INVESTIGATION OF TOURISM STAKEHOLDER PARTICIPATION IN URBAN BEACH DESTINATION MANAGEMENT IN THAILAND AND IMPLICATIONS FOR TOURISM BUSINESS DEVELOPMENT

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Abstract

The reputation of beach destinations is well perceived for Thailand. Due to its popularity, many beach destinations get affected by negative environmental and social impacts and require special attention from stakeholders especially on the aspect relating the destination management. It is known from the tourism literature that stakeholder participation plays a crucial role if a destination is to be developed in a sustainable way, yet the scarcity is found from the literature that the stakeholder participation is not much stated or included in the stages of destination management. This study, hence, proposes the existence of the stakeholder participation in all stages of the destination management and investigates the level of stakeholder participations in the four different stages by using Hua Hin as a place of investigation. Through the quantitative survey of 539 participants of the five stakeholders, namely 1) central government 2) local government 3) business sector 4) civil society and 5) local resident, in the case of Hua Hin, despite the emphasized importance, all stakeholders do not highly participate in all the stages of destination management. However, the business sector is shown to be the prominent stakeholder that actively involves in the preparation and planning stages, indicating how the destination management is strongly driven by the tourism business sector. On the other hand, the civil society turns out to be less involved, particularly in the evaluation stage. Moreover, the role of the central and the local government is still moderate and should be improved considering they are very crucial in guiding and directing the policy of managing a destination. The study benefits future development of Hua Hin, and other urban beach

destinations in Thailand particularly on the aspects relating to how stakeholder collaboration should be enhanced. In addition, based on research findings, the paper offers the implications and guidelines for destination management and the crucial role of the business sector for developing a destination.

Keywords: urban beach destination, tourism management, participation, tourism stakeholder, stakeholder participation

Introduction

In Thailand, the tourism industry has expanded rapidly in the past few decades. Beach destination has been among the most popular destinations of the country (Ministry of Tourism and Sports, 2012; Tourism Authority of Thailand, 2012). Among the eight tourism clusters that have been classified by the Ministry of Tourism and Sports (2012), three out of the eight represent the beach destinations. This largest cluster type affirms how sea-sand-sun tourism is the prominent image of Thailand, and according to the Tourism Authority of Thailand (2012), this image is found to be top of tourist minds when they think about Thailand as a destination image.

The popularity of beach destinations comes with its consequences. Given its unique geographical and ecological position, beach destinations and coastal areas are known to be affected both socially and environmentally by tourism and require special attention by key parties. Beach and coastal destinations are now a sensitive area that requires actions both for preservation and conservation of resources (Williams and Micallef, 2009; World Tourism Organization, 1999). The situation is even more complex for urban beach destinations – locating within or adjoining to the urban area – in which large populations both local residents and visitors reside and stay. Smith (1992) mentioned about the urban beach destinations and pinpointed that "much beach resort spontaneously and its growth is unmanaged and unplanned (p. 27)" and inevitably affected the environmental and social changes. Smith further emphasized that to control the urbanization of the coastal area requires a comprehensive planning as part of the regional development. Hence, these challenges of urban beach destinations should be taken into consideration in managing destinations.

A number of problems continuously occur in the context of beach destination development, for instance, conflict among stakeholders; business focus on profit maximization rather than social and environmental care; lack of law enforcement; lack of supports from other parties; and negative impacts resulted from poorly planned and managed tourism development (Jamieson & Mandke, 2000). Hua Hin, as one of the popular urban beach destinations in Thailand, has also experienced several problems in managing the destination,

for instance traffic congestion (CyberBiz Online, 2013), parking system solutions (Thai News Agency, 2014), overpricing restaurants (ASTV Manager Online, 2014), beach invasion (ASTV Manager Online, 2014; PostToday, 2014), and environmental degradation (Kasemsuk, 2014).

Considering number of destination management problems, it has been emphasized by a number of studies that strengthening related and concerned stakeholders in managing a destination is an important factor that could effectively enhance the sustainable development (Dyer, Gursoy, Sharma, and Carter, 2007; Edwards, Griffin, and Hayllar, 2008; Erkuş-Öztürk & Eraydın, 2010; European Commission, 2000; Page and Hall, 2003; Philips and Jones, 2006; World Tourism Organization, 2010). More importantly, World Tourism Organization (2010) encouraged the strong collaborative approach to successfully deliver sustainable tourism management. Many scholars confirmed that it is necessary to have a strong collaboration and association among a wide range of organizations and tourism agents, especially the environmentally sensitive sector (Erkuş-Öztürk & Eraydın, 2010; World Tourism Organization, 2010). Therefore, in order to reduce the negative effect on the destination development, the investigation on the collaborative approach of the stakeholder participation is emphasized in the study.

