The guidelines for the community knowledge management process for cultural tourism site development in Luang Prabang province, Lao People's Democratic Republic

แนวทางกระบวนการจัดการความรู้ของชุมชนเพื่อพัฒนาแหล่งท่องเที่ยวเชิงวัฒนธรรม แขวงหลวงพระบาง สาธารณรัฐประชาธิปไตยประชาชนลาว

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Abstract

The purpose of research was to propose guidelines for the community knowledge management process for cultural tourism site development in Luang Prabang province. This qualitative study involved documentary and field research by means of observation and in-depth interviews. The six major groups of key informants were community leaders, community officials, head of defense officials, souvenir manufacturers, members of women organizations, and government officials for total number of 39. The data were coupled with those from in-depth interviews with seven tourism sites development experts during the focus group discussion and from interviews with three knowledge management (KM) resource persons who helped review the draft guidelines. The findings are: The guidelines for the community KM process for cultural tourism site development, Luang Prabang province that begin with goals and objectives identification and establishment of practitioner communities consist of seven stages. There are 1) knowledge Identification; 2) knowledge creation and acquisition; 3) knowledge organization; 4) knowledge codification and refinement; 5) knowledge access; 6) knowledge sharing; and 7) learning. All stages are to be supported with information technology infrastructure.

Keywords: knowledge management process, cultural tourism site, Luang Prabang

บทคัดย่อ

การวิจัยครั้งนี้มีวัตถุประสงค์เพื่อนำเสนอแนวทางกระบวนการจัดการความรู้ของชุมชนเพื่อพัฒนาแหล่งท่องเที่ยวเชิงวัฒนธรรม แขวงหลวงพระบาง สาธารณรัฐประชาธิปไตยประชาชนลาว ใช้ระเบียบวิธีวิจัยเชิงคุณภาพด้วยการศึกษาเอกสารและการศึกษาภาคสนาม โดยใช้การสังเกตและการสัมภาษณ์เชิงลึก ผู้ให้ข้อมูลหลัก ได้แก่ กลุ่มผู้นำชุมชน กลุ่มเจ้าหน้าที่ชุมชน กลุ่มหัวหน้าคุ้มครอง กลุ่มผลิตสินค้าที่ระลึก กลุ่มองค์การจัดตั้งแม่หญิง และกลุ่มเจ้าหน้าที่ภาครัฐ รวม 39 คน นอกจากนี้ใช้การสนทนากลุ่มผู้เชี่ยวชาญด้านการพัฒนาแหล่งท่องเที่ยว 7 คน และการสัมภาษณ์ผู้ทรงคุณวุฒิด้านการจัดการความรู้ 3 คน เพื่อตรวจสอบร่างแนวทางกระบวนการจัดการความรู้ของชุมชน ผลการวิจัยพบว่า แนวทางกระบวนการจัดการความรู้ของชุมชนเพื่อพัฒนาแหล่งท่องเที่ยวเชิงวัฒนธรรม เริ่มจากการกำหนดเป้าหมายและวัตถุประสงค์ของการจัดการความรู้ จัดตั้งชุมชนนักปฏิบัติ และจัดกระบวนการจัดการความรู้ ประกอบด้วย 7 ขั้นตอน คือ 1) การบ่งชี้ความรู้ 2) การสร้าง

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และแสวงหาความรู้ 3) การจัดเก็บความรู้ให้เป็นระบบ 4) การประมวลและกลั่นกรองความรู้ 5) การเข้าถึงความรู้ 6) การแบ่งปันแลกเปลี่ยนความรู้ และ7) การเรียนรู้โดยใช้เทคโนโลยีช่วยสนับสนุนในทุกขั้นตอน

