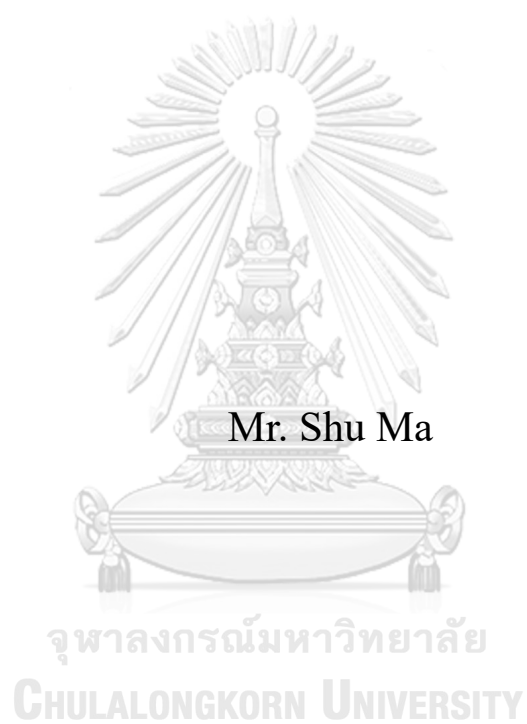


Cultural Destination Branding for Doi Mae Salong:  
Stakeholders' Perspectives



A Thesis Submitted in Partial Fulfillment of the Requirements  
for the Degree of Master of Arts in Cultural Management

Inter-Department of Cultural Management

Graduate School

Chulalongkorn University

Academic Year 2023



จุฬาลงกรณ์มหาวิทยาลัย  
CHULALONGKORN UNIVERSITY

การสร้างแบรนด์แหล่งท่องเที่ยวทางวัฒนธรรมของดอยแม่สลอง: มุมมองของผู้มีส่วนได้ส่วนเสีย



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## 6488010120 : MAJOR CULTURAL MANAGEMENT

KEYWORD: Branding of Destinations Tourism Resources Stakeholders Community  
Engagement Doi Mae Salong

Shu Ma : Cultural Destination Branding for Doi Mae Salong: Stakeholders' Perspectives.  
Advisor: Asst. Prof. PUNTHUMADEE KATAWANDEE, Ph.D.

This study uses qualitative and quantitative methods to propose and develop Doi Mae Salong's destination branding. Here are the research goals: This research aims to: 1) investigate the community identity, destination resources, and significance of Doi Mae Salong; 2) collect data on Doi Mae Salong's tourism resources and current tourism situation; 3) identify the stakeholders' destination branding goals for Doi Mae Salong; and 4) develop Doi Mae Salong's brand based on its resources and stakeholders' perspectives.

During the quantitative phase, on-site visitors completed a questionnaire with an IOC score of 0.896 between August 8 and September 8, 2023. A total of 151 participants shared their views on community identity, destination resources, tourist resources, and Doi Mae Salong's tourism situation. The qualitative phase included semi-structured interviews with 9 key stakeholders from local communities, institutes, and businesses. A month of observational study and online research provided a complete picture of Doi Mae Salong's tourism environment.

With respect to objective 1, it is found that community self-identity differs significantly across the generations. Older people identify themselves as Chinese, while younger ones as Doi Mae Salong locals. The place's cool temperature, beautiful scenery, and world-famous coffee, tea and its rich history and culture; With respect to objective 2: visitor attraction in Doi Mae Salong include home-stay experiences and unique culture. The results also highlight the need for improved facilities, management and the need of forming industry-specific associations for more efficient communications; Regarding objective 3, the researcher has identified stakeholders' goals for the destination: namely, safeguarding culture, environmental sustainability, infrastructure improvement, community involvement, government assistance, achieving business goals and public recognition; As for objective 4, a variety of brand development perspectives are identified, culminating to the concept "Mae Salong: An undiscovered historical treasure of serenity and hospitality." Stakeholder viewpoints shape this tale, blending historical value with a relaxing environment, cultural landscape, and friendliness to make Doi Mae Salong a unique Sino-Thai destination in Thailand.

Field of Study: Cultural Management

Student's Signature .....

Academic Year: 2023

Advisor's Signature .....

## ACKNOWLEDGEMENTS

I express my appreciation to my respected adviser, Dr. Punthumadee Katawandee, whose unflinching assistance and direction have proven helpful during the course of this extended research endeavour. I would like to express my gratitude to the entire committee of the Master of Arts Programme in Cultural Management for enhancing my academic journey via their valuable expertise and perspectives.

I express my gratitude for the companionship and support provided by my friends at MACM, as they have significantly contributed to fostering an intellectually challenging and supportive academic milieu. I would like to express my heartfelt gratitude to the diligent staff members of MACM, namely Ms. Pantiwa, Ms. Sutisa, Mr. Wasuwat, and Ms. Pimwipa, for their exemplary display of patience, attentiveness, and dedication.

I would like to express my sincere gratitude to the residents of Doi Mae Salong for their outstanding support and gracious hospitality, which greatly facilitated the collection of essential data through interviews and surveys during my significant visit. Finally, I am eternally grateful to my parents and my partner for their steadfast comprehension, limitless tolerance, and continual support throughout the most arduous stages of this undertaking. This work is dedicated to all individuals involved.

Shu Ma



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## CHAPTER 1 Introduction

### 1.1 Background

Cultural tourism is a rapidly growing segment of the global tourism industry, fueled by travelers' desire to immerse themselves in new cultures and authentic local experiences. As Qu et al. (2011) emphasize, cultural destination branding plays a crucial role in tourism development, as it aims to create a distinct and recognizable identity for destinations (p. 465). Located in Chiang Rai, northern Thailand, Doi Mae Salong has emerged as a prominent cultural tourism destination in recent years. The village of Santikhiri, nestled within the majestic mountain, offers visitors a captivating blend of rich history, unique culture, and awe-inspiring natural beauty (Cui, 2022). Influenced by the migration of Yunnanese Chinese communities, Doi Mae Salong has developed a vibrant cultural heritage that attracts travelers seeking to explore its charming streets adorned with traditional Chinese-style houses and indulge in the aromatic tea plantations. Immersing oneself in the local way of life adds to the allure of this captivating destination.

Doi Mae Salong, located in the Mae Fa Luang District of Chiang Rai province, is an inconspicuous enclave reminiscent of a Chinatown in Thailand, in proximity to the well-known Golden Triangle area. The property's location is conveniently situated at a distance of around 72 kilometers from Chiang Rai International Airport, while the vibrant city of Bangkok is approximately 850 kilometers away. This distinctive locale is distinguished by a dynamic Chinese population whereby inhabitants communicate in the Chinese language, employ Chinese characters, partake in Chinese entertainment, and fervently observe traditional Chinese festivals. Doi Mae Salong is recognized under multiple appellations, including the "Yunnan Village" of Thailand, the "Spring City" of

Thailand, or the "Small China" of Thailand. These designations are indicative of the significant Chinese cultural impact that characterizes Doi Mae Salong, contributing to its unique Chinese atmosphere. According to Cui (2022), Mae Salong is particularly favored among individuals of Chinese descent due to its unique historical origins (p. 190). Doi Mae Salong encompasses a diverse range of ethnicities, consisting of seven unique groups that can be classified into three main categories: Chinese, Thai Yai, and hill tribes. The ethnic groups represented include Chinese, Thai Yai, Akha, Lahu, Mien (or Yao), Lishu, and Lawa. According to Srithi et al. (2009), there exist three primary ethnic groupings, including the Chinese, Akha, and Mien (or Yao) communities. The Chinese population is predominantly concentrated in the Santi Khiri hamlet, whereas the remaining two ethnic groups are dispersed throughout other sites such as Mae Chan Luang, Mae Dee, Lao Sib, among others. It is noteworthy to acknowledge that the majority of these ethnic groupings mostly consist of individuals who are either of Chinese heritage or possess Chinese nationality. Eiamroengporn et al. (2023) have documented a significant historical migration of Chinese individuals to mountainous regions across many countries, such as Thailand, Laos, Cambodia, and Myanmar.



Figure 1.1 Map of Doi Mae Salong, Chiang Rai

*Doi Mae Salong, renowned as the "Santi Khiri village" (Thai:, RTGS: muban santi khiri), is well recognised as a prominent destination for tourists. The hamlet's name, which translates to "calm spot," further adds to its appeal and reputation. The Chinese phrase "Mei Shi Le" (Chinese: 没事了), which similarly conveys a sense of tranquilly, is the etymological source of the name Doi Mae Salong. The phrase "Doi," which signifies a hill, underwent later distortion resulting in the formation of the name "Mae Salong." Maesalongnok has been in existence since 2011.*

Mae Salong Nok, a village and tambon situated in Mae Fa Luang District, forms an integral part of the Doi Mae Salong region in Chiang Rai Province, Thailand. This locale is distinguished by its distinctive cultural legacy and picturesque environs (Wikipedia authors, 2023). According to Wikipedia contributors (2023), the population of Mae Salong Nok in 2005 was documented at 15,028 individuals. The tambon in question comprises a total of thirteen settlements, each making significant contributions to the dynamic community and rich local culture of the region (Wikipedia authors, 2023). The historical narrative of Doi Mae Salong is intricately intertwined with the influx of Chinese nationalist warriors throughout the 1940s, resulting in a multifaceted and culturally significant heritage. In response to the communist regime's ascension in China, a group of soldiers and their families sought sanctuary in Doi Mae Salong, thereby introducing their distinctive culture and traditions to the region. The town emerged as a central location for their settlement, distinguished by the growing of tea, the presence of Yunnan-style cuisine, and the observance of Chinese folk religion. The study conducted by Eiamroengporn et al. (2023) highlights the exceptional characteristics of Doi Mae Salong as a tourist destination, characterized by a remarkable fusion of Chinese and Thai cultural elements, distinguishing it from other regions in northern Thailand.

Cui (2022) asserts that in contemporary times, Doi Mae Salong has gained recognition as a cultural tourism site, drawing the attention of both local and foreign tourists seeking to immerse themselves in the distinctive amalgamation of Chinese and Thai cultural elements, with the captivating natural landscapes of the area (p. 190). The geographical positioning of the town on a mountain ridge provides expansive vistas of the encompassing hills and valleys, rendering it a highly sought-after locale for engaging in outdoor pursuits such as hiking, cycling, and bird-watching. According to Rattanasorn et al. (2012), it has been acknowledged that the cultural heritage and natural resources found in northern Thailand present noteworthy prospects for the advancement of tourism. This includes the distinctive amalgamation of Chinese and Thai cultural assets found in Doi Mae Salong.

In recent years, there has been a notable investment by the local government and tourism operators in the development of the tourism business in Doi Mae Salong. This investment has been primarily directed towards the promotion of the destination's distinctive cultural assets. Nevertheless, there exists a disparity between the present state of tourism and the desired outcomes and objectives of the various local stakeholders, encompassing community people, governmental entities, tourism industry participants, and visitors.

## **1.2 Problem Statement**

According to a study conducted by Eiamroengporn et al. (2023), the authors highlight the significance of the cultural diversity found in northern Thailand as a valuable resource for the advancement of tourism in the area. They

specifically mention Doi Mae Salong as an example of a location that showcases a distinctive fusion of Chinese and Thai cultural traditions (p. 304). Doi Mae Salong is well recognized as a prominent tourist attraction due to its picturesque landscapes, tea plantations, and distinctive cultural legacy. However, there exists a dearth of comprehension regarding the perception and branding of this destination among its various stakeholders, encompassing local inhabitants, enterprises, and tourists. Moreover, it is necessary to do an analysis on the strategic development and management of the destination's brand in order to augment its competitive edge and long-term viability within the tourism sector. Hence, the primary objective of this study is to investigate the destination branding of Doi Mae Salong, focusing on the perspectives of stakeholders. The study also intends to offer suggestions for enhancing brand development and management strategies.

Based on data provided by the Tourism Authority of Thailand (TAT), the number of visitors to Doi Mae Salong increased from 197,203 in 2018 to 219,679 in 2019. The primary drivers of the local economy in Doi Mae Salong are tea cultivation and enterprises related to tourism. In the year 2020, the number of visits to Doi Mae Salong amounted to 195,413 individuals, exhibiting a decline compared to the preceding year, primarily attributed to the impact of the COVID-19 epidemic. Based on a survey done by the Thai government in 2017, it was found that tea farmers in the region had an average yearly income of approximately THB 150,000 (USD 4,500). In contrast, tourism-related enterprises, such as hotels and restaurants, reported an average annual income of approximately THB 800,000 (USD 24,000). The tourism sector has experienced significant repercussions as a result of the ongoing epidemic, leading to the closure or downsizing of numerous establishments. Hence, it is plausible that the most recent data pertaining to revenue generated by local businesses may not

accurately depict the prevailing circumstances in Doi Mae Salong. In contrast, according to a survey conducted by the Thai government in 2019, it was determined that the mean yearly earnings of enterprises associated with tourism in Doi Mae Salong amounted to around THB 817,757 (USD 25,062). This figure represents a notable rise compared to the findings of the preceding survey.

Based on the information presented in the aforementioned paragraphs, it can be inferred that there exists a deficiency in comprehending and effectively implementing destination branding strategies within the context of Doi Mae Salong. Despite its status as a renowned tourist destination celebrated for its picturesque landscapes, tea plantations, and distinctive cultural history, the absence of any reference to an extant destination branding strategy is notable. The objective of this study is to fill the existing knowledge gap by examining and suggesting a destination branding strategy for Doi Mae Salong, taking into consideration the viewpoints and interests of many stakeholders involved. The prominence of tea production and tourism-related enterprises in the local economy underscores the significance of proficient branding and management strategies in augmenting the destination's competitive edge and long-term viability within the tourist sector. The decline in visitor figures in 2020 as a result of the COVID-19 epidemic underscores the necessity of implementing strategic branding initiatives to facilitate the revival and prospective expansion of tourism in Doi Mae Salong.

Hence, it is imperative to do an investigation into the cultural destination branding of Doi Mae Salong, focusing on the viewpoints and interests of its various stakeholders. The objective of the researcher is to discover the potential sources of destination branding for Doi Mae Salong, evaluate the present situation of tourism in the region, and comprehend the objectives of Doi Mae

Salong's destination branding. This study seeks to make a scholarly contribution to the domain of cultural tourism and destination branding, with the added objective of offering practical insights for the advancement of Doi Mae Salong's tourism sector.

In summary, the objective of this study is to investigate the process of destination branding for Doi Mae Salong, focusing on the perspectives of its stakeholders. The study aims to analyze the perceptions and attitudes of local residents, businesses, and visitors towards the destination in order to assess the existing tourism situation. It intends to identify the strengths and weaknesses of the destination and propose strategies to improve its competitive advantage and sustainability in the tourism industry. The research findings have the potential to serve as a valuable resource for policymakers, destination managers, and various stakeholders involved in the development and management of a destination's brand. These findings can assist in effectively meeting the diverse needs and expectations of all stakeholders, while simultaneously ensuring the preservation of the destination's distinctive cultural heritage and natural aesthetics. The primary objective of this research is to provide a valuable contribution towards the sustained growth and prosperity of Doi Mae Salong as a prominent contender in the international tourism industry.

After presenting the problem statement above, the researcher will now delineate the four research questions and research objectives that underpin this study, aimed at formulating a culturally compelling and all-encompassing destination branding strategy for Doi Mae Salong:

### 1.3 Research Questions

1. What are the key elements that contribute to the community identity of Doi Mae Salong?
2. What are the existing tourism resources and the current tourism situation in Doi Mae Salong?
3. What are the goals and aspirations of the stakeholders involved in the destination branding of Doi Mae Salong?
4. Based on Doi Mae Salong's resources and stakeholders' viewpoints, how can Doi Mae Salong brand be created?

### 1.4 Research Objectives

1. To explore community identity, destination resources and significance of Doi Mae Salong.
2. To gain information on Doi Mae Salong's tourism resources and current tourism situation.
3. To identify the stakeholders' goals of Doi Mae Salong destination branding.
4. To develop Doi Mae Salong's brand based on Doi Mae Salong's resources and stakeholders' viewpoints.



### **1.5 Significance of Study**

The significance of this research lies in its potential to make a valuable contribution to the field of cultural destination branding in Doi Mae Salong, a unique place situated in northern Thailand that exemplifies the convergence of Chinese and Thai cultural heritages. The objective of this study is to examine the perspectives of stakeholders about place identity and destination features, with the aim of evaluating the current state and potential shortcomings in the destination branding of Doi Mae Salong. The aim is to provide a destination branding strategy that has the potential to augment the expansion of cultural tourism in the region. The research findings possess the capacity to provide valuable insights to local authorities, the tourism industry, and other pertinent stakeholders in the region of Doi Mae Salong. These insights can be employed to enhance cultural tourism experiences and efficiently promote the destination's unique cultural resources. Moreover, this research has the potential to offer an important contribution to the current corpus of scholarly work on cultural destination branding, particularly in the context of emerging destinations with a rich cultural heritage.

### **1.6 Scope of Study**

This study centers on Doi Mae Salong, a prominent geographic region located in northern Thailand that is celebrated for its integration of Chinese and Thai cultural traditions. Doi Mae Salong is situated within the Mae Fa Luang District, which is located in the province of Chiang Rai. The Chiang Rai International Airport is situated roughly 72 kilometers away from the city of

Chiang Rai, while the distance between the airport and Bangkok is estimated to be over 850 kilometers. The Doi Mae Salong region presents viable prospects for vehicular transportation, while the utilization of buses, minivans, or alternative modes of public transit may provide difficulties. Doi Mae Salong possesses discernible geographical attributes and notable qualities, hence enabling its subdivision into multiple portions. The hamlet consists of multiple communities, wherein each community is identified by the name of the principal temple situated in close proximity. The existence of these sub-communities contributes to the general attractiveness and cultural diversity of Doi Mae Salong, affording tourists the opportunity to explore unique aspects of the village's heritage. Furthermore, the community encompasses tea plantations, natural features, ethnic settlements, and a central business sector usually known as the core village. The Doi Mae Salong area encompasses multiple regions that showcase a diverse array of cultural, religious, and natural beauty.

The primary objective of this study is to analyze the destination branding tactics implemented by a hamlet that is distinguished by its significant Chinese heritage. The research covered many domains within the Doi Mae Salong area.

- Main Village (Santikhiri Village)
- Tea Plantations
- Temples and Monasteries
- Ethnic Villages
- Natural Attractions

<b>Main Village</b>	This is the central area of Doi Mae Salong and is often referred to as the "Doi Mae Salong Village" or "Santikhiri Village." It is where you'll find the main commercial area, including shops, restaurants, accommodations, and the local market. This is the most bustling part of the
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village.

<b>Tea Plantations</b>	Doi Mae Salong is famous for its tea plantations, and there are several areas dedicated to tea cultivation. You can explore the tea plantations and enjoy scenic views of the terraced hills covered in tea bushes. Some of the well-known tea plantation areas include the Mae Salong Nok and Mae Salong Nai areas.
<b>Temples and Monasteries</b>	Doi Mae Salong is home to several Buddhist temples and monasteries that reflect the religious and cultural heritage of the community. One prominent temple is the Santikhiri Temple, also known as Wat Santikhiri, which offers panoramic views of the surrounding areas.
<b>Ethnic Villages</b>	Within Doi Mae Salong, there are various smaller ethnic villages that are inhabited by different Chinese ethnic groups. These villages often have their distinct characteristics and cultural practices. Examples include Ban Lorcha, Ban Pang Pung, and Ban Rong Wua Daeng.
<b>Natural Attractions</b>	Doi Mae Salong is situated in a picturesque mountainous region, and there are several natural attractions worth exploring. This includes waterfalls, viewpoints, and hiking trails. Some popular natural attractions include the Doi Mae Salong Viewpoint, Doi Mae Salong Waterfall, and the Akha Hill Tribe Village.

Table 1.1 Categories the different destinations within Doi Mae Salong



Figure 1.2 Map of Doi Mae Salong

The participants are instructed to actively participate in the activities of observing, documenting, and investigating the individuals who have been born and raised in the specified place. This might be attributed to their recognized role as stakeholders in the destination branding of the project. To commence interaction, it is imperative to establish communication with the local government supervisor of Memorial Hall and the director of the tourist section. In order to obtain information from tourists who engage with the local attractions. The primary aim of each phase is to gain a comprehensive understanding of the distinct contributions made by stakeholders in the process of destination branding. This involves identifying the specific roles played by each stakeholder in destination branding and subsequently providing recommendations to enhance the destination's status as a cutting-edge tourist destination, as perceived by a researcher.

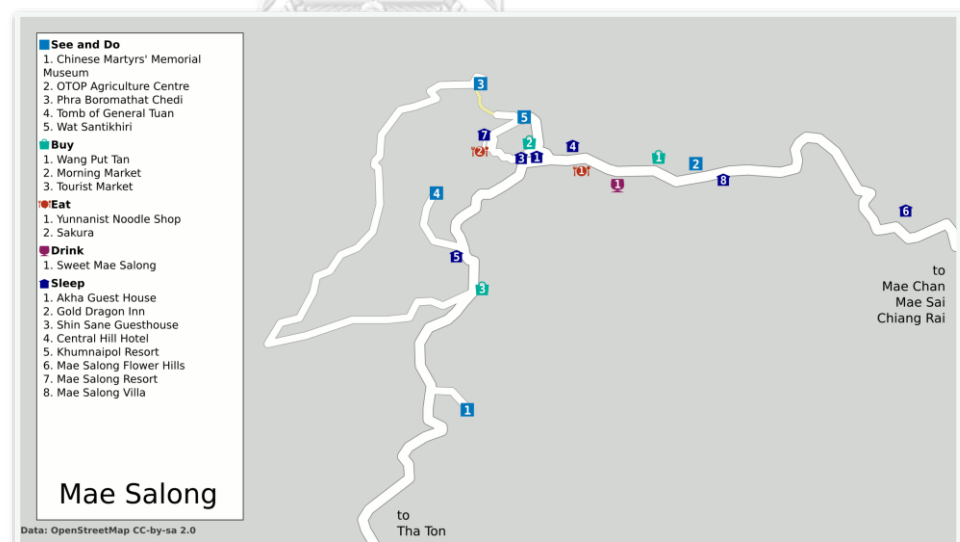


Figure 1.3 Map of Doi Mae Salong Facilities

## 1.7 Research Methodology

This study has established four primary objectives to comprehensively assess the cultural destination branding of Doi Mae Salong. The primary objective of this study is to examine the identity, destination resources, and significance of the Doi Mae Salong village. This study will employ a methodology that involves the utilization of questionnaires and semi-structured interviews. The primary objective of this study is to gather empirical data pertaining to the tourist industry in Doi Mae Salong, along with an examination of its available resources. In this study, a mixed-method approach will be employed, encompassing the utilization of surveys and semi-structured interviews. Given that the perspectives and viewpoints on branding primarily originate from individuals within the local community, the third objective of this study is to establish the objectives of the stakeholders with regards to the destination branding of Doi Mae Salong. In order to achieve the intended objective, semi-structured interviews will be conducted. The ultimate aim of the study is to enhance the Doi Mae Salong brand by taking into account the perspectives of its stakeholders and available resources. In order to attain the objective of establishing the destination's brand identity, semi-structured interviews will be employed, hence guaranteeing a complete and all-encompassing methodology. The study employs several research methodologies to investigate the culturally grounded and inclusive destination branding strategy for Doi Mae Salong. The objective is to meet the requirements and uphold the values of its stakeholders, while preserving its unique cultural heritage.

## CHAPTER 2 Literature Review

This section provides an overview of the current literature on cultural destination branding and stakeholder perspectives in the context of tourism development. The initial segment provides a definition of cultural destination branding and examines its various elements, such as the cultural identity, image, and positioning of the destination. The second section explores strategic frameworks used in cultural destination branding, including the brand equity model and the destination brand identity prism. The third section examines stakeholder perspectives, encompassing tourists, local communities, and governments. The literature emphasizes stakeholder engagement in tourism development and the benefits of cultural tourism for sustainable development. The last section examines the literature on the Chinese cultural heritage of Doi Mae Salong and its importance in destination branding. The chapter concludes by summarizing the main themes and areas of research that have not been adequately addressed in the literature. It also highlights the importance of these findings in relation to the research questions and objectives.

2.1 Introduction to Doi Mae Salong

2.2 Cultural Identity and Cultural Tourism

2.3 Cultural Significance and Value

2.4 Stakeholders' Perspectives

2.5 Destination Branding

2.6 Research Study on Destination Branding

## 2.1 Introduction to Doi Mae Salong

### The isolated Chinese army in Northern Thailand

Mae Salong is located in the Chiang Rai Province in northern Thailand, approximately 800 km away from Bangkok. To reach the destination, one must start the journey early, take a bus from Chiang Rai to Mae Chan County, and then climb the mountainous terrain after passing the anti-narcotics inspection point. Mae Salong is surrounded by steep mountains and accompanied by challenging valleys. Half a century ago, the region remained a pristine and unpopulated woodland. Factors contributing to the establishment of a Chinatown include various social, economic, and historical elements. The origins of the Mae Salong narrative can be traced back to the previous century (Duangjai, Schmidt, & Shrestha, 2015). In 1949, the Kuomintang experienced a significant defeat on the mainland, resulting in Chiang Kai-shek's relocation to Taiwan. The residual entities on the mainland were either reorganized or eliminated. Only the 23rd Division of the Eighth Army, commanded by Li Guohui, and the 26th Army were left under Li Mi's control. The Tan Zhong soldiers are a military force associated with the 93rd Division. The national army was pursued and decimated by the People's Liberation Army, retreating to the western Yunnan border. After the Yuanjiang Battle, Li Guohui skillfully guided a large group of more than one thousand people to escape the siege. They embarked on a challenging journey through Yunnan, Guangxi, and southern Guizhou, finally reaching the Myanmar border. After successfully navigating the challenging Yeren Mountain, approximately 600 soldiers led by Li Guohui joined forces with around 800 troops from Tan Zhong's army at Mengpeng. The original plan involved crossing the northern jungle of the Indochina Peninsula to reach Thailand, and then returning to Taiwan. Upon establishing communication with Taiwan, Chiang

Kai-shek viewed it as a strategic base for launching a counteroffensive against the mainland. He advised them to choose a suitable time to initiate a counteroffensive. In May 1950, the forces mentioned earlier were reorganized, leading to the establishment of the "93rd Division of the Revival of the Republic of China." The division later set up a base in the Golden Triangle region, attracting various individuals such as stragglers, bandits, and landowners who had escaped from Yunnan and wanted to join them. The residual army experienced significant growth, more than doubling in size from 1,500 to over 3,000 individuals. This expansion solidified its position as the dominant military force in the former Myanmar-Thailand border region. The Burmese administration expressed concerns due to the presence of a foreign entity with advanced weaponry (Duangjai, Schmidt & Shrestha, 2015). After authorities were dispatched to evaluate the situation, the commander of the Burmese army issued an ultimatum demanding the prompt withdrawal of forces solely from Burma's territory. The 93rd Division, however, did not adhere to this directive. From June to August 1950, the Burmese National Defence Forces utilized their air force and artillery units to assist their ground forces in a coordinated effort to launch an offensive against the combined army of Mengguo and Tachileik. The Burmese forces faced significant resistance from troops led by Li Guohui, resulting in substantial casualties.



Figure 2.1 Map of civil war in borders of Yunnan, China



Subsequently, the Burmese government repeatedly dispatched military forces to encircle and suppress the foreign garrison mentioned earlier. However, these efforts consistently ended in failure. After learning about the news in Taiwan, Chiang Kai-shek recognized the impressive capabilities of the army mentioned earlier. As a result, he quickly instructed Li Mi to go to the Golden Triangle region. The directive aimed to strengthen and expand the mentioned army in order to prepare for a counterattack on the mainland. Duangjai, Schmidt, and Shrestha (2015) reported that the Golden Triangle region experienced growth due to undisclosed support from the Taiwan government. Li Mi, a notable figure, built an airport in Mengsa and founded the Anti-Communist and Anti-Russian University in Yunnan Province. The military force in this territory quickly thrived. The group participated in various activities, such as reclaiming and cultivating unused land, recruiting troops for military expansion, and transporting opium to the Thailand-Laos border for additional military funding. The endeavors faced conflicts, but the revival army successfully conquered an area in northern Burma, which was three times larger than Taiwan, during their retreat. In spring 1953, the Burmese government allocated funds to hire the International Corps, previously affiliated with British India. The undertaking was conducted as part of an offensive operation called "Dry Season Storm," with the objective of engaging the remaining Kuomintang forces. A combined force of 100,000 military personnel was deployed by both factions for combat operations. This discourse offers an academic overview of the historical developments related to the Golden Triangle, a highly significant conflict in recorded history. The resurrection army achieved another surprising victory, completely annihilating the International Army. Regrettably, the commander-in-chief, Daniel, tragically took his own life. The Burmese government accused the solitary army of "invasion" before the United Nations due to their vulnerable

state. The UN General Assembly subsequently passed a resolution requiring the lone army to surrender their weapons and withdraw from Myanmar. Jiang Zhongzheng's decision to stop supporting the lone army was influenced by global public sentiment. He dissolved the army twice and gradually withdrew approximately 20,000 individuals from northern Burma. In addition, he made a public statement asserting that individuals who showed hesitancy towards withdrawal were not associated with Taiwan. Approximately 4,000 proficient counter-offensive soldiers, led by Duan Xiwen from the Fifth Army and Li Wenhuan from the Third Army, adopted the pseudonym "An" and deserted their military posts to establish a new base in northern Thailand. The Thai government labeled them as "KMT Chinese army refugees." The group mentioned earlier has since become an independent military force located in the remote areas of northern Thailand, specifically within the mountainous regions.



Figure 2.2 The marching route of the 93rd Division

Duan Xiwen assumed leadership of the armed forces and ordered their deployment into the heavily forested area located on the northern border of Thailand. A military headquarters was subsequently established in a small village inhabited by over twenty houses of the Lisu ethnic group. The name

"Mae Salong" was given to this location by Duan Xiwen. Soldiers from the third and fifth armies stationed in northern Thailand are expected to independently maintain their posts without any support from Taiwan. Individuals rely on firearms for self-preservation and actively participate in the underground economy (Dania et al., 2022). Caravans along the Thai-Myanmar border were accompanied by the Third and Fifth Armies, which set up checkpoints to collect security fees from business travelers in the region. Furthermore, they participated in illegal endeavors, such as the clandestine commerce of Burmese jade, in order to supplement their personal earnings. The introduction of poppy seeds by the British in the 19th century in the Golden Triangle has led to a reliance on indigenous resources for the local population's sustenance. Ethnic minority groups in the border region have resorted to opium cultivation for sustenance. The regional climate exhibits a moderate temperature range and receives a significant level of precipitation. Disperse seeds and await agricultural yield. The Third and Fifth Armies were involved in the transportation and later cultivation and trading of opium. The individuals collaborated with Khun Sa, a warlord involved in the opium trade during the Opium War, and the Shan State United Army (SUA) to engage in the opium trade within the Golden Triangle region. During the northern Myanmar period, the 93rd Division was involved in the opium trade. The group mentioned above set a precedent in the Golden Triangle region by engaging in activities that involved assisting the military through drug-related methods and protecting illegal drugs with the help of the armed forces. The modus operandi described here has been widely adopted by various drug trafficking groups in Myanmar. After the 93rd Division's reduced involvement in the drug trade, the Golden Triangle region has become a major global center for drug manufacturing, leading to ongoing instability. Within the confines of the army settlement, there is a facility where an individual named Kunsha is actively participating in the manufacturing of illegal drugs.

Manxingdie is a facility primarily dedicated to drug manufacturing. Datong Middle School, a Chinese educational institution, was established by Kunsha. If unfamiliar with Kun Sha, it is probable that one has knowledge of Nuo Ka, a character in the film "Operation Mekong". Kun Sha, the subject in question, takes on the position of Nuo Ka's former superior, who was preceded by Nuo Kang. At a remarkably young age of 18, Kun Sha successfully establishes his own military group, which becomes involved in drug trafficking activities. In 1967, Duan Xiwen, commander of the 5th Army, acknowledged to a British reporter that the law was violated under compelling circumstances. Financial resources are required for participation in military conflicts. Opium functions as the exclusive currency in this particular context. The coexistence of poppies, ethnic minorities, and Chinese forces in northern Thailand presented notable obstacles for the Thai government. The northern Thai army, in order to ensure their survival, decided to actively join the military campaign against the Miao and Thai Communists. These groups were a strong force that had managed to avoid engagement with the Thai government for a long time. The solitary military force collaborated with the Thai government's army in six campaigns, effectively recapturing Padang and achieving victory in the Battle of Khao Ya in 1981. Upon the transmission of data, the news arrived at the urban center of Bangkok. King Bhumibol of Thailand held meetings with the army generals and subsequently granted Thai citizenship certificates to the families of deceased soldiers and those who were injured. The Thai government has approved the restructuring of the "Northern Thailand Mountain People's Self-Defense Force", a singular military entity. Veterans who can no longer participate in combat are restricted to acquiring solitary residency in Thailand. The Thai opposition party has implemented strict limitations on the geographical mobility of the army, restricting their movements to the northern region of Thailand. In addition, the offspring of the solitary army are required to avoid pursuing employment in

typical urban areas nationwide. Instead, they are obligated to stay within their local vicinity. The border's steep mountains facilitated the dispersal of stateless and destitute foreign soldiers, who were subsequently neglected. In the first two decades, the warriors embraced a lifestyle reminiscent of ancient civilizations.

