

19/8/29



รายงานฉบับสมบูรณ์

โครงการ การสัมมนาทางวิชาการ

เรื่อง The 2nd International Tourism Conference

Mahidol University International College
and
University of Innsbruck

Destination Rejuvenation Strategies :
The Potential Future for New Tourism Products /
Services or Experiences

โดย ศาสตราจารย์ ดร.จรียา บรอกเคลแมน และคณะ

มีนาคม 2549

รายงานฉบับสมบูรณ์

โครงการ “การสัมมนาทางวิชาการ”



เรื่อง

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เสนอ โดย

ศ.ดร.จรรยา บรอกเคลแมน

รักษาการคณบดีวิทยาลัยนานาชาติ มหาวิทยาลัยมหิดล

ในนามวิทยาลัยนานาชาติ มหาวิทยาลัยมหิดล

สนับสนุนโดยสำนักงานกองทุนสนับสนุนการวิจัย (สกว.)

กำหนดการสัมมนาทางวิชาการทางวิชาการ

เรื่อง **The 2nd International Tourism Conference**

**Mahidol University International College
and
University of Innsbruck**

**Destination Rejuvenation Strategies :
The Potential Future for New Tourism Products /
Services or Experiences**

ระหว่างวันที่ 2 -3 มีนาคม 2549

ณ วิทยาลัยนานาชาติ มหาวิทยาลัยมหิดล

THE SECOND INTERNATIONAL TOURISM CONFERENCE

MAHIDOL UNIVERSITY AND UNIVERSITY OF INNSBRUCK

**DESTINATION REJUVENATION STRATEGIES:
THE POTENTIAL FUTURE FOR NEW TOURISM PRODUCTS, SERVICES OR EXPERIENCES**

ORGANIZED BY

TRAVEL INDUSTRY MANAGEMENT DIVISION
MAHIDOL UNIVERSITY INTERNATIONAL COLLEGE (MUIC)

WITH THE COLLABORATION OF
THE CENTER FOR TOURISM AND SERVICE ECONOMICS
INNSBRUCK UNIVERSITY SCHOOL OF MANAGEMENT

SPONSORS BY
HOCHSCHULE HEILBRONN - HEILBRONN UNIVERSITY
ASIA-UNINET AND THAILAND RESEARCH FUND (TRF)

MARCH 2-3, 2006
AUDITORIUM, 3RD FLOOR, BLDG. 1
MAHIDOL UNIVERSITY INTERNATIONAL COLLEGE (MUIC)
SALAYA, NAKHONPATHOM
THAILAND



Hochschule Heilbronn
Technik • Wirtschaft • Informatik
Heilbronn University
mit Reinhold-Würth-Hochschule

CONFERENCE PROFILE

Stagnating economic growth in many parts of the developed world, accelerated technological change, increasing intensity and speed of global competition and aging world population have led to premature aging and saturation in many tourism destinations calling for rejuvenation strategies in order to remain competitive and ward off declining tourism.

This workshop is aimed at analyzing the constraints in the destination development and deliberating on re-development of tourism destinations after crises. Since the economics of this area rely heavily on tourism, the loss of trust of tourists has made it worst. The emerging of health tourism sector which could lead to re-imaging and rejuvenation of the tourist destinations will be discussed. Moreover this workshop will contribute to creating the frameworks and strategies to bring back tourism and tourism-related businesses.

Objectives

- 1) Bring together academics from Asia and Europe to transfer and exchange tourism know-how.
- 2) Learn from best practice examples in the various countries.
- 3) Encourage participants to jointly develop future research projects that benefit all parties concerned.

Key outputs of the conference

- 1) Framework strategies for overcoming constraints in destination development.
- 2) Framework of linkage/supply chain between the two sectors and among the operators.
- 3) Fruitful discussions may lead to new projects and research in the future.

PROGRAM

WEDNESDAY MARCH 1, 2006

18:00 -21:00 Registration and welcome dinner for all speakers and invited guests
Venue: Banquet room, 6th Floor, Salaya Pavilion (MUIC)

THURSDAY MARCH 2, 2006

8:00 - 8:30 Registration

8:30 - 9:00 **Welcome remark by:**
- Prof. Dr. Chariya Brockelman, Dean
Mahidol University International College

- Prof. Dr. Klaus Weiermair, Director
Center for Tourism and Service Economics
University of Innsbruck, Austria

9:00 - 9:20 **Keynote speaker**
Dr. Vallop Suwandee
Deputy Governor of Bangkok

9:20 - 9:40 **TAKE OFF speech**
Destination Life Cycle: Facts or Fancy?
Prof. Klaus Weiermair
Center for Tourism and Service Economics
University of Innsbruck, Austria

9:40 - 10:00 Coffee Break

Panel and floor discussion: Determinates of destination life cycle growth

Chairperson: Mr. Mark A. Waghorn
Mahidol University International College

10:00 - 12:00 *New Service Qualities for the Travel Industry: The Case of Health Tourism*
-Dr. Birgit Pikkemaat
Center for Tourism and Service Economics
University of Innsbruck, Austria

Sport, Fun and Entertainment: Potentials for destination rejuvenation strategies
- Mag. Sabine Mueller
Center for Tourism and Service Economics
University of Innsbruck, Austria

Spiritual and Health Tourism in Indonesia
- Dr. Adji Kusworo
Center for Tourism Studies
Gadjah Mada University, Indonesia

- Mr. Pridi Boonsue
Vice President, Marketing Development & Support
Thai Airways International Public Company

- Mr. Weeraphan Shinawatra
Advisor to the House Committee on Religion, Art and Culture

12:00 - 13:30
Venue: Hosted Luncheons for all speakers and delegates
Banquet room, 6th Floor, Salaya Pavilion (MUIC)

13:30 - 15:30
Chairperson: **Guidelines of Tourism and Hospitality Research Undertaking for Sustainable Development of Thailand**
Dr. Therdchai Choibamroong
Mahidol University International College

- Assoc. Prof. Dr. Peeradet Tongumpai
Thailand Research Fund

- Dr. Chomyong Toatong
Phetchaburi Rajabhat University

- Mr. Jittisak Putjorn
Silpakorn University

15:30 - 16:00
Venue: Closing ceremony
AUDITORIUM, 3RD FLOOR, BLDG. 1 (MUIC)

เอกสารประกอบคำบรรยาย

โครงการสัมมนาทางวิชาการ

เรื่อง

“Destination Rejuvenation Strategies:

The Potential Future for new Tourism Products/Services or Experiences”

โดย หลักสูตรการบริหารอุตสาหกรรมการท่องเที่ยว วิทยาลัยนานาชาติ มหาวิทยาลัยมหิดล

ร่วมกับ

The Center for Tourism and Service Economics, Innsbruck University School of Management

และการสนับสนุนของ

Hochschule Heilbronn, Heilbronn University

ความเป็นมาของโครงการ

ปัจจุบันสภาวะการณ์ในหลายประเทศที่พัฒนาแล้วได้ประสบปัญหาการชะลอตัวทางการเจริญเติบโตทางเศรษฐกิจ ประกอบกับการเปลี่ยนแปลงทางเทคโนโลยีที่เป็นไปอย่างรวดเร็ว อัตราการแข่งขันในตลาดท่องเที่ยวที่ทวีความรุนแรงมากขึ้น รวมถึงการเพิ่มขึ้นของประชากรที่ไม่หยุดนิ่งก่อให้เกิดการใช้ทรัพยากรในด้านต่างๆเป็นจำนวนมาก โดยเฉพาะทรัพยากรธรรมชาติ ซึ่งได้ส่งผลกระทบต่อความเสื่อมโทรมของสิ่งแวดล้อมรวมถึงการท่องเที่ยว ปัญหานี้ได้นำไปสู่การหายุทธศาสตร์เพื่อการฟื้นฟูอุตสาหกรรมการท่องเที่ยวที่ซบเซาให้กลับมาสู่การเป็นผู้แข่งขันในตลาดโลกได้อีกครั้ง

การแก้ปัญหาข้างต้นนั้นต้องพิจารณาถึงข้อจำกัดของการพัฒนาอุตสาหกรรมการท่องเที่ยว และในที่นี้ได้มุ่งประเด็นสู่การพัฒนาพื้นที่ที่ได้รับผลกระทบจากธรณีพิบัติสึนามิ โดยเน้นพื้นที่ในจังหวัดภูเก็ต ซึ่งไม่เพียงแต่ได้รับผลกระทบจากการเปลี่ยนแปลงทางด้านภูมิศาสตร์ภายในพื้นที่เท่านั้น แต่ยังได้รับผลกระทบที่มีความรุนแรงมากกว่านั้นคือการท่องเที่ยว ที่นำไปสู่การสูญเสียทางเศรษฐกิจของชุมชนเนื่องจากประชากรในพื้นที่นี้มีรายได้หลักที่มาจากการท่องเที่ยว การเกิดธรณีพิบัติสึนามิทำให้นักท่องเที่ยวสูญเสียความเชื่อมั่นได้ส่งผลกระทบต่อตลาดเป็นอย่างมากต่อการท่องเที่ยว ดังนั้นการแก้ปัญหาจึงจำเป็นต้องอาศัยความร่วมมือ การแลกเปลี่ยนความรู้และประสบการณ์ระหว่างนักวิชาการและหน่วยงานที่เกี่ยวข้องจากแต่ละประเทศ เพื่อนำประสบการณ์ที่ได้ไปสู่การทำวิจัยเพื่อพัฒนาและวางแนวทางฟื้นฟูอุตสาหกรรมการท่องเที่ยวขึ้นอีกครั้ง

วัตถุประสงค์

1. เพื่อเป็นเวทีแลกเปลี่ยนประสบการณ์และองค์ความรู้ในการแก้ไขปัญหาสถานที่ท่องเที่ยวที่เสื่อมโทรมจากนักวิชาการในสถาบันการศึกษาชั้นนำด้านการท่องเที่ยวจากทั้งยุโรปและเอเชีย
2. เพื่อให้ผู้เข้าร่วมสัมมนาได้รับความรู้ที่หลากหลายจากประสบการณ์ตรงขององค์กรการท่องเที่ยวหรือสถาบันการศึกษาชั้นนำจากนานาชาติในการพัฒนา บริหารจัดการ และการฟื้นฟูแหล่งท่องเที่ยว
3. เพื่อเผยแพร่สาระ ความรู้จากสถาบันการศึกษาต่างๆ จากนานาชาติเป็นการผลักดันให้ผู้เข้า ร่วมสัมมนาเกิดความคิดที่จะนำความรู้ที่ได้ไปใช้ในการทำวิจัยและพัฒนางานวิจัยที่เกี่ยวข้องกับการท่องเที่ยวต่อไป

ผลที่คาดว่าจะได้รับ

1. ผู้เข้าร่วมสัมมนาได้โครงร่างกลยุทธ์ในการพัฒนาและฟื้นฟูแหล่งท่องเที่ยวในจังหวัดภูเก็ต
2. ภาคเอกชนในแต่ละประเทศได้พบปะแลกเปลี่ยนประสบการณ์ระหว่างกันเพื่อลดการแข่งขันและช่วยประสานความร่วมมือที่ดีระหว่างกันในอนาคตเพื่อพัฒนาการท่องเที่ยว
3. ผู้เข้าร่วมสัมมนาสามารถนำความรู้ที่ได้ไปใช้เพื่อพัฒนาโจทย์วิจัยที่เกี่ยวข้องกับการท่องเที่ยวต่อไป

หน่วยงานที่รับผิดชอบ หลักสูตรการบริหารอุตสาหกรรมการท่องเที่ยว วิทยาลัยนานาชาติ มหาวิทยาลัยมหิดล และ The Center for Tourism and Service Economics, Innsbruck University School of Management และ Hochschule Heilbronn, Heilbronn University

กลุ่มผู้เข้าฟัง ประมาณ 150-200 คน โดยมาจาก

1. อาจารย์ นักวิจัยและนักวิชาการด้านการจัดการท่องเที่ยว
2. นักศึกษาระดับปริญญาตรีและบัณฑิตศึกษาในสาขาการจัดการท่องเที่ยว
3. ผู้สนใจทั่วไป

กำหนดการอบรม วันพุธที่ 1 มีนาคม 2549 – วันศุกร์ที่ 3 มีนาคม 2549

วิธีการอบรม การบรรยายและการอภิปราย

สถานที่ ห้องประชุมใหญ่ อาคาร 1 ชั้น 3

วิทยาลัยนานาชาติ มหาวิทยาลัยมหิดล วิทยาเขตศาลายา

ค่าสัมมนา ท่านละ 1,300 บาท

บทคัดย่อ

สืบเนื่องจากปัญหาทางด้านเศรษฐกิจที่ถดถอยของหลายประเทศ การเปลี่ยนแปลงทางด้านเทคโนโลยีที่รวดเร็วขึ้น การแข่งขันที่เข้มข้นรวมทั้งค่าเฉลี่ยอายุที่เพิ่มขึ้นของประชากรโลกได้นำมาสู่ความอึดตัวของธุรกิจการท่องเที่ยว ซึ่งเป็นผลให้ต้องมีการระดมความคิดในการพัฒนาและฟื้นฟูจากสถานะการเสื่อมถอยของธุรกิจการท่องเที่ยว

โครงการสัมมนาทางวิชาการเรื่อง “ The 2nd International Tourism Conference on Destination Rejuvenation Strategies: The Potential Future for New Tourism Products / Services or Experiences ” ในครั้งนี้ได้ทำการวินิจฉัยอุปสรรคปัญหาของการพัฒนาสถานที่ท่องเที่ยวและนำเสนอการพัฒนาสถานที่ท่องเที่ยวอย่างยั่งยืน หลังจากเกิดเหตุการณ์ร้ายแรงต่างๆ เนื่องจากเศรษฐกิจในหลายประเทศต้องพึ่งพิงธุรกิจการท่องเที่ยวเป็นสำคัญ การสูญเสียความเชื่อมั่นและความมั่นใจในการเดินทางของนักท่องเที่ยวหลังเหตุการณ์ภัยพิบัติทางธรรมชาติ ดังนั้นจึงได้มีการเริ่มต้นพัฒนาการท่องเที่ยวเชิงคุณภาพโดยเน้นความสำคัญกับการท่องเที่ยวตลอดจนการฟื้นฟูแหล่งท่องเที่ยวที่สามารถนำไปสู่การสร้างภาพลักษณ์ใหม่ ซึ่งได้ถูกนำมากล่าวถึงในการประชุม นอกจากนี้การประชุมในครั้งนี้ยังได้นำไปสู่การสร้างขอบข่ายของการพัฒนาแนวคิดเพื่อที่จะฟื้นฟูธุรกิจการท่องเที่ยวอีกด้วย

รายงานนี้มีวัตถุประสงค์ที่จะเสนอภาพรวมของการประชุม The 2nd International Tourism Conference on “ Destination Rejuvenation Strategies: The Potential Future for New Tourism Products / Services or Experiences ” ซึ่งจัดโดยภาควิชาการบริหารอุตสาหกรรมการท่องเที่ยว ของวิทยาลัยนานาชาติ มหาวิทยาลัยมหิดล ร่วมกับ The Center for Tourism and Service Economics, University of Innsbruck, Austria การประชุมในครั้งนี้ได้รับการสนับสนุนจาก Hochschule Heilbronn-Heilbronn University, ASIA-NET และสำนักงานกองทุนสนับสนุนการวิจัย (สกว) การประชุมจัดขึ้นระหว่างวันที่ 2-3 มีนาคม 2549 ณ ห้องประชุมใหญ่ ชั้น 3 ของวิทยาลัยนานาชาติ มหาวิทยาลัยมหิดล วิทยาเขตศาลายา จังหวัดนครปฐม

วัตถุประสงค์

1. เพื่อต้องการรวบรวมผู้มีคุณวุฒิทั้งในเอเชีย และยุโรป เพื่อแลกเปลี่ยนองค์ความรู้ทางการท่องเที่ยว
2. สร้างให้เกิดกระบวนการการเรียนรู้ร่วมกันจากตัวอย่างของหลายๆประเทศ
3. เพื่อชักจูงให้เกิดการร่วมกันพัฒนางานวิจัยในอนาคต

ผลที่คาดว่าจะได้รับ

1. เพื่อสร้างให้เกิดกรอบความคิดและแนวทางที่จะผ่านพ้นปัญหาของการพัฒนาแหล่งท่องเที่ยว
2. เพื่อสร้างกรอบความคิดของสิ่งที่จะช่วยเชื่อมโยงระหว่างภาครัฐ เอกชน และผู้ประกอบการ
3. เพื่อสร้างให้เกิดการอภิปรายอันจะนำไปสู่การพัฒนางานวิจัยในอนาคต

Abstract : Klaus Weiermair, Dr. Professor

The Destination Lifecycle: Fact and Fancy

วงจรชีวิตของแหล่งท่องเที่ยว : ความจริงหรือเพ้อฝัน

Vernon (1996) กล่าวว่า รายงานและสื่อการสอนเป็นตัวแสดงให้เห็นถึงปัญหาและจุดมุ่งหมายที่มีความเกี่ยวข้องกับการคาดคะเน การวางแผน และ การพัฒนาการท่องเที่ยวแบบปรับเปลี่ยนระบบโครงสร้างของแหล่งท่องเที่ยว ซึ่งจะค้นพบขั้นตอนที่แตกต่างกันออกไปของวงจรชีวิตแหล่งท่องเที่ยว Butler (1980) ได้แนะนำรูปแบบที่มุ่งใจสำหรับวงจรชีวิตของแหล่งท่องเที่ยว และนี่ก็คือหลักสำคัญในการอภิปรายด้านทฤษฎีและแนวความคิดในเรื่องของปัจจัยชี้ขาดที่เป็นแรงผลักดันและตัวกระตุ้นของวงจรชีวิตของแหล่งท่องเที่ยว รวมถึงสิ่งที่สามารถช่วยอธิบายรูปแบบตายตัวและโครงสร้างได้อีกด้วย

ในส่วนสุดท้ายนั้นได้ประเมินประโยชน์ของวงจรชีวิตของแหล่งท่องเที่ยวในจุดที่มีการเปลี่ยนแปลงอย่างแน่นอนรวมถึงการคาดคะเนโดยการวัดผลของมาตรการในการแก้ไขปัญหาด้านการปฏิบัติงานในส่วนการพัฒนาสินค้าหรือบริการ การตลาดของการท่องเที่ยวที่เกี่ยวข้องในเรื่องของการบริหารแหล่งท่องเที่ยว