1. Introduction

Luang Prabang is the historic city of temples, architecture, arts, cultures and lifestyle in thousand years until present. It has been accepted by UNESCO as a World Heritage city in 1995. According to the master plan of social-economic development of Luang Prabang province (2011-2015) with approaches of fostering and developing Luang Prabang to be exciting tourism center in northern part of Laos which involves natural tourism site, historical tourism site and cultural tourism site [1]. Up to the present, there are more than 86 communities have developed themselves as the cultural tourism sites which are interested by tourists around the world. Besides that, Luang Prabang still has more 370 communities that unsuccessful in developing as cultural tourism site because these communities lack of knowledge and experiences for cultural tourism site development [2]. From the overall results of observation and interviews of officials, communities' leaders show that the successful communities in cultural tourism site development (CTSD) are tacit knowledge and unorganized into explicit knowledge which could not be easy for searching and using. Knowledge is dynamic and often defined as a justified personal belief. Therefore, knowledge management (KM) is the planning, organizing, and controlling of people, processes and systems in the organization [3]. It is meant that KM is largely an organizational activity which focuses on what managers can do to enable KM's goals to be achieved the results. The KM function in the organization develops methodologies and systems to support them, and motivates people to participate in them in approach of leveraging and improvement of the communities' knowledge assets

to effectuate better knowledge practices, better decision and performance [4].

In order to successfully implement for cultural tourism site development, the community needs to use KM as the keystone and guide systems to support cultural tourism site development. Therefore, this research is to find out the guidelines of community KM process for cultural tourism site development at Luang Prabang province. This research would be benefits as guide systems for all communities and related public organizations as Ministry of Information, Culture and Tourism; Department of Information, Culture and Tourism; and Community Development Department.

2. Objectives

To propose guidelines for the community knowledge management process for cultural tourism site development in Luang Prabang province.

3. Scope of research

The research areas are Phanom and Chang-hai communities which are cultural tourism sites at Luang Prabang province. Study for seven stages of knowledge management process for community cultural tourism site development. These are 1) knowledge identification; 2) knowledge creation and acquisition; 3) knowledge organization; 4) knowledge codification and refinement; 5) knowledge access; 6) knowledge sharing; and 7) learning. Study for seven main factors of cultural tourism site development. These are 1) tourism site; 2) community access; 3) amenities; 4) souvenir manufactures; 5) marketing; 6) management administration; and 7) environment.

4. Related literature

The recent researches of Netchanok Nanthee [5] and Sujitrapa Phanwilai [6] indicated that the community had many problems. These were community access; souvenir manufactures; marketing; and information. Besides that, the research of Rungrat Hathakham [7] and Walika Sankhum [8] showed the same findings as the community access; cultural tourism promotion; souvenir manufactures of community; staff lack experiences of tourism development; amenities; information; heritage conservation; and cultural change.

5. Conceptual framework

Use the concept of Office of the Public Sector Development Commission [4] has provided KM process into 7 stages. These are 1) knowledge identification; 2) knowledge creation and acquisition; 3) knowledge organization; 4) knowledge codification and refinement; 5) knowledge access; 6) knowledge sharing; and 7) learning.

Use the concepts of Netchanok Nanthee [5], Boonlert Chittungwattana [9], Weerapon Thongma, Winitra Leelapattana and Nuanjun Thongma [10] have provided the cultural tourism site development as 7 main factors. These are 1) tourism site; 2) community access; 3) amenities; 4) souvenir manufactures; 5) marketing; 6) management administration; and 7) environment.

6. Research methodology

This is a qualitative research which involved two stages as 1) documentary and field research in Phanom and Chang-hai communities within KM for cultural tourism site development by means of six major groups observation (non-participant and participant observation) and in-depth interviews. The six major groups of key informants (who response to community cultural tourism site development) were community leaders, community officials, head of defense officials, souvenir manufacturers, members of women organizations, and government officials for total number of 39. 2) The data were

coupled with those from in-depth interviews with seven tourism sites development experts during the focus group discussion (the top leaders of government officials and communities who are in charge of cultural tourism site management) and from interviews with three knowledge management resource persons who helped review the draft guidelines.

7. Research Results

The guidelines for the community KM process for cultural tourism site development, Luang Prabang province consist of 3 stages as follows:

I. The goals and objectives for community knowledge management

The goals are to create the community KM and develop the learning processes to be more capacity for cultural tourism site development in Luang Prabang province. The objectives for the community KM are 1) to create and give more information about cultural tourism site development for other communities; and 2) to give community be able to get more experiences for cultural tourism site development.