In 1961, Bo Yang, the author, visited the solitary troops of the 93rd Division who had evacuated from Taiwan. He later wrote a literary piece called "Eleven Years of Bloody Battle in Foreign Lands" (also known as "Exotic Lands"), which was later made into a film with the same name. Bo Yang used the pseudonym "Deng Kebao" for this specific undertaking. The historical era in question generated a noteworthy reaction in Taiwan. In 1982, Bo Yang visited Gujun Village in northern Thailand. The article titled "Golden Triangle, Deserted City?" was featured in the prestigious Taiwanese newspaper "China Times". The findings indicate the presence of a lone soldier who currently occupies a foreign territory lacking essential resources such as water and electricity. The revelation elicited a strong empathetic and concerned reaction from the populations of Hong Kong and Taiwan. The Kuomintang authorities in Taiwan utilized the semi-official Chinese Rescue Association to express their apologies to the lone army and their descendants. Their entry into Chinese communities in northern Thailand was involved. The Taiwanese population has supported military personnel by providing basic living aid and assisting in the construction of home water conservation projects. Generous donations have been received to provide assistance. The quality of life for isolated military personnel has significantly improved. A Chinese school was built in the area with support from Taiwan, specifically to educate the children of military personnel stationed there. The main focus of the school is to provide literacy education. The individuals in question faithfully followed China's cultural practices and traditions, including the yearly observance of Confucius' veneration. For individuals facing

difficulties in adapting to Thai society, their primary goal is often to return to Taiwan. Taiwan also provides opportunities for graduates from these educational institutions to continue their studies in Taiwan. From 1973 to 1982, Thailand and Taiwan collaborated on the "Republic of China Assistance to His Majesty the King of Thailand's Northern Mountain Agriculture Plan." This initiative aimed to provide assistance for the agricultural development of ethnic minority communities. The topic of discussion pertains to the "Five-Year Implementation Plan for Local Economic Work in Northern Thailand Refugee Villages," which specifically targets the Chinese population between 1987 and 1991. The isolated military contingent in northern Thailand collaborated with many individuals to transition from their military and agricultural activities to cultivating previously unused land for tea production. As a result, the region, previously known for its abundant opium poppy cultivation, underwent a notable change and flourished into a vibrant tea garden. The Mae Salong region currently consists of more than 12,500 mu of tea gardens. The region contains numerous tea farms of different sizes, featuring terraced tea gardens that enhance the scenic mountainous terrain. According to data from the Thai Narcotics Control Commission in 2012, opium poppy cultivation in the Golden Triangle region of northern Thailand has significantly decreased by approximately 95.1% compared to its peak in the 1980s. The local region has effectively eradicated its dependence on the drug economy. The "Northern Thai Yimin Literature and History Museum" was established in Mae Salong in 2004 to commemorate this historical epoch. The objective was to commemorate deceased individuals involved in conflicts and record their historical contributions. In front of the Museum of Literature and History, there is a stone tablet with an inscription by the renowned author, Bo Yang.

“一群被遗忘的人，他们战死，便与草木同朽；他们战胜，仍是天地不容！”

"A group of forgotten people, when they die in battle, they will die with the grass and trees; if they win, the world will still not accept them!"

### **Doi Mae Salong as a cultural destination**

Researchers have limited access to statistics on the number of tourists that visit Doi Mae Salong. Nonetheless, Doi Mae Salong witnessed a rise in the number of visitors in the latter half of the 20th century (Trupp, 2014). According to Chaoprayoon and Panyadee (2014), a significant number of visitors from Chiangrai city travel to the hilly Mae Fa Luang region to spend time in Santikhiri Village and experience the fusion of Thai and Chinese culture that exists there. During the month of January, tourists would have the opportunity to participate in activities like harvesting tea leaves and staying at private home stays as part of the tourism industry. During their stay in Doi Mae Salong, vacationers have the opportunity to participate in events like as the Cherry Blossom Festival and the Tea, Sakura, and Tribal Food event, all of which last for three days and two nights. The number of tourists that visited Chiang Rai increased to a total of 4 million in 2017, a 33% rise over the previous year's total of 3 million visitors, according to the Ministry of Tourism and Sport in Thailand. According to Cadena et al. (2015), on page 13, indigenous communities that are economically dependent on the environment have a responsibility to protect the biodiversity of their surrounding environment because of the important part that tourism plays in the maintenance of their economies.

### **Tourism Resources**

Doi Mae Salong is a cultural destination in northern Thailand's Chiang Rai province. The region is renowned for its extensive historical background, distinct cultural legacy, and breathtaking natural landscapes. Doi Mae Salong boasts several distinctive attraction heritages.

<b>Santikhiri Village</b>	Santikhiri Village, or Mae Salong Nok, is a picturesque hillside village situated in Doi Mae Salong. The region is recognized for its distinct fusion of Thai and Yunnanese (Chinese) cultural elements. The village provides insight into the historical and traditional aspects of the Yunnanese people's settlement in the region.
<b>Yunnanese culture</b>	The Yunnanese culture encompasses the cultural heritage and traditions of China's Yunnan province, which have greatly impacted Doi Mae Salong. The Yunnanese community in Doi Mae Salong has successfully preserved their cultural practices, such as language, cuisine, traditional attire, music, and festivals. Visitors have the opportunity to engage in diverse cultural activities and interact with the local community to immerse themselves in the vibrant Yunnanese culture.
<b>Wat Santikhiri, The Martyr's Memorial Hall (Chinese Division 93 Memorial)</b>	Doi Mae Salong houses numerous temples of religious and cultural importance. The temples, with their intricate architectural details and vibrant colors, provide visitors with an opportunity to explore and appreciate the spiritual heritage of the region. These spaces offer a tranquil and reflective environment for both residents and visitors to express their reverence, engage in religious rituals, and appreciate the religious artwork and objects.
<b>Tea Plantations</b>	Doi Mae Salong is well-known for its scenic tea plantations. The region's climate and soil are conducive to cultivating premium tea. Doi Mae Salong's tea plantations yield diverse tea varieties, such as oolong and green tea. Visitors have the opportunity to participate in tea tours, gain knowledge about the tea production process, and indulge in the taste of freshly brewed tea amidst the picturesque plantations.
<b>Natural Attractions</b>	Doi Mae Salong offers captivating natural attractions. The area is characterized by its picturesque landscape, featuring verdant hills, misty mountains, and stunning waterfalls, resulting in a serene and awe-inspiring ambiance. Nature enthusiasts can engage in various activities like hiking, birdwatching, and exploring the rich biodiversity. Doi Mae Salong offers a tranquil retreat for individuals in search of relaxation and a deep connection with the surrounding natural environment.

Table 2.1 The 5 main attraction of Doi Mae Salong



Overall, Doi Mae Salong offers a unique cultural experience that combines elements of Thai, Yunnanese, and hill tribe cultures, making it a fascinating destination for visitors interested in history and culture.

1) Santikhiri Village, also known as Mae Salong Nok, is a charming hillside village located in the captivating Doi Mae Salong area. The village is known for its captivating fusion of Thai and Yunnanese (Chinese) culture, making it a cultural crossroads where traditions intermingle. The village exemplifies the historical and cultural significance of the Yunnanese people who migrated and settled in this picturesque location. While exploring Santikhiri Village, one cannot help but be captivated by its charming architecture. The buildings are adorned with vibrant colors, intricate patterns, and traditional motifs, which reflect a beautiful fusion of Thai and Yunnanese influences. While exploring the narrow streets, one will come across tea houses, local markets, and artisan shops that offer a diverse range of cultural artifacts, handicrafts, and Yunnanese delicacies. Engage in local customs, savor Yunnanese cuisine, and observe traditional performances showcasing the blend of Thai and Yunnanese traditions. Santikhiri Village serves as a gateway for exploring the rich history, cultural intricacies, and welcoming nature of the Yunnanese community, leaving a lasting impression and fostering a profound admiration for this remarkable destination.

2) Doi Mae Salong is a place where Yunnanese culture is richly preserved, showcasing a diverse array of traditions and customs. The cultural heritage originating from the Yunnan province in China has been preserved and nurtured by the Yunnanese community in Doi Mae Salong. The Yunnanese culture is characterized by its distinct language, which is spoken by community members and contributes to the destination's unique ambiance. Yunnanese cuisine is

known for its diverse ingredients, bold spices, and intricate cooking techniques, offering visitors a chance to explore the cultural tapestry through tantalizing flavors. Upon observing the village, one can witness the vivid colors of the traditional Yunnanese clothing, which is embellished with detailed embroidery and meaningful symbols that signify the community's deep-rooted appreciation for their cultural legacy. Yunnanese music captivates audiences with its enchanting melodies, showcased during cultural performances. These events offer a unique opportunity for visitors to observe the rich traditions of traditional dances and musical expressions that have been preserved and handed down over generations. Yunnanese culture is highlighted by various vibrant festivals held throughout the year, offering a glimpse into long-standing traditions and celebrations. Visitors to Doi Mae Salong can engage with the local community, learn about their customs, and appreciate the richness and diversity of Yunnanese culture.

3) Doi Mae Salong has a collection of impressive temples that hold religious and cultural importance. The sacred sites exhibit exceptional architectural craftsmanship, characterized by intricate details, ornate decorations, and a captivating color palette. Temples possess distinct charm and provide a tranquil space for spiritual contemplation and investigation. Visitors can engage in the spiritual heritage of the region by observing devout worshippers in prayer and meditation, as well as participating in religious ceremonies that showcase local traditions and customs. Visitors to the temple grounds can admire religious artwork, including intricately carved statues of deities and delicate frescoes portraying religious narratives. Temples function as cultural storehouses, safeguarding valuable artifacts, scriptures, and relics of great historical and religious importance. Upon entering these hallowed grounds, individuals are

immersed in an ambiance of serenity and veneration, cultivating a profound admiration for the spiritual heritage and cultural legacy of Doi Mae Salong.

4) Doi Mae Salong's tea plantations showcase the natural beauty and agricultural expertise of the region. These plantations flourish in a favorable environment, characterized by hilly terrain, cool temperatures, and rich soil, which contributes to the growth of high-quality tea leaves. Doi Mae Salong's tea plantations are renowned for their commitment to producing top-notch teas, specifically focusing on oolong and green tea types. Visitors can participate in immersive tea tours to observe the comprehensive tea production process, including leaf plucking, crafting, and brewing techniques. Tea experts provide guidance to visitors, sharing insights on the art and science of tea cultivation and preparation. One notable aspect of the experience is the opportunity to enjoy a cup of freshly brewed tea, savoring the unfolding flavors on the palate amidst the serene ambiance of the plantations. The tea plantations of Doi Mae Salong provide a sensory experience and offer insights into the cultural and economic importance of tea in the region.

5) Doi Mae Salong is a highly appealing destination for individuals who appreciate nature, as it presents a wide array of captivating natural wonders that leave visitors in a state of awe. The region's lush hills and mountains, shrouded in mist, form a beautiful backdrop that elicits feelings of peace and awe. By venturing onto the numerous hiking trails in the area, individuals have the opportunity to fully engage with the awe-inspiring natural scenery that surrounds them. During their exploration, they encounter various hidden gems, such as panoramic viewpoints that provide expansive views of the rolling hills and secluded waterfalls flowing over moss-covered rocks. Birdwatching is a captivating activity for ornithology enthusiasts, as the air is filled with the

melodious songs of native birds. Doi Mae Salong's diverse flora and fauna contribute to its natural appeal, as vibrant wildflowers bloom alongside lush foliage. Doi Mae Salong's natural attractions offer visitors the opportunity to escape the busyness of daily life and appreciate the untouched beauty of the environment. Whether exploring nature reserves, joining guided wildlife excursions, or simply enjoying the tranquility of the surroundings, visitors can find solace in the serene atmosphere.

### **Current Tourism Situation**

The present condition of tourist growth in Doi Mae Salong as a cultural destination is widely acknowledged to be in a phase of expansion and transformation. Doi Mae Salong has garnered significant popularity as a tourist destination over the years. However, there has been a new endeavor to further enhance and promote its status as a cultural tourism site. This initiative aims to accentuate the distinctive ethnic cultures, scenic allure, and historical landmarks present in the vicinity, as noted by Eiamroengporn et al. (2023). Collaborative efforts between local communities and government organizations have been undertaken to enhance the quality of infrastructure, expand the range of accommodation choices, and augment tourism services. Simultaneously, these endeavors aim to safeguard the cultural and ecological legacy of the region. Furthermore, there has been a notable surge in the influx of tourists to Doi Mae Salong in recent years, which serves as an indication of a burgeoning fascination with this particular locale.

Nevertheless, similar to any form of tourism expansion, there exist certain obstacles that must be confronted. These include the delicate task of harmonizing the demands of tourists with the interests of local communities, safeguarding the

region's cultural and ecological legacy, and effectively mitigating the effects of tourism on the environment and local communities, as highlighted by Wheeler et al. (2011). In general, the current status of tourist development in Doi Mae Salong as a cultural destination is predominantly favorable, while there are still areas that have potential for further expansion and enhancement.

Doi Mae Salong, situated in the northern province of Chiang Rai, has garnered significant attention as a favored tourist attraction over an extended period of time, owing to its remarkable natural landscapes, tea plantations, and historical landmarks (Wongsing & Chakpitak, 2018). Nevertheless, in recent times, there has been a deliberate endeavor to cultivate and endorse Doi Mae Salong as a destination for cultural tourism, with a particular emphasis on the distinctive ethnic cultures and history prevalent in the region. The involvement of local communities has been crucial in this endeavor, as they have undertaken several initiatives to safeguard and exhibit their cultural heritage. These initiatives encompass various activities, including the provision of homestay lodgings and the organization of cultural tours. Furthermore, governmental entities have made substantial investments in the enhancement of infrastructure, encompassing the upgrading of road networks, establishment of novel tourism amenities, and implementation of promotional initiatives, all aimed at fostering an increased influx of visitors to the region. Consequently, there has been a discernible surge in the influx of tourists to Doi Mae Salong in recent years, as a considerable number of individuals are enticed by the prospect of engaging with genuine local customs and immersing themselves in the inherent splendor of the region. According to Lowenthal (2013), the expansion of tourism has been underscored as a catalyst for economic advantages within local communities, as well as a means of safeguarding the cultural assets of the region.

Nevertheless, tourism development presents a set of issues that necessitate the establishment of sustainable practices to mitigate any harm to the environment and local populations. Additionally, striking a harmonious equilibrium between the preferences and requirements of tourists and the well-being of local residents is a crucial aspect to be addressed. Efforts are currently being undertaken to tackle these difficulties, shown by the implementation of community-based tourism projects that emphasise the active involvement of local communities and the equitable distribution of benefits. In general, the present condition of tourist development in Doi Mae Salong as a cultural destination exhibits a trajectory of expansion and transformation, underscored by a commitment to sustainable development and the safeguarding of the region's cultural and ecological legacy for posterity.

### **Perception of Destination**

The captivating allure of Doi Mae Salong lies in its portrayal as a concealed Chinatown, hence augmenting the overall appeal of the destination. Doi Mae Salong, an enigmatic enclave reminiscent of Chinatown, is situated within the lush hills of Northern Thailand, offering a unique amalgamation of Thai and Chinese cultural influences. The historical background of the neighborhood constitutes a significant factor that contributes to the depiction of this concealed Chinatown scene. The Chinese military forces that departed from Yunnan Province, China, subsequent to the communist ascension in the 1940s, sought refuge at Doi Mae Salong. The enduring cultural influence that continues to permeate the region in contemporary times was engendered by the community founded by these troops, who maintained their Chinese ancestry and traditions.

As tourists explore Doi Mae Salong, they may encounter various manifestations of Chinese culture, such as Chinese-style architecture, traditional Chinese medical establishments, signage in the Chinese language, as well as participation in Chinese cultural events and festivals. The amalgamation of these various elements collectively contributes to the portrayal of a former Chinese village concealed within the mountainous terrain of Thailand. The presence of expansive tea plantations in the terrain further enhances the ambiance reminiscent of Chinatown. The cultural landscape of China is significantly shaped by the profound effect of tea, and the thriving tea industry in Doi Mae Salong plays a pivotal role in establishing the region's clandestine Chinatown status. Visitors get the opportunity to engage in tea ceremonies, partake in the sampling of diverse tea varieties, and observe activities that faithfully recreate the Chinese tea tradition of tea plucking.

The relationship between the native hill tribal communities and the Chinese descendants gives rise to a captivating hidden Chinatown image. Visitors to this particular destination in Thailand may expect a unique and unparalleled experience due to the convergence of many cultures and the harmonious coexistence of Thai and Chinese traditions. The Chinatown image of Doi Mae Salong has garnered interest from travellers seeking an authentic ethnic encounter, as it is situated in a secluded highland region. The allure of this unexplored gem attracts tourists seeking to deeply engage with the region's abundant historical heritage and experience a distinct facet of Thailand that remains significantly distinct from the more popular tourist destinations.

In summary, the concealed Chinatown of Doi Mae Salong presents an enticing amalgamation of Thai and Chinese cultural elements, which have been shaped by historical events and enduring traditions that continue to thrive in the

mountainous region of Northern Thailand. The region is a captivating destination for tourists seeking an alternative experience away from the conventional tourist routes, owing to its unique charm and dynamic cultural engagement.

## 2.2 Cultural Identity and Cultural Tourism

The tourism industry encompasses a range of services and activities that cater to those seeking travel and sightseeing experiences. This sector effectively utilizes existing tourist resources and infrastructure to provide these services to visitors. The combination of material life consumption and cultural life consumption is a common occurrence in travel and tourist activities, showcasing a unique and refined kind of social consumption. Cultural tourism is a unique form of tourism that encompasses the integration of cultural activities with tourist behavior. The intrinsic cultural aspect is a distinctive quality of the subject (Urošević, 2012). Cultural tourism covers not only the desire of physical and mental renewal, but also the gain of knowledge. Throughout the duration of the expedition, individuals are afforded the chance to encounter the deep-seated fascination of cultural phenomena, while also acquiring and nurturing the fundamental aspects of human consciousness and legacy. This particular experience cultivates a heightened sense of affinity towards one's own nation and allows a more complete understanding of diverse civilizations. Therefore, the progression of cultural tourism not only caters to the needs of consumers and improves the local tourism industry, but also contributes to the promotion and conservation of the abundant local cultural heritage.

### What is Culture



The concept of culture is distinguished by its extensive and complex characteristics, rendering it difficult to provide a comprehensive and precise definition. A multitude of researchers from many academic disciplines, including as philosophy, sociology, anthropology, history, and linguistics, have made efforts to clarify the concept of culture within the context of their particular areas of research. Taylor, a cultural scientist, has proposed a definition of culture that contains a wide range of elements. According to Taylor, culture is a complex construct that includes several components such as knowledge, belief, art, morality, law, conventions, and the fullness of human talents and habits. These elements are considered within the framework of a society. The concept of culture encompasses a diverse array of definitions, with a notable identification of over 200 variations. Nevertheless, it is important to note that a universally agreed upon definition has yet to be achieved, therefore necessitating the continued pursuit of a satisfactory definition (Urošević, 2012). In a general sense, culture can be understood as a social phenomenon that arises from the collaborative endeavors of humans over a prolonged duration. Concurrently, it can also be perceived as a historical phenomenon that embodies the collective result of societal progress. Culture can be described as the synthesis of historical, geographical, customary, traditional, and lifestyle components, along with literature, art, standards of conduct, thought patterns, and values that exemplify a specific place or nation. These components comprise both material and non-material aspects of culture. Culture is a conceptual framework that has broad acknowledgment and can be disseminated among individuals.

### **Cultural Identity**

The cultural significance of cognitive entities relies on their incorporation into human cultural practices. Cultural cognition pertains to a type of subjective

cognition in which the cognitive subject's pre-existing cultural cognition framework exerts a substantial influence on their cognitive processes. The main aim of cognition as a cultural activity is not alone to achieve rational comprehension of the cognitive object, but rather to attain rational comprehension of the cultural meaning inherent in the cognitive object. The cultural significance discussed here relates to the meaningfulness assigned to the cognitive subject, symbolizing the fundamental nature of human endeavors to attain value. The decision has been reached. Cultural cognition, as an advanced facet of psychology, possesses the potential to induce substantial alterations in several cognitive components. Furthermore, it underscores the importance of cultural influences in its logical development.

The dynamic aspect of cultural identity is evident when it experiences changes in response to a range of social, cultural, and historical influences. There is variability in the degree to which individuals undergo alterations in cultural identity, with certain individuals experiencing more frequent shifts in comparison to others. Individuals that experience a lesser degree of alterations are more likely to exhibit a pronounced and clearly delineated cultural identity. This suggests that individuals exhibit a harmonious and flexible integration of their cultural background.

### **Cultural Tourism**

The term "culture tourism" is commonly used to refer to the practice of tourists participating in the consumption of various cultural expressions, including heritage, art, folklore, and other similar forms of expression. Cultural tourism can be broadly defined as a socio-cultural interaction among individuals that is facilitated, regulated, and supported by various stakeholders, such as

planners, legislators, academics, marketing experts, travel companies, and other relevant parties (Richards, 2018). Cultural tourism can be conceptualized as a process wherein social systems and cultures intersect, resulting in mutual alterations in both domains. In order to offer a precise elucidation of the notion of cultural tourism, it is imperative to initially possess a full comprehension of the two intricate definitions of culture and tourism. It is crucial to underscore that a comprehensive understanding of cultural tourism requires an initial awareness of the distinct ideas of culture and tourism. The claim that the concept of cultural tourism combines the meanings of these two terms is incorrect, as they are fundamentally distinct from one another.

The concept of tourism is typically more readily understandable when compared to the broader concept of culture. The various conceptualizations of tourism can be classified into two basic categories. Tourism can be defined in two distinct ways: the conceptual definition, which encompasses the fundamental understanding of tourism, and the technical definition, which emphasizes the assessment and quantification of the economic worth attributed to tourists. It is important to note that this metric varies considerably among different countries. The diagram shown in Figure 2.3 offers a basic explanation of the two aforementioned groups:

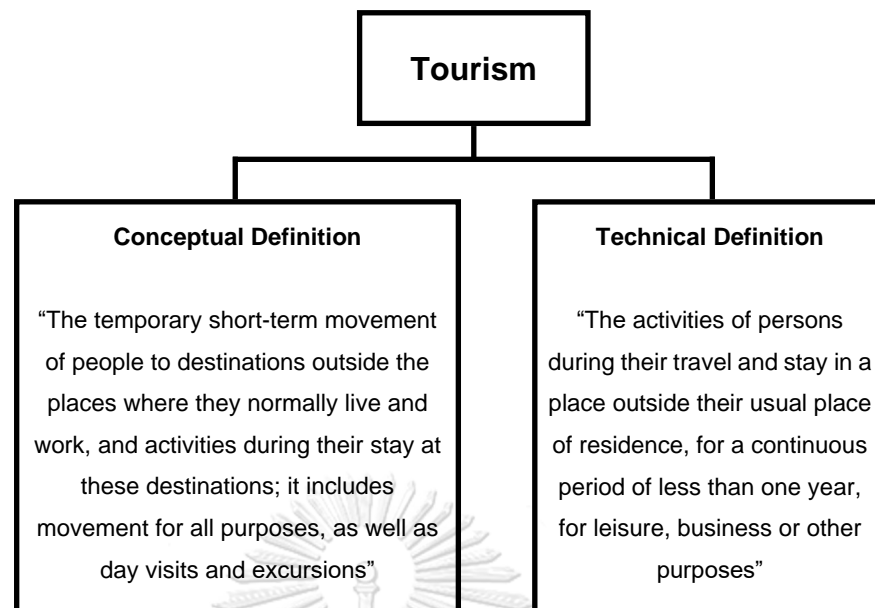


Figure 2.3 Conceptual and technical definitions of tourism

The concept of "culture" encompasses a broad spectrum of meanings and implications in the context of literary discourse. Culture is often regarded as a holistic construct that functions as a unifying notion, spanning various aspects of human existence. Therefore, the attempt to construct a widely accepted definition of "culture" leads to a level of abstraction that diminishes the practical utility of the term. The following excerpt elucidates two potential literary applications of this concept: culture as a dynamic phenomenon and culture as a resultant or manifestation.

Culture	
As 'Process'	As 'Product'
- Derived from anthropology and sociology which regard culture mainly as codes of conduct embedded in a specific social group. Culture designates the social field of meaning production, or the processes through which people make sense of themselves and their lives.	- Derives particularly from literary criticism. Culture is regarded as the product of individual or group activities to which certain meanings are attached, Thus 'high' culture might be used by some to refer to the products of famous artists, where 'low' culture might refer to TV soap programs.

Figure 2.4 Concept of culture in literature

However, Stebbins' comprehensive compilation of cultural tourist categories encompasses a wide range of aspects and, according to its title, does not solely concentrate on cultural tourism. The typology put forth by McKercher and Du Gros presents a more extensive framework for categorizing cultural tourists, considering both their desired level of immersion and the influence of cultural factors on their travel motivations. The three basic categories of cultural tourists, namely purposeful, sightseeing, and serendipitous, hold considerable significance as they are primarily motivated by and show a preference for selecting destinations based on cultural values. The diagram labeled as Figure 2.5 is provided for the purpose of reference. According to Stebbins' classification, the three kinds of cultural tourists are designated as specialized, while the remaining two groups, casual and incidental, are encompassed within the broader classification of general culture tourists.

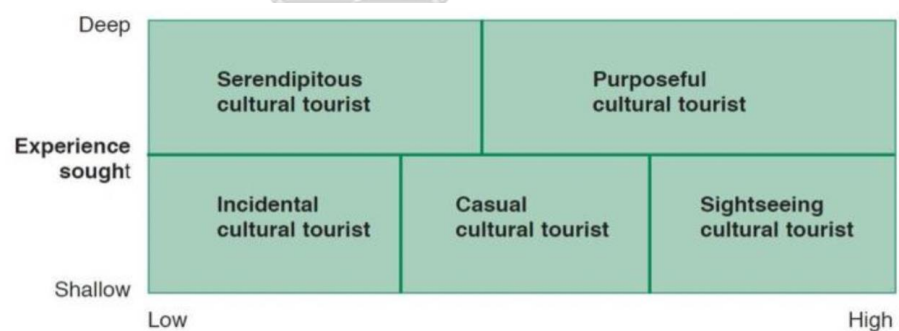


Figure 2.5 Importance of Cultural Tourism in the Decision to visit a destination

- **The purposeful cultural tourist**  
*cultural tourism is the primary motive for visiting a destination and the tourist has a very deep cultural experience;*
- **The sightseeing cultural tourist**  
*Cultural tourism is a primary reason for visiting a destination, but the experience is less deep;*
- **The serendipitous cultural tourist**  
*A tourist who does not travel for cultural reasons, but who, after participating, ends up having a deep cultural tourism experience;*
- **The casual cultural tourist**  
*cultural tourism is a weak motive for travel and the resulting experience is shallow;*
- **The incidental cultural tourist**  
*This tourist does not travel for cultural reasons, but nonetheless participates in some activities and has shallow experiences.*

Figure 2.6 The 5 Typology of cultural tourist

Culture plays a crucial role in shaping economic and social development, and holds a central position in guaranteeing the stability, continuity, and progress of a country, area, or nation. The concept of effective culture involves not only the transmission and progression of human values and traditions, but also results in significant economic prosperity for both individuals and societies. Tourism, regarded as a form of recreational activity, holds considerable significance in affording persons with both physical and mental rejuvenation. With the improvement of living conditions, there is an ongoing increase in individuals' spending behaviors and their desire for spiritual fulfillment. The integration of

culture into the tourism sector serves to enable tourists to engage with local cultural practices and also to optimize the economic benefits received from cultural resources.

### **Tourism is An Effective Way to Spread Culture**

The concept of "cultural industry" refers to the economic domain that comprises the production and distribution of cultural products, tangible resources, and intellectual services for the purpose of creating and managing cultural commodities. The cultural industry predominantly involves commercial endeavors, however it fulfills the cultural needs of individuals across various social strata and contributes to the progression and development of culture and art. Tourism possesses the potential to meet the growing material and cultural needs of humans, while concurrently offering prospects for physical and mental revitalization. Participating in a diverse range of activities has the ability to positively impact individuals' overall well-being, broaden their intellectual horizons, improve their cognitive abilities, and promote social productivity. Therefore, tourism displays unique characteristics related to both cultural and economic dimensions. Inside the domain of contemporary tourism, each tourist endeavor is conducted inside a distinct cultural framework encompassing many aspects of tourism activities such as production, circulation, trade, decision-making, and administration. These entities exhibit varied degrees of cultural diversity, with a specific focus on the creation and utilization of tourism products that are firmly grounded in cultural origins. The function of culture in the field of tourism is of great importance, as it serves as the fundamental aspect of tourism, while tourism itself acts as a significant means for the communication and safeguarding of culture. The inclusion of cultural tourism is vital for the attractiveness of a particular location, as it plays a significant role in enhancing the liveliness and dynamism of the tourism sector. On the contrary, the

exclusion of cultural components within the tourism industry would lead to a dearth of appeal and liveliness. The advantages of tourism are readily apparent within the realm of commerce, while the advantages of culture are mostly observed inside the connotative sphere. From a tourist perspective, gaining an awareness of a culture allows us to grasp its underlying principles and beliefs. From a cultural perspective, gaining an understanding of the tourism business provides access to a significant market. The symbiotic relationship between the tourism sector and cultural industry is readily apparent, as they synergistically bolster and flourish in tandem.

There exists a clear correlation between the disparities observed in the level of development and efficacy of the local tourist sector and the variance in the amount of cultural resources within a certain region. Within the realm of tourist development, it is of utmost importance to prioritize the building of a tourism culture by placing focus on the requisite cultural attributes. This involves the utilization of sophisticated cultural components to efficiently steer the sustainable advancement of tourism. The inclusion of cultural elements significantly enhances and broadens the scope of the tourism industry. Culture plays a dual role in tourism, serving as both the main driving force and the ultimate goal. Culture is commonly perceived as a vital and essential attribute of the tourism sector. Tourism functions as a platform for the exchange and dissemination of culture, while also acting as a catalyst for the advancement of cultural assets. Consequently, this phenomenon engenders several prospects and potentialities for the expansion of the cultural tourist industry. The advent of cultural industrialization has resulted in the conversion of cultural assets, such as historical artifacts, cultural landscapes, and traditional customs, into valuable resources for the tourism sector. The promotion and support of tourism are integral to the preservation, protection, and dissemination of a nation's cultural legacy. The expansion of tourism has led to the flourishing and thriving of culture, characterized by its energy and vigor. Therefore, employing the



tourism economy as a driver for cultural advancement and the growth of the cultural industry, while utilizing the cultural industry to enhance the cultural importance of tourism, constitutes effective strategies for promoting the dissemination of culture and the prosperity of tourism.

The role of culture in the tourism sector is one that has the capacity to promote and augment its growth and development. The incorporation of radiation and penetration effects has the potential to increase tourist resources, hence improving the spiritual and cultural relevance of tourism experiences. This approach additionally enables the categorization of tourism products, leading to a multifaceted and dynamic tourism sector. The presence of culture enriches the aesthetic encounter of individuals who engage in travel, while simultaneously rejuvenating tourist destinations. As a result, the improvement of the skills and knowledge of persons involved in the tourism business will play a significant role in fostering a refined organizational culture within the tourism sector and promoting the implementation of a research-based approach to the growth of tourism. Consequently, this will enable the advancement of sustainable tourism practices. The deliberate application of cultural elements can also contribute to the enhancement and progress of the tourism industry, hence increasing the competitiveness of such enterprises. On the other hand, tourism can also contribute to the expansion of cultural enterprises. Tourism functions as a means to facilitate cultural engagement and spread through its induced impact, while also acting as a catalyst for the development of cultural resources. This strategy supports the investigation and improvement of cultural resources, allowing for the monetization and growth of cultural industries, promoting a positive cycle of cultural preservation, development, and protection, and furthering the preserving and conservation of national heritage. Moreover, the amalgamation of tourism and culture has the potential to enhance the profoundness and importance of cultural

encounters, enhance the inherent value of cultural assets, and infuse cultural manifestations with a unique regional charm. The association between tourism and culture is marked by a reciprocal and interdependent dynamic. In the realm of socio-economic development and the merging of industries, it is crucial to grasp the mutual integration and interaction between the tourism sector and local culture within a given location. The integration of cultural and economic factors is crucial in the symbiotic relationship between the tourism sector and the cultural industry.

By implementing this strategy, it will yield benefits in terms of improving the perception of culture, increasing the economic worth of both the cultural industry and the tourism sector, and finally achieving a mutually advantageous conclusion in terms of economic gains.

### **2.3 Cultural Significance and Value**

#### **Perception of Value**

The significance of a location, object, or practice in relation to cultural heritage pertains to its distinctive attributes and values that hold relevance for both contemporary society and future generations. These traits encompass aesthetic, historical, research-oriented, social, and spiritual dimensions (ICOMOS, 2002). The Australia State Historical Office employs many criteria and considers the unique amalgamation of qualities associated with a particular site in order to ascertain its cultural and historical significance. The cultural legacy of the subject is demonstrated by the collective presence of these values (State Legacy Office: Government of Western Australia, 2013). The assessment of the value of sites is guided by the principle of cultural relevance, as outlined in

the Burra Charter. According to Australia ICOMOS (2000), locations that possess a high likelihood of significance are those that facilitate the advancement of our comprehension of historical events, contribute to the current state of affairs, and hold worth for future generations.

