phra Tradition in the Songkran Festival. Through these knowledge transfers, the community people could revive their community culture, sustain unity, and provoke participation. When arranging any activities, the Community transferred the knowledge by practice so that the community people recognized the importance of community culture, e.g. conservation of dressing, conservation of tradition and custom, cooking wisdom, etc. so that the community people recognized the importance of conserving the community culture together. This knowledge transfer convinced the community people to have awareness and to recognize the importance of disappearing community culture.

“In creating the activities and learning process for tourists, I view that when the tourists come to learn the community people’s way of life, we must first encourage these community people to have self-learning by reviving the community culture. If we can revive the community culture successful, the community being will occur, and the tourists learn that we are different from other markets” (Noppadol Masermsin, interview, 2 October 2009)

"In arranging the activities at the initial stage, our group formation was difficult; we had to persuade everyone to understand the activity objectives, especially how to develop the Community to be a tourist attraction with unique identities such as lifestyle of riverbank people, cleanness of canals in the past and at present, etc. These are lost, but we must revive it. At first, the Community made campaigns about the cooperation for garbage disposal, cleanness of market area" (Lalita Soonthornplin, interview, 1 August 2010)

4.2.6 Knowledge management model in respect with network management

The knowledge management model in respect with network management consisted of knowledge creation, and knowledge transfer. The findings about knowledge management in respect with network management are explained below.

4.2.6.1 Knowledge creation in respect with network management

For the knowledge creation in respect with network management, Taling Chan Floating Market submitted its working plan and market development project to certain state agencies such as Tourism Authority of Thailand, to receive some supports in publicizing this market as one of tourist attractions. The knowledge creation in respect with network management of Taling Chan Floating Market, thus, was to ask some related agencies for their participation such as network schools and network temples.

"The Community selects the network temples and schools to take part in its working. We have frequently done many activities together. Both Community and networks intend to convey the knowledge trained to publicize and train other networks" (Noppadol Masermsin, interview, 7 October 2009)

"Taling Chan District Office asked us to propose the plan of floating market improvement, the public relation plan or any projects to the Tourism Center of BMA. The Center will forward our plans to Tourism Authority of Thailand to get some economic stimulus package. The Center will have consideration pursuant to its process" (Rungroj Gespanich, interview, 9 October 2009)

4.2.6.2 Knowledge transfer in respect with network management

In carrying out tourist activities of Taling Chan Floating Market Community, there had to be contacts and coordination to attain the preset operation target. The knowledge transfer related to the knowledge about the running of community activities. The Community jointly prepared the working plan with the state agencies. The knowledge was transferred by both formal and informal discussions. The District Office regularly determined the meeting agenda, e.g. working plan, activity schedule, etc. After that, the group leaders would share such information in the group to find out the working guideline together. There were 2 types of knowledge transfer: 1) transfer by telling, and 2) distribution of publications indicating the working model to the group members. The working plan was also submitted to the BMA Tourism Center to request some budget for the community publicities and the development of surroundings around Taling Chan Floating Market.

“Taling Floating Market Community uses the formal meeting. It also coordinates with other networks like network schools. The letter may be submitted to the education officer of Taling Chan District for its cooperation to assign some students to have a Thai musical show with the Community” (Lalita Soonthornplin, interview, 1 August 2010)

“The Tourism Network Center helps Taling Chan Floating Market Community to publicize our information, to set up training sessions for tourist guides, and to coordinate with Taling Chan District Office for a preparation of plan to be submitted to the BMA Tourism Center to get some budget of publicizing Taling Chan Floating Market, and of develop the surroundings of Taling Chan Floating Market” (Noppadol Masermsin, interview, 7 October 2009)

4.2.6.3 Knowledge storage in respect with network management

The tourist activities of Taling Chan community-based Floating Market have been managed under an explicit organizational structure. As the Floating Market is located at Taling Chan District, the floating market data was compiled and stored by the District Office under a structural system. The knowledge

stored included the network management, community structure, and community-based floating market in forms of report, Taling Chan Floating Market tourist guideline, leaflet and brochure.

"The Tourism Network Center of Taling Chan District Office helps us prepare the publications for the community-based Taling Chan Floating Market, and it helps consider what information should be. The people who have the study visits will get this" (Noppadol Masermsin, interview, 7 October 2009)

4.2.7 Knowledge management model in respect with income and profit management

The knowledge management model in respect with income and profit management at Taling Chan Floating Market consisted of the following steps: knowledge creation, knowledge transfer, and knowledge evaluation. The details are as follows:

4.2.7.1 Knowledge creation in respect with income and profit management

For the knowledge creation in respect with income and profit management, the Community regularly arranges the committee meeting twice a month. The initial knowledge creation related to saving. The Committee and merchants are encouraged to form a saving group. Some money from trading is reserved as a fund with an aim that the Community has the revolving capital. The fruitful interest will be further used for the community development.

"For the income and profit management, the Community focuses on fair income allocation to all related parties, either networks, merchants, or Community Committee. The Community opens for any opinions about the management of community income in the monthly meetings. The District Office also arranged some training sessions for the merchants, and selected some representatives to have study visits regarding the saving group. The Community aims at the community saving, that is, the community people could form a group to help themselves and with each other. Some money has been gradually and regularly saved

as a fund to be borrowed by any members who are in trouble for their occupations or their own or family welfare" (Suradej Uiam-saad, interview, 5 October 2009)

"We set up a fund named "Taling Chan Floating Market Community Fund" established to have a fund for the Community's management, and as loans for community members" (Noppadol Masermsin, interview, 7 October 2009)

4.2.7.2 Knowledge utilization in respect with income and profit management

Taling Chan Floating Market utilized the knowledge for its income and profit management. At the first stage of establishing this market, a state agency (Taling Chan District) helped lay down the floating market management system. Some training sessions and seminars were held by several agencies to enhance some knowledge about the floating market management model, environmental management, fund management, etc. as held through activities, training sessions, and meetings for the floating market members.

"At the initial stage, the District helped us and advised on what we should do. I tried to form our group and to follow such advice. The District is our mentor. If we had any obstacle or problem, the District would help us solve it" (Noppadol Masermsin, interview on 7 October 2009)

4.2.7.2 Knowledge transfer in respect with income and profit management

For the knowledge transfer in respect with income and profit management, the Community transferred the knowledge to the merchants about pricing, issuance of rules and regulations on product sales. Regarding the knowledge transfer characteristics, a working committee was set up while a working team was appointed to transfer the knowledge in respect with income and profit management. The knowledge transferred at the initial stage included the problems found in the Community's working as well as conflicts inside such as quarrels between the merchants as they scrambled the trading areas, goods pricing, and selection of goods. Finally, the Community would get the conclusion.

"In transferring the knowledge in respect with income and profit management of our Community, we assign our committee appointed by the Community to transfer the knowledge to the merchants, e.g. pricing. For the merchants here, we place a rule that the merchants must be Taling Chan local people. The products sold must be made from the community wisdom or agricultural products available here" (Suradej Uiam-saad, interview, 5 October 2009)

"For the profit from tourism management, the Floating Market Community passes a resolution that we will not have the administration in the form of tourist business that we must pay some commissions to some tour companies introducing their tourist groups to our market. We open for all merchants and community members to be involved in planning, designing our market model, and initiating a variety of tourist activities with an emphasis of participatory principle, that is, all parties involved in the market management must participate in the meeting to have planning together" (Rungroj Gespanich, interview, 9 October 2009)

4.2.7.3 Knowledge evaluation in respect with income and profit management

For the knowledge evaluation in respect with income and profit management, the Community regularly held the meetings, which may be divided into 2 types: meeting of all merchants at Taling Chan Floating Market to make understanding with them. The Committee and members had chance in expressing their opinions, suggesting solutions, etc. in solving problems, the Committee always concerned about the goals and objectives of establishing the floating market that it did not focus on the nature of business. The income earned by the merchants was used to maintain the area. The second type was the specific meeting attended by the Community Committee only if the work performance had to be evaluated urgently.

"For the management of income and profit at Taling Chan Floating Market Community, we call the members for meetings, which may be categorized into 2 types: 1) general major meeting, which included all merchants at Taling Chan Floating Market, with aims at making understanding among the merchants or at requiring a resolution from these members; and 2) specific meeting, which included the Community Committee only. In this meeting, the members have

discussions to get a guideline of improving Taling Chan Floating Market or for any urgent case" (Noppadol Masermsin, interview, 7 October 2009)

"Regarding the income and profit management, the Community permits the Committee and members to express their opinions, to suggest the problem-solving together. In solving any problem, the Committee always regards the goals and objectives of establishing this market that its management style is not in the nature of tourist business. The income earned by community merchants was spent as the budget for area maintenance, supports for floating market community activities. The Community plans that some partial revenues will be spent for the establishment of a cooperative saving" (Suradej Uiam-saad, interview, 5 October 2009)

4.2.8 Conditional factors associated with community-based floating market knowledge management at Lumphaya Floating Market

The finding indicated that Taling Chan Floating Market held some conditional factors enabling the Community to have the knowledge management. These factors are as follows:

4.2.8.1 Leadership – The finding indicated that the community leader of Taling Chan Floating Market had vision, and he was a local person who understood the changing way of life. He initiated the management in the form of "floating market community", which allowed local people to take part in the management. In addition, the finding indicated that the leadership of Taling Chan Floating Market took an important role in encouraging the committee members and community members to attend the meetings to share and meet other community people. In administrating the Community, the meetings between merchants and the Committee have been regularly held to share the knowledge. If any problem-solving needed a knowledge base, the Community would inform of this to the state entities to get some financial support in the type of training.

4.2.8.2 Organization management – The finding showed that the knowledge management model of Taling Chan Floating Market was explicit as it was done in the form of community. The organization personnel were assigned for specific tasks up to their expertise. The Community Committee consisted of 3 departments: public works, administration, and public relation. The Public Relation

Department took an important role in persuading the Community to drive its knowledge management because this department had a duty of managing the community knowledge by communicating some information to community people and external agencies about the community working. Moreover, the Public Relation Department had another duty of recording and storing the community data in the form of publication. By such duty allocation, when Taling Chan has any knowledge transfer and sharing, the Public Relation Department regularly stores and keeps records of activities held by the Community.

4.2.8.3 Tools and technologies used in the knowledge management – It was found that Taling Chan Floating Market was supported in the preparation of community database, the preparation of operating papers, and storage of data on the community knowledge management. Taling Chan District officers helped prepare such community database as well.

4.2.8.4 Receipt of supports from state agencies – The finding showed that Taling Chan District Office placed a policy of using tourism as a device of generating extra income for the community people. Therefore, the community knowledge management, at the initial stage, was supported in the form of publicities for the activities done with the internal networks such as school network, farmer school network, etc. The District Office provided a place for the community people who might do the activities or share the knowledge and working problems. These activities enabled the community people to share and transfer the management knowledge. The knowledge base on training and seminar for other related network alliances also enabled the Community to develop its working knowledge. As the state agencies worked in the form of project; the Community Committee had to share the knowledge in the form of group meeting to conclude the project outcome. Moreover, in arranging each activity, the Community had to share the individuals' working experience. This knowledge could be applied and developed in the management.

4.2.8.5 Receipt of external academics' supports – The finding showed that Taling Chan Floating Market was supported by external academics in the type of training, e.g. training on meaning communications, training on tourism management, training on environmental management, etc. The Community has been trained by some state agencies, that is, the community members have done the

activities by sharing their existing experience with those external academics. By this operation, the working group could develop its knowledge, and integrated it for the community management.

4.3 Knowledge management model of Lumphaya Floating Market

4.3.1 Community context

Wat Lumphaya Floating Market is located at Sub-district Lumphaya, Bang Len District of Nakhon Pathom Province. Lumphaya Floating Market is the largest market, including several giant rice mills, traditional and modern drug stores, and well-known Thai dessert shops. Most populations have the Chinese race as their ancestors migrated from China Mainland. At present, Lumphaya Sub-district consists of Sub-district municipality zones and Sub-district Administrative Organizations. Sub-district municipality zones cover 2 villages or Moo 3 and Moo 7, and some partial areas in other 6 villages. Its geography is the plain located at the lower central region in the Tha Chin River basin. This river flows from north to south, and several canals separate this river, which include Narabhirom Canal, Sathaporn Pattana Canal, Nam Dokmai Canal. These canals drain some water to surrounding gardens and farms. Wat Lumphaya Floating Market, at the initial stage, was not administrated as a floating market, but a general weekend fair. The Market had no product classification, and its management looked similar to the circulate weekend markets. Later, the former abbot of Wat Lumphaya had an idea that there should be both land-based trading in the form of circulate weekend market, and water-based trading, which is the main lifestyle of people at Wat Lumphaya Floating Market Community.

Wat Lumphaya Floating Market is founded by the community leaders, religious leaders and community members who want to improve this local area by using the community resources, e.g. Nakhon Chai Si River, community lifestyle, and community culture. These resource capitals could make the Community maintain and survive by using tourism to generate the extra income from tourism. The floating market development aimed at reviving the Community's lost resource capital and cultural capital. Lumphaya Floating Market emerged under another important objective as also required by community people that they needed a market as the outlet

of community products with no interruption of middle businessmen. This can be said that Lumphaya floating market emerged with objectives of local development and participation of community people whereas tourism drove this development process. The knowledge management model in respect with community tourism management is summarized below. Therefore, Wat Lumphaya Floating Market was founded on 5 September 1999. At first, the Market was opened on Sundays, but, later, it was opened on weekends and public holidays.

"The idea of establishing a floating market popped up when I acted as the community leader. I was at the working age. At that time, our abbot was still young, around 30 years old. I was Kamnan at that time; so I had a working team and several successful friends who wanted to come back here to take care of their local residence. We wanted to see some improvement. This market emerges from a coincidence that we had the opinion sharing about the past prosperity of this area, and it looks sluggish now. We consider how to revive it. This is a chat among friends" (Narongsak Lertsitthipan, interview, 2 November 2009)

4.3.2 Economic, social and cultural condition

Most populations living around Lumphaya Floating Market are rice farmers and gardeners, and the fish farming is an extra career. In the past 10 years, more factories have been set up at Bang Len District, e.g. alcohol manufacturing factory, rubber factory, and noodle manufacturing factory. Thus, some more community people have turned to work in these factories. Regarding the production system and use of land at present, its geography is mud plain, which is suitable for agriculture. However, most farmers do not possess their own land. The finding showed that most farmers rent for some land, and the land ownership frequently changes among relatives. In 1992, the land price at Bang Len District jumped up; so some local people sold their land to Bangkok capitalists. After that, these capitalists lease these plots of land, but the rental price has been continuously higher until the farmers had to reduce the production cost and labor. Young people in this area immigrated to work in Bangkok; thus, the old community way of life and culture are disappearing. These situations make the community leader realize the changes. Later, he discussed with some state agencies about the improvement of quality of life of community people.

From this concept, the community leader and Nakhon Pathom Cultural Council Committee announced and selected the sub-districts, which were ready and able to be set up as Sub-district Cultural Council in order to serve the cultural tasks of this province. Therefore, the Cultural Council had a meeting with Mr. Narongsak Lertsitthipan, a former Kumnan, before presenting a community development plan as a strong community so that the community people had chance in doing the activities together. At that time, the Province proposed a provincial development plan, and used tourism as a device to solve the state's economic difficulties. Meanwhile, the State placed a policy of tourism promotion in forms of conservative tourism, ecological tourism, and agricultural tourism. Therefore, Lumphaya Floating Market was founded with aims at developing and strengthening the Community.

4.3.3 Development of Community-based Tourism of Lumphaya Floating Market

The Community-based Tourism of Lumphaya Floating Market began when a state agency or the Cultural Council took part in selecting a Sub-district. At the initial stage, the Cultural Council talked to the community leader about the establishment of Sub-district-level Cultural Council. Later, the community leader proposed a concept of community development as the form of strong community. At first, the community leader discussed about how to present the way of life, local culture, and community wisdom by reproducing the water-based way of life, selling local food, e.g. Thai noodle and fish curry and local vegetables. Later, the Community Committee talked about the revival of past community life. The Community used tourism to make the community people alert and join hands with the Community Committee.

"Floating market is what we create. We want to recall our past and our memory. We have some resources at the riverbanks. So, how can we make them attract the tourists? It is not necessary to invent new things. Here is the old way of life when the trading activities were done by boat. We consider how we should do to persuade some persons who used to paddle in the past to participate with us, to develop here as a tourist attraction" (Narongsak Lertsitthipan, interview, 2 November 2009)

"After the Community Committee discussed opinions with Sub-district Lumphaya Cultural Council, the Committee issued a letter inviting Lumphaya Community people to have commerce. At first, we used some piers in front of the temple, and they have been gradually developed. The Cultural Council asked for the financial support for the construction of piers. Most goods were agricultural products made by farmers. Later, when we can group the merchants, we further group some wives living at Sub-district Lumphaya in order to revive our community way of life. The group was preliminarily formed for the production of coarse rice, traditional massage, Thai dessert, etc. On weekends, we assign some local people to have demonstrations for the tourists" (Thapanee Lertsitthipan, interview, 10 November 2009)

After the community people were aware of goals in developing this area as a tourist attraction, the Community Committee had a meeting to plan for work allocation. The operation consisted of the registration department, finance department, accounting department with some consultants, administration department, and public relation department. The floating market development aimed at reviving the Community's lost resource capital and cultural capital.

Lumphaya Floating Market emerged under another important objective as also required by community people that they needed a market as the outlet of community products with no interruption of middle businessmen. This can be said that Lumphaya floating market emerged with objectives of local development and participation of community people whereas tourism drove this development process. The knowledge management model for the community tourism management is summarized below.

4.3.4 Knowledge management model for the community-based tourism resource management

The knowledge management model for the community tourism resource management of Lumphaya Floating Market consisted of the following knowledge management steps: knowledge acquisition, knowledge creation, knowledge transfer,

knowledge storage, and knowledge evaluation in respect with community tourism resource management. The findings are explained below.

4.3.4.1 Knowledge acquisition in respect with community tourism resource management

The knowledge acquisition in respect with community tourism resource management, at the initial stage, related to the community culture, e.g. local cooking, local handicraft, etc. In the initial working, the Community has been supported by some educational institutes in the form of research conducted to investigate the lost community wisdom, remaining agricultural devices, etc. The community wisdom was investigated by talking with the elderly there to find out their knowledge base. That knowledge base would be later presented in the form of community culture. At first, the Cultural Council, in collaboration with educational institutes, surveyed the wisdom, social and cultural characteristics of people living there. The wisdom investigated may be divided into 3 parts: wooden engraving, plant stem cutting and arranging, and Thai dessert.

"At the first time of market establishment, we helped create. We appointed the Committee. Each committee member has his different wisdom. We had talks and sharing" (Narongsak Lertsitthipan, interview, 2 November 2009)

"When the floating market was founded, we were supported by some state agencies, e.g. universities, which carried out some research projects. They arranged some training sessions for local people and students. We also had the retrieval and storage of wisdom" (Soonthorn Sookkao, interview, 5 November 2009)

"Since the beginning of this market, we have been trained by some Rajabhat Institutes and Mahidol. We have also trained our children. Our local information is managed by some departments. The local philosophers give the information that is later rearranged. Anyone having knowledge about plants will describe plants in this river, plants having grown since the primeval time, and plants existing now. What the benefits of these plants are. They talk about the community way of life, characteristics of house, how these houses are built at the riverbank, containers like foot washing basin, and everything used in the community" (Somsak Uiamprikyai, interview, 5 November 2009)

4.3.4.2 Knowledge creation in respect with community tourism resource management

The Community's knowledge creation began from talks about the direction of floating market development. This concept came from the leader's working experience as he exchanged his knowledge base on management with his business friends who were successful in the area. The leader also had the study visits at other tourist attractions, which had similar community resources. The leader talked with his relatives, familiar persons, and persons in the same concept to determine the working group. The community capital was also analyzed, e.g. community location dispersing at the riverbanks, lifestyle attached to the streams so the boats were one main vehicle for transportation and trading in the community, and resources from agricultural products to be presented to the tourists. Then, the goals and objectives of establishing the floating market were set up. The targeted group may be divided into 2 parts: merchants having the trading now, and merchants having the trading previously and using boats or, at present, they have still used their boats in transportation. After that, all related persons were invited to attend the meeting to set up the target, or to place the floating market development direction to be a tourism-based floating market.

"We have about 50 meeting attendants. Our meeting pattern is that we invite all parties as we need their cooperation. We invite the state agencies. We invite the district officer to chair the meeting. We invite Kumnan and village headman, Juristic Sub-district Council and other members. We also invite our friends, brothers or sisters, aunts or uncles, relatives of each committee to have all know our objectives together, what the Committee is going to do. We tell our goals to all people in the meeting, merchants, and targeted groups. We give them a hope that we have the strong intention as we invite the state agencies to acknowledge this. The district officer will further publicize this to the province-level agencies to get some budget" (Narongsak Lertsitthipan, interview, 2 November 2009)

"After we thought that it should be a floating market as suggested by the abbot, we considered that this market should be located at the temple because there were some parking areas and free space there. At first, I thought of an old market, but this may not be successful because of no parking area there. After we fixed our mind that it must be a floating market, we further had discussions about the

types of floating market. We had some information about Damnern Saduak Floating Market, which, at that time, was a national floating market. Other markets were quite small. We observed and thought that it was not interesting. Other types of floating market may not be successful. We consider the model of Damnern Saduak. Our pattern is the river market, which is big and large. That model should not be suitable. So, we create that our floating market should be equipped with some piers. There must also be some gaps between piers and banks. We think that we intend to set up a floating market, we must see some water or there should be a climate for some water activities or there is some space for the future activities" (Narongsak Lertsitthipan, interview, 2 November 2009)

"Our initial community resource management did not focus on our local wisdom. We emphasized on individual competence. Individuals have different working potential. One who used to be a businessman may know the management methods; so he may introduce that if we want to establish a market, we must first survey ourselves; what readiness and resources we have, what we will present. Several talk and present several ideas; so they spark other ideas" (Narongsak Lertsitthipan, interview, 7 November 2009)

4.3.4.3 Knowledge transfer in respect with community tourism resource management

There were 2 kinds of knowledge transfer in respect with community tourism resource management at Lumphaya Floating Market:

1) For the knowledge transfer in the type of training, the Community Committee designed some projects to ask for some budget from state agencies, e.g. personality development, product development, packaging development, selling techniques, standard plan for product quality control, and price standard.

2) The knowledge was also transferred by local wisdom teacher to community enterprise groups and network groups such as network schools to be participating in the community activities. The knowledge was transferred through the activities held by the Community, e.g. Lumphaya Culture Succeeding Activity, etc.

"In transferring the knowledge about the management of community tourism resources, the Community Committee has carried out the operation as planned with the Cultural Council. The plan will last 5-10 years. In our plan, we expect to transfer the knowledge to the merchants in the form of seminar and training on personalities, product development, packaging development and selling techniques, standard plan for product quality control, and price standard" (Thapanee Lertsithipan, interview, 10 November 2009)

"In transferring the knowledge about the management of community tourism resources, we get cooperation from some educational institutes, which co-worked with the Cultural Council. They have transferred the knowledge about tourism conservation, eco tourism management, and what should be learnt by the villagers" (Thapanee Lertsithipan, interview, 10 November 2009)

"For the Cultural Council, it helps the management of community wisdom. The wisdom teachers have transferred their knowledge to the group members. Now, we set up the community enterprise group, weaving group, Thai traditional massage group, and Thai dessert group" (Thapanee Lertsithipan, interview, 10 November 2009)

4.3.4.4 Knowledge storage in respect for the community-based tourism resource management

The result showed that the Community has not yet stored the knowledge in the form of records. The knowledge base stored was assisted by some external agencies involving in the Community's operation, e.g. knowledge base on community wisdom, historical community culture, etc. For these knowledge bases, the Cultural Council got cooperation from some educational institutes to investigate and compile all information for further publications and publicities.

"For the knowledge storage in respect with community tourism resource management, Wat Lumphaya Floating Market Community has never stored any knowledge base on community tourism resource management formally. Mostly, some researchers, school students and university students came here to conduct research, and compile the information, but they did not hand over any research summaries to the Community. So, we only have some leaflets and brochures as we co-

worked with the state entities and provincial agencies. Some knowledge bases may be stored by the Cultural Council such as the management of local museum in relation to details and types of devices and tools donated by the villagers" (Soonthorn Sookkao, interview, 5 November 2009)

"For the Community's knowledge storage, the Cultural Council takes an important role in storing the knowledge in the form of documents to be retrieved later as the Council must arrange some exhibitions with the Province. Most knowledge stored relates to culture and tradition, and each kind of wisdom of the Community. For the knowledge we transfer to the merchants, it has not been kept in writing" (Thapanee Lertsithipan, interview, 10 November 2009)

4.3.4.5 Knowledge evaluation in respect with community tourism resource management

Wat Lumphaya Floating Market had the knowledge evaluation in the form of meeting between the Committee and other related networks in order to improve the past work performance. For the evaluation, the working groups would arrange the meetings to discuss about any problems occurred in the management. After concluding each problem, the urgent problem would be solved first. These problems might be divided into the general problems that the Community could solve, and the technical problems that it could solve; so the Community would request for the cooperation from any related agencies for their advice or joint solving.

"In fact, for our working, we have monthly meetings. The academic evaluation is always submitted to the meeting, either good or bad evaluation. We appreciate good events, and we remedy bad events. The Committee and merchants will divide zones and groups, and they appoint their leader or representative. If there is any problem, we will tell this person to coordinate and solve it. For our market administration, we have the market manager. We have the accounting system and merchant registration. We were exhausted at the first stage as we have never known how to do or how the system works. We took time in running it, but we had no time limit because we did not spend the government budget. We use the temple's budget or the committee's budget. We sacrifice. We have time in learning. We have gradually

managed the system. It does not mean that everything must be in order. It may be said that we start from a, b, c" (Narongsak Lertsitthipan, interview, 7 November 2009)

Therefore, the knowledge evaluation in respect with community tourism resource management was done by the meetings of Community Committee and Network Committee, where the work performance was reported.

4.3.5 Knowledge management model in respect with formation of activities and learning process for tourists

The knowledge management model in respect with formation of activities and learning process for tourists consisted of knowledge creation, knowledge acquisition, knowledge transfer, and knowledge evaluation. The knowledge management in respect with formation of activities and learning process for tourists is discussed below.

4.3.5.1 Knowledge creation in respect with formation of activities and learning process for tourists

For the knowledge creation in respect with formation of activities and learning process for tourists, the Community prepared the operation plan in the form of learning exchange with research networks, educational institutes and Cultural Council such as training local tourist guides on transferring the knowledge to tourists in the form of short-term training session. The contents trained by educational institutes included the conservation of Nakhon Chai Si River, and community history. Moreover, in arranging the activities for tourists, the Community always had the meetings with other related networks to determine the activities, which necessarily enabled the tourists to learn the community way of life.

There were 6 main activities here; namely, floating with the tide to appreciate the natural way of life along Nakhon Chai Si riverbanks, local art and culture, visiting the community way of life, merit-making and paying respect to Buddha statue, horse-riding, and visiting the community museum.

"In arranging some activities for floating market tourists, we have the meetings with school teachers to discuss the activities we should have. The

schools have this knowledge as they have been trained by researchers. The schools advise that if we arrange an eco tourist activity for tourists, these tourists must engage the learning from observations and explanations of local tourist guides" (Narongsak Lertsithipan, interview, 7 November 2009)

"In arranging some activities, we invite the Cultural Council Committee to attend the meeting to share opinions with use. We place emphasis on the learning of community way of life, and local culture. If any activity is contrast with our local culture, the Committee will disagree with it. In conclusion, we now have 6 activities held for the tourists; namely, floating with the tide to appreciate the natural way of life along Nakhon Chai Si riverbanks, local art and culture, visiting the community way of life, merit-making and paying respect to Buddha statue, horse-riding, and visiting the community museum" (Narongsak Lertsithipan, interview, 7 November 2009)

4.3.5.2 Knowledge acquisition in respect with formation of activities and learning process for tourists

The knowledge acquisition of Wat Lumphaya Floating Market was based on the cooperation with some agencies, which had the same attention, to give some training sessions for the merchants and local tourist guides. The publicities were done via mass media. The Community was assisted by state agencies to examine the community context, and other research information for the Community's tourism development.

"However, the arrangement of each activity for the tourism promotion of Wat Lumphaya Floating Market causes many expenses. Sometimes, we do not get good cooperation from the school students as they must help their guardians' work. Some guardians do not have time to take care of their children in doing these activities. As a result, the number of activities has been less. The Committee and Wat Lumphaya School decided that the activities would be held on important days only, e.g. Mother's Day, Father's Day and public holidays" (Narongsak Lertsithipan, interview, 7 November 2009)

4.3.5.3 Knowledge transfer in respect with formation of activities and learning process for tourists

For the knowledge transfer in respect with formation of activities and learning process for tourists, the Community arranged the meeting with the networks involving in setting up the activities, e.g. school network group, Cultural Council, community enterprise group, etc. In a meeting, each network would prepare the operation project plan to be submitted to SAO for its financial support. For the knowledge transfer, SAO set the schedule by indicating the knowledge transfer topic and knowledge transferor in each week. For example, in the training for local tourist guides, SAO would coordinate with certain educational institutes, which used to conduct research in the area, to train this group of tourist guides. Regarding the succeeding of local wisdom, the Community Committee, in collaboration with the Cultural Council, selected the teachers for each kind of wisdom. The activity days would be scheduled and advised to any community members for their attendance such as knowledge transfer about local handicraft, knowledge transfer about Thai dessert production and Thai food, etc. In each knowledge transfer, the wisdom teacher had the narration and demonstration, and then the learners could have the practice. The knowledge transfer of the Community is summarized below.

1) Meeting were arranged to set up the schedule of knowledge transfer activities. After that, SAO coordinated with other related agencies to provide the training. The training contents related to the community way of life, environment, community geography, custom and tradition, etc. In transferring the knowledge, the lecturers would link past and present situations, and insert some concepts of the conservation of natural resources and environment, and community resources.

2) Demonstration – For the knowledge transfer by way of demonstration, Wat Lumphaya Floating Market had the demonstrations, at the cultural yard, of folk art, dessert, weaving, etc. The community people were also informed of these demonstrations so that they could have practice. The training participants might later demonstrate the process they learnt to the tourists.

“In transferring the knowledge about the formation of activities and learning process for tourists, SAO had the meetings to set up planning with the Network Committee, and the Community Committee. We schedule our working, and

consider the community people's needs; what they want to learn or what training they want. They should submit their projects to SAO" (Narongsak Lertsithipan, interview, 7 November 2009)

"To transfer the knowledge that is the local wisdom and culture, the Cultural Council sets up a project for local wisdom succeeding. The wisdom teacher in each field is selected. For example, in making Thai dessert, we set up the Thai dessert group, and have demonstrations. When the villagers learn this information from us for their selling; they have demonstrations like us. The tourists are permitted to have practice as well" (Thapanee Lertsithipan, interview, 10 November 2009)

4.3.5.4 Knowledge evaluation in respect with formation of activities and learning process for tourists

In arranging the activities to enhance the learning process for tourists, Wat Lumphaya Floating Market did not have any evaluation because, in those activities, the knowledge was transferred from a team of lecturers who designed the learning activities such as plant survey at Nakhon Chai Si riverbanks, survey of community ecological system, etc. The team of lecturers designed the activities and evaluated the activity participants by having them fill out the questionnaire after finishing each activity. However, pursuant to the characteristics of evaluating the activities provoking the learning among the tourists, the finding showed that the evaluations were mostly done in the activities involved by the state agencies that had to summarize and evaluate the work performance for further development in the form of research, etc.

"For the arrangement of each activity, we do not have any performance evaluation. But, for the activities we are trained by some external agencies, they always evaluate the training participants in the form of questionnaire in order to investigate in which level the trained knowledge is utilized, and in which level of satisfaction the participants have in this training. These state agencies carry out these research summaries. But, we have never had such evaluation for our internal activities" (Soonthorn Sookkao, interview, 5 November 2009)

4.3.6 Knowledge management model in respect with network management

The knowledge management model in respect with network management at Wat Lumphaya Floating Market consisted of knowledge creation, knowledge acquisition, and knowledge transfer. The findings are discussed below.

4.3.6.1 Knowledge acquisition in respect with network management

The knowledge acquisition in respect with network management at Wat Lumphaya Floating Market started from informal talks among the successful business friends and merchants about the development direction of Wat Lumphaya Floating Market to be a tourist attraction. The initial knowledge used in the network management was the sharing of knowledge about market management between some business friends, which included the creation of product network, and network tourist attractions. Most knowledge base was the tacit knowledge in individuals who talked about their working experience. Moreover, Wat Lumphaya Floating Market acquired the knowledge with other external network scholars, e.g. school, university, and researcher, who wanted to develop Wat Lumphaya Floating Market to be a tourist attraction. This external network took part in the community resource management, creation of learning activities for tourists, and the arrangement of training sessions for anyone participating in the community floating market management.