II. Community of Practice (CoP)

To get the goals and objectives of community KM process at Luang Prabang province. Each community needs to collaborate to be community of practice because CoP is the keystone for KM of each group which related to knowledge source such as textiles, wood carvings, souvenir manufactures, paper manufactures, members of women organization groups, the Lau Lao (Lao whiskey) manufactures groups. These groups will conduct in KM process by their experiences to help other community to get information and experiences. The community of practice should provide and put the persons who are in charges of duties for each KM's activities as follows:

Chief Knowledge Officer – CKO: The person who is in charge of Head of CoP, has a lot of experiences for general management, decision,

vision and motivation to support knowledge management for each group.

Knowledge Facilitator: The person who is in charge of giving motivation for all activities in the purpose of knowledge sharing for each group of CoP.

Network Manager: The person who is in charge of coordinator with other groups/teams for KM, and also gives the opportunity for each group to share ideas in KM.

Knowledge Practitioner: The person who is in charge of KM for all activities and all stages of KM in tacit to explicit knowledge.

Note Taker: The person who responses for noted taking in all activities of KM such as knowledge sharing on workshop, teams or organizations and also summarizes the key points of each activity and event in explicit knowledge.

IT Wizard: The person who serves as supporting information technology facilitation such as computers to be easy searching, organizing, sharing, and access by using online, internet, website systems and KM database.

III. The community KM process for cultural tourism site development

Stage 1 Knowledge identification

1.1 Knowledge identification. The CoP needs to determine and identify the knowledge for cultural tourism site development which consists of 7 components. There are 1) Knowledge of cultural tourism site includes knowledge of local culture, settlement of community, ancient jars and historical temple of community; 2) knowledge access composes of transportation by bus, boat to the community cultural tourism site; 3) the knowledge for convenience such as tourists car services, schedule for traveling to community cultural tourism site, car/boat parking, hotels and public toilets; 4) knowledge of souvenir manufactures such as conservation and improving the variety souvenir manufactures models in the community such as fabrics, cotton fabrics, silks and others, and includes the creative design and colorful pattern that support tourists' needs; 5) knowledge of

marketing as the customer groups such as Laos, Thailand, Germans, French, and Japanese. Knowledge of souvenir sale by online communication, English communication which could help for online business communication; 6) participle management administration such as making decision, planning and evaluation; and 7) knowledge of environment as the environmental management of community such as garbage problem solving, and waste water in the community.

1.2 The activities which support the community of practice. There are 1) present the issues which in responding for KM to share and learn together and find the way to solve the problems; 2) give the comments and experiences in problems solving together; 3) share the opinions and the main problems which will put into practice; 4) summarize the most important issues which will be solved in each group's responses of knowledge management; and 5) identify the knowledge source's needs.

The technology which uses for knowledge identification is the computer.

Stage 2 Knowledge creation and acquisition

The community of practice identifies the aims and knowledge collection from sources from domestic and outside by creating and seeking as follows:

2.1 hold the meeting to distribute the guidelines and development plan of public sector, educate the groups of people involved the communities to do as 1) organizing the meeting in specified groups such as community leader groups of cultural tourism site, souvenir manufactures group, head of defense, members of women organizations and IT members to get the guidelines of development plan of government as the documents of suffering poverty solving. Law tourism in year 2005, law of handicraft in 2008; 2) assigning and allocate the duties for each group to take responsibilities and implements; 3) holding the meeting for summarizing and following up the implementation of relevant organizations.

2.2 Define the methodological collection from knowledge sources, conduct by 1) studying the document about cultural tourism site development such as activities performance and annual reports of community, the souvenir manufactures, and relevant legislation; 2) studying from who have experiences in the community which include leaders of community, souvenirs manufacturers groups. It is the knowledge source of cultural tourism site development of community; 3) attending the conferences and events that organized by public sector such as annual meeting of Luang Prabang District and Province for government policies, socio-economic development plans, annual handicraft exhibition of provincial; 4) training by experts from Handicrafts Association, Industry and Trade Department of Luang Prabang province including the experts from other country as Thailand for souvenir manufactures, marketing, participle management, and; 5) studying tour such as Thailand, Vietnam and Cambodia to get new knowledge and experiences for improving the souvenir manufactures, marketing and facilities.