As posited by Taylor (2011), there exists an intricate connection between values and historic locations, whereby the encoding and decoding of values by individuals leads to their perpetual renewal. This statement holds true regardless of whether the values in question are tangible or intangible. The process of production and consumption contributes to the establishment of a complex network in which values are exchanged and disseminated. The embodiment of values within a site exerts a considerable influence on the emergence of new values, discourse, and even the establishment of new sites.

The Legacy Cycle Diagram, as introduced by Simon Thurley in 2005 inside the publication "Culture in Development," functions as a graphic depiction of the intrinsic importance of cultural heritage. The conveyed meanings can be discerned by systematically analyzing the diagram in a clockwise direction. The recognition and value placed on cultural heritage holds considerable importance for individuals. The acknowledgment of its value prompts folks to cultivate an inclination to conserve it. 3) The preservation of cultural heritage facilitates the augmentation of individuals' capacity to get enjoyment from it. The act of engaging with cultural heritage fosters a sense of inquisitiveness and a desire to deepen one's understanding of it. The aforementioned process facilitates the acquisition of knowledge and understanding of cultural heritage.

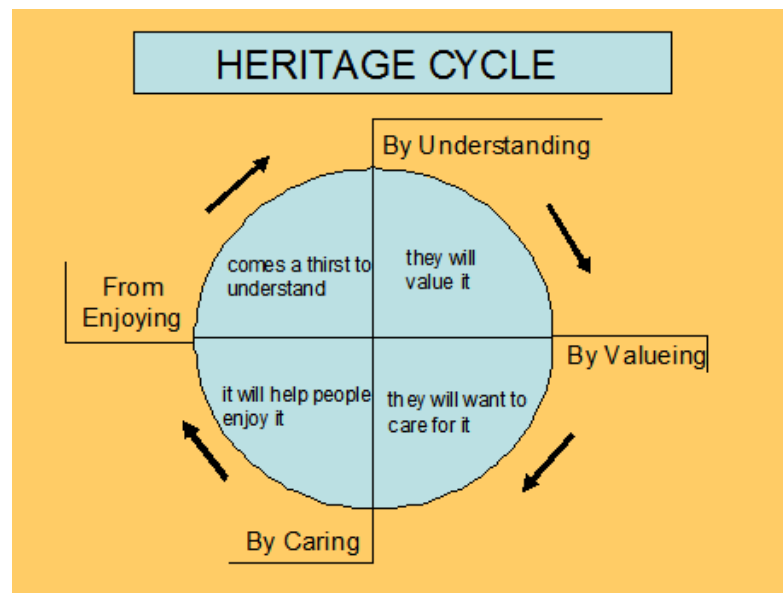


Figure 2.7 Cultural Heritage Cycle

Carter and Bramley (2002, p. 178) define "values" as the attributes that are deemed significant and desirable by individuals, collectives, or society. Subjective values, in contrast to individual or objective values, have a pivotal role in assigning importance to certain objects and locations, so converting them into what is widely recognized as "heritage" (Avrami, 2000, p. 7). According to Taylor (2011), values are frequently comprehended and interpreted in two discrete methods. The initial interpretation concerns values in the context of moral principles or guiding conceptions that exert influence over the behaviors of individuals and groups. The second meaning pertains to values as the desirable traits and features ascribed to objects, embracing their current properties as well as their potential attributes. The Getty Conservation Institute (2002) asserts that the process of identifying positive characteristics and attributes in objects can be accomplished by employing values.

The categorization of cultural heritage significance by the Western Australia State Heritage Office's appraisal standards encompasses six distinct values.

### **1) Aesthetic Value**

Criterion 1: The Significance of Exhibiting Specific Aesthetic Characteristics.

#### 1.1) Significance in terms of aesthetic characteristics.

The significance of a work of art can be attributed to its exceptional creativity, groundbreaking design, or remarkable artistic accomplishment.

1.3) The aforementioned element possesses significance owing to its remarkable influence on the visual characteristics of its environment. The aforementioned phenomenon can be discerned through its designation as a significant point of reference, its impact on notable panoramic views, or its capacity to augment the specific aesthetic attributes of the cultural or natural region in which it is situated.

1.4) Within the framework of a historical district, the significance of aesthetic characteristics gives rise to the development of unique elements that, when combined, contribute to a noteworthy streetscape, townscape, or cultural milieu.

### **2) Historical Significance**

Criterion 2: Significance within the historical narrative of Western Australia's development and evolution.

2.1) The significance of this aspect is in the prominent existence or variety of cultural elements that chronicle the historical trends of human habitation and advancement within the particular locale, geographic region, or jurisdiction.

2.2) The aforementioned aspect carries substantial importance in connection to a historical occurrence, phase, or undertaking within the local community, state, or broader geographical area.

2.3) The significance of a person or entity stems from their strong links to individuals or entities that have had a significant impact on the historical development of the nation, area, or locale through their personal experiences, contributions, or actions.

The relevance of this phenomena is in its capacity to serve as a platform for showcasing the inventive, technological, creative, design, or aesthetic quality that is emblematic of a particular era.

### **3) Significance in Scientific Research**

Criterion 3A denotes a distinct norm or guideline employed for the purpose of evaluating or assessing a certain entity or concept. The potential of this research is apparent in its capacity to generate data that will enhance comprehension of the ecological and sociocultural heritage of Western Australia.

Criterion 3B pertains to a specific standard or metric employed for the purpose of evaluating or appraising a given subject or issue. The demonstration of a high level of technological proficiency or creative ability holds considerable significance.

3.1) This particular site possesses considerable importance as a research facility, educational institution, type locality, reference point, or benchmark location, owing to its invaluable role in enhancing our comprehension of natural or cultural history.

3.2) This research method holds great importance as it has the potential to yield data that can significantly contribute to our holistic comprehension of the historical trends of human habitation within a certain locale, geographic region, or jurisdiction.

3.3) This particular subject holds significance as a result of its notable technological progress and inventive attributes.

The act of aligning oneself with a community or cultural group in Western Australia carries substantial importance in terms of social, cultural, educational, and spiritual aspects.

#### **4) Social Value**

Criterion 4: 4.1) The significance of a particular entity is derived from the attribution of great value to it by a community or cultural group, owing to its implications in the realms of social, cultural, religious, spiritual, artistic, or educational domains.

Factor 4.2 assumes a pivotal function in fostering a sense of belonging within a specific community.

Criterion 5: The exhibition of unusual, uncommon, or imperilled elements serves as a representation of the cultural heritage of Western Australia.

5.1) The Importance of Atypical, Endangered, or Scarce Architectural Structures, Natural Environments, or Events.

5.2) The significance of an exhibition is derived from the presentation of a unique practice that is no longer commonly witnessed, hence facing the risk of extinction or possessing particular importance to a specific place, territory, or state.

Criterion 6: The notion of representativeness carries importance in depicting the attributes of a collective of cultural contexts or geographical regions within a specified state.

6.1) The depiction of the fundamental features of different ecosystems or landscapes has importance in discerning their distinctive properties within their corresponding categories.

6.2) It is of utmost importance to demonstrate the fundamental characteristic of the wide array of human activities (encompassing lifestyle, philosophy, customs, methods, land utilization, functionality, design, or technology) within the local, regional, or state context.

(State Heritage Office: Government of Western Australia, 2013)

Mason (2002) asserts that the evaluation of the value of cultural heritage is a crucial element in conservation endeavors, since values play a significant role in influencing decision-making procedures. The recognition of the importance of values in comprehending and formulating strategies for the conservation of history is widely acknowledged. However, there is a notable scarcity of study



conducted on this particular topic. When establishing plans and making decisions, it is imperative to take into account the comprehensive spectrum of historical values that are present in the real world.

The typologies pertaining to heritage value that have been developed by different scholars and organizations include the following: The Getty Conservation Institute's typology from 2002, Reigl's typology from 1902, Lipe's typology from 1984, the Burra Charter developed by the Australian branch of the International Council on Monuments and Sites (ICOMOS) in 1999, Frey's typology from 1997, the typology established by English Heritage in 1997, and Kanjanusthiti's typology from 2006.

<b>Reigl (1902)</b>	<b>Lipe (1984)</b>	<b>Burra Charter (1998)</b>	<b>Frey (1997)</b>	<b>English Heritage (1997)</b>	<b>Kanjanusthiti (2006)</b>
Age	Economic	Aesthetic	Monetary	Cultural	Emotional Value
Historical	Aesthetic	Historical	Option	Educational and academic	Cultural Value
Commemorative	Associative- symbolic	Scientific	Existence	Economic	Use Value
Use	Informational	Social spiritual	Bequest	Resource	
Newsness			Prestige	Recreational Aesthetic	
			Educational		

Table 2.2 Summary of heritage value typologies

The sources included in this analysis are Reigl's work from 1982, Lipe's publication from 1984, The Burra Charter by Australia ICOMOS in 1999,

English Heritage's report from 1997, and Kanjanusthiti's research conducted in 2006.

The subsequent table provides a complete overview of the Australian ICOMOS 2000 Heritage Value Typologies, with a specific emphasis on the notion of cultural importance and its significance.

<p><b>Aesthetic value</b></p>	<p>The concept of aesthetic worth encompasses elements of sensory experience that may and need to be defined by certain standards. Various characteristics may be taken into account while evaluating a fabric, such as its form, scale, colour, texture, and substance. Additionally, the olfactory and auditory aspects related to the location and purpose of the fabric may also be considered.</p>
<p><b>Historical value</b></p>	<p>The concept of historic value incorporates the historical aspects of aesthetics, science, and society, and so serves as a fundamental basis for the words discussed in this section. A location might possess historical significance due to its impact on, or connection to, a notable individual, event, period, or undertaking. Furthermore, the location might possess historical significance due to its association with a significant occurrence. The significance of a particular location is more pronounced when there is evidence of the relationship or event that remains in its original site (in situ) or when the settings have been well-preserved, as opposed to situations where changes have occurred or evidence is no longer available. Nevertheless, certain events or relationships may possess such significance that the location maintains its importance irrespective of any future handling.</p>
<p><b>Cultural Value</b></p>	<p>Cultural value pertains to the inherent meaning and significance attributed to a certain location, item, or activity within the context of a given community or society's culture, historical background, belief systems, traditions, and social customs. Cultural worth comprises a range of features and characteristics, such as aesthetic, historical, research, social, spiritual, and other particular aspects, that collectively contribute to the comprehension, admiration, and safeguarding of cultural heritage. The acknowledgement is made that locations and aspects of cultural importance possess value and establish links to preceding, current, and next generations, therefore functioning as evidence of the cultural identity and variety within a community or culture.</p>

<b>Spiritual/ Religious Value</b>	The concept of spiritual or religious worth pertains to the inherent meaning and significance attributed to a certain location, item, or activity within the context of spiritual beliefs, religious customs, rituals, and observances. The recognition pertains to the sanctity, metaphysical significance, and religious import attributed to specific locations, edifices, or objects. The concept of spiritual and religious worth pertains to the significance of these factors in facilitating a profound feeling of spiritual interconnectedness, direction, devotion, and transcendence among individuals and groups. This statement recognises the cultural and social importance of spiritual and religious practises, as well as their role in shaping the cultural legacy and identity of a certain community or culture.
<b>Economic value</b>	The concept of economic value pertains to the importance and advantages obtained from a heritage location or site in relation to its contribution to the economy. The concept of economic value acknowledges the inherent or realised economic activities and prospects linked to legacy, encompassing aspects such as tourism, the generation of employment, the generating of income, and the advancement of economic growth. The statement recognises the economic advantages that result from the preservation, administration, and marketing of cultural sites, including augmented tourist expenditures, local business expansion, and the stimulation of other sectors. The concept of economic value underscores the significance of heritage in promoting sustainable economic expansion, bolstering local economies, and making a positive contribution to the overall prosperity of an area or community.

Table 2.3 Australia ICOMOS Heritage Value Typologies

The utilization of branding as a means to depict the cultural historical values of Doi Mae Salong is vital for promotional purposes. According to ICOMOS (2002), it is imperative to assess the management plans in terms of the natural and cultural significance of a resource prior to promoting or developing heritage sites for the purpose of enhancing tourism. In order to ascertain the cultural values of Doi Mae Salong and its cultural relevance within the context of this study, the application of destination branding is recommended.

#### 2.4 Stakeholder Perspectives in Tourism

##### Current Tourism Situation in a Global Context

The tourism business, which holds the distinction of being the largest sector globally, is also seeing rapid expansion, with an impressive average annual growth rate of 7.4%. According to a report by the United Nations World Tourism Organization (UNTWO) in 2006, the region that experienced the most significant growth on a global scale was East Asia and the Pacific, with a growth rate of 14.7% during the period of 1999-2000. The recognition of the imperative for sustainable tourism is growing due to the substantial impacts it has on both individuals and the natural environment.

According to the World Tourism Organization, the establishment of sustainable tourism requires the active involvement of all relevant stakeholders, together with effective political leadership to ensure broad participation and the fostering of agreement. To attain sustainable tourism, it necessitates a perpetual procedure that entails the consistent evaluation of its effects and the implementation of preventive or remedial measures when necessary (UNTWO, 2006).



**Sustainable Tourism**

The optimal utilization of environmental resources, which are vital for the development of the tourism sector, is prioritized in order to safeguard essential ecological processes and enhance the conservation of biodiversity and natural heritage.

The approach acknowledges and upholds the sociocultural authenticity of the host communities, safeguarding their traditional values and tangible and intangible cultural assets, while also promoting intercultural tolerance.

The objective of this initiative is to ensure the sustainability and long-term viability of economic activities. It aims to give fair and equitable socioeconomic benefits to all individuals and groups involved, including the provision of permanent employment opportunities and avenues for generating income. Additionally, it seeks to contribute to the well-being of host communities by offering social services and actively participating in poverty reduction efforts.

The objective is to uphold a notable degree of tourist contentment and guarantee a purposeful encounter for visitors, while concurrently fostering an enhanced comprehension of sustainability issues and promoting the adoption of sustainable practices within the realm of tourism. According to the United Nations World Tourism Organization (UNWTO) in 2005,

The implementation of optimal strategies in community-based tourism has the potential to yield various benefits in terms of social, environmental, and economic aspects, thereby contributing to the overall sustainability of the community. The aforementioned three pillars are derived from the concept of the triple bottom line for sustainability, generally referred to as "TBL" or "3BL," which enjoys endorsement from various international organizations including APEC and the UN. The graphical representation presented here illustrates the three fundamental pillars of sustainability, namely environmental, economic, and social dimensions. It highlights the significance of pursuing these dimensions collectively and in a coordinated manner to effectively achieve sustainability in its entirety. In essence, effective community-based tourism has the capacity to fulfill societal demands, contribute to the establishment of a more sustainable ecosystem, and yield financial prosperity.

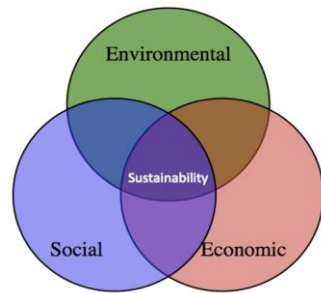


Figure 2.8 Aspects of sustainability

### **Role of Stakeholders in Tourism Industry**

According to (Asker et al., 2010), around the middle of the 1990s, the concept "community-based tourism" (CBT) first surfaced. Cognitive Behavioral Therapy (CBT), a therapeutic approach that is particularly well-suited for rural and regional areas, typically operates at a local level and entails interactions between visitors and the host community. There is a general consensus among individuals that Cognitive Behavioral Therapy (CBT) operates under the governance and ownership of the community, with the primary objective of serving the community. Local tourism is a form of tourism that places emphasis on utilizing local vendors and service providers, while also prioritizing the interpretation and dissemination of the local way of life. Communities, local government bodies, and non-governmental organizations (NGOs) have actively pursued and provided assistance for it. Various alternative terms are employed globally to denote analogous undertakings; for instance, CBT and rural tourism are frequently utilized in Latin America. Ecotourism is commonly facilitated through the utilization of Community-Based Tourism (CBT) in many regions across Asia. The objectives of ecotourism, rural tourism, sustainable tourism, and community-based tourism often overlap. The act of engaging in tourism planning has the potential to contribute to the preservation of a destination's cultural

legacy, enhancement of its natural assets, and promotion of the socioeconomic well-being of the local communities. Eco-tourism, rural tourism, and community-based tourism are regarded as both a specialized segment within the tourism industry and a framework of guiding principles.

Irrespective of the specific nomenclature chosen, there exist some essential procedures and approaches that can ensure the proper and effective implementation, planning, and management of Cognitive Behavioral Therapy (CBT) to promote the well-being of individuals and their environment. Stakeholders refer to individuals or groups who have been identified as potentially engaging in or being affected by the CBT enterprise, either in a direct or indirect manner. It is imperative to identify and engage stakeholders to some extent during the review process. In order to assess the compatibility of the community's vision, aims, and objectives with the tourism industry, it is imperative to analyze them alongside any external collaborators and partners. Figure 2.9 below illustrates the diverse range of potential participants in regional and rural cognitive-behavioral therapy (CBT) and sustainable tourism.



Figure 2.9 Sustainable tourism stakeholders

In rural areas, the primary focus of community-based tourism (CBT) often revolves around the utilization of natural resource-based tourist products. Consequently, there may be a necessity to incorporate more entities, such as governmental agencies responsible for agriculture, parks, forestry, fisheries, and

mining, into the assessment and planning stages of CBT. Establishing excellent relationships with stakeholders of this nature is of utmost importance due to the potential challenges posed by their bureaucratic processes.

### **Stakeholder Analysis in Destination Branding**

According to the scholarly works of Donaldson and Preston (1995), Sheehan et al. (2007), Hankinson (2010), Fyall (2011), and Houghton & Stevens (2011), the concept of stakeholders posits that an organization occupies a central position within a complex web of relationships involving various interested parties. According to Sheehan et al. (2007), their seminal research on stakeholder theory aimed to explore the difficulties associated with stakeholder identification, analysis, and management. According to Donaldson and Preston (1995, p. 67), stakeholders can be described as individuals or groups who possess legitimate interests in the procedural and/or substantive aspects of corporate activity. It is important to note that these interests remain valid, irrespective of whether the corporation in issue has any comparable functional interest in the stakeholders. According to Clarkson (1995), it is necessary to identify stakeholders based on their primary and secondary influences on organizations.

Major stakeholders are individuals or groups who possess the capacity to exert influence on an organization's operations and are also affected by its functioning. Conversely, secondary stakeholders are those who have the potential to effect an organization but may not necessarily be directly influenced by it. Hence, individuals who do not engage in transactions with the aforementioned organizations, in contrast to significant stakeholders, consequently do not exert any influence on the companies' overall well-being. Sheehan et al. (2007), Houghton and Stevens (2011), and Ooi and Pedersen



(2010) have identified several key stakeholders involved in the process of branding destinations. These stakeholders include the local residents, the community, the local, regional, and national authorities, and the destination marketing organizations (DMOs). The DMOs, in particular, hold considerable influence in the development of destination brands. In their study, Morgan et al. (2003) expanded the scope of stakeholders by incorporating environmental organizations, trade associations, and the broader commercial sector into the existing list. These organisations and agencies might be considered as secondary stakeholders because of their indirect impact on the development of the destination brand, namely through the use of sports. The identification of stakeholders involved in major sports is focused on their roles in event organization, strategic planning, and event marketing to achieve brand-related advantages. Additionally, stakeholders relevant to destination branding are considered, with a particular emphasis on those relevant to the current study's context.

Sheehan et al. (2007) advocate for the implementation of appropriate strategies by management in order to effectively manage their interactions with other entities once the primary stakeholders have been identified and differentiated. Based on the findings of the research, it is evident that the implementation of efficient stakeholder management strategies holds the capacity to confer a notable competitive edge by facilitating the establishment and maintenance of valuable relationships. Furthermore, it is argued by these scholars that the sustenance of an organization is contingent upon the backing of various stakeholder groups (refer to Waligo et al., 2013; Todd et al., 2017). Morgan et al. (2003) assert the necessity of proactive stakeholder management in the context of destinations, placing particular emphasis on the establishment of partnerships. Hence, it is imperative for all pertinent stakeholders to reach a

consensus on the ultimate vision statement that will provide a pragmatic and significant aspiration for the future of their destination. This vision should encompass their collective principles, while also considering the practicalities and constraints of the market (Morgan et al., 2003). Nevertheless, the works of Morgan et al. (2003) and Paskaleva-Shapira (2007) present a significant obstacle for destination marketers, as they emphasize the need to effectively convey the essence of the destination brand to tourists. This entails creating an immersive experience that allows tourists to perceive the advertised brand value and the unique authenticity of the area. According to the authors, destination marketing organizations (DMOs) face the challenge of reconciling diverse local and regional interests and establishing a collective identity that satisfies a broad spectrum of stakeholders. This task is complicated by the susceptibility of DMOs to several political pressures that arise during the execution of their activities. In order to achieve this objective, it is recommended for Destination Marketing Organizations (DMOs), despite the challenges they may face, to seek out robust brands that enhance consumer satisfaction by proactively addressing their preferences and expectations, distinguishing the unique attributes of a city, and making well-informed decisions (Paskaleva-Shapira, 2007).

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According to Palmer (2002) and Morgan et al. (2003), the marketing of tourism destinations poses significant challenges due to the involvement of several stakeholders and the complex nature of their brand identity. Morgan et al. (2002) argue that destination marketing organizations (DMOs) face distinct challenges in establishing their brand identity. These challenges stem from the diverse range of stakeholders involved in the destination's development, independent of its stage in relation to product and service brands. Destinations are characterized by their intricate and fragmented nature, comprising intricate entities, groups of individuals, and communities. The actions of interdependent

stakeholders exert influence on other members of the community (Lichrou et al., 2010). The inherent challenge is in the need for destination branding to effectively unite disparate sets of stakeholders, fostering collaboration and facilitating negotiations to address the diverse interests of many parties. Lichrou et al. (2010) emphasize that stakeholders have garnered attention from location and destination marketers in relation to the aforementioned issue.

### **The Community Canvas**

Within this particular subchapter, we undertake an exploration of the viewpoints held by significant players within the realm of cultural destination branding for Doi Mae Salong. The comprehension of stakeholders' perspectives and ambitions holds significant importance in formulating a complete and all-encompassing strategy for destination branding. This approach aims to effectively connect with both the local community and guests, ensuring inclusivity and resonance. In order to obtain useful viewpoints from stakeholders, we utilize the Community Canvas framework, which serves as a robust analytical instrument for a systematic examination of different aspects of the community. The Community Canvas model is a comprehensive framework consisting of six essential components: Identity, Purpose, Experience, Rituals, Roles, and Values.

The Identity section provides an opportunity to gain an understanding of stakeholders' perceptions of the cultural identity of Doi Mae Salong and its integration with branding initiatives. By examining the perceived purpose of a destination from various stakeholders, it is possible to synchronize branding efforts with their shared objectives and desires. The Experience section facilitates an examination of stakeholders' viewpoints regarding the desired

tourist experience, encompassing aspects such as cultural immersion and sustainable practices. Furthermore, via a comprehensive analysis of Rituals and their influence on the cultural significance of the location, we may augment the genuineness of Doi Mae Salong's branding.

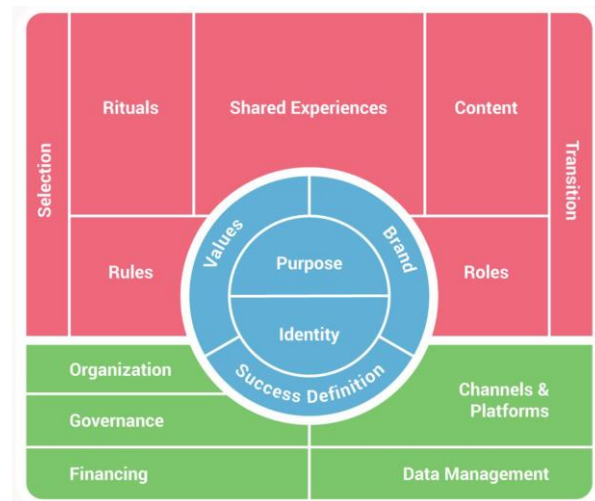


Figure 2.10 Communication Canvas Model

The comprehension of the roles assumed by stakeholders in the process of cultural destination branding is crucial in order to promote collaboration and a sense of ownership among diverse groups. This observation enables us to discern significant proponents and influencers who possess the ability to enhance the brand's outreach.

Moreover, conducting an in-depth exploration of the Values upheld by different stakeholders enables us to identify common convictions and ideas that can serve as the fundamental basis for constructing Doi Mae Salong's genuine branding narrative. By establishing a congruence between the values of the destination and those of its stakeholders, a cohesive and persuasive story is ensured.

**Stakeholder Engagement:** We employ various methods, such as stakeholder interviews, focus groups, and surveys, to actively include the local community, businesses, government officials, cultural organizations, and visitors in order to collect a wide range of perspectives. The utilization of a participatory method in this context facilitates the cultivation of a perception of ownership and inclusiveness, so guaranteeing that the ultimate destination branding strategy establishes a profound connection with all relevant parties involved.

In summary, the use of the Community Canvas idea within our examination of stakeholder viewpoints enables us to develop a destination branding strategy for Doi Mae Salong that is both culturally grounded and inclusive. The objective of our approach is to establish a lasting brand that genuinely represents the cultural history of the destination and receives universal support and respect. This is achieved through recognizing the objectives, values, and roles of everyone involved.

## **2.5 Destination Branding**

### **Definition of Destination branding**

According to the New Shorter Oxford Dictionary, a destination is defined as the specific location or endpoint towards which an individual or object is directed, representing the desired culmination of a trip. Nevertheless, there exists a range of opinions among scholars regarding the defining characteristics of a tourist destination within the realm of travel. As exemplified by Buhalis (2000), destinations can be defined as locations that offer a diverse range of tourism-related products and services, which are marketed and sold under the

destination's distinctive brand identity. Tourists view well-defined geographic places as unique entities, characterized by a core including six major features: attractions, accessibility, available packages, activities, and supplemental services. Additional definitions have been proposed by Hu and Ritchie (1993) as well as Leiper (1990; 1995). According to the World Tourism Organization (2003b), a destination is presently characterized as a tangible area where visitors stay for a minimum of one night. It encompasses various tourism products such as support services and attractions, as well as tourism resources that possess both physical and administrative boundaries, which in turn establish its management and market competitiveness perceptions.

The seminal study conducted by Hunt (1975) made significant contributions to the field of tourism development by examining the concept of destination image and its role in shaping the perception of destinations. This research served as a fundamental basis for the emergence of the concept of destination branding. According to Hunt, the concept of destination image refers to the cognitive representations that prospective tourists hold of a specific geographical area. The concept of destination branding has been recently conceptualized as a strategic methodology aimed at distinguishing a location from its competitors through effective communication of its distinctive personality. According to Ekinici (2003), the achievement of effective destination branding necessitates a harmonious alignment between the brand and the demands of tourists. This alignment can be facilitated by cultivating mutually beneficial relationships between destinations and their visitors. Murphy, Benckendorff, and Moscardo (2007) assert that the phenomenon of destination branding has emerged as a prominent trend within the domain of tourism marketing. According to scholarly sources such as Hosany, Ekinici, and Uysal (2006) and Kotler and Gertner (2002), it is widely recognized that product

distinctiveness, competitive advantage, and successful market positioning are of utmost importance. Scholars from several fields have conducted considerable research and practical applications on the significance of constructing and promoting destination brand images for the overall success of a destination. This research has encompassed destinations of various scales, ranging from individual cities to smaller communities.

In contrast, a limited number of studies (Cai, 2002; Murphy, Moscardo, & Benckendorff, 2007) have focused on the examination of destination branding in regional destinations, considering the distinctive challenges that these destinations encounter in their branding endeavors. Consequently, there is a scarcity of scholarly investigations pertaining to regional destination branding. Scholars argue that the process of branding regional destinations is more intricate compared to branding destinations at other scales. This complexity mostly arises from the diverse array of tourism products offered by local enterprises within the region (Hall, 1999). The significance of comprehending the function of cooperation as a potential solution becomes imperative in light of the diverse marketing challenges that are inherent in regional destinations, as evidenced by the reviewed research.

The literature highlights the significance of collaboration in regional destination branding. This involves facilitating progressive discussions among stakeholders, promoting negotiation processes, formulating mutually advantageous proposals for future tourism development, and aiding governmental bodies in comprehending and integrating the aspirations of regional tourism destinations (de Araujo & Bramwell, 2002). The effectiveness of tourism management in a destination can be enhanced by understanding the cooperative behaviors of stakeholders, since this allows for a comprehensive

assessment of the various factors affecting the host community (Bramwell & Lane, 1993; Todd, Leask, & Ensor, 2017). According to McComb, Boyd, and Boluk (2017), stakeholder engagement presents a managerial approach that facilitates enhanced backing for the advancement of tourism (Keogh, 1990; Lankford & Howard, 1994). Collaboration is employed as a means to enhance the fundamental capacities of a tourism destination and foster cooperation among competing regions with the aim of promoting each individual location (Telfer, 2001). The importance of collaboration among competitors is increasingly recognized due to the sensitivity and volatility of the tourist business, particularly in regional settings (Saxena, 2005). Moreover, the presence of supplementary commodities, services, recreational activities, accommodations, transportation, and sustenance within a given region facilitates the establishment of connections and collaborations among various entities (Pavlovich, 2003).

### **Destination Attractiveness**

The allure of a destination is contingent upon the perceptions and sentiments of its visitors regarding its ability to effectively cater to their requirements. The perceived appeal and likelihood of selection of a place are directly proportional to its ability to effectively meet the demands of tourists. Mayo and Jarvis (1980) define attractiveness as the perceived capacity of a destination to provide individual benefits. The attributes of a particular geographical setting, or the constituent factors that contribute to the makeup of a certain place, enhance this capacity. The perspective presented here pertains to the demand side of the destination. The importance of these attributes allows individuals to evaluate the appeal of a particular place and make well-informed choices.



Individuals are more inclined to engage in travel and choose to remain at a certain tourist destination if that venue possesses aesthetic appeal. The primary advantage of a destination's aesthetic appeal is in its ability to attract tourists. The presence of attraction is crucial for the existence of tourism as it drives the demand for tourist amenities and services. According to Ferrario (1979b), the provision of facilities and services at a particular site is contingent upon the attraction of passengers to that destination.

### **Destination Competitiveness**

Competitive strategy refers to the endeavor of attaining a desirable position within a market characterized by competition. In order to achieve a sustainable and profitable market position, the organization endeavors to effectively compete within the industry (Porter, 1985). There remains a significant amount of knowledge yet to be acquired regarding the factors and variables that influence the level of competitiveness within the tourism industry (Dwyer et al., 2003a). The concept of competitiveness has been employed in several settings pertaining to the field of tourism. Numerous scholars have shown a correlation between economics, marketing, strategic perspectives, price, quality, and satisfaction with the concept of competitiveness.

According to Hassan (2000), if a destination's market share is increasing based on visitor counts and financial profits, it can be considered as exhibiting competitiveness. This method supports the widely acknowledged notion that there exists a positive correlation between competitiveness, tourist volumes, and destination income growth. According to Buhalis (2000), destination competitiveness exhibits a correlation with the economic well-being of the populace within a nation. Recent research has indicated that the expansion of

tourism often leads to the displacement of pre-existing economic activities, thereby replacing the industries that were previously established. The examination of inter-firm competition within the tourist sector is crucial due to the intricate nature of the industry and the diverse range of sectors that contribute to the overall competitiveness of destinations (Hassan, 2000). The ability to offer a more satisfying experience compared to other destinations may be associated with destination competitiveness.

Within the realm of planning, Pearce (1997) posits the concept of destination competitiveness as a set of tools and methodologies that may be employed to scrutinize and assess the diverse facets of destinations. A more comprehensive comprehension of the competitiveness of these sites may be attained via the analysis of the fundamental components that contribute to their desirability. The examination of competitiveness in tourism areas has also been explored from an environmental perspective (Mihalic, 2000).

#### **Destination Attractiveness/Competitiveness link**

Buhalis (2001) posits that the concepts of competitiveness and attractiveness are viewed from distinct perspectives, namely that of the tourist (attractiveness) and that of the destination (competitiveness). The twin assessments of tourist destination competitiveness and attractiveness (TDCA) offer a thorough comprehension of their dynamics. The term "TDCA" refers to the ability of a destination to provide social, physical, and economic benefits to its citizens, while also ensuring a satisfying experience for visitors. Formica 2001; Hu and Ritchie 1993, among others, focused on studies of destination attractiveness on the needs of travelers and what draws them to various locations, while Kozak and Rimmington 1999; Newall 1992, among others, examined

studies of destination competitiveness on the capacity of organizations to produce goods that are well-received abroad. Empirical testing and analysis have not yet been employed to integrate these two concepts. This conceptual study endeavors to examine the correlation between the supply and demand of tourism. The paradigm proposed is seen in Figure 2.11. The TDCA model posits that the interplay of many variables influencing tourist demand and destination supply plays a pivotal role in fostering conducive circumstances for the expansion and enhancement of the tourism industry. The concept of the 'destination Physical and Social' is purported to have a positive correlation with and is considered the most essential factor in determining TDCA. This correlation is influenced by two main factors: (a) the presence of attractions and a diverse range of activities, and (b) various supporting variables. The relationship can be mitigated by factors such as reputation, branding, and travel expenses.