When it comes to the context of Thailand, however, the studies on the stakeholder's participation on the urban beach destinations are still in paucity, both in the generic tourism destinations and the urban beach and coastal areas. Not being able to identify how stakeholders in the urban beach destinations participate in destination development and implement collaborative approach will make it difficult to start tackling the participative and collaborative challenges that each destination has. Therefore, this study aims at bringing clarity into the studied topic and proposes the following research objectives by taking Hua Hin as an urban beach destination for investigation. Hence, this study aims to:
1) investigate level of participation in each stage of tourism management approach
2) analyze level of participation among different stakeholders.

Literature review

Stages in tourism management

Number of studies demonstrated different stages in tourism destination management. Some of well-known approaches are, for example, Tourism Management Theory (TMT) which was introduced by Woodside and Martin (2008), indicating a series of tourism destination managing process into five areas namely administering, scanning and sense making, planning, implementing, and activity and impact accessing; Doswell (2009), echoed five stages of destination management approach by introducing the phases of

planning, organizing, directing, coordinating, and monitoring. Putting more in the simpler stage, Hill and Jones (2009) suggested three effective key steps of planning, implementing, and feedback loop whilst Moutinho (2011) also proposed a similar three approaches of strategic planning, implementing of strategy, and measuring the performance. Lastly, Mensah and Mensah (2013) suggested slightly different steps on the management elements, but still remained at the core five elements of planning, organizing, directing, controlling, and promoting. From these aforementioned studies, it could be noticed that most of studies on destination management approach always go straightforward to the planning stage of management cycle, yet it is rarely seen in such studies discussing on initiating or indicating key players to be involved in the process. In fact, the participatory approach should be at the first starting stage as well as be included in all stages of destination management. This idea is echoed by World Tourism Organization (2010), the participatory approach should be included in every single stage of destination management in order to encourage tourism sustainability. This study, hence, incorporates the participatory approach into the stage of tourism management and further elaborate the previous studies and the importance in the following section.

Tourism stakeholder participation in tourism management

Tourism sector is considered as a multi-sectoral economic activity since it is involved many different sectors and no single organization nor individual operates the tourism sector (Doswell, 2009; Swain & Mishra, 2012). It is more likely to focus on people who work in tourism – such as local residents, communities, tourism business, and government – who are ideally required to work together since they all take responsibilities to ensure that tourism management would be done in sustainable aspects, including social, environmental, and economical aspects rather than exploiting local assets of such destinations (Benckendorff, Sheldon, & Fesenmaier, 2014; Mason, 2016; Page, 2011). World Tourism Organization (2010) proposed the Multi-Stakeholder Process Model to promote the notion of multi-stakeholder collaboration enhancement within the tourism industry. It emphasized that the bottom-up work and commitment are critical success factors; while top-down concepts and resources can provide helpful support. This four-stage of Multi-Stakeholder process model consists of "Getting started", "Determining goals and actions", "Managing the process", and "Learning and adaptive management".

Consequently, this study placed an important on integrating the notion of tourism management with the participatory approach in order to enhance the managing of a destination sustainably. Four stages of tourism management were suggested in this study, namely preparation stage,

planning stage, implementation stage, and monitoring stage.

Preparation stage

An exploration of initial opportunities, ideas, concepts, and initial stakeholders should be conducted as the first stage in order to ensure that important issues are addressed and appropriate actors are involved (World Tourism Organization, 2010). A careful analysis and consultation to identify appropriate actors is important in this process since a logical partnership could bring together a better understanding in the situation, a broad knowledge and skills and it could strengthen the engagement in developing and managing the destination (Pomeroy & Douvere, 2008; Waligo et al., 2013; World Tourism Organization, 2010). Encouraging stakeholders to join is one of challenging tasks in this stage, since stakeholders have different level of interest and different level of engagement. Hence, it is necessary to communicate and provide knowledge in a correct way to strengthen the collaboration (Sindecharak & Sangsnit, 2013; Jamal & Getz, 1995; Wilcox, 1994; World Tourism Organization, 2010). Moreover, building understanding and building connection among stakeholders are important success elements in collaboration since it could provide an opportunity to strengthen mutual understanding, to get knowing each other and to encourage them to feel comfortable to share their opinions (Pomeroy & Douvere, 2008; World Tourism Organization, 2010).