Abstract : Sabine & Eva- Maria Fink

Sport, Fun and Entertainment : Potential for destination rejuvenation strategy

การกีฬา ความสนุกสนาน และความบันเทิง : ความจำเป็นสำหรับหลักการด้านฟื้นฟูแหล่งท่องเที่ยว

รายงานการวิจัยจำนวนมากที่ได้กล่าวถึงความสำคัญของหลักการวงจรชีวิตของนักท่องเที่ยว (Butler 1980, Agrawal 1997, Cooper 1990, Haywood 1992, Faulkner 2002) ในออสเตรเลียและชาติยุโรปตะวันตกอื่นๆ รวมถึงภูมิภาคแหล่งท่องเที่ยวหรือที่ได้เข้าไปในระบบวงจรชีวิตแหล่งท่องเที่ยวในช่วงเสื่อมโทรม ซึ่งผู้เขียนจะแสดงผลของการสำรวจในเรื่องของแหล่งท่องเที่ยวที่ Tyrol ในปี 2005 การวิเคราะห์ที่ชี้ให้เห็นว่า กีฬา ความสนุกสนาน และความบันเทิงที่แฝงในกิจกรรมกีฬามีผลกระทบต่อวงจรชีวิตแหล่งท่องเที่ยว วัตถุประสงค์ของรายงานนี้ก็คือ การชี้ให้เห็นถึงว่า กีฬา สถานบันเทิงและความสนุก เป็นเสมือนแหล่งที่มาของการรวมตัวกันของสินค้าและบริการแนวใหม่ที่สามารถฟื้นฟูวงจรชีวิตของแหล่งท่องเที่ยวได้

ในส่วนแรกของรายงานนี้เกี่ยวข้องกับรูปแบบของวงจรแหล่งท่องเที่ยวและความเกี่ยวพันในตัวเองของมันเองสำหรับการท่องเที่ยวของออสเตรเลีย ในส่วนที่สองได้มุ่งประเด็นไปที่วรรณกรรมที่เกี่ยวข้องกับกีฬาและกิจกรรม เช่นตัวเลือกทางหลักการในการฟื้นฟูด้านแหล่งท่องเที่ยว ผู้เขียนได้รับคำถามเกี่ยวกับงานวิจัยที่จะถูกกล่าวถึงในเรื่องต่อไปนี้ นั่นก็คือ ส่วนของ

ประสบการณ์ของวิจัยที่สำรวจ Tyrol ในช่วงฤดูหนาว 2004 และส่วนที่ประเมินค่าของนักท่องเที่ยว รวมถึงคู่แข่งทางการตลาดและผู้สนับสนุนของ กิจกรรมด้านการท่องเที่ยวและตัวแทนท่องเที่ยวเอง อีกทั้งผู้ให้สัมภาษณ์ในงานวิจัยได้ถูกประเมินค่าตัวกระตุ้นและความพึงพอใจกับงานด้านการท่องเที่ยวซึ่งจะได้นำเสนออยู่ในรายงานนี้ด้วย

Abstract : Brigit Pikkemaat, Ph.D

New Service qualities for the Travel Industry: The Case of Health Tourism

คุณภาพการบริการแบบใหม่สำหรับ อุตสาหกรรมการท่องเที่ยว : กรณีของการท่องเที่ยวเชิงสุขภาพ

เริ่มจากในปี 1990 และดำเนินมาถึงปี 2000 นักวิจัยการท่องเที่ยวได้กล่าวถึงวิธีใหม่ของการพัฒนาการท่องเที่ยว เริ่มจากการตั้งคำถามเรื่องของธุรกิจการท่องเที่ยวที่มีคุณภาพสูงขึ้น และเข้าสู่ประเด็นในเรื่องของการพัฒนาสินค้าของแหล่งท่องเที่ยว ซึ่งทั้งสองอย่างนั้นมีความเกี่ยวเนื่องกันกับการพัฒนา การท่องเที่ยวเชิงสุขภาพและในตัวสินค้าเอง จำนวนงานวิจัยในเรื่องดังกล่าวมีจำนวนน้อย และส่วนมากจะมุ่งไปในทางด้านบำรุงสุขภาพมากกว่าเรื่องของคุณภาพในการให้บริการ

งานเขียนนี้ เริ่มโดยการกล่าวถึง ตลาดการท่องเที่ยวนานาชาติและตลาดการท่องเที่ยวในภาคพื้นยุโรป อีกทั้งยังกล่าวถึง แนวโน้มของการท่องเที่ยวในยุโรปที่มีส่วนสนับสนุนการท่องเที่ยวเชิงสุขภาพ จากนั้น ได้วิเคราะห์ถึงความหมายและกรอบความคิดของการท่องเที่ยวเชิงสุขภาพและสินค้าที่เกี่ยวข้อง อีกทั้งความแตกต่างและการนำมาประสานกันกับการมีสุขภาพที่ดี โจทย์วิจัยที่กล่าวถึงแล้วจากนั้นก็คือ “คุณภาพการบริการแบบใหม่ชนิดใดที่นักท่องเที่ยวคาดหวังจากสถานที่ท่องเที่ยว” ในส่วนนี้ ผู้เขียนได้วิเคราะห์งานวิจัยที่เกี่ยวข้องกับการพัฒนาประสบการณ์การท่องเที่ยว ความเป็นเอกลักษณ์ ความสวยงามและรูปแบบที่ส่งผลต่อการสร้างความพึงพอใจให้กับนักท่องเที่ยว จากนั้นผู้เขียนได้กล่าวรวมถึงสินค้าการท่องเที่ยวเชิงสุขภาพเข้ากับคุณภาพการบริการแบบใหม่และนำเสนอกรณีศึกษาของโรงแรมที่เป็นธุรกิจแบบครอบครัวของชาวออสเตรีย และสุดท้ายนั้นยังได้นำเสนอสมมติฐานและคำถามเพื่อการวิจัยในอนาคตอีกด้วย

Abstract : Dr. Dale Rolex

Crisis and Risk Management in Tourism

การบริหารจัดการวิกฤต และความเสี่ยงในการท่องเที่ยว

การบริหารจัดการวิกฤต และความเสี่ยงได้สังเกตเห็นว่า การท่องเที่ยวนานาชาติจะต้องมีการจัดเตรียมความพร้อมโดยการจัดตั้งแผนรับมือที่ดี แผนการจัดการความเสี่ยงส่งผลให้ผู้ประกอบการธุรกิจท่องเที่ยวและองค์กรที่เกี่ยวข้องสามารถจัดการและลดอัตราผลกระทบของวิกฤตได้

ข้อสำคัญของการจัดการความเสี่ยง คือ การวิเคราะห์สิ่งที่เป็นจุดเสี่ยงของสถานที่ท่องเที่ยวหรือองค์กร เพื่อจะชี้แจงความเสี่ยงที่สำคัญๆ และดำเนินการตามหลักการเพื่อจัดการกับความเสี่ยงนั้นๆ เมื่อวิกฤตเกิดขึ้น การจัดการวิกฤตต้องถูกดำเนินการ โดยมากต้องอาศัยการเป็นผู้นำที่ดีในองค์กร และการจัดตั้งคณะทำงานเพื่อบริหารจัดการวิกฤต

Executive Summary

Executive Summary

The 2nd International Tourism Conference

Mahidol University International College

And

University of Innsbruck

Destination Rejuvenation Strategies:

The Potential Future for New Tourism Products /

Services or Experiences

Abstract

Stagnating economic growth in many parts of the developed world, accelerated technological change, increasing intensity and speed of global competition, and aging world population have led to premature aging and saturation in many tourism destinations calling for rejuvenation strategies in order to remain competitive and ward off declining tourism.

The 2nd International Tourism Conference on “Destination Rejuvenation Strategies: The Potential Future for New Tourism products / Services or Experiences” is aimed at analyzing the constraints in the destination development and deliberating on re-development of tourism destinations after crises. Since the economy of this area relies heavily on tourism, the loss of trust of tourists has made it worst. The emerging of the health-tourism sector which could lead to re-imaging and rejuvenation of tourist destinations will be discussed. Moreover, this workshop contributes to creating the frameworks and strategies to bring back tourism and tourism-related businesses.

This report aims at giving an overall picture of the 2nd International Tourism Conference, organized by Travel Industry Management Division, Mahidol University International College and the Center for Tourism and Service Economics, University of Innsbruck, Austria. This conference was formally sponsored by Hochschule Heilbronn - Heilbronn University, ASIA-UNINET, and Thailand Research Fund (TRF). The period of this conference was from March 2-3, 2006, and it was held at the main auditorium, 3rd floor, Building I, Mahidol University International College (MUIC), Salaya, Nakhonpathom, Thailand.

Objectives

- 1) Bring together academics and professionals from Asia and Europe to exchange tourism know-how.
- 2) Learn from some of the best-practice examples in various countries.
- 3) Encourage participants to jointly develop future research projects that benefit all parties concerned.

Key outputs of the conference

- 1) Framework strategies for overcoming constraints in destination development.
- 2) Framework of a linkage / supply chain between the public and private sectors and among the operators.
- 3) Fruitful discussions leading to new projects and research in the future.

Overall Picture of the Conference

The approximate number of participants during the two-day conference is more than 100 people, consisting of lecturers, experts, practitioners, business operators, students and others who are interested in the tourism business. The representatives from the government also participated in the discussions.

The conference began with the VDO presentation on “Destination Rejuvenation in Thailand” to draw attention from the audience, followed by welcome remarks from Prof. Chariya Brockelman, Dean of MUIC, and Prof. Klaus Weiermaier from Innsbruck University. Next, Dr. Vallop Suwantee, Deputy Governor of Bangkok, was introduced to give a keynote speech on the Rattanakosin Island project.

Prior to the morning session of Day One, Prof. Weiermaier gave a take-off speech on “Destination Life Cycle: Facts or Fancy?”, which clearly led all participants to the main theme of this conference. The conference basically lasts two days: the first day in an English version and the second day in a Thai version. Details on each day of the conference are as follows.

Day One

Session One

Panel and Floor Discussion: Determinates of Destination Life Cycle Growth

- New Service Quality for the Travel Industry: The Case of Health Tourism - Dr. Birgit Pikkemaat
- Sport, Fun, and Entertainment: Potentials for Destination Rejuvenation Strategies
Mag. Sabine Müller

Session Two

Chair Session: Cases of Destination Planning and Rejuvenation

- Medical Tourism in Phuket - Assoc. Prof. Manat Chaisawat
- The Case of Marikina City - Dr. Corazon Rodriguez

Invited Speaker: Dr. Dale Rorex - Crisis and Risk Management in Tourism

Day TwoSession One

Workshop on Tourism Research Development

- Pathway to Become a Research University: a Case of Mahidol University - Prof. Srisin Khusmith
- Panel Discussion: Problems and Prospects of Thailand's Destination Rejuvenation
 1. Asst. Prof. Sompong Amnuay-ngertra
 2. Mr. Pradech Phayakvichien
 3. Mr. Weeraphan Shinawatra
 4. Ms. Massalin Sukpattananarakul
 5. Mr. Pridi Boonsue

Session Two

Guidelines of Tourism and Hospitality Research Undertaking for Sustainable Development of Thailand

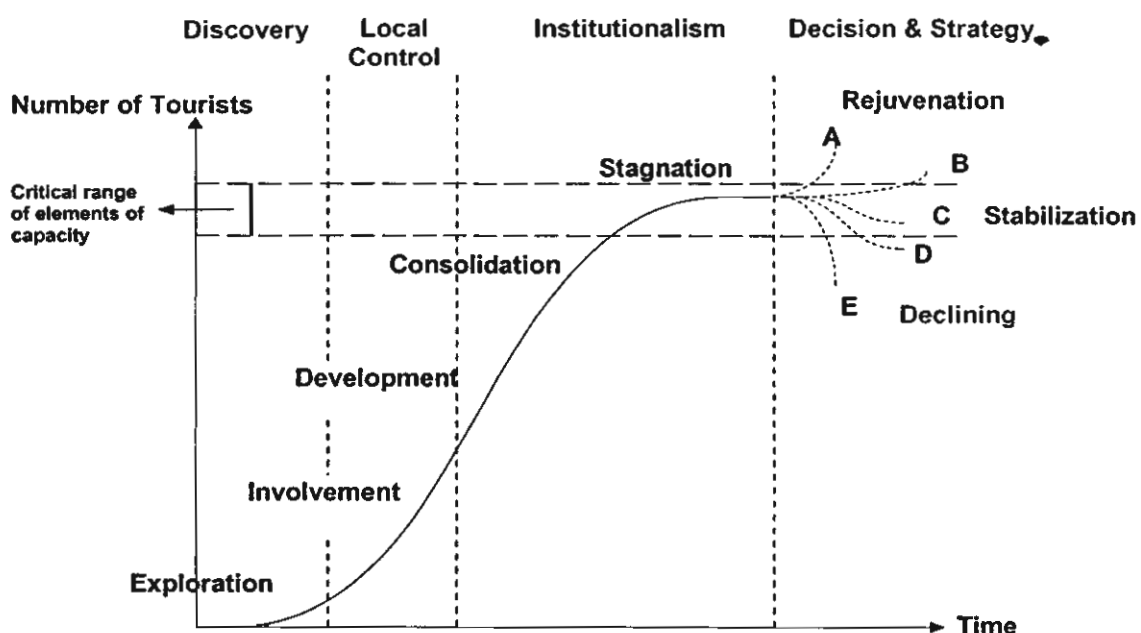
1. Dr. Therdchai Choibamroong
2. Assoc. Prof. Dr. Peeradet Tongumpai
3. Dr. Chomyong Toatong
4. Mr. Jittisak Putjorn

Take-off speech

The Destination Lifecycle: Fact or Fancy?

By: Prof. Klaus Weiermair

Following the concept of the destination lifecycle, which was derived from the product lifecycle (PLC), Weiermair looked closely into the driving forces for each stage of the lifecycle. The six stages of the destination lifecycle, namely exploration, involvement, development, consolidation, stagnation, and post-stagnation (rejuvenation, stagnation or decline), was clarified and demonstrated as shown in the following model.



According to Butler (1980)

1.1 Destination lifecycle

While the “Exploration” stage is when the tourists are attracted to the natural beauty and the culture of the destination, the “Involvement” stage demonstrates that the market area begins to emerge. Under the “Development” stage of the destination lifecycle, the development of additional tourist facilities and more promotional efforts can clearly be seen. The “Consolidation” stage can be seen as the local control is reduced and the growth rates begin to level off. Soon, it will reach the stage where the carrying capacity

is being concerned, the “Stagnation” stage. At this very significant stage, the number of tourists and capacity levels will reach the peak level, and the destination will have a well-established image, but it is no longer in fashion.

At this moment, it comes to the point where there are many different directions that a destination would be able to follow. Through the post “Stagnation” stage, the five following alternatives are depending partly on the success of local management decisions.

- Strong rejuvenation (A)
- Slight rejuvenation to stabilization (stagnation) (B)
- Stagnation (stabilization) to slight decline (C)
- Moderate decline (D)
- Strong decline (E)

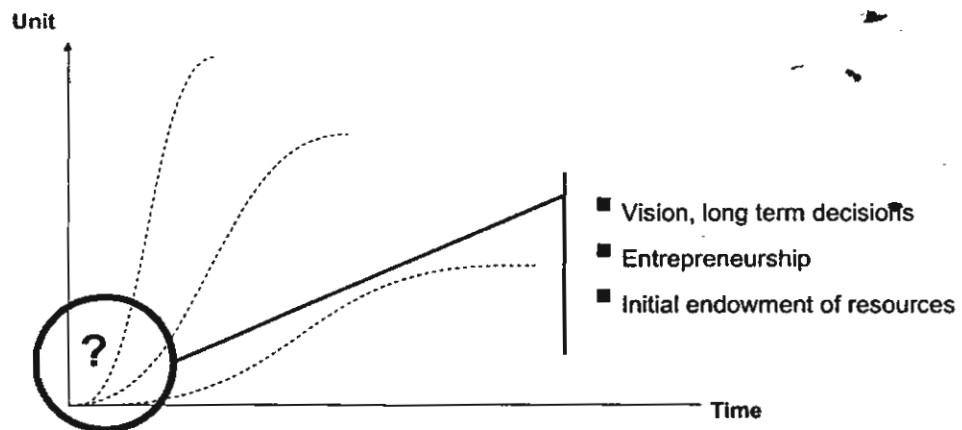
As mentioned earlier, the driving forces in each stage of the destination lifecycle play very significant parts in triggering the entire lifecycle. The main driving forces discussed are:

- a. Resources
- b. Demand
- c. Products,
- d. Government and regional policies
- e. Residents’ attitudes
- f. Industry structure and culture
- g. Physical, virtual and emotional accessibility of destination
- h. Competition and development of other destinations
- i. External factors: weather, exposure, world economy

Apart from triggering the entire lifecycle of the destination, each particular force can also affect each stage individually. As in the “Exploration” stage, governmental

policies, entrepreneurial visions and strategic planning may bestow a greater impact than other forces.

Prof. Weiermair also elucidated that the above driving forces could generally accelerate or delay the entire cycle, and the decisions, actions or incidents also heavily affected the shape and gradient of the future pattern of the lifecycle as demonstrated in the model below.



1.2 Interdependences of phases

Finally, in order to gain the benefits from the study of the destination lifecycle, one must pay closer attention at the marketing efforts which help enhancing the appeal or the image of a tourist destination. Nevertheless, the managerial initiatives to strengthen the competitiveness of a tourist destination, including the key roles of a destination management organization (DMO), possible growth and revitalization strategies and the need for benchmarking, should also be considered.