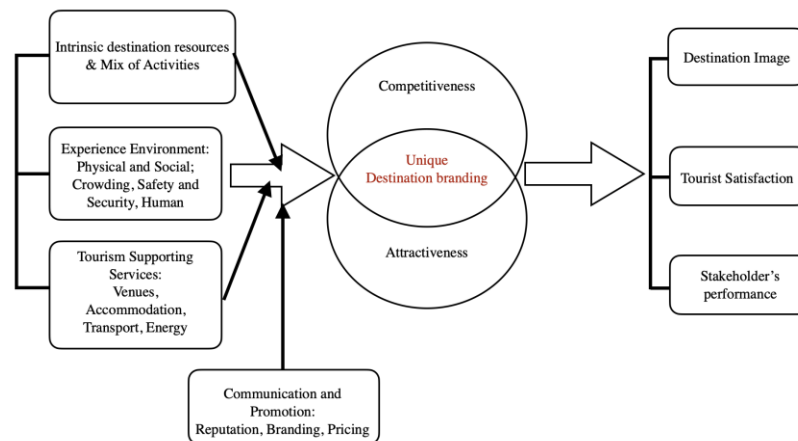


Figure 2.11 The Model of Tourism Destination Competitiveness and Attractiveness

### **Intrinsic Destination Resources**

The primary constituents of destination appeal are attractions. According to Crouch and Ritchie (1999), they function as the main incentives for travel. These are the main factors that influence the preference of prospective

passengers towards one destination over another. Researchers have employed several methods to categorize, sort, and classify attractions. Goeldner et al. (2000) categorized attractions into five primary classifications, namely cultural, natural, events, recreation, and entertainment (p. 217). The diversity of activities available at a site is a key determinant of its appeal, serving as a prominent factor in attracting visitors. Destination managers possess significant authority and influence over the amalgamation of activity. The amalgamation of activities is the result of the destination's strategic efforts and innovative approaches. The significance of the events lies in their ability to cater to the evolving preferences of visitors, as highlighted by Crouch and Ritchie (1999), who assert that individuals are now seeking experiences that surpass the traditional, passive forms of tourism. Due to the wide array of available places and activities, visitors tend to prolong their stay.

### **Tourism Supporting Services**

The amenities that have a secondary impact on travel motivation include hotels, transportation infrastructure and services, energy, and other related factors. The establishment of amenities is fundamental to the development of the tourist business (Crouch and Ritchie, 1999). The appeal of a resort is enhanced by its ability to provide amenities that tourists can employ during their visit. A destination is deemed competitive when its services and amenities are on par with or exceed those provided by other competing locales. Various forms of tourist support services are offered, depending on the destination type and the objectives of the destination management organization (DMO). The Destination Management Organization (DMO) plays a crucial role in enhancing the attractiveness and competitiveness of a destination by making strategic decisions

regarding its desired identity, the range and quality of services to be provided, and the regulation of operators within the destination.

### **Physical and Social**

According to existing literature on consumer behavior and tourism, the environment, encompassing both physical and social aspects, plays a fundamental role in shaping the tourism experience. It is widely recognized that the quality of the environment significantly impacts the attractiveness, satisfaction, and competitiveness of a given destination. Subsequent literature inquiries have revealed that the destination environment encompasses a diverse array of components. Several key variables have been identified as influential in shaping the destination environment, including crowding, safety and security, human resource development, rivalry, and teamwork.

The phenomenon of crowding has been identified as a prominent environmental component that exerts a substantial impact on social interaction and human behavior. This impedes individuals' ability to navigate and achieve objectives with ease. The presence of excessive crowds can have both psychological and physical impacts on individuals who are exposed to them. The attractiveness and competitiveness of a place in the tourist business are influenced by both the physical and social surroundings, hence contributing to visitor satisfaction. Esichaikul and Baum (1998) argue that the primary challenge faced by global tourism in the 2000s pertains to the cultivation of human resources. In contemporary times, it is imperative for destinations to possess the capability to attract and retain a workforce that is equipped with comprehensive and specialized education. According to Briguglio and Vella (1995), it is imperative for service firms situated in a particular place to employ personnel who possess the necessary qualifications. The competitive advantage of a

destination is in its ability to develop sufficient human resources. This is particularly significant as the quality of the customer experience in tourism heavily relies on the competence and skills of the workforce (Baum 1994a; Conlin and Titcombe, 1995).

Given that the majority of destinations are developed in close proximity to natural features, there exists a strong interdependence between tourism and the physical environment. Environmental management has emerged as a prominent global issue (Middleton and Hawkins, 1998). The interconnection between tourism and the environment is indisputable, although it has faced criticism from certain scholars (Butler, 2000). There exists a positive correlation between the attractiveness of a location and the overall quality of its environment. According to Mihalic (2000), an effectively managed destination environment is considered the optimal choice for destination advertisers.

The destination environment is considered the most crucial component of TDCA. The many components of the destination environment possess the capacity to either enhance or degrade the overall quality of the site. Tourists seek a secure environment, diligent personnel that prioritize customer satisfaction and service, and strong cooperation among businesses operating within the vicinity. The friendliness of a destination is a crucial factor for passengers to derive satisfaction and enjoyment from their vacation experience.

### **Communication and Promotion**

The process of branding locations allows travelers to effectively recognize and distinguish a particular destination from other similar options available in the market. Destination branding serves as a stimulus for conveying the advantages to the tourist. According to de Chernatony and McDonald (1998), the brand

serves as a concise tool for conveying both functional and emotional advantages. Therefore, it has the potential to expedite the process of selecting a destination. According to D'Hautesserre (2001), branding serves as a means to communicate the quality and performance of a tourism site to tourists. Reputable brands offer a sense of reassurance or a guarantee regarding the delivery of their performance.

Historically, there has been a dearth of scholarly research conducted on the subject matter of corporate reputation. Reputation has been examined from multiple theoretical viewpoints, including strategic management, marketing, sociology, and economics (Ashforth and Mael, 1989; Keller, 1993; Rindova and Fombrun, 1999; Sabate and Puente, 2003; Weigelt and Camerer, 1988). The comprehension of the notion of reputation holds significance for both destination organizations and consumers due to the fact that reputation not only provides information regarding the historical conduct of the firm, but also serves as a guarantee (Sabate and Puente, 2003). Fombrun (1996) highlights the significance of reputation as a reflection of stakeholders' emotional response and their overall assessment of an organization. This assessment is influenced by factors such as the organization's level of recognition, its perceived reliability, trustworthiness, reputation, and credibility (Caruana and Chircop 2000). In a similar vein, Weigelt and Camerer (1988) underscore the notion that reputation is an outcome of past actions. The concept of reputation encompasses a collection of economic and non-economic characteristics that are attributed to an organization and derived from its previous actions. Hence, reputation can be seen as a comprehensive perception of the degree to which an organization is esteemed or respected globally, and it significantly influences the decision-making process of choosing a place for visiting. The application of reputation within the tourism industry has been limited, however it holds significant potential in managing the dynamics between travelers and travel locations. The assurance of a satisfactory

experience for tourists visiting a renowned place is derived from the historical track record of the said site. Tourists place significant importance on their affiliations with esteemed institutions. Having a great reputation might potentially lead to higher visitation rates and longer durations of stay for visitors at a certain destination. According to Roberts and Dowling (2002), a positive reputation serves as a competitive advantage and aids in combating competition. The financial performance of a corporation is also associated with its reputation (Whetten, 1999).

The financial implications associated with vacationing play a crucial role in shaping the performance of a location in global markets, ultimately influencing its competitiveness. The act of traveling incurs financial expenses, and visitors exhibit a propensity to allocate their resources towards experiences that they perceive as valuable. The financial implications of the tourism experience for the visitor encompass the expenses associated with transportation services to and from the destination, as well as the expenditures related to the ground component, which encompasses accommodation, food, beverages, and tour services. There is a general consensus in the literature that travelers exhibit sensitivity to prices (Crouch, 1992). According to Dwyer et al. (2000), pricing competitiveness refers to the variations in destination prices, influenced by exchange rate fluctuations, productivity levels within different sectors of the tourism industry, and qualitative variables that impact the appeal of a destination. Numerous scholarly investigations have been conducted to elucidate the impact of prices on the demand for tourism (Crouch, 1992). However, limited attention has been given to examining the influence of pricing on the competitiveness of destinations. According to Dwyer et al. (2000), it has been suggested that the competitiveness of destinations can be influenced by exchange rates. This implies that the expenses associated with visiting a location can be assessed by



considering the exchange rate between two countries. According to Dwyer et al. (2002a), the competitiveness of touristic products purchased by tourists is influenced by the exchange rate. Specifically, a weaker exchange rate of the destination country against the source market leads to increased competitiveness of the destination. The impact of seasonality on the price competitiveness of a place is a significant factor within the tourist sector. The imposition of tourist taxes by the host government also has an influence on the financial burden borne by tourists in terms of the prices they are required to pay. However, the cost that visitors incur in order to come and partake in a destination experience plays a significant influence in influencing the decisions made by travelers. The determination of TDCA is influenced by a combination of price and non-price factors. In light of the observed price sensitivity exhibited by travelers, it is imperative for destinations to diligently assess and evaluate their pricing competitiveness in relation to alternative locations. Proposition 5 is derived, thus.

### **Concluding Remark**

The primary objective of this study is to investigate the viewpoints of various stakeholders on the cultural destination branding of Doi Mae Salong. To achieve this, the study will employ the TDCA conceptual model as a framework. Table 2.4 depicts the associations between components of the TDCA model and the research objectives.

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#### **Research Objectives**

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**1. To explore the community identity, destination resources, and significance of Doi Mae Salong**

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- Explanation of TDCA Sections*
- **Intrinsic Destination Resources:** This objective serves as an invaluable instrument for the acquisition of essential data and insights pertaining to the innate characteristics and assets that distinguish Doi Mae Salong as a compelling tourist destination. It encompasses a meticulous examination of the region's natural allure, historical and cultural heritage, and any distinctive attributes that contribute to its singularity. By scrutinizing the community identity and assessing the destination's significance, this research objective effectively unveils the intrinsic components that allure tourists and underpin the desirability of Doi Mae Salong. It aligns harmoniously with the section dedicated to recognizing and optimizing the inherent strengths of a destination.
  - **Physical and Social:** Concurrently, the first research objective also engages in the comprehensive exploration of the experiential milieu encountered by tourists during their visit to Doi Mae Salong. This encompasses both the physical surroundings, such as the topography and climatic conditions, as well as the socio-cultural ambiance, including interactions with the local community and the prevailing atmosphere. The discernment of these facets is instrumental in the evaluation of the overall tourist experience offered by Doi Mae Salong, a fundamental element encapsulated within the model dedicated to assessing a destination's appeal.
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## 2. To gain information on Doi Mae Salong's tourism resources and current tourism situation

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- Explanation of TDCA Sections*
- **Intrinsic Destination Resources:** This objective allows for a meticulous inventory of the inherent resources and attractions within Doi Mae Salong. It involves the identification and assessment of the destination's natural, cultural, and historical assets, offering valuable data to ascertain its intrinsic destination resources, which constitute a crucial facet of destination assessment.
  - **Physical and Social:** By exploring the tourism situation, including the prevailing climate, visitor profiles, and the overall atmosphere, the second objective contributes to the assessment of the experiential environment in Doi Mae Salong. This encompasses both the physical environment and the social milieu, thereby influencing the tourist experience, which is central to evaluating the overall visitor experience.
  - **Tourism Supporting Services:** Gaining insights into the current tourism situation provides essential data about the availability and quality of tourism-related services and facilities in Doi Mae Salong. This encompasses aspects such as accommodation, transportation, dining options, and recreational activities. These insights, in turn, feed into the evaluation of the destination's tourism supporting services.
  - **Communication and Promotion:** The second objective also contributes to understanding how Doi Mae Salong is currently marketed and promoted to potential tourists. By investigating the existing strategies and communication channels, it informs the assessment of the destination's communication and promotion efforts.

## 3. To identify the stakeholders' goals of Doi Mae Salong destination branding

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Explanation  
of  
TDCA  
Sections

- **Intrinsic Destination Resources:** By engaging with stakeholders and comprehending their goals for Doi Mae Salong's destination branding, valuable insights into the intrinsic qualities and resources of the area can be gleaned. Stakeholders often seek to highlight and promote the unique natural, cultural, and historical attributes of the destination. These insights align with the emphasis on intrinsic destination qualities.
- **Physical and Social:** Stakeholders' goals for branding often include creating a positive and enriching visitor experience. Understanding their perspectives can provide critical insights into how the social and physical environment in Doi Mae Salong is shaped to enhance the tourist experience, making it a pivotal component within the visitor experience.
- **Tourism Supporting Services:** Stakeholders may have objectives related to improving the infrastructure, services, and amenities available to tourists. Identifying these goals can offer essential information regarding the enhancement of tourism supporting services, such as accommodations, transportation, and recreational facilities.
- **Communication and Promotion:** Stakeholders play a significant role in shaping the communication and promotional strategies of Doi Mae Salong. Understanding their branding goals helps assess how the destination is marketed and promoted, including the channels and messages used. This information contributes to the evaluation of the communication and promotion strategies.

After exploring Doi Mae Salong's Intrinsic destination resources, Physical and Social, tourism supporting services and Communication and promotion, researcher will analyse them based on the concept of Competitiveness and Attractiveness.

**4. To develop Doi Mae Salong's brand based on Doi Mae Salong's resources and stakeholders' viewpoints.**

• **Competitiveness & Attractiveness:**

This objective is centered on the development of Doi Mae Salong's brand, plays a pivotal role in enhancing the destination's competitive edge and appeal in the tourism landscape. By strategically leveraging the inherent strengths and unique characteristics of Doi Mae Salong, as identified through the perspectives of key stakeholders, this objective aims to position the destination more favorably among its competitors and make it more enticing to prospective travelers. Essentially, it contributes to the overarching goal of optimizing Doi Mae Salong's attractiveness and competitive advantage within the tourism industry.

Table 2.4 Explanation of Research Objectives and TDCA model sections

The outcomes of this study will yield a full comprehension of the potential for cultural destination branding in Doi Mae Salong, as well as the variables that must be taken into account when formulating a branding plan. The provided

information holds significant value for stakeholders involved in the destination, as it equips them with the necessary knowledge to make well-informed decisions on the future prospects of cultural tourism in Doi Mae Salong. The incorporation of the "stakeholder's performance" part in this study is based on the original concept. In the present study, the researcher has identified a correlation between stakeholder performance and stakeholder objectives, with a particular emphasis on the achievement of stakeholders' goals in relation to the brand Doi Mae Salong. After analyzing these aspects, the research aims to optimize Doi Mae Salong's attractiveness and competitive advantage in the tourism sector.

Based on the information shown in Figure 2.12, the researcher intends to elucidate the manner in which the study approach aligns with this model and provide a more precise understanding of its significance.

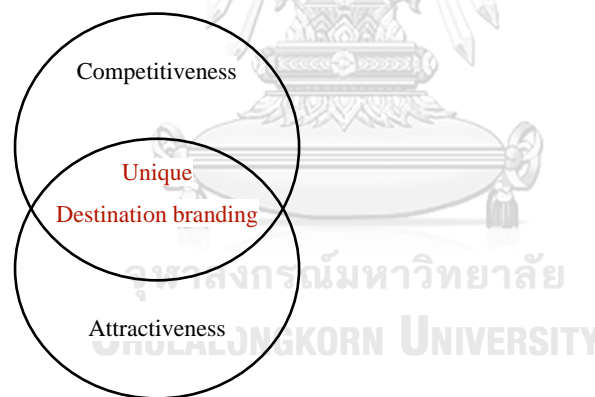


Figure 2.12 TDCA model, the Competitiveness and Attractiveness

### **Competitiveness of Doi Mae Salong**

Doi Mae Salong possesses several inherent resources that contribute to its competitiveness as a tourism destination. The notable aspects encompassing the region are its visually captivating landscapes, its abundant cultural legacy, and its temperate climatic conditions. The destination offers a variety of tourism

products and services that are accessible to visitors. The aforementioned elements encompass lodging, transportation, dining establishments, and recreational pursuits. Doi Mae Salong has implemented a robust marketing and promotional strategy. The aforementioned campaign has effectively contributed to the dissemination of knowledge and understanding of the destination among prospective tourists.

Vengesai (2003) provides an analysis of the idea of destination competitiveness, highlighting essential terms that define its scope.

- Competitive strategy
- Tourism competitiveness
- Market share
- Visitor counts
- Financial gains
- Economic prosperity
- Destination competitiveness
- Gratifying experience
- Planning
- Destination elements
- Environmental standpoint

### **Attractiveness of Doi Mae Salong**

Doi Mae Salong is a destination that possesses a distinct character, setting it apart from other locations. This is predicated upon an examination of its historical background, cultural attributes, and ecological surroundings. The chosen location possesses several tourist attractions that are appealing. Some

notable features of the region encompass its expansive tea plantations, picturesque waterfalls, and culturally significant temples. Doi Mae Salong possesses a serene ambiance that fosters a state of tranquility and pleasure.

According to Vengesai (2003), the notion of destination appeal can be delineated by the following fundamental terms:

- Destination attractiveness
- Perceived attractiveness
- Destination selection
- Destination benefits
- Destination features
- Tourist demand
- Tourist attraction
- Tourism facilities
- Tourism services

#### **Unique Destination Brand of Doi Mae Salong**

จุฬาลงกรณ์มหาวิทยาลัย  
CHULALONGKORN UNIVERSITY

The destination branding of Doi Mae Salong aims to authentically represent its cultural history by incorporating elements of classic Chinese architecture, offering a wide array of delicious cuisine, and hosting captivating cultural activities. The purpose of this narrative is to establish a cohesive connection with the target market of the destination, appealing to individuals who have a strong interest in culture and history. These individuals will be captivated by the captivating and intricate nature of Doi Mae Salong's Hidden Chinatown identity. By implementing this persuasive branding strategy, the location aims to create a lasting impact on its guests, leading them on a

memorable experience that honors its distinct origins and strongly connects with their desires and preferences.

Both destination competitiveness and destination attractiveness give equal importance to the ability of an area to attract tourists. Both factors are contingent upon a diverse array of aspects, including the presence of natural and cultural attractions within the region, the existence of a well-established infrastructure, the implementation of effective marketing strategies, and the cultivation of a favorable reputation. Ultimately, these concepts play a pivotal role in determining the ultimate triumph and enduring presence of a place within the fiercely competitive tourist industry. Destinations can achieve sustainable growth and success within the dynamic tourism sector by effectively managing the delicate equilibrium between attracting tourists and cultivating a competitive advantage. The correlation between the appeal of a destination and its competitive advantage suggests a symbiotic relationship in which they synergistically reinforce each other. The fundamental basis of destination competitiveness is in the concept of destination attractiveness, which serves as the initial allure to attract and captivate travelers. Nonetheless, the maintenance of destination attractiveness heavily relies on the assurance of the destination's continuous attraction and competitiveness throughout time. The two concepts are interconnected, however, due to their inherent differences, it is imperative to consider them separately. Although the initial attraction of a destination is important in attracting visitors, the long-term sustainability of a destination relies heavily on its competitiveness. This competitiveness allows the destination to sustain its appeal and remain competitive in the always evolving tourism market. In order to maintain a competitive advantage in the dynamic tourism sector, destinations must cultivate a robust and lasting allure that attracts travelers. This

can be achieved by acknowledging and striking a harmonious equilibrium between various qualities.

## 2.6 Research Studies on Destination Branding

### Different Components of Destination Branding

Within the field of destination branding research, there has been a significant emphasis placed on the identification of several components that comprise destination branding. The components of destination branding can be classified into two main dimensions: Tangible/Visual/Functional and Intangible/Symbolic. Balakrishnan et al. (2011) delineate five components within each of these two dimensions. Table 2.5 presents a comprehensive analysis of the constituent elements comprising the Destination Brand Components.

DBC	Tangible/Visual/Functional	Intangible/Symbolic
<b>Physiological</b>	<p><b><u>Intrinsic Benefits:</u></b> service delivery process, adjectives, Ingredient/associated brands, sponsorships, events</p> <p><b><u>Features:</u></b> adjectives; physical justifications, Business tourism facilities, Commercial criteria, Events, Activities, Shopping, Things to do, Functionality, Facilities, Amenities</p> <p><b><u>Sight:</u></b> Name, Logo, Trademark, graphics, symbols, slogans, colors, servicescape</p> <p><b><u>Other 4 senses:</u></b> smell, taste, touch, sound (if distinctive to place for identification)</p> <p><b><u>Tangibles:</u></b> Souvenirs, shopping items, Postcards, pictures, movies, ads – Images; information; Buildings architecture, facilities, places of interest, scenery;</p>	Interpretations and seeding of 5 senses and realistic portrayal of expectations.



<b>Security/ Safety</b>	<p><b><u>Safety:</u></b> physical, mental, emotional , perceived, and visual reinforcement Organic Images – familiarity an ability to identify visual evidence</p> <p><b><u>Convenience:</u></b> access, facilities &amp; amenities, infrastructure, communication, currency,</p> <p><b><u>Service:</u></b> government, tourism, information, hospitality etc.</p>	<p><b><u>Intrinsic benefits:</u></b> relevance and representation of the Personality of place as per perception (culture, heritage, ambience).</p> <p><b><u>Features:</u></b> perception of ability to satisfy intrinsic needs</p> <p><b><u>Value / expense perceptions, Safety perception Convenience:</u></b> perception Service satisfaction</p> <p>Conform to social values/WOM</p>
<b>Social</b>	<p><b><u>People as a symbol:</u></b> leaders, dress, outward local customs, rituals and ability to adopt. Social segregation when required and ability to deliver as per perceptions.</p>	<p><b><u>Traveler-Residents</u></b> Relationship &amp; bond, familiarity, interaction and empathy.</p> <p><b><u>Traveler-Traveler</u></b> familiarity, interaction and congruence.</p> <p><b><u>Traveler-Social Circle:</u></b> conversation topic Image/roles of People associated with service delivery or destination</p>
<b>Esteem</b>	<p><b><u>Ingredient/associated:</u></b> brands, sponsorships, events</p>	<p><b><u>Perception of others perception</u></b> (WOM, Public Relations, Publicity; International reputation) – how its adds value to self esteem</p> <p><b><u>Halo effect</u></b> Association with other “brands”, Image perceptions and how this adds value to esteem</p>
<b>Self Actualization</b>	<p><b><u>Personal visual transformation</u></b> from experience (self, gifts and house/habit adoption)</p>	<p><b><u>Self-image</u></b> congruence, personal values, self-personality; lifestyle, self-expression.</p> <p><b><u>Event/Occasion association:</u></b> ambience: Experience that creates an Emotions/ Mood/ association with certain Senses</p> <p><b><u>Internalisation and familiarity</u></b> of legends of Heroes/Heroine (living, dead and fictitious)</p> <p><b><u>Ability to help traveler walk away</u></b> with personal growth, discovery and fulfillment</p>

Table 2.5 Components of destination branding

Adapted from Balakrishnan (2009)

Following a comprehensive examination and evaluation of Balakrishnan's (2009) scholarly study titled 'Destination Brand Components,' the researcher has condensed a succinct compilation of destination branding components, as delineated subsequently:

- **Unique Selling Proposition (USP):** A clear and distinctive message that sets the destination apart from others, highlighting its unique features or experiences.
- **Visual Identity:** This includes the destination's logo, color scheme, typography, and any visual elements that create a recognizable brand image.
- **Slogan or Tagline:** A catchy phrase or tagline that encapsulates the essence of the destination and reinforces its brand message.
- **Storytelling:** A compelling narrative or story that evokes emotions and connects visitors to the destination's culture, history, and heritage.
- **Cultural Identity:** Emphasizing the destination's cultural richness, traditions, festivals, and local customs as part of its brand identity.
- **Natural Assets:** Showcasing the destination's natural beauty, landscapes, wildlife, and outdoor activities.
- **Heritage and History:** Highlighting historical landmarks, museums, and heritage sites that contribute to the destination's identity.
- **Culinary Experiences:** Promoting local cuisine, food festivals, and unique dining experiences.
- **Sustainability:** Emphasizing eco-friendly practices and responsible tourism to attract environmentally conscious travelers.
- **Community Involvement:** Involving the local community in tourism initiatives and showcasing their contributions to the destination's identity.
- **Digital Presence:** Maintaining a strong online presence through websites, social media, and digital marketing to engage and inform potential visitors.

- **Partnerships:** Collaborating with airlines, hotels, tour operators, and other stakeholders to enhance the destination's offerings and reach.
- **Events and Festivals:** Hosting or promoting events, festivals, and cultural celebrations that draw visitors and align with the destination's brand.
- **Visitor Experience:** Ensuring a positive and memorable experience for tourists through quality services, infrastructure, and hospitality.
- **Accessibility:** Providing convenient transportation options and ease of access to the destination.
- **Safety and Security:** Ensuring the safety and security of visitors through effective measures and communication.
- **Word of Mouth:** Encouraging positive word-of-mouth recommendations from satisfied visitors to build trust and reputation.
- **Marketing Campaigns:** Developing targeted marketing campaigns that communicate the destination's brand message to specific target markets.
- **Feedback and Improvement:** Gathering feedback from visitors and stakeholders to continuously improve the destination's offerings and brand experience.
- **Consistency:** Maintaining consistency in branding across all touchpoints, from advertising to visitor interactions, to reinforce the brand's identity.

### **Reviews on Related Studies**

The researcher conducted a thorough analysis of ten relevant studies, including a varied range of destination branding categories that were analyzed. The purpose of this extensive endeavor was to reveal and analyze the specific goals, complex approaches, and diverse outcomes associated with the broad and ever-changing field of destination branding research. This comprehensive

examination has fostered a nuanced comprehension of the diverse aspects of destination branding, hence enhancing the breadth and depth of knowledge in this domain.

In order to enable a methodical examination and assessment of these investigations, a meticulously designed tabular representation, denoted as Table 2.6, was created. The tabular style presented here serves as a valuable resource, providing a concise summary of the key information regarding the objectives, techniques, and notable findings of each study. The table serves to consolidate a vast amount of research insights, so improving accessibility and aiding in the discovery of recurring themes, emerging trends, and promising avenues for further inquiry in the field of destination branding.

<b>Title</b>	<b>Author/s</b>	<b>Year</b>	<b>Destination</b>	<b>Method/s &amp; Sample Size</b>		<b>The Components from different categories of destination branding</b>
Uniquely Singapore? A case study in destination branding	Henderson, J. C.	2007	Singapore	Qualitative (N/A)	Literature review	Visual Identity; Unique Selling Proposition; Cultural Identity; Partnerships
Brand(ing) Kinmen: A Tourism Perspective	J.J. Zhang	2010	Kinmen island	Qualitative (N=9)	Semi-structured interviews	Cultural Identity; Unique Selling Proposition; Visitor engagement;
An interpretation plan for heritage tourism promotion in Chiang Sean District, Chiang Rai	Suprakarn, A	2013	Chiang Sean District, Thailand	Qualitative (N=15)	Semi-structured interviews Questionnaire	Heritage and History; Culinary Experiences; Storytelling; Events and Festivals
				Quantitative (N=400)		

Tourism diversification in Botswana - A stakeholder perspective	Nare et al.	2017	Botswana	Quantitative (N=36)	Combined Closed & Open Ended Questionnaire	Sustainability; Social responsibility; Storytelling
Lake Balaton as an accessible tourism destination – the stakeholders' perspectives	Medarić et al.	2021	Lake Balaton	Quantitative (N=39)	Online Survey	Accessibility; Marketing Campaigns; Natural Assets
South Korea's Medical Tourism Destination Brand Personality and the Influence of Personal Values	Guiry et al.	2014	South Korea	Quantitative (N=3000)	Online Survey *Every participant was paid \$10	Cultural Identity; Marketing Campaigns;
The Invention of a Danish Well-being Tourism Region: Strategy, Substance, Structure, and Symbolic Action	Hjalager, A. M.	2011	Southern Denmark	Qualitative (N=70)	Follow-up telephone interviews	Community involvement; Cultural Identity; Natural Assets
Dubai—a star in the east: A case study in strategic destination branding	Stephens Balakrishnan, M.	2008	Dubai	Qualitative (N/A)	Literature review	Destination Image; Marketing Campaigns; Partnerships
Destination brand identity, values, and community: A case study from rural Victoria, Australia	Wheeler et al.	2011	Victorial, Australia	Qualitative (N=37)	Direct Observation, Participant Interviews	Community involvement; Sustainability; Cultural Identity
Collaborative destination marketing: A case study of Elkhart county, Indiana	Wang et al.	2007	Elkhart county, Indiana	Qualitative (N=37)	Interview	Marketing Campaigns; Community involvement;

Table 2.6 Content characteristics of related studies

### CHAPTER 3 Research Methodology

The excavation, development, and management of the tourism industry should be carried out in a standardized fashion. Through the implementation of this technique, Doi Mae Salong has the potential to successfully safeguard its intrinsic cultural worth. If this region were to undergo a transformation into a popular tourist destination like others, the historical tales that occurred within the area more than fifty years ago would fade away and be forgotten.

The problems identified by the research institution would enhance cooperation among local government agencies, local business owners, local residents, and tourists, thereby promoting inclusive and fair development in the local tourism industry. The aim of this study is to investigate the engagement of various stakeholders in the local tourism industry and evaluate their potential contributions. Furthermore, the objective of this work is to develop a strategy for maximizing the magnitude of their contributions. As a result, Doi Mae Salong has become a notable cultural attraction for tourists, including not only the province of Chiang Rai but also the entirety of Thailand.

This chapter aims to give a thorough examination of the research procedures utilized in the current study. This research study utilizes a blend of quantitative and qualitative research methods, encompassing semi-structured interviews, comprehensive on-site observation, and questionnaire surveys. In order to obtain the requisite information pertaining to each stakeholder, it is imperative for the researchers to execute proper steps. In the end, the data

collected from many sources will undergo thorough examination, resulting in the development of well-informed judgments.

### 3.1 Research Approach

1) To explore community identity, destination resources and significance of Doi Mae Salong; and 2) to gain information on Doi Mae Salong's tourism resources and current tourism situation by collecting both primary and secondary data utilizing Quantitative Methods; Literature Reviews, Semi-structured Interviews and On-Site Observations, and questionnaires. Semi-structured interviews are used with the following sample stakeholder populations; local communities, local authorities, Entrepreneurs. Questionnaires are used for collecting the data from tourists who visit Doi Mae Salong. Secondary data is retrieved from journals, documents, relevant books, on-site observations. 3) To identify the stakeholders' goals of Doi Mae Salong destination branding. The research will use qualitative methods to collect primary data using Semi-structured interview with the following sample stakeholder populations; local communities, local authorities, Entrepreneurs. 4) To develop Doi Mae Salong's brand based on Doi Mae Salong's resources and stakeholders' viewpoints. This research shall follow conceptual model of TDCA.

The present study employed Vengesai's (2003) conceptual framework on tourist destination competitiveness and attractiveness to investigate the intrinsic resources of the destination, the experiential environment, the supporting services for tourism, as well as the communication and promotional strategies employed in Doi Mae Salong.

Research Objectives	Data Collection Tools	TDCA Sections
1. To explore the community identity, destination resources, and significance of Doi Mae Salong	Secondary Data Onsite Observation Questionnaire Semi-structured Interview	<ul style="list-style-type: none"> <li>• Intrinsic Destination Resources</li> <li>• Physical and Social</li> <li>• Tourism Supporting Service</li> <li>• Communication and Promotion</li> </ul>
2. To gain information on Doi Mae Salong's tourism resources and current tourism situation	Onsite Observation Questionnaire Semi-structured Interview	
3. To identify the stakeholders' goals of Doi Mae Salong destination branding	Semi-structured Interview	
4. To develop Doi Mae Salong's brand based on Doi Mae Salong's resources and stakeholders' viewpoints.	Semi-structured Interview	Analysing Competitiveness & Attractiveness

Figure 3.1 Identifying the TDCA model's Sections of Doi Mae Salong

(Source: Vengesai, S. (2003). A conceptual model of tourism destination competitiveness and attractiveness.)

The study employs the TDCA model to analyze the competitiveness and attractiveness of Doi Mae Salong. For further elaboration and clarification, please refer to the **Concluding Remark** section in **Chapter 2**.