“At the first stage, we relied on state agencies, that is, if the Sheriff attended the meeting, he would further talk about our floating market in the district-level meetings. The division heads, Kumnan, and village headmen at least reported the events occurred in the district. This is a partial emergence of network, but it is not so concrete. Also, we photocopied some leaflets and brochures. We inserted some pictures for our publicity. Someone agreed with it and contacted us.” (Narongsak Lertsitthipan, interview, 7 November 2009)

4.3.6.2 Knowledge creation in respect with network management

The knowledge in respect with network management of Wat Lumphaya Floating Market came from a group of persons who had the identical idea and objectives of founding the floating market. The networks also had the same goals, i.e. community development, occupational promotion, generating revenues for villagers and local farmers, source of studying the local way of life, and source of selling agricultural products, handicraft and local products. The knowledge used at the first stage came from the discussions with the networks working together previously. The network started from Wat Lumphaya School (Jamnian Bumrungvit) asked for cooperation in the utilization of land and the arrangement of folk art shows. Later, the Cultural Council played a role in arranging a local museum, and in coordinating with the state agencies, e.g. Tourism Authority of Thailand, Central Zone, Region 1. Each network allocated the duties, roles and responsibilities. For example, the Cultural Council was in charge of water and electricity costs as well as cleaning cost. For the roles of state entities, Tourism Authority of Thailand, for example, gave some supports in publicities, advice, training, and preparation of direction signs, etc.

“At the first time of our network management, we asked for each network’s cooperation. After that, we allocated roles and duties. Each network proposed its working plan to the SAO. We also considered the budget, expenses, financial support and publicity budget, and how we get such budget. (Narongsak Lertsitthipan, interview, 7 November 2009)

4.3.6.3 Knowledge transfer in respect with network management

The knowledge in respect with network management was transferred via the community leader in 2 ways:

1) Informal knowledge transfer – The knowledge was transferred via the community leader and network members, e.g. merchants, relatives, etc. This kind of knowledge transfer was done in forms of talks, meeting such as talks on the day of arranging the trading activity at the Market.

2) Formal knowledge transfer via the Committee and related networks attending the meeting. The meeting agendas were determined, and the invitation letter for the meeting was regularly sent to all related networks.

"For the knowledge transfer in respect with network management, the invitation letter was sent to all related networks, attached with meeting agendas. If there were any problems in working, we would have discussions to solve them together. For the merchant network, we have talks after the trading hours to find out their problems and operation. We always circle to have solutions" (Thapanee Lertsithipan, interview, 1 November 2009)

4.3.7 Knowledge management model in respect with income and profit management

The knowledge management model in respect with income and profit management consisted of knowledge acquisition, knowledge creation, and knowledge transfer in respect with income and profit management. The results are discussed below.

4.3.7.1 Knowledge acquisition in respect with income and profit management

There were 2 kinds of knowledge acquisition in respect with income and profit management: 1) knowledge base achieved by study visits, and 2) knowledge base from personal experience. Most knowledge came from the sharing of knowledge with the Committee and other networks involving in the management of Wat Lumphaya Floating Market. For the income and profit, the Community Committee and related persons focused on the market management goals. They also emphasized the revival of local wisdom, and study visits, particularly the knowledge about the cooperative saving and community fund management because their operation procedure would be applied in the community development plan. As a result, the Community would have the revolving capital, to be further taken out for the market administration.

"Now, the merchants at the Market have the study visits at the saving groups, cooperatives and Bang Nam Pueng Floating Market. They get an idea

of establishing the community cooperative and saving group in order to have the revolving capital in the Community. If any interests occur, some may be allocated to help our community members. These come from their study visits before having discussions in the meetings" (Narongsak Lertsitthipan, interview, 7 November 2009)

4.3.7.2 Knowledge creation in respect with income and profit management

The knowledge creation in respect with income and profit management was derived from talks between the working groups. The knowledge base came from talks with the merchants and related parties about the agreement and regulations on the Community's income and profit management. Most knowledge creation, therefore, was the knowledge sharing for better working.

"Here, the revenues come from the community members' working as per each person's duties and roles. For example, one providing the general service, space care, cleaning and parking will get some compensation. We pay for the actual expenses verified by signatures. We pay for all. The remaining money will be donated to the Temple. In the past, the Committee was not paid. The compensation payment to the Committee just started last year.

We consider that it should not correct that the Committee does not have any management compensation because they help and care for the working, but why they have to spend their own money to buy some food or feed others. So, we think that we should pay for the committee members working here about 200 baht a working day, or the days we have the trading about 8 days a month. This means we pay only 1,600 baht per committee member. We have about 4-5 committee members. This amount is not so much. The compensation payment starts from this committee, including myself. 200 baht/ day" (Narongsak Lertsithipan, interview, 7 November 2009)

"For the management of income earned by our merchants, we arrange the meeting and persuade each member to save the equal amount of money every month up to his/ her ability. This saving amount is used as the group's working capital. This amount of money is returned to the members in the form of dividend. If any members do not want to withdraw it, they may continue depositing it to get some

interest as per the group regulation" (Thapanee Lertsithipan, interview, 10 November 2009)

4.3.7.3 Knowledge transfer in respect with income and profit management

The knowledge transfer of Wat Lumphaya Floating Market was informal due to its community context in the kinship system. Most merchants were relatives; so the knowledge was transferred by telling for the improved working. There were also regular talks between the Community Committee and persons related to the floating market management for the understanding of objectives and goals in founding this floating market. The ultimate focus was the community survival.

"We do not consider the benefits based on revenues, but we consider how tourism helps develop our community. I emphasize on the types of goods sold at the Floating Market because these goods generate the revenues for the merchants, and they attract the tourists. For the first time we built the floating market, we determined the types of goods not to be sold here. But, I did not fix everything. For example, the recycled plastic must not be sold here, please go to other weekend market. The car boot sale should not exist here as we are not the land market; we are the floating market. We have encountered this problem. If anyone asks us to have a car boot sale, please go to the zone we fix. We have never used the rules" (Narongsak Lertsithipan, interview, 7 November 2009)

4.3.8 Conditional factors associated with community-based floating market knowledge management at Lumphaya Floating Market

The findings indicated that Lumphaya Floating Market held some conditional factors enabling the community-based knowledge management. The internal factors are:

4.3.8.1 Leadership – The finding indicated that the leadership of Lumphaya Floating Market was formal. The community leader was a local person, and he retained good relationships with state networks and businessmen who co-worked with the community people until the Community could form the group to drive the working.

4.3.8.2 Community context – The finding indicated that Lumphaya Floating Market's community context was important in managing its knowledge because it possessed the natural resources enriching the management, as well as cultural capital, e.g. wisdom of cooking, wisdom of Thai dessert, weaving, and folk plays. The community people also had the kinship relationship and brotherhood; so they could form the group to do the community activities. As a result, the Community could exchange the work performance results together. Also, the kinship capital enabled the community people to manage their knowledge in the form of internal network formation to do the activities together.

4.3.8.3 Organization management – The finding indicated that the community leader in the management of Lumphaya Floating Market focused on the management in the form of community strengthening. The leader rooted the vision among community people by emphasizing on the revival of local wisdom and community culture. The community strength and weakness were also analyzed. The community demands were also planned. The duties and responsibilities were allocated to specific departments. The leader played roles in giving advice, and in coordinating with the external networks so that the community people were able to drive their working under better knowledge management.

4.3.8.4 Receipt of supports from state agencies – The finding indicated that the knowledge management of Lumphaya Floating Market was supported by the state entities such as Tourism Authority of Thailand, which gave the financial support in training the community people, e.g. training of local tourist guides, and in developing the area for the community-based tourism.

4.3.8.5 Receipt of external academics' supports – The finding indicated that, in the tourism knowledge management of Lumphaya Floating Market, certain educational institutes took part in educating the community people. The community wisdom was also investigated and retrieved. The scholars supported the research development and training in respect with management and tourism. In the community-based knowledge management, the scholars determined the training topics with the Community Committee; so the Community could develop its working to the direction it required.

4.4 Knowledge management model of Bang Nam Pueng Floating Market

4.4.1 Community context

Bang Nam Pueng is a community located at Phra Pradaeng District, Samut Prakan. This district comprises 6 sub-districts or Sub-district, including Sub-district Song Kanong, Sub-district Bang Yo, Sub-district Bang Ka Chao, Sub-district Bang Nam Pueng, Sub-district Bang Go Bua, and Sub-district Bang Kra Sob in the total areas of 11,819 rai. Sub-district Bang Nam Pueng comprises 11 villages. The general geography of each village is the plain along Chao Phraya riverbanks at the north of Phra Pradaeng District, or far from the district about 5 kilometers. The total areas of this Sub-district cover 3.31 square kilometers or 1,936 rai. There are 6 small canals flowing through this Sub-district, and all canals connect every village before exiting the Chao Phraya River. At present, Bang Nam Pueng Community is administrated by the Local Administrative Organization. Mr. Samnao Rassitat had an idea of developing this area and of encouraging the community people to revive their past careers. Bang Nam Pueng Floating Market was established to solve the community economic problems. Bang Nam Pueng Floating Market was established under 2 main goals:

4.4.1.1 To solve the economic slowdown, and to prevent the immigration of community people caused by low prices of agricultural products pressed by middle businessmen, and no outlet for community products; so this floating market was constructed to release these community goods.

4.4.1.2 To develop the community according to the Philosophy of Sufficiency Economy because of the abundance of natural resources of Bang Nam Pueng where most people have retained their rural way of life, and transferred the wisdom of cooking, good culture and tradition. This area used to be the floating market; hence, the Community aimed at reviving the past way of life and community culture, and developing this area to be a tourist attraction. By this regard, the community people would have chance in administrating, expressing opinions, and participating in the floating market activities. The ultimate goal of such participation

was that the local people earned some revenues from tourism and selling of agricultural products.

4.4.2 Economic, social and cultural condition

Bang Nam Pueng Floating Market contains the tourism resources, which comprise the conventional agricultural farms in the furrow method. Bang Nam Pueng has been conserved as a green zone of Bangkok since 1977. The Community's tourism resources look unique due to its geography located close to the canals and connected to the Chao Phraya River. The local plants include Nipah palm tree, Cebera Odollam tree, Suan Mak Daeng, etc. Except the natural tourism resources, Bang Nam Pueng Floating Market contains some cultural sources and history of Mon people who have combined their racial culture with other races migrating here later. The culture and tradition reflected in the way of life are the Songkran tradition of Mon, Saba, local wisdom of cooking and dessert. In addition, Bang Nam Pueng Floating Market is the site of attractive architectural sources built in the reigns of King Rama II and King Rama III such as Wat Songthamvoraviharn, which is a royal temple and the first ancient Mon temple in this area. There are also Wat Pa Ket, registered by the Department of Fine Arts as the ancient remains in 1967, and Wat Prod Kes Chettharam decorated by the royal art, that is, the cathedral is not decorated by the hornlike finial on the roof ridge, toothlike rides on the sloping edges of a gable, and temple roof decoration, and attractive porcelain. In the cathedral, it is also decorated by the wall painting showing the image of Arahant sitting in the niche.

Most populations are labors in industrial plants located around the Community. Other favorite occupations are farmers and government officers respectively. In the past, the populations here were farmers who owned some land for the fruit orchards because the soil, deriving from the accumulation of river sediment, is so abundant and useful for plant growing, including Nam-Dokmai mango, young coconut or banana. But, at present, the agricultural products are lower because the 1997 economic crisis caused the community people at Bang Nam Pueng to be unemployed, have no income or sideline occupations, low price of products, and lower income, so the community economy became sluggish as well.

4.4.3 Development of Community-based Tourism of Bang Nam Pueng

The community-based tourism of Bang Nam Pueng Floating Market occurred when this community encountered the economic slowdown during the 1997 economic crisis; the prices of agricultural products were pressed by middle businessmen whereas the Community could not find out an outlet for its community products. The community leader needed to build up a market to release these goods. He had the meetings with the villagers, and persuaded them to restart their agricultural careers under the project of "new conceptual community agricultural farm". The community leader had the meeting and advised 50 unemployed families to take care of some plots of land. At the first stage, the landlord approved 70 rai of land for them, which was later increased to be 120 rai. All land was divided into 17 plots. Later, the community leader carried out the occupational promotions among local people, e.g. Nipah palm sewing, production of herbal aroma joss sticks, etc. in the form of community enterprise group. This aimed at generating some revenues for the community members, and transforming local herbs for the ultimate profit. This is to set up the community-based economic system. The group members would have the identical and mission. They would join hands to solve any problems under the same working direction.

After the Community's group forming, each community enterprise network laid down the management model in the form of horizontal relationships between community leader and members. The duties and responsibilities were assigned or allocated fairly. Every member was empowered to make decision, and to express opinions in the meeting so that their working would convey the learning process together, which further led to other tangible problem-solving. After that, the community leader had the meetings with the villager networks in 11 villages in the form of public hearing. The villagers required developing their community to be a tourist attraction in the form of floating market to release any products made by the Community. Therefore, the Community's knowledge management was to drive the working, and to use tourism to encourage the participation among community people. The Community's knowledge management in the dimension of floating market management is discussed below.

4.4.4 Knowledge management model in respect with the management of community tourism resources

The knowledge management model in respect with the management of community tourism resources consisted of the knowledge acquisition, knowledge creation, knowledge transfer, knowledge storage, and knowledge evaluation. The process of knowledge management respect with the management of community tourism resources is as follows:

4.4.4.1 Knowledge acquisition in respect with the management of community tourism resources

Bang Nam Pueng Floating Market mainly acquired the knowledge by talks between the Working Committee about the objectives of building the floating market. The members were permitted to survey the expertise of products they had before making them for sale. The knowledge base used in the management of community tourism resources came from the study visits for further implementation. There were 2 kinds of knowledge acquisition:

1) Knowledge acquired by study visits, and sharing such knowledge base

2) Knowledge acquired by the sharing of knowledge between members and community committee

“At first, our products are made and sold separately. We had no product development; so the tourists have hardly bought them as souvenirs. Later, SAO has arranged the training sessions on product display, product design, and merchants’ dressing similar to the merchants of Bang Nam Pueng Floating Market, who wear cloths showing the market symbol. This is a partial knowledge got from the Committee’s study visit, and it is tried such as knowledge about goods distribution” (Samnao Rasmitat, interview, 12 December 2009)

4.4.4.2 Knowledge creation in respect with the management of community tourism resources

For knowledge creation in respect with the management of community tourism resources, the community wisdom in cooking and agricultural was revived. This wisdom revival may be divided into:

1) Food wisdom, e.g. Kaeng Bon, Ho Mok Moo, Kapi Kua, Poo Lon, Jaeng Lon, ancient sausage, Naem Nueng, Kai Ho Moo Yo, Pra Tu Tom Chem, Pra Ta Pien Rai Kang, Hoy Tod, Kanom Krok, Kao Nam Prik Long Rua.

2) Agricultural and agricultural product wisdom, e.g. young coconut, Nam Dokmai mango, banana, cultivated banana, rose apple, and fresh vegetables such as Ipomoea, white Popinac pod, Fiddlehead fern, Ceylon Spinach, ivy gourd, sparrow's brinjal, cucumber tree, Ma Dun, Ma Uk, small bird pepper, and Fuck Kao.

3) Wisdom of OTOP product production, comprising 9 products; namely, Mieng Kum, aroma herbal joss stick, products made from water hyacinth, herbal ball of Bang Nam Pueng, products made from coconut shell and cebera odollam, products made from young trees and natural materials, artificial flowers made from fish scale, products made from cloths and rag, Bang Nam Pueng Home Stay.

The knowledge creation, at the initial stage, came from talks with a group of persons who wanted to sell goods. On our first market opening, the products sold here were those produced by the Community's expertise. The community people were advised on any community activities. For example, the group of schools was publicized for the activity of canal cleanness, the campaign for the production of bio extract, and the conservation of community resources to inform the community units of the community development objectives. In addition, the knowledge creation of the Community came from the sharing; the villagers transferred that knowledge to the students, so the Community's working has expanded rapidly.

"At first I set up this market, I have tried to find out the activities for which the community people could work together. If several persons work together, they will have talks, and other subsequent events will be easier. We had the first talk with the schools to request them to arrange the activities promoting the

learning for community people. The preliminary activities were to clean the canals by making campaigns to the community people about the collection of waste to adjust the water condition and about the production of bio extract that we assigned a group of wives to have a study visit before transferring it to the school students and community people. After the canal cleanness, we considered that we should open the floating market to sell our products on weekends to enhance more income" (Samnao Rasmitat, interview, 12 December 2009)

4.4.4.3 Knowledge transfer in respect with the management of community tourism resources

For the knowledge transfer in respect with the management of community tourism resources, SAO carried out the publicities among community people by making signs for the campaigns for the conservation of nature and streams. The committee meetings with network leaders were held twice a month to share the knowledge about the Community's operation, problem and hindrance. The Committee also exchanged the knowledge with some experts; for instance, knowledge transfer from community philosophers, and knowledge transfer in the type of training. The publications were also made to drive the community working. The group meetings were also held to exchange the knowledge with other persons involving with the floating market management. In addition, SAO assigned some persons to have a duty of Sub-district-level knowledge transfer about tourism management such as management of home-stay, arrangement of tourist activities, designs of OTOP products, etc. For the knowledge transferred to the study visitors, SAO assigned an expert team for the knowledge transfer. For example, the local leader or local philosophers with expertise in community products would give the narration to the educational observers.

"The knowledge is transferred to the community people. Our SAO designates our officers to attend the training sessions with other related agencies. Then, such knowledge from training sessions is furnished to the members, e.g. Kumnan, village head and community people for their information and practice. If we have any problems, we would solve them together for more tangible working" (Suthasinee Chaikueankhan, interview, 11 December 2009)

4.4.4.4 Knowledge storage in respect with the management of community tourism resources

The finding indicated that there were 2 kinds of knowledge storage in the Community: 1) storage in the forms of publications and database in the community website via http:www.tat8.com so that any interested persons could retrieve the data, and used it to share the knowledge conveniently; and 2) preparation of newsletters.

Bang Nam Pueng Floating Market carried out its knowledge storage in forms of database and community website because it has been supported by the state agencies and Tourism Authority of Thailand in order to develop Samut Prakan Province to serve tourism pursuant to the tourism policy under the Principle of Sufficiency Economy. This was also subjected to the SAO's development plan, that is, Bang Nam Pueng Floating Market should be developed to be an educational and learning source for the whole life, as well as a wisdom archive of the Thai society. Thus, SAO reserved some budget for the development of community database.

"For the knowledge storage of our Community, we now concern about the use of technologies and internet as we are able to store the community information more conveniently. Anyone interested in our floating market can retrieve our data more quickly. Also, now, more school students and universities search for the information for their reports and thesis, so we can furnish some to them. After investigating some information, they also use this channel to share or exchange the knowledge with any interested persons. SAO prepares some information in the form of English brochures so that our information accesses foreign tourists visiting Thailand through Suvarnbhumi Airport" (Samnao Rasmitat, interview, 12 December 2009)

4.4.4.5 Knowledge evaluation in respect with the management of community tourism resources

The knowledge in respect with the management of community tourism resources at Bang Nam Pueng Floating Market was evaluated by considering its working with other networks to improve the work performance. The evaluation was done by the form of meeting between the Community Committee and network leaders

with a focus on developing this market to be a conservative tourist attraction and a source of learning about local way of life and wisdom. In the meeting, the Committee would consider the causes of problem, and problem solving. The urgent problems would be first considered.

"For our working, we have a meeting to evaluate our work performance. Everyone is permitted to express their opinions. We would solve the urgent problems first. The Committee would talk to the community people how a problem will be solved, and who should take part in solving it. The Committee focuses on talking with the community people" (Samnao Rasmitat, interview, 12 December 2009)

4.4.5 Knowledge management model in respect with formation of activities and learning process for tourists

4.4.5.1 Knowledge creation in respect with formation of activities and learning process for tourists

For the knowledge creation in respect with formation of activities and learning process for tourists, the Community had the meetings with the Network Committee to find out a guideline of activity arrangement together. The networks involving in the activity arrangement were the school network, community enterprise group, home stay group, etc. In the meetings, the networks shared the knowledge by planning their working together, and determining the community learning sources. The community enterprise group was also involved in arranging the activities.

"In arranging the activity to enhance learning for tourists, the schools in the area have been involved in designing the activity. We co-work with the community enterprise network. In arranging the activity, Khun Samnao Rasmitat wants to provide a learning space for the tourists; so he proposes in the meeting with the Community that we should set up a local wisdom learning center for the tourists" (Kanyaporn Nuansaad, interview, 15 December 2009)

"We set up the aroma herbal joss sticks group. The persons who have a study visit here usually observe our group, so we start being recognized.

We become a demonstration point, and a center of service and agricultural technology transfer at Sub-district Bang Nam Pueng. After that, the state agencies took part in and supported the public relation matters by setting several training sessions, e.g. production of aroma herbal candle, herbal massage, Water Hyacinth weaving, production of artificial flower, loin cloth, etc. These sessions are trained by our lecturers or villagers who have particular wisdom" (Kanyaporn Nuansaad, interview, 15 December 2009)

4.4.5.2 Knowledge transfer in respect with formation of activities and learning process for tourists

There were 3 kinds of knowledge transfer in respect with formation of activities and learning process for tourists:1) Knowledge transfer by way of narration. Bang Nam Pueng Floating Market assigned a team to transfer the knowledge.2) Distribution of publications, e.g. distribution of publications stating the history of Bang Nam Pueng Floating Market or knowledge about food sold in the Market.3) Exhibition and public board showing the culture and custom, community food, etc. SAO was responsible for these matters.

"To transfer the knowledge about the formation of activities for tourists, the Floating Market specifies the duties and responsibilities. A department is set up to educate the community people and others having the study visits. The Public Relation Department is responsible for summarizing the information about the activities done, and working methods for the community people" (Suthasinee Chaikueankhan, interview, 11 December 2009)

"In arranging the activities for tourists, SAO selects a group head to transfer the knowledge to the working groups. The knowledge transferred comes from the study visits and training sessions held by external agencies" (Aporn Panthong, interview, 15 December 2009)

"For some knowledge, we must inform of it to all community members. We will, therefore, arrange the exhibitions, public relation boards, etc. to make them aware of matters we want the tourists to have learning at that time. Anyone interested will read and implement" (Suthasinee Chaikueankhan, interview, 11 December 2009)

4.4.6 Knowledge management model in respect with network management

The knowledge management model in respect with network management at Bang Nam Pueng Floating Market consisted of the following elements: knowledge acquisition, knowledge creation, and knowledge transfer. The knowledge management model in respect with network management is summarized below.

4.4.6.1 Knowledge acquisition in respect with network management

The knowledge acquisition in respect with network management started from talks within the network leaders, both internal and external networks, about the objectives of operation. The sharing of experience helped facilitate the work. The knowledge sharing started from the meetings of internal networks, and it was expanded to the external networks. Every network shared the knowledge about the management of community tourism resources, especially knowledge base on the production of OTOP products, transfer of agricultural technologies, construction of routes connecting tourist points, etc. Each network shared the knowledge to make the work performance improved, and such knowledge could be applied in its own community.

“Talking can develop our working. Most talks give us some ideas got from the network meetings, which may be implemented or developed. This is a part of group development” (Samnao Rasmitate, interview, 12 December 2009)

4.4.6.2 Knowledge creation in respect with network management

The knowledge creation in respect with network management at Bang Nam Pueng Floating Market came from talking between Sub-district leaders about the construction of tourist routes. This knowledge was shared in the public forum and “Koh Bang Kra Chao Network”, which included 6 sub-districts, comprising Sub-district Song Kanong, Sub-district Bang Yo, Sub-district Bang Ka Chao, Sub-district Bang Nam Pueng, Sub-district Bang Go Bua, and Sub-district Bang Kra Sob. The public forum was held at every Sub-district so that all local people foresaw the

working goal together, that is, to solve the excessive agricultural products and no product outlet.

"The knowledge in respect with network management at the first stage was created by the discussions between the leaders because each Sub-district possesses the different resources and agricultural products. We must have a joint agreement in the production potential of each community for products to be sold and developed as OTOP products of Samut Prakan Province. The villagers will get some revenues from this" (Samnao Rasmitat, interview, 12 December 2009)

4.4.6.3 Knowledge transfer in respect with network management

The knowledge transfer in respect with network management at Bang Nam Pueng Floating Market was done in 2 ways:

1) Knowledge transfer in the form of internal network meeting such as knowledge transfer for product designs, goods transformation, community OTOP, etc. In this knowledge transfer, the Meeting conveyed the knowledge got from the sharing between groups, and from study visits to the meeting participants.

2) Knowledge transfer in the form of informal discussion in the group of members, and the members had discussions through their relatives and neighbors who had the same working and attention. The network's talks were to tell key issues in working to make understanding in the members interested in participating in the activities.

"When a problem occurs, we introduce it to the meeting. Other networks will have learning if we encounter the same problem. After the network meeting, when they have the focus group meeting, they will mention that solution. This is learning between networks. This prevents the same problem in other groups. A resolution from the network meeting can be applied" (Samnao Rasmitat, interview, 12 December 2009)

4.4.7 Knowledge management model in respect with income and profit management

The knowledge management process in respect with income and profit management at Bang Nam Pueng consisted of knowledge acquisition, knowledge creation, and knowledge transfer in respect with income and profit management. The findings are summarized below.

4.4.7.1 Knowledge acquisition in respect with income and profit management

Regarding the knowledge acquisition in respect with income and profit management, the Community acquired it by sharing the working experience to ensure that the Community could further develop its operation. The knowledge about income management was acquired by sharing such knowledge in the type of saving group.

"For the knowledge acquisition in respect with income and profit management, SAO shared the knowledge with the group of product distributors. That is, the community people form a group for the production of goods, and expand its working to be a saving group for the production of Sub-district Bang Nam Pueng. The knowledge shared in the Community to manage the floating market revenues is the knowledge base deriving from the working problems and hindrance. Then, the Committee solves those problems to manage the revenues fairly, and to allocate such revenues to the Community as much as possible. For example, SAO prepares the Income Statement with the Community" (Suthasinee Chaikueankhan, interview, 11 December 2009)

4.4.7.2 Knowledge creation in respect with income and profit management

Bang Nam Pueng Floating Market engaged its knowledge creation in respect with income and profit management in the form of the floating market management committee. This management model was derived from the study visits, and trainings/seminars held by some external agencies such as village fund that educated the community people, and such knowledge was applied in the Community.

“We had several study visits. We observed what they did. We went to Amphawa, Songkhla, and Mai Rieng. Previously, the Community Development helped us prepare the household accounting and saving. We tried to observe what they did and selected some successful issues for us. For example, at Songkhla, it has the one-day-one-baht fund, so we apply it for our 100-baht per month fund” (Samnao Rasmitat, interview on 12 December 2009)

4.4.7.3 Knowledge transfer in respect with income and profit management

Bang Nam Pueng transferred the knowledge of income management in the form of campaign to root the saving behavior among community people. The working method was compromising so that the community people recognized the value of community income management. The initial drive started from talks between community members, and these talks were widened.

“I first campaigned for the local people for saving with an aim at strengthening our community. I started from talking with the members who used to work and met with me in the meetings. At first, we had 38 members only. We ran our operation in the form of fund, 100 baht per share per month. This fund is intended to be the welfare and expenses for our public activities. Later, we applied the operation model of the saving group, that is, any member may take out some loans, at the low interest rate, from this fund for their personal activities. The dividend payment is made once a year. We give to our members some gifts bought by our profits” (Samnao Rasmitat, interview, 12 December 2009)

4.4.7.4 Knowledge evaluation in respect with income and profit management

Bang Nam Pueng managed its income and profit in the form of committee to enhance the transparent management, i.e. classification of shops, appointment of market management committee, and community meetings held at every 2 weeks. For a community meeting, an invitation letter, stating the exact meeting date, was issued to the village heads and SAO, who would forward this invitation to all villagers. In the meeting, the participants would discuss the problems,

suggestions and solutions. Some regulations were also placed to keep the villagers united and foresee the joint profit. For the management of income from this floating market, SAO focused on the principle of good governance, that is, the Community has always been informed of revenues generated by the management of this market, and of income sources as well as the allocation of income for the community development.

"In our working, we hold the community meeting at every 2 weeks. For a community meeting, an invitation letter, stating the exact meeting date, was issued to the village heads and SAO, who would forward this invitation to all villagers. In the meeting, the participants would discuss the problems, suggestions and solutions. Some regulations were also placed to keep the villagers united and foresee the joint profit" (Suthasinee Chaikueankhan, interview, 11 December 2009)

4.4.8 Conditional factors associated with the tourism knowledge management at Bang Nam Pueng Floating Market

Subject to the research, Bang Nam Pueng Floating Market possessed some conditional factors enabling the Community to manage its knowledge, including:

4.4.8.1 Leadership – The result showed that the knowledge management for floating market tourism at Bang Nam Pueng occurred when the community members trusted the community leader as he had the working creativity and sacrifice, had the modeling behavior, and concerned about the problems of community people. The leader was able to communicate with the community members to form a group, to coordinate with other networks, to manage the community in the form of project to get some financial supports from the state, and to have publicities by submitting the invitation letters to all community members and other community leaders such as village head in order to find out the working guideline together. In the management, the community leaders arranged twice meetings a month for planning, analyzing community problems. For any working requiring some budget, the community leader would coordinate with the state-sector networks for their supports for the preparation of publications in the form of budget.

4.4.8.2 Organization management – The finding showed that Bang Nam Pueng Floating Market had an explicit organization management model in the form of community working; each division was assigned for specific tasks. The

Community Committee has been involved in planning. At the first stage, the community leader arranged some activities to unite the group. This working method enabled the group formation and network creation to enhance the social relationship between the community people. In addition, these group forming activities helped provoke the ideal and adaptation guideline to live together.

4.4.8.3 Learning-based organization – The finding showed that, in managing the Community, the community leaders rooted the co-working culture. The Community Committee could express their opinions. The group activities were held for knowledge sharing. There were training and seminar sessions as well as study visits to increase any knowledge required by the community people. The community people were also involved in placing the working vision with the community leaders. There were also some boards to advice the community people on the working activities done.

4.4.8.4 Community context – The result showed that the community context was an important factor enabling the Community to manage its knowledge. The context of Bang Nam Pueng was in the form of group forming for its working in the type of community economic network. The group forming of Bang Nam Pueng Floating Market occurred to exchange the knowledge, to have study visit, to have the seminar/training together, to have meetings to find out the development guideline, and to solve the community problems. Such knowledge sharing was done at every month. The group forming in the type of community enterprise network enabled the community working group to have discussions and cooperation.

4.4.8.5 Tools and technologies used in the knowledge management – The finding indicated that the knowledge management of Bang Nam Pueng Floating Market was supported by way of preparing the community database and Sub-district-level internet in order to share the working information, publicities, and communications between networks. Moreover, in carrying out the management of community-based floating market, SAO took a role in preparing the working documents, and storing the information about community knowledge management by appointing a working group for such storage. The computer database system was also used in the preparation of community database.

4.4.8.6 Receipt of supports from state agencies – The finding showed that Bang Nam Pueng Floating Market was able to manage the community tourism knowledge because the State placed a policy of tourism promotion from Year 2003 to 2006 so that tourism helped mitigate the community economic problems. Tourism Authority of Thailand, in collaboration with Sub-district Administrative Organization and the Cultural Council, allocated some publicity budget for the preparation of community-level tourism management manual, e.g. public relation promotion. There were some activities help to provide some information about the Community's working, and to educate any networks involving in the working. The state agencies provided some supports in forms of publications, radio/television media and website. That financial support compelled the Community to store its knowledge in the community database system, which would be used to publicize the Community's working. Further, the state agencies subsidized the knowledge acquisition process of the Community to improve the production methods, and to recover the old farming life in the Community. That budget was spent for the study visits, and the establishment of the community-based knowledge transfer center. This working partially encouraged the community people to have the knowledge sharing and the adaptation, which is a tool to negotiate with the state agencies by considering its work performance, to form a group for negotiations, and to request for the State's support to develop the academic techniques for the community members.

4.4.8.7 Receipt of external academics' supports – The finding showed that a factor enabling the Community to share and create the community-based knowledge management is the educational institutes, which created the learning via the educational system such as the project for natural resource and environmental recovery and conservation in the Community, the succeeding of community wisdom and culture, the training of local tourist guides to ensure that they could educate the tourists, or research projects conducted to solve the community environmental problems. These educational institutes shaped the knowledge, and develop the community new generations via local curriculums whose contents were provided in conformity with the core curriculums. The educational institutes and academics have provided their teaching and learning sessions, which encouraged the learners to learn the lost community culture and wisdom, or to learn about how to manage and solve the

community problems. Their teaching method was to ask for cooperation between villagers, local leaders and academics. The educational institutes providing the knowledge would coordinate and ask for cooperation from local schools to provide the activity sites. The activity arrangement in the manner of knowledge promotion urged the learners and community members to have the knowledge sharing and good relationships with the community people. The supports from these academics also drove the Community to have systematic knowledge storage in forms of academic papers, research results, local curriculum, and project summary so that the community people or anyone interested could search for more information from these sources.

4.5 Knowledge management model of Ta Ka Floating Market

4.5.1 Community context of Ta Ka Floating Market

Ta Ka Floating Market Community is located at Khlong Pan La, Moo 2, Baan Khlong Sala, Ta Ka Sub-district, Amphawa District, Samut Songkram Province. Khlong Ta Ka is a common canal flowing across the village from east to west. This canal is connected by other minor canals, e.g. Khlong Pan La, Khlong Suan Thung, Khlong Khun Jek, etc. Most populations at Sub-district Ta Ka have the kinship relationship. They settle up their houses at the canal banks for the convenience of water consumption and use, and transportation. Ta Ka Floating Market Community has highly retained its community condition. The villagers always offer hospitality to each other.