Session One

Panel & Floor Discussion: Determinates of a Destination Lifecycle Growth

New Service Quality for the Travel Industry: the Case of Health Tourism

By: Dr. Birgit Pikkemaat

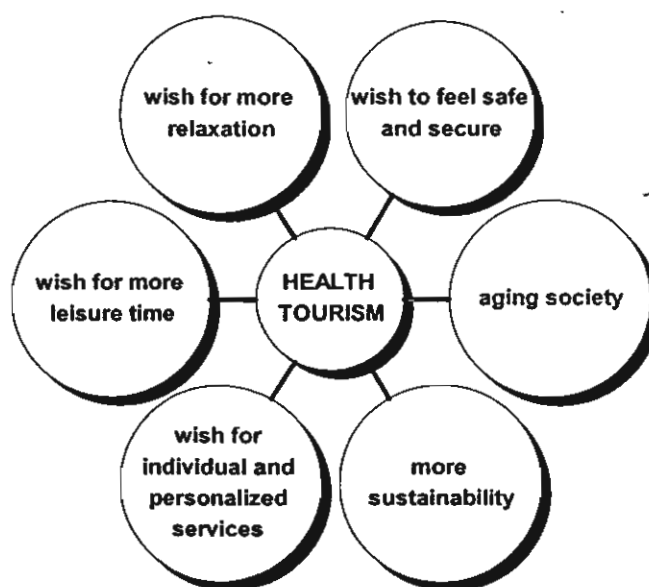
European travel trends according to the research conducted by European Travel Commission 2003 were ranked as follows.

1. Demographic changes
2. Increasing health-consciousness
3. Increasing level of education
4. Leisure time
5. Travel experience
6. Lifestyle
7. Information technologies
8. Transport
9. Sustainability
10. Safety and security

Dr. Pikkemaat focused on the increasing health-consciousness and analyzed further to see how health-tourism products could be combined with the concept of new service qualities. A family hotel in Austria was used as a case study to demonstrate the importance and relevance of the new service qualities for health tourism.

Interestingly, the increasing health-consciousness was found having no influence on the level of demand. However, it would affect the decision making on destinations and behaviours or activities during a trip. Therefore, the destinations considered as being unhealthy would soon be neglected. Meanwhile, the demand for wellness and healthy holidays, including spas and fitness centers, was on the rise.

Dr. Pikkemaat illustrated the factors that boost up health-tourism businesses in European markets by using the following model. It mainly explains the relationship between the factors influencing travel behaviours and the core product, which is health tourism.



2.1 Health Tourism

Innovations of new products in tourism markets within Europe become a controversial topic nowadays. This could be the consequence of the saturation of European travel markets. All key stakeholders in this industry are now paying close attention to renovating, re-imaging, and rejuvenating the tourist destinations. Today, the development of health-tourism products and services is considered as an important alternative to redesign and revitalize classical tourism products and destinations.

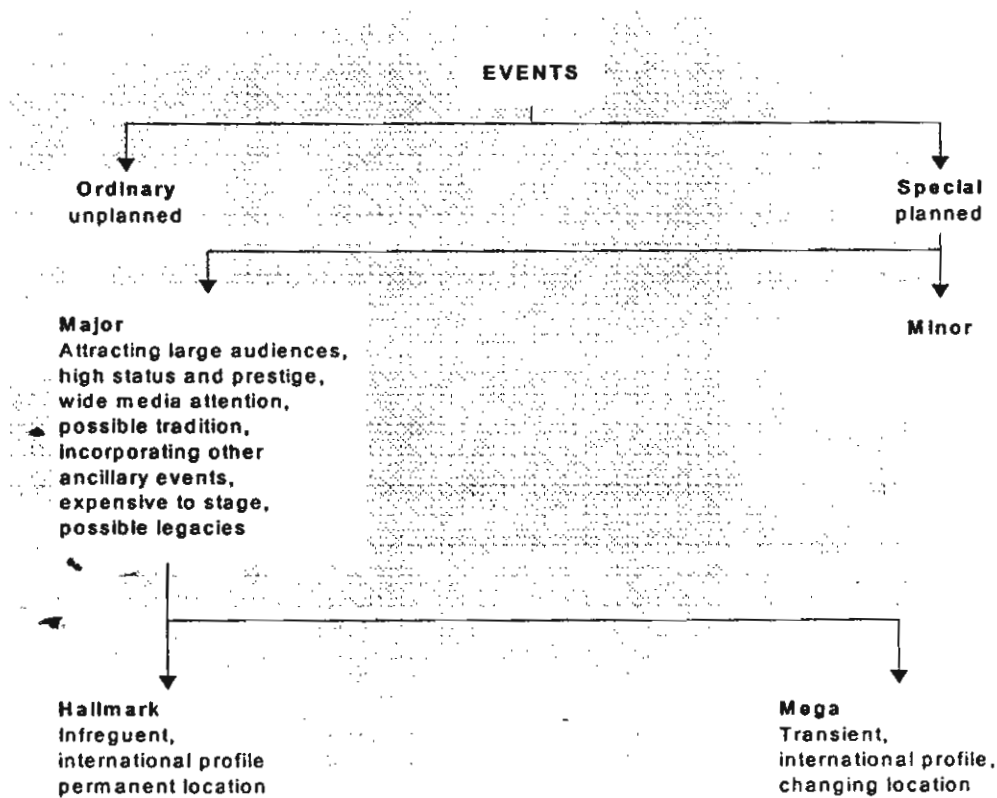
Dr. Pikkemaat also compared the term “Health Tourism” to “Wellness Tourism” by looking at the definitions, demands, conditions of tourists, and the motivation factors. She concluded that health tourism and wellness tourism were partly overlapped with each other. However, a scientific theoretical discussion was still being overlooked.

Sport, Fun and Entertainment: Potentials for Destination Rejuvenation Strategies

By: Mag. Sabine Müller & Eva-Maria Fink

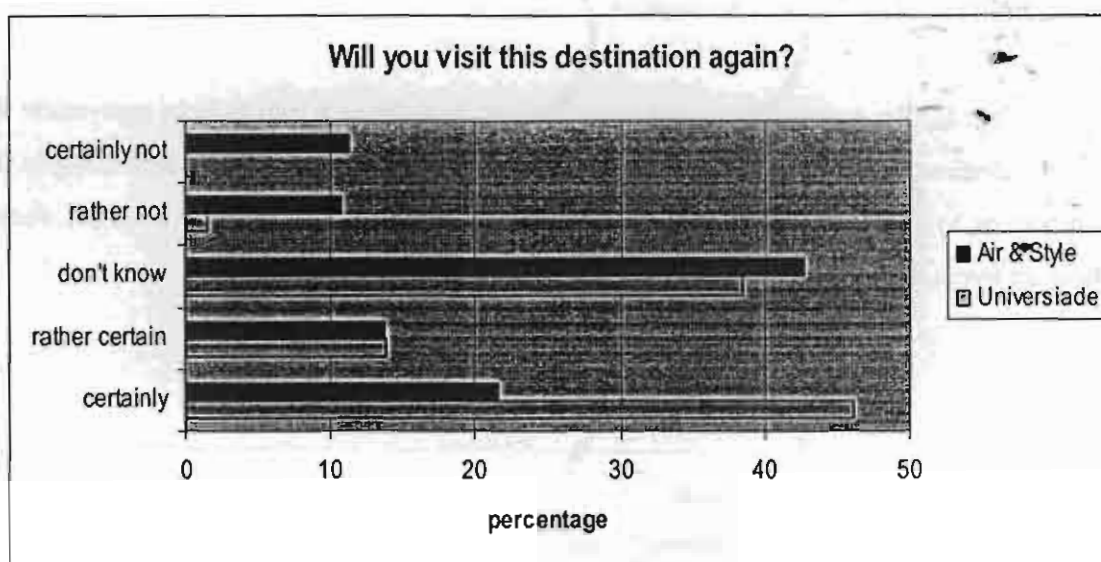
Mag. Müller presented the importance of the tourists' lifecycle concept using the model developed by Butler in 1980. She focused on the final stage of the lifecycle before turning to the post "Stagnation" stage, and looking at the indicators that determine the stagnation status of a tourist destination.

Mag. Müller proposed that the events might be used as a tool to help rejuvenate the tourist destinations. She also demonstrated that events could be planned according to the objectives to redevelop or re-image a tourist destination. The following model shows how an event can be used as a potential strategy to do so.



3.1 Events as potential rejuvenation strategies

Focusing on sport events, the survey was conducted in Winter 2004 in Tyrol to determine the level of satisfaction of the travelers in coming to the tourism event. The result from the survey pointed out that people tend to revisit the destination because of the special sport events organized during the time. The chart below demonstrates the survey result on the influence of events on the decision to revisit the destinations.



3.2 Events influence visiting the region again (Müller, 2006)

In conclusion, Mag. Müller argued that events could extend the life cycle of a tourist destination, helping to attract the younger age of the target group. It basically means that sport events can attract younger people to visit the destinations. Entertainment and fun are able to possibly upgrade the image of a destination in a very positive way as well.

Session Two

Chair Session: Cases of Destination Planning and Rejuvenation

Medical Tourism in Phuket

By: Assoc. Prof. Manat Chaisawat

Highlighting on the case of Phuket, Assoc. Prof. Chaisawat addressed the status of Phuket before the Tsunami in the destination lifecycle that it was in the “Consolidation” stage leaning towards the “Stagnation” stage. He supported this argument by looking at the number of visitors arriving Phuket, which was far greater than the number of local residents in 2001.

Phuket suffered the downturn in tourism business since the Tsunami attack in 2004. Assoc. Prof. Chaisawat suggested that Phuket could be developed as the center of health-care and international study since it had excellent health-care facilities and international education in this field. This could be done by adopting the controlled destination development strategy for tourism growth in order to increase tourism revenues, which could be done by repositioning, market diversification, quality improvement, and lengthening the tourist season.

He also mentioned about the tourism products and services in Phuket, which could be developed further as follows:

1. Medical tourism in Phuket
2. Long-stay market
3. Spa market
4. Sport market
5. Senior market

Assoc. Prof. Chaisawat finally said that the marketing strategy for Phuket’s medical tourism should start with focusing on Phuket’s existing markets as indicated in the long-

stay market. Since there is the readiness in terms of facilities, products and services, the key factor for Phuket to be successful was product and service positioning.

Destination Rejuvenation Strategies: Potential Future for New Tourism Product / Services.

By: Dr. Corazon Rodriquez

Marikina City is known for years as the Shoe Capital of the Philippines. Being recognized as a city that produces slippers and wooden clogs, it has become a shoe-manufacturing city since 1887. While the shoe industry had suffered from trade liberalization in 1990s, Marikina emerged as the city that produced the ceramic plates and dinnerware manufacturing.

As the domestic market for those manufacturing goods was shrinking, the ceramic manufacturers started to look at tourism as a potential business.

From 1992, a series of changes have been implemented in the city of Marikina. Sports and recreational parks were built to replace the old polluted river. The city has received awards and prizes for good governance and management. People started to visit Marikina, not because of tourism, but because of the reputation of the city as a result of receiving those awards and prizes. Tourism assets in Marikina are mostly man-made assets, such as the shoe museum, the doll museum, the arts center (Sentrong Pangkultura), Science Centrum, and industrial and health attractions. This is when the strategic planning for the Barangay project can play an important role in helping to promote the area.

The Barangay project focused on the educational tour. Dr. Rodriquez claimed that the data from the visitor statistics demonstrates that the tourism market generally consists of students from neighboring areas. The most visited sites are the World of Butterflies, Science Centrum, Doll Museum, Sports Center, and the industry attractions.

Dr. Rodriquez summed up the tourism strategies that would help rejuvenate the destination as follows:

- Diverse offerings of Marikina City to visitors – students on educational trips.
- Role of government in portfolio of diverse offerings
- Tourism as an alternative market for traditional industries with diminishing market shares
 - Inclusion of JAPs shoe industry in the tourism offerings of Marikina creates a niche market that leads artificial monopolies where local products do not have to compete with foreign counterparts
 - Potential benefits the manufacturers of ceramic plates and dinnerware stand to receive from tourism
 - Value of products sold is hidden in the components of the core tourism package offered to visitors
 - Buyers are not able to evaluate the value of local products in the same way they would judge them when sold in ordinary stores.

Two more examples in the Philippines that could be used for promoting tourism were discussed at the end. The case of Pamilacan Island in Bohol, where there was a development of whale and dolphin watching, the hat manufacturer in Marikina, and the festival in the countryside of Lukban, Quezon, were discussed.

Dr. Rodriguez also brought up one of the most significant questions (WHAT WAS THE QUESTION?) when considering rejuvenation of the destination through tourism, we may have to think about the long-term effects of tourism projects on competitiveness of domestic industries as well.

Crisis and Risk Management in Tourism

Invited speaker: Dr. Dale Rorex

Crisis and risk management in tourism was analyzed by Dr. Rorex using the case of terrorist attack on the Twin Towers of the World Trade Center in New York City and the Pentagon in Washington, D.C. during September 11, 2001.

Since the tourism industry was directly affected by the incident of 9-11, the tourism demand had fallen drastically. Dr. Rorex mentioned that the crisis led to several airlines' bankruptcy. Travelers canceled their trips due to the fear of terrorist attacks and people in the industry began to lose their jobs and started to face the economic downturn.

Natural disasters also offer the risks that would alter the demand of travelers. The devastation in New Orleans caused by Hurricane Katrina, and the earthquakes in Mexico City, Kobe, Nishinomiya, Alaska, Morocco and San Francisco were major destructions which directly affected the tourism business in those areas.

Crisis and risk management planning is the essential part of the planning process. It must be prepared for all major crises. The response pattern must be defined. Dr. Rorex introduced the concept of "the four Rs of crisis management" which were as follows:

- **Reduction:** Reduce the impact of a crisis
- **Readiness:** Develop a master plan and strategies
- **Response:** Immediately put the plans into action
- **Recovery:** The speed which the business resumes normal operations

In crisis and risk management, the most significant factors that lead to a successful operation are the strong leadership and the well-organized crisis management team.

Opinion from Mahidol University International College Towards the Conference

The overall picture of this conference was considered successful. The body of knowledge received was exceptionally valuable.

MUIC as an organizer of this conference has a great pleasure to have collaborated with the Center for Tourism and Service Economics, University of Innsbruck, Austria. This conference has received good attention from the public and private sectors, including interested individuals and researchers. We were able to achieve the goals and objectives previously set as follows:

1. Bring together academics from Asia and Europe to and exchange tourism know-how.
2. Learn from some of the best-practice examples in various countries.
3. Encourage participants to jointly develop future research projects that would benefit all parties concerned.

Apart from what was mentioned above, MUIC hopes that the 2nd International Tourism Conference on Destination Rejuvenation Strategies would be beneficial to future researches and the planning process of tourism projects. Nevertheless, this conference may encourage all stakeholders in the tourism industry to build up stronger networks to help develop the industry further.

Abstract

The Destination Lifecycle: Fact or Fancy

Conference on The second International Tourism Conference on Destination Rejuvenation Strategies: The Potential Future for New Tourism Products, Services or Experiences at Mahidol University International College (MUIC), Bangkok, Thailand

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Abstract

The paper and lecture are to illustrate the problems and prospects associated with forecasting, planning and reengineering tourism development in destinations finding themselves at different stages of the destination lifecycles. Based on theoretical antecedence in the economics and marketing literature (Vernon, 1966), Butler (1980) has provided a heuristic model for the destination lifecycle. This is the basis for a theoretical and conceptual discussion regarding the various determinants which drive and trigger the destination lifecycle and which can help explaining its exact form and shape. The final part of the paper will assess the usefulness of the destination lifecycle in ascertaining and/or forecasting turning points of the destination lifecycle in order to implement corrective measures in the field of product development and tourism marketing to be carried out by destination management.

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New Service Qualities for the Travel Industry: The case of Health Tourism

Conference on The second International Tourism Conference on Destination Rejuvenation Strategies: The Potential Future for New Tourism Products, Services or Experiences at Mahidol University International College (MUIC), Bangkok, Thailand

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Abstract

Since the beginning of the nineties but increasingly in the new millennium tourism researchers have discussed new ways of tourism development (Poon 1993; Bieger 2001; Weiermair 2001). What began with the quest for more quality in tourism (Murphy/Pritchard 1997; Ritchie/Crouch 1997; Weiermair 1997) ended up in discussions about innovation and new product development in tourism destinations (Weiermair/Peters 2002; Keller 2004; Pikkemaat/Peters 2005; Walder et al. 2006). Both research fields are relevant for the development of health tourism and its products. A considerable amount of research exists concerning problems and issues of service quality in tourism (Murphy et al. 2000; Otto/Ritchie 2000; Williams/Buswell 2003). Less research has been carried out in health tourism (Lanz Kaufmann 1999; Nahrstedt 2004; Schobersberger et al. 2004; Arola/Suontausta 2005; Pikkemaat/Weiermair 2006). As the latter is mainly focussed on wellness aspects and less on service quality attributes a research gap exists concerning the relevance of new service quality attributes for health tourism.

The paper is structured as follows. Initially, the authors give a short overview about the international and the European tourism market by delivering some data as well as recent mega trends of tourism in Europe which boost health tourism. Second, the paper discusses the concept of health tourism the term, its products, and the differentiation from and the integration with wellness. Third, after a very short introduction into tourism service quality the question is addressed: which types of new service qualities are demanded from customers in tourism destinations? In this part of the paper the tourism literature dealing with the development tourism experiences, authenticity, aesthetics and design, is analyzed for its contribution to create satisfaction for tourists. Consequently, in the fourth step of the paper, the author combines health tourism products with new service qualities and present a case study of a typical Austrian family hotel to analyse in detail the relevance of new service qualities for health tourism. The paper ends up with implications and future research questions regarding health tourism and new service qualities.

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Sport, Fun and Entertainment: Potential for destination rejuvenation strategy

Conference on The second International Tourism Conference on Destination Rejuvenation Strategies: The Potential Future for New Tourism Products, Services or Experiences at Mahidol University International College (MUIC), Bangkok, Thailand

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Abstract

A number of research papers have dealt with the importance of the tourist life cycle concept (Butler 1980, Agrawal 1997, Cooper 1990, Haywood 1992, Faulkner 2002). In Austria and many other Western European nations, tourism regions or destinations have already entered the stagnation phase of the destination life cycle. To avoid its decline, there is a demand for new products, services and processes in tourism which may be able to relaunch a new growing life cycle. After stressing the relevance of the life cycle concept, the authors will present results of a survey carried out in Tyrol in skiing destinations in 2005. The analysis points out how sport, entertainment and fun embedded in sport events affect the destination life cycle. The aim of the paper is to point out sport, fun and entertainment as sources of new product or service combinations which are able to rejuvenate tourism destination life cycles.