**Terms Explanation:**

SD = Secondary Data

ONO = Onsite Observation

QN = Questionnaire

SI = Semi-structured Interview



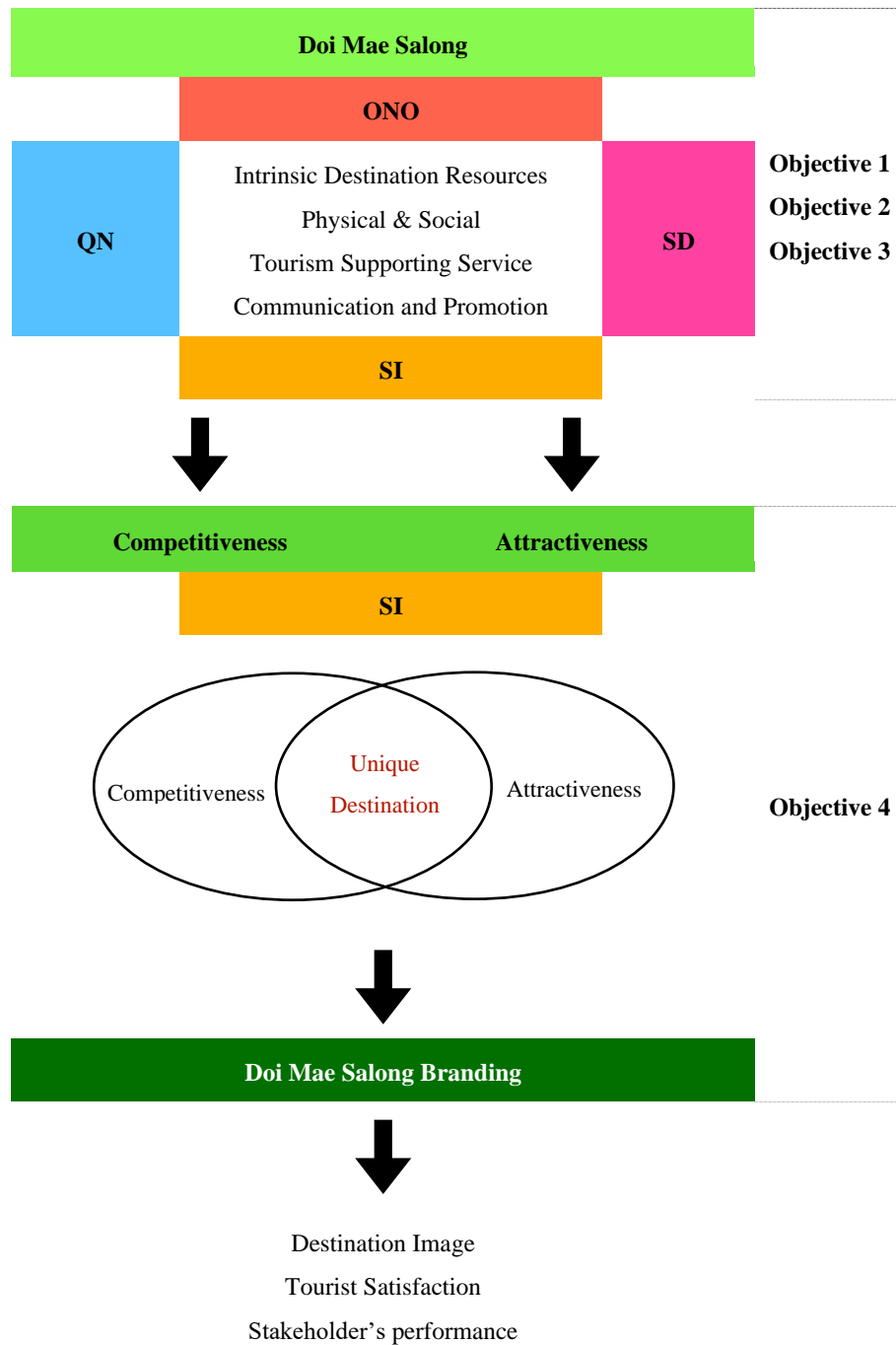


Figure 3.2 Research Methodology based on TDCA model

(Source: Vengesai, S. (2003). A conceptual model of tourism destination competitiveness and attractiveness.)

<b>Research purpose and tools</b>					
<b>Objective</b>	<b>Sources</b>	<b>Data collection tools</b>	<b>Sample population</b>	<b>Instruments</b>	<b>Analysis</b>
1. To explore community identity, destination resources and significance of Doi Mae Salong.	Textbooks,	Literature Review	N/A	N/A	Comparative Analysis
	Online journals, articles				
2. To gain information on Doi Mae Salong's tourism resources and current tourism situation.	Tourists	Online Survey	Tourists  Thai & Non-Thai tourists  N=151	Validity and Reliability Instruments	SPSS calculating of data into Graphs and tables  Content Analysis
	Stakeholders	Semi-structured interview	Stakeholders  - Authority - Community - Entrepreneur	Semi-structured	Comparative Analysis
3. To identify the stakeholders 'goals of Doi Mae Salong destination branding.	-	On-site Observation	N/A	N/A	Content Analysis
	Stakeholders	Semi-structured interview	Stakeholders  - Authority - Community - Entrepreneur	Semi-structured	Comparative Analysis
4. To develop Doi Mae Salong's brand based on Doi Mae Salong's resources and stakeholders' viewpoints.	-	On-site Observation	N/A	N/A	Content Analysis

Table 3.1 Research purpose and tools

### 3.2 Research Instruments

#### **Questionnaire Instrument:**

To ensure a comprehensive inquiry in Doi Mae Salong, Thailand, renowned for its remote rural environment, limited financial means, and the choice to undertake the study during the low-demand period in August, employing a questionnaire as the principal research methodology is considered a strategically beneficial choice. The justification for choosing this option is grounded in its cost-effectiveness, which enables the efficient gathering of data from a moderately large sample of 151 participants. Furthermore, the implementation of the questionnaire method aligns with the quantitative research methodology utilized in this study, enabling systematic collection and analysis of structured data. Moreover, this methodology showcases a dedication to upholding the confidentiality of participants when engaging in sensitive topics, while concurrently mitigating the potential influence of researcher bias. Considering the logistical constraints and the need for scalability in data collection, employing the questionnaire method emerges as a feasible and practical approach to comprehensively comprehend the various factors influencing attitudes and behaviors pertaining to tourism in the Doi Mae Salong region.

The primary objective of formulating questions is to gather data from individuals who have been selected through a random sampling process. The researcher employed Cochran's Formula to determine the optimal sample size for

the questionnaire in this study. The aforementioned expression has been utilized with a margin of error of 8% and a confidence level of 95%.

$$n = \frac{(Z)^2}{4d^2}$$

Within the given framework, the variable "n" denotes the magnitude of the population being examined. The variable Z represents the crucial value corresponding to the selected level of confidence. Finally, the variable "d" denotes the sampling error. Based on statistical tables, the critical value (Z) corresponding to a confidence level of 95% is established as 1.96. The methodology for determining the sample size is presented as follows:

$$n_0 = \frac{(1.96)^2}{4(0.08)^2} = 150.062$$

The minimum required sample size for this research is 150 sets, and a sample size of 151 sets has been chosen for this study.

This study utilizes instruments that have been established as valid and reliable in order to construct questionnaires. The Index of Item Objective Congruence for Questionnaires (IOC) has been employed as a means of validating data.

The IOC was checked by 3 specialists;

- DR. RATHIRAT KHEAWMESUAN,

Professor in Tourism, Hospitality and Sports (International Programme);

- DR. DAUSUK BOONYASAN,

Professor in Tourism Management & Tourism Course;

- DR. YUWAREE CHOKSUANSAP,

Professor in Tourism and Hospitality Management.

The criterion for the IOC is stated below;

1 = Agree / proper

0 = Not sure

-1 = Not agree

Based on the International Olympic Committee's (IOC) guidelines, a total score of 0.8966 is deemed to be a high score, indicating the questionnaires' validity.

The questionnaire is separated into four parts;

Part 1: Demographic Information;

Part 2: Destination resources;

Part 3: Current tourism situation;

Part 4: Suggestions

Drawing from the literature reviews conducted in Chapter 2, the compilation presented in Table 3.2 encapsulates the noteworthy variables and corresponding questionnaire items, hence enhancing the comprehensibility of the questionnaire development process. For additional information and examples of English and Thai surveys, please consult Appendix B.

<b>Questionnaire Development</b>		
<b>Variables</b>	<b>Sub Variables</b>	<b>References</b>
Perception of Value (PoV)  Objective 1	PoV1. The Martyr's Memorial Hall (Chinese Division 93 Memorial) can show us the important history of Doi Mae Salong.  PoV2. The culture of Doi Mae Salong is mainly influenced by Yunnanese culture.  PoV3. Places like Wat Santikhiri, Darussalam Mosque and Ban Mae Salong Church can show us the spiritual and religious importance of Doi Mae Salong.  PoV4. Tea and Coffee plantations can reflex the Economic value of Doi Mae Salong.  PoV5. The Santikhiri Village in Doi Mae Salong can demonstrate its social significance.	(Nare et al., 2017); (Suprakarn, 2013); (Todd, Leask & Ensor, 2017)
Perception of Destination (PoD)  Objective 1	PoD1. Yunnanese immigrants' culture, cuisine and way of life make Doi Mae Salong special from other northern places in Thailand.  PoD2. More facilities and tourism spot should be built in Doi Mae Salong.  PoD3. The Natural landscape is attracting more visitors than the Chinese Culture in Doi Mae Salong.	(Medarić et al., 2021); (Qu et al., 2011)

<p>Current Tourism Situation (CTS)  Objective 2</p>	<p>CTS1. Tourists are often drawn to the natural scenery and might overlook the cultural heritage of Doi Mae Salong.</p> <p>CTS2. Based on your visit, you think that this place should be attracting more travelers.</p> <p>CTS3. Comparing with other tourism destinations in Chiang Rai, Doi Mae Salong is not a well-known place.</p> <p>CTS4. Doi Mae Salong is not well promoted to the public. The transportation to Doi Mae Salong is easy to access.</p> <p>CTS5. The facilities in Doi Mae Salong are well developed.</p> <p>CTS6. Doi Mae Salong is influenced by the Covid-19 in terms of the economics.</p> <p>CTS7. The coffee or tea you had here in Doi Mae Salong are overall better than those in the city.</p>	<p>(Stephens, 2008); (Medarić, Sulyok, Kardos &amp; Gabruč, 2021); (Rattanasorn, Fisher &amp; Kugel, 2012)</p>
<p>Tourism Resources (TR)  Objective 2</p>	<p>TR1. The coffee or tea you had here in Doi Mae Salong are overall better than those in the city.</p> <p>TR2. The natural views here in Doi Mae Salong have made it differentiated from other tourism spot in Chiang Rai.</p> <p>TR3. The tourism infrastructure here in Doi Mae Salong meets your needs.</p> <p>TR4. You wouldn't visit Doi Mae Salong if there is no any coffee or tea products.</p> <p>TR5. You wouldn't visit Doi Mae Salong if there is no such a history or culture behind it.</p>	<p>(Stephens, 2008); (Medarić, Sulyok, Kardos &amp; Gabruč, 2021); (Suprakarn, 2013);</p>

Table 3.2 Scale Development of Questionnaire

### Measurement Scale

The researchers employed a five-point Likert scale to assess the perspectives of tourists about the second and third sections of the questionnaire, which encompassed destination resources and the current state of tourism in Doi Mae Salong. The Likert scale is a structured measurement tool that employs a numerical range of 1 to 5 to represent a limited set of categories.

1 = Strongly Disagree

2 = Disagree

3 = Neither Agree nor Disagree

4 = Agree

5 = Strongly Agree

In order to gain a deeper comprehension of the viewpoints of the participants regarding each component, descriptive statistics such as frequency, percentage, and mean were employed subsequent to the collection of data through the utilization of a five-point Likert scale. To facilitate the determination and characterization of the respondents' viewpoint, it is necessary to calculate the interval for the five-point Likert scale.

$$\begin{aligned} \text{Interval} &= (\text{Highest Score} - \text{Lowest Score}) / \text{Numbers of Interval} \\ &= (5-1) / 5 \\ &= 0.8 \end{aligned}$$

The results suggest that there is a consistent difference of 0.8 between each interval, which will be used to calculate the exact value for each interval, as



shown in table 3.3. Chapter 4 will involve the analysis of the survey's findings by employing the Meanings associated with each range.

Level of Scores	Interpretations
4.21 - 5.0	Strongly Agree
3.41 - 4.2	Agree
2.61 - 3.4	Neutral
1.81 - 2.6	Disagree
1.0 - 1.8	Strongly Disagree

Table 3.3 The Agreement Ranges and its Interpretation

### Preliminary Study

Following the development, translation to Thai, and assessment of face validity of the questionnaire, a crucial further step to be undertaken prior to further data collection is the evaluation of reliability through the application of Cronbach's alpha test during the preliminary study phase. The Cronbach's alpha coefficient is a valuable statistical measure employed to assess the internal consistency and reliability of scales utilized in survey research. The Institute for Digital Research and Education (IDRE, 2015) states that the internal consistency of scales created for each variable will be assessed in order to determine their proximity and interdependence within a given group. Therefore, a total of 30 data sets were gathered by the researchers from the selected respondents in Thailand in order to assess the dependability of the scale from the perspective of visitors. The findings indicate that the Cronbach's alpha coefficient for the respondents in the tourist group is 0.961. The numerical value is regarded as

possessing a significantly high degree of internal consistency, as it meets the established threshold of 0.7 for Cronbach's alpha. The Likert scales employed in this survey exhibit a high level of consistency, rendering them suitable for subsequent statistical analysis.

### **Semi-Structured Interview**

Wilkinson and Birmingham (2003: p.32) argue that interviews offer researchers a more profound comprehension of the significance of a real-life situation, distinguishing them from other research instruments that primarily investigate surface-level elements.

The researcher intends to conduct interviews with a total of nine stakeholders. These interviews will be guided by a set of objective guidelines, which consist of a predetermined list of questions. Scheduling appointments with stakeholders prior to the interview is crucial. The researcher was acquainted with certain stakeholders through the facilitation of the local administration.

<b>Semi-structured Interview Development</b>		
<b>Objective</b>	<b>Questions Guideline</b>	<b>Reference</b>
To explore community identity, destination resources and significance of Doi Mae Salong.	<ol style="list-style-type: none"> <li>1. Are you or your ancestors from Yunnan? Do you identify yourself as a Yunnanese more than a Thai? And why?</li> <li>2. What, in your opinion, makes Doi Mae Salong special as a tourist destination?</li> <li>3. What are interesting features do you believe draw travelers to Doi Mae Salong?</li> <li>4. What do you think would happen if Doi Mae Salong started to</li> </ol>	(Zhang, 2010); (Hjalager, 2011)

	attract more tourists?	
To gain information on Doi Mae Salong's tourism resources and current tourism situation.	<ol style="list-style-type: none"> <li>1. What are your thoughts about Doi Mae Salong's tourism situation?</li> <li>2. What are the problems that Doi Mae Salong's tourists facing now?</li> <li>3. In your opinion, how could Doi Mae Salong become a popular Cultural Tourist Destination?</li> <li>4. What parts of Doi Mae Salong would you recommend to other people?</li> </ol>	(Wheeler et al., 2011); (Stephens, 2008); (Wang et al., 2007)
To identify the stakeholders' goals of Doi Mae Salong destination branding.	<ol style="list-style-type: none"> <li>1. What are your goals for enhancing Doi Mae Salong's image and reputation as a tourist destination?</li> <li>2. How would you plan to promote unique qualities and attractions of Doi Mae Salong to attract visitors?</li> <li>3. What specific outcomes or benefits do you aim to achieve in terms of tourism growth, local business prosperity, and overall development of Doi Mae Salong?</li> <li>4. What would you like to see Doi Mae Salong tourism in 10 years?</li> </ol>	(Pavlovich, 2003); (Hjalager, 2011); (Cui, 2022)

<p>To develop Doi Mae Salong's brand based on Doi Mae Salong's resources and stakeholders' viewpoints.</p>	<ol style="list-style-type: none"> <li>1. What could be the collaboration among government, private sector and community? And how could this collaboration drive towards sustainable tourism and branding for Doi Mae Salong?</li> <li>2. Regarding sustainable branding, what could be the marketing and promotion tools, support system or other important resources for Doi Mae Salong branding? And how? eg. Marketing (support system) social media, digital marketing public relation, ads, information system, travel platform.</li> <li>3. What would you say to describe Doi Mae Salong by 3 elements, or 3 words?</li> </ol>	<p>(McComb, Boyd, &amp; Boluk, 2017); (Wheeler, Frost, &amp; Weiler, 2011)</p>
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Table 3.4 Objectives and interview question guideline of the research

#### **On-Field Full Observation:**

The researcher intends to perform direct observation at the destination, focusing on its physical characteristics, cultural resources, and tourist amenities. This approach aims to get a deeper understanding of the visitor's experience and evaluate its alignment with the destination's branding initiatives.

In order to bolster the study's findings' credibility, the researchers made the decision to partake in a month-long immersive experience in Doi Mae Salong. During this period, they attentively watched and meticulously documented the everyday routines and practices of the local community. By employing this methodology, it becomes feasible to obtain a more precise depiction of the particular conditions inside a designated area and guarantee congruity with the existing data. Given the geographical considerations surrounding the Doi Mae Salong area and the spatial distance between the

research sites, the field observation aspect of this study will be divided into two distinct phases. The first phase will involve residing in Mae Salong, while the second phase will entail residing in Chiang Rai.

### 3.3 Data Collection

The data collection procedure in this study has been partitioned into two unique phases, corresponding to the various research tools utilized. For the sake of anonymity, initials are used. Prior to delving into the findings of the conducted Semi-structured interview, which took place from August 8th to August 30th, 2023.

In the pursuit of a thorough investigation, the researcher intends to conduct interviews with a cohort of nine individuals hailing from the local community. This group will be composed of 2 employees from local institutes, 4 local business owners, and 3 community members. The selection of interview participants has been meticulously organized with a predefined order of priority:

- A. Local Institute.
- B. Local Business Owner.
- C. Local Community Members.

This strategic sequencing is motivated by the imperative need for message validation within the local context. By prioritizing insights from crucial stakeholders such as local institutes and business owners, the research aims to cultivate a nuanced and comprehensive understanding of the subject matter. This intentional methodology is designed to ensure that the findings encapsulate a diverse range of perspectives, contributing to a more exhaustive exploration of local dynamics and reinforcing the validity of the communicated messages

across distinct segments of the community. The interviewees who participated in this phase are listed below:

Date	Interviewees	Occupation	Categories
Aug, 9, 2023	Mr. A	A Mae Salong's villager who works in Bangkok	Community
Aug, 12, 2023	Mr. B	The Owner of Shin Sane Guesthouse, Mae Salong	Local Business owner
Aug, 13, 2023	Ms. C	The Owner of Hill Top Home, Mae Salong	Local Business owner
Aug, 13, 2023	Mr. D	A Gravekeeper of General Tuan's Mausoleum, Mae Salong	Community
Aug, 15, 2023	Mr. E	A Retired Soldier of 93rd Division	Community
Aug, 16, 2023	Mr. F	School Principals of Xinghua Middle School (โรงเรียนชิงห้ว)	Local Institute
Aug, 22, 2023	Mr. G	Owner of 93rd Division Tea Shop (ร้านชาของพล 93)	Local Business owner
Aug, 19, 2023	Mr. H	Mayor of Mae Salong Nok Subdistrict Administrative Organisation (นายก อบต. แม่สลอนนอก)	Local Institute
Aug, 27, 2023	Ms. J	Director of Ling Ping Tour Co., Ltd. (บริษัท หลิงปิงทัวร์ จำกัด)	Local Business owner

Table 3.5 Criteria and Name list of Interviewees

The second component comprises a compilation of 151 surveys administered both on-site and online over the time frame of August 8th to September 9th, 2023. The online questionnaires were obtained from travelers at various on-site locations, such as restaurants, hotels, cafes, and attractions.

### 3.4 Data Analysis

Prior to the development of the questionnaires, an examination of data obtained from site visits and semi-structured interviews was conducted. The analysis of the data was conducted based on the conceptual model of competitiveness and attractiveness of tourism locations proposed by Vengesai (2003). This model served as the conceptual framework for comprehending the diverse aspects of Doi Mae Salong's cultural destination branding. The insights obtained from the qualitative study were utilized in a meticulous manner to construct the questionnaires, which encompassed quantitative data. The statistical software package SPSS was employed to do data analysis, ensuring the accuracy and reliability of the quantitative data through summary statistics and verification procedures. In order to gain a comprehensive understanding of the data, descriptive statistics were employed to analyze the outcomes, encompassing metrics such as the Mean and Standard Deviation (S.D.). The conclusion of the analysis was visually represented through the use of aesthetically beautiful graphs, tables, and figures. The primary objective of the study was to get insight into the perspectives of stakeholders on the cultural destination branding of Doi Mae Salong. then, the results were synthesized into concise conclusions and then accompanied by recommendations.

Following the collection of pertinent information, the subsequent stage involves a comprehensive evaluation of the competitiveness and attractiveness of the destination, employing Vengesai's (2003) conceptual framework for assessing tourist destination competitiveness and allure. The aforementioned intricate model serves as a crucial theoretical framework, guiding the systematic examination of various attributes that contribute to Doi Mae Salong's competitive position and appeal as a tourist spot. Based on the framework

provided by this model, a comprehensive assessment of the location's inherent advantages, disadvantages, opportunities, and competitive challenges will ensue. Additional research will be conducted to examine the fundamental factors that contribute to the attractiveness of Doi Mae Salong for tourists. This study encompasses a comprehensive examination of the natural and cultural assets, infrastructure, amenities, ease of access, and overall quality of the tourist experience at the chosen destination. The proposed analytical approach is expected to incorporate a quantification phase, wherein certain characteristics would be assigned numerical scores or rankings based on available data. The integration of evaluative elements will yield a full picture of Doi Mae Salong's position in terms of competitiveness and attractiveness within the broader context of the tourist sector.



## CHAPTER 4 Findings and Analysis

This chapter delves into the comprehensive findings obtained from a multifaceted data collection approach that encompasses both primary and secondary sources. The research sought to explore the distinctive attributes of Doi Mae Salong as a cultural tourist destination, leveraging insights from a rich repository of secondary data consisting of online articles, books, and tourists' online reviews. Furthermore, primary data, meticulously gathered through semi-structured interviews, questionnaires, and on-site observations, adds depth to the examination of stakeholder perspectives and tourists' experiences. This integrated approach to data collection not only allows for a holistic understanding of the destination but also enables a multifaceted analysis that spans cultural identity, destination resources, stakeholders' goals, and the development of Doi Mae Salong's brand. In the ensuing sections, these findings will be presented, examined, and interpreted to unearth meaningful insights into the cultural destination branding of Doi Mae Salong.

In this chapter, Findings and Analysis are organized into three primary sections. Firstly, it provides an exploration of the cultural and natural resources of Doi Mae Salong. Following this, it delves into the discussion of Doi Mae Salong's current tourism situation. Furthermore, we elucidate the stakeholder's expectations of Doi Mae Salong Branding. Lastly, Doi Mae Salong's branding based on its resources and stakeholder's viewpoints will be presented. The following table 4.1 explained sources of data:

Findings	Sources of Data	TDCA Sections
1. Community identity, Destination Resources and Significance of Doi Mae Salong	ONO, QN, SI	<ul style="list-style-type: none"> <li>• Intrinsic Destination Resources</li> <li>• Physical and Social</li> </ul>

2. Tourism Resources and Current Tourism Situation of Doi Mae Salong	ONO, QN, SI	<ul style="list-style-type: none"> <li>• Tourism Supporting Service</li> <li>• Communication and Promotion</li> </ul>
3. Stakeholders' Goals of Doi Mae Salong Branding	SI	
4. Mae Salong's Brand development based on stakeholders' viewpoints, its resources	SI	Analysing Competitiveness & Attractiveness

Table 4.1 Findings and Analysis and sources of data

ONO = Onsite Observation

QN = Questionnaire

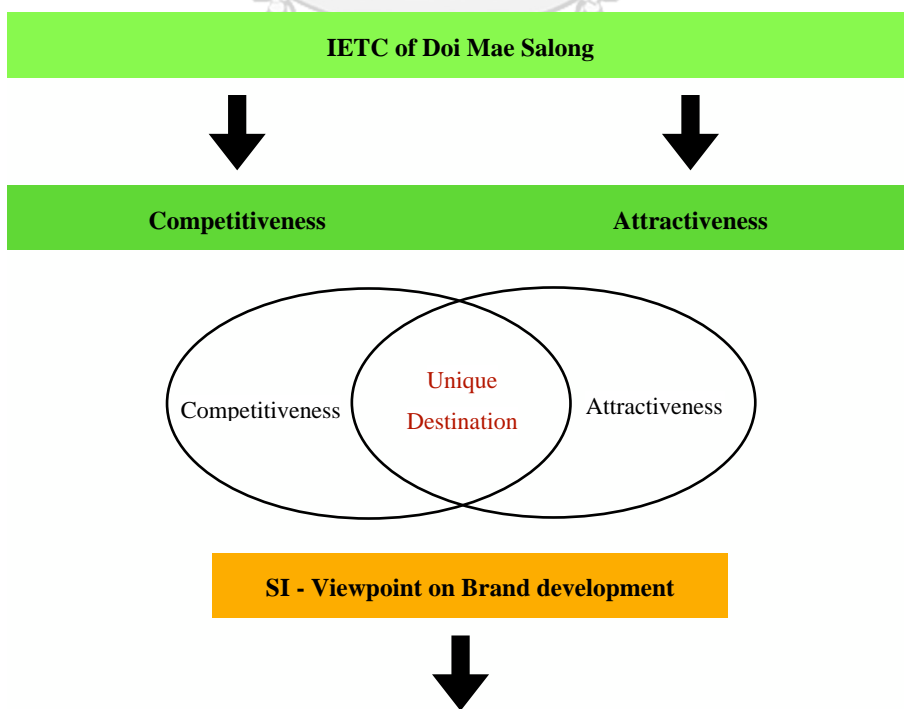
SI = Semi-structured Interview

Understanding the tourism resources, tourism support services, and cultural value of Doi Mae Salong as articulated by its stakeholders is imperative. Without comprehending the value that must be conserved and how it can be effectively shared with visitors, both heritage preservation and tourism development would fall short of realizing their full potential. Therefore, this research embarks on an analysis that commences with the recognition of Doi Mae Salong's tourism resources and the tourism support services that underpin its tourism development. The tourism resources in Doi Mae Salong exhibit a rich diversity. An inventory of these resources serves as a foundational step in evaluating the array of offerings that attract tourists to the area. The research harnesses Vengesai's (2003) "A conceptual model of tourism destination Competitiveness and Attractiveness" to identify Doi Mae Salong's intrinsic destination resources, the environment that shapes the visitor experience, tourism supporting services, and communication and promotional strategies, as figure 4.1 has illustrated below:



Figure 4.1 Identifying the IETC of Doi Mae Salong

Subsequently, following the model's delineated sections, the research employs the TDCA model to analyze the competitiveness and attractiveness of Doi Mae Salong, as illustrated in Figures 4.2:



## Doi Mae Salong Branding

Figure 4.2 Analysing Competitiveness and Attractiveness of Doi Mae Salong

(Source: Vengesai, S. (2003). A conceptual model of tourism destination competitiveness and attractiveness.)

### Competitiveness and Attractiveness of Doi Mae Salong

As Concluding Remark in Chapter 2 has provided an extensive exploration of Doi Mae Salong's competitiveness and attractiveness as a tourist destination. It has outlined the intrinsic resources that make this region unique and appealing to visitors, the quality of the visitor experience, the supporting services available, and the strategies employed for communication and promotion. These foundational insights serve as the basis for the subsequent chapters, which will delve deeper into specific aspects of Doi Mae Salong's tourism landscape. In these chapters, we will further dissect the findings and implications of our research, ultimately contributing to a more profound understanding of how Doi Mae Salong can solidify its standing in the competitive tourism industry.

- **Competitiveness**

Doi Mae Salong's competitiveness is driven by its scenic beauty, cultural heritage, and mild climate, as well as tourism services like accommodation, transportation, dining, and activities. Effective marketing has boosted its visibility. According to Vengesai (2003), destination competitiveness entails factors like competitive strategy, tourism competitiveness, market share, visitor counts, financial gains, economic prosperity, destination elements, and planning, all aimed at delivering a gratifying experience from an environmental standpoint.

- **Attractiveness**

Doi Mae Salong boasts a unique character shaped by its rich history, culture, and natural beauty, including tea plantations, waterfalls, and temples that captivate tourists. The destination offers a serene ambiance conducive to relaxation. According to Vengesai (2003), destination attractiveness hinges on factors such as perceived attractiveness, destination selection, destination benefits, destination features, tourist demand, tourist attraction, as well as tourism facilities and services.

#### 4.1 Community identity, Destination Resources and Significance of Doi Mae Salong

Tourist attractions refer to coffee plantations, tea plantations, and Akka village. These also include monasteries and historical sites, local cuisine and crafts. In addition, the attractions of Mae Salong include intangible resources such as the annual tea party, the March, 29 Sports Festival, dialect, lifestyle, atmosphere and hospitality. Mae Salong tourism activities also include accommodation, meals, transportation and other tourism support services. Events in Mae Salong are often not only attracting tourists to the area, but are also very important to the overall tourism mix. This section provides an inventory of the town's natural and cultural heritage. Next are pictures of the Mae Salong People, their lifestyle and beliefs. The following are the types of tourist attractions identified in this study.

<b>Intrinsic Destination Resources</b>	QN; ONO; SI	<b>Tourism Supporting Service</b>	-
<b>Physical and Social</b>	QN; ONO; SI	<b>Communication and</b>	-

		<b>Promotion</b>	
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Table 4.2 Categories of Community identity, Destination Resources and Significance of Doi Mae Salong based on TDCA model

#### 4.1.1 Findings from Onsite-Observation

- **Intrinsic Destination Resources**

Doi Mae Salong is blessed with a quartet of natural elements that define its allure. Towering mountains dominate the landscape, forming a majestic backdrop that lures nature enthusiasts and adventure seekers. Dense natural forests cloak the terrain, inviting exploration and showcasing the region's biodiversity. One of its greatest assets is its consistently pleasant weather, which provides a refreshing escape from the hustle and bustle of city life. This favorable climate, characterized by cool temperatures and crisp mountain air, ensures an enjoyable visit year-round.



Figure 4.3 Mountains and Forest in Doi Mae Salong

The figure 4.3 can easily show the natural outlook of Doi Mae Salong, which illustrated the reason why Mae Salong also been called “spring city in Thailand”. Adding to the charm is the tranquility that permeates the atmosphere. Doi Mae Salong's serene ambiance, far removed from urban noise, creates a peaceful retreat where visitors can unwind and reconnect with nature. These

natural elements collectively form the foundation of Doi Mae Salong's appeal as a cultural and natural tourist destination, attracting visitors seeking solace in its pristine environment.

The captivating charm of Doi Mae Salong is undoubtedly amplified by its attractive weather and tranquil atmosphere. These two elements stand out as pivotal reasons drawing tourists to this remarkable destination. The consistently pleasant weather, with its refreshing coolness and crisp mountain air, beckons travelers seeking respite from urban heat and humidity. This inviting climate offers a soothing escape year-round, making it an irresistible lure for those in search of natural serenity. Moreover, the tranquility that envelops Doi Mae Salong's atmosphere is equally enticing. Amidst the serene surroundings, far removed from the clamor of city life, visitors find a profound sense of calm. This tranquility creates a space for introspection and relaxation, making it a compelling reason for tourists to choose Doi Mae Salong as their preferred destination. These two factors, the attractive weather and tranquil ambiance, underscore the unique appeal of Doi Mae Salong, positioning it as an oasis of natural beauty and serenity in the realm of cultural tourism.

- **Physical and Social**

**(Religion and Belief)**

Doi Mae Salong is not only a place of natural beauty and cultural richness but also a town where various religions coexist harmoniously. In this section, we delve into the significance of the town's religious sites, including the Masjid, temple, and church.

The Masjid, Darussalam Mosque, in Doi Mae Salong is a symbol of the town's Islamic heritage. It stands as a place of worship for the local Muslim

community and also attracts visitors interested in understanding the religious diversity of the region. The serene ambiance of the Masjid, with its ornate architecture and tranquil surroundings, offers a space for both spiritual reflection and cultural appreciation. During our research, we found that tourists often visit the Masjid to learn about Islamic practices, engage in conversations with the local Muslim population, and witness the unity in diversity that defines Doi Mae Salong.



Figure 4.4 Darussalam Mosque, Mae Salong

Wat Santi Khiri Yan Sangwararam & Phrathat Chedi Srinagarindra Stit Maha Santi Khiri, The buddhism holds a significant place in Thai culture, and Doi Mae Salong is no exception. The town boasts a stunning Buddhist temple that serves as a spiritual center for both residents and tourists. The temple's intricate design, colorful decor, and serene atmosphere make it a place of contemplation and admiration. Our findings indicate that tourists visit the temple not only for its religious significance but also to admire its architecture, learn about Buddhist customs, and witness the devotion of local worshippers. The temple serves as a cultural and spiritual beacon, enriching the town's tourism appeal.



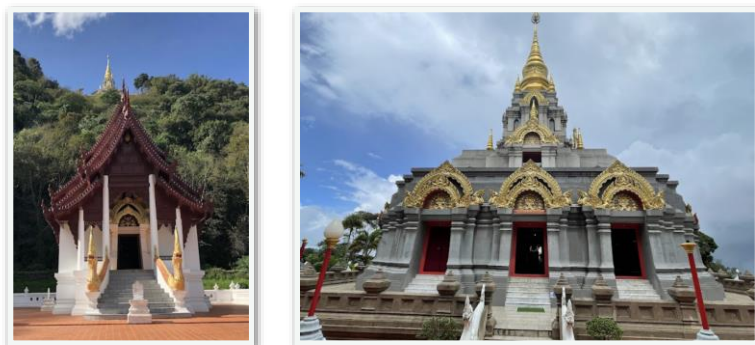


Figure 4.5 Wat Santi Khiri Yan Sangwararam &  
Phrathat Chedi Srinagarindra Stit Maha Santi Khiri

Doi Mae Salong's religious diversity extends to Christianity, with a charming church nestled in the town. The church represents the faith of the local Christian community and is a place of worship and community gatherings. During our research, we discovered that tourists, particularly those of Christian faith, visit the church to attend services, participate in cultural events, and connect with the local Christian population. The church's role in the town's religious landscape highlights the inclusivity and openness that define Doi Mae Salong.