2.3 Organize the contents in order to support user's needs, organize the knowledge from knowledge creation and acquisition in the community and other community to improve the their knowledge in each field's needs as knowledge of souvenir manufactures such as weaving method, how natural dyes, how to prepare for natural dyes, and also environmental knowledge, etc. There are some methodologies as CoP needs: 1) to create the database for gathering knowledge all sections such as knowledge database on souvenir manufactures, and knowledge database on marketing and others; 2) to identify the content knowledge in each field that getting from creation and acquisition by knowledge organization such as souvenir manufactures category; 3) to divide the content of knowledge in each information category such as knowledge of weaving and knowledge of manufacturing and others.

The technology which uses for this stage is the computer, tape-recorder, and smart phone.

Stage 3 Knowledge organization

Community of practice organizes the knowledge in many fields by systematically. CoP should 1) make the contents and organizing the knowledge in each field to easy for finding and applying as (1) identify the knowledge which will organize as knowledge content such as knowledge of souvenirs manufactures, silvers product, environment and so on; (2) organize the information in various fields by book database to be easy finding and using such as the yellow pages; 2) divide the various knowledge in order to support the needs such as knowledge of weaving, knowledge of silvers, knowledge of wood carving and wine production.

The technology that supports the knowledge organization is the computer.

Stage 4 Knowledge codifications and refinement

Organize the documents from various fields into one category to be simple for accessing, searching by using the same language. This stage should be carried on as: 1) organize the document into the same standard; 2) use easy language which community can understand; and 3) improve and edit the contents to be more quality.

The technology that supports this stage is the computer.

Stage 5 Knowledge access

Organize and distribute knowledge in different ways which other people could put into general practice and support their needs. Community gets supporting for knowledge access with public and private action: 1) knowledge broadcasting radio distribution for community channel such as traditional knowledge, home style conservation. Knowledge of original jars production, souvenir manufactures and also environment; 2) knowledge distribution by newspaper, news and yellow pages after training, meetings, study tour; 3) knowledge distribution by information technology or online communication system such as documents, brochures, textbooks and video, website, internet,
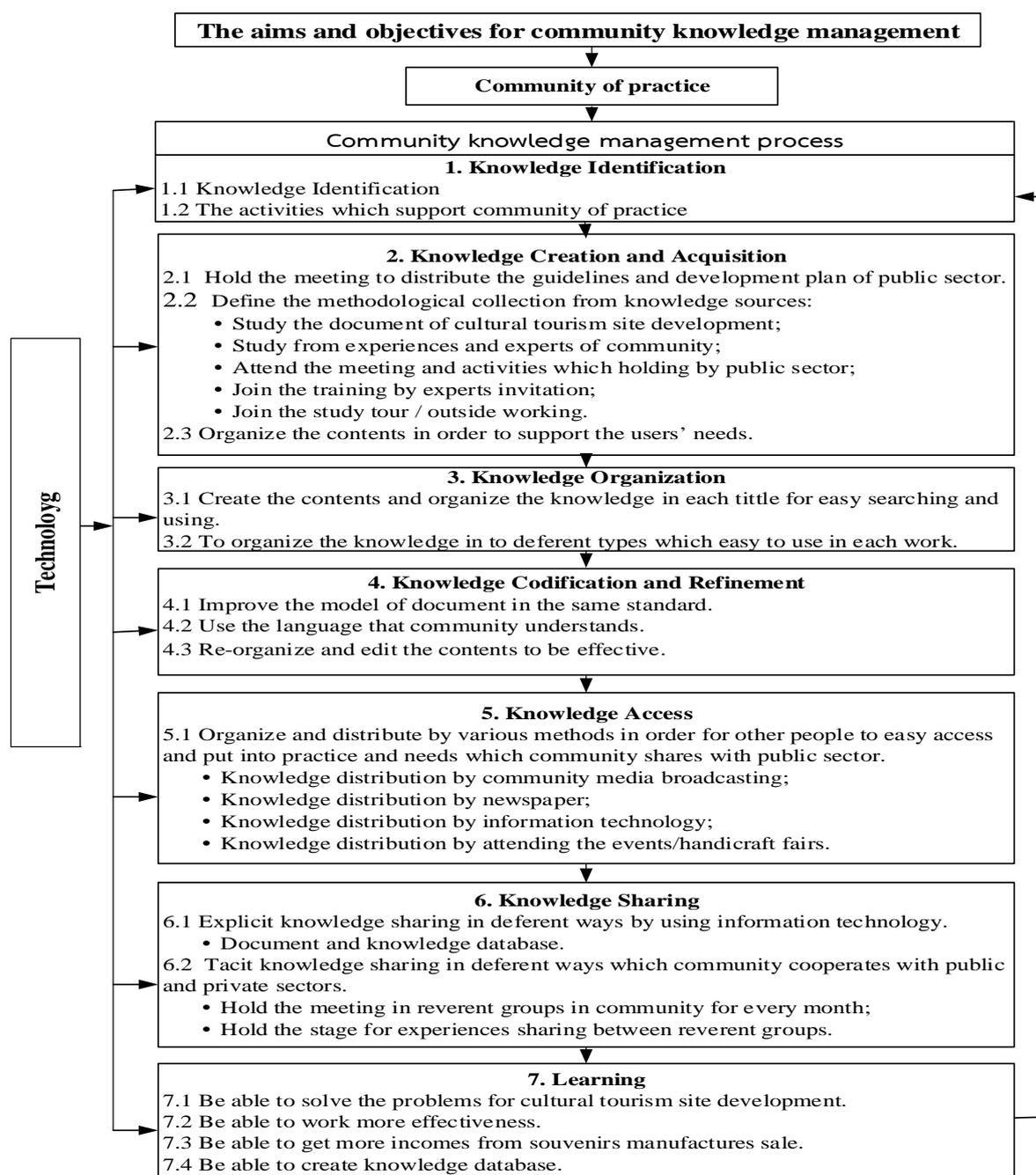
The aims and objectives for community knowledge management