The first part of this paper deals with the destination life cycle concept and its implications for Austrian tourism. The second part focuses on literature dealing with sport and events as strategic alternatives to rejuvenate destinations (Freyer & Groß 2002, Freyer 1998, Freyer 2002). The authors derive a number of research questions which will be addressed in the following chapter: The empirical part of the paper reports on a survey which was carried out in the winter of 2004 in Tyrol and which assesses visitors', competitors' and sponsors' evaluation of events in tourism and destinations. The interviewees evaluated incentives, motivations and their satisfaction with the tourism events. The paper concludes with

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Medical Tourism in Phuket

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1. Introduction

Morrison (2005) explained 'Medical tourism' is a universal term that encompasses several specialty markets. Included in these specialty markets are health tourism, reproductive tourism, suicide tourism, as well as other niche business opportunities. Tourism, in the sense of this emerging market, is basically traveling from a place where treatment is not available, because of the prevailing rules, to a place where it is available. Medical tourism is also the most common practice carried out all over world. However there are other specialty markets within medical tourism that are also emerging as significant businesses. Health tourism is travel in a recuperative climate with natural therapeutic resources. The health tourism business is more specifically known for offering yoga, massage, traditional ayurvedic medicine and spa resorts. Reproductive tourism is the practice of consumers exercising their personal reproductive choices in less restrictive areas by traveling to another jurisdiction or country where the desired medically assisted reproduction procedures and treatments can be obtained. Suicide tourism is a very small branch of medical tourism yet its presence is still notable. This practice, much more so than the others, is tightly structured by policy.

Many countries have significantly benefited from the medical tourism industry. Morrison (2005) indicated the most significant gains as follows:

- Medical tourism has contributed approximately \$25 million per year to Cuba's economy status.
- India has seen a 27 percent increase in tourists while medical tourism, itself, has demonstrated a 20 percent growth. Additionally, India has attracted 150,000 medical tourists in 2003. By 2012, medical tourist is expected to bring an additional \$1.1 to 2.2 billion in annual revenues.
- In 2002, Thailand treated more than 600,000 tourists that generated approximately \$ 503 million in revenues.
- In 2000, Singapore attracted more than 150,000 tourists for medical care which added 0.19 percent to its GDP. By 2012, this island is expected to treat more than 1 million tourists. This figure will complement a 3 percent market share for health care services generate some \$ 3 billion in revenue, add 1 percent to the GDP and lead to some 13,000 new jobs.

Medical Tourism in Thailand

TAT website (2006) "Thai hospital is renowned around the world, and is a fact of which the Thais are very proud. This asset also plays vital part in the private health services in which the quality and the standard are exceptionally high. With the country gearing towards long-stay health lifestyle tourism, medical services play an important part as well. At present, Thailand has more than 400 private hospitals scattered throughout the kingdom. Most of the hospitals are staffed with overseas-trained doctors and a specialist who can ensure that communication is no barrier. There are fast mobile service including helicopter and aircraft, and patients' records can be swiftly obtained via the internet. Visitor who choose to long-stay in Thailand can rest assured that Thailand's private hospitals are of very high standard while the fees are surprising low compared to those on the West. Foreign expatriates, executives of international corporations and embassy staff will all attest to the

excellence of hospital treatment here and to its comparatively low cost. Whether you are contemplating a check-up or a major medical professional procedure, you will enjoy prompt attention, immaculate comfort, highly professional staff, and friendly faces."

2. The Tourism Development in Phuket

Phuket before Tsunami December 26, 2004. Phuket is well known as a beach resort destination and it has developed to the stage to be reconsidered its carrying capacity to cope with the demand for nature-based destination. Chaisawat (2002) explained the stage of development of Phuket destination by adopting the concept of Product Life Cycle (PLC) that "Destinations go through a cycle of evolution similar to PLC. It is generally accepted that this begins with exploration by small numbers of visitors who adventurous by nature and tend to shun institutionalized travel. They are attracted by the natural beauty or culture at the destination but numbers are restricted by lack of access and facilities. At this stage the attraction of the destination is that is as yet unchanged by tourism and contact with local people will be high. The destination life cycle goes from exploration stage to involvement stage, development stage, consolidation stage, stagnation stage and finally to declining stage. From the implication of tourism destination PLC, Phuket, now, might be in the stages of consolidation and stagnation. The total population of Phuket, now, is about 400,000 (registered + non-registered) as opposed to the visitors of 3.789 millions in 2001". L. Moutinho (2000) explained, "In the consolidation stage the rate of visitors has declined though total numbers are still increasing and exceed permanent residents. The destination now fully-fledged part of the tourism industry with all the major franchises and chains represented and there is an identifiable recreational business district. At stagnation peak numbers have been reached and the destination is no longer fashionable. It relies on repeat visits and business use of its extensive facilities and major efforts are needed to maintain the number of visitors. The destination may by now have environmental, social and economic problems."

The total tourist arrivals to Phuket (Appendix 1) in 2004 (Phuket was hit by Tsunami on December 26, 2004) were 4.237 millions, an increased of 20.69% from previous year (2003). But in 2005, the year after Tsunami, the total visitors to Phuket dropped to 1.973 million, a decreased at -53.43% from 2004.

Phuket after the Tsunami December 2004. In 2005, Phuket – the 'pearl of the Andaman' was awarded the 'Star of Travel Award' for 'Best Destination in Southeast Asia'. The award presentation was made at the Moscow International Tourist & Travel Exhibition -- MITT 2005, held in Moscow, Russia during March 23-26, 2005. Winners were determined by the total number of votes casted by web visitors participating in a web-based survey conducted by Russia's top travel web site -- www.travel.ru, frequently visited by Russian travellers in search of travel-related information (Update, 04/08/2005). The Tourism Council of Thailand (TCT) has said that the tourism business along the country's southern Andaman coast has recovered about 70 per cent in the last year, and that now – one year after the tsunami devastated six coastal provinces of Phuket, Phang-nga, Krabi, Trang, Ranong and Satun – full-recovery (Business Day, 2006).

The Competition in the Tourism Industry. Chaisawat (2004) concluded, "In modern commerce and economics are based on an assumption that is now proving false – that the value is created from things and that things are scarce and that we must compete for a share of those limit resources to survive. But we live now at a time when value is associated with ideas, with knowledge, innovation and creativity of which there is no shortage. The scarcity principle that underlines all economies is replaced with an abundance principle that requires us to share, and to collaborate rather than withhold and compete. It is clear that to compete and survive in the current global environment, we must understand the rules and scope of competition and the competitors involved. To improve the competitiveness of Thai tourism industry, we have to identify specific target markets we want to serve and to create more value-added products and services to satisfy our customers. Market

segmentation, target market and product positioning; quality and efficiency; and human resources development are the key strategies for the competition within the Asian region”.

The Implication for Phuket Tourism Development.

Chaisawat (2003) recommended from his study, the potential of Phuket to be developed as a world class destination with sustainability, that Phuket should adopt controlled growth development strategy for tourism development and to increase tourism revenue by repositioning, market diversification, quality improvement, and lengthening the tourist season. Based on the readiness of health care facilities and international education, Phuket should be developed to be the center of health care and international study.

TAT (2005) proposed to develop Phuket to be of future ‘Model’ development “Phuket and other areas affected by the December 26, 2004 tsunami are to be rebuilt in line with strict principles of sustainable development and will be used as a model for future development in Thai coastal tourism and will use Phuket’s best-known beach, Patong, as the first place to implement it. The model city that we have planned for Patong will be beautiful. There will be a bicycle lane, good public transportation, sufficient parking areas and all other necessary tourists amenities.”

Phuket needs more specific target markets to its destination. These markets should support the concepts of sustainability, quality products and competitiveness of Phuket tourism development. These markets also should be built around on its uniqueness in natural heritages and to create more value-added products and services to satisfy its existing customers. The other consideration is to create a value-added products and services by utilising knowledge, innovation and creativity of human resources which there is no shortage. Currently, in terms of readiness of facilities, products and services, Phuket is ready for some market segments such as medical market, spa, long-stay market, special interest market (sport activities).

3. Tourism Products and Services in Phuket

3.1 Medical Tourism in Phuket

Though it is a small province, Phuket has long enjoyed some of the best quality medical care in the country (Phuket International Hospital: PIH, 2004). The first hospital, Vachira – now a 500-bed facility in the heart of Phuket town – was established some 100 years ago. Some private clinics were run by foreign doctors. One popular foreign physician was Dr. Klemplar, who arrived in Phuket during world war II, believed to have escaped from Nazi persecution in Europe. He ran his clinic for nearly 20 years. Dr. Klemplar’s work was also an inspiration to Dr. Anuroj Tharasiroj, an internal medicine specialist and founder of the island’s longest-running private hospital, Phuket International Hospital (formerly Siriroj Hospital). It was first established on Krabi Road, Phuket Town, in 1982. Dr. Anuroj and his wife Dr. Supranee, a paediatrician, set up the hospital after serving patients in their private clinic for four years. In 1993, Phuket International Hospital relocated to its present on the bypass road, at the same time expanding in size and range of health care services.

In 2003, the Ministry of Public Health, Thailand, has set the vision to be “The Center of Excellence Health Care of Asia in 2008”. The mission of the ministry is to create 3 products of excellence: The Medical Hub of Asia, The Wellness Capital of Asia and Thai Herbs for Global Health. Bangkok, Phuket, Chiangmai and Koh Samui were adopted as the pilot projects.

Currently, Phuket has seen the addition of more government hospitals and the opening of dozens of private facilities offering outpatient and specialized care. There are currently more than 100 private

clinics in Phuket, reaching every corner of the island. From Table 1, we found that medical staff to population ratio in Phuket is better than that ratio of the south and the overall country.

Table 1 Indicated the medical and healthcare staff and medical staff to population in 2005.

Class	Medical staff in Phuket			Medical staff/Population Ratio		
	Public sector	Private sector	Total	Phuket	The South	Country
Doctor	84	82	166	1: 1,694	1: 5,956	1: 7,270
Dentist	19	21	40	1: 7,028	1: 20,494	1: 26,165
Pharmacist	43	21	64	1: 4,393	1: 9,855	1: 13,658
Professional nurse	448	96	544	1: 517	1: 661	1: 928
Professional Thai medicine	2	7	13	1: 31,238		
Professional Thai pharmacy	0	17	23	1: 16,538		

Source: Public Health Changwat Phuket, 2005

Currently, PIH has 90 inpatient beds, including six intensive-care units, and provides care for more than 300 outpatients a day. It now offers sophisticated diagnostic and therapeutic care in almost every specialty of medicine and surgery, as well as a comprehensive range of medical and hospital services, serving the needs of the island's Thai and international community (PIH, 2004). Mr. Peter Davisson (Phuket Gazette, 2006) explained, "I would estimate that the [annual] income from all hospitals in Phuket within this market is in excess of 250 million bath. Medical tourism is growing rapidly, so our hospital facilities to accommodate increased demand. PIH actively promotes its facilities and services both in Thailand and abroad. We are currently in negotiations with Australia, Sweden and other countries to develop this market. It cannot be denied that Thailand does offer world-class hospital services, at prices people are willing to pay. The medical boom is very much demand-driven phenomenon. Medical tourism is not solely driven by the Thai government and hospital alone – dis-satisfied customers in their home countries who have to deal with long waiting lists and expensive services are also driving the boom in this market."

Bangkok Hospital Phuket (BHP) was set up in 1993 owned by the partnership between Bangkok Dusit Medical Services (BDMS), Anuphas & Sons Co., and a group of local investors. It opened on the 22nd of May 1995 for locals and tourists, whether Thai or from any of the 127 nationalities who have gone to make Phuket one of the premier tourist locations in the world. From its website: <http://www.phukethospital.com>. "BHP belongs to the Bangkok Hospital Group, a network of 15 private hospitals that makes us the biggest health care provider in SE-Asia. With our new building opened on 10th October 2005 we are well prepared as a medical tourist hub combining World technology with Thai hospitality. We are experienced in closed and open heart surgery, keyhole surgery, hip and knee replacement, plastic surgery. We have a LASIK eye correction center and a dental clinic in the hospital. The skin center has non surgical treatments like titan, FPL and botox. HBO Hyperbaric center have oxygen treatments for diving diseases and can help for other medical conditions. We have an extensive health check facilities and can perform full body MRI, CT-scan, 4D ultrasound. We have the most advanced immunology and microbiology laboratory in the region with PCR (Polymerase Chain Reaction) test equipment and can give you the result of advanced test, including malaria, dengue fever and avian flu without delay." BHP operates in 8 medical service centers, indicated in its website as follows:

Heart Center

Bangkok Hospital Phuket has state of the art heart equipment from Philips and heart surgeon teams from Bangkok Heart Hospital. We have full time cardiologists who

specialize in state-of-the-art angioplasty or Percutaneous Intervention (PCI) for the treatment of angina pectoris or chest pain and acute myocardial infarction or heart attack. PTCA for patients with heart attack, if performed early enough by experienced operator has been proven to have benefit over the treatment in such patients than with medication alone.

Joint and Spine Center

Bangkok Hospital Branch Phuket offers a complete range of diagnostic, treatment and surgical orthopedic services including hip and knee replacement. The center's orthopedic specialists offer patients a broad array of orthopedic interventions. We can treat problems like back pain from work injuries and herniated lumbar disc, fractures and all types of dislocated joints from accidents, knee or hip joint osteoarthritis caused by aging, chronic joint pain, osteophyte, and sports injuries.

Dental Center

Our new dental center opened on 10th of October 2005. We have a full team of dentists and specialists, including pedodontist for children. Crown, bridge, inlay/onlay, implants, porcelain veneers or laser whitening are some of the procedures we can perform.

Aesthetic Center

Provides a full range of cosmetic and reconstructive surgery options for patients. Our experienced plastic surgeons offer world class surgery in a safe hospital environment for both women and men. Liposuction, facelift, breast enlargement or reduction are some of the most popular procedures that we can perform.

Health Promotion Center

At our health promotion center we can test you for early detection of many diseases. You check your car every year but do you care about your own vehicle? If you have a health insurance it does in many cases not cover the cost for a screening. Here at our hospital you can even do a full body MRI scan at an affordable price, maybe even cheaper than the cost of your car insurance.

Skin and Rejuvenation Center

The Center is equipped with the most modern equipments and staffed by experienced dermatologists. We can help you within the area of general dermatology, cosmetic dermatology, anti-ageing medicine, holistic medicine and medical spa.

LASIK Center (TRSC International LASIK Center Phuket)

Ophthalmic surgery center specializing in the surgical correction of vision problems (nearsightedness, farsightedness, and astigmatism), using a surgical method called LASIK, which is the safest, most advanced, and most accurate vision correction procedure available today.

Phuket Health and Travel

Phuket Health and Travel is our department for medical tourism. In our E-business project we can help you with many things. One example is to advise by e-mail or IP-telephony. In case you do not have a health insurance and want to investigate your choices and alternative of treatments in our hospital. Some treatments like angioplasty and stent for your heart or knee replacement might be unreachable expensive in your home country if you do not have a health insurance or are under insured but are within reach here. One other example is giving you a price estimate for plastic surgery. After you send us a digital photo of yourself our plastic surgeon will give you a consultation and a price estimate for plastic surgery, facelift, breast surgery etc.

Through its aggressive marketing and various promotion campaigns, BHP has also been positioning itself to cater more and more to the medical tourism market. It recently launched a campaign calling itself a "hospitel" and has even opened its own "medical spa". A separate section of the hospital's website, called "Phuket Health & Travel", has been developed specifically to cater medical tourism. Dr. Witoon Wisuthseriwong, of BHP's plastic and reconstruction surgery department (Phuket Gazette, 2006) told the Gazette, "From February 2003 to November 2005, more than 300 foreigners came for treatment here, including breast augmentation, having wrinkles removed and nose and chin cosmetic surgery. Most of our patients in this market are Thai, but the number of foreigners is increased."

Hospital demand report for foreigner of PIH as indicated in Appendix 2 is one example of foreigners who were treated in Phuket during 2004 and 2005. The figures show that the number of patients (both tourist and resident) increased from 17,454 from 2004 to 21,069 in 2005, even this figures affected by tsunami December 26, 2004, or the growth rate at 21%.

3.2 Long-stay market.

According to Tourism Authority of Thailand statistics, in 2004, a total of 568,620 visitors stayed in Thailand for more than 30 days. This was up by 7.15% from 2003 and comprised 4.88% of total visitor arrivals. The top five markets for long-stay were Japan (73,882 or 8.4% increase), UK (62,364 or 6.47% increase), the US (44,498 or 9.82% increase), Germany (39,151 or 1.30% increase), and China (33,337 or 18.33% increase). Another major market is Sweden (17,304 or 7.99% increase) (TAT, May 27, 2005).

The major markets for Phuket in 2004 as indicated in Appendix 1 were UK (242,704), Taiwan (232,680), Hong Kong (230,890), Germany (210,950), Japan (206,381) and Sweden (201,316) with the market share of 5.73, 5.49, 5.45, 4.98, 4.87 and 4.75 respectively. These markets were consistency with the national figures. The visitors from China and Hong Kong markets in 2004 were up from 2003 at 353.40% and 325.35% respectively. From Appendix 2, the number of foreigner resident patients were treated at PIH increased from 7,403 in 2004 to 10,118 in 2005 or the growth rate at 37%. This implied that Phuket actually attracted more long stay visitors in the island.

3.3 Spa market.

Thailand excels in the quality and diversity of its spa offerings. Thai spas really do have it all variety and value framed in a perfect blend of Western leisure concepts and traditional Asian well-being therapies. Value for money is an added plus. A harmonious blend of cultural heritage and destination diversity makes Thailand an infinitely attractive spa destination. In Phuket most resort hotels offer spas, traditional massage, herbal stream baths, healing arts, meditation, aromatherapy, yoga, acupuncture and beauty treatments. Now with the trend toward better lifestyles, an increase in disposable income, and less available time, spa treatments are better accommodated in a tight schedule than a leisurely round of golf. The Leading Hotels of the World, Ltd. has just released the list of hotels that have qualified as Leading Spas for 2006. Of the 106 hotels that applied for certification for 2006, 85 passed the rigorous, anonymous inspection process and have been accorded Leading Spa status for the coming year. Banyan Tree Phuket is one of seven spas in Thailand, Banyan Tree Bangkok, The Dusit Thani, Bangkok, The Metropolitan, Bangkok, Dusit Resort Hua Hin, Le Royal Méridien Baan Taling Ngam, Koh Samui, Rayavadee, Krabi, Banyan Tree Phuket, received that accreditation (Global Hospitality Newsletter, 2005).