Planning stage

All concerned parties should be included at the planning stage in order to agree priorities, objectives, and purpose of the plan (Mathbor, 2008; Pomeroy & Douvere, 2008). After agreeing on goals, situational analysis, both external and internal conditions, should be taken place to turn the conclusions to an action plan (Wilcox, 1994). The management approach consists of all activities of the overall management function that determine the policy, objectives, responsibilities, and implementation that need to be introduced and clearly set out in order to avoid any subsequent frustration of the expectations of public and private partners and local community (European Commission, 2000). Government agencies must provide knowledge of the existing policy context and provide relevant economic and environmental data; while tourism business sector should unfold their performance, needs, obstacles, and market information (World Tourism Organization, 2010). NGOs, moreover, could provide the information on environmental and social condition in the area (World Tourism Organization, 2010). This is an effective way to promote the information exchange and to enhance the understanding among stakeholders throughout the consensus process (Pomeroy & Douvere, 2008). Importantly, it is crucial to secure long-term commitment both to the strategy and implementation at the beginning stage.

Implementation stage

Implementation is concerned with the mobilization and deployment of

resources and technology which provides the groundwork for working towards the objectives and results (Doswell, 2009). The continuous effective communication and stakeholder engagement are essential in order to increase motivation and rejuvenate the process (Waligo et al., 2013). Pomeroy and Douvere (2008) suggested that government needs to ensure the availability of appropriate training, operation, and equipment to concerned parties. Producing materials and hosting activities are conducted in this stage in order to involve a range of interests (Wilcox, 1994).

Monitoring stage

Monitoring concerns with the control function and performance toward the reporting and analysis of results (Doswell, 2009; Mason, 2016). After implementing the plan, stakeholders should get involved in summarizing and evaluating results and outcomes in order to examine the level of achievement (Pomeroy & Douvere, 2008). This monitoring information would enable the involved parties to determine its ongoing interest and participation in tourism (Canadian Universities Consortium, 1999). Tourism stakeholders should identify and agree on indicators at the early stage of planning to clarify sustainability objective and implement it throughout the process to ensure tourism activities meet sustainable development goals (Canadian Universities Consortium, 1999; World Tourism Organization, 2010).

Research framework

This study examined the level of participation in four stages of tourism management of different stakeholders in an urban beach tourism destination in Thailand. This study selects Hua Hin as a destination to carry out the research investigation. Given the history and characteristics, Hua Hin is one of Thailand's premier beach resort towns on the Gulf of Thailand since 1920s. It is a rapid expansion and unplanned growth along the coast for recreational purpose has impacted on the evolution of the physical form of the urban beach center and environmental degradation, resulting in pollution and problems in various dimensions (Smith, 1992). By undertaking these research objectives, the study expects to have a better understanding about the current tourism stakeholder participation in the urban beach destination by using Hua Hin as a place of investigation in order to be an important resource for further participation enhancement.

Research methods

The quantitative method was applied through the use of questionnaire survey. The questionnaire with measurement scales was developed and modified from previous studies in the context of stakeholder participation and tourism management approach. The questionnaire consists of two sections 1) the demographic profile of respondent and 2) the level of participation in tourism management approach by focusing on the four stages of management: preparation stage, planning

stage, implementation stage, and evaluation stage. The Item-Objective Congruence Index (IOC) was applied into a content validity test evaluated by five experts. Reliability results later came from the pilot questionnaire data to reveal errors in the designed questionnaire and to refine the tool before the final test.

Data collection

Data were collected from May to July 2016 from tourism stakeholders in Hua Hin, Prachuap Khiri Khan Province, Thailand. At the first stage, the quota sampling method was adopted in order to ensure the equality of each segment among tourism stakeholder by dividing the population into five segments equally since the opinions and inputs of each tourism stakeholder are a core of this study and the imbalance of stakeholder was minimized. The five segments of tourism stakeholders in this study are 1) central government; 2) local government; 3) business sector; 4) civil society; and 5) local resident. Purposive sampling technique was, then, applied for the central government, local government, tourism business and civil society in order to get the information from proper key informants, while accidental sampling was applied for the local residents who are willing to give information about the tourism management in Hua Hin. G*Power

version 3.1 was conducted to calculate sample size, by using the F-tests – ANOVA: Fixed effects, omnibus, one-way, the required number of sample size for this study is 470. Finally, 539 successful questionnaires were returned and computed in the data analysis process.