Figure 4.6 Ban Mae Salong Church and Catholic Church Mae Salong

In summary, the religious sites in Doi Mae Salong are not only places of worship but also key elements of the town's cultural and tourism appeal. They showcase the harmonious coexistence of different faiths and provide tourists

with opportunities for cultural enrichment, spiritual exploration, and meaningful interactions with the local communities.

### **(Cultural Assets)**

The Martyr's Memorial Hall and General Tuan's Grave are iconic landmarks in Doi Mae Salong, serving as important cultural and historical attractions. These sites pay tribute to the memory of General Tuan Shi-wen, a prominent figure in the Chinese nationalist movement who later settled in Doi Mae Salong. Visitors to these sites have the opportunity to gain a deeper understanding of General Tuan's life and his contributions to the region. The Martyr's Memorial Hall, in particular, offers historical exhibits and displays that narrate the story of General Tuan's journey and the challenges he faced during the Chinese Civil War. Our interviews with local stakeholders and analysis of tourist reviews highlight the significance of these sites in attracting visitors to Doi Mae Salong. Tourists are drawn by the historical and cultural richness of the Martyr's Memorial Hall and the sense of reverence at General Tuan's Grave. Many express their admiration for the well-preserved history and the opportunity to pay their respects. Moreover, the tranquil and beautifully landscaped surroundings of these sites enhance the overall experience. Tourists often mention the peaceful atmosphere and scenic beauty that complements the historical significance.

In summary, the Martyr's Memorial Hall and General Tuan's Grave are integral to Doi Mae Salong's tourism resources. They offer a captivating blend of cultural heritage, history, and natural aesthetics, making them appealing attractions for tourists seeking both knowledge and tranquility. These landmarks significantly contribute to the branding of Doi Mae Salong as a culturally enriched and historically significant destination. Figure 4.7 illustrated the General Tuan's Grave & The Martyr's Memorial Hall.



Figure 4.7 The General Tuan's Grave & The Martyr's Memorial Hall

#### (Coffee and Tea Plantation)

The tea and coffee plantations in Doi Mae Salong constitute an integral part of the region's natural charm and allure for visitors. Nestled amidst the scenic mountainous terrain, these lush plantations have long been recognized for their contribution to the region's overall appeal. The sprawling tea plantations of Doi Mae Salong are not only a visual treat but also a source of high-quality tea leaves, known for their unique flavor profiles.

Tourists are drawn to these plantations to witness the meticulously managed rows of tea bushes, which stretch out as far as the eye can see. The verdant greenery creates a sense of tranquility, allowing tourists to immerse themselves in the beauty of nature. Similarly, the coffee plantations in Doi Mae Salong offer a sensory delight. The aroma of freshly roasted coffee beans wafts through the air, enticing visitors with the promise of a rich and flavorful cup of coffee. Tourists often take guided tours of these plantations, gaining insights into the coffee-making process from bean to brew. The popularity of these plantations among tourists underscores the significance of agricultural tourism in Doi Mae

Salong. Beyond serving as a source of income for local farmers, these plantations contribute to the region's cultural identity. Visitors not only get to savor the products but also partake in the agricultural experience, plucking tea leaves or sampling freshly brewed coffee. In summary, the tea and coffee plantations in Doi Mae Salong stand as key attractions, offering tourists a chance to connect with the region's natural beauty and agricultural heritage. Their presence significantly enhances the destination's overall appeal and aligns with the broader theme of sustainable cultural tourism in the region. The tea and coffee products are shown as Figure 4.8.



Figure 4.8 Tea and Coffee plantation in Doi Mae Salong

### (Food)

The local food scene in Mae Salong is a captivating blend of cultures and flavors that entices tourists and adds to the town's allure as a destination. This section explores the significance of Mae Salong's local cuisine as a tourism resource. One of the standout features of Mae Salong's culinary landscape is its distinct Chinese influence. Due to the town's history and the Chinese heritage of many residents, visitors can savor a variety of Chinese dishes prepared with

authenticity and skill. Stir-fried vegetables, noodle dishes, and flavorful hotpots are among the favorites that tourists relish. These dishes provide a taste of the town's cultural richness and historical ties to China. Mae Salong's local food isn't just a culinary adventure; it serves as a cultural gateway, showcasing the town's diverse heritage. It adds depth and character to Mae Salong's brand as a destination where cultural fusion and gastronomic delights come together, leaving a lasting impression on every visitor. Figure 4.6 shows the outlook of Mae Salong's local cuisine.



Figure 4.9 Local Yunnanese-Thai mixed food

The Minority Village of Doi Mae Salong holds a special place in the hearts of tourists and plays a vital role in the town's cultural tourism appeal. This section sheds light on the significance of the Minority Village as a unique tourism resource. Nestled amidst the lush mountains, the Minority Village offers a glimpse into the lives of various ethnic communities, including the Akha, Yao, and Lisu people. Tourists are drawn to the village's traditional bamboo houses, vibrant attire, and intricate handicrafts. It's a place where visitors can immerse

themselves in the rich tapestry of these indigenous cultures. One of the standout features of the Minority Village experience is the warm hospitality of its residents. Our research findings indicate that tourists often express their appreciation for the genuine interactions with village members. Engaging in activities like traditional dance performances, learning about herbal medicine, and participating in local rituals create lasting memories for visitors. Furthermore, the serene natural surroundings of the Minority Village add to its allure. Tourists can explore scenic trails, visit nearby waterfalls, and enjoy breathtaking mountain vistas. This harmonious blend of cultural immersion and natural beauty provides a holistic and enriching experience. The findings of our research underscore the importance of the Minority Village in attracting tourists to Doi Mae Salong. Many travelers seek authentic cultural encounters and the opportunity to support local communities. The Minority Village offers precisely that, making it a cherished part of the town's tourism appeal. In conclusion, the Minority Village of Doi Mae Salong serves as a bridge between tourists and indigenous cultures, offering a window into their traditions and way of life. It's a place where cultural exchange and appreciation thrive, leaving tourists with a profound sense of connection and understanding.

#### **(Festivals and Events)**

Doi Mae Salong boasts a rich tapestry of cultural festivals and events that significantly contribute to its allure as a tourist destination. These celebrations, deeply rooted in the local culture, serve as magnets for visitors from near and far. One of the most prominent festivals in Doi Mae Salong is the Chinese New Year celebration. This lively event brings the entire community together to usher in the Lunar New Year. Streets are adorned with vibrant red lanterns, and locals and tourists alike participate in dragon and lion dances. The air is filled with the tantalizing aroma of traditional Chinese dishes prepared by local eateries. This

festival not only offers a glimpse into the local Chinese heritage but also fosters a sense of unity and celebration among residents and visitors. Additionally, the annual Tea and Coffee Festival showcases the region's renowned tea and coffee plantations. Visitors have the opportunity to witness the intricate processes involved in tea and coffee production, from harvesting to brewing. This festival allows tourists to savor freshly brewed cups of tea and coffee while taking in the breathtaking views of the lush plantations. Religious festivals also play a significant role in Doi Mae Salong's cultural landscape. The Masjid (mosque) in the area hosts important Islamic celebrations, such as Eid al-Fitr and Eid al-Adha, bringing together the local Muslim community and offering a chance for cultural exchange with visitors. Furthermore, the Doi Mae Salong Flower Festival is a captivating event that showcases the region's colorful floral beauty. Tourists can explore intricate flower displays and learn about the diverse flora that thrives in the area's cool climate. These festivals and events underscore the cultural diversity and rich traditions of Doi Mae Salong, making it an appealing destination for travelers seeking immersive cultural experiences. The variety of festivities throughout the year ensures that visitors can partake in the vibrancy of local life regardless of the season of their visit.



Figure 4.10 Lunar New Year in Mae Salong

There are also different annual events in Mae Salong, Mae Salong Trail: an international sport event at Doi Mae Salong, people can register and participate the marathon match on the website:

(<https://www.facebook.com/MaeSalongTrail/>);

3-29 Thai-Yunnan Games (329 กีฬาเยาวชนด้านกีฬาเสพติดคนไทยเชื้อสายจีนยูนนาน):

a sport game held March, 29th every year, in different Thai-Chinese villages northern Thailand, school students are representing their school to play basketball and football games

(<https://www.facebook.com/profile.php?id=100057523956568>);

Annual Tea Festival: the Sakura and Tea event held annually in Doi Mae Salong.



Figure 4.11 Posters of Annual Events held in Doi Mae Salong in 2023

#### (Minority and Dialect)

Mae Salong's local dialect and hospitality play significant roles in shaping the cultural experience for visitors in this region. The local dialect, primarily



influenced by the diverse hill tribe communities, and the warm hospitality of the residents contribute to the unique charm of Mae Salong. One of the distinctive features of Mae Salong is its linguistic diversity. The region is home to various hill tribe communities, each with its own dialect and language. Among the prominent hill tribes in Mae Salong are the Akha, Yao, and Lisu, each having its distinct linguistic heritage. While Thai is widely understood and spoken in the area, visitors might find it enriching to learn and use a few basic phrases or greetings in the local dialects. This effort is often appreciated by the local communities and can enhance the cultural exchange between visitors and residents. Mae Salong is renowned for the warmth and hospitality of its people. Visitors are often welcomed with open arms and friendly smiles. Whether staying in local guesthouses, enjoying a meal at a village restaurant, or participating in cultural activities, tourists can expect to experience genuine hospitality. The local residents are often eager to share their traditions, stories, and way of life with visitors, creating an atmosphere of inclusivity and cultural immersion. One of the best ways to experience Mae Salong's hospitality is by engaging with the local communities. Homestay programs are available, allowing tourists to live with hill tribe families and participate in their daily activities. This provides a firsthand understanding of the local lifestyle and fosters meaningful connections between visitors and hosts. Moreover, festivals and cultural events in Mae Salong are excellent opportunities to witness the vibrant hospitality of the community. During these celebrations, visitors can join in the festivities, taste traditional dishes, and enjoy performances that showcase the rich cultural heritage of the region. In summary, Mae Salong's local dialects and hospitality are integral components of the destination's cultural identity. Embracing the diversity of languages and engaging with the warm-hearted locals enhance the overall travel experience, making it not just a journey to a place but a genuine connection with the people who call Mae Salong home.

#### 4.1.2 Findings from Questionnaire

- **Intrinsic Destination Resources**

*See Appendix B for the full statistic data illustration*

What is your main reason for traveling to Doi Mae Salong?

(You may chose multiple answers)

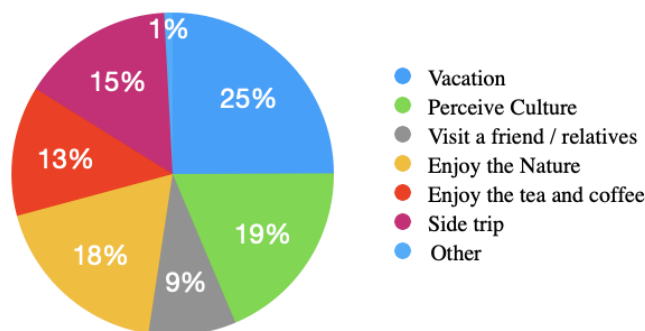


Figure 4.12 The Main Reason for Tourists to visit Doi Mae Salong

According to Primary data from research survey, Figure 4.3 shows that, vacation emerged as the leading motive, with 25% of tourists seeking relaxation and leisure. A substantial 19% of respondents expressed a keen interest in experiencing and perceiving the local culture, reflecting Doi Mae Salong's reputation as a cultural destination. Additionally, 18% of visitors were drawn to the destination by its natural beauty, emphasizing the allure of the surrounding landscapes. A notable 15% of tourists considered Doi Mae Salong as a side trip, indicating its appeal as an add-on destination for broader travel itineraries. The destination's reputation for tea and coffee experiences captured the interest of

13% of tourists, while 9% cited visiting friends or relatives as their main reason for travel. A smaller percentage, 1%, fell into the category of "Other," showcasing the diversity of motivations that attract visitors to Doi Mae Salong.

Natural Landscapes	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	S.D.	
The Natural landscape is attracting more visitors than the Chinese Culture in Doi Mae Salong.	9 5.96%	14 9.27%	43 28.48%	44 29.14%	41 27.15%	3.62	1.15	A
The natural views here in Doi Mae Salong have made it differentiated from other tourism spot in Chiang Rai.	5 3.31%	11 7.28%	43 28.48%	53 35.10%	39 25.83%	3.73	1.03	A
Tourists are often drawn to the natural scenery and might overlook the cultural heritage of Doi Mae Salong.	13 8.61%	25 16.56%	32 21.19%	52 34.44%	29 19.21%	3.39	1.21	A

Table 4.3 Number, percent, mean and standard deviation of Mae Salong natural landscape from the overall tourists.

As table 4.4 illustrated, tourists express varied views regarding the factors that attract visitors to Doi Mae Salong. The mean score of 3.62 places it in the "Agree" category, indicating that a substantial portion of respondents believes that the natural landscape is more enticing to visitors than Chinese culture. This perspective provides insights into the diverse attractions the destination offers.

Doi Mae Salong's natural vistas play a pivotal role in setting it apart from other tourism destinations in Chiang Rai. The data collected from tourists solidifies this perspective, with a substantial 63.94% either agreeing or strongly agreeing that the natural views in Doi Mae Salong differentiate it from other tourist spots in the region. This consensus among visitors underscores the unique

and distinguishing feature of the destination—its exceptional natural beauty. The stunning landscapes, characterized by rolling hills, lush greenery, and breathtaking vistas, contribute significantly to the distinctiveness of Doi Mae Salong. The destination's ability to offer a serene and picturesque environment stands out in contrast to the urban and bustling settings of other tourist spots in Chiang Rai.

- **Physical and Social**

*See Appendix B for the full statistic data illustration*

Religious Value	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	S.D.	Level
Places like Wat Santikhiri, Darussalam Mosque and Ban Mae Salong Church can show us the spiritual and religious importance of Doi Mae Salong.	5 3.31%	14 9.27%	30 19.87%	61 40.40%	41 27.15%	3.79	1.05	A

Table 4.4 Number, percent, mean and standard deviation of Religious Value from the overall tourists.

Destinations like Wat Santikhiri, Darussalam Mosque, and Ban Mae Salong Church collectively serve as profound symbols of the spiritual and religious significance of Doi Mae Salong. As indicated by 67.15% of tourists who either agreed or strongly agreed, these sacred sites offer a window into the spiritual diversity and cultural richness of the region. Whether it's exploring the Buddhist traditions at Wat Santikhiri, experiencing the Islamic heritage at Darussalam Mosque, or delving into the Christian culture at Ban Mae Salong Church, these places not only enhance the cultural tapestry of Doi Mae Salong

but also provide visitors with an opportunity to appreciate its spiritual and religious dimensions.

*See Appendix B for the full statistic data illustration*

Historical Value	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	S.D.	Level
The Martyr's Memorial Hall (Chinese Division 93 Memorial) can show us the important history of Doi Mae Salong.	3 1.99%	8 5.30%	39 25.83%	57 37.75%	44 29.14%	3.87	0.96	A

Table 4.5 Number, percent, mean and standard deviation of Historical Value from the overall tourists.

The Martyr's Memorial Hall, also known as the Chinese Division 93 Memorial, holds a pivotal role in preserving and presenting the significant history of Doi Mae Salong. With a resounding 66.19% of tourists either agreeing or strongly agreeing, it is evident that this memorial hall effectively conveys the vital historical narratives of the region. This consensus underscores the profound importance of the site in illuminating the cultural and historical heritage of Doi Mae Salong, offering visitors a deeper understanding of the destination's historical roots and the enduring stories that have shaped its unique identity.

*See Appendix B for the full statistic data illustration*

Tea and Coffee Plantation	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	S.D.	Level
Tea and Coffee plantations can reflex the Economic value of Doi Mae Salong.	4 2.65%	10 6.62%	31 20.53%	53 35.10%	53 35.10%	3.93	1.03	A

You wouldn't visit Doi Mae Salong if there is no any coffee or tea products.	23	35	27	36	30				N
	15.23%	23.18%	17.88%	23.84%	19.87%	3.10	1.37		
The coffee or tea you had here in Doi Mae Salong are overall better than those in the city.	4	8	42	42	55				A
	2.65%	5.30%	27.81%	27.81%	36.42%	3.90	1.04		

Table 4.6 Number, percent, mean and standard deviation of Tea and coffee plantation from the overall tourists.

Coffee and tea plantations hold a significant place in the hearts of tourists visiting Doi Mae Salong. The data collected underscores their importance, revealing that a notable proportion of tourists perceive these plantations as having economic value in the region. Specifically, 70.20% of respondents either agreed or strongly agreed that tea and coffee plantations reflect the economic value of Doi Mae Salong. This indicates a consensus among visitors regarding the economic significance of these agricultural enterprises. Furthermore, it's worth noting that some tourists choose Doi Mae Salong as their destination explicitly for the purpose of enjoying its exceptional coffee and tea offerings. According to the data, 13.91% of respondents mentioned utilizing hotel services, and 21.88% utilized hotels, which may include establishments known for their coffee and tea. This suggests that a portion of tourists seeks out Doi Mae Salong for the unique coffee and tea experiences it provides. Additionally, the superior quality of coffee and tea in Doi Mae Salong compared to that in the city has not gone unnoticed by visitors. A substantial majority of tourists, 64.90%, either agreed or strongly agreed that the beverages in Doi Mae Salong are superior. This emphasizes the destination's reputation for offering exceptional coffee and tea. Finally, the data indicates that while not all tourists would refrain from visiting Doi Mae Salong in the absence of coffee or tea products, a significant

proportion (43.01%) would agree or strongly agree with this statement. This underscores the role of coffee and tea as a key attraction for a considerable segment of visitors.

***See Appendix B for the full statistic data illustration***

<b>Yunnanese Culture</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>	<b>Mean</b>	<b>S.D.</b>	<b>Level</b>
The culture of Doi Mae Salong is mainly influenced by Yunnanese culture.	4 2.65%	9 5.96%	32 21.19%	57 37.75%	49 32.45%	3.91	1.00	A
Yunnanese immigrants' culture, cuisine and way of life make Doi Mae Salong special from other northern places in Thailand.	4 2.65%	11 7.28%	32 21.19%	52 34.44%	52 34.44%	3.91	1.04	A

Table 4.7 Number, percent, mean and standard deviation of Yunnanese Culture from the overall tourists.

Based on the data, 32.45% of tourists strongly agreed and 37.75% tourist agreed that the culture of Doi Mae Salong is mainly influenced by Yunnanese culture. This percentage reflects a substantial portion of visitors acknowledging the prominent role that Yunnanese culture plays in shaping the community identity of Doi Mae Salong. 68.88% tourists agree or strongly agreed that Yunnanese culture, with its rich traditions, cuisine, and way of life, has left a significant imprint on the region. Tourists' recognition of this influence further solidifies the unique cultural identity that Doi Mae Salong offers to its visitors. This cultural richness serves as a distinctive attraction for tourists seeking an immersive and authentic experience in this part of northern Thailand. In conclusion, the data and key statement affirm the central role of Yunnanese

culture in defining the community identity of Doi Mae Salong. Tourists' acknowledgment of this influence underscores the region's cultural significance and its appeal to travelers interested in exploring and celebrating the unique aspects of Yunnanese heritage within the Thai context.

#### 4.1.3 Findings from Semi-structured Interview

- **Intrinsic Destination Resources**

Findings from interviews with key stakeholders in Doi Mae Salong, including Mr. B, the Owner of Shin Sane Guesthouse, and Ms. J, Director of Ling Ping Tour Co., Ltd., illuminate the critical role of natural resources in driving tourism to the region, with nuanced preferences discerned among different visitor segments. Pleasant weather emerges as a compelling factor influencing Thai tourists' choices to visit Doi Mae Salong.

*Mr. B said that, "...Thais love the cool weather, and westerners enjoyed hiking and forests..."*

The consistently agreeable climate, marked by cooler temperatures and refreshing mountain air, remains a primary draw for domestic travelers, offering a welcome escape from urban heat and humidity. Conversely, historical trends among Western tourists reveal a predilection for hiking and forest adventures. These outdoor enthusiasts have been attracted to Doi Mae Salong's abundant natural assets, including its pristine mountains and lush forests. These elements historically catered to the adventurous spirit of Western travelers, reinforcing the destination's multifaceted appeal.

*Ms. J said that, "...Foreigners love to do hiking and adventure, which I feel so normal for Doi Mae Salong..."*



In essence, insights from Mr. B and Ms. J reaffirm the intrinsic value of Doi Mae Salong's natural beauty and serene environment in attracting a diverse range of tourists. The convergence of pleasant weather, verdant mountains, and a tranquil ambiance underpins the destination's unique charm, positioning it as an ideal retreat for both local and international travelers. These findings underscore the pivotal role of natural resources in shaping Doi Mae Salong's allure within the realm of cultural tourism.

- **Physical and Social**

“...They asked me that if I could wear the muslim hat when I was participating the islamic event here, I said yes, they were really happy. To me, it’s just a hat, so there was no issue about anything agree or disagree. It’s all about respect...” said Mr. E.

Mr. E, a retired soldier of the 93rd division, sheds light on the remarkable harmony that characterizes Doi Mae Salong. Despite the coexistence of three different religions - Muslim, Christian, and Buddhist - the region remains a haven of peace. Mr. E attributes this tranquility to a shared sense of community and familial bonds that transcends religious differences. In this close-knit society, respect serves as the cornerstone of their interactions, fostering a spirit of unity and understanding. And Mr. E's perspective underscores the profound role of respect in promoting interfaith harmony. Regardless of religious affiliations, the people of Doi Mae Salong prioritize mutual respect, allowing them to navigate the intricate tapestry of cultural and religious diversity with ease. This commitment to respecting one another's beliefs and traditions has not only ensured peaceful coexistence but also showcases the power of empathy and acceptance in building strong and inclusive communities.

Mr. D, the Gravekeeper of General Tuan's Mausoleum, underscores the significance of General Tuan's Grave and The Martyr's Memorial Hall as invaluable resources for Mae Salong. These two landmarks serve as living records of the region's history, bearing witness to the transformative events that have unfolded in Doi Mae Salong over the years. In his role as a gravekeeper, Mr. D passionately imparts free explanations to visiting tourists, helping to ensure that the historical narrative of Doi Mae Salong remains accessible and cherished by all.

“... I do free explanation for tourists who come here, but the only language I speak are Chinese and Thai. So I can't help when westerners asked me what's going on...” said by Mr. D.

While Mr. G said that, “...The management was really bad back then, some of the tourists were complaining about why there is no one maintaining and providing information but only shops for buying teas...”

Mr. G, the Owner of 93rd Division Tea Shop, reflects on the evolution of The Martyr's Memorial Hall's management. While acknowledging past challenges, he notes the positive changes that have taken place since experts were involved in its management. This transformation has resulted in a more welcoming and informative experience for tourists, allowing them to delve into the rich history of Doi Mae Salong. Mr. G expresses his joy in witnessing tourists come to the hall, eager to learn about the region's historical significance and cultural heritage.

These statements highlight the cultural and historical significance of General Tuan's Grave and The Martyr's Memorial Hall in Doi Mae Salong, as well as the efforts of individuals like Mr. D and Mr. G to preserve and share this important heritage with visitors.

Mr. F, the School Principal of Xinghua Middle School, highlighted a significant turning point in Doi Mae Salong's economic landscape. After the 93rd army, led by General Tuan, helped the Thai army achieve victory, Rama 9's promise of legal citizenship provided newfound stability to the local Chinese blood villagers. However, this pledge came with a condition - they had to cease opium cultivation. In response to this challenge, General Tuan sought expertise from Taiwan to investigate the region's soil.

*“...Chinese people are mainly the Tea planter in Doi Mae Salong...” said by Mr. F*

The conclusion that the area was suitable for growing Gao Shan Tea seeds marked the beginning of a transformative journey. Under expert guidance, villagers embarked on a journey of tea cultivation, changing the economic trajectory of Doi Mae Salong.

As the Chinese villagers in Doi Mae Salong shifted their focus to tea cultivation, the Aka people, who had previously engaged in opium farming, faced a significant shift in their livelihoods. Unable to continue opium production, some of the Aka people returned to the mountains in Myanmar, while others transitioned to cultivating coffee. This shift in economic activities had a profound impact on the local Aka community. Coffee and tea cultivation emerged as the pillars of the local economy, diversifying and sustaining the livelihoods of the residents.

*“...Some Aka people back to Mountains in Myanmar when the opium is no longer available in Doi Mae Salong...” mentioned by Mr. H*

Mr. H, Mayor of Mae Salong Nok Subdistrict Administrative Organisation, told the author that, the coffee cultivated by the Aka people in Doi Mae Salong, Thailand, is most likely Arabica coffee. Arabica coffee is the most commonly grown coffee variety in Thailand, particularly in the northern regions where Doi Mae Salong is located. This variety of coffee is favored for its mild,

nuanced flavors, which can be influenced by factors such as altitude, climate, and soil quality. The specific characteristics of coffee grown by the Aka people in Doi Mae Salong would depend on the local conditions, including the altitude of their coffee farms, the climate, and the specific Arabica coffee cultivars they use. Arabica coffee can have a wide range of flavor profiles, from fruity and floral to nutty and chocolatey, depending on these factors. So, the coffee produced by the Aka people in Doi Mae Salong is likely Arabica coffee, but the exact flavor and characteristics would be influenced by the unique growing conditions of the region.

According to Mr. F, the culinary landscape of Mae Salong reflects the rich cultural diversity of the region. He notes that as Chinese people living in this area, their attempts at preparing Thai food may not match the authenticity of Thai chefs, and similarly, their Chinese cuisine has evolved into a fusion influenced by various cultural elements including Han Chinese, Thai Yai, and Thai influences. This blend of flavors and techniques results in a unique and diverse culinary experience.

*“... I don't think there is a specific authentic local food that really belongs to Mae Salong...” said by Mr. F.*

And Mr. F raises an interesting point regarding the challenge of defining authentic local food in Mae Salong. With such a blend of cultural influences, it becomes difficult to pinpoint a specific dish that is uniquely associated with the region. This poses a dilemma for tourists who may seek to explore and savor authentic local cuisine when visiting, as the food landscape in Mae Salong is a testament to the region's cultural fusion and its culinary diversity.

*“...There were so many cameras in the opium shops back then, which were from the westerners who wanted to have opium but no enough money in*

*their hand. My father also loved to go to these opium shops, it was over 40 years ago...” said by Mr. B.*

Mr. B, the Owner of Shin Sane Guesthouse, Mae Salong, provides valuable historical context to the opium cultivation in the region. He explains that many of the minority groups in Mae Salong engaged in opium cultivation not because they were inherently bad individuals but because it was a generational practice deeply ingrained in their culture. Opium farming had been a crucial economic activity in the area for generations, as it was one of the primary sources of income available. And Mr. B also describes the prevalence of opium shops in Mae Salong during a period when opium was not yet banned. These shops offered a range of services, including opium purchase, tasting, and socializing. He reminisces about his father's visits to these establishments and highlights the appeal of Mae Salong to Western tourists who were drawn not only to the natural beauty of Doi Mae Salong but also to the unique cultural experience of opium consumption.

These statements shed light on the historical and cultural context of opium cultivation in Mae Salong, emphasizing that it was often driven by economic necessity rather than negative intentions. Additionally, they provide insight into the social aspects of opium consumption in the region during a specific period in its history.

*Mr. F said that,“... at first, Thai people don't really know Mae Salong because of the tea or coffee, but the sakura and the cold weather. Everyone is hoping to travel somewhere cold in Thailand because Bangkok is really hot...”*

Mr. F, the School Principal of Xinghua Middle School, highlights the unique tourism attraction of sakura in Mae Salong. The favorable altitude in this region creates an ideal environment for sakura trees to thrive. The annual tea and sakura event has become a popular draw for tourists. This event not only

showcases the natural beauty of sakura but also combines it with the region's rich tea culture, making it a fascinating and eagerly anticipated spectacle for visitors. While Mr. B, the Owner of Shin Sane Guesthouse, Mae Salong, provides insight into the annual 3-29 Thai-Yunan Games held in various locations, including Mae Salong. These games serve as a platform for students from numerous Chinese teaching schools to represent their institutions in various sports competitions such as basketball and football. Additionally, the event takes on a broader social message, focusing on drug awareness and prevention, with each year's event centering around a specific theme. These statements highlight two significant events in Mae Salong – the Sakura Tourism Project and the 3-29 Thai-Yunan Games – both of which contribute to the region's cultural vibrancy and serve as attractions for tourists while also addressing important social issues like drug prevention.

*“... There is differences between me and those who holding a Chinese citizenships now, but I still identify myself as a Chinese from Yunnan - The Yunnanese ...” mentioned by Mr. B.*

Mr. B, the Owner of Shin Sane Guesthouse in Mae Salong, expresses a strong connection to his Chinese heritage. He identifies himself as Chinese, particularly from Yunnan, and maintains a cultural bond with his roots. This sentiment reflects the enduring connection that individuals like Mr. B may have with their ancestral heritage.

*“... students in my school nowadays are speaking more and more Thai in their daily conversation, they only speak Chinese with their grandparents back home. But I don't think it's a bad thing...”*

Mr. F, the School Principal of Xinghua Middle School, provides insights into the evolving cultural identity of the younger generation in Mae Salong. He observes that students today identify more as Thais than Chinese, primarily due

to government policies that prioritize the teaching of Thai language over Chinese. This shift in identity reflects the impact of education policies on cultural identity and language use among the younger population.

These statements highlight the complex interplay between cultural identity, education policies, and generational perspectives in Mae Salong. They underscore the importance of understanding how cultural identity evolves over time and the role of policies in shaping this evolution.

#### 4.2 Tourism Resources and Current Tourism Situation of Doi Mae Salong

The current tourism situation in Doi Mae Salong is dynamic and multifaceted. This section provides an overview of the current state of tourism in this region, drawing insights from primary datas and TDCA model shown table 4.8 below:

<b>Intrinsic Destination Resources</b>	QN; ONO; SI	<b>Tourism Supporting Service</b>	QN; ONO; SI
<b>Physical and Social</b>	QN; SI	<b>Communication and Promotion</b>	QN

Table 4.8 Categories of Tourism Resources and Current Tourism Situation of Doi Mae Salong based on TDCA model

##### 4.2.1 Findings from Onsite Observation

- **Intrinsic Destination Resources**

In Doi Mae Salong, tourism experiences seasonal variations, with the peak season occurring during the winter months from December to March when tourists flock to the area to enjoy the chilling weather. There are two primary groups of tourists visiting the region: Thai and non-Thai tourists. Thai tourists are drawn by the allure of the fresh mountain air and the opportunity to savor the local coffee. On the other hand, non-Thai tourists, particularly those with a Chinese background, are more inclined to explore the history and rich cultural heritage of Doi Mae Salong.

A noteworthy trend in tourism is the increasing preference among travelers for self-exploration rather than relying on travel agents. Consequently, travel agencies in the area have witnessed a decline in the number of customers as more tourists opt for independent travel experiences.

The global Covid-19 pandemic dealt a severe blow to the local economy of Doi Mae Salong, significantly disrupting its tourism sector. The impact was particularly pronounced during the period spanning 2020 to 2021. This downturn in tourism can be attributed to several factors:

A. **Travel Restrictions:** Governments worldwide, including Thailand, imposed strict travel restrictions and lockdown measures to curb the spread of the virus. International and domestic travel was severely limited, making it challenging for tourists to reach Doi Mae Salong.

B. **Safety Concerns:** Even when travel was possible, safety concerns remained a major deterrent for tourists. The fear of contracting the virus while traveling or during their stay in the area discouraged many potential visitors.

C. **Decreased Economic Activity:** With fewer tourists coming in, the local economy saw a significant reduction in economic activity. Many businesses that heavily relied on tourism, such as hotels, restaurants, and



souvenir shops, faced financial hardships. Some even had to close temporarily or permanently.

D. **Job Losses:** The decline in tourism had a direct impact on employment in the region. Many residents, particularly those employed in the tourism industry, faced job losses or reduced working hours, leading to financial instability for numerous families.

E. **Financial Challenges:** The decrease in tourist arrivals led to reduced revenue for local businesses and the government. This impacted the region's ability to invest in infrastructure development and other projects that could enhance the tourism experience.

It's important to note that Doi Mae Salong's recovery from the pandemic's economic impact has been gradual, and the region has been adapting to the changing landscape of tourism. Strategies such as promoting safety measures, diversifying tourism offerings, and exploring new markets may be critical for its future resilience in the post-pandemic era.

- **Tourism Supporting Service**

Accommodation options in Doi Mae Salong differ significantly from conventional hotels. Many of the establishments here resemble homestays rather than professional hotels. The absence of standardized star ratings for hotels in the area can make it challenging for tourists to assess the quality of lodging options through popular mobile apps and booking platforms. This lack of standardization can lead to uncertainty for travelers when selecting their accommodations.