Ta Ka Floating Market used to be a land market. The goods were delivered by boat. The merchants from Petchaburi would load some sea food to exchange with some fruits. Later, the land market was changed to be the floating market for the convenience of loading goods; it was not necessary to load some goods transported on land to the boats. The meeting point was, therefore, changed from land to boat. The boats coming here for goods exchange come from Sub-district Ta Ka and nearby.

One identity well retained at Ta Ka Floating Market is the schedule of floating market trading or it is called “Nud” (appointment). Normally, there are 6 appointments per month, e.g. the second day, the seventh day and the twelfth day of the waxing moon, and the second day, the seventh day and the twelfth day of the

waning moon due to tide and ebb. The reason of setting these trading days was that this schedule would be consistent with other markets. For example, Bang Puen Market is scheduled on the first day, the sixth day and the eleventh day of the waxing moon, and the first day, the sixth day and the eleventh day of the waning moon. Pak Khlong Don Market is scheduled from 6 a.m. to 8 a.m. Ta Ka Market is scheduled on 7.30 a.m. to 13.30 p.m. on the second day, the seventh day and the twelfth day of the waxing moon, and the second day, the seventh day and the twelfth day of the waning moon. Amphawa Market, Koh Kaew Market, Bang Sai Market and Bang Jak Market are scheduled the third day, the eighth day and the thirteen day of the waxing moon, and the third day, the eighth day and the thirteen day of the waning moon.

For each marketing day, the general people paddled to buy and sell goods, and to exchange goods at Ta Ka Floating Market since 7 a.m. The villagers paddled from their garden or nearby with many fruits, vegetables, dessert, sea food and other stuff filled fully on the boats. These products told the local story, geography, food and plants, products as well as life. Therefore, the floating market connects the past and present together. The Market is the center of meeting between community people and outsiders. The land next to the Floating Market was constructed as the cement paths along the canal, and there were some bridges across the canal so that the tourists could go shopping and appreciate the floating market climate universally.

4.5.2 Economic, social and cultural condition

The citizens living here are Thai of the central region. Some few Chinese people have settled here as well. At first, it is assumed that there were no so many houses here. Later, some people from other areas migrated to this area such as those from Muang District and surrounding provinces, e.g. Ratchaburi, Petchaburi, etc. Some migrated here, and some were married with the local people of Ta Ka Community. Most people are Buddhists. The second most people are Chinese-Thai who are Christian and Islam. The unique community culture is “Long Kaek” or the rice farming that a rice farm owner prepares some food to feed their guest gathering to grow the rice or do something. One who has so many rice farms will have many guests as well. When other farm owners want the same kind of help, this farm owner will give some help in return without paying for wages. This activity makes the community

united. In the past, the villagers mainly grew the second rice; they started transplanting on the first or second month in the dry season. The rice farming was also inserted by growing some annual crops, e.g. cassava, white radish and tobacco. These occupations become lost due to the changes of environment when the sea water has intruded the canals so deep that the old growing is impossible. The sea water has intruded into Ta Ka Canal due to the construction of Srinakarin Dam at Kanchanaburi Province in 1979. When the Dam stored some water in the first year, no water flew out to prevent the intrusion of sea water. On the first year of dam construction, the sea water could reach Ratchaburi. As a result, the villagers turn to grow the coconut trees as they resist the salty soil until this has been the main occupation of these villagers up to now. Some coconut fruits are transformed to be the coconut sugar. At present, there are some sugar cooking stoves in several areas.

At present, the overall economy of Ta Ka Sub-district relies on the agricultural sector and then the industrial sector. Generally, the populations at Ta Ka Sub-district are the farmers, e.g. coconut farm, guava farm, longan farm, lichee farm, etc. Other populations are general labors and employees in industrial factories. Other populations had other occupations such as governmental service, employees in private companies, etc. However, most populations are the farmers who have grown all types of annual crops. The popular crops here are onion, garlic, fresh pepper, dried pepper, corn, groundnut, bean, etc. During the rice growing season, the farmers grow some rice in the furrows. On the furrow backs, the farmers will grow many annual crops and herbs for their medicine. Other plants are harvested by season. The merchants will arrive at these farms to buy some goods. Some goods may be sold by the villagers, or be exchanged with other goods at Tam Nop Ta Ka as called previously. The villagers living at Tam Nop would load some coconut sugar and sea food to be exchanged for some goods with the villagers living upper. However, a few villagers at Tam Nop Ta Ka have grown the annual crops or rice in the furrows because these areas were intruded by the sea water during the dry season. Thus, the villagers turned to grow the coconut trees on the garden furrows; they could sell the young coconut fruits and make the coconut sugar.

“Palmyra farming is an exhausting and difficult occupation. You may have danger of falling from the coconut tree. Thus, many Palmyra farmers

gave up this occupation and turned to work in the factories. There are few sugar makers now" (Mrs. Urai Silueang, interview, 7 January 2010)

"Although the community economic condition has been changing, we still have other natural resources and way of life that may be developed to be a tourist attraction. At that time, I was the village head and I had an idea of forming a group of villagers to build the home-stay accommodations in 2000. At first, we were supported by Tourism Authority of Thailand. Our selling points are the unique Thai-style houses, and visits of local lifestyle and culture. We have recruited some villagers to take part in our project. Up to Year 2006, there were 146 households in this Community and 11 households participated in our project" (Mrs. Urai Silueang, interview, 7 January 2010)

"After we built the home-stay, more tourists have visited our area. In the past, our fair market was held on some days of the waxing moon and the waning moon. Some tourists were disappointed as they missed the fair market. We have the existing tourist network; so we think to open the floating market on the next weekend. By this regard, SAO gives some supports, especially the SAO President who wants to develop the local areas to earn more revenues from tourism. Thus, Ta Ka Floating Market is opened" (Charoon Jueathai, interview, 28 July 2010)

From this research, it is apparent that the tourism management of Ta Ka Floating Market occurred because of the changing community resources. The community life in the old production system could not serve the local people. Thus, the Community analyzed its outstanding community resources such as the water-based trading in the form of fair market on the days of the waxing moon and the waning moon, farming life, water transportation, etc. These exceptional identities inspired the community people to develop Ta Ka fair market to be a tourism-based floating market. The building of Ta Ka Floating Market aims at increasing more income for the community people whereas tourism is the development capital. This development is still based on the old floating market model, but the opening period is extended from the trading days on the second day, the seventh day and the twelfth day of the waxing moon, from 05.00 a.m. to 12.00 a.m. to include weekends as well to increase and allocate more income to the community. Further, these extended opening days

facilitated the tourists who could not visit this market on days of the waxing moon, which did not fall on the public holidays.

4.5.3 Development of Community-based Tourism of Ta Ka Floating Market

Ta Ka floating market started when the community people participated in the activities and set up a group. In the past, Ta Ka people have hardly done the activities together because they had to earn for living, work in the farms, collect the Palmyra fruits, and made the sugar; they did not have time to form the group. They did not recognize the importance of group forming as well. Any meeting call did not receive cooperation from the villagers. Later, when a lot of people have worked outside the area, the Community became silent as there were fewer members. Each member contained only 1-2 members; most were the parents or elderly taking care of their farms. In 2001, Ta Ka has been recognized. Several things in this community have been widely mentioned and some more people have visited the community sites, e.g. visit of lichee farms, visits of pomelo, floating by the tide to visit riverbank houses and fireflies, etc. As a result, the Community has been more alert to the tourism management. The community members turned to care for what they had, including house, farm, river, canal, temple, ancient remains, lifestyle, tradition, and local wisdom, which would be opened as tourist attractions. Meanwhile, several agencies have supported the community activities with an aim at increasing the revenues for all households and the Community. As a result, the group formation in the Community was easier such as the farmer group, the wife group, home-stay maker group, coconut sugar maker group, etc. The villagers paid more attention to and cooperation in doing the community activities.

At the initial stage, the management related to the preparation of residences to be opened as the home-stay tourist attraction. Thus, more tourists have visited the Community. Moreover, in the past, Ta Ka fair market was scheduled on the second day, the seventh day and the twelfth day of the waxing moon, and the second day, the seventh day and the twelfth day of the waning moon, which did not fall on weekends. However, some tourists could not visit this Market on those trading days. Thus, the community leader got an idea of developing the existing fair market to be a

floating market under the participation of community networks existing already, e.g. community enterprise group, paddle group, and home-stay group. All these groups had the planning together.

The knowledge management in respect with the community-based floating market management was discussed below.

4.5.4 Knowledge management model in respect with community tourism resources

Ta Ka Floating Market engaged the knowledge management process in respect with community tourism resources as follows: knowledge acquisition, knowledge creation, knowledge transfer, knowledge utilization, and knowledge evaluation in respect with community tourism resources. The results on this matter are discussed below.

4.5.4.1 Knowledge acquisition in respect with community tourism resources

The knowledge in respect with community tourism resources at Ta Ka Floating Market was acquired by retrieving various knowledge sources, retrieving the knowledge base from community people, meeting for knowledge sharing, retrieving from electronic media, and study visits. To acquire the knowledge, the related persons were allocated to have the exact duties and responsibilities based on individuals' expertise. After studying the information or having study visits, the knowledge base acquired was discussed to get various opinions, and to select the particular knowledge base to be applied in the Community. There were two kinds of knowledge acquisition there:

1) The information was retrieved from various media, including individuals and documentary media. The President of Sub-district Administrative Organization said that "we set up the Floating Market Conservation Committee. We search for the information as told by old generations. Mostly, we visited old generation people. Other committee members may search for the history from the documentary records of Samut Songkram Province. We surf the internet. We capture it as a learning and tourist point. We also consider the tourist route. What

should be connected in the same route or in the same canal? There is a Thai-style house aged 200 years old. We entered it. We seek for the house owner. He is the Vice President. There should be a show here on Thai ancient house. The house owner has accumulated many ancient appliances, and ancient agricultural devices we have never seen before. In the past, this area had the furrow farming or transplanting. So, there are many rice farming devices, which are different from other rice farming method or tobacco farming. If you visit this house, you will learn all. (Mr. Vinai Nuchudom, interview, 5 January 2010)

2) The knowledge acquisition in the form of study visit. Ta Ka Floating Market would have the study visits at some tourist attractions with similar knowledge management models and they were the floating market tourist attractions. After each study visit, the strength, weakness, success and failure of that site would be analyzed. The exceptional information would be selected for the development of Ta Ka Floating Market.

"Before building this floating market, we have observed several places, e.g. Bang Nam Pueng Floating Market, Four-Region Floating Market, Amphawa Floating Market, Wat Don Wei Floating Market, etc. We have visited almost all markets. We have visited 2-3 markets to capture the overall nature. Before visiting any market, we divided the groups, and assigned each group some tasks. For example, Group A must observe the market administration. Group B must observe the landscape renovation. Group C must observe the agriculture. After investigating, each group came back to attend the meeting. The committee representatives looked through these presentations to have something improved. For example, it's hot at the late morning. We observed the Four-Region Market where is all roofed. But, we do not copy it because our landscape will not be natural. Mostly, we observed the styles of management" (Boonna Limkul, interview, 5 January 2010)

4.5.4.2 Knowledge creation in respect with community tourism resources

The knowledge creation in respect with community tourism resources started from talks between the Community Committee to develop Ta Ka fair market to be a floating market. The old Ta Ka fair market was built for trading

between community people and surrounding persons. The trading was mainly the exchange of agricultural products with sea food. Most lives of Samut Songkram people were the farmers and fishermen; so the products and goods from farms were exchanged with some sea food at Ta Ka Floating Market. At Tam Nop Ta Ka, some small banks were built to prevent the brine from Khlong Mae Klong to flow into Khlong Ta Ka. Some goods were placed on the banks, but some were sold in the boats. For each trading day, there were about 200-300 persons paddling to have the trading on the second day, the seventh day and the twelfth day of the waxing moon, from 05.00 – 12.00 a.m. This is the only one floating market sustaining its old community condition. Ta Ka fair market was changed to be a floating market because Mr. Vinai Nuchudom moved to hold office of the President of Ta Ka Sub-district Administrative Organization at Amphawa District, Samut Songkram Province. Mr. Vinai was a former teacher holding a position of school director at Wat Thepprasitkanawas School. After his retirement, he has stayed at home for 2-3 years, but he still wanted to use his knowledge to help Ta Ka people.

The knowledge creation in respect with community tourism resources started from the analysis of community problems when the internal community networks, e.g. community enterprise group, saving group, home-stay group, etc. had a meeting and planning to develop the Community to be a tourist attraction. The internal community networks analyzed the community problems, causes and particular changing circumstances. That is, the old community life has changed rapidly, and more populations have immigrated to other areas. The Community took part in analyze these problems, and found that the main cause was the intrusion of sea water into agricultural areas after the State constructed a dam at Kanchanaburi Province. This problem caused Ta Ka people to give up their rice farming and vegetable growing as well as other plants and fruits. These farmers turned to grow the young coconut trees, and coconut trees to make the coconut sugar. At present, the growing of coconut trees is favored; this generated some income for the farmers. Ta Ka SAO, therefore, encouraged the farmers to grow coconut trees due to good revenues, but there are the problems of labor shortage for the production, and labor in the agricultural sector.

"In the past, Ta Ka Sub-district was a location of rice farming, and fruit and vegetable growing. Later, several dams at Kanchanaburi Province block some amount of fresh water nurturing Mae Klong people. As a result, the sea water from Mae Klong the river estuary and from Samut Sakhon Province flooded over Sub-district Ta Ka and Sub-district Nang Ta Kien. The canal water, which used to be so fresh, becomes brine and brackish finally" (Vinai Nuchudom, interview, 5 January 2010)

"For the management and work administration at SAO, I used to be a teacher. So, first of all, everyone must have the discipline and order, honesty, working attention. If one does not have these moralities, he cannot work with me. My main policy is that the general people must be persuaded to develop this Sub-district. We focus on the public hearing at each area. We also carry out the surveys of public opinions and needs" (Vinai Nuchudom, interview, 5 January 2010)

"For the initial knowledge creation, we talked with the network groups, dessert group, community enterprise group, home-stay group, etc. that if we set up a floating market on weekends, we must have our community product identities, new interesting tourist attractions. We should have discussions to create our community unique products. We asked someone who were available to investigate the elderly for the existing resources; so we could set them as our tourist attractions" (Charoon Chueathai, interview, 30 July 2010)

The result showed that, for the knowledge creation in respect with community tourism resources, the leadership played an important role in encouraging the community people to have the knowledge sharing because the community leader was an old community member and he has been trusted by the community members. The community-based resource management, at the initial stage, was to root the participation among community members. These members were involved in the planning by brainstorms, and the proposal of community resource management plan through the community meetings. The management of community tourism resources started from the Community's internal networks, e.g. dessert network group, product transform group, and community enterprise group. It was proposed that each group should present its products in the form of community goods

in order to convince the outsiders of the group potential. In addition, each group should produce and create new unique products by retrieving other wisdom. At the initial stage, the Community Committee asked for cooperation from any community members who could sacrifice their time to retrieve the community wisdom and the community history. The tourist attractions were surveyed. The old generations of the Community were also asked which historical sites existed or what historical evidence existed, etc. in order to set up the community tourist attractions.

4.5.4.3 Knowledge transfer in respect with community tourism resources

The knowledge transfer in respect with community tourism resources of Ta Ka Floating Market was done in 3 ways: 1) Knowledge transfer via meetings. The Committee would acknowledge the opinions. Two sets of committees were appointed: 1.1) Community Enterprise Group in charge of administrating accommodations, home-stay and tourist boat 1.2) Floating Market Conservation Committee, comprising people in Sub-district and other related state agencies, Kumnan, village head, SAO President who would have meetings to share their opinions.

“In our working, we divide the working committee into 2 groups: the Community Enterprise Group, and Floating Market Conservation Committee. We discuss in the meeting about the policy plan that the state agencies propose to us. We allocate the responsible duties to each group. We place the working regulations together. After that, we go to work, and we will come back to get a conclusion in the meeting” (Boonna Limkul, interview, 5 January 2010)

2) Knowledge transfer in the manner of informal talks – This knowledge transfer was to transfer the specific experience from individuals or expert transferors. The Community shared the knowledge for better working. Boonna Limkul said that:

“Like me, I’m a health officer. If I talk about health, the villagers will follow me. On our first market opening, our image of boat-based trading is so good. We sell some noodle on boat, and the tourists like it so much. But, when our merchants wash the noodle bowls in the canals, the tourists raised a question that it

was actually clean. We talked with them in the meeting, and the health officer might help give an explanation, but the villager did not understand it. For me, I talk as if they were my children. Sometimes, I help them wash. If you give the technical explanation or training, the villagers will feel bored. They want something simple, to be accessed simply. Mostly, if the villagers do not understand anything, they will ask me" (Boonna Limkul, interview, 5 January 2010)

3) Knowledge transfer via the community-based news broadcasting program – This is to transfer the knowledge base deriving from the meetings of the Community Committee regarding the management of community resources, as well as knowledge base obtained by training and seminar. These knowledge bases transferred made the community people were aware of the development policy and direction together.

From the results above, the knowledge transfer in respect with community tourism resources were summarized in 3 characteristics: 3.1) Knowledge transfer via the committee meeting by allowing the related villagers to participate in the meeting to express their opinions. 3.2) Informal knowledge was transferred whereas the transferors had any knowledge or expertise, and they conveyed their accumulated experience to the community people. 3.3) Knowledge transfer via the community-based news broadcasting program, which included both knowledge base obtained by knowledge sharing between the Community Committee and knowledge base obtained by the retrieval of any useful papers, textbook and training so that the community members were aware of the information for the development of community resources.

"Our knowledge transfer is based on the participation, starting from planning and meeting to set up the tourist activities in the Community. We allocate the income. Some villagers take part in acknowledging our working. Moo 2 Baan Khlong Sala is a small village. We distribute our tourist news to every community member to know our working goals. I provide the news broadcasting program in the Community and SAO is involved in the management" (Vinai Nuchudom, interview, 5 January 2010)

4.5.4.4 Knowledge utilization in respect with community tourism resources

Ta Ka Floating Market could engage the knowledge utilization in respect with community tourism resources. That is, the Committee would discuss the knowledge base got from the study visits in the meeting. The knowledge base suitable for the community context would be selected. Yutthana Jaengsadaeng, the Deputy Chief of Ta Ka Sub-district Administrative Organization stated that:

"For us, after observing and copying all is not us. We select the suitable knowledge base. What was observed? We observe to have something improved. For example, it's hot at the late morning. We observed the Four-Region Market where is all roofed. But, we do not copy it because our landscape will not be natural. We must adjust it to fit to our community" (Yutthana Jaengsadaeng, interview, 5 January 2010)

4.5.4.5 Knowledge evaluation in respect with community tourism resources

The management in respect with community tourism resources at Ta Ka Floating Market was evaluated by arranging the meetings to summarize the work performance. In the evaluation of community tourism resource management, the strength and weakness of the Community were analyzed. The knowledge base obtained from the study visits were presented in the meeting. Also, the suitable knowledge base was selected for the Community. Boonna Limkul said that:

"We, now, have the periodical evaluation. We first evaluate the merchants about their honesty and hygiene. But, we are remedying the food merchants that should be cleaner" (Boonna Limkul, interview, 5 January 2010)

4.5.5 Knowledge management model in respect with formation of activities and learning process for tourists

The knowledge management model in respect with formation of activities and learning process for tourists consisted of knowledge acquisition, knowledge creation and knowledge transfer. The results of this research are discussed below

4.5.5.1 Knowledge acquisition in respect with formation of activities and learning process for tourists – Ta Ka Floating Market acquired the knowledge by retrieving the community knowledge base such as community history and important sites so that the tourists could study the historical trace (Yutthana Jaengsadaeng) said that:

"The retrieval of information that is the community resources helps the tourists have learning. We set up the Floating Market Conservation Committee. We have investigations from old generations. Mostly, we ask the old generations. Someone may search for the community history from the documentary papers regarding Samut Songkram. We also search in the internet. We capture it as a learning and tourist point. We also consider the tourist route. What should be connected in the same route or in the same canal? There is a Thai-style house aged 200 years old. We entered it. We seek for the house owner. He is the Vice President. There should be a show here on Thai ancient house. The house owner has accumulated many ancient appliances, and ancient agricultural devices we have never seen before. In the past, this area had the furrow farming or transplanting. So, there are many rice farming devices, which are different from other rice farming method or tobacco farming. If you visit this house, you will learn all. Small tourist guides are also provided for you" (Yutthana Jaengsadaeng, interview, 5 January 2010)

4.5.5.2 Knowledge creation in respect with formation of activities and learning process for tourists

The knowledge in respect with formation of activities and learning process for tourists was created by retrieving the community knowledge base, which included the knowledge base on history and local wisdom, e.g. wisdom of making the coconut sugar, wisdom of cooking, etc.

"In the past, we arranged the activities on the Forest-Robe Presentation Ceremony Day on the twelfth month when we arranged the paddling competition, sea boxing, and cultures of Ta Ka Floating Market. These activities are held once a year. But, if he tourists do not visit here on that day, they will miss all events.

When I come in, there is some space, but no walking paths, nothing for learning by the tourists. I observe the tourists' visit; they complete their walking within 20 minutes. We appointed the committee, and we had discussions how we set up some tourist sources. We ask the old generations to find out what the selling points we have, and we improve those traces. I found an old person who told me that one site was previously visited by King Rama V. King visited the house of Kumnan Chan to observe the abolition of slavery. So, we raise this site as a selling point. Our Committee visited the house of Kumnan Chan to observe any traces. We investigated all evidence before improving that house. When the elderly could tell nothing anymore, we had a planning that we should set up a tourist site for the tourists in the form of community museum" (Yutthana Jaengsadaeng, interview, 5 January 2010)

4.5.5.3 Knowledge transfer in respect with formation of activities and learning process for tourists

For the knowledge transfer in respect with formation of activities and learning process for tourists, the Community had the meetings to set up the working plan, and coordinated with other related agencies to arrange training sessions for the community people. The training sessions related to the English skills, presentation of community history, demonstrations of local wisdom. In transferring the knowledge to the community people, the Community Committee publicized it so that any interested persons might attend those training sessions.

"In transferring the knowledge in respect with formation of activities and learning process for tourists, we coordinate with some educational institutes to give some training sessions on speaking, narrating the community history, and other presentation techniques" (Yutthana Jaengsadaeng, interview, 5 January 2010)

"For the local tourist guides, we arrange this training by ourselves. I have the President, his father (Vice President). We study the information and explain to them. We do not arrange the training. Now, we rely on the house owners because most of our personnel are not yet good" (Vinai Nuchudom, interview, 5 January 2010)

"The present knowledge transfer is involved by some provincial agencies and educational institutes to give the training like English speaking for the merchant. This transfer is done regularly. The training participants also receive the certificate. Many villagers attend the training with us" (Charoon Chueathai, interview, 30 July 2010)

4.5.6 Knowledge management model in respect with network management

The knowledge management model in respect with network management consisted of knowledge acquisition, knowledge creation, and knowledge transfer. The results are discussed below.

4.5.6.1 Knowledge acquisition in respect with network management

The knowledge acquisition in respect with network management of Ta Ka Floating Market consisted of 9 groups. Some members were selected to have the study visits on issues relating to the development process of the network, e.g. tourism group and home-stay group. The Group had the group meeting to acknowledge the progress, impact, problems and hindrance in the home-stay management in the province and nearby. The knowledge shared came from the study visits, which were later discussed in the meeting to get the working guideline for the community-based tourism together. Most knowledge acquisition started from the internal community networks before being expanded to the Community Enterprise Group.

"In talking for sharing the knowledge, we analyze the information to find out the causes of problem in each network. The working results will be summarized as the lesson learnt for our remark. The knowledge sharing will allow everyone to express the opinions. We do not dictate the ideas. Someone may think differently, but we allow him to speak fully. It is better than talking outside the meeting, which causes the disunion" (Yutthana Jaengsadaeng, interview, 5 January 2010)

4.5.6.2 Knowledge creation in respect with network management

There were 2 kinds of knowledge creation in respect with network management at Ta Ka Floating Market, i.e. internal networks, and related networks with other organizations to promote and support the community-based tourism management. The internal networks included the sugar making group, wife group, paddle group, firefly conservation group, weaving group, dessert group and other groups. Every internal network was driven by the group leader. The activities were arranged to share the knowledge between internal networks and external networks. For the knowledge creation in respect with network management, each network of Ta Ka Floating Market exchanged the knowledge base it was specialized. Those knowledge bases were managed to strengthen the community. The initial knowledge creation was to enable the Community to produce goods to be recognized by other external networks.

4.5.6.3 Knowledge transfer in respect with network management

The knowledge in respect with network management at Ta Ka Floating Market was transferred in the form of exchanging in the meeting of network groups, which were the Community Enterprise Group and the Tourism Network Group. The knowledge was transferred by telling any experience, problems and hindrance in working to find out the conclusion and solution.

“Before we open the Market on weekends, we set up 2 committees: the Community Enterprise Committee in charge of administrating accommodations, home-stay and tourist boat. Another committee was the Floating Market Conservation Committee, comprising people in Sub-district and other related state agencies and other villagers. We consider how the Floating Market should be improved. We have 2 committees. One committee takes care of accommodations and boat. Another committee takes care of the management system. We consider how to attract the tourists and merchants to the Market. We seek for methods, techniques, publicity principle, etc. These 2 committee have regular talks so that our work continues” (Yutthana Jaengsadaeng, interview, 5 January 2010)

4.5.7 Knowledge management model in respect with income and profit management

Ta Ka Floating Market had the knowledge management in respect with income and profit management, which comprised the knowledge acquisition, knowledge creation, and knowledge transfer. The results are explained as follows:

4.5.7.1 Knowledge acquisition in respect with income and profit management

The knowledge acquisition in respect with income and profit management of this Community was in the form of study visit. Most knowledge related to the income management in the type of saving got from study visits. The Community assigned each group to have different observations. The knowledge learnt would be applied for each division. In addition, each network held the meetings to exchange the knowledge, which included the working plan, work performance and working problems. If any problems occurred, each group would seek for the solution together. If the existing knowledge was insufficient, the network leaders would submit a proposal to SAO to ask for more budgets to arrange the network meetings or activities. There were 2 kinds of knowledge acquisition of Ta Ka Floating Market: knowledge acquisition deriving from the sharing of knowledge regarding the community-based tourism management with the community enterprise network; and knowledge acquisition in the form of study visit such as the study visit about the income management of Bang Nam Pueng Floating Market.

“We had some study visits, so we applied them. We set up two boat funds: 1) day-time boat with the service fee at 20 baht. All fees collected are handed to me, and I must report. We collect 150 baht for the fund. We collect 150 baht, and give each person for 50 baht if you can earn less than 1,000 baht. If you can earn more, we will give you 100 baht or 150 baht. This is fixed by them. We used the collected fee to manage ourselves. The remaining amount is handed to the group for its collection. We intend to set up the community saving group” (Vinai Nuchudom, interview, 5 January 2010)

“For the knowledge from many study visits, we discuss about it in each group’s meeting like home-stay group, community enterprise group, and

paddle group. We share the knowledge from our study visits in each network such as the allocation of income in each group. We consider how that matter will be applied for the group. If any problems occur, each network will summarize which knowledge they lack, but needed. The network leader will propose the project to get some supportive budget in forms of study visit and training" (Yutthana Jaengsadaeng, interview, 5 January 2010)

4.5.7.2 Knowledge creation in respect with income and profit management

For the knowledge creation in respect with income and profit management, the focus was on the management of environment that is an important community resource. Therefore, the Community should mutually concern about the utilization of resources, which are partial management costs. Ta Ka Floating Market focused on the fair income allocation to all related parties in the Community in line with the community people's participation. Everyone in the Community had to receive the tourism income.

"For the floating market income, we do not emphasize on revenues, but free trading. We persuade the merchants to have trading here for free, and they can do anything. We focus on the training held for our junior tourist guides and our Management regarding boats, community ferry, floating market, etc. We do not hire them; they have their own management. They set up the head, vice president, treasurer, secretary, etc." (Vinai Nuchudom, interview, 5 January 2010)

"For the knowledge we use for the income management, we focus on the mutual utilization of community resources. Some amount of income from tourism management must be returned to develop the community tourism resources. For example, any houses having the Sonneratia trees in front can take part in maintaining fireflies. Thus, the revenues earned by the boat drivers must be collected as a central fund for houses located at the canal banks; 200 baht per each house so that they value the community resources together" (Boona Limkul, interview, 5 January 2010)

4.5.7.3 Knowledge transfer in respect with income and profit management

The knowledge in respect with income and profit management at Ta Ka Floating Market was transferred by talks between community leaders. The elderly in the Community were valued as the Community wanted to utilize tourism to increase some revenues while most community people were the old generations who owned many plots of land. Thus, the negotiations with the community people for the focal benefits were necessary like the case of assigning the community people to maintain fireflies, and giving them the monthly maintenance fee, which made them recognize the value of community resources together.

"Frankly, it seems that we rely on the wisdom of aged people. We cannot throw them away. We call them to talk with us. We call the leaders to participate with us. Don't overlook anyone. We work together without any conflict. In the past, the leader worked alone. But, this year, we have the brainstorm. We built up our floating market for 3 times. It is well known on the fourth time. We work together. Our merchants, now, need not to hire any boats. They manage by themselves. They have trading and talks within in the group. If I have any news, I go to tell them. On the New Year Eve, we have never arranged the trading activity on such occasion; so we talked among the leaders if they could carry out it. I also asked the merchants. I just go to ask them, the poll is not needed. We should try, and they finally had trading" (Vinai Nuchudom, interview, 5 January 2010)

4.5.7.4 Knowledge evaluation in respect with income and profit management

Ta Ka Floating Market carried out its income and profit management in the form of various groups, e.g. Home-Stay Group, Community Enterprise Group, Paddle Group, etc. Each network group regularly arranged the meetings to share the knowledge, set up plans, management the fund, inform of the work performance to the group members, and summarize the work performance and work problems. If a problem occurred, each work would jointly solve it.

"The management is done by the group; they have the meetings to summarize the outcome. If there is any problem, they would have a group

talk. We would help solve the problem or set up the planning for them" (Vinai Nuchudom, interview on 5 January 2010)

4.5.8 Conditional factors associated with the tourism knowledge management at Ta Ka Floating Market

According to the results, Ta Ka Floating Market possessed some conditional factors triggering the Community's knowledge management as described below.

4.5.8.1 Leadership – The finding showed that the leadership of Ta Ka Floating Market was the formal leadership. In the knowledge management of the Community, the leader had the power of community management in part of budget, so the Community, in collaboration with state agencies, could achieve the work development in the form of project. The leader of Ta Ka Floating Market was the former school director. He had the vision and focused on encouraging the Community to build up a knowledge system in line with the knowledge system accumulated in the Community such as the knowledge management of Thai dessert and local food. The community leader also valued the local philosophers, academics, and developers from state entities involving in arranging the activities relevant to the community problems. The formal leadership enabled the Community to manage its knowledge, and to develop its working networks under the structural management system.

4.5.8.2 Organization management – The finding indicated that the community leader valued the participation process by allowing the network members to work in group such as the community enterprise network, floating market conservation group, etc. These networks co-worked under the policy and supports provided by the state agencies. Each network would discuss in the meeting, and be assigned for specific duties and responsibilities. They also place the working regulations together.

4.5.8.3 Learning-based organization – The finding indicated that the community leader of Ta Ka Floating Market valued the creation and development for the learning-based organization. The community people were encouraged to revive their local wisdom. The educational system was used as a tool of preparing new generations not to separate from the accumulated knowledge. Also, the

community leader created the knowledge, and supported the community people to acquire the knowledge in order to enhance more networks supporting the community working such as the arrangement of meetings and dialogues with the network parties, sharing of knowledge in the form of study visit, and support for enhancing the learning activities in the community. For example, after a study visit, an activity would be held, and a place would be provided to facilitate the knowledge sharing among the community people. Some knowledge would be selected and applied in the community.

4.5.8.4 Community context – The finding indicated that the community context was an essential factor triggering the management of tourism knowledge at Ta Ka Floating Market since Ta Ka Floating Market formed the group for working in the type of community-based economic network. The network-based group forming led to the knowledge exchange, study visit and seminar. The community-based economic network carried out the work, and arranged the activities together. After arranging an activity, the networks and working group of Ta Ka Floating Market would have the summary on work performance. A new activity would be also publicized so that the community members could participate in it. The publicities were done via the community broadcasting program. For the group forming in the Community, the elderly there would be valued as they had some knowledge of community history and local wisdom.

4.5.8.5 Receipt of supports from state agencies – The finding indicated that the knowledge management of Ta Ka Floating Market was supported by some state agencies, including Sub-district Administrative Organization and Tourism Authority of Thailand, which gave some budget to arrange training sessions for the community people such as the training for local tourist guide. Some budget was provided to arrange the shared learning activity in the Community. Some budget amount was provided for the publicities and community database. Such supports from state agencies enabling the Community to form a group to do many activities designed by those state agencies. In addition, in doing an activity with any state agency, that agency would summary the work performance of that project in the form of the work performance record. As a result, the knowledge of Ta Ka Floating Market was stored. This Community’s knowledge also acquired by study visits; this knowledge

acquisition enabled the Community to acquire and share the knowledge from the persons and networks having the study visits with them.