3.4 Sport market.

Golfing in Phuket. Golf is one of the most popular sports in Thailand. The game arrived in the country a century ago and was quickly taken up by the elite and the fashionable. Among the first sponsors of the game were the armed forces and government institutions, which built and continue to own some of the finest courses in the country. About 350,000 visitors are believed to have played golf in Thailand in 2002, generating an expenditure of nearly 6.2 billion baht. The Tourism Authority of Thailand is planning to raise these figures to one million golfers, generating an estimated 18.45 billion baht by 2007 (TAT,2005). Phuket has 5 golf courses, Blue Canyon Country Club, Laguna Phuket Golf Club, Loch Palm Golf Club, Mission Hills Phuket Golf Club and Phuket Country Club, all of them are the country's best courses, including the Blue Canyon, host to the Johnnie Walker Classic in 1994 and again in 1998.

Yachting in Phuket. Phuket has 4 marinas and a lot of marine service facilities. The Boat Lagoon, Yacht Haven Marina and Royal Phuket Marina are private-owned property. The government is planning to develop the AO Phuket development project as one of Asia's leading yacht hubs. Royal Phuket Marina is world class marina and property project offering a flamboyant lifestyle in the high-end market. The "Best-equipped Marina Community" was designed to meet world standard Mediterranean and Caribbean marina and resort styles providing wireless broadband, cable TVs and a 24hr security system (Phuket Bulletin, 2006).

4. Senior market.

Historically, people wanted to be healthy and well in order to live a long life, the longevity. According to the World Health Organization (WHO), in the year 2000 there were 600 million people on the planet aged 60 or over and the WHO goes on to predict that by the year 2025, that figure will double to 1.2 billion, and by 2050, it will skyrocket to two billion. There are an estimated 78 million baby boomers in the US alone, and they spend a total of USD 2 trillion every year, The US already spends USD 1.5 trillion – one seventh of the country's economy – on healthcare (Spa Asia, 2006).

The example of senior market in Japan's older women. MasterCard Insights Report showed that Japan's older women as a powerful and important segment, expected to command some US\$313 billion of spending power by 2013. A declining fertility rate, shrinking population and an ageing population will result in Japan becoming a "super-ageing" population, with women generally outliving men. This ageing population is one that will be relatively healthy and prosperous. These healthy, active and financially well-off older Japanese have been characterized as the "silver aristocrats". In 2004, Japanese women had a life expectancy of 85 years, while for men it was 78 years. Most Japanese wives outlive their husbands by some 10 years.

The MasterCard research report, entitled "Women consumer market in Japan – the super-ageing society", found that the silver aristocrat phenomenon is to a large extent about the elderly women – in their 70s and above. They live in urban areas, are financially well-off, healthy and active, well networked and plugged into a sophisticated support system that caters to their needs and lifestyle pursuits. A whole new industry has come into existence catering to their special needs: 24-hour convenience stores, department stores that feature more refined products, take away restaurants, health spas, continuing education centers, amateur associations dedicated to the pursuit of a wide variety of hobbies and interests (Travel Impact Newswire, 2005).

Some of the key findings of the MasterCard report follow:

- Japan's Declining Fertility and its Implications

- Financially Well-off Elders

- Understanding the "Silver Aristocrats"

These silver aristocrats are rather self-indulgent people, resonating with Japan's traditional cultural values. Their priorities include:

- Having time and space to do things on their own
- Being free from excessive social demands
- Being able to lead youthful lifestyles
- Being able to pursue the finer things in life such as art and classical music
- Being able to live for pure leisure

The Road Ahead for Japan with its Emerging Women Consumers. Consumption by women consumers, segmented by lifestyle stages, is expected to grow from US\$487 billion in 2003 to US\$568 billion in 2013. This represents an average of 1.5% growth per year. With Japan's highly urbanized environment being very conducive to the lifestyles of silver aristocrats, where a wide variety of leisure activities, entertainment, and sophisticated amenities are on the tap, the consumer market of the elderly becomes very easy for businesses to access and potential for significant growth.

5. Conclusion and Recommendation

Once consumers commit to travel for their desired medical treatment, often consumers will also take the opportunity to be a tourist in the visiting country and enjoy what it has to offer. Thus, consumers may combine their holiday and medical care into one venture. Medical tourism is comprised of three basic aspects: hospital/health services, hotels and travel/leisure. Thus, with attractive policies and/or the correct marketing strategies, this emerging industry can have significant opportunity for economic growth and infrastructure development for participating nations.

The marketing strategy for Phuket medical tourism should start with the target market of existing main markets for Phuket as indicated in long-stay market. It is suggested that a segment of senior people is very attractive. From the readiness of Phuket in terms of facilities, products and services it has, the key success factor for Phuket is product and service positioning. We need an innovative and creative thinking to create unique offering. We have to look at a holistic approach to combine our uniqueness, beach resorts, healthy Thai food, Thai hospitality and atmosphere. One example, Angela Clark (2005) pointed "Sanctuary Spas. The creation of magnificent spa sanctuaries, located in peaceful and restorative environments. Based on the principle of sacred healing of mind, body and spirit, the spa services often incorporate massage, yoga, and meditation, as well as a wide range of detoxifying facial treatments, nutritious vegetable masks, thalassotherapy, reflexology and Reiki. Holistic cuisine. As a fundamental principle, the sourcing of indigenous foods, as well as organic vegetables and free-range game and fish to provide healthy, holistic and delicious local fare. Ideally, herbs and vegetables will be grown within the hotel's own organic vegetable gardens, tended by locals."

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Appendix-I Guest Arrivals at Accommodation Establishments

Nationalities	2002	%MS	2003	%MS	2004	%MS	c 04/03	2005	%MS	c 05/04
Thai	884,949	25.34	988,299	28.17	964,523	22.78	- 2.41	824,330	41.82	- 14.53
Indonesia	39,345	1.13	28,446	0.81	42,716	1.01	50.17	3,591	0.18	- 91.59
Malaysia	39,029	1.12	41,571	1.18	76,470	1.81	83.95	31,481	1.60	- 58.83
Philippines	8,563	0.25	8,370	0.24	17,152	0.41	104.92	2,292	0.12	- 86.64
Singapore	60,527	1.73	58,324	1.66	103,766	2.45	77.91	42,586	2.16	- 58.96
Myanmar								704	0.04	
Laos								79	0.00	
Vietnam								265	0.01	
Brunei								144	0.01	
Cambodia								16	0.00	
China	31,789	0.91	26,326	0.75	119,384	2.82	353.48	51,078	2.59	- 57.22
Hong Kong	49,849	1.43	54,282	1.55	230,890	5.45	325.35	31,579	1.60	- 86.32
Japan	165,137	4.73	143,062	4.08	206,381	4.87	44.26	44,662	2.27	- 78.36
Korea	40,080	1.15	52,713	1.50	120,367	2.84	128.34	102,964	5.22	- 14.46
Taiwan	264,877	7.58	211,297	6.02	232,680	5.49	10.12	27,590	1.40	- 88.14
Sub-total	1,584,145	45.36	1,612,690	45.96	1,107,090	26.14	- 31.35	1,163,361	59.02	5.08
M.S.	45	0.00	46	0.00	26	0.00	- 43.12	59	0.00	125.77
Austria	89,838	2.57	92,196	2.63	72,127	1.70	- 21.77	11,587	0.59	- 83.94
Belgium	31,753	0.91	35,381	1.01	39,633	0.94	12.02	14,597	0.74	- 63.17
Denmark	69,998	2.00	69,694	1.99	69,759	1.65	0.09	23,553	1.19	- 66.24
Finland	14,303	0.41	16,799	0.48	33,285	0.79	98.14	22,009	1.12	- 33.88
France	106,706	3.06	109,218	3.11	86,375	2.04	- 20.92	32,534	1.65	- 62.33
Germany	261,387	7.48	227,200	6.47	210,950	4.98	- 7.15	77,052	3.91	- 63.47
Italy	147,229	4.22	128,177	3.65	108,037	2.55	- 15.71	28,695	1.46	- 73.44
Netherlands	114,851	3.29	84,408	2.41	59,254	1.40	- 29.80	16,328	0.83	- 72.44
Norway	18,627	0.53	19,883	0.57	18,472	0.44	- 7.10	21,357	1.08	15.62
Russian	13,769	0.39	17,847	0.51	102,349	2.42	473.48	14,179	0.72	- 86.15
Spain	10,527	0.30	16,632	0.47	29,969	0.71	80.19	6,149	0.31	- 79.48
Sweden	149,021	4.27	176,697	5.04	201,316	4.75	13.93	68,844	3.49	- 65.80
Switzerland	140,954	4.04	133,488	3.80	130,036	3.07	- 2.59	27,668	1.40	- 78.72
U. K.	192,876	5.52	195,392	5.57	242,704	5.73	24.21	98,713	5.01	- 59.33

Nationalities	2002	%MS	2003	%MS	2004	%MS	C. 04/03	2005	%MS	c. 05/04
E. Europe	12,752	0.37	15,528	0.44	32,671	0.77	110.40	8,511	0.43	- 73.95
Sub-total	1,374,591	39.36	1,338,540	38.15	1,436,937	33.93	7.35	471,776	23.93	- 67.17
M. S.	39	0.00	38	0.00	34	0.00	- 11.05	24	0.00	- 29.46
USA	89,715	2.57	96,151	2.74	104,763	2.47	8.96	51,113	2.59	- 51.21
Canada	82,209	2.35	65,363	1.86	51,702	1.22	- 20.90	14,016	0.71	- 72.89
Others Americas								1,328	0.07	
Sub-total	171,924	4.92	161,514	4.60	156,465	3.69	- 3.13	66,457	3.37	- 57.53
M.S.	5	0.00	5	0.00	4	0.00	- 19.73	3	0.00	- 8.75
India	7,652	0.22	9,102	0.26	26,996	0.64	196.59	13,766	0.70	- 49.01
Other South Asia								2,267	0.12	
Australia	96,343	2.76	90,771	2.59	192,209	4.54	111.75	127,815	6.48	- 33.50
New Z-land	28,412	0.81	14,862	0.42	30,216	0.71	103.31	19,829	1.01	- 34.38
Total	124,755	3.57	105,633	3.01	222,425	5.25	110.56	147,644	7.49	- 33.62
Middle East	26,324	0.75	30,676	0.87	78,012	1.84	154.31	32,643	1.66	- 58.16
Israel								7,818	0.40	
Africa	3,933	0.11	5,822	0.17	47,758	1.13	720.30	8,510	0.43	- 82.18
Others	199,000	5.70	244,973	6.98	152,060	3.59	- 37.93	56,939	2.89	- 62.55
Total	3,494,326	100.06	3,510,953	100.06	4,236,986	100.05	20.68	1,973,186	100.10	- 53.43
Change			0.48		20.68			- 53.43		

Source : TAT, Southern Office : Region 4

Appendix 2: Hospital Demand Report for Foriegner, 1 January 2004 to 31 December 2005
Phuket International Hospital (PIH)

Month	Tourist			Resident			Grand Total
	IpD	OpD	Total	IpD	OpD	Total	
Jan.2004	30	105	135	13	53	66	201
Feb.	20	98	118	10	52	62	180
Mar.	163	930	1,093	74	667	741	1,834
Apr.	158	764	922	50	580	630	1,552
May	136	549	685	54	604	658	1,343
Jun.	92	522	614	58	592	650	1,264
Jul.	163	598	761	68	602	670	1,431
Aug.	155	752	907	52	642	694	1,601
Sept.	120	477	597	73	696	769	1,366
Oct.	167	685	852	98	724	822	1,674
Nov.	217	927	1,144	90	760	850	1,994
Dec.	486	1,737	2,223	72	719	791	3,014
Total 2004	1,907	8,144	10,051	712	6,691	7,403	17,454
Jan.2005	139	951	1,090	69	822	891	1,981
Feb.	115	916	1,031	54	715	769	1,800
Mar.	135	964	1,099	59	809	868	1,967
Apr.	93	724	817	55	719	774	1,591
May	85	596	681	48	697	745	1,426
Jun.	65	480	545	66	761	827	1,372
Jul.	123	599	722	95	635	730	1,452
Aug.	131	708	839	75	729	804	1,643
Sept.	59	547	606	104	792	896	1,502
Oct.	122	679	801	69	856	925	1,726
Nov.	228	904	1,132	74	762	836	1,968
Dec.	345	1,243	1,588	114	939	1,053	2,641
Total 2005	1,640	9,311	10,951	882	9,236	10,118	21,069
Annual Growth(%)	-14.00	14.00	9.00	24.00	38.00	37.00	21.00

Source: Complimentary from PIH

Executive Summary
Destination Rejuvenation Strategies: Potential Future for New Tourism
Product/Services. The Case of Marikina City, Philippines

By

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The case study centers on tourism development in a city within the Metro Manila area. Marikina City was chosen because it has a unique history of tourism development. In addition, the synergistic effect of tourism development on traditional products namely: shoes and ceramic dinnerware manufacturing is an interesting example on rejuvenation strategies.

The case study showed the context of tourism development in Marikina. It identifies the tourism products and describes the manner in which tourism was able to create niche markets for shoes and ceramic dinnerwares.

The case ends by suggesting a need to look at the long-term effects of tourism as it protects traditional industries. It also mentions variables that need to be considered in the implementation of strategies.

Draft
Destination Rejuvenation Strategies: Potential Future for New Tourism
Product/Services.
The Case of Marikina City

A. Introduction. The case study focuses on the development of a tourism in a city within the Metro Manila area – the City of Marikina. Marikina City was chosen because embedded in the development of tourism in the city, are stories about interlinked variables that worked in a synergistic manner. Development of tourism in Marikina has been able to create niches for businesses suffering from dwindling markets.

B. Objectives: At the end of the paper the following should be addressed:

1. The context of the tourism development in the City of Marikina is described
2. The tourism products/services in Marikina City are described, and
3. Rejuvenation strategies are deduced from the descriptions

C. Methodology:

Primary data were obtained in Marikina via intermittent visits occasioned by joint undertakings between the City's Cultural, Tourism, Trade and Investment Promotions Office and the University of the Philippines' Asian Institute of Tourism (UP AIT). Issues related to tourism development in Marikina City were discussed with the City Tourism Officer in seminars, meetings and informal get-togethers.

D. Limitations of the study. The case studies presented in this material contain interpretations that need to be validated with different stakeholders in the situs. The interpretation of the researcher may be biased because of certain preferences regarding certain tourism models. The case study was finalized without the benefit of validation with stakeholders in Marikina City.

No attempt to done to use a product life cycle model to identifying rejuvenation strategies. Statistics on tourism are available but the manner in which data were obtained and recorded makes comparison across periods and destinations very difficult. The definition of rejuvenation is limited to examples observed in situs that use tourism to address dwindling or disappearing markets of traditional products and services.

E. Body of the paper.

Marikina City.

Marikina is one of the twelve (12) cities and five municipalities comprising Metro Manila. Statistics about the City of Marikina, accessed from their website is shown in Table 1 below.

Table 1
Statistics of Marikina City

Statistics as of January 2006	
Total land area	2,150 hectares (3.44% of total land area of Metro Manila)
Distance from Manila	21 kms.
Total population	447,256
Labor Force	185,000
Employed	153,000
Unemployment rate	17%

Source: MCF Profile. www.marikina.gov.ph

Marikina is known as the Shoe Capital of the Philippines. According to accounts of former Mayor Osmundo de Guzman (The Role of the Municipal Government in the Planning and Development of Local Industries: The Case of Marikina Shoe Industry, 1983), the shoe industry started in 1887 when *Kapitan Moy* brought to Marikina a pair of leather shoes he bought from Manila. During this time, Marikina had producers of slippers and wooden clogs. Shoe manufacturing flourished in the ensuing years because one advantage of Marikina is its proximity to a big market in Manila. As a result, shoemaking replaced fishing and farming as a source of livelihood.

The shoemaking industry in Marikina according to Scott Allen (The Shoe Industry of Marikina City, Philippines: A Developing Country Cluster in Crisis) is a victim of trade liberalization. In the years before 1980, the shoe industry in the Philippines was protected by high tariff rates. This is probably why shoes in Marikina enjoyed a sizeable domestic market share. This may also have been the reason why there was no motivation to seek export opportunities when competition was not that intense in the world market.

The acceleration of trade liberalization in 1990s saw according to Allen:

....a notable rise in imports for foreign shoes into the country.....with China leading the way as a main source of supply. In 2003 more than half of the total value of Filipino shoe imports was ascribable to China. By contrast, Filipino shoes have fallen dramatically over the same period. (8)

To be fair, Osmundo claims that the period between 1978 and 1982 were good years for shoes and bags made of snakeskin. Marikina sold these items in New York. Today, the Marikina shoe industry is described as highly fragmented, composed of many small manufacturers that subcontract “specialized tasks to independent workshops.” Forward and backward linkage strategies are marred by the presence of cheap raw materials and finished products from China. (Allen)

Marikina is also home to a number of factories. Among these are candy, processed meat, hat, soap and ceramic plates and dinnerware manufacturing.

The manufacturer of ceramic plates and dinnerware recently sponsored a tour of their facilities and announced their willingness to open their facility to educational trips as well as visits of other local government units. This manufacturer had decided to diversify its market because of shrinking domestic market shares. They are now developing schools and public offices as potential markets to ensure a continued presence in the domestic market.

Tourism in Marikina. Marikina has an interesting narrative of tourism development. In 1992 when a new mayor was elected, significant changes took place in governance of Marikina. The river that cuts across *barangays* was cleaned of informal settlers and converted into a sports and recreational park.

....The river of years past was murky, stinking and full of debris that clogged its flow. Its banks teemed with squatters. Uncollected garbage littered Marikina’s streets. Vendors, hawkers, illegally parked vehicles, garbage cans and other obstructions dominated the sidewalks and forced pedestrians to walk on the streets adding woes to the already dreadful traffic situation. There was anarchy in the streets. The public market was chaotic and exuded an offensive smell. (Marikina: A Case Study on Community-based Sustainable Tourism, 1)

From a third class municipality, Marikina graduated to become a first class city on December 8, 1996. Marikina bagged many prizes for giving good examples in governance. Examples of these are:

1. 1994-1995 - one of the top ten outstanding programs for Save the Marikina River Project
2. 1996-1997 – one of the top ten outstanding programs for *Pulitika sa Bangketa. Simula ng Pagbabago* (Street Politics, the start of renewal)

3. 1997-1998 - two of the top ten outstanding programs for Squatter Free Marikina Project and *Barangay Talyer* Project (Free implements for repair in communities)
4. 1998-1999 – Marikina was included in the Hall of Fame. An award was given for the 5-Minute Quick Response Time project
5. 2001-2001 – Trailblazing Program award for Good Urban Governance
6. 2002-2003 – Award for Continuing Excellence

These awards came from only one foundation - *Galing Pook* Awards (Excellent Place Award). There were other awards reaped by Marikina for being a place of discipline, good work ethic, a good place to do business in, a place for culture and the arts and a “city that works.” It prides itself as a replica of Singapore: “Marikina is a small Singapore.”