#### 4.2.2 Findings from Questionnaire

- **Intrinsic Destination Resources**

***See Appendix B for the full statistic data illustration***

<b>Tourists Behaviour</b>	<b>Number</b>	<b>Percentage (%)</b>
<b>Whom are you traveling with?</b>		
Alone	44	29.14%
With friends	66	43.71%
With family	36	23.84%
Other (Please Specify)_____	5	3.31%
<b>Total</b>	<b>151</b>	<b>100.00%</b>
<b>How long did you stay at Doi Mae Salong for this trip?</b>		
Within a week	100	66.23%
Within a month	40	26.49%
Over a month	11	7.28%
<b>Total</b>	<b>151</b>	<b>100.00%</b>

**How did you know about Doi Mae Salong?**

**(You may chose multiple answers)**

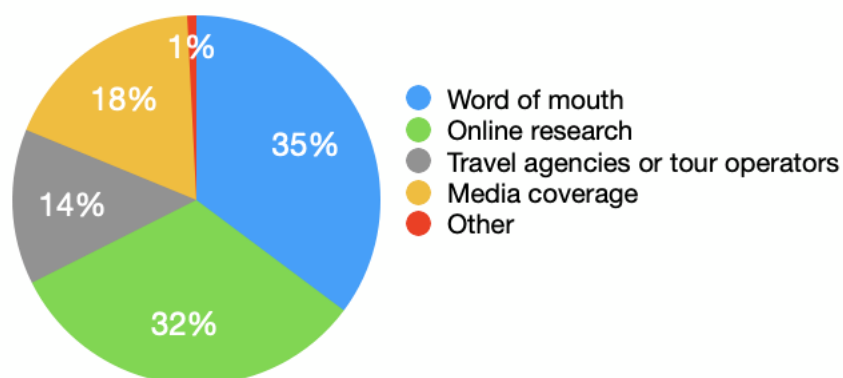


Table 4.9 Statistics of Tourists Behaviour reflecting tourism trends

As the table 4.9 illustrated, many tourists opt for solo exploration when visiting Mae Salong, emphasizing a desire for independent travel experiences.

The data underscores this trend, with 29.14% of respondents mentioning traveling alone. This reflects a growing preference for self-guided journeys, allowing travelers to immerse themselves in the destination at their own pace. Conversely, a significant number of visitors choose to explore Mae Salong in the company of friends and family. According to the data, 43.71% of respondents indicated that they were traveling with friends, making it the most popular choice for traveling companions. This suggests that Mae Salong is often enjoyed as a group destination, fostering shared experiences and memorable moments among friends and family. Interestingly, fewer tourists rely on tourist agencies to facilitate their Mae Salong experience. This aligns with the data, which indicates that only a small percentage of respondents utilized travel agents as their source of information about Mae Salong. Instead, visitors appear to favor a more hands-on approach to planning and exploring the destination, emphasizing a desire for authentic and self-guided encounters. Furthermore, the length of stay in Mae Salong offers insight into tourists' intentions. The data reveals that a significant portion of visitors, 66.23%, choose to stay for a week or less, suggesting that many come for shorter, self-exploratory visits. This trend underscores the appeal of Mae Salong as a destination where travelers can uncover its treasures independently, rather than relying on extended guided tours.

**See Appendix B for the full statistic data illustration**

Economic Impact	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	S.D.	
Doi Mae Salong is influenced by the Covid-19 in terms of the economics.	5 3.31%	14 9.27%	54 35.76%	41 27.15%	37 24.50%	3.60	1.06	A
Tea and Coffee plantations can reflex the Economic value of Doi Mae Salong.	4 2.65%	10 6.62%	31 20.53%	53 35.10%	53 35.10%	3.93	1.03	A

Table 4.10 Number, percent, mean and standard deviation of  
Economic Impact from the overall tourists.

The impact of the COVID-19 pandemic on Doi Mae Salong's economy has been substantial, according to the perceptions of tourists. A significant 59.65% either agreed or strongly agreed that the region's economy was seriously influenced by the pandemic. This sentiment highlights the vulnerability of Doi Mae Salong's economy to external factors like global health crises. Doi Mae Salong's strong reliance on the tourism industry is evident from the data. A substantial portion of tourists, 52.32%, either agreed or strongly agreed that the local economy heavily depends on tourism. This reliance on tourism as a primary economic driver leaves the region susceptible to economic challenges when external factors disrupt the flow of visitors.

The data underscores the interdependence between the tourism sector and Doi Mae Salong's economic well-being. With the COVID-19 pandemic serving as a stark example of the vulnerability of tourism-dependent economies, it becomes clear that the region faces economic challenges during times of crisis. It highlights the need for diversification and resilience strategies to ensure long-term economic stability for Doi Mae Salong.

- **Physical and Social**

**See Appendix B for the full statistic data illustration**

	Number	Percentage (%)
<b>Please rate your satisfaction of this trip in a of scale 1 - 5.</b>		
1 - Disappointed	4	2.65%

2 - Dislike	8	5.30%
3 - Neutral	25	16.56%
4 - Impressive	81	53.64%
5 - Very impressive	33	21.85%
<b>Total</b>	151	100.00%
<b>Do you think you would come back again for another visit?</b>		
Yes	129	85.43%
No	22	14.57%
<b>Total</b>	151	100.00%
<b>Will you recommend Doi Mae Salong to your friends?</b>		
Yes	135	89.40%
No	16	10.60%
<b>Total</b>	151	100.00%

Table 4.11 Statistics of Tourists Satisfactions on Doi Mae Salong

According to the data, 53.64% of tourists rated their satisfaction with their trip to Doi Mae Salong as "Impressive," and an additional 21.85% rated it as "Very impressive." These high satisfaction levels underscore the positive experiences that tourists have in the region, indicating that Doi Mae Salong offers a memorable and enjoyable visit for a majority of its visitors. A significant 85.43% of tourists expressed their intention to return for another visit, and 89.40% indicated that they would recommend Doi Mae Salong to their friends. These statistics demonstrate a strong likelihood of repeat visitation and positive word-of-mouth recommendations, reflecting the overall quality of visitor experiences.

While the majority of tourists expressed high satisfaction, it's crucial to consider the 16.56% who rated their experience as "Neutral." This group may represent an opportunity for Doi Mae Salong to identify areas for improvement in terms of visitor experiences. Gathering feedback from this segment can help pinpoint specific areas that may require attention to enhance overall satisfaction.

- **Tourism Supporting Service**

*See Appendix B for the full statistic data illustration*

Infrastructure Development	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	S.D.	
More facilities and tourism spot should be built in Doi Mae Salong.	5 3.31%	23 15.23%	39 25.83%	39 25.83%	45 29.80%	3.64	1.15	A
The facilities in Doi Mae Salong are well developed.	10 6.62%	23 15.23%	52 34.44%	38 25.17%	28 18.54%	3.34	1.14	N
The tourism infrastructure here in Doi Mae Salong meets your needs.	3 1.99%	12 7.95%	46 30.46%	55 36.42%	35 23.18%	3.71	0.97	A

Table 4.12 Number, percent, mean and standard deviation of Infrastructure Development from the overall tourists.

Tourists visiting Doi Mae Salong express a desire for further development in terms of facilities and tourism spots within the region. A substantial 72.24% of respondents agreed or strongly agreed that more facilities and tourism spots should be built in Doi Mae Salong. This indicates a demand for continued growth and diversification of attractions and amenities to enhance the overall visitor experience. However, it's interesting to note that while tourists believe that more facilities and attractions should be added, they also perceive the

existing facilities to be well-developed. According to the data, 53.64% either agreed or strongly agreed that the facilities in Doi Mae Salong are well developed, reflecting a positive assessment of the destination's existing offerings. In contrast, tourists appear to be less convinced that the current tourism infrastructure fully meets their needs, with 47.68% either disagreeing or strongly disagreeing with this statement. This perspective suggests that there may be opportunities to enhance the effectiveness and efficiency of services and facilities to better align with tourists' expectations. Taken together, these viewpoints highlight a dynamic landscape in Doi Mae Salong, where there is room for both expansion and refinement in the tourism sector. The destination can capitalize on its well-developed facilities while continually striving to meet the evolving needs and preferences of its visitors.

*See Appendix B for the full statistic data illustration*

Tourism Service	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	S.D.	
The transportation to Doi Mae Salong is easy to access.	12 7.95%	23 15.23%	53 35.10%	42 27.81%	21 13.91%	3.25	1.12	N

**What types of transportations did you use during your visit?**

(You may chose multiple answers)

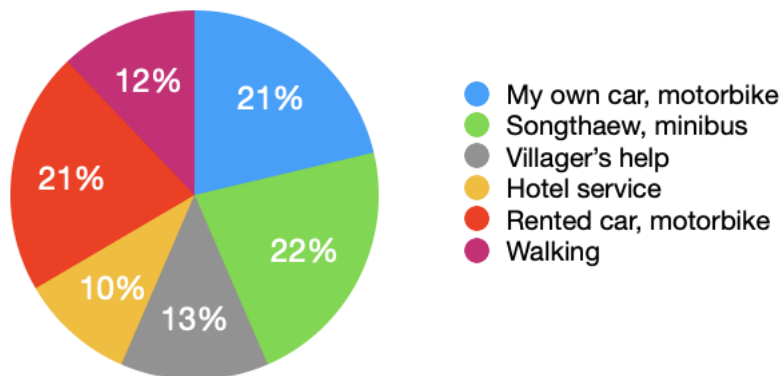


Table 4.13 Number, percent, mean and standard deviation of  
Tourism Service from the overall tourists.

The utilization of hotel services by a limited number of tourists during their visits to Doi Mae Salong signifies the destination's well-developed tourism infrastructure. The data indicates that 10% of respondents mentioned using hotel services during their stay. This suggests that Doi Mae Salong offers a range of accommodations, catering to diverse preferences and needs, contributing to the perception of a developed tourism service sector. However, it's noteworthy that some tourists express concerns about the ease of accessing Doi Mae Salong. According to the data, 58.28% either disagreed, strongly disagreed or being neutral that transportation to Doi Mae Salong is easy to access. This perspective suggests that there are challenges in terms of accessibility, which can impact the overall perception of the destination's tourism services. It's important for the region to address these accessibility issues to enhance the overall visitor experience and ensure that tourists can easily access the attractions and accommodations that Doi Mae Salong has to offer.

- **Communication and Promotion**

*See Appendix B for the full statistic data illustration*

<b>Communication and Promotion</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>	<b>Mean</b>	<b>S.D.</b>	
Based on your visit, you think that this place should be attracting more travelers.	4 2.65%	11 7.28%	28 18.54%	64 42.38%	44 29.14%	3.88	1.00	A
Comparing with other tourism destinations in Chiang Rai, Doi Mae Salong is not a well-known place.	6 3.97%	27 17.88%	38 25.17%	39 25.83%	41 27.15%	3.54	1.18	A





• **Intrinsic Destination Resources**

Ms. J, the Director of Ling Ping Tour Co., Ltd., highlights a shift in tourist preferences over time. While her company previously offered numerous tour services for tourists, particularly those from Taiwan, there has been a noticeable decline in tourists requesting guided tours to Mae Salong. This decline may be attributed to a growing trend in the tourism industry where travelers are inclined toward self-exploration and independent travel experiences.

“... our company have provided services to customers all over the world, but mostly, tourists from Taiwan are interested to visit Doi Mae Salong...” said by Ms. J.

And Ms. J's observation reflects a broader trend in the tourism industry, where travelers increasingly seek self-exploration and authentic, independent experiences. Tourists are looking to immerse themselves in local cultures, make spontaneous discoveries, and have more control over their itineraries. This trend aligns with a desire for unique and personalized travel adventures.

These statements underscore the changing landscape of the tourism industry, where tourists, including those from Taiwan, are embracing self-exploration and seeking more autonomous travel experiences. This shift highlights the importance of adaptability and catering to the evolving preferences of travelers in the tourism sector.

“... I was working at Taiwan, but when I back to Doi Mae Salong, the covid-19 has started badly...”said by Ms. C, the Owner of Hill Top Home in Mae Salong, shares her personal journey of returning from Taiwan to run a homestay, emphasizing her commitment to her family and the community. However, she faced the significant challenge of the COVID-19 pandemic, which severely impacted the tourism industry. Her homestay, like many others, experienced a sharp decline in customers during this period.

Mr. G, the Owner of 93rd Division Tea Shop, highlights an issue within the tea-selling industry in Mae Salong. While the tea itself is of high quality, the absence of a structured system to manage sellers has led to a price reduction competition among them. He expresses a sincere hope for the establishment of a tea sellers' association to promote organic competition and sustainability in the industry.

*“It is not a good thing for all tea sellers to decrease their price to get more customers” said by Mr. G.*

Mr. H, the Mayor of Mae Salong Nok Subdistrict Administrative Organisation, provides an overview of the economic situation in Mae Salong. He acknowledges that, despite the region's economic progress compared to the post-war period, the COVID-19 pandemic has had a detrimental impact on the local economy. The pandemic has posed significant challenges to various sectors, including tourism, in Mae Salong.

*Mr. H told the author that, “I am sure covid-19 is not only influencing tourism industry but also others, but Mae Salong has been influenced so badly”.*

These statements shed light on the challenges faced by individuals and businesses in Mae Salong, particularly in the context of the COVID-19 pandemic, and underscore the importance of resilience and cooperation within the community and industry to overcome such challenges.

- **Physical and Social**

*“...There are no rules on tea industry either hotel, hostel industry here. As a government officer, I wish the locals should make their own rules by establishing the associations, so that we can hear their voice easily and efficiently...” said by Mr. H, the Mayor of Mae Salong Nok Subdistrict Administrative Organisation, points out a challenge in terms of community involvement. He highlights that historically, Mae Salong was not initially*

considered a prominent tourism spot. Consequently, there has been limited cooperation between stakeholders. Many individuals developed their homes into hostels independently, and the absence of associations within specific industries has meant that comprehensive rules and guidelines for organic market competition are lacking. Echoing these sentiments, Mr. G, the Owner of 93rd Division Tea Shop, emphasizes the absence of cooperation among local businesses and stakeholders. Further more, Mr. H, provides a snapshot of the population's occupations in Mae Salong. His assessment reveals a diverse range of livelihoods within the community: **1) Farming (20%):** A significant portion of the population is engaged in agricultural activities. These individuals contribute to the cultivation of crops, which could include tea, coffee, or other agricultural produce that thrives in the region's climate and terrain; **2) Retired or Supported (60%):** A substantial majority of the population comprises retirees or individuals who receive financial support from their children who work elsewhere or are pursuing their education. This group often includes the elderly who have retired from active employment; **3) Tourism-Related Business (10%):** Approximately 10% of the population is actively involved in tourism-related businesses. This sector encompasses various roles, such as managing hotels, operating coffee shops, running souvenir shops, and providing car rental services. These individuals play a crucial role in Mae Salong's tourism industry. It's noteworthy that the majority of the local population in Mae Salong consists of children and elderly individuals. This demographic composition has implications for the community's dynamics, economy, and the way tourism is developed and managed. Understanding this demographic distribution is essential for crafting policies and initiatives that cater to the unique needs and challenges of Mae Salong's residents.

*Mr. G claimed that, "... There are even tea products from Mae Sai, or somewhere else using Mae Salong's logo or elements, but they are actually not*

at all...” He expresses a desire for the establishment of associations that can foster collaboration and support within the community. Such associations could potentially create a framework for industry standards and guidelines, promoting healthy competition and sustainable growth.

These statements shed light on the challenges related to community involvement and cooperation among stakeholders in Mae Salong. They underscore the potential benefits of creating industry associations to facilitate communication, collaboration, and the establishment of rules that can benefit both businesses and the local community.

- **Tourism Supporting Service**

“...My friend told me that they would prefer stay at Chiang Rai even Mae Sai, because the price is very similar...”

Mr. A, a dedicated villager of Mae Salong who divides his time between his hometown and his work in bustling Bangkok, shares intriguing insights into the experiences of his friends who have ventured to Mae Salong. Many of his acquaintances have embarked on journeys to this charming hillside enclave, and their feedback has illuminated several noteworthy facets of the area. One of the recurring themes in their feedback is the challenge posed by the roads that lead to Mae Salong. The rugged terrain and winding pathways, while picturesque, can be daunting for some travelers. This observation underscores the need for improved infrastructure and road connectivity to enhance accessibility for visitors. Additionally, Mr. A's friends have noted a slight difference in the cost of accommodations when comparing Mae Salong to nearby Chiang Rai city. While the allure of Mae Salong's natural beauty and unique cultural experiences is undeniable, it's essential to consider factors like pricing, which can influence a traveler's decision.

“...They signed a contract with Thai Forest Department for 40 yaers of land using right, which is already over now...” said by Mr. H.

On a parallel note, Mr. H, the Mayor of Mae Salong Nok Subdistrict Administrative Organisation, delves into a complex yet fascinating aspect of Mae Salong's history. He provides a detailed account of land use agreements forged after the 93rd Division played a pivotal role in supporting the Thai Army during wartime, ultimately securing victory. These agreements, which granted the Right of Using the land for 40 yaers, served as catalysts for development. At that time, Mae Salong was a rugged and remote rural outpost with limited infrastructure and facilities. Over the decades, the local community has transformed this once rustic landscape into the vibrant and thriving Mae Salong we know today. However, the passage of time has brought forth a unique challenge – the expiration of these land use contracts. The situation is further complicated by the remarkable growth and development that Mae Salong has witnessed. As the Thai Forest Department seeks to reclaim the land, discussions about land management and the delicate balance between historical agreements and modern development have come to the forefront. In essence, these narratives paint a vivid picture of Mae Salong's past, present, and the intricate interplay between its development, legal history, and the evolving needs of its community and visitors.

“...I would also try to communicate with the tourists, even though I have to go teach at school everyday...” say by Mr. F.

Mr. F, the dedicated School Principal of Xinghua Middle School, possesses a deep connection to his community in Mae Salong. Despite his professional responsibilities, he remains actively engaged with the tourists who venture to this enchanting locale. Through these interactions, he has gathered valuable insights into the perceptions and experiences of visitors. One recurring theme in the feedback from tourists is a sense that Mae Salong, while

undoubtedly picturesque and culturally rich, may not always offer something truly distinctive that sets it apart from other destinations. This observation prompts reflection on how the destination can continue to evolve and offer unique experiences that leave an indelible impression on travelers. Additionally, tourists have noted that the cost of living in Mae Salong, encompassing expenses such as food, accommodations, and beverages like coffee and tea, tends to be relatively higher compared to some other areas. This insight highlights the importance of balancing the preservation of local traditions and the sustainable growth of the tourism sector while also ensuring that visitors feel they receive good value for their expenditures. In summary, Mr. F's commitment to engaging with tourists provides a valuable avenue for feedback and reflection within the Mae Salong community. These insights offer opportunities for further development and enhancement of the visitor experience while maintaining the unique character and cultural richness of the destination.

#### **4.3 Stakeholders' Goals of Doi Mae Salong Branding**

This section delves into the articulated objectives and aspirations of various stakeholders actively engaged in shaping the branding of Doi Mae Salong as a compelling tourist destination. Stakeholders play a pivotal role in defining the direction and success of destination branding efforts, each contributing unique perspectives and interests. Through a series of interviews and consultations with key figures in the local community, businesses, and government, their shared and diverse goals for enhancing Doi Mae Salong's image and reputation as a tourist haven have been examined. From preserving cultural heritage to fostering economic growth, these stakeholders' input serves as a vital foundation for the development of Doi Mae Salong's brand that aligns with the expectations and ambitions of those deeply invested in its future. The

Categories of Stakeholders' goals of Mae Salong Branding based on TDCA model is shown in table 4.15:

<b>Intrinsic Destination Resources</b>	SI	<b>Tourism Supporting Service</b>	SI
<b>Physical and Social</b>	SI	<b>Communication and Promotion</b>	SI

Table 4.15 Categories of Stakeholders' goals of Mae Salong Branding based on TDCA model

#### 4.3.1 Findings from Semi-structured Interview

- **Intrinsic Destination Resources**

**(Cultural Preservation)**

*Mr. E emphasised that, "... Mae Salong will not have today's nice situation if there were not Isolated Army and villagers' effort, I wish the Chinese culture can still be maintained as it used to be ..."*

Mr. E, a retired soldier of the 93rd Division, underscores the historical significance of General Tuan and the Isolated Army in establishing the foundation for tourism in Mae Salong. He emphasizes the Chinese heritage of the villagers in Doi Mae Salong and the annual celebration of Chinese-related festivals, such as Lunar New Year and Mid-autumn festival. Mr. E expresses a desire to preserve and showcase the unique Chinese culture of Mae Salong to visitors, highlighting its special significance within the broader Thai context.



“Chinese Culture is still the element that can make Mae Salong special, tourists will not only know the good weather, but also a hidden China town, or should I say hidden China village here...” mentioned by Mr. B.

Mr. B, the Owner of Shin Sane Guesthouse in Mae Salong, shares a perspective that while attractions like coffee and the cool climate are major draws for tourists, it is the preservation of Chinese culture that truly distinguishes Mae Salong. He expresses a hope that as the tourism industry develops in Doi Mae Salong, the rich Chinese cultural heritage will not fade away. This sentiment underscores the importance of cultural preservation as an integral part of sustainable tourism development.

The Interview summarising has concluded **1) Cultural Significance of Chinese Heritage**, Mae Salong, located in northern Thailand, has a rich and diverse cultural heritage deeply influenced by Chinese traditions. Over the years, the town has been shaped by the arrival of Chinese immigrants who sought refuge in the region. These immigrants brought with them their customs, language, cuisine, and way of life, creating a distinct cultural enclave within Thailand. This heritage has not only enriched the local community but has also become a source of intrigue and fascination for tourists. **2) Preserving Cultural Identity**, the statements emphasize the importance of preserving this unique cultural identity. As tourism grows in Mae Salong, there is a risk that the authenticity of the local culture may be diluted or lost in the process of catering to tourists' preferences. Preserving the cultural elements that define Mae Salong is not just about maintaining a historical legacy but also about ensuring the continuity of a way of life that holds significance for the local population. **3) Special Appeal to Visitors**, the statements acknowledge that the Chinese heritage and cultural elements are a part of what makes Mae Salong special to visitors. Tourists are often drawn to destinations that offer a unique and authentic cultural experience. In Mae Salong's case, the blend of Thai and Chinese

traditions, the stunning landscape, and the warmth of the local community contribute to its appeal.

**(Environmental Sustainability)**

“...There are more and more hotels providing tents for travellers to do camping, I think it's good, it doesn't need more structures here I think...” said by Ms. C, the Owner of Hill Top Home in Mae Salong, shares her perspective on sustainability. She expresses a preference for limiting the construction of new structures and highlights a positive trend in hotels offering tents for travelers to engage in camping experiences. This approach is seen as environmentally friendly, as it reduces the impact on the local environment while providing unique accommodation options for tourists.

“...The weather here is getting hotter and hotter, I think it's because more and more buildings were structured, which I don't really like it. Mae Salong will lose its specialness if it's not cold any more...” said by Mr. D, a dedicated Gravekeeper of General Tuan's Mausoleum in Mae Salong, draws attention to a noticeable change in the local climate. He attributes this change to the increasing number of houses and buildings being constructed in the area. This observation underscores concerns about the potential environmental impact of urban development in the region.

The summary of interview contents has discussed that, **1) Pro-development Perspective**, Some stakeholders in Mae Salong may view tourism as a significant driver of economic growth. They may argue that increased tourism can bring jobs, income, and business opportunities to the local community. This perspective often focuses on the potential economic benefits that tourism can bring, such as improved infrastructure and services; **2) Sustainability Perspective**, on the other hand, there are those who emphasize the importance of preserving the natural environment and the local climate. They

might argue that unchecked tourism development can lead to environmental degradation, deforestation, pollution, and disruption of local ecosystems. The sustainability perspective prioritizes the long-term health of the environment and the well-being of the community.

**(Improved Infrastructure)**

“... the China-Laos high-speed railway, is a easier, faster way for Yunnanese people in China to come to Mae Salong, comparing to those who coming from Bangkok. I admire those people who come to Mae Salong by Minivans, they are my hero...” said by Mr. B, the Owner of Shin Sane Guesthouse in Mae Salong, expresses a desire for improved accessibility to Mae Salong. He anticipates that the opening of the China-Laos high-speed railway for tourists will make it easier for travelers to reach Mae Salong. Additionally, he hopes for the planning and construction of domestic highways in the Chiang Rai and Chiang Mai regions, which would significantly benefit the tourism industry in northern Thailand.

“... So many of my friends love to visit Mae Salong by riding big bikes, but the problem is that not everyone is a ride lover...” said by Mr. A, a Mae Salong villager who works in Bangkok, highlights the importance of providing diverse means of accessing Mae Salong. While some tourists enjoy motorbike travel due to the pleasant weather and exciting hill roads, others may prefer alternative modes of transportation. Mr. A suggests that catering to a variety of traveler preferences in terms of accessibility can contribute to Mae Salong's appeal as a destination.

It has been discussed that, **1) Accessibility as a Gateway**, accessibility acts as the gateway for tourists to discover Mae Salong's unique attractions. When potential visitors can easily reach the destination, it significantly expands the reach of tourism. This not only brings more tourists to the region but also

encourages them to explore its various offerings; **2) Meeting Diverse Tourist Needs**, Catering to Varied Preferences: Tourists have diverse preferences when it comes to transportation. Some may prefer the convenience and speed of road travel, while others seek adventure in hiking or biking trails. By offering a spectrum of transportation options such as well-maintained roads, pedestrian-friendly paths, bicycle rentals, and even eco-friendly modes like electric shuttles, Mae Salong caters to the wide-ranging preferences and needs of travelers; **3) Economic Benefits**, improved accessibility translates to higher tourist numbers. More tourists mean more opportunities for local businesses. Restaurants, accommodations, tour operators, and shops all benefit from increased patronage, leading to economic growth within the community.

- **Physical and Social**

- (Local Community Engagement)

*“... everybody is just doing their own business without caring anything in the market, which we could say there is no cooperations going on for locals. But the government is trying to help them in terms of this...”* said by Mr. H, the Mayor of Mae Salong Nok Subdistrict Administrative Organisation, addresses the historical context of development in Mae Salong. He acknowledges that many individuals have independently contributed to the growth of their homes and businesses. Currently, a lack of collaboration can be observed among various stakeholders. Mr. H expresses the government's commitment to fostering cooperation among community members through meetings and other initiatives. He underscores the importance of establishing associations related to different products or industries to facilitate efficient communication.

*“... for example, a same tea product, this shop sells 1000 baht, next shop sells 800 baht, another shop sells 600 baht, and so on... if the sellers kept doing*

*“this without any regulation limits, the market environment will be worse...”* said by Mr. G, the Owner of 93rd Division Tea Shop, highlights a specific challenge within the tea market in Mae Salong. He notes significant price variations among tea sellers, driven by the goal of attracting customers. This competitive pricing dynamic has led to market challenges. Mr. G advocates for the establishment of an association that can create and enforce rules for tea sellers, potentially contributing to a more stable and sustainable tea market.

It has been discussed that, **1) Collaboration** among various stakeholders, including local businesses, government entities, and community members, is fundamental to the continued development of Mae Salong's economy. Historically, the community has witnessed independent efforts, with individuals contributing to the growth of their homes and businesses. However, fostering collaboration can yield numerous benefits. It allows for the pooling of resources, sharing of expertise, and collective problem-solving. By working together, businesses can tap into each other's strengths, create synergistic opportunities, and enhance the overall economic landscape; **2) Communication**, effective communication is the linchpin that enables collaboration to thrive. Initiatives such as meetings, dialogues, and platforms for information sharing are vital in ensuring that all stakeholders are on the same page. Transparent and open communication fosters trust and understanding among businesses, government authorities, and the local community. It allows for the exchange of ideas, concerns, and aspirations, enabling everyone to align their efforts toward common goals; **3) Regulation** plays a critical role in maintaining fairness and stability within local markets. Mr. G's concern about price variations in the tea market illustrates the need for rules and guidelines to ensure a level playing field. Associations related to different products or industries can establish and enforce standards that promote healthy competition, protect consumers, and prevent

market distortions. These regulations can address issues such as pricing, quality control, and ethical business practices.

- **Tourism Supporting Service**

**(Government Policies and Support)**

Mr. H, the Mayor of Mae Salong Nok Subdistrict Administrative Organisation, and Ms. C, the Owner of Hill Top Home, Mae Salong, share insights into various aspects of infrastructure development and policies in Mae Salong:

“... the hotel owners need to upgrade their services, so that the star-rating is easier for experts to do, but the association needs to be established first... the government is actively working to solve the waste categorising, tourists would love it when it's clean...” said by Mr. H, he acknowledges the progress made in improving infrastructure in Mae Salong. He highlights the resolution of past challenges related to water supply, electricity, and internet access. These improvements have not only enhanced the quality of life for local residents but also contribute to a more attractive environment for tourists. The mayor notes that the government is currently focused on solving waste categorization issues. Proper waste management is crucial for maintaining a clean and appealing environment that satisfies tourists. This effort reflects a commitment to sustainability and environmental responsibility. Mr. H envisions the establishment of a hotel association that can collaborate with local businesses and the government. Such an association could play a pivotal role in raising the quality of services and facilities in the hospitality sector. One proposed initiative involves expert rating and star classification for hotels (e.g., 2-star or 3-star).

This rating system would aid tourists in making informed decisions based on quality and pricing.

*“... the government’s policies come the first, so we can follow up the steps that government needs us to do. I do hope my business is doing well here...”* said by Ms. C, she emphasizes the importance of government policies and regulations in guiding local businesses. Clear policies provide a framework within which businesses can operate, ensuring fairness and consistency. This regulatory support is essential for local entrepreneurs like Ms. C, who aspire to succeed while adhering to established guidelines.

It has been discussed that, **1) Government-Backed Projects**, the partnership between the government and local businesses signifies a commitment to infrastructure development. This includes improving roads, transportation networks, and utilities. Such investments not only make it easier for tourists to access Mae Salong but also enhance the overall quality of life for residents; **2) Private Sector Involvement**, local businesses can play a vital role in infrastructure development by contributing to funding, expertise, or resources. For example, hotels and resorts might invest in road maintenance near their properties, improving access for their guests; **3) Training and Skill Development**, the government can support local businesses in elevating the quality of services by providing training and skill development programs. This ensures that tourism-related services, such as hospitality, tour guiding, and cultural experiences, meet or exceed the expectations of visitors.

- **Communication and Promotion**  
**(Business Objectives)**

Mr. B, the Owner of Shin Sane Guesthouse, Mae Salong, and other individuals in Mae Salong express their aspirations and goals for the development of tourism in the region:

“... my hotel for now, is receiving visitors at 20-30% check-in rate for off season, and 60%-70% in peak season. I wish it goes up to 50%-60% in off season, and 80%-90% in peak season. I believe I could do that...” said by Mr. B, he aims to boost the check-in rates at his guesthouse during both off-season and peak season. He currently achieves 20%-30% in the off-season and 60%-70% during peak times. His goal is to achieve a check-in rate of 50%-60% during the off-season and 80%-90% during peak seasons. He recognizes that achieving these targets requires continuous improvement of his facilities and decorations, which is essential to attract more visitors year-round.

“... speaking of goal, I don't have a specific one, but I think the more visitors, the better life I am going to have...” said by Mr. D, a Gravekeeper of General Duan's Mausoleum, has a broader goal of attracting more tourists to Mae Salong. He believes that an increase in tourist arrivals will result in an improved quality of life for the local community. His goal aligns with the overarching objective of enhancing tourism and its positive impact on the local economy.

“... many travellers that I talked to told me that, the price overall here is still slightly higher than any other places...” said by Mr. F, the School Principal of Xinghua Middle School, acknowledges that tourists often comment on the relatively higher prices in Mae Salong compared to similar destinations. His goal for the future is to see fewer comments about high prices while simultaneously witnessing an enhancement in the overall quality of tourism services. This aspiration reflects a desire to offer greater value to tourists and ensure that the destination remains competitive.

It has been said that, **1) Long-Term Vision**, the desire to develop tourism isn't solely for short-term gains but reflects a long-term vision. It involves careful



planning and responsible practices that consider the lasting impact of tourism on the environment, local culture, and the economy; **2) Visitor-Centric Focus**, these goals highlight a visitor-centric approach. It's not just about increasing tourist numbers but also about ensuring that each visitor has a memorable and positive experience. This includes improving services, accommodations, and the overall quality of the stay; **3) Staying Competitive**, in a global tourism landscape, staying competitive is crucial. The commitment to continuously improve and enhance the visitor experience helps Mae Salong stand out among other destinations, attracting a steady flow of tourists.

**(Public Exposure)**

Mr. B, the Owner of Shin Sane Guesthouse, Mae Salong, and Mr. G, Owner of 93rd Division Tea Shop, highlight the factors and events that have contributed to Mae Salong's reputation and popularity:

“... you haven't heard of this Marathon Match in Mae Salong? I recommend you to register next year if you are interested ...” said by Mr. B. He mentioned that, in the past, Mae Salong was renowned for its Chinese Language School, which attracted students and visitors interested in learning the Chinese language and experiencing Chinese culture. The region's sakura (cherry blossoms) and cool climate have long been attractions for tourists. The blooming sakura trees and pleasant weather draw visitors seeking natural beauty and a break from Thailand's tropical heat. The Mae Salong Trail, an international sporting event hosted at Doi Mae Salong, has significantly increased the area's exposure to the public. Sporting events like this can attract participants and spectators, boosting tourism and showcasing the destination's natural beauty.