4.5.8.6 Receipt of supports from academics – The result showed that a factor enabling the Community to share and create the community-based knowledge management is the educational institutes, which took part in arranging some training sessions for community people, conducting the research projects whereas the community people involved in developing the research questions with the researchers such as research project for the development of community tourism resources, administration of home-stay accommodations, educating the community members in part of the management of community environment, and arrangement of environmental studies with the community people. Moreover, some academics played a role in supporting and encouraging the community people to work with them; for example, the participation in the activity designing, record, knowledge sharing, discussion, etc. The academics could share the knowledge by using the activities as involved by the community people in designing them. As a result, the community people were familiar to have sharing for further knowledge creation.

4.6 Knowledge management model of Amphawa Floating Market

4.6.1 Community context

The Amphawa Community is located on Mae Klong River flood-plain. Amphawa Canal flows through the Community. This Community has a unique ecological system and environment because it is located on the flood-plain near the river mouth before its exit to the Gulf of Thailand. As a result, there is a large amount of sediment. Due to an abundant ecological system, Amphawa is called “Three-water City”, that is, there are 3 kinds of water there, comprising fresh water, brine and brackish water. This characteristic makes the Community consistently get some influence and impact from many changes from upper areas and the tide at the lower areas. As a result, the Community must have the adaptation at all time for survival, especially water resource and stream network system until the Community has the different life and earning from general farmer, gardener and crop farmer communities. In this Community, the houses are settled on the riverbanks; a clear and exceptional

image of settlement, living and lifestyle. Each house is constructed in the waterfront style as the local people mainly concern about the water-based transportation. Some sections of the house are open-aired such as courtyard, waterfront pavilion, or waterfront pier stairs used for doing many daily activities. A boatyard is also built in front of or at the back of the house. Most houses are constructed in the Thai traditional style, located on the riverbank or close to the stream. The house is shifted high to avoid the flood in the rainy season. Some other houses are the tall buildings or wooden tenement buildings constructed on the riverbank along Amphawa Canal. This wooden tenement building was popular from the reign of King Rama II to King Rama VII. This is an old prosperous community.

4.6.2 Economic, social and cultural condition

Regarding the community settlement, Amphawa Community has a along evolution of settlement since the Ayudhya Era. Most people have had the mixed intercropping, coconut sugar making, fruit orchard, etc. The residences at Amphawa Community are wooden houses. But, after a big fire at Amphawa fresh market, some buildings were changed to the reinforced concrete buildings in the western architecture. However, the general landscape here still contains the historical and attractive architectural value. The residences at Amphawa Community may be classified into 5 types: tall building, river bank building, Thai traditional house, traditional rafting house, local Thai house, and colonial house. Amphawa Community's life and local wisdom may be classified into 3 types: life associated with streams, life associated with the community economics, and art & handicraft and local wisdom. In addition, Amphawa is a homeland of King Buddha Loet La Nabhalai. At that time, Thai art has been so prosperous. Somdej Phra Sri Suriyentharamat ordered some Benjarong wares and Namthong wares for uses in the Royal Palace, and these wares have been used up to the reign of King Rama V. These wares were used in the Royal Place only. But, at present, the general people revive and develop the drawing style of this ware; so Amphawa is a source compiling many art craftsmen and wisdom teachers.

4.6.3 Development of Community-based Tourism of Amphawa Floating Market

The community-based tourism in respect with water-based tourism management in the form of evening fair market started from the mayor who had an idea of opening a tourism-based floating market on 11 August 2004. This floating-market tourism was different from the old market, that is, this new floating market is opened in the evening of Fridays, Saturdays, and Sundays only whereas other floating markets opened in the morning; so some tourists could not visit them in time. At Amphawa District, there are several interesting tourist attractions. Thus, the tourists may visit those places before coming to the floating market. If the floating market is opened in the evening, its style will be different from others.

"I was born and grew up here. When I came back, what happened here? I must consider and find that the globalization draws much more people. A father has made the coconut sugar to support his children's education. When these children graduate, they do not have farming, but work in Bangkok, in an office. Everyone is pushed into the globalization. We may say that here has been overcome by such thought. When I become the mayor here, my main problem is the economic crisis. The community people must earn the income by more than 1 earning method. If you are a farm owner, if the coconut price is not good but you have a home-stay and you have some guests, you can sell your farm products. This is an earning from 2 ways. Tourism should be an economic driver" (Lieutenant Patcharodom Uonsuwan, interview, 8 February 2010)

Amphawa Floating Market is derived from the economic crisis when the riverbank life has been changed due to the road construction since Year 1973 onwards. The old water-based life has been changed to be the land transportation. The community way of life has been changing when young adults here migrated to Bangkok more. The lively tall buildings in the past have been disappearing from the Community. Therefore, it is considered to revive the Amphawa life.

The management of Amphawa Floating Market aimed at the unity of community people, and the pride of long community history longer than 200 years, from Ayudhya Era to Rattankosin Era. The patent presentation of self made Amphawa people know about themselves. When they know themselves, we will be able to find

out their problem solutions, and to use tourism to generate the income for the Community.

"At the first stage of the evening floating market, we aimed to build a green community. We consider that if we want to revive the community life like Damnern Saduak Floating Market, we must take account of Amphawa capital. Amphawa has the natural resource capital or streams, life capital or firefly, river shrimp, cultural capital s we are a riverbank community, an origin of craftsmen, a homeland of King Rama II. But, now, this life disappears from Amphawa. This is a collapse of community life, e.g. film showing across the canal, water-based wedding ceremony" (Lieutenant Patcharodom Uonsuwan, interview, 8 February 2010)

Therefore, the establishment of Amphawa Floating Market had to start on the strength of Amphawa people or their local wisdom. The community leaders turned back to recognize the community resources to utilize these intelligence capital together. This floating market has been run to have the tourists touch the community life; for example, most goods sold at Khlong Amphawa were some food, dessert, and fruits. Most tourists visiting Amphawa Floating Market would focus on the community life, studying of riverbank community architecture, seeing fireflies along the tide, and seeing the occupational life in the Community, e.g. sugar boiling, fishery, production of Benjarong ware, etc. The knowledge management for community-based tourism is discussed below.

4.6.4 Knowledge management model for the community tourism resources

The knowledge management model for the community tourism resources at Amphawa Floating Market consisted of the following steps: knowledge acquisition, knowledge creation, knowledge transfer, knowledge storage, knowledge utilization, and knowledge evaluation as detailed below.

4.6.4.1 Knowledge acquisition in respect with community tourism resources

The result led to a conclusion that there were 3 kinds of knowledge acquisition in the community resource management: 1) knowledge exchange by informal telling, 2) discussion and telling from the actual experience. The principle of telling was to tell the real practice on the principle of two-way communications, that is, the speaker and listener could transfer the experience to each other, and 3) study visit.

The community people had the shared learning via talks in the kinship system; this engendered the trust in the form of good friendship. The shared learning came from telling from the actual experience. Apart from the knowledge sharing in the form of talks for sharing and expression the opinions, the community tourism management of Amphawa Floating Market acquired the knowledge in the form of study visit.

“In the community tourism management of Amphawa Floating Market, some community members are selected to have the study visit every year, in the country and on abroad. For example, the Community President had the study visits at Phitsanulok, Phetchabun, Chaiyaphum and on abroad. For example, our members had the study visit at China at the World Heritage. For the study visit, I have a viewpoint that the community members should be able to recognize the value of things existing in our community. How are their awareness rooted so that they are alert and ready to learn? If they are ready to learn, they can select and apply the knowledge for our existing community resources” (Lieutenant Patcharodom Uonsuwan, interview, 8 February 2010)

4.6.4.2 Knowledge creation in respect with community tourism resources

There were 3 kinds of knowledge creation in respect with community tourism resources at Amphawa Floating Market Community: 1) Knowledge creation is derived from the analysis of tourism resource capital of the Community. The community people have been involved in planning for its tourism resources, in reviewing themselves, in seeking for goals and vision together such as

reviewing of community tourist resource, e.g. firefly, Sonneratia tree, Nipah palm tree, canal, riverbank house, and local food. After that, the Community determined the goals, sought for the group's vision on which direction of tourism development was required. Each group had the same vision on the development of community tourism resources by aiming at recovering and conserving the community culture and tradition, and creating the knowledge of community resource management. The aim was the improved quality of life of Amphawa people whereas tourism was an alternative income generating. 2) Retrieval of community wisdom. and 3) Public hearing forum via the participatory process. The community strength and weakness were analyzed as well.

"In the management of community tourism resources, I value the community context with a focus on the existing community capitals. The most important capital is the geo-socio capital; this may be split into 2 words: geography and society. Amphawa Floating Market is a riverside society. If we carry out a floating market, I need not to teach them to paddle or make the dessert; they are their life and intelligence capital. We must understand the community life. If we do not understand the community life or our root, how will we go? (Lieutenant Patcharodom Uonsuwan, interview, 8 February 2010)

"I consider the tourism industry. Why must tourism be owned or managed by the community? This means that the small-sized entrepreneurs in the community concern about their resources and they exchange them with their business damages. For example, for a boat picking up the tourists to see the fireflies, if there are no longer tourists, a boat shall mean an unemployed family and no income. There is also a limitation that the villagers jump into tourism; they may not have skills or knowledge. It is the different process in placing the policy. The villagers must learn and practice by themselves" (Lieutenant Patcharodom Uonsuwan, interview, 8 February 2010)

4.6.4.3 Knowledge transfer in respect with community tourism resources was done in 2 ways :1) Formal knowledge transfer through the meeting with the meeting topics fixed.2) Knowledge transfer in the form of training. Amphawa Floating Market has been supported by some state agencies; for example, the

conservation of community environmental resources, and training for boat drivers by the Harbor Department, etc.

"At first, the Floating Market appoints the committee relating to the market management. We select the representatives or responsible persons to discuss with the Municipality to plan for the joint utilization of community resources. The Municipality, in collaboration with the Province, prepares the community development plan; so the group meeting is called to allocate the duties and responsibilities. Our community working focuses on the network-based learning and working. This is the horizontal relationship, not the vertical one, that is, we learn from the experience in each other, the sharing of opinions or the searching for resources together" (Sanan Tittayanurak, interview, 17 February 2010)

"For some parts, the Municipality arranges the meeting and permits each group to lay down the working plan. The Municipality will arrange the training sessions for persons relating to the tourism management. In this regard, the Municipality has some budget. I think that educating the villagers is essential. We take them to have the study visits outside such as Nakhon Ratchasima and Kanchanaburi. TAT has frequently supported, educated us and took us to have the study visits while it bears all expenses" (Vithoon Laoprathum, interview, 21 February 2010)

4.6.4.4 Knowledge storage in respect with community tourism resources was done in 3 ways:

1) The knowledge in respect with community tourism resources as transferred in the meetings of Community Committee and Network Committee was stored in the form of minutes of meeting to collect the conclusion or essence. Sometimes, the information may not be collected, but memorized to be informally transferred because most meeting participants were intimate, and they usually transfer the knowledge in the form of telling.

2) Storing of knowledge base of community culture or community database in the form of local museum. Amphawa Floating Market received the cooperation from the state agencies and mass media in the preparation of community database.

3) Preparation of publications in forms of brochure and community website.

"If an agency supports us, there will be the written knowledge storage by preparing the database on tourist attraction, history, Thai dessert museum, local museum and publications. These are supported by Tourism Authority of Thailand. For this storage, the community people and interested persons can have the learning. For other documents, the working group, mostly, has not taken the minutes of meeting. The villagers just attended the meeting and told others" (Sanan Tittayanurak, interview, 17 February 2010)

4.6.4.5 Knowledge utilization in respect with community tourism resources

The knowledge utilization in respect with community tourism resources was to utilize the knowledge got from discussions. Some information might be improved for suitability. The information shared may be discussed or told again to improve the knowledge base. The result led to a conclusion that the Community utilized the knowledge by selecting the knowledge base got from the study visits, and raising it to the members who could study the methods suitable for the Community. The knowledge was formally and informally discussed, and it would be selected based on the comparative principle. The selected knowledge would be further applied to fit to the area, that is, the knowledge base studied must be shared with the villagers. Also, there should be the co-working between the State and the public sector.

"In a study visits, we raise the issues to be observed by the community members on the management methods suitable for Amphawa Community. After that study visit, the knowledge will be summarized and discussed formally and informally. The issues concerned by most community members relate to the promotion of main income, e.g. development and design of OTOP products, goods production, etc. (Vithoon Laoprathum, interview, 21 February 2010)

"A problem of community management in Thailand is the study visit…Thai people like to see, but not understand that the community context that is different at each area…Thus, in the management of Amphawa Municipality, the knowledge must be selected so that it can be applied suitably in the area. The co-working between the state sector and the public sector means that the knowledge base

studied must be shared with the villagers. The changes must emerge as little as possible. There must also be the retrieval of intelligence wisdom through the Community Information Center" (Lieutenant Patcharodom Uonsuwan, interview, 8 February 2010)

4.6.4.6 Knowledge evaluation in respect with community tourism resources

The Community had the knowledge evaluation in respect with community tourism resources by summarizing the work performance. If conducting the research with any educational agencies, the activities done with them would be summarized so that the working team could judge whether the knowledge used in the work development should be added or improved or not.

"The community resource management also comprises the evaluation in the form of research conducting. Amphawa Floating Market has been supported for its community resource management in respect with architectural landscape, product design, research on tourists' behavior, community resource management, etc. The researchers would summarize for the Community the knowledge base got from the research. They would analyze the past results of community resource management and defect. When the Community learns about these defects, they will solve them with the researchers" (Vithoon Laoprathum, interview, 21 February 2010)

4.6.5 Knowledge management model in respect with formation of activities and learning process for tourists

The knowledge management model in respect with formation of activities and learning process for tourists of Amphawa Floating Market consisted of knowledge acquisition, knowledge creation, and knowledge transfer. The results are explained below.

4.6.5.1 Knowledge acquisition in respect with formation of activities and learning process for tourists

Regarding the knowledge acquisition in respect with formation of activities and learning process for tourists, Amphawa Floating Market has been trained by some state agencies. The activities were arranged on rotation so that the community wisdom teachers shared the learning at the Community Cultural Yard. For the characteristics of learning, the Community has the monthly group meeting. There, the community members presented the community history, and the aged people of the Community told the story. After that, the meeting would select or rotate those aged people to transfer the knowledge at Chaipatananurak Cultural Yard.

"Most activities arranged for the tourists' learning are supported by some interested state agencies like Tourism Authority of Thailand, which supports the budget for training the local tourist guides. The School arranges an activity in investigating the local wisdom. Or, Chulalongkorn University establishes Amphawa Museum and educates us about object displays in the museum" (Lieutenant Patcharodom Uonsuwan, interview, 8 February 2010)

4.6.5.2 Knowledge creation in respect with formation of activities and learning process for tourists

For the knowledge creation in respect with formation of activities and learning process for tourists, the Community applied the knowledge got from the training courses to develop its work. For most knowledge used in arranging the activity, the Community asked some related agencies for the cooperation on the financial support in the form of project undertaking. Regarding the activity design, the schools in the area were involved in designing the local curriculum in which the community wisdom teachers in different expertise took role in transferring their knowledge. This knowledge was not only transferred to the community people, but also to the tourists in the activities held on weekends.

"When we are trained by some external agencies, we transfer that knowledge base to the working committee. Mostly, when an educational institute or a researcher comes to transfer the knowledge in respect with the provision of activities for tourists, he always emphasizes that the Community presents the unique

life and culture while the tourists have learning, and recognize the value of community resources. Most activities are arranged with the cooperation from the schools as they set up the local curriculum, and some wisdom teachers are invited to lecture there. In an activity, the schools play a great role in supporting the arrangement. At each time, we get the financial support like Chaipatananurak Cultural Yard. In an exhibition, the wisdom teachers are invited to have demonstrations, and they get some payments as well. Some teachers help us by their spirit, and their children take them here. We rotate our displays for the tourists" (Lieutenant Patcharodom Uonsuwan, interview, 8 February 2010)

4.6.5.3 Knowledge transfer in respect with formation of activities and learning process for tourists

Amphawa Floating Market focused on the knowledge transfer that encouraged the community members to recognize and value the community resources together. When the community people recognized and attached to the community resources, they would be able to transfer such knowledge to outsiders and tourists so that they understood the rules of mutual living and balance. Therefore, the community-based knowledge management focuses on educating the community people in the form of exhibition, e.g. Amphawa Chai Patananurak Exhibition Hall; it was an activity allowing the tourists and community people to learn the community stories. These activities were held on rotation to be consistent with the life and traditions of Amphawa people. The knowledge transfer included the exhibition of Thai food in Amphawa. In this exhibition, the Community prepared the information signs and brochures, also provided the local tourists.

"On the training, if an external agency provides that training for us, the Municipality will issue an invitation letter to every network to attend it. Most agencies like educational institutes have frequently arranged the activities in the Community such as the conservation of Sonneratia trees, firefly, and environmental studies. For these activities, the schools took an important part to designate some students to have learning because the schools designed the local curriculum. These activities partially urged the community new generations to value the community resources" (Mr. Vithoon Laoprathum, interview, 21 February 2010)

"I think that educating the villagers is essential. For the environmental management here, most villagers understand that it means the conservation or maintenance of old things, e.g. Thai traditional house, nature, river and canal and life to be visited by others. But, no one tells us about the awareness, but it is individuals' awareness in the management. The villagers take part in expressing their opinions. They are aware of rules and regulations; it needs not to have any announcement" (Lieutenant Patcharodom Uonsuwan, interview, 8 February 2010)

4.6.6 Knowledge management model in respect with network management

The knowledge management model in respect with network management at Amphawa Floating Market consisted of knowledge acquisition, knowledge creation, knowledge transfer, knowledge utilization, and knowledge evaluation. The results are discussed below.

4.6.6.1 Knowledge acquisition in respect with network management

The knowledge acquisition in respect with network management at Amphawa Floating Market occurred in 2 ways: study visit and training provided by the state agencies that gave somesupports for the community tourism management. Sanan Tittayanurak, Chairman of Amphawa Floating Market Community, said that "The knowledge acquisition in respect with network management, at the initial stage, came from the study visits and interactions between persons designated to have the study visits as they are accepted and trusted. For example, I'm the Community President and the network arranges an activity in other different style, e.g. gathering of unidentified corpses; I will publicize this activity to other agencies. I'm also the newspaper agent; so I can have the publicity via media" (Sanan Tittayanurak interview, 17 February 2010)

"When the Community becomes well known, more people have visited here, the network emerges from the personal relationship and the community learning network also provokes the coincidence network. For example, when the Community is a tourist attraction of researchers and a learning source of

students, Amphawa Floating Market has been developed and supported to be recognized by other persons outside" (Lieutenant Patcharodom Uonsuwan, interview, 8 February 2010)

4.6.6.2 Knowledge creation in respect with network management

The knowledge creation in respect with network management at Amphawa Floating Market focused on the learning in the form of network-based working. Each network shared the experience and knowledge with each other based on the horizontal communications through familiar persons, leaders and relatives in the Community.

"The knowledge creation in respect with network management at Amphawa Floating Market focused on the horizontal relationship, not the vertical one, that is, we learn from the experience in each other, the sharing of opinions or the searching for resources together. Creating the focal point in the form of discussion can connect us as the network easier" (Lieutenant Patcharodom Uonsuwan, interview, 8 February 2010)

4.6.6.3 Knowledge transfer in respect with network management

The knowledge in respect with network management at Amphawa Floating Market was transferred by the arrangement of monthly meetings for the networks. The network leaders were provided a forum to express their opinions under the participatory process. The Municipality provided a forum allowing the Community to have the knowledge sharing while the community people accepted the Municipality's opinions. In addition, the community members transferred the knowledge by forwarding the knowledge base got from the network members' practice and study visits. The group for the establishment of Amphawa Floating Market was formed by individuals who had the same interest, and this group forming was expanded to other networks with the same interest and goals, e.g. Raksa Bang Khonthee Group and Amphawa Group. Each network improved and developed such knowledge to be the community new knowledge base. The knowledge base got by the

networks' co-working would be shared, e.g. arrangement of tourist route, studying the visit points, distance and time of studying provided to the tourists, studying of community history, etc.

4.6.6.4 Knowledge utilization in respect with network management

Amphawa Floating Market has regularly arranged the meetings to share the knowledge got by the real practice of each network. The knowledge base selected by each network came from its error and trial learning and repeated practice until it achieved the method or conclusion to be applied in its network.

"The tourism management of Amphawa Floating Market composes of networks, including the natural network, that is, the villagers have discussions to solve the problems, and other network involved and stimulated by outsiders. Normally, the villagers will discuss about the working improvement. Like the home-stay, the villagers will talk about the working problems and solving. If another network meets success in doing that, such knowledge will be applied, e.g. accommodation room pricing, food menu, room arrangement to rotate the guests, etc." (Sanan Tittayanurak interview, 17 February 2010)

4.6.6.5 Knowledge evaluation in respect with network management

For the knowledge evaluation in respect with network management, when the Community arranged a meeting, the Network Committee would question about any problems or hindrance in the networks' practice. The Network Committee always took part in analyzing the problems, planning for working, and summarizing those problems to be proposed to the Municipality.

"The Network has developed its work performance. In a network meeting, we discuss about the work performance that has the problems. The network leaders have the discussions to drive the working to the set target. The work performance in arranging any community activity will be summarized. If any activity encounters the problems, the network members will jointly plan for solving by having regard to the focal

benefits of community people and networks" (Mr. Vithoon Laoprathum, interview, 21 February 2010)

4.6.7 Knowledge management model in respect with income and profit management

The knowledge management model in respect with income and profit management at Amphawa Floating Market was based on the following steps: knowledge acquisition, and knowledge creation. The results are discussed below.

4.6.7.1 Knowledge acquisition in respect with income and profit management

The knowledge in respect with income and profit management at Amphawa Floating Market was acquired by discussion between related committee members to find out the problems and hindrance together. The leaders of each network took roles in arranging those opinion-sharing meetings, and solving potential problems.

"For the knowledge acquisition in respect with income and profit management, the persons related to the community tourism management, e.g. stall merchant group, home-stay accommodation group, which earn benefits from the tourism management directly, and group members will share the knowledge, find out the working problems in the form of discussion and group meeting. The Municipality does not play any role in taking care of this" (Mr. Vithoon Laoprathum, interview, 21 February 2010)

4.6.7.2 Knowledge creation in respect with income and profit management

Most knowledge creation in respect with income and profit management at Amphawa Floating Market was derived from the leaders' experience. The knowledge base occurred when the leaders shared and transferred it to other persons related to the knowledge management. The income and profit management focused on the fair income allocations subject to the community-centered principle.

The stalls in the municipal area would gather the members to set up the stall merchant club.

"If we use the management model like some community markets, this will trigger the competition and conflict. Thus, we must consider our community products whether they are exceptionally different from those of other floating markets or not. We set up a business model, that is, the community people are in the production department. The Municipality acts as the Sales Department. The marketing process between purchasers and vendors, and products and publicities is set up. In addition, we must analyze the place that we have some problems such as the occurrence of tide. We must consider this hindrance as our capital. The capital of people here is to learn about the lunar calendar. For the pricing, our community life is the capital of pricing in our tourism development plan. We also consider the quality of life. The community life is the population quality development plan. We view tourism as our second plan. When the income occurs, we must have the fair income allocation" (Lieutenant Patcharodom Uonsuwan, interview, 8 February 2010)

4.6.8 Conditional factors associated with the tourism knowledge management at Amphawa Floating Market

The finding showed that Amphawa Floating Market possessed some conditional factors enabling the Community to manage its knowledge as described below.

4.6.8.1 Leadership – The finding indicated that the leadership of Amphawa Floating Market was formal, but the community leader had intimacy with the community people because his parents were the local people. The leader also coordinated with the state-agency networks, and co-worked with the community people. The leadership played an important role in the community-based knowledge management because it helped form the group to drive the community working. The leadership in the management of Amphawa Floating Market focuses on the management in new viewpoints, and on changing the vision of community people under the participatory process as well as community development. That is, the Community had to be strengthened by placing emphasis on the economic, social and environmental development so that there were more revenues in the Community.

Under this policy, the Community got the good cooperation from the state-agency networks. Moreover, the community leader showed his vision to the community people by valuing the revival of local wisdom and community culture.

4.6.8.2 Organization management – Amphawa Floating Market placed an organization management model by assigning duties to each division. The working groups utilized the participatory process to analyze the strength and weakness. The community requirement plan was also prepared by the participation of the Community, which certainly provoked the learning, the thinking process and the setting of community activities. In the management, the community leaders took roles in advising, expressing opinions, and supporting the cooperation with other external networks; so the community people could perform the community-based knowledge management better.

4.6.8.2 Community context – The result showed that the success of tourism knowledge management at Amphawa Floating Market partially relied on the community context because Amphawa people engage the cultural capital, including cooking, Thai desert, weaving, and folk plays. Moreover, the community people had the kinship relations. They could form a group for doing any community activity; this facilitated the Community to share the work performance with each other. This kinship capital also enabled the community people to manage its knowledge in the form of network forming in the Community for good cooperation in doing the activity.

4.6.8.3 Receipt of supports from state agencies – The result showed that the knowledge management of Amphawa Floating Market was supported by the state agencies. For example, Tourism Authority of Thailand gave the financial support in training the community people, e.g. training of local tourist guides, and in arranging the activities for the community-based learning, in publicizing and preparing the community database, and in developing the community tourist attractions.

4.6.8.4 Receipt of supports from academics – The result showed that a factor enabling the Community to share and create the community-based knowledge management is the educational institutes, which took part in arranging some training sessions for community people, arranging the activities of investigating the community wisdom. In the meantime, the academics gave supports in

form of research development and training. In the Community's knowledge management, the academics set up the topics of knowledge transfer to have the community people recognize the value of community resources. When they recognize and attach to those community resources, they would be able to transfer such knowledge to outsiders and tourists so that they understood the rules of mutual living and balance. Therefore, the community-based knowledge management focuses on educating the community people in the form of exhibition, e.g. Amphawa Chai Patananurak Exhibition Hall; it was an activity allowing the tourists and community people to learn the community stories. These activities were held on rotation to be consistent with the life and traditions of Amphawa people.

CHAPTER V
MODEL AND CONDITIONAL FACTORS CORRELATED TO KNOWLEDGE MANAGEMENT FOR COMMUNITY-BASED FLOATING MARKET TOURISM

The results of studying all 6 floating markets were summarized and analyzed by Cross Case Analysis in order to find out the similarities and differences of knowledge management models in term of community-based tourism management. The results of this research were presented to answer the second objective of this research. This Chapter 5 is the analysis of knowledge management development and models as well as conditional factors correlated to knowledge management in term of community-based floating market tourism. Knowledge management models were presented in 4 parts under the conceptual framework of community-based floating market tourism management: 1) knowledge management model in term of community tourism resource management; 2) knowledge management model in term of formation of activities and learning process for tourists; 3) knowledge management model in term of network management; and 4) knowledge management model in term of income and profit management. After that, the community-based tourism knowledge management models as well as conditional factors correlated to knowledge management in term of community-based floating market tourism were summarized and analyzed.

5.1 Development of the community-based floating market tourism

The results showed that, in the development of the community-based tourism, these communities engaged indifferent knowledge management, that is, the community knowledge management was done to solve the community problems, to enable the communities to sustain under the State's development crisis when the State has implemented a mainstream concept of changing the country from the sufficiency

production to the trading and industrial production. As a result, the old community life collapse whereas the communities fail to adapt to those development circumstances carried out the State. The results showed that most problems the communities have encountered were caused by the State's development plans that affected various communities. For example, the construction of Srinakarin Dam at Kanchanaburi Province in Year 1979 caused the lower Chao Phraya River flood-plains, including Samut Songkram, Bangkok, and Samut Prakan provinces to encounter the intrusion of sea water. Or, the land utilization in the green zone previously used for agricultural activities was changed whereas the State has not yet enacted any laws or measures on the utilization of such land. As a result, a large number of farming areas was bought by the capitalists to construct the housing development and roads to the communities, which made the riverbank life change greatly. The urbanization and industrial growth also drove young adults out from the area. These problems evidenced that the State's past development resulted in the community life, community collapse, shortage of agricultural labor, and deteriorating community resources. The results showed that the communities managed the tourism knowledge to solve the community problems under the community participation so that each community could survive and engage the negotiation power with the State. Such community-based knowledge management may be seen in the case of Khlong Lad Mayom Floating Market. The Community was pressed to engage the knowledge management because the price of agricultural products was cut, there was no product outlet, intrusion of sea water, and air pollution blocking the plants to blossom until the farmers earned less income from agricultural products. Or, in the case of Ta Ka Floating Market, the results showed that, after the construction of several dams at Kanchanaburi Province, these dams blocked some amount of fresh water nurturing Mae Klong people. As a result, the sea water from Mae Klong the river estuary and from Samut Sakhon Province flooded over Sub-district Ta Ka and Sub-district Nang Ta Kien. The canal water, which used to be so fresh, becomes brine and brackish finally. When the farmers could not have the same farming, the community people must migrate from the area. Or, in the case of Amphawa Floating Market, this Community confronted the economic crisis because its riverbank lifestyle has been changed due to the construction of roads since 1973 onwards; the water-based transportation was changed to be the land transportation

instead, so the community life has been changing as well. Moreover, the results showed that the economic crisis in 1997 took a direct effect to this Community as seen at Bang Nam Pueng Floating Market. That is, most villagers were unemployed, had no income or sideline occupations. The migration of many community people was caused by a low price of products as cut by the middle businessmen. Meanwhile, there was no product outlet for products made by the Community; so it had to form a group, networks and market as a goods outlet for the Community.

It is apparent that the past development process took effect to each community; so the community members formed a group to solve the problems occurred under the community participation. The knowledge management concept was initiated. At the first stage, the knowledge management concept was used to improve the existing community practice, e.g. the community enterprise group, saving group, and home-stay group, until the Community was developed as a tourist attraction finally.

For the community-based knowledge management in the domain or tourism management, it was found that most knowledge management was triggered by the demand side until the community could enhance the systematic problem solving. The knowledge base obtained by the knowledge management process was shared. The problems were solved in the form of sharing forum like the meeting so that the related parties would be involved in expressing the opinions, and sharing the knowledge to solve those problems together. To solve the problems, the community created the knowledge, and found out some devices for the community management whereas the community was driven by its participation.

5.2 Knowledge management model for the community-based floating market tourism

The result showed that knowledge management was utilized for the community development so that each community could solve its problems. To solve its problems, every community utilized tourism as a tool of community development. The income from tourism is an extra income strengthening the community. Every community had knowledge management methods under the conceptual framework of

community-based tourism management in 4 parts: knowledge management model in term of community tourism resource management; knowledge management model in term of formation of activities and learning process for tourists; knowledge management model in term of network management; and knowledge management model in term of income and profit management.

The result showed that all 6 communities had indifferent knowledge management the results could explain about the knowledge management process of each community as described below.

5.2.1 Knowledge management model for the management of community tourism resources

According to the knowledge management model for the management of community tourism resource, the result showed that Amphawa Floating Market Lumphaya Floating Market and Bang Nam Pueng Floating Market carried out all 6 steps of knowledge management model for the management of community tourism resource, comprising knowledge acquisition, knowledge creation, knowledge transfer, knowledge storage and retrieval, knowledge utilization and knowledge evaluation.

Khlong Lad Mayom Floating Market carried out 5 steps of knowledge management model for the community resource management, comprising knowledge acquisition, knowledge creation, knowledge transfer, knowledge storage, and knowledge utilization. The knowledge evaluation was not found.

Ta Ka Floating Market carried out 5 steps of knowledge management model for the community resource management, comprising knowledge acquisition, knowledge creation, knowledge transfer, knowledge utilization and knowledge evaluation. The knowledge storage was not found.

Taling Chan Floating Market carried out 4 steps of knowledge management model for the community resource management, comprising knowledge acquisition, knowledge creation, knowledge transfer, knowledge utilization. The knowledge storage, and knowledge evaluation were not found. (See details in Table 5.1)

Table 5.1 Analysis of Knowledge management model for the management of community tourism resources

Floating Market	Knowledge Acquisition	Knowledge Creation	Knowledge Transfer	Knowledge Storage and Retrieval	Knowledge Utilization	Knowledge Evaluation
Khlong Lad Mayom	1. Knowledge sharing from external networks. 2. Knowledge sharing by using the individuals' previous experience. 3. Study visits, and the knowledge base achieved was summarized in the monthly meeting.	1. Retrieving the local wisdom. 2. Analysis of community resources	1. Knowledge transfer by telling to tourists and community members. 2. Exhibitions 3. Showing information signs indicating community resources	1. Most knowledge base was the tacit knowledge; no compilation and classification. 2. Keeping in the form of textbook, and preparing the knowledge as the local curriculum.	1. Knowledge of organic agriculture 2. Knowledge of food wisdom, boat building and museum setting	were not found
Taling Chan	1. Knowledge sharing in the form of discussion. 2. Knowledge sharing in the form of meeting. 3. Study visit 4. Training and seminar with other agencies related to the policy-level planning.	1. Publicities by telling individually of the community activities, and the community people expressed their opinions in the public hearing.	1. Knowledge sharing through relatives and intimate persons on objectives and goals of community resource management. 2. Knowledge sharing by way of training as supported by the state agencies through the community-based networks	were not found	1. Knowledge used was the management in the form of community.	were not found

Table 5.1 Analysis of Knowledge management model for the management of community tourism resources (cont.)