Research findings

Among the 539 respondents, 291 (54%) were male and 248 (46%) were female. The majority of respondents fell in the 40-49 age range (39.3%) which is slightly more than the 30-39 age range (33.2%). The remaining groups with minority were less than 30 years old (14.5%) and equal and older than 50 years old (13%) respectively. Regarding to the education background, the vast majority of respondents (72.2%) hold a bachelor degree level, while 17.4% of respondents got graduate degree level and 10.4% were below the bachelor degree. In addition, as described in the quota sampling technique, sector of respondents was controlled to have a similar proportion. Consequently, the number of each sector (central government, local government, business sector, civil society, and local resident) was accounted between 18.6% - 22.3%. Cronbach's alpha for 26 items were .809 indicating excellent reliability of the variables.

Table 1 Frequency and percentage of respondents classified by socio-demographic profiles

(n = 539)

Socio-demographic data	Frequency	(%)
Gender		
Male	291	54.0
Female	248	46.0
Age		
Less than 30	78	14.5
30-39	179	33.2
40-49	212	39.3
50 and over	70	13.0
Education		
Below Bachelor degree	56	10.4
Bachelor degree	389	72.2
Graduate degree	94	17.4
Stakeholder		
Central government	102	18.9
Local government	105	19.5
Business sector	112	20.8
Civil society	100	18.6
Local resident	120	22.3

The level of participation in tourism management approach was revealed by using twenty-six attributes of four stages in tourism management to collect quantitative data from tourism stakeholders in Hua Hin. (Please see appendix 1 of how the 26 attributes were derived from) By using five levels of participation, level one (1) to five (5) referred to "Very Low" to "Very High". The descriptive data analysis was reported in Table 2.

Table 2 Level of participation in tourism management approach

		M					SD	
		Central Gov.	Local Gov.	Busi ness	Civil So.	Local Res.	Overall	
Preparation Stage								
1	Analyzing conditions, problems, and opportunities	2.89	2.62	2.96	2.73	2.63	2.78	0.79
2	Identifying stakeholder	2.62	2.70	3.29	2.79	2.60	2.80	0.88
3	Encouraging participants to join	3.02	2.82	3.55	2.61	2.73	2.95	0.86
4	Building understanding amongst stakeholder	2.79	2.63	2.99	2.70	2.64	2.75	0.84
5	Building connection	2.90	2.86	3.63	2.91	3.03	3.07	0.94
6	Selecting coordinator	2.81	2.78	3.30	2.89	2.83	2.93	0.92
	Overall preparation stage						**2.88**	**0.70**
Planning Stage								
1	Setting objective	2.65	2.67	3.02	2.75	2.64	2.75	0.68
2	Analyzing situation	2.84	2.83	3.46	2.91	2.85	2.98	0.77
3	Developing policy and planning	2.84	2.82	3.48	2.89	2.89	2.99	0.86
4	Developing project/activity	2.85	2.86	3.42	2.90	2.87	2.98	0.75
5	Developing action plan	2.65	2.70	3.21	2.74	2.63	2.79	0.73
6	Agreeing on role and responsibility	2.80	2.87	3.17	2.86	2.82	2.91	0.73
7	Developing finance and accounting plan	2.80	2.81	3.27	2.91	2.86	2.93	0.72
8	Identifying monitoring and evaluation process	2.90	2.88	3.47	2.96	2.86	3.02	0.81
9	Defining success criteria	2.83	2.89	3.29	2.87	2.88	2.96	0.84
10	Collecting decision-making	3.03	2.94	3.66	3.04	3.04	3.15	0.84
	Overall planning stage						**2.94**	**0.57**
Implementation Stage								
1	Implementing action plan	3.16	3.10	3.05	3.24	3.01	3.11	0.7
2	Supporting operation directly	3.19	3.05	3.08	3.21	3.08	3.12	0.62
3	Supporting operation indirectly	3.05	3.01	2.96	3.04	2.98	3.01	0.72
4	Operating within organization/community	3.07	3.06	3.12	3.15	3.02	3.08	0.78
5	Operating among organization/community	3.14	3.10	3.20	3.22	3.09	3.15	0.86
	Overall implementation stage						**3.09**	**0.55**
Evaluation Stage								
1	Monitoring process	3.19	2.99	3.17	2.60	2.92	2.98	0.77
2	Evaluating process	3.36	3.08	3.14	3.03	2.93	3.10	0.77
3	Consulting and suggesting	3.05	2.90	2.93	2.66	2.80	2.87	0.77
4	Communicating and sharing results	3.16	2.95	3.13	2.49	2.93	2.94	0.88