The City Tourism Officer asserts that tourism development wasn’t consciously pursued at the start. According to him, Marikina did not have the traditional assets of known tourism destinations in the country. These are beach resorts, five star hotels, and other amenities. The opportunities for tourism development came about when students as well as representatives from other local government units and international organizations started visiting Marikina to know more about details of their awards. To date the following comprises Marikina’s tourism assets:

1. museums – shoe museum and doll museum
2. natural attraction – Marikina River Park – jogging lane, youth camp, skating rink, floating restaurant, World’s Largest Shoes, bike lanes – to name a few
3. World of Butterflies
4. Accomodations – Marikina Hotel, Riverbend Hotel, RELC, MIST-TESDA, Family Pension House, *La Trinidad*, *Bandmill* Pension House
5. Arts Center (*Sentrong Pangkultura*)
6. Industrial attraction – shoe factor, chocolate factor, ceramics plate factor, hat factory, meat factory, soap factory, handicraft factory, thread mills factory and gun and bullet factory
7. Science Centrum
8. Health attraction – Marikina Clean Food Laboratory, Marikina Healthy Public Market, Marikina Sports Park
9. Churches – Our Lady of the Abandoned Church, *San Isidro Labrador* Church

The diverse offerings can be attributed to a strategy of tourism development adopted by city officials. Called *Barangay* Tourism (community based tourism), the strategy capitalizes on public-private partnership at the level of the smallest political unit. The City Tourism Officer organized *Barangay* Councils (community based councils) represented by business, civil society and local government representatives.

The tourism industry creates the need for tourism products and services internally and externally. The local government passes resolutions and ordinances based on the tourism code that creates standards in the city's tourism industry. The private sector provides the needs of the tourism industry by manufacturing products, building the infrastructure, hotels, restaurants and establishment and offering services to the tourists. The synergy among all of these elements is critical to the success of the tourism development in the city. (Marikina: A Case Study on Community-based Sustainable Tourism)

Within each *Barangay* Councils are organizations such as:

1. *Barangay* Tourism Business Club
2. *Barangay* Tourism Travel Mart
3. *Barangay* Tour Guides
4. *Barangay* Tourist Police
5. *Barangay* Tourism Youth Council
6. *Barangay* Tourism Cultural Guild.

The City Tourism Officer tightly manages these organizations by identifying potential tourism products and services, linking tourism products and services to markets and channels of distribution and establishing networks with other stakeholders in the tourism industry.

In *Barangay* San Roque, referred to by Allen as the traditional seat of shoe manufacturing in Marikina, the *barangay* council has a tourism destination in a shoe factory called *JAPs*. *JAPs* stands for *Japon*, a native word that stands for Japanese. The owner, Mr. Santiago has chinky eyes - associated with the Japanese by the natives.

JAPS as a tourism destination is a shoe factory cum shoe outlet. The visitor is escorted to a typical labor intensive, small operation type of shoe manufacturing. The tour ends in the shoe outlet that sells the produce of Mr. Santiago and other shoe manufacturers in the *barangay*. Adjacent to *JAPs* is a small restaurant that serves meals. In addition, vendors are allowed to sell their products, i.e., ice cream, on condition that they pass the standards of the City Tourism Officer with respect

cleanliness. The natives were also trained to do tour guiding. This skill is used during the tours and extra income is derived from the provision of this service.

Raw data on tourism was provided but the recording was done such that figures can not be compared across periods. The following however were extracted:

Table 2
Number of *Lakbay Aral* (Educational Tour) Visitors for 2003, 2005

Year	Number of Visitors
2003	38,266
2005	55,666

Source: Culture, Arts, Tourism and Investment Promotions Office, Marikina City

Local visitors in Table 2 were from schools and government offices. The percentage of foreign visitors in Table 2 is negligible (.6% for 2003)

The data for 2005 contains the following breakdown:

Table 3
Visitors for 2005

Destination/attraction	Number
Marikina Hotel	10,675
Marikina Sports Center	496,828
Science Centrum	105,121
World of Butterflies	67,697
JAPS Shoe Factory	125,489
Lakbay Aral (Educational Tours)	55,666
Doll Museum	20,771
Total	882,247

Source: Culture, Arts, Tourism and Investment Promotion Office, Marikina City

Rejuvenation strategies

Given skimpy statistics on visitor arrivals in the different destinations in Marikina City, the following points can be considered so that strategies can be deduced:

1. The diverse offerings of Marikina City is based on the analysis of markets being served. Data from the visitor statistics show that the tourism market consists largely of students in nearby schools. The attractions for example found in the World of Butterflies, Science Centrum, Doll Museum, Sports Center and even the industries – cater to the needs of this target market.

When asked how the diverse offerings of Marikina came about, officials in the City Hall mentioned that the tandem of the husband and wife team (the former Mayor is the husband of the current Mayor) led to investments in buildings, roads and later in the arts. Structures were rehabilitated. One of these is an old house

associated with the “Father of the Shoe Industry.” In addition, an arrangement was made with the former First Lady of the country known for an expensive lifestyle – Imelda Marcos. The Shoe Museum now houses many pairs of shoes she left behind when she fled the country in May, 1986. Accounts of the shoe collection refer to some of these pairs as being custom made by foreign shoe makers but a sizeable number are said to have been made in Marikina.

2. The role of tourism as an alternative market for traditional industries with diminishing domestic market shares must be explained. Zeroing in on shoe and ceramic plates manufacturing, insights can be related to rejuvenation strategies. Allen described the shoe industry in Marikina as an industry with a very bleak future. Domestic market share as well as potential for exports are very limited. Yet the inclusion of JAPs shoes in the tourism offering of Marikina opens a niche that can delay the extinction of a traditional industry. Table 3 shows that for the year 2005, JAPs had 14% of the number of visitors. The researcher personally observed bus loads of visitors in JAPs. In several interviews with Mr. Santiago (the person referred to as JAPs), indicators of brisk business were discussed. Although exact figures were not given, Mr. Santiago admits that tourism helped his business. Before he was chosen to lead the tourism project in *Barangay San Roque*, he lost a lot of money because of dwindling demand for local shoes. At that time, the City Tourism Officer was looking around for a shoe factory that can be reconfigured to accept visitors. Mr. Santiago was one among the very few who was willing to take a chance. Now he claims that he is able to help not only his business but other shoe manufacturers in the area as well.

The same effect is targeted for ceramic plate manufacturing. In a visit to the factory, the Marketing Executive mentioned the alarming decrease in the number of ceramic manufacturers in the Philippines. From four players in the industry, there are currently only two (2) manufacturers left. She attributes this development to cheap plastic substitutes and the decreasing real income of local consumers.

What could be the explanation of the role of tourism given endangered industries? It is probable that tourism creates an environment where domestic products are marketed in an environment where comparison of alternative products is minimized. In this manner the competitive edge of shoes imported from China does not have a dampening effect on the demand for locally produced shoes. In addition, the value of shoes sold in JAPs is hidden in the components of the core tourism package which is a visit to a traditional shoe making factory. In this way, buyers do not evaluate the value of the locally produced shoes the way they would judge it when sold in ordinary stores. To a certain extent, a certain kind of monopoly is created as visitors tour the shoe factory and finally decide to buy “samples” in the adjoining shop.

This maybe the view of the ceramic manufacturer as it attempts to diversify its market. The market composed of visitors who are made to experience the manner

in which clay and other ingredients are put together to produce fine dinnerware can motivate visitors to buy pieces that they would not consider when they are in a regular shop for dinnerware.

This case study shows diversification and the role of tourism in rejuvenating demand of products that are not able to compete in their regular markets. There are other examples in the Philippines that can be cited where similar effects may have been created by promoting tourism. These are the following:

1. The Island of *Pamilacan* in *Bohol* is home to many whale and dolphin hunters. When this activity was banned in the early 90s, the natives decided to use their bancas and the indigenous skills borne out of their traditional way of earning a living, by transporting tourists for whale and dolphin watching. One attraction of this package is the ability of whale and dolphin spotters to identify schools of fish without the use of binoculars. The natives aver that tourism creates opportunities to earn money although not as much as what they used to earn.
2. One of the factories in Marikina is a hat manufacturing company that churns out decorative hats most of which are exported. A portion of the produce is sent to another province in Quezon (the municipality of Lukban) in time for a town fiesta known for its beautifully bedecked houses using rice as a basic ingredient. Hats in different forms and sizes are sold beside houses visited by tourists. Again the condition in which the products are sold makes customers not sensitive to price. As tourists go around the area where houses show off their décor, the heat of the sun as well as the euphoric feeling brought about by the spectacle of colorful decorations make visitors want to buy native products.

The extent to which tourism is guilty of creating the same effect as import substitution, has to be studied however. Allen maintains that the reason why the shoe industry in Marikina is not able to compete is precisely because import substitution lulled local industries into operating without competitors.

Before ending this piece, it might also be useful to state that rejuvenation strategies cannot be studied in a vacuum. The symbiotic relationship between tourism and industries can also focus on the role of governance and leadership as important variables in the implementation of strategies. Marikina for example claims that tourism became an active sector when it was able to prove its ability to instill discipline among different stakeholders. The political will to clean public places of informal settlers is a feat that is hard to duplicate in the country.

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Crisis and Risk Management in Tourism

Conference on The second International Tourism Conference on Destination Rejuvenation Strategies: The Potential Future for New Tourism Products, Services or Experiences at Mahidol University International College (MUIC), Bangkok, Thailand

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Abstract

Crisis and risk management recognizes that international tourism must be prepared for all sorts of crises by establishing a definite response pattern to such events. A risk management plan allows a tourist destination or tourist-related organization to prepare for and manage a crisis thereby reducing the potential impact of the crisis.

The central feature of risk management is to assess what can go wrong at a destination or in an organization, to determine the most significant risks, and implement strategies to deal with those risks. Once a crisis occurs, however, a crisis management plan is put into action. This typically demands strong leadership from within the organization and often the formation of a crisis management team.

**The Conservation and Management of the Cultural
Heritage of Thailand: The Drafting of the Charter**

by

Weeraphan Shinawatra

for

**The Academic Seminar:
The Development of
the Local Anthropological Researchers**

at

**The Arts and Cultural Center,
Ubon Ratchathani Rajabhat University
on January 18-19 2006.**

The Conservation and Management of the Cultural Heritage of Thailand: The Drafting of the Charter

Thai Culture: Origin and Development

Before the establishment of Thailand as a nation in the land of Suvarnabhumi (Land of Gold), the realm abounded with ethnical and cultural diversity as it was located on the trade route of the seacoast between India and China. At that time, using seaborne and land-based routes, Southeast Asians developed trading relations among themselves. The sea-based route was, then, established along the coastline (Intharawut 2005, 32). In the coastal area, there were trading and social interactions among various nations—with different geographical areas, different customs and traditions, different religious beliefs, and different cultural practices—~~influenced~~ influenced by Khom, Hindu and Islamic cultures and mainly by India and Chinese civilizations. Since then, the region has become the confluence of different cultures and civilizations. In fact, in the prehistoric period there was also association among different groups of peoples in Southeast Asia—in the Metal Age (about 3500 years ago) the early settlers in different parts of Southeast Asia shared cultural practices (Intharawut 2005 : 32).

In the past, Thailand was once officially called Siam. According to Jit Phumisak, the author of the book about the etymology of the terms Siam, Thai, Lao, and Khom, and the social characteristics of ethnonyms, the name Siam might have been gradually transformed, over thousands of years, from Sarm, Sarn, Same, Siem, Sayam, and Seam, which were names referred to the ancient Tai by its neighboring nations. Phumisak's work presents the systematic study of language to increase understanding of early Thai history and the origin of Thais (Kasetsiri, in Jit Phumisak, Preface 2001:11).

Over the long history of the nation, Thai cultures have been developed from a range of small agricultural societies. In the former times, a number of early agricultural villages—influenced by various civilizations existed in the region—shared their cultures and wisdoms. Later, tribal villages formed into urban communities that eventually clustered into small empires and kingdoms across the

territory. The rising and falling of these small kingdoms and empires were in an unclear sequence, and there is uncertainty and discontinuity in their chronology. As for the superior kingdoms, including Dvaravati, Srivijaya, Haripunjaya, Sukhothai, Lopburi or Lawo, Ayodhya-Supanabhumi, Krungsri Ayudthaya, and Rattanakosin, there are overlaps of the empires and parallel periods of supremacy. The extended kingdom of Lanna existed in parallel with several empires of later periods up to the regime of Phrachao Inthawichayanon, the 7th ruler of Nakorn Chiang Mai. Lanna Kingdom ended in 1886, after Chao Dararassamee the 11th daughter of Phrachao Inthawichayanon, was offered to King Rama V. However, Lanna is not identified as part of Thai kingdoms, and its historical and archaeological significance as the origin of Thai is not included in the conventional narrative Thai history.

The old Thai kingdoms were shaped up by cultures of two societies -- Thai imperial society and Thai village society. The "royal culture" and the "folk culture" were connected by religious customs, especially by Buddhism practices, and furthermore, the Brahman and Hindu rituals also helped to maintain the association of the two cultures, as stated below by Srisak Wallipodom:

...The royal culture is a high culture while the populace culture is a low culture, which can be called life culture. The populace culture involves rural-urban ways of life. Each group or community embraces and develops its own culture and way of life developed from learning process in order to adjust to and survive in different settlement areas. Local cultures of different places are diverse, depending on their ancestors, history, and environment. The difference between the royal culture and the populace culture is that the royal culture creates unity and similarity in society to integrate different groups together while the populace culture creates and maintains diversity to different groups in society. The royal culture exists far from common people that can perceive only its patterns and systematic symbols referred to as arts and culture while the populace culture comprehends dynamic, ever-changing lifestyle and society (Wallipodom 2001: 4).

It can be said that Thai culture is derived from the combination of Asian civilizations and various cultures, including the "folk cultures" and the "royal cultures" of the old kingdoms across the region. Thais have developed its own culture from a unique blend of different cultures existing across Southeast Asia and the influential cultures and civilizations that flowed into this region in the former times. As stated by Sumet Jumsai in his book *NAGA Cultural Origins in Siam and the West Pacific*

Human penetration into the continent's interior was significant, particularly in the area immediately south of the Himalayas, for at that point in time and geography there occurred a rebound of the complex fusion of the ocean-mountain continent idea (as contained in the Hindu- Buddhist cosmology) back to South-East Asia where, as a result , the built environment was subjected to an unprecedented creative fervour. No doubt the Arayan invasion of northern India played a part by pushing people south-eastwards, but it was primarily due to the early Indian traders that Hinduism came to the Malay Peninsula, and possibly to Emperor Asoka that Buddhism eventually found its way to the Chao Phraya Basin.

The rebound of this cosmography in effect completed a full cycle, and the result was that the original reflex or primary instinct was now superimposed by a secondary intellectual system based on contemplation and set rules. The response in Siam was threefold : first, a ready acceptance of the Hindu-Buddhist canon which in architecture corresponds to the formal style referred to (set rules being in any case unavoidable for the business of government); secondly, the existence side by side of the formal (secondary) and non-formal (primary) cultural elements without any apparent conflict; and thirdly, the bending of classical rules due to the irrepressible instinct of the people, giving architecture a distinct character of its own.(Jumsai, 1997: 79-80)

Slightly different from the Indian greeting, the traditional Thai greeting was adapted from the Hindu salutation *Namaste*. This confirms the characteristic of Thais' cultural adaptation. Furthermore, several Thai customs -- including alphabets, literatures, performances, arts, and architectural elements -- adapted from those from Tai, Indian, Chinese, Khom, and Arabic cultures confirm the aforementioned characteristics of Thai people.

While Thais have nurtured and maintained the "royal cultures" and religions from the past eras, the "folk cultures" has been ignored or treated as insignificant. As a result, evidence of the high culture still exists in Thai society while at the fading of the "folk cultures," the today's "populace cultures" have been westernized.

Cultural Heritage: the Understanding of Cultural Heritage in Thai Society

Before the introduction of the term "cultural heritage" into Thai society, the public was familiar with the word "culture" as a way of life, a set of values, behavioral patterns, belief systems, traditions, and customs from the past. Not long ago, the

term “cultural heritage,” “preservation,” “tangible heritage,” and “architectural heritage” were brought into Thai society, due to the post-World-War II historic preservation movement. After the war, the vast destruction of significant monuments—with artistic, archaeological, and historical values sparked worldwide concern for the preservation of cultural heritage. Although the *Athens Charter* was adopted for the restoration of historic monuments in 1931, it was after the World War II that the United Nations Educational, Scientific, and Cultural Organization (UNESCO, 1945) drew up several declarations, charters, and conventions, were drawn up to raise awareness of the world's “cultural heritage”; among them was the *Venice Charter* that was drawn up in 1964 for the conservation and restoration of monuments and sites. As in several other countries, the Venice Charter has become standards for preservation practice in Thailand. After the Venice Charter, several conservation charters –Australia’s Burra Charter, the Washington Charter, the Nara Document on Authenticity, and the Chinese Charter – were drawn up by means of expanding the principles of the Venice Charter and broadening the scope of preservation to safeguard the context of historic sites and monuments and to embrace approach that supports the protection the “intangible heritage”, such as the local way of life, neighborhoods, communities, traditions, and customs, as “cultural heritage” for the future.

Even as many other nations have developed their own conservation charters to attain a kind of charter that responds to their particular cultural heritage context, Still referring to the principles of the Venice Charter for the preservation of historic places and objects in Thailand, the Thai Fine Arts Department has not yet had a national charter for cultural heritage of Thailand. Hence, the questions are: When shall Thailand have a national cultural heritage conservation charter? What is the direction of the charter? Should the charter cover the whole range of the cultural heritage, or only the work of art?