Floating Market	Knowledge Acquisition	Knowledge Creation	Knowledge Transfer	Knowledge Storage and Retrieval	Knowledge Utilization	Knowledge Evaluation
Lumphaya	1. Retrieving the community wisdom lost.	1. Knowledge creation in the form of discussion among relatives 2. Discussions and talks before assigning the Committee and related persons to attend the meeting to get opinions about community resources.	1. Knowledge transfer for the wisdom that was the existing community knowledge base by way of demonstration. 2. Knowledge transfer via lecture. Learning came from observations and practice so that the listeners select the knowledge base to be applied suitably in its community context.	1. Storage in the form of document prepared as brochure and leaflet. 2. Community database and local museum	1. Local wisdom management 2. Museum management	1. Evaluation through the community committee and network committee meetings to inform of work performance. The evaluation was divided into the general problems to be solved by the community, and technical problems needed to ask for cooperation from other related agencies.
Bang Nam Pueng	1. Knowledge acquisition from study visits, and such knowledge base was shared. 2. Knowledge acquisition from sharing the knowledge with community members and committee.	1. Creating the participatory process by sharing the knowledge with Sub-district-level networks. 2. Encouraging the community people to share the knowledge by transferring it to students and community people.	1. Knowledge transfer from community philosophers by way of training. 2. Preparation of publications 3. Arranging the group meeting to share the knowledge with other related persons.	1. Setting up a public relation center via Sub-district internet system to share the knowledge with anyone interested in studying the community information. 2. Publicity in the form of newsletter.	1. Local wisdom management regarding cooking. 2. Management of community environmental problems.	1. Evaluation in the form of group meeting. The related persons had self-evaluation by reviewing the causes and remedies or any urgent problems.

Table 5.1 Analysis of Knowledge management model for the management of community tourism resources (cont.)

Floating Market	Knowledge Acquisition	Knowledge Creation	Knowledge Transfer	Knowledge Storage and Retrieval	Knowledge Utilization	Knowledge Evaluation
Ta Ka	1. Retrieving the information from various media, either individuals or media disseminated in the form of documentary. 2. Knowledge acquisition in the form of study visit. The tourist attractions with similar management model would be selected for those study visits.	1. Knowledge sharing driven by community leaders. 2. Creating the community participation by allowing the community people to plan and suggest the resource management through the community meeting 3. Retrieving the community history.	1. Knowledge transfer via the meeting. There were 2 committees. The first committee was the Community Enterprise Group in charge of administration. The second committee was the Floating Market Conservation Committee. 2. Informal knowledge transfer by the individuals who had specific experience and expertise. 3. Knowledge transfer via community broadcasting program. This knowledge came from the meetings of the community committee and training/ seminar.	were not found	1. Knowledge utilization by sharing the knowledge base got by study visits. The suitable knowledge base would be selected for the community.	1. Evaluation by analyzing the strength and weakness of the community. For the weakness, the knowledge base got by study visits would be proposed to the meeting, and the suitable knowledge base would be selected for the community.

Table 5.1 Analysis of Knowledge management model for the management of community tourism resources (cont.)

Floating Market	Knowledge Acquisition	Knowledge Creation	Knowledge Transfer	Knowledge Storage and Retrieval	Knowledge Utilization	Knowledge Evaluation
Amphawa	1. Knowledge acquisition by sharing the knowledge through relatives. 2. Learning was shared by telling without any exchange forum such as telling the experience got by real practice. 3. Study visit	1. Knowledge creation by analyzing the resource capital, and the community people were involved in planning. 2. Retrieving the community wisdom. 3. Analyzing the strength and weakness. There was a forum allowing the community people to share the knowledge, accept the opinions to manage the community resources.	1. Formal knowledge transfer via the meeting, and the meeting topics were specified. 2. Knowledge transfer in the form of training as supported by the state agencies.	1. Information storage from the community committee meeting in the form of minutes of meeting. 2. Storage in the form of community database and local museum. 3. Preparing the publications in forms of brochures and community website.	1. Utilizing the community knowledge by way of formal and informal sharing. 2. Selecting some knowledge to be compared with that from other studied areas. Some suitable knowledge was applied for the area.	1. Evaluating the results of community resource management, in collaboration with the research team and community. 2. Summarizing for the community the knowledge base got by the research. 3. The community and researchers found out the problem solutions.

5.2.1.1 Knowledge acquisition in the community-based tourism resource management

Knowledge management model in term of community-based tourism resource management consisted of knowledge acquisition as one step of knowledge management process. Knowledge acquisition may come from 5 different ways:

1) Knowledge acquisition deriving from the knowledge exchange between network members. At the knowledge acquisition step, the group

would hold 2 meetings a month. At each meeting, the members would mutually solve the problems, which included the meeting to express opinions, analyze the problems and compile problems. After that, the community would encourage the community participation by allowing the community committee and community members to participate in planning and creating the action plans before allocating responsibilities. The knowledge sharing in the monthly meetings was a starting point allowing the network members to show their opinions and to participate in planning in the management of community resource management such as selection and appointment of the implementation committee, formation of lecturing team to transfer knowledge to operating observers. The strength and weakness of the community were also analyzed such as tourism resources, tourist routes, tourist network, tourist products, trading areas, and selection of unique community products, etc.

2) Knowledge acquisition deriving from past experience of individuals, particularly leaders who have been involved in the management of floating markets. Most knowledge base implemented came from the past experience of individuals (tacit knowledge). The results showed, the leadership, either the natural leadership or formal leadership, had some social credits as they were accepted and trusted by community members. Thus, it is apparent that, for knowledge management in term of community tourism resource management, the leaders took an important role in creating relationship with other internal and external networks such as use of blood relationship to seek for community wisdom, use of personal relationship to form the group with the business sector, etc.

3) Knowledge acquisition in form of study visits. The results showed that every community obtained knowledge acquisition by observing the operations of other relevant agencies that have similar community resource management in respect with tourism management model and methods. For knowledge acquisition in form of study visit, each community would assign the responsible task groups to observe what they are in charge of regarding the nature of operation, management of environment resources by the community, product designs and creation of unique community products. After each study visit, the knowledge obtained was summarized and evaluated before selecting some knowledge base to be applied in the community. The result showed that the community committee and

related persons analyzed community similarities and differences, e.g. community context, geography and community resource capital. The lessons that are achievements and failure of that observed community were also consideration before selecting the appropriate knowledge base for the community.

4) Knowledge acquisition by way of training. Most training courses are held by the government entities and networks having connection with the communities such as educational institutes, Tourism Authority of Thailand, health care bureau, health promotion institutions, district offices, etc. Most training contents involved the community resource management, e.g. environmental management, knowledge transfer by local guides, management of local museum, communications about nature, knowledge transfer about community resources to the tourists, and retrieval and management of community wisdom. The communities have gained the retrievals of outstanding wisdom such as wisdom of local food and dessert cooking, wisdom of agriculture, wisdom of inventing local handicraft, weaving, fitting of miniature boat, folk performance of community people, culture and tradition, etc.

5) Knowledge acquisition from documents, textbooks, intranet database and individual media. In acquiring knowledge about community tourism resource management, some communities got a start from seeking for the information in the intranet, documents, textbooks and individual media who are old people in the community. The knowledge sought involved the history of community settlement, background of important places, persons who are community philosophers.

The result showed that the knowledge acquisition for community tourism resource management, at the initial stage, was to drive the working and to solve community problems. The community later formed the group and arranged meetings to share opinions. The community leaders took part in encouraging learning among members. The leaders accepted by the working groups must have the working experience in that community, understand what is studied, and practice as models until they are trusted by community members. When the group members took action and formed the group for the community tourism resource management, the meetings would be held to study the probability of managing and utilizing the knowledge acquisition in the manner of study visits. In the study visits, the community committee would select the persons most relevant to the floating

market management such as floating market management committee. These relevant persons would observe other tourist attractions with similar characteristics and community resources as selected by the community committee. The observed issues might be allocated, e.g. management, selection of products to be applied for the community, types of food, packaging designs, etc.

5.2.1.2 Formation of knowledge about the management of community tourism resources

The result showed that the formation of knowledge about the management of community tourism resources in each floating market was similar, that is, the process of forming knowledge about the management of community tourism resources in all 6 floating markets consisted of 2 manners:

1) Formation of knowledge via groups of friends and relatives who had the same goals and purposes. The community knowledge management usually focused on the participation process such as analysis of strength, weakness and threats of community tourism resources, and on retrieval of local wisdom of that community. The finding showed that the old community leaders have been trusted by other community members; so the participation of community people was set up at the initial stage. By this regard, the community people were allowed to have planning and suggest about the management of community tourism resources in the community meetings. The participation started from retrieving any local wisdom. For example, the community history might be retrieved by allowing the community members to have talks about each one's experience, which actually occurred in his practice. The experience sharing was in the pattern of two-way communication, that is, both speakers and listeners shared the experience with each other directly. After that, the community would appoint the working committee.

2) Knowledge acquisition through network leaders and community committee. It was discovered that, at the initial stage of carrying out the tourism management, the local people have acquired knowledge about community tourism resource management from sharing knowledge with the group leaders and community committees so that other community people recognized the benefit of community resources. The purposes of establishing that floating market were

indicated. The teamwork or committee was established with specific duties and responsibilities. The group was formed to review itself and to seek for the local capital or community tourism resources together, e.g. firefly, local plants, canal condition, condition of riverside houses, local food, etc. After that, the community would mutually set up the goals and vision that in what way it would develop the community tourism. Each group would have to engage a vision of developing the community tourism resources together under the joint goals; for example, they wanted to recover and conserve the wonderful culture and traditions of that community; they wanted to generate extra income for the community members; and they wanted to solve the problem about being maltreated by the investors, etc. Then, the duties and responsibilities in the community were allocated. At the first stage, the duties were allocated by department. For example, the public relation department would approach the local people, and make publicity via various media, e.g. cut-out, leaflet and community radio broadcasting to communicate about the projects mutually carried out by the community and certain external agencies.

5.2.1.3 Transfer of knowledge about the management of community tourism resources

The result showed that, for all 6 floating markets, most of them had two types of transfer of knowledge about community tourism resources:

1) Transfer of knowledge in form of telling; for example, telling the knowledge base got from the study visits to the discussion group. The discussion members share the information about the similarity and difference in the management of community tourism resources. The knowledge transfer may be done by sharing the knowledge base with other experts; for example, knowledge transfer from community philosophers. The knowledge transferred includes the community's nature of operation, e.g. allocation of income, etc.

2) Transfer of knowledge in the manner of lecture. This kind of knowledge transfer is a formal type. For example, the knowledge base got from the study visits and the network's monthly meetings are presented in the exhibitions so that other community people receive any information.

3) Transfer of knowledge in the manner of training. By this regard, the community would publicize any activities and projects that other external agencies are participating with the community. The publicity may be in form of newsletter or community radio program so that the community members are aware of the community's knowledge transfer plan. The training topics are those needed by the community people or community committee, e.g. how to manage the community environment, an arrangement of environmental study activity, personalities, English for merchants, etc.

5.2.1.4 Utilization of knowledge for the management of community tourism resources

The finding indicated that the Community utilized the knowledge by raising some knowledge base got from study visits to the members who would be able to study the suitable management methods for the Community. The knowledge achieved was also formally and informally discussed. Some knowledge was also selected based on the comparative principle and such knowledge was further applied suitably, that is, the knowledge base studied was shared with the local people before testing it on site. After that, the experiment outcome would be discussed in the community committee meeting. If the knowledge experimented was insufficient, the Committee would have further talks to find out new learning sources and knowledge series. The Committee might prepare the project documentation to be submitted to certain related agencies to be involved in arranging the training sessions for the working groups.

5.2.1.5 Storage and retrieval of knowledge base about the management of community tourism resources

The characteristics of knowledge storage at all 6 floating markets may be divided into 2 types:

1) Most knowledge stored by the communities was in form of documents, work sheets and minutes of meeting.

2) Some knowledge was stored by certain external agencies involving with the knowledge storage. The storage was in form of the community

information base, e.g. information base for local wisdom, researches and local museum.

Regarding the types of knowledge stored by the communities, the result showed that every community has sought for its local wisdom. Such wisdom might be divided into the wisdom of food, wisdom of agriculture, wisdom of invention and weaving, and community history. For this knowledge storage, the communities have been supported by governmental agencies. The communities stored the knowledge in form of publications to let the community people know about it.

5.2.1.6 Evaluation of knowledge management in term of community tourism resources

The result showed that there were two kinds of evaluation of knowledge about the management of community tourism resources:

The result showed that most floating markets had the evaluation of knowledge about the management of community tourism resources in 2 types: 1) Evaluation of operating results in form of meeting. The evaluation of knowledge about the management of community tourism resources was in form of holding joint meetings with the committee and related networks to evaluate the operating results. If any problems occurred, the urgent problems would be solved first. And 2) Evaluation of operating results in form of research. The result of this research showed that the evaluation of management of community tourism resources was done in form of research. That is, some agencies gave supports for the management of community resources regarding the management of landscape, the management of product design, and research on tourist behaviors among tourists, etc.

The knowledge management model for the community-based tourism resource management at 6 floating markets may be classified into 3 models:

Model 1 comprised 5 steps of knowledge management, including knowledge acquisition, knowledge creation, knowledge transfer, knowledge storage, and knowledge utilization. The step of knowledge evaluation was not found.

Model 2 comprised 5 steps of knowledge management, including knowledge acquisition, knowledge creation, knowledge transfer, knowledge utilization, and knowledge evaluation. The step of knowledge storage was not found.

Model 3 comprised 6 steps of knowledge management, including knowledge acquisition, knowledge creation, knowledge transfer, knowledge storage, knowledge utilization, and knowledge evaluation.

The stages of knowledge acquisition for the management of community resources, knowledge creation for the management of community resources, knowledge transfer for the management of community resources, and knowledge utilization for the management of community resources were discovered in all 6 study areas.

The results could be summarized as the model of knowledge management in term of the management of community tourism resources as shown below.

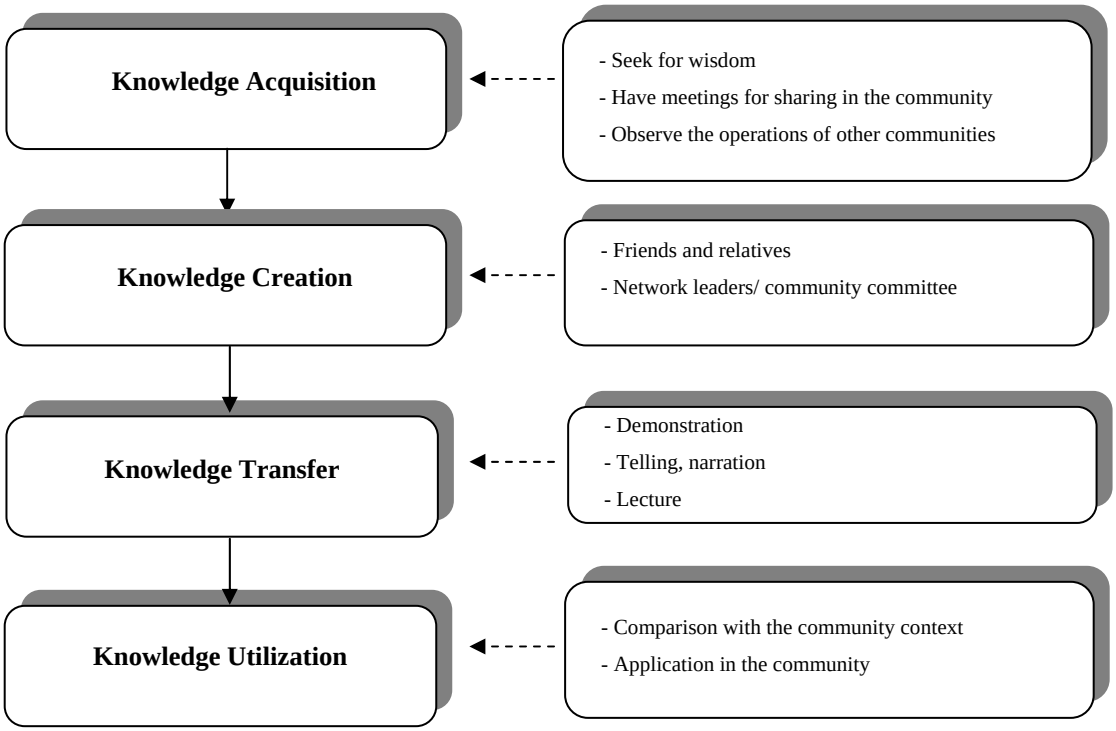

Figure 5.1 Knowledge management model for the management of community tourism resources

The finding indicated that the knowledge management model in respect with the management of community-based tourism resources at all 6 floating markets comprised the process of knowledge management in respect with the management of community-based tourism resources as follows:

The floating markets engaging all 6 knowledge management steps were Lumphaya Floating Market, Bang Nam Pueng Floating Market, and Amphawa Floating Market. Both markets have achieved the different knowledge management development from others since they were derived from their traditional life and community culture, and such life has existed up to now. These 3 floating markets had the knowledge management process based on the community knowledge, including local wisdom, and close relationship of community people in the form of kinship so these communities could arrange the knowledge sharing activities in order to drive the community working easier. In addition, Bang Nam Pueng Floating Market and Amphawa Floating Market have been highly accepted by many study visitors. The research network, especially state agencies like Tourism Authority of Thailand, also gave some supports in forms of training, study visit, and research development with the community people; so these 2 floating markets have engaged a good management system, and have been good models for other floating markets.

However, the finding showed that the focal points of all 6 floating markets were the knowledge acquisition in the management of community-based tourism resources, knowledge creation in the management of community-based tourism resources, and knowledge transfer in the management of community-based tourism resources. It was found that these 3 knowledge management steps were the starting point of the Communities' successful knowledge management.

The knowledge management step least found was the knowledge storage and knowledge evaluation. The result also showed that the floating markets receiving the supports from certain agencies, which were the state-owned networks, private networks, or external academics would engage higher community storage and evaluation because if the knowledge used in the Community was insufficient, the Community would allow other related agencies to help develop its tourism potential. The finding showed that the floating markets receiving the supports from state agencies and academics would engage higher knowledge management evaluation

because the knowledge evaluation was to assess the work performance of the community working group. If the knowledge utilized was not sufficient, the communities would allow other agencies related to that knowledge base to set up some training sessions for them.

5.2.2 Knowledge management model in respect with formation of activities and learning process for tourists

According to the knowledge management model in respect with formation of activities and learning process for tourists in all 6 floating markets, 6 steps of knowledge management model were found, comprising knowledge acquisition, knowledge creation, knowledge transfer, knowledge storage, knowledge utilization, and knowledge evaluation.

Khlong Lad Mayom Floating Market carried out 5 steps of knowledge management model, comprising knowledge acquisition, knowledge creation, knowledge storage, knowledge utilization and knowledge evaluation. The knowledge acquisition was not found.

Lumphaya Floating Market carried out 5 steps of knowledge management model, comprising knowledge acquisition, knowledge creation, knowledge transfer, knowledge utilization and knowledge evaluation. The knowledge storage was not found.

Bang Nam Pueng Floating Market carried out 4 steps of knowledge management model, comprising knowledge acquisition, knowledge creation, knowledge transfer, and knowledge storage. The knowledge utilization and knowledge evaluation were not found.

Ta Ka Floating Market, and Amphawa Floating Market carried out 4 steps of knowledge management model, comprising knowledge acquisition, knowledge creation, knowledge transfer, and knowledge utilization. The knowledge storage and knowledge evaluation were not found

Taling Chan Floating Market carried out 3 steps of knowledge management model, comprising knowledge acquisition, knowledge creation, and knowledge transfer. The knowledge storage, knowledge utilization and knowledge evaluation were not found (See details in Table 5.2)

Table 5.2 Analysis of Knowledge management model in respect with formation of activities and learning process for tourists

Floating Market	Knowledge Acquisition	Knowledge Creation	Knowledge Transfer	Knowledge Storage and Retrieval	Knowledge Utilization	Knowledge Evaluation
Khlong Lad Mayom	were not found	1. Arranging the community committee meetings, and the network meetings 2. Presenting community products whereas the outsiders were involved in designing the activities.	1. Selecting the lecturers and persons for knowledge transfer.	1. Tacit knowledge. 2. Tourists stored the knowledge in forms of recording in the worksheet, and memorizing.	Encouraging the community people to have learning by focusing on practice in 2 ways: 1. Knowledge relating to the environment 2. Community culture	Evaluating by summarizing the work performance if it attained the working objectives and plans established.
Taling Chan	1. Acquiring from textbook and individuals' experience 2. Training sessions by related agencies	1. Creating the knowledge in the form of tourist guide, and canal tour to learn about the agricultural life in the community.	1. Transferring the knowledge by having the meeting to plan for working with the area. 2. Transferring the knowledge through community activities.	were not found	were not found	were not found
Lumphaya	1. Acquiring the knowledge in the form of requesting for the cooperation to the agencies with the same interest to provide some training courses	1. Arranging the activities by allowing the tourists to learn from observation and lecture of local tourist guides.	1. Narrating the community life, geographical environment, concept of the conservation of natural resources and community environment.	were not found	1. Using the knowledge regarding the management of community environment and resources.	In arranging the activities at Floating Market, the lecturer team designed the learning activities.

Table 5.2 Analysis of Knowledge management model in respect with formation of activities and learning process for tourists(cont.)

Floating Market	Knowledge Acquisition	Knowledge Creation	Knowledge Transfer	Knowledge Storage and Retrieval	Knowledge Utilization	Knowledge Evaluation
Lumphaya (Continue)	2. State agencies came to study the community context for their research projects.	2. Sharing the knowledge with the research networks and educational institutes, the Cultural Council to arrange training courses for local tourist guides.	2. Transferring the knowledge in forms of demonstration and show at the cultural yard to present the folk art.	were not found		The work performance of activity participant was evaluated by way of questionnaire.
Bang Nam Pueng	1. Acquiring the knowledge from study visits before sharing it. 2. Acquiring the knowledge by sharing it with the community members and committee.	1. Arranging the activities allowing the learning as narrated by the local lecturers to the community people and educational observers. 2. Arranging the activities of learning the local wisdom as taught by community members.	1. Knowledge transfer by narration. 2. Distributing the publications. 3. Arranging the exhibition.	1. Setting up the public relation center via the Tambon internet system. 2. Preparing the dissemination documents in the form of newsletter	were not found	were not found
Ta Ka	1. Knowledge acquisition by retrieving the community knowledge base.	1. Retrieving the whole community knowledge base on history and local wisdom.	1. Knowledge transfer by telling from community knowledgeable men such as wisdom teacher,	were not found	1. Making the community committee understand the community history and culture.	were not found

Table 5.2 Analysis of Knowledge management model in respect with formation of activities and learning process for tourists(cont.)

Floating Market	Knowledge Acquisition	Knowledge Creation	Knowledge Transfer	Knowledge Storage and Retrieval	Knowledge Utilization	Knowledge Evaluation
Ta Ka (Continue)			2. Knowledge transfer by distributing brochures to publicize the community history.	were not found		were not found
Amphawa	1. Training by state agencies. 2. Arranging the activities by rotation. Asking the wisdom teachers to share the learning at the Cultural Yard. 3. Arranging the meeting to share the learning with the community people via the monthly group meeting.	1. Having the local wisdom teachers demonstrate by rotation so that the tourists learn the community life.	1. Knowledge transfer in the form of exhibition room.	were not found	1. Knowledge management about community wisdom. 2. Knowledge of community history.	were not found

5.2.2.1 Knowledge acquisition in term of formation of activities and learning process for tourists

The result showed that most knowledge acquisition in term of formation of activities and learning process for tourists at all 6 floating markets came from the arrangement of activities focusing on the participation of related agencies, e.g. school, community, Cultural Council. This knowledge acquisition may be divided into 2 types:

1) Knowledge from practice-based experience, especially construction of tourist routes and tourist connecting points. For the initial operation, the communities assigned certain persons to survey tourist routes by considering the approach to those routes, varieties of learning sources, and length of visiting.

2) Knowledge from training by related agencies such as training by Tourism Authority of Thailand.

The result showed that, for the knowledge acquisition for the formation of activities and learning process for tourists, all 5 floating markets were trained by the governmental bodies. Some educational institutes also gave supports such as training for local tourist guides, preparation of signs communicating about nature, arrangement of exhibitions in form of cultural yard, inviting wisdom teachers to have demonstrations to the tourists. For the community, the working committee is appointed. The community also asks for cooperation from some educational institutes to be involved in arranging the activities and presenting the community's unique products.

5.2.2.2 Knowledge creation in term of formation of activities and learning process for tourists

For all 6 floating markets, most knowledge creation in term of formation of activities and learning process for tourists was done by holding the meetings of network committee to find out the guideline of activity arrangement. The networks involved in the activity arrangement comprised the school network group, community enterprise group, and home stay group. In the meetings, the networks had knowledge sharing by having the working planning, and setting up the community learning sources by allowing the community enterprise group to be involved in arranging the activities, and allowing other related agencies to be involved in training the persons involving in the activity arrangement. Moreover, each community had study visits and has applied it. For example, for the knowledge about setting up the community learning points, the result showed that almost all communities set up points so that the community people had chance in studying the community information such as community history and local wisdom at each aspect. For those learning points, the community prepared some signs, publications and persons for

knowledge transfer. For the activity design, the schools located in that area has been involved in supporting the activity arrangement by designing the local curriculum and asking community wisdom teachers with specific specialization to transfer their knowledge. Such knowledge is not only transferred to the community people, the arrangement of shared learning activities with wisdom teachers is scheduled on weekends so that the tourists could have learning with the community people.

5.2.2.3 Knowledge transfer in term of formation of activities and learning process for tourists

For knowledge transfer in term of formation of activities and learning process for tourists, each community had meetings with the networks participating in community activities, e.g. school network group and community enterprise group. In a meeting, each network prepared the project-based action plan to ask for some financial supports. In transferring the knowledge, it was scheduled at every week for which knowledge would be transferred and who would be responsible for such transfer. For instance, in the training for local tourist guides, the community would coordinate with certain educational institutes to give some training to the group of guides. In transferring the knowledge about the succeeding of local wisdom, the community committee would select the wisdom teachers in each aspect before scheduling the activity days and publicizing those so that any interested community members could be attending the activities and learning about them. Such knowledge transfer included the local handicraft, production of Thai dessert and food, etc. In transferring the knowledge, the wisdom teachers would give lectures and demonstration before allowing the learners to have practice. The characteristics of knowledge transfer were summarized below.

1) Arrangement of meetings to set planning and to schedule the activities for knowledge transfer. The community will coordinate with other related agencies to give some training. The training contents deal with the way of community life, community environment, geographical condition of the community, custom and tradition, etc. In such knowledge transfer, the lecturers would connect past events with present ones, and also insert some ideas on the conservation of natural resources, environment and community resources.

2) Demonstration. For the knowledge transfer in form of demonstration, the demonstration is held in form of cultural yard to demonstrate the folk art, dessert cooking, weaving, etc. The community people are also informed of any demonstration so that they have chance in practicing because, after practice, the training attendants must demonstrate what they are trained to the tourists.

5.2.2.4 Knowledge storage in term of formation of activities and learning process for tourists

The result led to a conclusion that most floating markets have not yet stored the knowledge base about the formation of activities and learning process for tourists. The result led to a conclusion that most floating markets have not yet stored the knowledge base in term of formation of activities and learning process for tourists. Only some floating markets have stored the knowledge in form of minutes of meeting, newsletter and work sheet. The knowledge stored by the communities came from sharing between network member groups such as schools participating in the preparation of local curriculum. The knowledge base is stored in form of minutes of meeting, newsletter and work sheet with an aim at disseminating and publicizing such knowledge to tourists and community members.

5.2.2.5 Knowledge utilization in respect with the formation of activities and learning process for tourists

The result showed that, in arranging the activities to provide the learning process for the tourists, most floating markets utilized the knowledge in 3 ways: 1) knowledge about the environment and community culture, 2) knowledge about community and local wisdom promotion, and 3) practice-oriented knowledge.

The results showed that most floating markets engaged the knowledge utilization as they were supported and trained by some state agencies, private organizations, and educational institutes. Those agencies have been involved in designing the learning activities with the community people at each floating market for the tourists.

5.2.2.6 Knowledge evaluation in term of formation of activities and learning process for tourists

For knowledge evaluation in term of formation of activities for tourists visiting floating markets like the case of Klong Lad Mayom, the result of doing each activity would be summarized whether it conforms to the preset objectives and operating plan or not. In each activity, the communities would summarize the outcome with the groups sharing the learning with the communities in order to consider how such knowledge would be applied, and how it helps change the community members' behaviors.

The knowledge management model for the formation of activities and learning process for tourists at 6 floating markets may be classified into 5 models:

Model 1 comprised 5 steps of knowledge management, including knowledge creation, knowledge transfer, knowledge storage/retrieval, knowledge utilization, and knowledge utilization. The step of knowledge acquisition was not found.

Model 2 comprised 5 steps of knowledge management, including knowledge acquisition, knowledge creation, knowledge transfer, knowledge utilization, and knowledge evaluation. The step of knowledge storage/retrieval was not found.

Model 3 comprised 4 steps of knowledge management, including knowledge acquisition, knowledge creation, knowledge transfer, and knowledge storage. The knowledge utilization and knowledge evaluation were not found.

Model 4 comprised 4 steps of knowledge management, including knowledge acquisition, knowledge creation, knowledge transfer, and knowledge utilization. The knowledge storage and knowledge evaluation were not found.

Model 5 comprised 3 steps of knowledge management, including knowledge acquisition, knowledge creation, and knowledge transfer. The knowledge storage, knowledge utilization and knowledge evaluation were not found.

The focal steps of all 6 floating markets were the knowledge creation in arranging the activities to enhance the learning process for the tourists, and the

knowledge transfer in arranging the activities to enhance the learning process for the tourists.

The results of this research were summarized as the knowledge management model in respect with the formation of activities and learning process for tourists as follows (Figure 5.2):

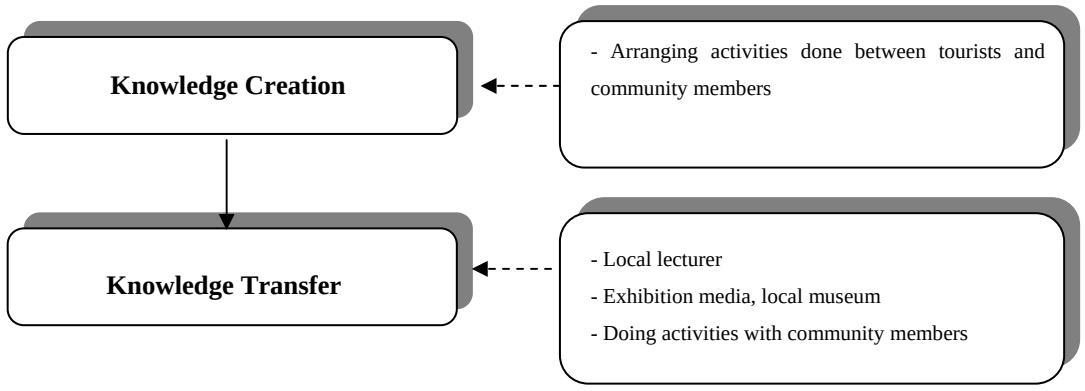

Figure 5.2 Knowledge management model in respect with formation of activities and learning process for tourists

For the knowledge transfer, these communities applied some external knowledge bases, e.g. training held by some state agencies, research done in these communities by the researchers, and study visits to arrange the activities and to create the learning process for the tourists. Almost all floating markets viewed that, except the community tourism resources set as the selling points for the tourists, various learning process and activities the tourists received in visiting each floating market such as marking the community people's learning sources, shows held at the community cultural yard, etc. attracted more tourists to visit these floating markets. For the knowledge transfer, every community arranged the meetings and training sessions for tourist personnel; for example, training of local tourist guide in collaboration with other networks involving in doing the community activities such as school network, community enterprise group, as well as local wisdom teachers who transferred their knowledge to the community people.

The step of knowledge acquisition in respect with the formation of activities to enhance the learning process for the tourists was found in 5 floating markets, except Khlong Lad Mayom Floating Market. Khlong Lad Mayom Floating Market had certain network parties involving in arranging the learning activities for the tourists such as Rungaroon School, Bangkok Forum Group, etc.

For the knowledge utilization in arranging the activities to enhance the learning process for the tourists, it was found in 4 floating markets, except Bang Nam Pueng Floating Market, and Taling Chan Floating Market.

For the knowledge storage in arranging the activities to enhance the learning process for the tourists, it was found in 2 floating markets, including Khlong Lad Mayom Floating Market, and Bang Nam Pueng Floating Market.