Community of practice

Community knowledge management process

1. Knowledge Identification
1.1 Knowledge Identification
1.2 The activities which support community of practice

2. Knowledge Creation and Acquisition
2.1 Hold the meeting to distribute the guidelines and development plan of public sector.
2.2 Define the methodological collection from knowledge sources:
  • Study the document of cultural tourism site development;
  • Study from experiences and experts of community;
  • Attend the meeting and activities which holding by public sector;
  • Join the training by experts invitation;
  • Join the study tour / outside working.
2.3 Organize the contents in order to support the users' needs.

3. Knowledge Organization
3.1 Create the contents and organize the knowledge in each tittle for easy searching and using.
3.2 To organize the knowledge in to deferent types which easy to use in each work.

4. Knowledge Codification and Refinement
4.1 Improve the model of document in the same standard.
4.2 Use the language that community understands.
4.3 Re-organize and edit the contents to be effective.

5. Knowledge Access
5.1 Organize and distribute by various methods in order for other people to easy access and put into practice and needs which community shares with public sector.
  • Knowledge distribution by community media broadcasting;
  • Knowledge distribution by newspaper;
  • Knowledge distribution by information technology;
  • Knowledge distribution by attending the events/handicraft fairs.

6. Knowledge Sharing
6.1 Explicit knowledge sharing in deferent ways by using information technology.
  • Document and knowledge database.
6.2 Tacit knowledge sharing in deferent ways which community cooperates with public and private sectors.
  • Hold the meeting in reverent groups in community for every month;
  • Hold the stage for experiences sharing between reverent groups.

7. Learning
7.1 Be able to solve the problems for cultural tourism site development.
7.2 Be able to work more effectiveness.
7.3 Be able to get more incomes from souvenirs manufactures sale.
7.4 Be able to create knowledge database.

Technoloyg

Figure 1 The guidelines for the community KM process for cultural tourism site development

Facebook, and community learning center; 4) knowledge distribution by attending the festivals/annual market fairs of Luang Prabang province, handicraft events at Lao-ITECC in each year and outside country events including China, Vietnam and others.

The computer, internet, television, smart phone and community broadcasting speaker are technologies which use for knowledge access.

Stage 6 Knowledge Sharing

This process which CoP actually does the activities of knowledge sharing and experiences in carrying on the activities of each reverent group. This process should be carried on as 1) explicit knowledge sharing by using information technology to support such as books, documents, CD, VCD, knowledge base and yellow pages and others;

2) tacit knowledge sharing by previous ways which community joining with public and private sectors. This activity is to (1) hold the meeting for the relevant agencies in the communities for every month in purposes of knowledge sharing between each group such as souvenir manufactures, head of defense officials, members of women organizations and other groups. Those are important knowledge sources and experiences for problems solving in all activities and the guide system of applying of reverent groups; (2) organize the stage for experiences sharing for all activates of related groups such as community leaders, community officials, head of defense officials, souvenir manufactures, members of women organizations, and government officials which are knowledge sources on about tourism site development, souvenir manufactures, and facilities and others.