5	Improving and adapting operation	3.02	2.95	3.12	2.66	2.95	2.94	0.79
	Overall evaluation stage						**2.97**	**0.58**

Remark: 1.00-1.99 = "Very Low", 2.00-2.99 = "Low", 3.00-3.99 = "Moderate", 4.00-4.99 = "High", 5.00 = "Very High"(α = .809)

The tourism management approach is divided into four stages, which are preparation, planning, implementation, and evaluation. The highest frequency was dropped into the level of 'Moderate', following by 'Low' level. The Preparation Stage was the lowest score (M = 2.88, SD = .70), while the highest one was the Implementation Stage (M = 3.09, SD = .55). The mean Planning Stage score was M = 2.94 (SD = .57). Among the attributes in the Preparation Stage, Building connection was the highest score (M = 3.07, SD = .94), while Building understanding amongst stakeholder was the lowest score (M = 2.75, SD = .84). In the Planning Stage, Collecting decision-making was the highest score (M = 3.15, SD = .84), while Setting objective was the lowest score (M = 2.75, SD = .68). In the Implementation Stage, Operating among organization/community was the highest score (M = 3.15, SD = .86), whereas Supporting operation indirectly (M = 3.01, SD = .72). In the Evaluation Stage, Evaluating process was the highest score (M = 3.10, SD = .77), while Consulting and suggesting was the lowest score (M = 2.87, SD = .77).

In order to analyze level of participation among different, a One-way Analysis of Variance (ANOVA) was used to examine the level of tourism participation of different stakeholders in an urban beach tourism destination in Thailand. The test of normality, examining standardized skewness and the Shapiro-Wilks test, indicated the data were statistically normal. The *Levene*'s F Test for Equality of Variances is used to test the assumption of homogeneity of variance. The alpha level of 0.05 was used for all analyses. According to the *Levene's* Test of Homogeneity of Variances, the Planning Stage (F = 1.06, p = .373), Implementation Stage (F = 1.75, p = .138), and Evaluation Stage (F = 1.57, p = .181) variables, the test of homogeneity of variance was not significant indicating the equal variances assumed. The null hypothesis of these variables was retained. Thus, F Test for ANOVA were used. For the Preparation Stage (F = 5.90, p < .001) variable, the test of homogeneity of variance was significant indicating the unequal variances. The null hypothesis of these variable was rejected. Thus, Welch statistic was used.

There were statistically significant differences between groups means as determined by one-way ANOVA for the Planning Stage (F(4, 534) = 19.44, p < .001) and Evaluation Stage (F(4, 534) = 11.09, p < .001). There were no statistically significant differences between group means as determined by one-way ANOVA for the following dependent variable: Implementation Stage (F(4, 534) = .99, p = .409).

Table 3 Level of tourism participation of different tourism stakeholders by One-Way ANOVA

		SS	*df*	*MS*	*F*	*Sig.*
Planning Stage	Between Groups	22.92	4	5.73	19.44	.000
	Within Groups	157.33	534	.29		
	Total	180.25	538			
Implementation Stage	Between Groups	1.21	4	.30	.99	.409
	Within Groups	162.45	534	.30		
	Total	163.66	538			
Evaluation Stage	Between Groups	13.80	4	3.45	11.09	.000
	Within Groups	166.10	534	.31		
	Total	**179.90**	**538**			

For the unequal variances, the *Welch's* test indicated that the following dependent variable was statistically significant difference: Preparation ($F(4, 259.17) = 22.210$, $p < .001$).

		Statistic[*]	**df1**	**df2**	**Sig.**
Preparation Stage	Welch	22.210	4	259.17	.000

*Asymptotically F distributed.

In order to explore further, post hoc comparisons were then conducted in order to determine which pairs of the five sectors means differed significantly. LSD, moreover, was used to determine if the equal variances assumed, while Dunnett's T3 was used if the equal variances not assumed. The results of post hoc comparisons indicated that the tourism stakeholders in Hua Hin had statistically differences in level of participation in the Preparation, Planning, and Evaluation stages. In the Preparation Stage and Planning Stage, Business Sector ($M = 3.28$, 3.34) had a significantly higher average level of participation in tourism management than Central Government ($M = 2.84$, 2.82), Local Government ($M = 2.74$, 2.82), Civil Society ($M = 2.77$, 2.88), and Local Resident ($M = 2.74$, 2.83) respectively, while in the Evaluation Stage, Civil Society ($M = 2.69$) had a significantly lower average level of participation than other stakeholders – Central Government ($M = 3.15$), Local Government ($M = 2.97$), Business Sector ($M = 3.10$), and Local Resident ($M = 2.90$).