For the knowledge evaluation in arranging the activities to enhance the learning process for the tourists, it was found in 2 floating markets, including Khlong Lad Mayom Floating Market, and Lumphaya Floating Market.

5.2.3 Knowledge management model in respect with network management

According to the knowledge management model in respect with the network management at 6 floating markets, it consisted of 5 following steps: knowledge acquisition, knowledge creation, knowledge transfer, knowledge storage and retrieval, and knowledge evaluation. The knowledge utilization was not found.

Amphawa Floating Market carried out 4 steps of knowledge management model, comprising knowledge acquisition, knowledge creation, knowledge transfer, and knowledge evaluation. The knowledge storage/retrieval and knowledge utilization were not found.

Lumphaya Floating Market, Bang Nam Pueng Floating Market, and Ta Ka Floating Market carried out 3 steps of knowledge management model, comprising knowledge acquisition, knowledge creation, and knowledge transfer. The knowledge storage/retrieval, knowledge utilization, and knowledge evaluation were not found.

Khlong Lad Mayom Floating Market carried out 3 steps of knowledge management model, comprising knowledge acquisition, knowledge transfer, and

knowledge evaluation. The knowledge acquisition, knowledge storage/retrieval, and knowledge utilization were not found.

Taling Chan Floating Market carried out 3 steps of knowledge management model, comprising knowledge creation, knowledge transfer, and knowledge storage. Other knowledge steps were not found. (See details in Table 5.3)

Table 5.3 Analysis of knowledge management model in respect with network management

Floating Market	Knowledge Acquisition	Knowledge Creation	Knowledge Transfer	Knowledge Storage and Retrieval	Knowledge Utilization	Knowledge Evaluation
Khlong Lad Mayom	were not found	1. Knowledge creation in respect with network management was derived from sharing the experience with study visitors. 2. Knowledge creation focused on the participatory process by arranging the meeting to communicate with every member through the leader's roles.	1. Knowledge transfer from individuals through the community leader. 2. Knowledge transfer through the community activities.	were not found	were not found	1. Evaluation by way of lesson learnt about the success or failure of activities. The leader informed of the work performance to the network members.

Table 5.3 Analysis of knowledge management model in respect with network management (cont.)

Floating Market	Knowledge Acquisition	Knowledge Creation	Knowledge Transfer	Knowledge Storage and Retrieval	Knowledge Utilization	Knowledge Evaluation
Taling Chan	were not found	1. Knowledge creation in collaboration with related agencies such as the school network through coordination with the District Office. 2. Proposing the working plan and market development plan to the state-agency network that supported the Market in the publicity.	1. Formal meeting of network leaders determined by the District Office. 2. Sharing knowledge in the group through the leaders in order to enhance the joint working model. The knowledge transfer may be divided into 2 types: transfer by telling, and distribution of publications.	1. Organizational management model, community-based network, and community structure at Taling Chan Floating Market, 2. Storage in forms of leaflet, brochure and minutes of meeting.	were not found	were not found
Lumphaya	1. Knowledge acquisition in collaboration with external academic network, e.g. school, university and researcher. 2. Knowledge acquisition through the network groups working in the same direction.	1. Knowledge creation from the leaders to the network groups through the business in the province, and through talking so that everyone understood the objectives and goals in the floating market management together.	1. Knowledge transfer through the group leaders in the network. 2. Knowledge transfer through the committee and related networks that attended the meeting. The meeting topics were also fixed.	were not found	were not found	were not found

Table 5.3 Analysis of knowledge management model in respect with network management (cont.)

Floating Market	Knowledge Acquisition	Knowledge Creation	Knowledge Transfer	Knowledge Storage and Retrieval	Knowledge Utilization	Knowledge Evaluation
Bang Nam Pueng	1. Knowledge acquisition in respect with network management started from the discussion in the group of leaders to share the experience with the internal and external networks.	Knowledge creation in respect with network management was done by discussion in the group of leaders to share the working experience so that each network understood the working objectives.	1. Meeting the internal networks, e.g. knowledge transfer regarding the product design, product transformation, etc. 2. Informal discussion in the member groups that had the same working direction and interest.	were not found	were not found	were not found
Ta Ka	1. Knowledge acquisition by sharing the knowledge got by study visits in the meeting to get the joint direction in carrying out the community tourism management.	1. Knowledge creation by sharing the knowledge base with the skillful group who was able to use such knowledge to strengthen the community.	1. Knowledge sharing in the meeting of networks that were the community enterprise group and tourism network group. Knowledge transfer was done by telling the experience and problems found in working to find out the conclusion and improvement.	were not found	were not found	were not found

Table 5.3 Analysis of knowledge management model in respect with network management (cont.)

Floating Market	Knowledge Acquisition	Knowledge Creation	Knowledge Transfer	Knowledge Storage and Retrieval	Knowledge Utilization	Knowledge Evaluation
Amphawa	1. Knowledge acquisition at first came from the sharing of knowledge got by the study visit and inter-personal interaction between persons having the study visit as they were accepted and trusted in the community. 2. Knowledge acquisition from training provided by the state agencies that supported the community tourism management.	1. Knowledge creation of the community focused on the network-based working. Each network shared the experience through the horizontal communications with intimate persons, leaders and relatives.	1. Knowledge transfer in respect with network management was in the form of monthly meeting with the networks. 2. There was a forum for the network leaders to express their opinions under the participation of community people.	were not found	were not found	1. Working evaluation of the network was in the form of network meeting about the work performance, and problems. The network leaders would have talks to drive the work to attain the goals, and to summarize the work outcome.

5.2.3.1 Knowledge acquisition in term of network management

The result showed that the knowledge acquisition in term of network management at all 4 floating markets was in the natural manner, starting from talks in the network groups, e.g. group of successful friends, group of merchants, and network group that was the external parties such as academics. The knowledge might be acquired by study visits and training. This knowledge acquisition mainly aimed at improving the community. So, the manner of knowledge acquisition was to share the management knowledge. Most knowledge base came from individuals, and the individuals' working experience was shared and discussed.

5.2.3.2 Knowledge creation in term of network management

The result showed that there were 2 types of knowledge creation in term of network management at all 6 floating markets:

1) Knowledge creation in form of setting up the natural network, that is, the network was established to solve the community problems. The network formation, at the first stage, came from sharing the experience with study visitors. The network formation was also done with persons who had the same concepts, objectives, goals and vision in establishing the floating market.

The knowledge creation in term of network management was in form of compiling the knowledge and sharing the tacit knowledge hidden in individuals. The leaders were the main mechanism in making the knowledge creation successful. This natural network creation focused on the participation process such as meetings, communications to every member about any news and information, meetings for opinion sharing. The management was in the horizontal line or it was done through relatives and community leaders. Some academics might have talks with the community leaders; they shared knowledge with each other to enhance a new knowledge creation process, and to find out other alternatives of solving community problems and developing the community. The knowledge creation in term of network management was in form of working promotion by sharing the experience, and such experience shared was applied to develop the community tourism.

2) Knowledge creation in form of setting up the formal network. This kind of knowledge creation came from the sharing of learning with external networks like requests for cooperation with other related agencies, and presentation of operation plans to the business and governmental sectors so that all parties understood the working goals universally, etc. What focused was the sharing of experience through the horizontal communications in the manner of coordinating the policies or implementing external policies. These led to the creation of network to jointly solve any working problem. The operating goals were established together. All networks gave help to each other to find out the economic survival for the community.

5.2.3.3 Knowledge transfer in term of network management

The result showed that the knowledge transfer in term of network management at all 6 floating markets was done via the communications among network members, relatives and friends. Such knowledge transfer may be divided into 2 types: (1) Knowledge transfer by mainly using the communications by personal media because the personal media, who are community leaders, are trusted by community people and other networks as they initiate the formation of network at the first stage; so the community leaders are able to have comprehensive and correct communications. The knowledge transfer was in form of arranging the monthly meetings where the network members have been involved by showing their opinions there. The network leaders would inform of those meetings. However, the limitation of this knowledge transfer was that most persons getting the learning there were the network members only while other members were blocked since it is believed that this is a duty of committee. (2) Knowledge transfer through community activities. This kind of knowledge transfer involved other parties in the management, e.g. activities in certain important traditions of the communities, activities of alcohol abstinence on the period of Rains-Entry, activities in the Children's Day, the Father's Day and Mother's Day. This knowledge transfer of the networks was supported in form of budgets. In the arrangement of activities, the participating lecturing team gave the knowledge in form of training and activities. The communication via various activities held at some important days is a cultural condition of knowledge transfer. One advantage of knowledge transfer through the arrangement of activities is the creation of learning stimulating the network members to view the future goals together.

5.2.3.4 Knowledge storage in respect with the network management

According to the knowledge storage in respect with the network management, the result showed that those communities had the knowledge storage in respect with the network management in forms of organizational management, community-based network, etc. Under the community structure of Taling Chan Floating Market, it stored the data on the operation of community-based network in the form of the minutes of meeting. The Community also joined hands with

Taling Chan District Office in preparing the publications in forms of leaflets and brochures for general visitors.

5.2.3.5 Knowledge evaluation in term of network management

The result showed that there were two kinds of knowledge evaluation:

1) Informal operating evaluation by communicating with the community leaders about how to solve problems arising out in the network. The community leaders would propose those problems to the committee meeting like the case of Lumphaya Floating Market, etc.

2) Formal evaluation. The result showed that the evaluation in term of network management of most floating markets was done by summarizing the working results of doing activities as participated by the networks and the communities.

The result also showed that the activities done by the networks were based on the planning for implementation, appointment of working committee, and conclusion of working in form of lesson learned and of success or failure of working. The leaders also informed the working results to all network members, e.g. budget expenditure. The working results were also summarized and proposed to the committee and other related persons in order to get the conclusion and to have planning for next work. The network's working evaluation triggers the network's learning. For example, when any network activity was held, the lesson learned and working evaluation were done at a leader's house. This working evaluation allowed everyone to be participating in showing opinions and solving the problems occurred to find out the consistent guideline and conclusion. Therefore, the evaluation is a formal conclusion in form of monthly network meetings to conclude the working and the working problems.

The knowledge management model for the network management at 6 floating markets may be classified into 4 models:

Model 1 comprised 4 steps of knowledge management, including knowledge acquisition, knowledge creation, knowledge transfer, and knowledge

utilization. The steps of knowledge storage/retrieval and knowledge utilization were not found.

Model 2 comprised 3 steps of knowledge management, including knowledge acquisition, knowledge creation, and knowledge transfer. The steps of knowledge storage/retrieval, knowledge utilization, and knowledge evaluation were not found.

Model 3 comprised 3 steps of knowledge management, including knowledge creation, knowledge transfer, and knowledge evaluation. The knowledge acquisition, knowledge storage/retrieval and knowledge utilization were not found.

Model 4 comprised 3 steps of knowledge management, including knowledge creation, knowledge transfer, and knowledge storage. Other steps of knowledge management were not found.

The results could be summarized as the model of knowledge management in term of network management as shown below. (Figure 5.3)

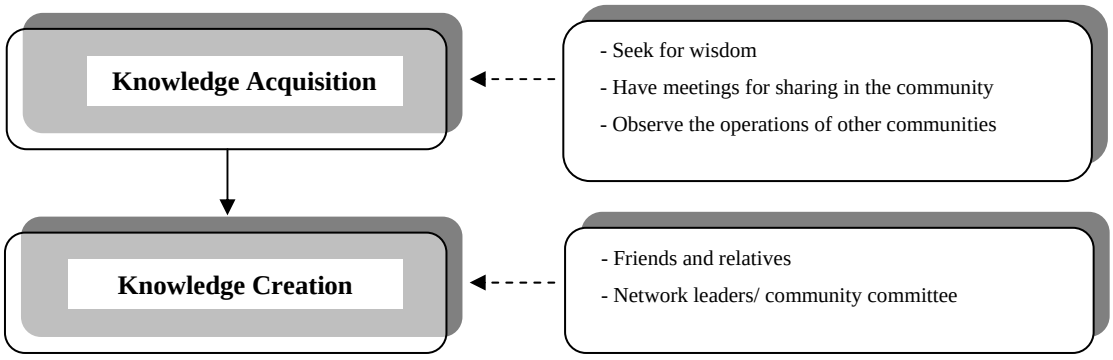

Figure 5.3 Knowledge management model in term of formation of floating market network management

The knowledge acquisition in respect with the network management was found at 4 floating markets; namely, Lumphaya Floating Market, Bang Nam Pueng Floating Market, Ta Ka Floating Market, and Amphawa Floating Market.

The knowledge evaluation in respect with the network management was found at 2 floating markets, including Khlong Lad Mayom Floating Market, and Amphawa Floating Market.

The knowledge storage in respect with the network management was found at one floating market, that is, Taling Chan Floating Market.

The research indicated that the different community context in terms of floating market establishment, traditional community structure, and participation of state and private sectors in promoting tourism at each floating market allowed the direct application of knowledge in respect with the network management, but such knowledge was also improved to be suitable and consistent with each area context. In respect with network management, it was found that the community leaders were an important mechanism of driving the tourism management of each floating market. The network management of each area relied on the leaders' experience or the application of knowledge from other areas to be applied consistently with each community context. It was also found that the knowledge of network management was created at every area because every community always had the learning from study visits, seminars, training sessions or knowledge given by other agencies involving in that area. The communities selected and applied the knowledge to be relevant to their existing community structure until new community knowledge emerged; the communities did not use such knowledge got from study visits directly.

5.2.4 Knowledge management model in respect with income and profit management

According to the knowledge management model in respect with income and profit management in all 6 floating markets, 5 steps of knowledge management model were found, comprising knowledge acquisition, knowledge creation, knowledge transfer, knowledge utilization, and knowledge evaluation.

Taling Chan Floating Market carried out 4 steps of knowledge management model, comprising knowledge creation, knowledge transfer, knowledge utilization, and knowledge evaluation. The knowledge acquisition, and knowledge storage and retrieval were not found.

Lumphaya Floating Market carried out 4 steps of knowledge management model, comprising knowledge acquisition, knowledge creation, knowledge utilization, and knowledge transfer. The knowledge storage and retrieval and knowledge evaluation were not found.

Bang Nam Pueng Floating Market and Ta Ka Floating Market carried out 4 steps of knowledge management model, comprising knowledge acquisition, knowledge creation, knowledge transfer, and knowledge evaluation. The knowledge storage and retrieval, and knowledge utilization were not found.

Khlong Lad Mayom Floating Market carried out 3 steps of knowledge management model, comprising knowledge creation, knowledge transfer, and knowledge evaluation. The knowledge acquisition, knowledge storage and retrieval, and knowledge utilization were not found.

Amphawa Floating Market carried out only 2 steps of knowledge management model, comprising knowledge acquisition and knowledge creation. The knowledge transfer, knowledge storage and retrieval, knowledge utilization, and knowledge evaluation were not found. (See details in Table 5.4)

Table 5.4 Analysis of knowledge management model in respect with income and profit management

Floating Market	Knowledge Acquisition	Knowledge Creation	Knowledge Transfer	Knowledge Storage and Retrieval	Knowledge Utilization	Knowledge Evaluation
Khlong Lad Mayom	were not found	1. Knowledge creation by using the knowledge base that was the old experience of the community leader.	1. Informal knowledge transfer in forms of talks and conversations among relatives and intimate persons by educating about goals and objectives of establishing the floating market.	were not found	were not found	1. Meeting with floating market merchants. 2. Specific committee meeting

Table 5.4 Analysis of knowledge management model in respect with income and profit management (Cont.)

Floating Market	Knowledge Acquisition	Knowledge Creation	Knowledge Transfer	Knowledge Storage and Retrieval	Knowledge Utilization	Knowledge Evaluation
Taling Chan	were not found	1. Knowledge creation in the form of working that the committee allowed the community members to be involved in the management.	1. Knowledge transfer in the form of community management committee, e.g. the management structure with the positions of President, Vice President, Secretary, Advisor and Community Committee.	were not found	1. Training/ seminar 2. Floating market management, environmental management, and fund management.	1. Meeting with floating market merchants. 2. Specific committee meeting
Lumphaya	1. Knowledge acquisition in respect with income and profit management was done by sharing the knowledge with experienced persons through the community leader. 2. Study visit to apply the knowledge base in the community working.	1. Knowledge creation in the form of talks so that the merchants and related persons agree, and mutually set up the regulations on the management of community income.	1. Informal knowledge transfers in forms of talks so that the community committee and related persons understood the goals and objectives of establishing the floating market with a focus on the community survival.	were not found	1. Study visits and training sessions held by external agencies 2. knowledge about the saving cooperative and fund management, 3. Satja Saving Group,	were not found

Table 5.4 Analysis of knowledge management model in respect with income and profit management (cont.)

Floating Market	Knowledge Acquisition	Knowledge Creation	Knowledge Transfer	Knowledge Storage and Retrieval	Knowledge Utilization	Knowledge Evaluation
Bang Nam Pueng	1. Knowledge acquisition by sharing the knowledge with product distributors. 2. Knowledge sharing by creating the participation with related persons to make the working fair, and to allocate the income to the community.	1. Knowledge creation in the form of committee for the transparency. The shops were systematized. The management committee was appointed.	Knowledge transfer in respect with income and profit management has been gradually done so that the community people recognized the importance of community income management. Thus, the initial movement started from the conversation between group members.	were not found	were not found	1. the Committee's meeting, 2. Achievement assessment in the form of the income generated by the Saving Group.
Ta Ka	1. Knowledge acquisition by sharing the knowledge with the community enterprise network about the community tourism management. 2. Knowledge acquisition in the form of study visit at some learning sources outside, e.g. study visit on income management.	1. Knowledge creation in respect with income and profit management focused on the community people's participation by having regard to the joint utilization of resources and fair income allocation.	1. Knowledge creation in respect with income and profit management was based on talks between the network leaders. The community aged people were valued.	were not found	were not found	1. the Committee's meeting, 2. Achievement assessment in the form of the income generated by the Saving Group.

Table 5 Analysis of knowledge management model in respect with income and profit management (cont.)

Floating Market	Knowledge Acquisition	Knowledge Creation	Knowledge Transfer	Knowledge Storage and Retrieval	Knowledge Utilization	Knowledge Evaluation
Amphawa	1. Knowledge acquisition in the form of knowledge sharing, and searching for problems found in working by talking in the group meeting to get the working direction.	1. Knowledge creation was derived from the experience of leaders. Most knowledge base was transferred by the leaders to the persons involving in the management.	were not found	were not found	were not found	were not found

5.2.4.1 Knowledge acquisition in term of income and profit management

From the result of studying knowledge management in term of income and profit management at all 4 areas, it was discovered that there were 2 kinds of knowledge acquisition in term of income and profit management: knowledge acquisition deriving from study visits at other relevant agencies, and knowledge acquisition deriving from the leaders' experience, which is the knowledge base coming out from the accumulation of community leaders' experience in form of exchange, talks, studying documents, textbook, etc. that is the tacit knowledge of individuals. This knowledge base is hidden in the community leaders, and it is trusted by the community committee and members. Most community leaders were of view that the income and profit of the community might be allocated in form of welfare that may be utilized by the community people in form of a loan fund. Some partial income provoking the interest and profits must be returned to the community for its development of resources and environment.

5.2.4.2 Knowledge creation in term of income and profit management

From the result of studying the knowledge management in term of income and profit management at all 6 areas, the knowledge creation in term of income and profit management may be into 2 types: 1. Knowledge creation by sharing the knowledge base obtained from the study visits with the community committee who is responsible for the income and profit management for the community. 2. Knowledge creation from the individuals' tacit knowledge deriving from the accumulation of experience, sharing knowledge with experts or study visits. However, from the result of this research, it was discovered that although the communities created the knowledge from study visits and shared it with other persons related to the management of community income, the management of income and profit also came from the accumulation of leaders' experience as mentioned above.

In creating knowledge in term of managing the community's income and profit, all 6 floating markets had one focal point on this matter as they had the sharing of knowledge so that the community committee could express opinions and set up the requirements together. At every stage, the participation process was created by assigning specific persons to share and express opinions when the working committee is approved by the community committee while the community leaders took part in approving the minutes of community meeting. In case of Taling Chan Floating Market and Bang Nam Pueng Floating Markets, the community committee carried out the operations whereas certain governmental agencies, e.g. District Office or SAO. participated in the management of income as another way to enhance confidence in the community.

5.2.4.3 Knowledge transfer in term of income and profit management

From the result of studying the knowledge management in term of income and profit management at all 6 areas, it was discovered that the knowledge transfer in term of income and profit management was done through the committee's meetings where the committee members placed an agreement that the meetings had to be held to inform the members of the operation on the management of

community income. Some persons were assigned as the representatives of floating market committee to transfer the knowledge and information to the persons related to the floating market and network parties. The result showed that most knowledge transfer was done through talks; the community leaders took important role in talks or they might appoint the committee in transferring the knowledge to the members.

5.2.4.4 Knowledge utilization in respect with income and profit management

The result showed that the knowledge in respect with income and profit management was utilized in 2 ways:

1) Knowledge from external agencies visiting the communities, e.g. District Office, Community Development Department, Village Fund, or universities. For example, at Taling Chan Floating Market, Taling Chan District Office helped placing the system of establishing the floating market management group, market management model, environmental management, management of Taling Chan Floating Market Fund, etc. This knowledge utilization was done through the knowledge management activities in forms of training and meeting for the floating market community members.

2) Knowledge got from study visits, especially knowledge about the saving cooperative and the community fund management. The knowledge management was utilized through visiting other agencies that were successful or the model of floating market operation.

5.2.4.5 Knowledge evaluation in term of income and profit management

From studying the knowledge management in term of income and profit management at all 6 areas, it was discovered that the knowledge management in term of income and profit management may be divided into 2 types: 1. Major meeting or the meeting of all merchants to make them have understanding or in case of requiring any resolution of these members, 2. Meeting of community committee held to talk about the direction of improving the floating market.

The floating markets had the evaluation on income and profit management because the committee and community members would have chance in expressing opinions, giving suggestions and finding out the problem solutions together. In solving the problems, the committee concerned about the main goals and objectives of establishing the floating market, that is, the income from tourism had to be allocated to the community while the community people had to be involved in receiving the profit as per each person's role and duties assigned.

The knowledge management model for the income and profit management at 6 floating markets may be classified into 4 models:

Model 1 comprised 3 steps of knowledge management, including knowledge acquisition, knowledge creation, and knowledge transfer. The step of knowledge storage/retrieval was not found.

Model 2 comprised 3 steps of knowledge management, including knowledge acquisition, knowledge creation, and knowledge transfer. The steps of knowledge storage/retrieval, knowledge utilization, and knowledge evaluation were not found.

Model 3 comprised 3 steps of knowledge management, including knowledge creation, knowledge transfer, and knowledge evaluation. The knowledge acquisition, knowledge storage/retrieval and knowledge utilization were not found.

Model 4 comprised 2 steps of knowledge management, including knowledge acquisition and knowledge creation. The knowledge transfer, knowledge storage/retrieval, knowledge utilization, and knowledge evaluation were not found.

The step found at every community was the knowledge creation because the income and profit were important for driving the working, and they best reflected the work performance of each floating market. Every community also had the learning from inside and outside the community before adjusting it to be relevant to its community context. Therefore, it was found that every floating market had the knowledge creation in respect with income and profit management.

The results could be summarized as the model of knowledge management in term of income and profit management as shown below. (figure 5.4)

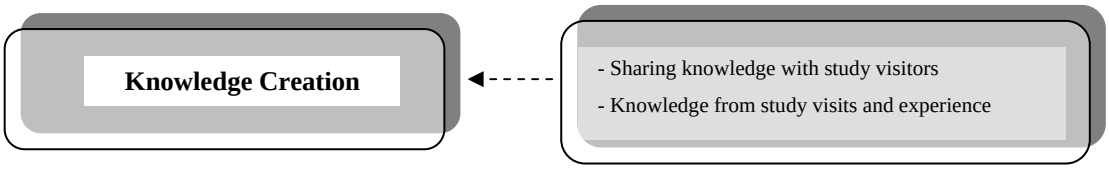

Figure 5.4 Knowledge management model in term of income and profit management

The knowledge evaluation in respect with income and profit management was found in 4 floating markets; namely, Khlong Lad Mayom Floating Market, Taling Chan Floating Market, Ta Ka Floating Market, and Bang Nam Pueng Floating Market.

The knowledge acquisition was found in 4 communities, except Khlong Lad Mayom Floating Market and Taling Chan Floating Market. Khlong Lad Mayom Floating Market is the floating market latest established, and it emerged from the land owner. Taling Chan Floating Market emerged from the operation of the state sector. Therefore, both floating markets lacked the community mechanism in retrieving the knowledge for their income and profit management.

The knowledge transfer in respect with income and profit management was found in almost all communities. The knowledge was transferred through various activities such as talks and meeting between merchants at the floating market. Almost all floating markets were established as a tourist activity. But, this step was not found at Amphawa Floating Market because the community life there dealt with the trading. When its original market was changed to be the evening floating market for the community-based tourism, this community held some existing knowledge of management, and it was able to adjust to this change well.

The step not found there was the knowledge utilization in respect with income and profit management. It was found that the community leaders took an important role in transferring the knowledge, and operating the community income and profit. The knowledge utilized came from the accumulation of community leaders'

experience as they had the study visits regarding the group saving, community welfare system, etc. In the operation, the community leaders played an important role in persuading the community people and working groups to share their knowledge base so that the community committee had chance in sharing their opinions, creating the agreements together, and arranging the meetings to inform the group members of the work performance. This knowledge was the individuals' tacit knowledge rather than the explicit knowledge; so the knowledge storage in respect with income and profit management was not found. In addition, it was found that the floating markets having the unclear knowledge management structure such as no assignment to persons to be responsible for the knowledge storage, would lack the knowledge storage in respect with the network management as well.

5.3 Conditional factors correlated to knowledge management in term of community-based floating market tourism

5.3.1 Internal factors

The results indicated that there were 5 internal factors influencing the knowledge management model in respect with the community tourism management: 1) community context, 2) leadership, 3) characteristics of learning-based organization,, 4) learning-based organization, and 5) tools and technologies used in the knowledge management. The results are discussed as follows (Table 5.5):

Table 5.5 Internal factors associated with the knowledge management in respect with the community-based floating market tourism management

Internal Factors	Khlong Lad Mayom	Taling Chan	Lumphaya	Bang Nam Pueng	Ta Ka	Amphawa
Community context	Kinship and network forming in the community. The community was supported by the state agencies.	were not found	The community possessed the tourism resource capital, intelligence capital on cooking, and kinship capital useful for setting up the networks for the community knowledge management.	Group forming in the type of community economic network.	Forming the network to share the knowledge, to have study visits, and training/seminar together. The community economic network worked and arranged the activities together.	Cultural capital, resource capital and kinship capital. The internal network was set up to coordinate the arrangement of activities together.
Leadership	Natural leadership	Formal leadership	Formal leadership	Formal leadership	Formal leadership	Formal leadership
Organization management	No management structure; most management depended on the community leaders.	Community-based management structure	The management structure was placed. The work was performed by the Committee.	Community-based management structure	The management structure was placed. The work was performed by the Committee. The participation was also created by encouraging the network members to form the group of community enterprise network.	The management structure was placed. The work was performed by the Committee. The participation was also created. The strength and weakness were analyzed. The community requirement plan was also prepared.

Table 5.5 Internal factors associated with the knowledge management in respect with the community-based floating market tourism management (cont.)

Internal Factors	Khlong Lad Mayom	Taling Chan	Lumphaya	Bang Nam Pueng	Ta Ka	Amphawa
Learning-based organization	Duties were assigned pursuant to expertise. There was the sharing culture and knowledge sharing. The board presentation was made to show the Community Committee's performance carried out for the whole community.	were not found	Community people were encouraged to have the vision with a focus on analyzing the strength and weakness. The community requirement plan was also prepared.	The community leader set up the working culture; the Community Committee were allowed to express the opinions. The group activities were arranged to share the knowledge. The community members also had the training, seminar and study visit.	The organization creation and development were emphasized to enhance the learning. The community members were encouraged to retrieve the community wisdom. The educational system was used to prepare the new generations not to disregard the knowledge accumulated in the community.	were not found
Tools and technologies used in the knowledge management	were not found	Preparing the database and publications.	were not found	Preparing the community database and Tambon-level internet to share the information, to publicize, and to communicate with external networks.	were not found	Preparing the database and publications.

5.3.1.1 Leadership

The result of this research showed that leadership took an important role in promoting the success of knowledge management in a community because the community leaders in the character of natural leadership selected and trusted by community people were able to create the culture, which influenced the acceptance in the activities held. The result showed that leadership of all 6 floating markets consisted of the culture of knowledge sharing, and creation of vision to make the community know the working goals and work driving process. In addition, the leadership promoting the success of knowledge management in the community included the team-based working, sharing of learning, reward, meetings for revision, giving chance in talking about success and failure, and giving chance to community people to communicate and share the knowledge, either formal or informal.

In addition, the result showed that the success of knowledge management also depended on the tacit knowledge. The community leaders' accumulation of experience came from the experience in trial and error learning, in study visits, and in sharing of knowledge with network groups with the similar working direction or vision.

The result showed that the leaders affecting the community's knowledge management not only had a long vision, but were the developers with abilities in interpreting the policies to be tangible outcome apparently. The leaders should have efforts in coordinating and solving problems, brainstorming, creating the participation process with the general people pursuant to the community development process, and creating the network with other leaders and members outside the community.

The result also revealed that most leaders would be accepted and they adhered to the community. They might be old people and be trusted by the community. Most community leaders would hold the acceptable social status or position; for example, being former chief of any governmental agency, being intellectual persons, being eager for academic knowledge, having sacrifice, contributing time for the public, and being the relatives of old people in the community.

From studying the knowledge management model for tourism management of all 6 communities, there were two kinds of leadership affecting the

knowledge management model for community tourism management: natural leadership, and formal leadership.

1) Natural leadership. This natural leadership must have the trustful personality, have service mind, be able to analyze problems, have techniques of stimulating the learning among community people, and sell ideas so that the community members took such ideas to change the behavior and to develop themselves to the goals required by the community. Regarding the leaders' personality, they must be eager for learning, acquire the knowledge constantly, dare to try new things, test what is right or wrong, have the lesson learned, and identify the information to remedy the errors quickly.

2) Formal leadership. The result showed that the formal leadership allowed the knowledge management more systematically, successfully and concretely since the structural leadership would be able to control the resources and decision-making of community people. The leaders in this kind are usually well-known people and trusted in the community. In carrying out the community knowledge management, the formal leadership would have the project management that request for cooperation from the governmental agencies and network parties. The management is carried out in form of committee and under the management structure.

5.3.1.2 Organization Management

The result showed that all 6 floating markets had the different operating structure, ideal and working goals, that is, in the community's operation, the community leaders would present the working vision, and explain the working goals. These floating markets had the structure of working committee, either formal or informal, but such structure had to contain the same ideal, that is, the market members had the joint belief, valued the working goals, had good feeling to the joint working, and assigned responsible persons or team for the knowledge management in the organization.

However, the result showed that the communities' knowledge was managed by allocating responsible duties, which helped these communities manage the knowledge better like the case of Klong Lad Mayom Floating Market. Moreover, the communities' working method should not adhere to the old operating

plan. They had to share the knowledge based on the principle of participation. The community members should share and work together as the knowledge sharing network.

The result also showed that the community structure allowing the successful knowledge management model was the community structure, that is, working duties were allocated and the working committee was appointed. The committee for the community tourism management had to be in the community-based management structure, that is, the chairman, vice chairman, secretary, advisors and community committee members were elected and appointed by the committee members. Also, the working team was established to allow the personnel of all parties to be involved in planning and carrying out the knowledge management. This structure, additionally, had to comprise the performance evaluation system, and praise and reward system; for example, reward in form of study visit, praising board, etc. The reward would encourage the organization people to be alert like Lumphaya Floating Market, Taling Chan Floating Market, Amphawa Floating Market, and Bang Nam Pueng Floating Market, etc.

5.3.1.3 Learning-based organization

The result showed that the knowledge management model for tourism management at 6 floating markets was likely to be the learning-based organization. The community people had the social context supporting their learning, including community culture, kinship, trust, and generosity to the knowledge management of organization people.

The result also showed that all 6 communities would have good knowledge management or not depended on the learning culture of each organization. The factor enabling these organizations to manage their knowledge well was the establishment of knowledge transfer team in order to share the knowledge base together. The result indicated that every community established the team for transferring the knowledge about community-based tourism management. The network leaders, members of housewife group or other related persons would take the knowledge base as got from the group discussions or meetings and from study visits to transfer to other members.

The characteristics of knowledge transfer may be divided into 3 types:

1) Informal knowledge transfer by telling. This kind of transfer is frequently found among community members with high kinship.

2) Formal knowledge transfer. This kind of transfer is found in the community that have the wide membership network, that is, the network members inside and outside the communities. This knowledge transfer is in form of network meetings and the meeting agendas are also set up. For example, the knowledge transfer for the management of community resources in case of Klong Lad Mayom Floating Market and Bang Nam Pueng Floating Market that was done in the monthly meetings with an aim at sharing the knowledge base of agriculture, production of compost, and production of bio extract, etc.