The Situation of Cultural Heritage in Thailand

In the past, the Fine Arts Department was the only governmental body responsible for the protection of historical monuments and objects in Thailand. As mentioned in the previous section, the narrow definition of the term “cultural heritage” forbids the

protection of cultural resources in the country. However, the Fine Arts Department's preservation work has not been expanded to include the protection of other cultural resources due to its restricted budget and management. In addition, risks of loss of or damage to the national cultural heritage have arisen from the society's ignorance of the folk culture and the intense tide of Western culture sweeping the country.

Indeed, under the flood of globalization, well connected to the world, today's Thai society swiftly absorbs foreign cultures from both Western and Eastern countries. As technology is an accelerator for globalization, today's fast-paced transportation and communication have significantly influenced on physical and cultural changes in Thailand. The phenomenal urban growth and strong migration that have taken place in the country have caused the society's neglect of diverse indigenous wisdom and culture, and along with that, the cultural gap between its urban and rural populations has increased. The nation's tangible culture has deteriorated or been ruined extensively, and the local intangible culture has been weakened and faded away in the midst of the "modern development" of the past century. Consequently, there are places with cultural intensity found in unpleasing settings, due to public ignorance and unawareness. The clutter of development has rendered an eyesore and created environmental pollution. In other words, the nation's cultural heritage evidence has gradually been erased from the map of Thailand as well as from Thai memories. Losing of cultural heritage, the country is now facing the decline of its cultural capital. Additionally, the other critical challenge is a phenomenon of the country's cultural interruption prohibiting the young people from learning about the ancient roots of Thai culture and about the indigenous wisdom handed down from generation to generation.

As Thai society has become more complex, the term "Thai culture" has been interpreted differently among Thai individuals and organizations, depending on their backgrounds. The diverse constituents in the society, such as government, private companies, businesses, academics, and laypersons, comprehend "Thai culture" from different standpoints, which results in that the vague picture of "Thai culture." In comparison, to perceive the whole picture of "Thai culture" seems like to figure out an unfinished jigsaw puzzle with pieces spread out across a table. The society

has been enjoying the culture of globalization, without its awareness of losing of its own while many of foreign governments have, for many years, had a higher interest in and concern for enhancing arts and cultural environment in their country, which resulted in that they have increased funds and other supports for arts and cultural research and cultural tourism.

As for the richness and diversity of Thai arts and culture, Thailand contains high-potential educational resources and tourism destinations; however, they are in crisis for lack of good management. Thailand is, indeed, a multi-level cultural reserve—with internationally, nationally and locally important heritage, but it has been deteriorated partially on account of the inadequate information and understanding of indigenous cultural heritage in the government sector. For example, constructions of roads through communities with cultural intensity have a great impact on social and cultural change in the area; broad roads have become a form of social-interaction barrier for community residents and brought along with them—besides traffic accidents—an eyesore jumble of mixed-used buildings. In shorts, some of the so-called “development projects” have taken away the locals’ way of living and cultural identity. The limitation of the urban planning laws and the immigration of labor have also been the cause of physical transformation of neighborhoods, which alters local daily living patterns. It can be said that without social connection and cultural identity, local sense of belonging is weakened, and here is the place where, a cycle of immigration, cultural ignorance, and selfishness begin in the face of National Economic and Social Development Plan 9. In other words, the poor management of cultural resources has undermined social cohesion and threatened cultural integrity and eventually resulted in the loss of the nation’s cultural capital that helps run the local administration and economy. Therefore, Thailand should take a look at itself and ask out loud:

- if the nation has decided to desert its cultural heritage;
- how the society wants for its own “cultures” to be –how to adjust itself culturally;
- if the constituents of the society have a shared understanding of the cultures to be altered or to be sustained; and

- how to find a balance for Thailand's cultural development in today's circumstance in order to it to be useful for the future generation.

The mentioned issues confirm that, as for the government sector, besides cultural awareness, sufficient information on the country's cultural environment and sources is crucial for improving cultural resource management practices of each bureau. As been done in several other countries, the nation's cultural data base should be developed, and cultural information should be provided for each development project that the government offices handle. The well-conserved cultural resources will not only offer cultural environment attractive to tourists but also provide the nation with strong cultural linkage.

In the present, the Ministry of Culture has recently been founded as a government bureau who should responsible for integrating cultural knowledge and managing artistic and cultural heritage of Thailand to maintain the nation's cultural diversity. The Ministry has been developing cultural maps as tools for cultural resource management across the country while performing the role of a cultural coordinator among the governmental offices.

A Charter for the Conservation and Management of Cultural Heritage of Thailand: Necessity and Direction

It is important for Thailand to find a balance between Thai culture and the culture of globalization. As time has developed Thai society, as previously mentioned here, it has become a more complex society in the current of globalization. Therefore, Thais' cultural education and their well-balanced adjustment to international cultures are urgent for the society to sustain and cultivate "Thai culture" as well as to reconnect "Thai culture" to today's Thai society, like the slogan "think global, act local."

The value of Thai cultural heritage in its diversity should be exhibited. It is essential to value of extensive resources, not only of historic monuments and objects. Unlike the Western society with care for preserving tangible cultural heritage such old buildings, urban communities, and neighborhoods, Asians have more concern for the conservation of local way of life, traditions, and religious space, which are

intangible culture (Shinawatra, 2005: 9). Besides, the tangible culture, the nation should also conserve its intangible cultural heritage including traditions, customs, history, literatures and languages, music, folk, religions, and local way of life. The national charter for the conservation and management of cultural heritage of Thailand should be drawn up as reference for the conservation of both Thais' tangible and intangible cultural heritage.

To accomplished so, Thai society should have a clear mutual understanding of the term "culture." It should evolve collective ideas (common ideas) of Thai culture and its elements as well as develop a shared vision on an approach to sustaining Thai culture.

It is now that Thai society develop its own charter for the conservation and management of cultural heritage of Thailand so that its constituents -- government and local administrators, academics, and the Ministry of Culture, for example -- will have its own guidelines for the management of Thai cultural heritage in keeping with international conservation standards. The charter will allow the participation of the constituents in preserving and sustaining their customs, local knowledge, arts or good culture, as encouraged by the Constitution of The Kingdom of Thailand of 1997, Section 46.

The next inquiry is, "Who should be responsible for drawing up this charter?" It should be an organization that that has adequate budget and understanding of cultural heritage. The organization should be associated with Thai cultural heritage and be able to coordinate with local residents, governmental bureaus, and international agencies (the Ministry of Culture and UNESCO). There are five organizations with the mentioned qualifications, including:

- The Office of Environmental Policy and Planning (the government bureau now coordinating with the Thai Regional office of the UNESCO);
- The Society for the Conservation of National Treasures and the Environment (SCONTE -- a non-government organization established by the Thailand Environment Foundation);

- Thailand Cultural Environment Fund (CEF – the non government organization established by the Thailand Environment Foundation);
- The Arts and Architecture Conservation Committee of the Association of Siamese Architects (ASA – a non-government organization); and
- The International Council on Monuments and Sites (ICOMOS Thailand – an international non-governmental organization—with international committees, including the Thai ICMOS committee—counseling UNESCO on cultural properties.)

Among the above organizations, the ICOMOS might be the most suitable delegate that might be able to bring together other public and private organizations and individuals to participate in drawing up the Charter for the Conservation and Management of Cultural Heritage of Thailand.

The Charter and the Anthropological Researchers

From an anthropological standpoint, there are questions concerning on: how to raise Thai society's awareness of the cultural significance; how the society will exploit cultural resources as a tool for the nation's development; how to evolve collective ideas of researchers; and how to develop cultural research database from the participation of every constituents across the country.

A cultural data, information and research network as a center of collective information about Thai culture might be an answer for the above questions. However, the center should provide resource of rich potential for research at every level and be approachable for every interested organizations and individuals with ethics, respect, and professionalism.

The Charter for Cultural Heritage Conservation and Management of Thailand is a good start for the management of the nation's cultural resources. It is also another answer to those questions in that it will help to set a direction for anthropological research with integrating approaches, or synthetic research. Under the overseeing of the Fine Arts Department, the Ministry of Culture, and other associated government bureaus, the charter will help to enable the connection of research –by

organizations, such as the national research council of Thailand, universities and other educational institutions—to future policy for national development. In effect, the Charter help to promote synthetic research, with integrating approach, that the Philosophy Division of the National Research Council encourages, in addition to today's pure research.

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CRISIS AND RISK MANAGEMENT IN TOURISM

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Introduction:

Fears of outbreaks of avian influenza A (H5N1) were declining, and 2005 was looking good for the tourism and hospitality sector in Thailand. Then a series of devastating tsunami hammered the coastline of the six resort provinces on the Andaman Sea on the morning of 26 December 2004. The tsunami that hit Southeast Asia was triggered by two massive earthquakes underneath the Indian Ocean. As people learned, the principal danger posed by large hydrologic displacement is the sudden rise of water levels. This massive wave wiped out towns, cities, and generations in one sweeping moment. Amid massive death toll, an especially tragic scenario played out in the beautiful but deadly harbors where popular resorts had fought to suppress flood warnings issued just a few years earlier.

The slow handling of the tsunami crisis by all governments directly affected by the disaster caused additional suffering. Initially, governments did not realize the full extent of the calamity. Only within the last few months have bureaucracies and crisis teams admitted that they were not prepared to handle a catastrophe of the magnitude of the Indian Ocean tsunami. This lack of preparation and inaction slowed response and exacerbated the suffering of the people directly involved. Official inquiries into the disaster by European states, most notably Sweden, have branded EU member states as culpable for failing to realize the scope of the tragedy and for not immediately offering medical care to injured nationals and providing transport home.

The installation of a disaster warning system in Thailand by the National Disaster Warning Center in the risk areas of the Andaman Sea will be completed and fully operational by the end of 2006. The construction on the second phase of the disaster warning system began late last month. It involves the installation of a warning system for tsunamis, floods, and mudslides, connecting all the southern coastal provinces along the Gulf of Thailand and four eastern coastal provinces. A third disaster warning project is aimed at the northern provinces like Chiang Mai, Chiang Rai, and Mae Hong Song. The warning system in the North will alert people to floods, earthquakes, and mudslides. Cost of these three projects is estimated at \$10 million.

In addition to 62 warning towers strategically located along the provinces on the Andaman Sea, the National Disaster Warning Center has authorized the installation of tsunami detection buoys which will enhance the confidence of tourists. The center's sophisticated technology is also linked to disaster monitoring centers in Hawaii and Japan.

The tsunami disaster shocked the world, but the tourism industry has slowly recovered in spite of rising oil prices that have bitten into the disposable incomes of potential tourists from all over the world.

Since 2001, the international tourism sector has been stunned by a series of man-made “shocks”, including “9/11” and the Bali bombings. Violent acts directed at tourists, however, are not phenomena confined to the current millennium. For example, in 1999 ten Japanese tourists were hacked to death by machete wielding Maya Indians in Huehuetenango, Guatemala. The response to the collapse of the lucrative Japanese tourism market was two-fold: firstly, the Guatemalan government substantially increased security forces in the Guatemalan highlands which are home to most of the nation’s Mayan archeological sites accessible to tourists; secondly, the All Nippon Travel Association (ANTA) invested no small amount of time and money in educating Japanese camera aficionados not to take photographs of rural Maya. ANTA took this course of action inasmuch as the Maya fear cameras will not only take their photographs—a practice abhorrent to them—but also will abscond with their mortal souls. In the eyes of the indigenous Maya this concern justified action taken by them against a group of culturally insensitive and / or ignorant tourists.

In September 2001, a band of Inca and Aymara Indians seized several European tourists traveling on a section of the ancient Royal Highway running from Cuzco to the ruins of Machu Picchu and held them to ransom. To help protect the ancient trail from the abrasive action of excessive pairs of hiking boots and the rubbish which trekkers generate, the indigenous people demanded the Peruvian government limit the number of trekkers starting the hike each day to 500 by requiring that tour operators submit the names and passport numbers of their clients in order to purchase necessary permits. Tour companies in Peru say that since the changes went into effect in May 2005, it has been nearly impossible to guarantee spaces for clients or to get last minute reservations. The point is that by limiting the number of trekkers to 500 per day, the fragile eco-system as well as the archeological sites of the central Peruvian Andes will not suffer as much damage resulting from hordes of well-intentioned tourists.

In turning back the calendar a decade or longer, there is a propensity for the tourist industry, as well as the general public, to forget most tragedies. For example, how many of us remember the attack by extremists in 1997 at the mortuary temple of Queen Hatshepsut at Deir el Bahri on the Nile River in which 60 tourists were gunned down? As with all disasters spawned by actions of extremists, tourism fell off drastically. To counter the collapse in international tourism—the number one earner of foreign exchange for Egypt—the government implemented tight security measures at the country’s archeological sites. This action has reduced—but not entirely eliminated—the risk of danger to international tourists.

Be that as it may, the international tourism sector has come to terms with the inevitability of such events as just outlined and, by necessity, has embraced the processes of crisis management.

Upon conclusion of this talk, it is my intention that you will:

- Recognize that crises can be either man-made, natural, or a combination of both.
- Understand the severity of the impact of major crises on the tourism sector.
- Be aware of the process of crisis management and the stages of planning following a crisis.

- Be familiar with the tourism sector's responses to "9/11".
- Be able to evaluate the response to health crises than can disrupt international tourism.

Key Issues:

There are five key issues which impact crisis and risk management in tourism:

- Crises are now seen as an inevitable part of doing business in tourism, but this fact means that the tourism sector must plan to anticipate crises and manage them better when they occur.
- There have been a series of shocks to the tourism sector since 2001, including "9/11" and the Bali and Madrid bombings. It is these shocks that have prompted the tourism sector to engage in crisis management.
- The impact of the major crises that have occurred since 2001 has been severe, driving airlines into bankruptcy and affecting tourism flows around the world.
- Crisis and risk management has been endorsed by the tourism sector as it struggles to come to terms with recent events. This planning approach is a disciplined one with a series of stages and guidelines for anticipating and dealing with crises, but when disaster strikes few governments are ready or capable to swing into action with an emergency relief plan.
- Not all crises are a result of terrorist acts, but crisis management provides a framework to deal with different types of crises, such as the SARS epidemic, or natural disasters, such as earthquakes.

Tourism and Crisis:

Tourism is potentially at risk from natural and man-made disasters, particularly in developing countries that can ill-afford the loss of foreign exchange. The vulnerability of the international tourism sector has been highlighted since 2001 through several major events.

- The first of these was the coordinated terrorist attacks on the Twin Towers of the World Trade Center in New York City and the Pentagon in Washington, D.C. on 11 September 2001. The official count records 2,986 deaths in the attacks, including the hijackers. The attacks are among the most significant events to have occurred so far in the 21st century in terms of the profound political, psychological, and economic effects that followed in the United States and many other parts of the world.
- Approximately one month after the attacks on New York City and Washington, D.C., the United States military led an international coalition into Afghanistan in pursuit of Al-Qaeda forces in order to topple the Taliban government for harboring what the Americans labeled a terrorist organization.
- The first Bali bombings occurred on 12 October 2002 in the town of Kuta, killing 202 people. The majority of the dead were foreign tourists, especially Australians, but nearly one-fifth were Indonesian nationals.
- On 28 November 2002, three suicide bombers detonated an SUV in the lobby of the Israeli-owned Paradise Hotel in Mombasa, Kenya, killing 13 people and injuring 80. Among the dead were three Israeli tourists, and ten Kenyans, mostly members of a dance troupe. About 20 minutes earlier, two surface-to-air missiles were fired at an

Arkia Boeing 757 airliner carrying 271 people, narrowly missing the aircraft, which was taking off from nearby Moi International Airport. The plane was able to land safely in Tel Aviv.

- First recognized in mid-March 2003, Severe Acute Respiratory Syndrome (SARS) adversely impacted the confidence of what had been an upbeat tourist industry in East Asia and Toronto, Canada. On 5 July 2003, the World Health Organization (WHO) reported that the last human chain of transmission of SARS had been broken.
- The political brinkmanship of the Iraq War has elevated the anxiety levels of tourists contemplating travel to the Middle East.
- The second Bali bombing occurred on 1 October 2005. Bombs exploded at two sites in Jimbaran and Kuta killing 23 people, including three bombers.

Tourism grew substantially in 2000 to reach almost 700 million international arrivals. This growth continued until the shock of "9/11", which saw demand falling dramatically in the last quarter of 2001. This crisis forced a number of airlines into bankruptcy and reduced the profitability of tourism businesses worldwide. Travelers deferred their trips, initially through fear of further terrorist attacks, and later by anxiety that their jobs might be at risk in the subsequent down-turn of the global economy.

The lingering effects of "9/11" have brought about a significant number of changes to international tourism:

- There was a worldwide decrease of 0.6% in international arrivals in 2001—somewhat less than initially feared.
- Destinations that were hit the hardest were those dependent on the North American market and those relying upon the long-distance traveler. The Americas were the hardest hit with a decrease of 6% in international arrivals, followed by Southeast Asia (-4.5%), and the Middle East (-2.5%).
- Some destinations with Muslim populations suffered while others such as New Zealand and Australia were perceived as safe havens.
- Preferences changed and consumers sought out "greener" destinations.
- In many countries, demand switched from international travel to domestic, partly as a result of the reduced availability of airline seats, but also because domestic travel—often by surface transport—was deemed safer.
- Governments and international agencies instituted "crisis recovery strategies", including support for the tourism sector, subsidies for airlines, and marketing campaigns.
- There was a call for better intelligence in all sectors of tourism.
- Security measures and immigration procedures were tightened.
- Lastly, the term "crisis and management" entered the lexicon of tourism.

One should be cognizant that never-ending man-made crises and natural disasters have a more localized effect on tourism:

- Man-made crises:

The damage produced on the night of 30 January 2003 in Phnom Penh, the Cambodian capital, went beyond burning the Thai Embassy and smashing Thai-owned business. Tourism is a vital industry in Cambodia, and the government counts on it to diminish widespread poverty; however, the riots reinforced the image of Cambodia as a basket case not worth the risk of investment. It is ironic that the week before the riots, Phnom Penh hosted the ASEAN Tourism Forum (ATF), with tourism ministers from the 10 nations present. The theme of the conference was that safety and security are essential in order to attract tourists.