Table 4 Post hoc comparison of different tourism stakeholders

Stakeholder	*M*	Mean Differences				
		1	2	3	4	5
Preparation Stage						
1. Central government	2.84	--				
2. Local government	2.74	.09	--			
3. Business sector	3.28	-.44***	-.54***	--		
4. Civil society	2.77	.06	-.02	.51***	--	
5. Local resident	2.74	.09	.01	.54***	.03	--
Planning Stage						
1. Central government	2.82	--				
2. Local government	2.82	-.01	--			
3. Business sector	3.34	-.52***	-.51***	--		
4. Civil society	2.88	-.06	-.05	.46***	--	
5. Local resident	2.83	-.01	-.01	.51***	.04	--
Implementation Stage (shown but no significance)						
1. Central government	*3.11*	*--*				
2. Local government	*3.06*	*.05*	*--*			
3. Business sector	*3.08*	*.03*	*-.01*	*--*		
4. Civil society	*3.17*	*-.05*	*-.10*	*-.09*	*--*	
5. Local resident	*3.03*	*.08*	*.02*	*.04*	*.13*	*--*
Evaluation Stage						
1. Central government	3.15	--				
2. Local government	2.97	.18*	--			
3. Business sector	3.10	.05	-.12	--		
4. Civil society	2.69	.46***	.28***	.41***	--	
5. Local resident	2.90	.25*	.07	.19*	-.21*	--

*$p < .05$, ***$p < .001$

Discussions and conclusions

Given the first objective of this study, the investigation of level of participation in each stage of tourism management approach in Hua Hin was explored. This study found that the average of participation level fell into low to moderate level in every stage. The overall level of Preparation Stage ranked the lowest level among all four stages. In addition, among these attributes "building understanding amongst stakeholder" was rated the lowest scores, following by "Analyzing conditions, problems, and opportunities" and "Identifying stakeholder" respectively. The overall level of participation in the Planning Stage is also relative low. "Setting objective" was rated the least scores, following by "Developing Action Plan" and "Agreeing on role and responsibility" respectively. The Evaluation Stage, moreover, was rated slightly higher than Preparation and Planning stages. "Consulting and suggesting" was rated the least scores, following by "Communicating and

sharing results" and "Improving and adapting operation". In the Implementation Stage, they had the highest level of participation. Nonetheless, the overall rating scale only met the moderate level. Among the attributes, "Supporting operation indirectly" was rated the least scores, following by "Operating within organization/community" and "Implementing action plan". Each stakeholder had participated in operating activities and events in Hua Hin as a part of their roles in their organization or their community. In addition, more people in each stakeholder have more chances to participate in implementing action plan than participating in other stages. It could be noticed that the Hua Hin tourism stakeholders had relatively low level of three out of four stages. The results show an interesting discovery that even though the tourism stakeholders in Hua Hin had not involved in the Preparation Stage, Planning Stage, and Evaluation Stage, they were asked to collaborate or to involve in various activities and they did participate in such activities.

This study, moreover, aimed at analyzing in-depth information about level of participation among different stakeholders in order to have a better understanding that if Hua Hin would like to enhance the participation among tourism stakeholders which segment and in which stage need to be improved. The results from post hoc comparison show that the two key groups of Hua Hin tourism stakeholders had different level of participation in Preparation Stage, Planning Stage, and Evaluation Stage. The Business sector had significantly

higher level of participation than other tourism stakeholders in the Preparation and Planning stages. They have very relatively high level in "Building connection" "Encouraging participants to join", and "Selecting coordinator" among the Preparation Stage, while among the Planning Stage, "Collecting decision-making", "Developing Policy and Planning", and "Identifying monitoring and evaluation process" are relatively high. Given this outstanding participation and involvement, it could be seen as a result of a strong connection and networking among entrepreneurs in the area through the mechanism of business association called "Hua Hin/Cha-Am Tourism Association", which would be used to induce the participation of other stakeholders. This active participation of business sector in the tourism management could be considered as one of important drivers in enhancing the destination management. Considering the profit motivation and business opportunity, the business sector needs to be active and have high involvement in the tourism management approach (Page & Hall, 2003). The business sector could present a positive signal in sustainable tourism management since it could possibly reduce negative impact and damage on social and environment to the destination (World Tourism Organization, 2010).