3) Knowledge transfer in form of the presentation of exhibition boards and the community radio program. The knowledge transfer is found in the community where have the structural management like a community supervised by Sub-district Administrative Organization or municipality because the structural management could designate persons in its operation.

4) Creation of the community of practice. The result showed that, in the community management, the group of persons working together had to hold the same working objectives or goals, and have the same attention. The status of learning-based community starts from a group of persons who have the identical operating direction. For example, in the case study of knowledge management model for the network management of the community, it was discovered that the communities started creating the knowledge from trust to each other. The network formation started from talks between relatives who had experience in the same operation. Thus, when the members pay attention to the same goals, they can connect the group activities, and share the knowledge.

5) Establishment of mentoring system. The result showed that, in the knowledge management for the community tourism management, most knowledge base of communities was the tacit knowledge. This came from the accumulation of experience and right and wrong trying such as knowledge base on community wisdom of local handicraft invention, wisdom of coking, and wisdom of

agriculture, etc. These wisdoms are the knowledge base necessarily transferred in form of teaching and demonstration. The community wisdom should be transferred to community people and outsiders. Like the case of knowledge management in term of formation of activities and learning process for tourists at Klong Mayom Floating Market where the mentoring system was established to transfer the knowledge to the tourists. The team of lecturers would set up the activities or lessons. Each activity started from the introduction of topics to be taught. The lecturers also stimulated the learners to raise questions and to participate in those activities, e.g. funny story-telling, fact-telling, role playing or game playing consistent to the activities done. The lecturers might use the principled model or quote others' statements. After stimulating the activity participants to pay attention to the contents, the lecturers led to the activities by using questions, starting from simple questions to teach the learners how to analyze the knowledge, and to connect the learners' past experience.

6) Knowledge sharing forum. The result of this research showed that, in the knowledge management of communities, the activities were held regularly to allow the community people to meet together. The knowledge sharing might be in form of meeting or use of any place to create the cohesive working climate such as the arrangement of community traditional rites like the case of Klong Lad Mayom Floating Market and Ta Ka Floating Market where their traditional and religious rites were held at any important religious days and public holidays so that the community members united to talk about the market operating results or working problems. Apart from setting up the sharing forum on some important religious days and public holidays, the communities also prepared some other areas for the community people's talks and discussions, e.g. at houses of community leaders, etc.

5.3.1.4 Tools and technologies used in the knowledge management

The result showed that, regarding tools and technologies used in the community knowledge management, the communities studied have not yet had the information system for the community information storage. Thus, most information that was the community knowledge base was stored by the external agencies, networks and academics. This information was recorded in documents. Most

information recorded dealt with the transfer of community people's knowledge. The external agencies arriving at there for study visits did not turn the knowledge back to these communities; so the communities engaged little information for inter-sharing. Therefore, the knowledge transfer was the one-way learning from the knowledge transferors; meanwhile, these communities have not yet developed new generations to be responsible for the community knowledge management, especially for problems about skills of using advanced technologies.

Tools and technologies supporting the knowledge management take an important role in the community knowledge management. It was discovered from this research that the floating markets with good knowledge management possessed some tools and technologies to store the community knowledge. The storage of community knowledge may be divided into 2 types:

1) Storage of knowledge base to be retrieved via the information system. This knowledge storage was in form of information base, e.g. information about community history, management of community wisdom, and transfer of community agricultural technologies. Such information can be retrieved via the internet system or others systems quickly.

2) Storage of knowledge base in form of records to be accessed by community people. These records were in form of writing, minutes of meeting or after-action review. This use of knowledge management tools helps the communities check whether their working knowledge attains the preset goals or not.

The community engages learning via knowledge management tools in 3 methods: 1. Learning by doing. By this regard, every community studied had learning by trial and error learning. 2. Sharing of working experience .3. Operation and performance evaluation for working improvement. The community also reviews and evaluates for its working improvement (retrospect) to find out which good performance the community engages and which errors it should improve.

The result of this research showed that all 6 floating markets had the performance evaluation, and they tried to improve those working errors.

The performance evaluation helped provoke the communities' learning. For example, when arranging any activity, the related persons had the lesson learned at a leader's house. The performance evaluation allowed everyone to share

opinions and to solve the problems together in order to get the consistent solutions and conclusion. The performance evaluation was in form of formal summary obtained from monthly network meetings to summarize the operation and problems occurred at that particular month.

5.3.1.5 Community context

The result showed that the community context affected the knowledge management in term of community-based tourism. All 6 communities had the knowledge management in 4 parts: knowledge management in term of community resource management, knowledge management in term of formation of activities and learning process for tourists, knowledge management in term of network management, and knowledge management in term of income and profit management.

According to the abilities of all 6 communities in knowledge management as mentioned above, the result showed that although each community had different community resources, they had a focal knowledge management, that is, every community held the spiritual capital, community cultural capital, capital in form of organizational network group, relative-based capital, intellectual capital in living, community leadership capital, and local philosophy capital that were all used in the community's knowledge management.

The community context comprising such capitals helped the communities crystallize their knowledge base, which depended on the community people's practice, that is, the community people had their own culture that valued the community and internal sharing. The community culture had the production method, land possession, exchange, communication and economic activities together. Therefore, the community people would focus on the joint benefits, public sustainability and sympathy. The knowledge management process of these communities, thus, was derived from the meetings and discussions as well as the show-up of natural and formal leaders. In the knowledge management, the leadership was important as it supported the communities to carry out their knowledge management through the joint working. The community context affecting this knowledge management must not be the exercise of power or fixed practical pattern.

The community's knowledge management occurred subject to the community people's needs. They would have the methods of learning creation based on the actual and existing culture that was suitable to the local context and community wisdom.

The capital used by the communities in their knowledge management consisted of the following elements:

1) Spiritual capital. According to this research, these communities would be able to manage their capital knowledge when the community people had the awareness of homeland psychology, local appreciation, and needs for better community development. These components encouraged the community members to contribute to that community and to be involved in carrying out the community activities. From studying in all 6 floating markets, the knowledge management of communities started from the creation of learning; this made the community members understand the main goals of floating market development. To elaborate, in developing the floating market, every community had the same goal on recovering the community culture. By this regard, the community people could recall the character of their past society. When the community analyzed their social changes, its members would have the joint awareness that they want to revive their community where the members had strength and self-reliance under the existing resource base, e.g. Klong Lad Mayom Floating Market, Amphawa Floating Market and Bang Nam Pueng Floating Market.

The result of this research showed that, in respect with the knowledge management of communities, 3 out of 6 communities valued the community's spiritual capital. That is, the community leaders took an important role in stimulating the community people's awareness of homeland psychology, making good understanding of past community culture, and valuing the local wisdom by arranging activities or meetings to encourage the community people to recognize the importance of their community in 3 parts: 1) what the past characters of the community were, 2) at present, how these past characters disappear from the community; and 3) how the community would be involved in reviving these to strengthen the community.

Thus, the result of this research showed that the community leaders had an important role in reviving the community's spiritual capital, and in stimulating the community people's awareness of homeland psychology and

conservation of community culture. This role was done through relatives and aged people of the community to create the process of participation in planning for the management of community knowledge base.

2) Cultural capital is a kind of social capital crystallized and practiced in the society in the past. This capital is in form of request for assistance, request for cooperation, reliance, hospitality and belief. The result showed that the community context contained the reciprocity culture. As a community compiled its capital by adhering regulations and social commitment as the mechanism of creating the community members' awareness, e.g. culture of exchanging the labor or labor gathering to do any community activities or help to each other in religious rites, this is a cultural capital making the community strong and cooperative.

It is apparent from the result that the cultural capital is important for community people. This capital is in form of the joint awareness of community members who give help to each other through belief, tradition and culture. This community culture is a basic factor for the community people's practice, socializations, generosity, respect and obedience to aged people and community leaders, and trust with each other.

As a community has succeeded its living culture, custom and tradition, the community people have learned those practical methods until they could engage the knowledge system, thinking methods and norms to be used to change the behavior of living together among people in the society. From the research, it is obvious that every community had the social capital that is the relationship system allowing the community people to have reciprocals through the community culture system. This social capital consisted of trust, relative system and roles of community leaders through the community cultural system and tradition, creation of participation process, social norms and value to be complied with by the community people.

3) Community network capital. From the research, it was discovered that the communities with good knowledge management would have high brotherhood and relative relationship. As the community people had the relative relationship, there were no severe conflicts. Reciprocals and compromise to get joint solutions deem the important capital of these communities. The relationship system between community people and outsiders also gave effect to the knowledge

management model of the communities, especially roles of community leaders who had to hold the character of knowledge acquisition, and take their own experience to share with external networks so that the knowledge base was applied in carrying out the community activities.

The community network capital enables the community to have the knowledge management because the community network provokes the shared learning process and knowledge transfer among community people who could interpret such knowledge in the implementations. The result showed that the communities created the social institute to access into the community resources, and to plan the management of community resources together.

Socially, we find that the relationship system with the social structure in form of social network system consists of a process of strengthening the community. The relationship pattern is horizontal tied between individuals, groups and organizations in that community. The structure promotes the cooperative participation so that the community's operation attains the preset goals and purposes.

4) Intellectual capital. It was discovered from this research that the retrieval of community intellectual capital was important to enable the communities to manage their knowledge, that is, the intellectual capital used in the knowledge management for the community tourism management consisted of the community resource capital. The result of this research showed that the knowledge management for the community tourism management at all 6 floating markets held some resource capital encouraging the community people to have the learning process together, and to provoke the knowledge transfer among community people at the sub-district level and village level. That is, the communities might have the different intellectual and community resources capitals. Some might have the capital of natural tourist resources while some had the capital of history and culture. All these capitals allowed the development to the communities' management knowledge. Regarding the knowledge transfer for the communities' knowledge management, the community people used the methods of creating awareness and co-ownership by way of talks, sharing, discussion and practice. Sharing and applying the external knowledge base might be used as it is appropriate to the community context.

The result showed that every community created the knowledge by retrieving the local wisdom, e.g. wisdom of cooking, wisdom of agriculture, and wisdom of folk handicraft. The knowledge transfer of the communities was done by telling and demonstrations by wisdom teachers.

It was discovered from this research that, in the knowledge management of the communities, the communities had the social context with high kinship; so, in the knowledge transfer to be used in the management of community knowledge, the community people's kinship enabled the community to retrieve the knowledge base, which is the local wisdom, through the community's aged people and local philosophers. The community's knowledge transfer was done through relatives and community members. Or, the knowledge transfer by wisdom teachers was done through educational institutes. There were 2 kinds of knowledge transfer: 1) knowledge transfer in form of demonstration, and 2) knowledge transfer in form of telling. The retrieval of local wisdom enabled a community to retrieve its original knowledge base, to record the information base on local wisdom, and to develop the community to be a learning-base source for any people there and outsiders.

5) Individual capital. The individual capital is another kind of capital found in studying all 6 floating markets where contained a focal point, that is, they had the individual capital hidden in the natural leaders who has always acquired the knowledge. This individual capital would create the learning experience and work for the community by using the individuals' knowledge to drive the community's working. The result showed that the leaders enabled the community to manage the knowledge had to have the working enthusiasm and learning readiness. That is, the leaders had the working style in order to change the community. The leaders had to have trustful personality, have service mind, be able to analyze problems, have techniques of stimulating the learning among community people, and sell ideas so that the community members took such ideas to change the behavior and to develop themselves to the goals required by the community. Regarding the leaders' personality, they must be eager for learning, acquire the knowledge constantly, dare to try new things, have the trial and error learning, have the lesson learned, and identify the information to remedy the errors quickly.

5.3.2 External factors

The results showed that the external factors influencing the knowledge management model for the community resource management in all 6 floating markets were: 1) receipt of supports from state agencies, 2) receipt of supports from external academics. The details are discussed below (Table 5.6):

Table 5.6 External factors associated with the knowledge management in respect with the community-based floating market tourism management

External Factors	Khlong Lad Mayom	Taling Chan	Lumphaya	Bang Nam Pueng	Ta Ka	Amphawa
Supports by the state and private organizations	Receiving the budget from state agencies and network parties. The external agencies supported the knowledge storage in the form of publications.	Receiving the support from the District Office in arranging the activities. The operation was done in the form of project.	Receiving the support from state agencies in the form of training.	Receiving the budget for the preparation of publicities, and manual on the community-based tourism management. The budget was granted for the study visits, and the establishment of the community knowledge transfer center.	Receiving the budget for the arrangement of training sessions for the community people such as training for local tourist guides, arranging the activities for the sharing of knowledge in the community, publicities, and preparing the community database.	Receiving the budget for arranging the tourism activities, training local tourist guides, arranging the activities for the sharing of knowledge in the community, publicities, and preparing the community database.

Table 5.6 External factors associated with the knowledge management in respect with the community-based floating market tourism management(cont.)

External Factors	Khlong Lad Mayom	Taling Chan	Lumphaya	Bang Nam Pueng	Ta Ka	Amphawa
Supports from external academics		Receiving the support in the form of training provided by the academics.	The academics supported the research development and training.	The educational institutes took an important role through the educational system, e.g. establishing the project for the recovery and conservation of natural resources and environment, arranging the activities of succeeding the community wisdom and culture, and arranging the training sessions for local tourist guides.	The educational institutes arranged the training for the community people. They also conducted the research to be involved by the community people such as the research for the development of community tourism resources.	The educational institutes arranged the training for the community people. They also arranged the activities of retrieving the local wisdom. The academics supported the research development and training.

5.3.2.1 Receipt of the state agencies' supports

Regarding knowledge management for the community resource management, receipt of external academics' supports helped the communities manage their knowledge quickly and systematically because the community's knowledge management needed the teamwork or groups of persons supporting the community's knowledge management in form of supporting, coordinating, arranging the learning forum, giving suggestions, and encouraging the community people to recognize the importance of knowledge management. The result of this research showed that the floating markets engaging good knowledge management were subsidized by the state agencies for their preparation of publications and activities to disseminate the information of floating markets among Thai and foreign tourists. The publicity was in various forms in the mass media and specific media, e.g. leaflets, brochures, banners, television and radio documentary programs, articles in newspapers

and magazines, arrangement of fairs, and creation of websites as the community information base. Apart from the state agencies' supports for the preparation of information base and storage of community knowledge base, the result showed that most communities were supported for their knowledge management in form of knowledge sharing, training, study visits as a step of knowledge acquisition of these communities to take some information to improve their working.

The result of this research showed that, in the management of community knowledge, apart from the state sector's supports in form of policies and budget, the state agencies gave cooperation in the storage of community knowledge base, and arrangement of activities for knowledge sharing between networks.

The result also showed that not only state agencies who supported the knowledge management, the mass media took an important role in driving the knowledge management for the management of community tourism because the mass media was an external factor used by the State to promote tourism. The publication media, radio media and television media were focused to publicize the community information to the tourists, to make the community people alert, and to make the community tourist attractions be recognized by outsiders.

5.3.2.2Receipt of external academics' supports

The result showed that all 6 floating markets were supported by the network of academics by creating the knowledge about the management of community resources, by arranging some training for local tourist guides in respect with transferring the knowledge about community information, by arranging activities to provoke the learning process in the conservation of community environment and resources among tourists, by storing the information in form of community information base, and by conducting some research for the development of community tourism management.

When receiving supports from external academics, the communities could have practice; so they understood themselves and communities more. As a result, the communities' operations were carried out skillfully with focus on the thinking process, and information analysis and connecting. The researches mutually conducted between the academics and community people urged the latter to

realize the importance of sharing the knowledge, to have opportunities in testing and understanding their own and community problems. Finally, each community got the conclusion on skillful management. Each process was screened by the sharing forum until it became the community's wisdom of problem solution.

5.4 Knowledge management model for the community-based floating market tourism management

The results of studying the knowledge management model for community-based floating market tourism management were summarized in 4 models, comprising 1) knowledge management model for the community tourism resources, 2) knowledge management model for the formation of activities and learning process for tourists, 3) knowledge management model for the network management, and 4) knowledge management model for the income and profit management.

Overall, the knowledge management model for the floating market tourism management consisted of 6 steps: knowledge acquisition, knowledge creation, knowledge transfer, knowledge storage, knowledge utilization, and knowledge evaluation. Each step was supported by internal and external factors driving the community-based tourism knowledge management successful. But, the knowledge management was different at each area. The results were summarized below (Figure 5.5).

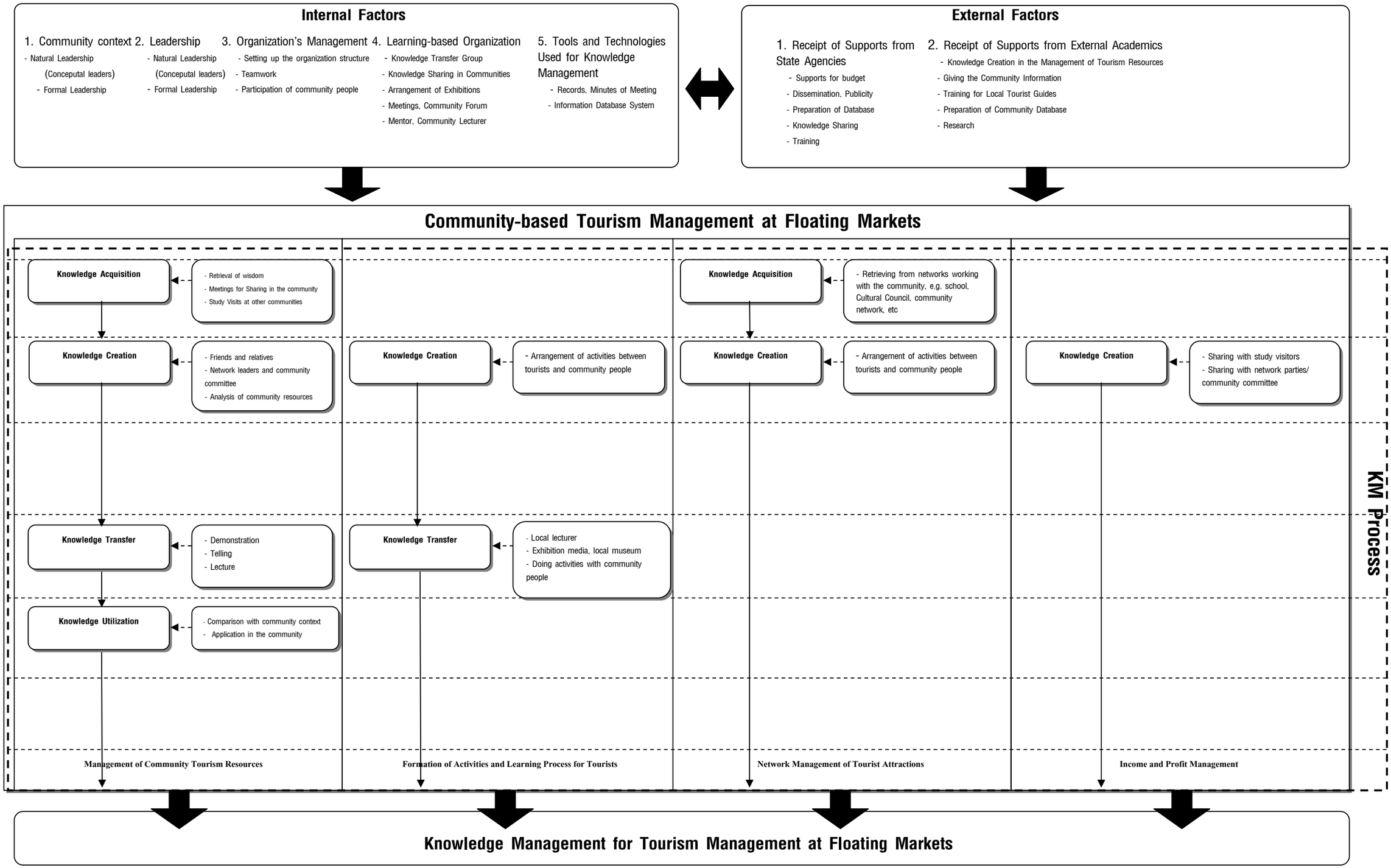

Figure 5.5 Knowledge management model for the community-based floating market tourism management

When considering four aspects of knowledge management model for the floating market tourism management, these floating markets had the different knowledge management steps. The results showed that the knowledge management in the community tourism resources, and knowledge management in the formation of activities and learning process for tourists consisted of 6 steps, including knowledge acquisition, knowledge creation, knowledge transfer, knowledge storage, knowledge utilization, and knowledge evaluation.

This may be concluded that the knowledge management model for the community-based floating market tourism resource management - An important factor encouraging the communities to enhance all steps of knowledge management was the receipt of supports from academics and state-sector networks that have been involved in storing the data, and evaluating the knowledge management. However, the communities whose management structure came from the natural leadership, and had no precise community structure, but their community context was based on the high kinship would not have all 6 steps of knowledge management because the knowledge management of those communities focused on the tacit knowledge of community leaders.

It could be concluded that the knowledge management model in respect with formation of activities and learning process for tourists- The conditional factor enabling the communities to enhance all 6 steps of knowledge management was the receipt of supports from academics in terms of training, storage of community data, and evaluation of knowledge management for the formation of activities and learning process for tourists. However, some communities were unable to enhance all 6 steps of knowledge management; for example, they lacked the knowledge utilization because the community leaders focused on the creation of their own community knowledge, which was the original community knowledge, and they also emphasized on the development of new generations to be involved in arranging the activities in the communities rather than applying other external knowledge because the knowledge got from study visits or training might not be suitable for their community context; so this knowledge management step was skipped. This event was found in the organizational structure under the natural leadership.

The knowledge management model in respect with the network management consisted of 5 steps of knowledge management, which included the knowledge acquisition, knowledge creation, knowledge transfer, knowledge storage, and knowledge evaluation. The step of knowledge utilization was not found due to the community context, the community's organizational structure, exchange of learning with external parties, participation of state agencies and private sector, and tourism promotion of each floating market; as a result, the knowledge management model for the network management could not be utilized directly, but it had to be adjusted to be suitable for and consistent with each area. It was found that these communities selected and applied the knowledge they got to be consistent with their existing organizational structure until the new community knowledge emerged. The knowledge from study visits was not utilized directly.

The knowledge management model for the income and profit management at floating markets consisted of 5 steps, which included the knowledge acquisition, knowledge creation, knowledge transfer, knowledge utilization, and knowledge evaluation. The step of knowledge storage was not found because the knowledge of community leaders or external agencies playing an important role in transferring the knowledge, and carrying out the management of community income and profit such as knowledge of the Saving Group, provision of community welfare system, etc. were the tacit knowledge rather than the explicit knowledge. It was also found that the floating markets not assigning any persons to carrying out the knowledge storage would lack the step of knowledge storage in respect with the network management as well.

The knowledge management model for the community-based floating market tourism found in the study areas consisted of 6 steps, which included knowledge acquisition, knowledge creation, knowledge transfer, knowledge storage, knowledge utilization, and knowledge evaluation. This knowledge management model was relevant to the knowledge management model of Wiig, Nonaka and Takauchi, and Turban that there were 4 focal steps of knowledge management, including knowledge creation, knowledge transfer, knowledge storage, and knowledge utilization. Although the knowledge management model of Wiig, Nanoka and Takauchi, and Turban as constructed in 1993 was outstanding for its knowledge

classification and knowledge model that could be easily integrated with other knowledge management models, when their model was copied and used in the Thai social context, two different steps occurred, that is, knowledge acquisition and knowledge evaluation. These steps of knowledge acquisition and knowledge evaluation were the same to Bukowitz & Williams and Turban. Therefore, in constructing a theoretical model as the temporary framework of the research, the Researcher's knowledge management theoretical model consisted of all 6 knowledge management steps. When this model was used in this research, it was found that the knowledge management model for the floating market tourism management of each floating market was different, depending on internal and external factors of each particular area.

Regarding the knowledge management model proposed above, although some floating markets did not engage all 6 steps of knowledge management, they could continue their knowledge management since each floating market has achieved the different community context; for example, basic tourism resources and strong original community culture, new generations of the communities involving in retrieving the local wisdom and community history, social capital of the communities, high kinship, leaders with knowledge and experience in the community management, loose forming of network in the communities or appointment of working teams, teamwork assigned up to individuals' expertise, supports from internal and external tourism agencies, and creation of learning-based culture and vision in joint working, which all drove the knowledge management to meet the success.

CHAPTER VI
DISCUSSION

This research was a qualitative research conducted to examine the knowledge management model and factors associated with the community-based tourism knowledge management. The results were discussed as follows:

6.1 Knowledge management model for the community-based floating market tourism management

In this research, the results of studying the knowledge management model for the community-based tourism management were divided into 4 parts: knowledge management model for the community-based floating market tourism management, knowledge management model in term of formation of activities and learning process for tourists, knowledge management model in term of network management, and knowledge management model in term of income and profit management. The results were discussed below.

6.1.1 Knowledge management model for the community-based floating market tourism resource management

The knowledge management model for the community-based tourism resource management at 6 floating markets may be classified into 3 models:

Model 1 comprised 5 steps of knowledge management, including knowledge acquisition, knowledge creation, knowledge transfer, knowledge storage, and knowledge utilization. The step of knowledge evaluation was not found.

Model 2 comprised 5 steps of knowledge management, including knowledge acquisition, knowledge creation, knowledge transfer, knowledge utilization, and knowledge evaluation. The step of knowledge storage was not found.

Model 3 comprised 6 steps of knowledge management, including knowledge acquisition, knowledge creation, knowledge transfer, knowledge storage, knowledge utilization, and knowledge evaluation.

According to the results, the knowledge management model for the community-based tourism resources at all 6 floating markets showed that:

The floating markets engaging all 6 steps of knowledge management were Ta Ka Floating Market and Amphawa Floating Market because both had the different knowledge management development from other floating markets since they have been developed from the old community life and culture, which still exist now. The knowledge management process of these 2 floating markets was based on the community knowledge, which included the local wisdom and kinship relationship in the communities. As a result, these communities were able to arrange the activities to share the knowledge to drive the community working better. In addition, Ta Ka and Amphawa Floating Markets were highly accepted by any study visitors. The external researchers, especially the state enterprises such as Tourism Authority of Thailand, gave some supports in the type of training, study visit, and development of research questions with the community people; so both floating markets achieved a good management system and they were good models and studying sources for other floating markets.

However, the results showed that a focal point of all 6 floating markets was the knowledge management process, which composed of the knowledge acquisition for the community-based tourism resource management, the knowledge creation for the community-based tourism resource management, and the knowledge transfer for the community-based tourism resource management. The results showed that these 3 knowledge management steps were the starting point enabling these communities to have the successful knowledge management. Every community acquired the knowledge for the community-based tourism resource management because the tourism resources were the key selling points of every floating market. The knowledge acquisition for the community-based tourism resource management enabled these communities to convey their tourist selling points to the tourists. The results also indicated that the community leaders took an important role in stimulating the learning, and transferring the knowledge through the leaders' relatives. The results

also indicated that the floating markets that received the supports from the state agencies and academics would carry out more knowledge management evaluation than those not receiving such supports because the knowledge evaluation was to evaluate the knowledge used by the community. If its knowledge was not sufficient, that community would ask the agencies related to that knowledge base to provide the training.

From the result of this research that the knowledge management model for the community-based tourism resource management, which consisted of 6 steps of knowledge management, was the same to the concept of Meyer & Zack (1996: 43-59) in 5 following steps: knowledge acquisition, knowledge creation, knowledge storage/retrieval, knowledge transfer, and knowledge presentation, which was also consistent with the concept of McElroy (1999: 15-16) in the step of evaluation.

However, the results showed that the communities with the natural leadership, no formal community organization structure but high kinship relationship would focus on the tacit knowledge in the community leaders, knowledge sharing with network members, and study visit. The three kinds of knowledge acquisition above were important factors enabling the communities to manage their knowledge. The knowledge acquisition for the community-based tourism resource management stood on a focal point that these communities emphasized on the study visit, training, and information investigation from public knowledge sources. These results were consistent with the concept of Wiig who focused on the Pillar of Knowledge Management, comprising: 1) public knowledge, 2) knowledge from experts, and 3) individual knowledge (Wiig, 1993: 39). For the knowledge creation for the community-based tourism resource management at all 6 floating markets, the knowledge was created through the group of relatives, the group network leaders, and the community committee by sharing the knowledge within the group. The knowledge shared related to the investigation of community history, and objectives of establishing the floating market. A teamwork or committee was also appointed to have specific responsibilities. There was also a group forming to review themselves, and to seek for the local capital. There were 3 kinds of knowledge transfer for the community-based tourism resource management:

1) Knowledge transfer in the form of telling by sharing the knowledge base with experts and community philosophers.

2) Knowledge transfer in the form of lecture, network meeting, and exhibition to provide some information to the community people.

3) Knowledge transfer in the form of training, publicities of activities and projects that the external agencies have participated with the communities. The publicities were in form of newsletter and news broadcasting program.

Nevertheless, the knowledge transfer for the community-based tourism resource management in the Thai social context valued the community wisdom philosophers on the basis of the local wisdom and culture, which have been hidden in individuals (tacit knowledge). The western knowledge management theories value the explicit knowledge or the knowledge base kept in forms of document, journal, manual, patent or research. This is consistent with Huttaya Vises, et al. (2000: 23) who found that the concept of knowledge management for the community-based tourism resource management should include 3 aspects: 1) management on the basis of local wisdom, 2) knowledge by having regard to the biological diversity of ecology and cultural variation, and 3) knowledge based on the principle of decentralization to the community, and of participation by community members. In addition, such knowledge management model was consistent with the concept of Nanoka and Takeuchi, who valued the interpretation of knowledge, especially tacit knowledge, which was embedded in individuals and could not be separated absolutely. Such knowledge was created from the social interaction. This concept was a knowledge management model placing an emphasis on the integration of cultural skills in order to acquire the knowledge (epistemology), and to use the knowledge as a cultural device to manage the knowledge in an organization. This result was consistent with Nithi Eawsriwong (1993: 43), and Jatuporn Lahjai (2007: 107) that the knowledge management for the community resource management was a learning process deriving from the local wisdom under 3 learning models: 1) learning from the analysis, experiment and lesson learnt from the local wisdom and the combination of external knowledge base, 2) knowledge transfer and distribution from the local wisdom

through the local philosophers trusted in the community, and 3) application of tacit knowledge, which was kept in records, to fit to each community.

6.1.2 Knowledge management model for the formation of activities and learning process for tourists

The knowledge management model for the formation of activities and learning process for tourists at 6 floating markets may be classified into 5 models:

Model 1 comprised 5 steps of knowledge management, including knowledge creation, knowledge transfer, knowledge storage/retrieval, knowledge utilization, and knowledge utilization. The step of knowledge acquisition was not found.

Model 2 comprised 5 steps of knowledge management, including knowledge acquisition, knowledge creation, knowledge transfer, knowledge utilization, and knowledge evaluation. The step of knowledge storage/retrieval was not found.

Model 3 comprised 4 steps of knowledge management, including knowledge acquisition, knowledge creation, knowledge transfer, and knowledge storage. The knowledge utilization and knowledge evaluation were not found.

Model 4 comprised 4 steps of knowledge management, including knowledge acquisition, knowledge creation, knowledge transfer, and knowledge utilization. The knowledge storage and knowledge evaluation were not found.

Model 5 comprised 3 steps of knowledge management, including knowledge acquisition, knowledge creation, and knowledge transfer. The knowledge storage, knowledge utilization and knowledge evaluation were not found.

From analyzing each floating market, Bang Nam Pueng Floating Market carried out the knowledge management in 5 steps, including knowledge acquisition, knowledge creation, knowledge transfer, knowledge storage, and knowledge evaluation. Khlong Lad Mayom Floating Market carried out the knowledge management in 4 steps, including knowledge creation, knowledge transfer, knowledge storage/retrieval, and knowledge evaluation while the knowledge acquisition and knowledge utilization were not found. Taling Chan Floating Market, Lumphaya Floating Market, Ta Ka Floating Market, and Amphawa Floating Market carried out

the knowledge management in 5 steps, including knowledge acquisition, knowledge creation, and knowledge transfer. The knowledge storage/retrieval, knowledge utilization, and knowledge evaluation were not found.

The above results led to a conclusion that a focal point of all 6 floating markets was the knowledge management process in 3 steps: knowledge acquisition, knowledge creation, and knowledge transfer. Every community acquired the knowledge for the community-based tourism resource management because the tourism resources were the key selling points of every floating market in order to attract more tourists. For the knowledge creation, the knowledge base came from the study visit and training provided by the state agencies involving in creating the tourist activities. The communities transferred the knowledge got from the knowledge management process; for example, arranging the meeting with some networks involving in the arrangement of community activities, e.g. school network, community enterprise group, etc. The meeting would prepare the working plan in the form of project in order to get some supports. The meeting also scheduled the knowledge transfer activities and persons assigned. The communities would provide the cultural yard or learning points for the tourists, etc. These 3 steps of knowledge management process were found at every community.

The knowledge management steps least found were the knowledge utilization and knowledge evaluation. The result showed that the communities that had few study visits or knowledge sharing with the networks would not engage the knowledge utilization because most knowledge used came from the error and trial learning in the working process of community people. When that community lacked the knowledge sharing for the development of working process; so most knowledge used by the community came from the past experience of community leaders (tacit knowledge).