Each year forest fires, fuelled by high temperatures and drought, destroy large stretches of forest in the Iberian Peninsula. In Portugal, for example, the southern province of Algarve, one of Europe's top tourist destinations, was badly hit in July 2004. Residents and tourists alike were forced to evacuate the village of Alpotel because a fire that had burned out of control for three days started advancing on the village. The main tourist zone—the coast—was not affected by the fires, but the nature in the interior of the province was severely damaged.

On 17 December 1996 the Japanese ambassador's residence in Lima, Peru was taken over by 23 members of the Tupac Amaru Revolutionary Movement (MRTA) which seized 250 hostages. Among the hostages were the ambassadors from Austria, Bolivia, Brazil, Canada, Cuba, Germany, Japan, South Korea, and Venezuela. The rebels demanded that Peruvian President Alberto Fujimori meet and negotiate with the hostage-takers in order to secure the release of 500 MRTA comrades in Peruvian prisons including their leader, Victor Polay. In the short-run, the situation played out in a bloody script worthy of a B-grade Arnold Schwarzenegger film. In the long-term, though, tourism nose-dived for three years with Japanese tourists being the most conspicuously absent.

Oil spills are a fairly common occurrence, even though the public is assured by energy companies that safety precautions are in place and the public has nothing to worry about. The expression 'Trust Me' is not a pejorative solely used by politicians. Please bear with me as I enumerate a few major oil spills and the damage inflicted by them on pristine beaches and eco-systems—both of which are popular with tourists.

1. On 18 March 1967 the *Torrey Canyon* ran aground, spilling 38 million galleons of crude oil off the Scilly Islands, Cornwall, England.
2. On 15 December 1976 the *Argo Merchant* ran aground and broke apart off Nantucket Island in New England spilling its entire cargo of 7.7 million galleons of fuel oil.
3. On 16 March 1978 the *Amoco Cadiz* spilled 68 million galleons of crude oil, causing widespread environmental damage to over 150 kilometers of the Brittany coast of France.
4. On 24 March 1989 the tanker *Exxon Valdez* hit an undersea reef and spilled 10 million galleons of crude oil into Prince William Sound, Alaska causing the worst spill in United States history.

5. On 13 November 2002 the *Prestige* suffered a damaged hull and was towed to sea and sank in the waters of Galicia, Spain. Much of the 20 million gallons of crude oil remain under water slowly leaking into the Atlantic Ocean.

To this list of unconventional man-made crises one could add prolonged strikes, air crashes, and other transport disasters, not to mention business failures.

- Natural disasters:

An unusually large summer storm pounded Central and Eastern Europe during the second week of August 2002 creating widespread and severe flooding. The Czech capital of Prague and the German city of Dresden—two very popular destinations of tourists—were at the center of the storm and its devastation. The low lying lands along the Danube River and its tributaries as well as the Elbe River in Germany, were exposed to the most severe flooding. The hardest hit countries were the centrally located nations of the Czech Republic, Slovakia, Germany, and Austria.

About 30 typhoons form each year over the Northwest Pacific Ocean, of which typically about seven or eight pass over the Japanese main islands. Strong typhoons often bring the region's transportation system to a standstill, with airlines and trains being stopped and expressways being closed. In the typhoon season of 2004, Japan was devastated by 12 typhoons in as many weeks.

The recent devastation of New Orleans and surrounding areas by Hurricane Katrina was one of the most predicted disasters of our time. The monetary cost may exceed \$100 billion and the mental and physical anguish inflicted on the inhabitants of the region is incalculable.

The year before Hurricane Katrina, a series of four hurricanes zigzagged across Florida killing 50 people and causing \$30 billion in damages.

On 24 June 1993 Mt. Unzen, an active volcano in western Kyushu, Japan sent a vast pyroclastic flow down its slopes inundating the community of Shimabara, a popular destination with tourists. The tourist-based economy has not yet recovered.

On the other hand, the active volcanism of Kilauea and Mauna Loa volcanoes is responsible for creating the physical allure of the Hawaii Volcanoes National Park—the major tourist attraction on the south coast of the Big Island of Hawaii.

Switching the gears of nature, as it were, on the night of 29 February 1960 an earthquake measuring 5.7 leveled the city of Agadir, Morocco killing thousands of Moroccans celebrating the third night of Ramadan and burying hundreds of European tourists. The loss of life—estimates run as high as 12,000—is attributed to deficiencies in design and construction of hotels and apartments.

On 28 March 1964—Good Friday—a magnitude 9.2 earthquake struck Prince William Sound, Alaska. Vertical displacements ranged from about 13 – 15 meters.

This shock generated a tsunami that devastated many towns along the Gulf of Alaska and left serious damage in its wake along the West Coast of Canada and the United States and in Hawaii. The maximum wave height recorded was 67 meters at Valdez Inlet.

On 19 September 1985 a magnitude 8.0 earthquake hit Mexico City and several states in central Mexico. Estimates of the death toll from this tremor run as high as 35,000. The cost to the tourist industry is estimated at \$4 billion in terms of lost revenue and jobs and in damage to tourist-related facilities.

On 18 October 1989 an earthquake measuring 6.9 caused 63 deaths, 3,757 injuries, and an estimated \$6 billion in property damage to the Bay Area of San Francisco.

On 16 January 1995 at 5:46 in the morning the Great Hanshin-Awaji Earthquake struck Kobe and Nishinomiya, Japan killing 5,200 people. Over 90% of the casualties occurred on landfill areas subject to liquefaction. The tourism industry in Hyogo-ken did not recover pre-temblor levels until 1998.

Crisis and Risk Management Planning:

Crisis and risk management recognizes that international tourism must be prepared for all sorts of crises by laying down a definite response pattern to such events. A risk management plan allows a tourist destination or tourist-related organization to prepare for and manage a crisis thereby reducing the potential impact of the crisis. Such impacts can be severe, not simply in terms of loss of life or damage to property, but also in negative media coverage.

The Pacific Asia Travel Association (PATA) defines a crisis as “any situation that has the potential to affect long-term confidence in an tourist-related organization or product, or which may interfere with the ability to continue operating normally.”

Crisis and risk management plans are now in place for many destinations. International agencies such as the World Tourism Organization (WTO), the United Nations Council on Tourism and Development (UNCTAD), and PATA are publishing guidelines for the tourism sector on the development of such plans. The central feature of risk management is to assess what can go wrong at a destination or in an organization, to determine the most significant risks, and implement strategies to deal with those risks. Once a crisis occurs, however, a crisis management plan is put into action. This typically demands strong leadership from within the organization and often the formation of a crisis management team. The conventional model for a crisis management plan involves the following elements—sometimes known as “the four Rs of crisis management”:

- **Reduction** The identification of potential crises and risks, as well as the strengths and weaknesses of the tourist destination or tourist-related organization, in order to reduce the impact of a crisis.
- **Readiness** The development and implementation of a master plan and ongoing assessment of tactics and strategies.
- **Response** If a crisis occurs, thoroughly developed response tactics are immediately put into action. This involves an operational response focusing on damage limitation

and a communications response emphasizing reassurance to the population impacted by the crisis.

- **Recovery** In the event of a crisis, a useful gauge of the effectiveness of the plan is the speed with which the public and private sectors resume normal operations and business returns to pre-crisis level. It is worth noting that tourist-related business has returned to normality more quickly after each successive crisis following “9/11”.

The United States Security Response to “9/11”:

The events of “9/11” underscored the shortcomings of crisis management at all layers of government. Furthermore, “9/11” showed unequivocally that the tourism industry was ill prepared to cope with disasters on a massive scale. Granted “9/11” was an unprecedented catastrophe, but the fact remains that international tourism had dragged its collective feet by not putting into effect points ‘three’ and ‘four’ of crisis management—Response and Recovery. As I have shown, disasters which adversely impact tourism are not new to the world’s tourism stage.

Most of us are painfully aware that “9/11” resulted from the lack of security procedures at airports and from the failure of the domestic intelligence communities to share cogent information. Even more painful is that when information was transmitted to the appropriate authorities, the agencies involved in the collection and dissemination of intelligence data were preoccupied with protecting their own operative turfs than admitting the possibility that they might have inadvertently aided and abetted the enemy. Security deficiencies were less evident in the EU where security systems were already in place as a result of the bombing of a Pan-American airliner over Scotland in 1988.

Although the Federal Aviation Administration (FAA) had long been the federal agency responsible for the safety of air travel in the United States, after “9/11” it came under scrutiny. Many critics alleged that it was too sympathetic with the commercial interests of the airline industry and, therefore, it was too cavalier in the enforcement of security measures. In the wake of “9/11” a new layer of bureaucracy—the Transport Security Administration (TSA)—was set up by Congress to oversee airport security. This included taking over responsibility for baggage checks from private companies and training airport staff in security procedures. In 2002, however, the TSA was placed under the aegis of the Department of Homeland Security, which has a coordinating role in bringing together the disparate federal agencies concerned with immigration, customs, and emergency services, as well as domestic security. In addition, the Federal Emergency Management Agency (FEMA) is under the regulatory umbrella of the Department of Homeland Security. If its response to Hurricane Katrina is any indication of the efficiency of the Department of Homeland Security, then that federal department is sorely incompetent for it was remiss in addressing the response and recovery components of crisis management in New Orleans.

The response to “9/11” by the United States government includes the following:

- Intelligence-led measures, such as the profiling of airline and airport personnel as well as passengers to identify those considered a high risk, using ID cards containing biometric data.

- More effective crowd control in terminals, separating passengers from “meeters and greeters”.
- The installation of automated baggage-screening systems at airports.
- Anti-terrorism training for cabin crews, backed up on some flights by armed air marshals or “skymasters” employed by the federal government. (The use of air marshals has been standard practice for many years on flights of El Al, the national airline of Israel.)
- Restrictions on airspace over metropolitan areas and those installations considered most at risk.

Cost-effective security is problematic, however, in view of the vast scale of air travel within the United States. For example:

- At noon on a typical day over 6,000 commercial and general aviation aircraft are flying in the United States airspace. These data suggest that 1 million passengers are airborne on any average high noon over America. The ability to monitor all of these high-fliers is virtually impossible. Assuming that the security personnel are 99% effective in monitoring passengers, a 1% error translates into 10,000 possible terrorists. It is a daunting if not impossible task to scrutinize every single passenger.
- Commercial airlines operate out of 429 airports, but there are some 8,000 small airports and airfields that are more difficult to police effectively. These are used by charter airlines catering mainly to business executives trying to avoid the security delays prevalent since “9/11” at the nation’s principal airports.

For the time being, most Americans are prepared to accept some inconvenience to their travel arrangements as part of the war on terrorism. However, some see the gathering of data on passengers by government agencies as surveillance, inappropriate in a free society, and a threat to civil liberties. May I direct you to the recent controversy over unauthorized eavesdropping or is it monitoring private conversations suspected of being anti-establishment? In a free society who is the greater criminal, the alleged perpetrator of a crime not yet committed or an over zealous government?

The Response to Health Crises:

First recognized in mid-March 2003, Severe Acute Respiratory Syndrome (SARS) was successfully contained in less than four months. SARS, the first major new infectious disease of the 21st century—with its high mortality rates—took advantage of the opportunities provided by international travel. Of the more than 8,000 people diagnosed with SARS, 812 patients died.

In the post-outbreak period, countries originally impacted by SARS have remained vigilant for the recurrence of the disease and have maintained the capacity of their public health facilities to detect and respond to the reemergence of SARS should it occur. Resurgence of SARS remains a distinct possibility, and the international community needs to be prepared.

Since January 2004, the number of confirmed cases of avian influenza A (H5N1) virus infection worldwide stands at 171 and the death toll at 93. All persons with confirmed H5N1 influenza have had severe illness and were hospitalized with pneumonia. So far, there is no

evidence of person-to-person spread of infection. It is believed that most cases of avian influenza A infection, which have occurred mainly in children and young adults, have resulted from contact with infected poultry or contaminated surfaces. However, other means of transmission are also possible, such as the virus becoming aerosolized and landing on exposed surfaces of the mouth, nose, or eyes, or being inhaled into the lungs. If H5N1 were to mutate into a form transmissible via person-to-person contact, the self-contained atmosphere of an aircraft would be an ideal vehicle not only to spread the virus among the aircraft's captive passengers, as it were, but to facilitate the transmission of the deadly contagion to other countries.

The Centers for Disease Control and Prevention (CDC) in Atlanta, Georgia recommends maintaining surveillance efforts by national and local health departments, hospitals, and clinicians to identify patients at increased risk for avian influenza A (H5N1). Among the concerns of the CDC is travel to a country with documented H5N1 avian influenza in poultry and / or humans. At this moment, a global epidemic of the magnitude of the 1918-1919 influenza pandemic appears unlikely. However, development of effective drugs and vaccines is likely to take a long time. Human influenza viruses should work in treating avian influenza infection in humans. Be that as it may, influenza viruses can become resistant to drugs so these medications may not always work. Additional studies are needed to demonstrate the effectiveness of these potential medicines.

If H5N1 is not contained, the world will face a situation in which every case of atypical pneumonia and every hospital-based cluster of febrile patients with respiratory systems will have the potential to rouse suspicions of avian influenza A and spark widespread panic. The world will, therefore, anxiously watch if new outbreaks occur. A pandemic of H5N1 would deal a severe blow to international tourism as well as the population as a whole.

A more likely scenario of the transmission of airborne pathogens is when, not if, bio-terrorists introduce toxic viruses into the atmosphere. For example, the smallpox virus is much more readily transmitted through the air than other diseases. I refer you to the deadly nerve gas, Sarin, which was launched by Aum Shinri Kyo in March 1995 in the Tokyo subway system that resulted in the deaths of 12 passengers and sickened thousands.

Conclusion:

The security measures now being taken at airports and seaports around the world show how seriously the public and private sectors are taking the threat of future crises and the lengths to which they will go to prevent them. The terms 'crisis', 'risk', and 'security' have become much more significant since "9/11", and this is likely to continue.

With strong tactical marketing plans, an up-and-running early warning system, and a well-defined disaster prevention and mitigation plan, with clear action steps, and precautionary measures in place, the worldwide travel industry—somewhat shaken by a seemingly endless array of human and natural disasters in the first five years of the 21st century—is hopeful that visitor confidence will return to near normal in 2006.

ภาคผนวก

สัญญาเลขที่ PDG4900002

โครงการ “AN INTERNATIONAL WORKSHOPS SYMPOSIUM DESTINATION REJUVENATION
STRATIGIES: THE POTENTIAL FUTURE FOR NEW TOURISM PRODUCTS/SERVICES OR
EXPERIENCES ”

สรุปรายงานความก้าวหน้าครั้งที่ 1

รายงานในช่วงตั้งแต่วันที่.....กุมภาพันธ์ 2549.....ถึงวันที่.....มีนาคม 2549.....

ชื่อหัวหน้าโครงการวิจัยผู้รับทุน.....นางจริยา บรอกเคลแมน.....

หน่วยงาน :มหาวิทยาลัยมหิดล.....

วัตถุประสงค์ของโครงการ

- 1) เพื่อเป็นเวทีแลกเปลี่ยนประสบการณ์และองค์ความรู้ในการแก้ไขปัญหาสถานที่ท่องเที่ยวที่เสื่อมโทรมจากนักวิชาการในสถาบันการศึกษาชั้นนำด้านการท่องเที่ยวจากทั้งยุโรปและเอเชีย
- 2.) เพื่อให้ผู้เข้าร่วมสัมมนาได้รับความรู้ที่หลากหลายจากประสบการณ์ตรงขององค์กรการท่องเที่ยวหรือสถาบันการศึกษาชั้นนำจากนานาชาติในการพัฒนา บริหารจัดการ และการฟื้นฟูแหล่งท่องเที่ยว
- 3) เพื่อเผยแพร่สาระ ความรู้จากสถาบันการศึกษาต่างๆ จากนานาชาติเป็นการผลักดันให้ผู้เข้าร่วมสัมมนาเกิดความคิดที่จะนำความรู้ที่ได้ไปใช้ในการทำวิจัยและพัฒนางานวิจัยที่เกี่ยวข้องกับการท่องเที่ยวต่อไป

รายละเอียดผลการดำเนินงานของโครงการตามแผนงานโดยสรุป (พอสังเขป)

กิจกรรม (ตามแผน)	ผลที่คาดว่าจะได้รับ (ตามแผน)	ผลการดำเนินงาน	หมายเหตุ *
1 จัดสัมมนาวิชาการ ระดับนานาชาติ วันที่ 2-3 มีนาคม 2549	1 งานสัมมนาวิชาการ เรื่อง “The 2 nd International Tourism Conference Destination Rejuvenation	1. การสัมมนาวิชาการ เรื่อง “The 2 nd International Tourism Conference Destination Rejuvenation	

กิจกรรม (ตามแผน)	ผลที่คาดว่าจะได้รับ (ตามแผน)	ผลการดำเนินงาน	หมายเหตุ *
	Products / Services or Experiences ”	Products / Services or Experiences ” ระหว่างวันที่ 2 -3 มีนาคม 2549	

หมายเหตุ

กิจกรรม หมายถึง งานที่จะดำเนินการในช่วงเวลาดังกล่าว ตามที่ระบุไว้ในแผน

ผลที่คาดว่าจะได้รับ หมายถึง ผลที่คาดว่าจะได้รับจากการดำเนินงาน ในช่วงเวลาดังกล่าว ตามที่ระบุไว้ในแผน

ผลการดำเนินงาน หมายถึง งานที่ดำเนินการไปในช่วงเวลานั้นมีผลเกิดขึ้นอย่างไรเป็นไปตามวัตถุประสงค์ของงานหรือไม่ อย่างไร

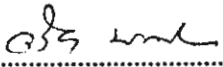
หมายเหตุ * หมายถึง มีอุปสรรคในแผนงานดังกล่าวอย่างไร

ข้อคิดเห็นและข้อเสนอแนะอื่นๆ ต่อ สกว.

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● นอกเหนือจากนี้ให้รายงานวิธีการ ตารางผล ผลการทดลองและวิจารณ์ สรุปผลตลอดจนเอกสารอ้างอิงให้แนบมาพร้อมกับสรุปรายงานนี้

● ในกรณีรายงานฉบับสมบูรณ์ให้เขียนแบบฟอร์มสรุปรายงานฉบับสมบูรณ์แยกจากรายงานฉบับสมบูรณ์ 1 ชุด

ลงนาม..... 

นางจริยา บรอกเคลแมน

วันที่ ๙ มี.ค. ๒๕๔๙.....