Furthermore, the Civil Society had significantly lower level of participation than other in the Evaluation Stage. Most of attributes in Evaluation Stage were rated relatively low level, namely "Communicating and sharing results", "Monitoring process", "Consulting and

suggesting" and "Improving and adapting operation", respectively. These restrictions were reflected by educators, both high school and university levels, as well as NGOs in Hua Hin since they were rarely invited to participate in the evaluation process, or to share their opinions. Even though they were asked to provide support in organizing various activities, they could not give feedback for further improvement. In fact, educators should have more opportunities to provide or to share their knowledge to other stakeholders. As suggested by UNWTO (2010), the civil society could play a role to give support through variety of projects, facilitate collaboration process, and assist in evaluation and monitoring process. This could be considered as appropriate roles of civil society in these stages. Dabphet (2013) suggested that educational institutes could play an important role in planning and knowledge delivery. If the educational institutes have participated more in the Preparation and Planning Stages, they will contribute to enhance the skills of concerned stakeholders to have better quality standards and capacity building, especially partnership enhancement (Erkuş-Öztürk & Eraydın, 2010) and planning development (European Commission, 2000).

One of the key findings that this study discloses is the participation of tourism stakeholders in Hua Hin should be enhanced, especially in the beginning stages in order to allow related parties have more engagement and more collaboration in managing the destination. Looking from the overall picture of Hua Hin, the business sector is the strongest stakeholder who urge for and are willing to participate in different stages of destination management. The business sector in Hua Hin has strongly shown their willingness and readiness to participate in all tourism destination management and are perceived to be motivated than other stakeholders. Although it may be inferred that Hua Hin's positive economic benefits is a driving factor for the business sector involvement, their strong willingness, collaborative and effective action should be learnt from, particularly by the government agencies. In order to promote the destination management and development, it is necessary to enhance the collaboration between the public and business sectors through the participatory approach. As suggest by Piriyapada & Wang, 2015, it is the government's responsibility, both central government and local government, to provide more resources for further beach destination protection and beach management. Hence, the business sector in Hua Hin should reinforce the connection with the government agency, especially, local government in Hua Hin, in order to set up a clear strategic goal to improve the destination. Hua Hin tourism businesses with the collaboration with the Hua Hin/Cha-Am Tourism Association, moreover, could act as key players in inviting other key stakeholders, such as government representatives, civil society, local residents to participate in tourism management approach, especially in preparation and planning stages as demonstrated the details of activities in the table 2. The collaboration with educators in the destination could be

considered as a good strategy in organizing such activities. The business sector could contribute both financial and personnel supports; while the educators could contribute their knowledge to enhance the tourism stakeholder participation, for example organizing tourism strategic planning workshop, organizing evaluation and result sharing workshop, and organizing a seminar in direction of destination development. One of important actions that the business sector could take is that they might initiate a city development platform which could enhance the destination development and management holistically. This city development platform can be initiated by the business sector, like many cities in Thailand. If the business sector could perform this role, the participation in managing the destination could be more motivated and gathered multi-stakeholder to join this taskforce. Given the satisfaction of visitors and long-term benefits of local residents of destination area, the tourism business can act as the lead on improvising the stakeholder participatory approach in Hua Hin. However, without support from the government sector, the active action of business sector would face a difficulty. The government sector should play a strong supporting role and attempt to incorporate other stakeholders to get involved for the improvement of a destination. As suggested by Beyer (2014), a transparent and participation in the environment and social improvement with concerned stakeholders could contribute to sustainable business.

Nevertheless, a number of studies highly focused on active roles of central and local government agencies to set directions, strategies, and regulations (World Tourism Organization, 2010), to connect and manage diverse stakeholders (Mason, 2008), to analyze and understand needs of various stakeholders (Edwards et al., 2008), and to coordinate with all stakeholders in the destination (Benckendorff et al., 2014), it means that the role of the central and the local governments are also very crucial, which is still lacking in the Hua Hin case. This is one of the important gaps for further improvement in Hua Hin and may be for other urban beach destination development since the central and local government agencies are considered as a critical factor in improving the whole tourism sector. Without the understanding of the roles and responsibilities, the tourism sector would not be able to enhance its performance to develop a long-term sustainability, especially in developing countries (Hojeghan & Esfangareh, 2011; Tosun, 2005).

This study conducts with some limitations despite its key contribution to the stages of destination management literature on the stakeholder participation in the urban beach areas. Even though using Hua Hin as a place of investigation is able to project the overview of participation of stakeholders in each stage, as well as highlight the concerned issues and levels of participation in which other destinations can learn from, it is still not adequate to claim that the result can be fully explained for other urban beach areas in Thailand or

elsewhere as other destinations are known to have its unique characteristics. Moreover, the quantitative study poses some limitation on the in-depth explanation behind the results of participatory level. Hence, it is recommended that further studies to be conducted at other urban beach destinations and/or complementing the study with qualitative approaches in order to obtain deeper explanation about the urban beach destination development.