The technology which uses for knowledge sharing is the computer, internet and smart phone.

Stage 7 Learning

The community gets more experiences from each field of KM for cultural tourism site development and community can put on those experiences into practice, which could be guide system for new innovation development as KM for cultural tourism site development. This stage shows that communities are able to; (1) solve the problems of tourism site development; (2) support communities to get more qualities of carried on working; (3) get more income from souvenir manufactures sale and tourism services; and (4) create knowledge database as required. As the following detail chart below.

8. Discussion

8.1 The mostly important factor of community knowledge management is the souvenir manufactures as the reason that community has been supported and promoted from public section and other countries. The fact that souvenir manufactures group used to have experiences of souvenir manufactures and preserved for long time in the previous until now. Therefore, community has become as learning organization in new souvenir manufactures creation which could be supported the visitors' needs as the gifts from community. This means that community knowledge management in souvenir manufactures as the case that community has become as cultural tourism site.

8.2 The result indicates the group with powerful of knowledge at the community which have KM process for cultural tourism site development in the souvenir manufactures like community has more 290 families as the community of practice (CoP) in silk weavings. Therefore, the results point that souvenir manufactures group in the community has more focused on knowledge identification, knowledge creation and acquisition, knowledge access, knowledge sharing, and learning. The activities of KM of souvenir manufactures from training, discussion, sharing experiences, joining seminar, study tours, and joining exhibition on handmade events in domestic and other countries [11].

8.3 To achieve the aims and objectives for community KM process for cultural tourism site development in seven stages, the groups of people in the community which are sources of knowledge in any fields. These are community leaders, community officials, head of defense officials, souvenir manufactures, members of women organizations and government officials. They should be gathered as community of practice (CoP) because these groups have more experiences for doing all activities and knowledge sharing in all stages of cultural tourism site development, such as the knowledge of cultural tourism site, community access, amenities, souvenir manufactures, marketing, participation management, and environment. Therefore, community of practice takes responses in knowledge management from tacit knowledge into explicit knowledge in all fields in order to access, reach, organize, share, and knowledge access by using information technology to support.

8.4 In order to achieve the goals and objectives of guidelines for the community knowledge management process for cultural tourism site development, Luang Prabang province, in seven stages. These are: 1) knowledge identification; 2) knowledge creation and acquisition; 3) knowledge organization; 4) knowledge codification and refinement; 5) knowledge access; 6) knowledge sharing; and 7) learning which would be the keystone for new innovated creation for cultural tourism site development. So, people in community with knowledge in many fields such as community leaders, community officials, head of defense officials, souvenir manufactures, members of women organizations and government officials have to collaborate into community of practice, and put in charges of each work or category on any fields in order to KM implementation. The persons in charges of CoP should be involved as (1) chief knowledge officer; (2) knowledge facilitator; (3) network manager; (4) knowledge practitioner; (5) note taker; and (6) IT wizard. They are the key persons who work as network contactor with other experience groups in working and knowledge sharing for all stages. Bawdin Vichan [12] argues that community of practice is guide systems of implementing, sharing, learning within the related knowledge groups in the community, which members are interesting in the same purposes or goals in order to share experiences by touching online, internet with other community. Jutamat Souksai [13] said that the goals of CoP for KM are organized the tacit knowledge into explicit knowledge in order to easy access, searching, organizing, sharing and distribution by using information technology to support. Therefore, Jirapong Reuangkoun [14] suggests that technology is the keystone for helping people to get and share information, connect each other and knowledge distribution by using web board, internet. However, how to achieve the goals of guidelines for community KM process for cultural tourism site development. Therefore, the CoP should be continued working and reporting all

activities of KM for other people to get information and see how important of KM that could help community.

9. Suggestion

9.1 The successful communities in cultural tourism site development should cooperate together in approach of KM organization in order to share each community's experience knowledge from tacit to explicit knowledge for all activities in cultural tourism site development.

9.2 The related government officials in cultural tourism site development should promote and support cultural tourism communities for KM process such as weaving, paper manufactures, and wood carving and others.

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