According to the research, the step of knowledge management least found was the knowledge storage. That is, the communities carrying out the knowledge evaluation because they carried out the knowledge management with certain state agencies and educational institutes, which took part in designing the activities for the knowledge creation, sharing and selection with those communities. These external network agencies took emphasis on training and creating the personal team to transfer

the community knowledge. Moreover, most knowledge stored was in the form of research projects participated by these external agencies. But, in some cases, the external researchers did not return the data to the communities while these communities have lacked some personnel responsible for storing the community data, and preparing the community database.

The result of this research regarding the knowledge management in respect with the formation of activities and learning process for tourists was consistent with Tharitwan Nontabuddha and Yaowanij Kittithornkul (2004: 77-78) on Development of Community-based Learning Process in Eco-Tourism Management: Case Study of Community Forest at Kao Hua Chang, Tambon Ta Mod, Ta Mod District, Pattalung Province. The results showed that the development of learning process in the eco-tourism management had to rely on external factors, community capital and learning from the existing community capital as well as learning from new-emerging knowledge at all time based on the principle of community personnel development. A community should set up the organizational structure comprising specific departments, or it should have the community-based administration. In managing the community knowledge, the community should create its action plan in the form of learning exchange with other research networks, educational institutes and network members. For the knowledge transfer of the community, each community should designate certain personnel team to transfer the knowledge. Certain sites or exhibitions were provided so that the community people had chance in studying the community information, e.g. community history, local wisdom, etc. Ahmed, Lim and Loh (2002: 66-68) stated that the success of knowledge management came from the information technology along with the communication technology, collaboration technology, and storage technology such as the database system to store the information and knowledge, and the computer server used to store and manage various knowledge for the organization’s learning and knowledge sharing, and used to distribute the knowledge in the organization, or to be accessed by other external networks.

6.1.3 Knowledge management model for the network management

The knowledge management model for the network management at 6 floating markets may be classified into 4 models:

Model 1 comprised 4 steps of knowledge management, including knowledge acquisition, knowledge creation, knowledge transfer, and knowledge utilization. The steps of knowledge storage/retrieval and knowledge utilization were not found.

Model 2 comprised 3 steps of knowledge management, including knowledge acquisition, knowledge creation, and knowledge transfer. The steps of knowledge storage/retrieval, knowledge utilization, and knowledge evaluation were not found.

Model 3 comprised 3 steps of knowledge management, including knowledge creation, knowledge transfer, and knowledge evaluation. The knowledge acquisition, knowledge storage/retrieval and knowledge utilization were not found.

Model 4 comprised 3 steps of knowledge management, including knowledge creation, knowledge transfer, and knowledge storage. Other steps of knowledge management were not found.

The results showed that a focal point of all 6 floating markets was the knowledge management process in 2 steps, which composed of the knowledge creation and the knowledge transfer because all 6 floating markets engaged a process of knowledge base sharing, and they set up the community requirements together. At each step, the participation was also rooted by designating some persons to share and express the opinions in the form of working committee. In addition, the supports by the state agencies partially promoted the knowledge management for the income and profit management.

The knowledge management step not found was the knowledge storage because, in carrying out the knowledge management in respect with the network management, the communities preferred talking in an informal meeting. The community people were not skillful in recording and preparing the documents, so these communities did not keep the information in writing to be accessed by other people.

Regarding the knowledge management in respect with network management, the result showed that the leadership played an important role in creating the knowledge of network management. The start was the creation of natural network through the personal relationship tied among relatives. The management was in the

horizontal type based on the principle of participation and joint meeting. For the knowledge transfer, the community leaders transferred the knowledge by utilizing the activities held in the community, that is, every member would be aware of the information. Also, the community members had the meetings to express the opinions through relatives, friends and community leaders. In addition, the community leaders summarized the work performance for the network members, committee and related persons, e.g. budget expenditure. There were 2 kinds of evaluation: 1) informal work performance evaluation by using the communications through the community leaders, and 2) formal work performance evaluation in the type of lesson learnt about the factors of work success or failure. Saree Pongpis (2005: 202-204) said that the network management was in the horizontal mode, that is, the management was done through relatives and community leaders. Some academics might have talks to the community leaders; both parties could share the ideas, experience, inspiration and skills until they have harmony, esprit and help; hence, the knowledge sharing process provokes a new knowledge creation process to be an alternative in solving or developing the community.

Therefore, for the network management of each floating market, a community should set up the internal network based on the participatory management principle. The uncomplicated management structure would allow the members to be involved in working, issuing rules and regulations, and receiving the profit incurred. This result was consistent with Sairung Dinkoksoong (2006) that the community's network management in any tourist attraction was derived from the cooperation of persons, groups, and organizations that had the identical goals and working methods in order to solve the problems or to negotiate for the benefits. This was also consistent with Direk Krueajinlin (2000: 31) that a community engaged a network management method, which was derived from the group forming of villagers who had the same objectives and goals. The network management method was based on the community people's participation. The working was on the tri-party approach. The villagers' organization was established. The community organization's rules and regulations were also set up. The study of Sama Na Ranong (2002: 29-48) found that the tourism management of Khiriwong Community had three kinds of network creation, that is, the internal network established in the form of investor network, who had a duty of

mobilizing the capital to have the revolving capital in the community. Another kind was the professional occupation network that had a duty of promoting the occupations in the community. The third kind was the network of natural resource conversation group, which had duties of managing and controlling the use of community resources for the best benefit, and of encouraging the community peoples' awareness of the value of natural resources. Nancy Gard McGebee, 1999: 52-56) found that, to enhance the sustainable tourism management, a community should set up the network to acquire the negotiation power under the principle of participation.

6.1.4 Knowledge management model for the income and profit management

The knowledge management model for the income and profit management at 6 floating markets may be classified into 4 models:

Model 1 comprised 3 steps of knowledge management, including knowledge acquisition, knowledge creation, and knowledge transfer. The step of knowledge storage/retrieval was not found.

Model 2 comprised 3 steps of knowledge management, including knowledge acquisition, knowledge creation, and knowledge transfer. The steps of knowledge storage/retrieval, knowledge utilization, and knowledge evaluation were not found.

Model 3 comprised 3 steps of knowledge management, including knowledge creation, knowledge transfer, and knowledge evaluation. The knowledge acquisition, knowledge storage/retrieval and knowledge utilization were not found.

Model 4 comprised 2 steps of knowledge management, including knowledge acquisition and knowledge creation. The knowledge transfer, knowledge storage/retrieval, knowledge utilization, and knowledge evaluation were not found.

Most floating markets had the same knowledge management steps, which included the knowledge creation and knowledge transfer because each floating market applied the knowledge got from various study visits such as saving and community welfare system in its community. In operating the floating market, the community leaders took an important role in persuading the community people and working groups to share the knowledge base, to create a joint agreement for the management of

community income and profit, to establish an working organization or mechanism, and to distribute the profits fairly such as the community fund supporting the development of community economics and context.

The result showed that the knowledge management model for the income and profit management consisted of 3 following steps: knowledge acquisition, knowledge creation, and knowledge transfer. The step of knowledge storage/retrieval was not found.

The step of knowledge storage/retrieval was not found, which was not consistent with the TUNA Knowledge Management Model proposed by Vicharn Panich (2005: 105-106) that, in carrying out the knowledge management, there should be at least the knowledge storage or Knowledge Assets (KA) as a part of knowledge store or knowledge trove obtained from the accumulation of knowledge derived from the process of knowledge sharing for further learning. The reason may be that various floating markets have not yet achieved the skills in storing the written data to be accessed by general people. However, for the knowledge management in respect with the income and profit management, every community focused on the knowledge that was the past experience of community leaders. Hughes (2006: 77-78) stated that the individual knowledge should be focused because this kind of knowledge would endure at the shortest period and would be lost from the organization when those personnel leave the organization. To enhance the good knowledge management, a community should pay attention to the group knowledge as it is constructed and shared in the team or departments or working divisions. This kind of knowledge endures longer than the individual knowledge because it is dissimilated and reproduced among team members. This nature of knowledge management was consistent with the principle of SECI Model proposed by Nanoka & Takeuchi who presented “SECI” cycle that it provokes the knowledge conversion between tacit knowledge and explicit knowledge; so new knowledge occurs and would be rotating eternally because learning occurs always. The knowledge creation occurs in 4 situations: 1) socialization that includes the experience sharing, comment, belief, method, etc. that is the one-by-one sharing of knowledge deeply hidden in individuals between any interested persons; 2) externalization that is to talk or describe tacit knowledge to be explicit knowledge by way of group discussion to get some new ideas; 3) combination that is to change tacit

knowledge to be explicit knowledge by compiling or integrating knowledge base or synthesize the existing knowledge to have a new knowledge base; and 4) internalization that means the creation of tacit knowledge to make it be explicit knowledge by way of learning from practice, applying to have a new product, method, process, or improving old things to have more value. In such process, the learning will become the knowledge more hidden in the individuals.

6.2 Overall analysis of knowledge management model for the community-based tourism management

6.2.1 Knowledge management model for the community-based tourism resource management

For the knowledge management model for the community-based tourism management, after analyzing the overall characteristics of all 6 floating markets, it could be summarized that they had one knowledge management model, The results led to a conclusion that, from the knowledge management model, the steps found at all study areas were the knowledge acquisition, knowledge creation, knowledge transfer, and knowledge utilization. The knowledge storage and knowledge evaluation were found differently at each area. The result showed that each floating market had the different steps of knowledge management, but the knowledge management steps least found were the knowledge utilization and knowledge evaluation. These steps were not found in the floating markets because these communities used the knowledge deriving from the past experience of community leaders, which was the tacit knowledge; so they did not share the knowledge with other external networks. As a result, the communities lacked the skills of sharing and selecting the knowledge to be applied there. For example, the floating markets having few study visits or knowledge sharing with some networks lacked the learning exchange for their working process development. Or these communities had little knowledge sharing with other networks, the step of knowledge utilization would not be found. The finding also showed that the floating markets receiving the supports from state agencies and academics would

engage higher knowledge management evaluation than others because the state agencies and external networks had to carry out their work in the form of project and activity with the community people. These knowledge management undertakings needed the knowledge evaluation on how a community selected the knowledge from the activities arranged for further application, and how the work performance was reflected there.

6.2.2 Knowledge management model in respect with the formation of activities and learning process for tourists

For the knowledge management model in respect with the formation of activities and learning process for tourists, after analyzing the overall characteristics of all 6 floating markets, it could be concluded that they had one knowledge management model, The results led to a conclusion that, from the knowledge management model, the steps found at all study areas were the knowledge creation and knowledge transfer. The knowledge acquisition, knowledge utilization, knowledge storage, and knowledge evaluation were found differently at each area. Most floating markets study had the same 4 steps of knowledge management, which included the knowledge acquisition, knowledge creation, knowledge transfer, and knowledge utilization in arranging the activities to enhance the learning process for the tourists. The knowledge management steps least found were the knowledge storage and knowledge evaluation. The result showed that the communities carrying out the knowledge evaluation because they carried out the knowledge management with certain state agencies and educational institutes, which took part in designing the activities for the knowledge creation, sharing and selection with those communities. Some communities might have the little knowledge storage or have no knowledge storage because their community knowledge base stored by the agencies outside those communities did not return the research data to them. In addition, these communities lacked some personnel to store the community knowledge, and to prepare the community database**.**

The result also showed that the community engaging the good knowledge management in respect with the formation of activities and learning process for tourists was Khlong Lad Mayom Floating Market. In this community, the community

leaders focused on the knowledge creation, knowledge transfer, knowledge storage, knowledge utilization, and knowledge evaluation. For the step of knowledge acquisition, the community leaders emphasized on the tacit knowledge, and the participation of community members and working teams to design learning activities for the tourists. The community leaders also placed emphasis on the vision of joint working, on the knowledge that was the existing experience of the working team, and on the knowledge deriving from sharing between networks. The community leaders did not care for the knowledge base from the study visit or transfer from the academics due to the community context such as different tourism resources, different specialized working group. Thus, the community leaders placed emphasis on the original knowledge of the Community, and on developing new generations to arrange the activities in the Community rather than applying the external knowledge.

6.2.3 Knowledge management model for the network management

For the knowledge management model in respect with the network management, after analyzing the overall characteristics of all 6 floating markets, it could be concluded that they had one knowledge management model, The results led to a conclusion that, from the knowledge management model, the steps found at all study areas were the knowledge creation and knowledge transfer. The knowledge acquisition, knowledge utilization, knowledge storage, and knowledge evaluation were found differently at each area. The result showed that the knowledge management model in respect with the network management was different from the knowledge management model based on the conceptual framework constructed by the Researcher. The step of knowledge utilization was not found at any floating market.

Regarding the knowledge management in respect with network management, the result showed that the leadership played an important role in creating the knowledge of network management. The start was the creation of natural network through the personal relationship tied among relatives. The management was in the horizontal type based on the principle of participation and joint meeting. For the knowledge transfer, the community leaders transferred the knowledge by utilizing the activities held in the community, that is, every member would be aware of the

information. Also, the community members had the meetings to express the opinions through relatives, friends and community leaders

In the step of knowledge utilization, it was found that every community did not utilize the knowledge for its network management because of the different community context and organizational structure; so the knowledge management model for the network management could not be used directly. Most knowledge management in respect with the network management was the external knowledge given by some external agencies or organizations. Such knowledge was not flexible, and it focused on the learning process that needed some lecturers or persons/organizations outside the communities to transfer the knowledge; as a result, these communities would become passive receivers rather than active participants. In addition, such external knowledge contained the ready data or technical data or difficult theory, thus, the community members took a long time to understand it.

It was also found that the communities that had few study visits, or had a weak network, or just started the creation of knowledge management network; they would have the natural leadership. For example, in the case of Khlong Lad Mayom Floating Market, the knowledge preliminarily used by the Community came from the past experience of leaders while no external knowledge was applied there.

Regarding the knowledge management in respect with the network management, although the step of knowledge utilization was not found, the cycle of community knowledge management could go on. Each floating market had the different organizational structure; so the external knowledge each community got from any study visit, training or seminar could not be used directly, but the new knowledge was created, selected and applied to be consistent with the existing community structure. That is, the knowledge got from the study visits was not utilized directly.

The result of this research showed that only Amphawa Floating Market could carry out 5 steps of knowledge management, including knowledge acquisition, knowledge creation, knowledge transfer, knowledge storage, and knowledge evaluation. Amphawa Floating Market could have the good knowledge management in respect with the network management because its community structure was loose; it was a social pattern deriving from the kinship of community members. These people were the partners of the community knowledge management. The Community could

have the good knowledge management because, at the first stage, it acquired the knowledge with some networks, state sector, academics and other networks having the study visits at the Community before developing them to be the knowledge sharing networks.

6.2.4 Knowledge management model for the income and profit management

For the knowledge management model in respect with the income and profit management, after analyzing the overall characteristics of all 6 floating markets, it could be concluded that they had one knowledge management model, The results led to a conclusion that, from the knowledge management model, the step found at all study areas was the knowledge creation. The knowledge acquisition, knowledge transfer, knowledge utilization, knowledge storage, and knowledge evaluation were found differently at each area. In the management of community income and profit, most floating markets had the same knowledge management steps, which included the knowledge creation and knowledge transfer because each floating market applied the knowledge got from various study visits such as saving and community welfare system in its community. In operating the floating market, the community leaders took an important role in persuading the community people and working groups to share the knowledge base, to create a joint agreement for the management of community income and profit, to establish an working organization or mechanism, and to distribute the profits fairly such as the community fund supporting the development of community economics and context. Each community also evaluated the management of income and profit in the manner of suggestions and mutual problem solving, that is, the income generated by tourism had to be allocated to the community universally. In carrying out the community-based knowledge management, the community leaders took an important role in persuading the community people and working groups to share the knowledge base, to create a joint agreement for the management of community income and profit, to arrange meetings to inform the group members of the floating market performance results, and to assign persons for the floating market operation. Certain rules and regulations on the management of community income and profit were also set up. A working organization or mechanism was established as well

while the profits were allocated fairly such as the community fund supporting the development of community economics and context.

The result showed that the knowledge management model in respect with the income and profit management was different from the knowledge management model based on the conceptual framework constructed by the Researcher. The step of knowledge storage was not found at any floating market.

1) The knowledge of income and profit management for the floating market tourism management was the tacit knowledge engraved in individuals, not the explicit knowledge; so the knowledge storage in respect with the income and profit management was not found.

2) The floating markets whose structure of knowledge management was unclear such as no designation of persons to be in charge of knowledge storage would lack the step of knowledge storage in respect with the network management.

The results showed that the community leaders or external agencies took an important role in transferring the knowledge, and carrying out the management of community income and profit such as knowledge of group saving, and of community welfare system. This knowledge was the tacit knowledge, not the explicit knowledge; so the knowledge storage in respect with the income and profit management was not found. This result was not consistent with Boondee Boonyakit (2004: 59-62) who conducted a research on Community Knowledge Management, and she concluded that the factor enabling the community's success was the knowledge storage and information technology for the knowledge management. (Gate, 1999: 35-36) stated that the tools and technologies used in the knowledge management helped the knowledge management quicker (Gate, 1999: 35-36).

Although no community had the knowledge storage in respect with the income and profit management, the community-based tourism management mechanism still went on because the learning nature of these communities was in the manner of socialization or social transfer process; thus, the knowledge was transferred from an individual to other persons or it was the knowledge sharing in the type of tacit knowledge to tacit knowledge. The learning was done by imitation, observation or

practice, not tacit knowledge to explicit knowledge. The knowledge in these communities was the tacit knowledge, not the explicit knowledge.

Although the knowledge management cycle for the community income and profit was not consistent with the TUNA Knowledge Management Model proposed by Vicharn Panich (2005: 105-106) that, in carrying out the knowledge management, there should be at least the knowledge storage or Knowledge Assets (KA) as a part of knowledge store or knowledge trove obtained from the accumulation of knowledge derived from the process of knowledge sharing.

However, although the step of knowledge storage disappeared, the knowledge management in respect with the income and profit in these communities still continued because this lost step might exist in other knowledge storage sources outside the communities such as knowledge base from the research in which the communities were used as the research areas by the academics, etc.

It was also found that the floating markets whose knowledge management structure was unclear such as no designation of responsible persons for the knowledge storage would lack the step of knowledge storage in respect with the network management as well. The reason may be that various floating markets have not yet achieved the skills in storing the written data to be accessed by general people.

However, for the knowledge management in respect with the income and profit management, every community focused on the knowledge that was the past experience of community leaders. This type of knowledge lasts so long and it would be distributed and copied by the team members.

For the knowledge management model for the community-based tourism management, after analyzing the overall characteristics of all 6 floating markets, it could be summarized that they had one knowledge management model, which comprised 6 steps of knowledge management, including knowledge acquisition, knowledge creation, knowledge transfer, knowledge utilization, knowledge storage, knowledge utilization, and knowledge evaluation. Nonaka & Takeuchi (1995: 62; 2004: 61-62) explained that, in the knowledge management, the step of knowledge creation was so important because, for the knowledge management of an organization, it must focus on the knowledge deriving from learning in 4 ways: 1) socialization that

includes the experience sharing, training and advice; 2) externalization that is to talk or describe tacit knowledge to be explicit knowledge by way of metaphor and simile, comparison and modeling such as application of experience gained by observing other agencies; 3) combination that is to change tacit knowledge to be explicit knowledge by compiling or integrating knowledge base or synthesize the existing knowledge to have a new knowledge base; and 4) internalization that means the creation of tacit knowledge to make it be explicit knowledge by way of learning from practice, applying to have a new product, method, process, or improving old things to have more value. In such process, the learning will become the knowledge more hidden in the individuals.

The knowledge management steps least found were the knowledge storage and knowledge evaluation. The result showed that the communities carrying out the knowledge evaluation because they carried out the knowledge management with certain state agencies and educational institutes, which took part in designing the activities for the knowledge creation, sharing and selection with those communities. Some communities might have the little knowledge storage or have no knowledge storage because their community knowledge base stored by the agencies outside those communities did not return the research data to them. In addition, these communities lacked some personnel to store the community knowledge, and to prepare the community database**.**

Although the knowledge management model for the community-based tourism management may not comprise all 6 steps, they could continue their knowledge management since each floating market has achieved the different community context; for example, basic tourism resources and strong original community culture, new generations of the communities involving in retrieving the local wisdom and community history, social capital of the communities, high kinship, leaders with knowledge and experience in the community management, loose forming of network in the communities or appointment of working teams, teamwork assigned up to individuals' expertise, supports from internal and external tourism agencies, and creation of learning-based culture and vision in joint working. The knowledge management process occurred will trigger the communities' adaptation, which further leads to the development of new knowledge base and/or it shifts the existing

knowledge for more working potential, which caused the knowledge spiral. Finally, the community-based tourism management will meet the success. However, for the Thai social context, if the knowledge management for the community-based tourism management would be study, the Researcher suggests that the management of community-based tourism under the conceptual framework of the community-based tourism management in 4 parts; namely, knowledge management model for the community-based tourism resource management, knowledge management model for the formation of activities and learning activities for tourists, knowledge management model for the network management, and knowledge management model for income and profit management under 6 steps of knowledge management, which include the knowledge acquisition, knowledge creation, knowledge transfer, knowledge storage, knowledge utilization, and knowledge evaluation as a guideline of further studies. The theoretical concepts used as the theoretical framework were developed from the analysis of knowledge management models from Year 1993 to 2005 in Thailand and other countries. The Researcher selected some outstanding knowledge management steps from each theory founder, and adjusted them to be suitable for this research. The result showed that such knowledge management model was suitable for the context of study areas and Thai social context.

CHAPTER VII
CONCLUSION AND RECOMMENDATIONS

This research aimed to: 1) examine the knowledge management model and conditional factors related to knowledge management in community-based floating market tourism; and 2) synthesize the knowledge management model and conditional factors related to knowledge management in the community-based floating market tourism that is based on the qualitative research. The data collection was done by an in-depth interview with 32 relevant people who have coped with the current knowledge management in community-based tourism. The data obtained was checked by way of data triangulation. The areas of research were specifically selected to cover 6 markets located in the central part of Thailand where the community-based floating market tourism management exists.

This research examined the community context, which included the history, economic and social characteristics, community life and culture, development of knowledge management in respect with the community-based tourism management, knowledge management process, and conditional factors associated with the community-based tourism management. The data was collected by the in-depth interview from 6 study areas selected by the specific sampling, which were Taling Chan Floating Market, Khlong Lad Mayom Floating Market, Lumphaya Floating Market, Bang Nam Pueng Floating Market, Ta Ka Floating Market, and Amphawa Floating Market. This research was the qualitative research and its analysis unit was the community organization. The Research conducted the in-depth interviews with the persons involving in the knowledge management in respect with the community-based floating market management. The data was collected by the in-depth interview with 32 persons involving in the knowledge management for the community-based tourism, which comprised the community leaders, President of Sub-District Administrative Organization, Mayor, Deputy Mayor, village headman, Kam Nan, leaders and group network members, e.g. community enterprise group, saving group, home-stay group, Thai dessert group, paddle group, and Sub-District Office officers involving in the

management of community-based tourism. The knowledge from the data collection was analyzed in order to present the knowledge management model for the community-based tourism that is suitable for the Thai society, which would lead to the development of sustainable community-based tourism.

7.1 Conclusion of the research

The results of this research were analyzed to get the knowledge management model and factors correlated to the knowledge management process in the tourism management. The related issues were discussed below.

7.1.1 Knowledge management model for the community-based floating market tourism

7.1.1.1 The knowledge management model for the community-based tourism resource management may be classified into 3 models:

Model 1 comprised 5 steps of knowledge management, including knowledge acquisition, knowledge creation, knowledge transfer, knowledge storage, and knowledge utilization. The step of knowledge evaluation was not found.

Model 2 comprised 5 steps of knowledge management, including knowledge acquisition, knowledge creation, knowledge transfer, knowledge utilization, and knowledge evaluation. The step of knowledge storage was not found.

Model 3 comprised 6 steps of knowledge management, including knowledge acquisition, knowledge creation, knowledge transfer, knowledge storage, knowledge utilization, and knowledge evaluation.

7.1.1.2 The knowledge management model for the formation of activities and learning process for tourists may be classified into 5 models:

Model 1 comprised 5 steps of knowledge management, including knowledge creation, knowledge transfer, knowledge storage/retrieval, knowledge utilization, and knowledge utilization. The step of knowledge acquisition was not found.

Model 2 comprised 5 steps of knowledge management, including knowledge acquisition, knowledge creation, knowledge transfer, knowledge utilization, and knowledge evaluation. The step of knowledge storage/retrieval was not found.

Model 3 comprised 4 steps of knowledge management, including knowledge acquisition, knowledge creation, knowledge transfer, and knowledge storage. The knowledge utilization and knowledge evaluation were not found.

Model 4 comprised 4 steps of knowledge management, including knowledge acquisition, knowledge creation, knowledge transfer, and knowledge utilization. The knowledge storage and knowledge evaluation were not found.

Model 5 comprised 3 steps of knowledge management, including knowledge acquisition, knowledge creation, and knowledge transfer. The knowledge storage, knowledge utilization and knowledge evaluation were not found.

7.1.1.3 The knowledge management model for the network management at 6 floating markets may be classified into 4 models:

Model 1 comprised 4 steps of knowledge management, including knowledge acquisition, knowledge creation, knowledge transfer, and knowledge utilization. The steps of knowledge storage/retrieval and knowledge utilization were not found.

Model 2 comprised 3 steps of knowledge management, including knowledge acquisition, knowledge creation, and knowledge transfer. The steps of knowledge storage/retrieval, knowledge utilization, and knowledge evaluation were not found.

Model 3 comprised 3 steps of knowledge management, including knowledge creation, knowledge transfer, and knowledge evaluation. The knowledge acquisition, knowledge storage/retrieval and knowledge utilization were not found.

Model 4 comprised 3 steps of knowledge management, including knowledge creation, knowledge transfer, and knowledge storage. Other steps of knowledge management were not found.

7.1.1.4 The knowledge management model for the income and profit management at 6 floating markets may be classified into 4 models:

Model 1 comprised 3 steps of knowledge management, including knowledge acquisition, knowledge creation, and knowledge transfer. The step of knowledge storage/retrieval was not found.

Model 2 comprised 3 steps of knowledge management, including knowledge acquisition, knowledge creation, and knowledge transfer. The steps of knowledge storage/retrieval, knowledge utilization, and knowledge evaluation were not found.

Model 3 comprised 3 steps of knowledge management, including knowledge creation, knowledge transfer, and knowledge evaluation. The knowledge acquisition, knowledge storage/retrieval and knowledge utilization were not found.

Model 4 comprised 2 steps of knowledge management, including knowledge acquisition and knowledge creation. The knowledge transfer, knowledge storage/retrieval, knowledge utilization, and knowledge evaluation were not found.

7.2.1 Analysis of knowledge management model for the community-based floating market tourism

7.2.1.1 Knowledge management model for the community-based tourism resource management – The results led to a conclusion that, from the knowledge management model, the steps found at all study areas were the knowledge acquisition, knowledge creation, knowledge transfer, and knowledge utilization. The knowledge storage and knowledge evaluation were found differently at each area.

7.2.1.2 Knowledge management model in term of formation of activities and learning process for tourists – The results led to a conclusion that, from the knowledge management model, the steps found at all study areas were the knowledge creation and knowledge transfer. The knowledge acquisition, knowledge utilization, knowledge storage, and knowledge evaluation were found differently at each area.

7.2.1.3 Knowledge management model in term of network management – The results led to a conclusion that, from the knowledge management model, the steps found at all study areas were the knowledge creation and knowledge transfer. The knowledge acquisition, knowledge utilization, knowledge storage, and knowledge evaluation were found differently at each area.

7.2.1.4 Knowledge management model in term of income and profit management – The results led to a conclusion that, from the knowledge management model, the step found at all study areas was the knowledge creation. The knowledge acquisition, knowledge transfer, knowledge utilization, knowledge storage, and knowledge evaluation were found differently at each area.

For the knowledge management model for the community-based floating market tourism management, the overall analysis showed that, from the knowledge management model, the step found at all study areas was the knowledge creation.

7.2 Limitations of the research

This research was the qualitative research. Although the Researcher has studied and made good understanding, some limitations of the research still occurred in the part of knowledge management process caused by the question raising, and data interpretation that could not cover all factual events in the areas. Therefore, the results of this research should be referred carefully.

7.3 Recommendations

7.3.1 Recommendations for the model implementation

The implementation of the knowledge management model for the community-based floating market tourism must concern about the social contexts, that is, a community should possess some resources, ecological capital, and social and cultural capital as an essential base for its tourism management. In addition, it should engage the management skills and network-based operation under a social structure, starting from the kinship system. The community people must value the knowledge

management team, and they must take part in doing the activities to be held in that community, and to be held between the external networks. This knowledge management model to be implemented in the Thai social context may not comprise all 6 steps of knowledge management. It was found from the results that some communities were able to carry out their community knowledge management although they had only 3 steps of knowledge management as resulted by the different community context, internal factors and external factors. The implementation of such knowledge management model may regard the following issues:

7.3.1.1 The knowledge management model equipped with all 6 steps of knowledge management may be successfully applied in an organization whose management structure is formal, e.g. Local Administrative Organization, or it should possess the formal leadership so that it is able to administrate the budget, and to manage the community by submitting the working plan in the form of project to the state-agency network or network parties that provide it some supports.

7.3.1.2 The knowledge management model equipped with 3 steps of knowledge management, i.e. knowledge acquisition, knowledge creation, and sharing, could be successfully applied in the community context whose management was under the natural leadership. It was found that, in the management under the natural leadership, the community will encounter a limitation of the organizational structure management. If the community applies this knowledge management model, the duty assignment should be in the form of community committee or community. In addition, there should be some budget provided for the preparation of community database to store the community knowledge base while the new generations in that community should be persuaded to work with the community committee.

7.3.1.3 For the knowledge management model for the community-based floating market management under the formal leadership and natural leadership, most communities encounter some limitations of knowledge codification and refinement, knowledge utilization and knowledge evaluation. If the community needs such knowledge management steps, it must rely on other external factors, e.g. academics from the state agencies and private sector to be involved in supporting the budget, or in arranging the activities in the type of network parties to share the knowledge base between the community and external academics. As a result,

that community will be able to select, utilize, store and evaluate the knowledge. If an external agency carried out its work in the form of project, the work performance evaluation will be prepared as well. The community should design some activities to enhance the sharing of knowledge, and have the lesson learnt to acquire the learning in the working group.

7.3.1.4 Knowledge management process could be successfully implemented if a community establishes a shared learning center, a community cultural yard, local museum or the community leader's house used to arrange the activities regarding the community knowledge management.

7.3.2 Recommendations to the agencies supporting the community knowledge management

7.3.2.1 Recommendations to the communities – In the knowledge management for the community-based floating market tourism, a community should set up the community structure, which consists of specific divisions. The personal team and working groups should be designated for the community knowledge management and for the community knowledge storage so that every community member can access to such knowledge. The community should focus on the creation of new generations who are allowed to take part in the administration of community organization so that the community working is driven. This also helps develop the potential of these new generations so that they feel proud of working for their local community.

7.3.2.2 The educational institutes should take part in retrieving the community knowledge base by creating the participatory process with the community people who may take a role in transferring their knowledge in the educational institutes. Other related persons should encourage the community people to take part in arranging the education and designing the curriculum at the primary and secondary levels to be in consistent with the community life and context. By this regard, the learners must achieve the learning process and have self-reliance in living.

7.3.2.3 There should the cooperation between community organizations such as school, community health unit, temple, villager, community leader or state agency for the management of community knowledge. For example,

there should be some training sessions to create the facilitators, some training sessions on knowledge storing techniques, knowledge transfer for local people to stimulate and create the learning in the knowledge management for the development of community-based tourism.

7.3.2.4 The result of this research showed that the communities participating with external agencies would have the knowledge management at the good level. Therefore, the state agencies, e.g. Municipality, Local Administrative Organization, District Office that are close to the communities should have the collaboration in the manner of internal and external networks. There should be some activities to be held to share the knowledge base on the community resource management. The lesson learnt should be arranged to enhance the learning among the staff, and to improve their working.

7.3.2.5 Other related agencies or interested persons may develop and apply the results on the knowledge management model for the community-based tourism management to be suitable for each community, especially the factors influencing the community knowledge management. The related agencies should utilize such factors to find out the development guideline, which may include the creation of new generations for the community knowledge management, the creation of community learning sources, and the arrangement of activities to promote the community knowledge management.

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BIOGRAPHY

NAME	Miss Yussanee Sommathat
DATE OF BIRTH	6 August 1975
PLACE OF BIRTH	Bangkok, Thailand
INSTITUTION ADTENDED	Phra nakhon Rajabhat Institute, 1992-1996 Bachelor of Education (Social Education) Srinakarinwirot University, 1997-2001 Master of Education (Geography) Mahidol University, 2005-2010 Doctor of Philosophy (Population Education)
POSITION& OFFICE	Suan Dusit Rajabhat University Department of Geography Faculty of Humanities and Social Science 295 Rachasima Road, Dusit, Bangkok 10300 Tel. 02-2445800 E-mail: yussanee_s@yahoo.com Position: Lecturer
STUDY SCHOLARSHIP	Personnel Development Scholarship of Suan Dusit Rajabhat University