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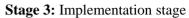
Appendix Twenty-six attributes of four stages in tourism management

Stage 1: Preparation stage

Variable	Related Studies																
	Drake (1991)	Wilcox (1994)	Jamal and Getz (1995)	Ramirez (1999)	Burns and Taylor (2000)	European Commission (2000)	Geerts (2005)	Page and Hall (2003)	Gomes (2005)	UNEP and UNWTO (2005)	Mathbor (2008)	Pomeroy and Douvere (2008)	Erkus-Ozturk and Eraydin (2010)	UNWTO (2010)	Page (2011)	Schmidt et al. (2013)	Waligo et al. (2013)
Participating in preparation stage		✓				✓		✓			✓			✓			
Analyzing conditions, problems and opportunities	✓	✓				✓		✓		✓	✓	✓		✓			✓
Identifying stakeholder	✓	✓	✓	✓	✓	✓		✓	✓			✓		✓	✓		✓
Encouraging participants to join								✓					✓	✓	✓	✓	✓
Building understanding amongst stakeholder	✓					✓	✓	✓						✓		✓	
Building collaboration								✓				✓	✓	✓			✓
Selecting coordinator								✓						✓			

Stage 2: Planning stage

Variable	Related Studies																				
	Fayol (1910)	Drake (1991)	Wilcox (1994)	Jamal and Getz (1995)	European Commission (2000)	Jamieson and Mandke (2000)	Page and Hall (2003)	Gursoy and Rutherford (2004)	Gomes (2005)	UNEP and UNWTO (2005)	Mason (2008)	Mathbor (2008)	Woodside and Martin (2008)	Nunkoo, Ramkisson, Gursoy and Chi (2009)	Edwards et al. (2010)	Erkus-Ozturk and Eraydin	UNWTO (2010)	Page (2011)	UNWTO (2012)	Dabphet (2013)	Schmidt et al. (2013)
Participating in planning stage	✓			✓	✓		✓				✓	✓	✓				✓	✓		✓	
Setting objectives/ goals	✓		✓		✓		✓			✓		✓	✓		✓		✓	✓			✓
Analyzing situation			✓		✓												✓		✓		
Developing policies and planning			✓	✓	✓		✓	✓		✓	✓	✓	✓	✓	✓		✓			✓	✓
Developing project/activity			✓		✓			✓		✓		✓		✓			✓				
Developing action plan	✓	✓			✓												✓				
Agreeing on roles and responsibilities	✓				✓		✓		✓		✓					✓	✓	✓			
Developing finance and accounting plan			✓		✓												✓				
Identifying monitoring and evaluation process					✓		✓				✓	✓					✓				
Defining success criteria					✓												✓	✓			
Collecting decision-making		✓	✓		✓	✓	✓		✓						✓		✓				✓

Stage 3: Implementation stage

Variable	Related Studies														
	Fayol (1910)	Drake (1991)	Jamal and Getz (1995)	European Commission (2000)	Page and Hall (2003)	Mason (2008)	Woodside and Martin (2008)	Doswell (2009)	Hill and Jines (2009)	UNWTO (2010)	Moutinho (2011)	Page (2011)	Dabphet (2013)	Waligo et al. (2013)	Beyer (2014)
Participating in operation		✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	
Implementing action plan	✓	✓	✓	✓			✓			✓				✓	
Supporting operation directly				✓						✓		✓		✓	✓
Supporting operation indirectly				✓						✓		✓		✓	✓
Operating within organization/ community				✓						✓		✓		✓	✓
Operating between organization/ community				✓	✓					✓		✓		✓	✓

Stage 4: Evaluation stage

Variable	Related Studies											
	Fayol (1910)	Drake (1991)	Canadian Universities Consortium (1999)	European Commission (2000)	Page and Hall (2003)	Mathbor (2008)	Woodside and Martin (2008)	Doswell (2009)	Hill and Jines (2009)	UNWTO (2010)	Moutinho (2011)	Page (2011)
Participating in evaluation		✓	✓	✓	✓		✓	✓	✓	✓	✓	✓
Monitoring progress	✓	✓	✓	✓	✓		✓			✓		✓
Evaluating progress	✓	✓		✓	✓		✓			✓		✓
Discussing and suggesting				✓						✓		
Demonstrating and sharing results				✓		✓				✓		
Improving and adapting operation	✓			✓						✓		