“...Most of the Chinese related tourists coming here Mae Salong because of this movie ...” said by Mr. G. He mentions the movie "A Home Too Far," which depicts the history of Mae Salong and the journey of its residents. This

film has played a role in attracting Chinese tourists who are interested in exploring the real-life setting of the movie.

These factors, from education and climate to cultural events and cinematic representation, have all contributed to Mae Salong's unique appeal and its ability to attract a diverse range of tourists.

#### **4.4 Mae Salong's Brand development based on its resources and stakeholders' viewpoints.**

Nestled within the serene hills of Northern Thailand, Mae Salong stands at a pivotal juncture, poised for a transformative evolution in destination branding. This academic exploration takes root in the rich soil of Mae Salong's competitiveness and attractiveness—two pillars that underpin the creation of its distinctive brand identity. Guided by the rigorous methodology of semi-structured interviews with key stakeholders, this researcher endeavors to dissect and elucidate the multifaceted dimensions that converge in shaping the brand narrative of Mae Salong. With unwavering commitment to academic precision and clarity, this endeavor unveils the strategies, aspirations, and inherent resources that form the bedrock of Mae Salong's brand development, with a steadfast focus on fostering a profound resonance with discerning travelers in search of authentic, culturally immersive, and enriching experiences.

The assessment of destination competitiveness and attractiveness is underpinned by the perspective that these concepts offer contrasting viewpoints, as articulated by Buhalis (2001). Competitiveness is viewed through the lens of the destination, assessing its ability to compete effectively in the global tourism

market. Conversely, attractiveness is gauged from the tourist's satisfaction, focusing on the elements that draw them to specific destinations. As shown above the Figure xxx, Statistics of Tourists Satisfaction on Doi Mae Salong. The The dual examination of these two dimensions yields a comprehensive understanding of the dynamics of Tourist Destination Competitiveness and Attractiveness (TDCA).

TDCA is a composite concept, encompassing the destination's capacity to provide social, physical, and economic benefits to its resident population while concurrently delivering a gratifying experience to tourists. Studies centered on destination attractiveness primarily investigate the preferences and needs of tourists, shedding light on the factors that make certain destinations appealing to them (Formica 2001; Hu and Ritchie 1993). In contrast, research on destination competitiveness pivots around the ability of organizations within the destination to create products and services that garner international acceptance (Kozak and Rimmington 1999; Newall 1992). This duality of focus, observed in academic inquiries, contributes to a more comprehensive understanding of the intricate interplay between what entices tourists and how destinations vie for prominence in the global tourism arena.

#### **4.4.1 Competitiveness of Doi Mae Salong**

- **Event Marketing**

In enhancing Doi Mae Salong's competitiveness, event marketing stands as a pivotal strategy. Hosting events, whether cultural festivals, culinary showcases, or outdoor activities, provides a platform to showcase the unique offerings of the region. By strategically planning and executing events, Doi Mae Salong can attract both local and international visitors, fostering a sense of

community and cultural exchange while contributing to the destination's overall competitiveness.

- **Social Media Engagement**

Effective social media engagement is indispensable for bolstering Doi Mae Salong's competitiveness in the contemporary tourism landscape. Leveraging platforms like Instagram, Facebook, and Twitter allows for direct communication with potential visitors, offering glimpses into the destination's scenic beauty, cultural richness, and local experiences. A vibrant online presence encourages user-generated content, generating organic interest and creating a dynamic virtual community that positively influences the destination's allure.

- **Story Telling**

Storytelling plays a crucial role in shaping Doi Mae Salong's competitiveness by creating a compelling narrative around its heritage, traditions, and natural beauty. Crafting engaging and authentic stories that resonate with the target audience helps build an emotional connection, fostering a deeper understanding and appreciation for the destination. Through effective storytelling, Doi Mae Salong can differentiate itself, standing out in the minds of potential visitors and enhancing its overall competitiveness.

- **Partnership with well-known enterprises**

Forming strategic partnerships with well-known enterprises can significantly elevate Doi Mae Salong's competitiveness. Collaborations with reputable brands or businesses can enhance the destination's credibility, attract a wider audience, and potentially result in mutually beneficial marketing initiatives. By aligning with enterprises that share similar values and objectives, Doi Mae Salong can leverage existing brand equity to amplify its visibility and attractiveness to prospective visitors.

- **Multilingual Promotion**

Given the diverse international audience in the tourism industry, adopting a multilingual promotion strategy is imperative for Doi Mae Salong's competitiveness. Ensuring that promotional materials, websites, and communication channels are available in multiple languages broadens the destination's reach and accessibility. This approach caters to a global audience, breaking down language barriers and making the destination more appealing and user-friendly to a wide array of potential visitors.

#### 4.4.2 Attractiveness of Doi Mae Salong

- **Scenic Beauty and Weather**

To begin with **Visually Enchanting Landscapes**, the attractiveness of Doi Mae Salong is intricately woven into its picturesque landscapes. The region's natural beauty, accentuated by its cool climate, provides a visually captivating environment that appeals to the aesthetic sensibilities of tourists; The next element is **Comfortable Climate**, the combination of scenic beauty and the temperate weather contributes to a comfortable and inviting atmosphere. Tourists are afforded the luxury of enjoying the outdoors in a tranquil and refreshing setting.

- **Cultural Experiences**

In this part, tourists are drawn to Doi Mae Salong by the promise of immersive cultural experiences, particularly the opportunity to delve into Yunnanese culture. This destination's allure is rooted in its ability to offer authentic cultural encounters that cater to the desires of cultural enthusiasts.

- **Historical Significance:**

The historical significance of Doi Mae Salong adds to its attractiveness. The destination's unique historical narrative, intertwined with its military past, captivates tourists with a penchant for history and cultural heritage exploration.

- **Local Products:**

The appeal of local products, such as coffee and teas, lies in their authenticity and regional origin. Tourists are often inclined to seek out and savor goods that are locally produced, as they encapsulate the essence and identity of the destination.

#### 4.4.3 Stakeholder Viewpoints on Brand Development

In accordance with the semi-structured interviews conducted during the research process, various stakeholders shared their invaluable insights into the potential brand development of Doi Mae Salong. As it stands, Doi Mae Salong does not yet possess a distinct destination brand. However, stakeholders offered a mosaic of perspectives that paint a vivid picture of what a future brand could encapsulate. The elements that emerged prominently in these discussions included the portrayal of Doi Mae Salong as a "secret isolated army," a "hidden Chinatown," a "historical destination," a "cool weather" retreat, a "chilling place," and a bastion of "hospitality." These elements collectively form the foundation upon which the destination's unique identity could be fashioned.

- **A Secret Isolated Army:** Stakeholders highlighted the historical significance of Doi Mae Salong, shedding light on its roots as a sanctuary for the remnants of the 93rd Division, often referred to as a "secret isolated army." This historical narrative could serve as a crucial pillar in crafting a distinctive brand that celebrates the destination's role in history.

- **A Hidden Chinatown:** The concept of a "hidden Chinatown" speaks to the unique blend of cultures in Doi Mae Salong, where Chinese and Thai influences converge. This cultural fusion could be a central theme in

developing the destination brand, emphasizing the harmonious coexistence of these diverse traditions.

- **A Historical Destination:** Doi Mae Salong's historical significance as a former military outpost and its transformation into a peaceful haven offer ample material for crafting a brand that emphasizes its historical roots while showcasing its present-day tranquility.

- **Cool Weather Retreat:** The cool climate of Doi Mae Salong presents a stark contrast to the tropical heat typically associated with Thailand. This element of climate can be a significant selling point in the brand development, particularly for travelers seeking respite from the heat.

- **A Chilling Place:** The notion of a "chilling place" aligns with the destination's reputation as a peaceful retreat, inviting visitors to relax and unwind amidst its natural beauty and serene atmosphere.

- **Bastion of Hospitality:** Mae Salong's reputation for warm and welcoming hospitality is an asset that can be leveraged in brand development. The sense of community and the willingness of locals to engage with visitors is a hallmark of the destination.

In conclusion, while Doi Mae Salong has not a defined destination brand at present, the viewpoints of stakeholders offer a comprehensive palette of elements that can shape its future brand identity. These elements, ranging from its historical significance to its unique cultural blend and tranquil climate, provide a solid foundation for crafting a brand that will set Doi Mae Salong apart in the competitive landscape of tourism destinations.

#### 4.5 Summary

Chapter 4 of the thesis examines Doi Mae Salong's community identity, destination resources, tourist dynamics, stakeholder aspirations, and brand developing for Doi Mae Salong.

- Research Objective 1 examined community identity and found a generational self-identification change. Elders over 30 identify as Chinese, whereas younger people under 30 identify as Doi Mae Salong inhabitants. Interviews, surveys, and observation revealed the destination's chilly environment, scenic beauty, and famous coffee and tea. The region's prominence was mostly based on its history and culture.

- Research Objective 2 examined Doi Mae Salong's tourist resources and situation. Home-stay accommodations and unique local cultural experiences were highlighted as key tourist options for cultural involvement. However, contemporary tourist problems included the need for upgraded facilities, management practices, tea product pricing competitiveness, and a local need to develop industry-specific groups for simplified communication.

- Research Objective 3 identified stakeholders' destination branding aspirations for Doi Mae Salong. Cultural preservation, environmental sustainability, infrastructural improvements, local community participation, government assistance, commercial goals, and public visibility were revealed in stakeholder interviews.

- Research Objective 4 focused on Doi Mae Salong's brand development using resources and stakeholders' perspectives. Doi Mae Salong was described as a "secret isolated army," a "hidden Chinatown," a "historical destination," a "cool weather" getaway, a "chilling place," and a refuge of



"hospitality." These pieces form the destination's future brand identity as stakeholders provide crucial insights to create a captivating story for Doi Mae Salong.

The next chapters will build on this chapter's knowledge of Doi Mae Salong's identity, resources, tourist dynamics, stakeholder objectives, and brand development. These results will inform strategic suggestions for sustainable development and marketing of Doi Mae Salong as a distinctive and attractive destination.



## CHAPTER 5 Conclusion and Recommendations

In the previous section, the researcher has provided a comprehensive explanation of the results. The table 5.1 shown below serves to reiterate the facts and enhance the reader's comprehension:

Research Objectives	Sources	Key Findings
1	ONO; QN; SI	<ul style="list-style-type: none"> <li>• Generational shift in community identity</li> <li>• Elders (over 30) identify as Chinese</li> <li>• Younger individuals (under 30) identify as Doi Mae Salong residents</li> <li>• Destination characteristics: Chilly environment, scenic beauty, famous coffee and tea Significance based on history and culture</li> </ul>
2	ONO; QN; SI	<ul style="list-style-type: none"> <li>• Key tourist resources: Home-stay accommodations, unique local cultural experiences</li> <li>• Contemporary tourist issues: Need for upgraded facilities, improved management practices, tea product pricing competitiveness</li> <li>• Local desire for industry-specific groups for efficient communication</li> </ul>
3	SI	<ul style="list-style-type: none"> <li>• Stakeholders' destination branding aspirations: Cultural preservation, environmental sustainability, infrastructural improvements, local community participation, government assistance, commercial goals, public visibility</li> </ul>
4	SI	<ul style="list-style-type: none"> <li>• Doi Mae Salong's envisioned brand identity: "Secret isolated army," "Hidden Chinatown," "Historical destination," "Cool weather getaway," "Chilling place," Refuge of "hospitality"</li> </ul>

Table 5.1 Key Findings on Research Objectives

ONO = Onsite Observation

QN = Questionnaire

SI = Semi-structured Interview

Doi Mae Salong's identity thrives on its cultural diversity, historical significance, and a unique blend of Chinese, Thai, and minority influences. Rooted in Chinese heritage, the local population upholds traditions and festivals that enrich the destination's cultural tapestry. With its scenic beauty, cultural experiences, historical value, and local products, Mae Salong presents abundant resources for crafting a compelling brand identity.

The research encompassed a comprehensive approach, encompassing questionnaires with 151 Thai and non-Thai tourists, semi-structured interviews with local stakeholders, and on-site observations. These methods collectively unveiled the rich community identity of Doi Mae Salong, accentuating its cultural diversity and historical significance. The destination's abundant natural beauty, cultural wealth, and historical depth provide a robust foundation for branding. Analysis of the current tourism situation underscored Doi Mae Salong's allure, especially for travelers seeking authentic experiences. It is evident that the destination possesses key elements that resonate with these discerning visitors. Stakeholders, ranging from local communities to authorities and entrepreneurs, share a common dedication to preserving the destination's identity and ensuring its sustainable development, aligning closely with the research objectives and offering promising prospects for Doi Mae Salong's future. Based on the perspectives of stakeholders, the researcher has highlighted the theme "Mae Salong: A Hidden Historical Gem of Tranquility and Hospitality" as the cornerstone for the development of Mae Salong Destination Branding.

In conclusion, The destination's cultural richness, historical significance, scenic allure, and local products contribute to its charm. As Mae Salong evolves, establishing a strong brand identity will be instrumental in shaping its image and competitiveness. In the subsequent sections of Chapter 5, we will delve into actionable recommendations based on these insights.

### 5.1 Discussion on PEST analysis based on Research Results

As the researcher endeavors to conduct a thorough PEST analysis for Doi Mae Salong's destination branding, a nuanced exploration of its Political, Economic, Social, and Technological dimensions becomes imperative. This analytical journey unveils the complex interplay of factors that not only define the identity of this distinctive destination in Northern Thailand but also present challenges crucial for the researcher's understanding and subsequent recommendations. The table 5.2 is going to illustrate PEST of Doi Mae Salong briefly:



Political	Economic	Social	Technological
<ul style="list-style-type: none"> <li>• Land Ownership</li> <li>• 93rd Army Agreement</li> <li>• Expiration Challenges</li> <li>• Tourism Contributions</li> <li>• Legal Management</li> </ul>	<ul style="list-style-type: none"> <li>• Tea and Coffee Industries</li> <li>• Tourism Income</li> <li>• Price War</li> <li>• Inefficient Communication</li> <li>• Strategic Interventions</li> </ul>	<ul style="list-style-type: none"> <li>• Population Distribution</li> <li>• Local Agriculture</li> <li>• Retirees and Financial Support</li> <li>• Tourism-Related Employment</li> <li>• Language and Demographics</li> </ul>	<ul style="list-style-type: none"> <li>• Rural Technological Infrastructure</li> <li>• Internet Connectivity</li> <li>• Coffee-Making Techniques</li> <li>• Modest Technological Presence</li> <li>• Destination Appeal</li> </ul>

Table 5.2 PEST Analysis for Doi Mae Salong

#### • Political Factors:

In Doi Mae Salong, the political landscape significantly influences land ownership and usage. Through interviews with Mr. H and stakeholders, as well as onsite observations, it has been revealed that not all residents own the land. The 93rd army's involvement, aiding the Thai military against communists, resulted in a contractual agreement with the Thai Forest Department granting

land usage. However, the expiration of this land usage agreement poses challenges, especially considering the substantial contributions made by the residents, such as constructions, water facilities, and tourism services. The legal management of tourist accommodations is now a pressing issue, reflecting the intricate political dynamics impacting the destination's branding.

- **Economic Factors:**

The economic dynamics of Doi Mae Salong revolve around tea and coffee plantation and trading, along with tourism income. Onsite observations, questionnaires, and interviews highlight challenges in the tea and coffee industries, including a price war and inefficient communication. The lack of effective management in these sectors contributes to economic complexities, requiring strategic interventions for sustainable growth. Addressing these economic challenges becomes integral to shaping Doi Mae Salong's destination branding and fostering a resilient economic foundation.

- **Social Factors:**

Social factors in Doi Mae Salong are multifaceted, reflecting a diverse population distribution. Interviews and onsite observations elucidate that 20% of the population engages in local agriculture, 60% comprises retirees or individuals financially supported by their families, and 10% work in tourism-related businesses. Language-wise, the use of the Yunnanese Dialect prevails, and traditional Chinese characters are employed in writing. The demographic structure indicates that the younger population tends to work outside Doi Mae Salong, contributing to the foreign influences from other Chinese-related regions. This social complexity underscores the need for a nuanced approach to destination branding that resonates with the diverse facets of the local population.

- **Technological Factors:**

Given Doi Mae Salong's rural nature, technological factors are relatively limited. However, onsite observations reveal noteworthy aspects. While technological infrastructure is less advanced compared to urban areas, the internet connectivity is surprisingly fast, akin to downtown regions. Additionally, the local coffee-making techniques stand out for their quality and taste. These technological nuances, though modest, contribute to the overall experience and can be leveraged for enhancing the destination's appeal in the context of its branding efforts.

## 5.2 Recommendations on Developing Doi Mae Salong brand

Following a comprehensive analysis of stakeholder insights, tourist assessments, and on-site observation, this study presents a set of recommendations for the strategic development of Mae Salong's destination brand. These recommendations align with Vengesai's (2003) "A Conceptual Model of Tourism Destination Competitiveness and Attractiveness," focusing on four pivotal dimensions: Intrinsic Destination Resources, Physical and Social, Tourism Supporting Services, and Communication and Promotion. It is worth noting that the preceding chapter has already delved into the examination and discussion of Mae Salong's attractiveness and competitiveness within these four dimensions. Additionally, this brand development strategy derives inspiration from Balakrishnan's (2009) work on "Strategic Branding of Destinations – A Framework" and Balakrishnan et al.'s (2011) study on "Destination Brand Components." The forthcoming discussion will expound upon these

recommendations, anchored in primary research data and pertinent academic literature. According to Balakrishnan (2009), figure 5.1 has shown the destination branding components:

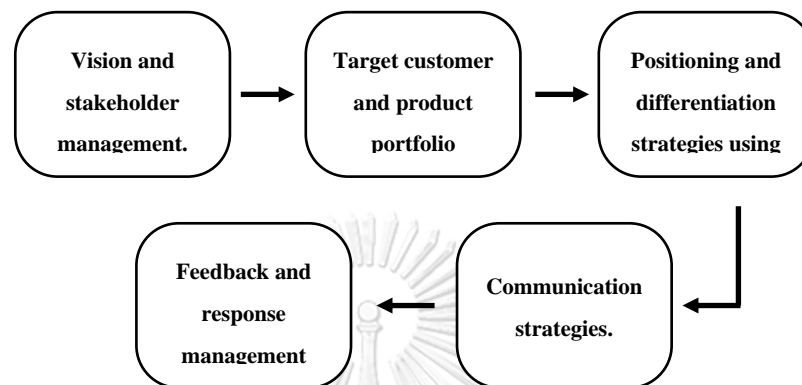


Figure 5.1 Doi Mae Salong's Brand Developing Recommendations

Source: applied from Balakrishnan (2009)

According to Balakrishnan's (2009) insights, crafting a robust branding strategy commences with the formulation of a visionary foundation. The governing bodies overseeing destinations should meticulously consider the relationships they aim to cultivate, both within their local community and beyond with external customers. This also encompasses establishing partnerships and networks that can fortify their branding endeavors. Furthermore, the array of products and services offered by the destination should be thoughtfully assessed and defined.

Additionally, these governing bodies must identify and segment their target customer base. This involves analyzing the geographical origins of potential visitors, their economic potential and preferences. Importantly, the vision must respect and harmonize with the existing cultural context while

working to ameliorate any negative stereotypes linked to the destination's country of origin.

The differentiation strategy must be meticulously crafted to etch a distinctive and indelible image in the minds of the target customers. This necessitates the maintenance of consistency across various media channels and touchpoints. Destinations must strategically select a blend of brand components that not only entice prospective tourists but also facilitate their decision-making process and foster long-term loyalty. The process of branding initiates in the tourist's home country, is reinforced upon arrival, continuously managed during their stay, and extends into the post-visit phase.

#### **5.1.1 Vision and stakeholder management**

##### **Vision:**

- To preserve its heritage, enhance competitiveness, and offer an authentic, culturally vibrant, and naturally stunning destination.

##### **Mission:**

- To preserve its cultural heritage, promote sustainable growth, and create memorable traveler experiences.

##### **Perception:**

- Leverage Scenic Beauty: Promote Mae Salong's breathtaking natural landscapes, temperate climate, and serene atmosphere. Emphasize the destination's unique topography, including tea plantations, lush forests, and mountainous terrain, to capture the imagination of potential visitors.



- **Highlight Cultural Diversity:** Embrace the rich cultural tapestry of Mae Salong. Ensure that marketing materials and messaging reflect the harmonious coexistence of Chinese, Thai, and minority cultures. Highlight cultural festivals, traditional practices, and the warmth of the local people.

- **Historical Significance:** Position Mae Salong as a destination with a fascinating history. Showcase its role as a former settlement for Chinese soldiers and its transformation into a peaceful hill station. Incorporate stories of resilience, migration, and development into the destination's narrative.

#### **Position:**

- **Tranquil Retreat:** Position Mae Salong as a tranquil retreat where visitors can escape the hustle and bustle of urban life. Emphasize the destination's peaceful ambiance, cooler temperatures, and rejuvenating environment.

- **Cultural Immersion:** Highlight the opportunity for cultural immersion. Position Mae Salong as a place where travelers can engage with diverse cultures, partake in local festivities, and gain a deeper understanding of the community.

- **Eco-Tourism Hub:** Capitalize on the area's natural assets and position Mae Salong as an eco-tourism hub. Promote sustainable practices, hiking trails, bird-watching opportunities, and conservation efforts to attract environmentally conscious travelers.

#### **People:**

- **Hospitality Training:** Invest in hospitality training for local residents and service providers. Ensure that the warmth and friendliness of Mae Salong's people are consistently reflected in the interactions visitors have with the community.

- **Community Engagement:** Encourage community involvement in tourism initiatives. Foster a sense of ownership and pride among residents, and involve them in decision-making processes related to tourism development.

**Needs:**

- **Infrastructure Development:** Address the infrastructure needs of Mae Salong, particularly regarding road accessibility and waste management. Improved infrastructure will enhance the overall visitor experience.

- **Market Diversification:** Explore opportunities to diversify the target market beyond the current predominance of Thai and Taiwanese tourists. Consider strategies to attract a more international audience by adapting marketing materials and services to meet their needs.

- **Product Enhancement:** Continuously enhance the range of products and experiences offered to visitors. This includes developing new hiking trails, cultural programs, and eco-friendly initiatives to cater to evolving traveler preferences.

### 5.1.2 Target customer and product portfolio matching

**Targeting Thai Tourists:**

- **Coffee Experiences:** Leverage Thai tourists' love for coffee by promoting local coffee plantations and coffee-themed experiences. Offer coffee tasting tours, barista workshops, and coffee-related merchandise. Collaborate with local coffee shops to showcase Thai-grown coffee.

- **Cold Weather Activities:** Highlight Mae Salong's cool climate as a refreshing escape from Thailand's tropical heat. Develop cold-weather activities such as hot pot dinners, bonfires, and cozy accommodations with

fireplaces or heaters. Encourage visitors to enjoy the chilly evenings with blankets and warm beverages.

#### **Targeting Western Tourists:**

- **Natural Adventure:** Capitalize on the natural beauty of Mae Salong to attract Western adventurers. Develop hiking and trekking trails, mountain biking routes, and opportunities for bird-watching and wildlife exploration. Promote camping and glamping experiences for those seeking immersion in nature.

- **Eco-Tourism:** Emphasize sustainable and eco-friendly tourism practices, aligning with Western tourists' environmental concerns. Develop initiatives such as tree-planting programs, wildlife conservation efforts, and plastic-free campaigns to appeal to eco-conscious travelers.

#### **Targeting Chinese-Related Tourists:**

- **Cultural and Historical Immersion:** Cater to the interests of Chinese-related tourists by offering cultural and historical experiences. Promote cultural festivals, traditional ceremonies, and guided tours of historical sites like General Duan's Mausoleum. Encourage visitors to learn about the heritage of Mae Salong.

- **Culinary Delights:** Showcase the fusion of Chinese and Thai cuisines. Develop culinary tours and cooking classes that teach visitors about the unique blend of flavors in local dishes. Highlight the historical significance of these culinary traditions.

To maximize the effectiveness of target customer and product portfolio matching, consider conducting market research to understand these segments' preferences in more detail. Continuously gather feedback from visitors to refine

and expand the product portfolio based on their evolving needs and expectations. By tailoring experiences to the specific interests of Thai, Western, and Chinese-related tourists, Mae Salong can enhance its appeal and competitiveness in the market.

### **5.1.3 Positioning and differentiation strategies using branding components**

#### **Emphasize Unique Yunnanese Culture and Isolated Army History:**

- **Cultural Heritage:** Position Mae Salong as a destination that offers a distinctive blend of Thai and Yunnanese cultures. Highlight cultural festivals, traditions, and local experiences that showcase this unique fusion. Collaborate with local communities to organize cultural events and performances.
- **Historical Significance:** Differentiate Mae Salong by emphasizing its rich history, particularly the involvement of the isolated army. Create guided historical tours, interactive exhibitions, and storytelling sessions to engage visitors and educate them about the area's historical importance.

#### **Highlight the Attractive Weather:**

- **Climate-Based Differentiation:** Prominently feature Mae Salong's exceptional climate as a key differentiator. Position it as a place where visitors can escape the heat of Thailand and enjoy cool, refreshing weather year-round. Use climate-related branding components such as slogans, visuals, and narratives.

#### **Promote Coffee and Tea Variety:**

- **Beverage Diversity:** Emphasize Mae Salong's unique advantage of offering both coffee and tea experiences. Position the destination as a place

where visitors can savor a wide range of high-quality coffee and tea options. Develop branding components that showcase the diverse beverage offerings, such as coffee and tea trails.

#### **Direct Comparisons with Competing Destinations:**

- **Highlighting Uniqueness:** Use marketing materials, including brochures, websites, and social media, to draw direct comparisons between Mae Salong and other cold destinations, Chinatowns, or Chinese cultural places in Thailand. Showcase what sets Mae Salong apart, such as its cultural diversity, weather, and beverage variety.

#### **Storytelling and Authentic Experiences:**

- **Compelling Narratives:** Develop compelling narratives that encapsulate Mae Salong's unique attributes. Use storytelling in branding components to create an emotional connection with potential visitors. Share stories of local communities, historical figures, and the charm of the destination.

#### **Collaborative Branding:**

- **Partnerships:** Collaborate with local businesses, artisans, and cultural organizations to create a unified brand identity. Encourage stakeholders to align their branding efforts with the destination's core positioning and differentiation strategies.

#### **Consistency Across Touchpoints:**

- **Visual Identity:** Ensure a consistent visual identity, including logos, colors, and design elements, across all branding components. Consistency reinforces the destination's unique positioning in the minds of potential visitors.

By effectively positioning Mae Salong as a destination with a unique blend of Yunnanese culture, stunning history, favorable weather, and diverse beverage offerings, the brand can differentiate itself from other destinations in Thailand and resonate with various traveler segments. These branding components should be integrated into Mae Salong's marketing materials, online presence, and visitor experiences to create a cohesive and compelling brand identity.

#### **5.1.4 Communication strategies**

##### **Event-Centric Marketing:**

- **Leverage Existing Events:** Continue promoting existing events like the Mae Salong Trail, 3-29 Thai-Yunnan Games, and the Annual Tea Festival. Highlight these events on the destination's website, social media platforms, and in marketing materials.
- **Online Registration:** Enhance the online registration process for events like the Mae Salong Trail. Create user-friendly registration interfaces on the website, allowing participants to easily sign up, pay fees, and access event information. Ensure clear and concise event details are available online.

##### **Social Media Engagement:**

- **Local Involvement:** Collaborate with local community members, especially youth and social influencers, to create engaging and informative content about Mae Salong. Encourage locals to share their personal experiences, stories, and insights on social media platforms.
- **Short Video Clips:** Develop short video clips that showcase the beauty, culture, and experiences of Mae Salong. These clips can be shared on popular

social media platforms like Instagram, Facebook, and TikTok. Involve local talent, including musicians, artists, and storytellers, in creating compelling content.

#### **Celebrity Endorsements:**

- **Prominent Figures:** Collaborate with well-known Thai and Chinese celebrities who have an affinity for Mae Salong. Engage them to endorse the destination through social media posts, travel blogs, and promotional videos. Their influence can significantly boost visibility.

#### **Storytelling Campaigns:**

- **Visitor Stories:** Collect and share stories of past visitors who have had memorable experiences in Mae Salong. Create a dedicated section on the website or social media platforms where travelers can share their anecdotes, photos, and testimonials.

- **Local Perspectives:** Feature interviews with local residents, entrepreneurs, and cultural experts who can provide insights into Mae Salong's unique offerings. These stories add depth to the destination's narrative.

#### **Interactive Website:**

- **Event Information:** Ensure the official website provides comprehensive information about upcoming events, including schedules, registration details, and event highlights. Use interactive maps and visuals to engage visitors.

- **User-Generated Content:** Allow visitors and participants to upload their event-related photos and videos to the website. Curate and display these contributions to build a sense of community and excitement around Mae Salong's events.

### **Collaborative Partnerships:**

- **Local Businesses:** Collaborate with local businesses and accommodations to cross-promote events. Create packages that combine event participation with lodging, dining, and other experiences. Promote these packages through various marketing channels.

### **Multilingual Promotion:**

- **Chinese and English Content:** In addition to Thai, provide event information and promotional content in Chinese and English to cater to both domestic and international audiences.

By implementing these communication strategies, Mae Salong can effectively promote its unique events and engage a wider audience. The involvement of local communities and celebrities, coupled with engaging storytelling and interactive online platforms, will contribute to increased visibility and awareness of Mae Salong as a vibrant and culturally rich destination.

## **5.1.5 Feedback and response management strategies**

### **Slogan and Licensing Feedback:**

- **Feedback Collection:** Create dedicated channels for collecting feedback on existing slogans and branding elements. Encourage tourists, stakeholders, and the local community to share their thoughts on the effectiveness and relevance of these elements.

- **Feedback Surveys:** Conduct periodic surveys to gauge public opinion on the destination's slogans and branding messages. Use open-ended questions to gather qualitative feedback that can provide deeper insights.



- **Online Platforms:** Leverage social media platforms and the official website to host polls and discussions about branding elements. Engage with followers and participants to understand their preferences and suggestions.

- **Adaptive Slogans:** Based on feedback, be open to revising or adapting slogans to better resonate with the target audience. Consider A/B testing different slogans in marketing campaigns to assess their impact.

### **Marketing Intelligence and Netnography:**

- **Continuous Monitoring:** Invest in marketing intelligence tools and netnography to monitor online conversations, reviews, and mentions related to Mae Salong. Regularly review social media, travel forums, and review websites to stay informed about public perception.

- **Sentiment Analysis:** Utilize sentiment analysis tools to assess whether online discussions about Mae Salong are positive, negative, or neutral. Identify emerging trends and areas of concern.

- **Response Protocols:** Develop clear response protocols for addressing feedback and reviews. Respond promptly and professionally to both positive and negative feedback. Acknowledge concerns and demonstrate a commitment to improvement.

- **Engage with Critics:** Engage constructively with individuals who provide negative feedback or express concerns. Seek to understand their perspectives and offer solutions or explanations where appropriate.

- **Highlight Positive Feedback:** Promote positive feedback and testimonials on the official website and marketing materials. Share success stories and experiences that showcase Mae Salong's strengths and unique qualities.

### **Licensing and Brand Protection:**

- **Brand Oversight:** Establish a licensing and brand protection program to ensure that Mae Salong's brand is used appropriately by local businesses and partners. Monitor the use of logos, slogans, and branding elements to maintain consistency.
- **Educational Initiatives:** Conduct workshops and training sessions for local entrepreneurs and stakeholders to educate them about proper brand usage and the importance of brand consistency.
- **Legal Measures:** Implement legal measures, when necessary, to protect the destination's brand from unauthorized use or misuse. Enforce compliance with branding guidelines.

#### **Feedback Integration:**

- **Continuous Improvement:** Integrate feedback into the destination's branding strategy. Use insights gained from feedback to refine marketing campaigns, slogans, and messaging.
- **Adaptive Branding:** Be willing to adapt branding elements to align with evolving perceptions and trends. Maintain flexibility in branding strategies to remain relevant.

By proactively collecting and responding to feedback, monitoring online conversations, and protecting the brand's integrity, Mae Salong can build a stronger and more resilient destination brand. These strategies will help foster a positive brand image and ensure that branding efforts align with the preferences and perceptions of the target audience.

### **5.3 Implementation Considerations**

**Addressing Potential Challenges:**

- **Resource Constraints:** Given that Mae Salong is a relatively rural area, there may be limitations in terms of financial and infrastructural resources. To overcome this challenge, partnerships with governmental and non-governmental organizations can be explored to secure funding for branding initiatives.

- **Resistance to Change:** Changing or enhancing a destination's brand often encounters resistance from various stakeholders who may be content with the status quo. It's essential to conduct awareness campaigns and engage stakeholders in the branding process to mitigate resistance.

**Importance of Collaboration:**

- **Involve Local Communities:** The active involvement of local communities in brand development can foster a sense of ownership and commitment. Initiatives such as training programs and workshops can educate locals about the importance of branding for sustainable tourism.

- **Engage the Private Sector:** Local businesses, including hotels, restaurants, and tour operators, should be encouraged to align their services with the destination's brand. Collaboration with the private sector can enhance the overall tourist experience.

- **Government Support:** Collaboration with local authorities and government agencies is crucial for policy development and infrastructure improvement. This support can help overcome challenges related to resource constraints.

**5.4 Expected Outcomes**

**Theme:**

After a comprehensive analysis of tourist feedback, on-site observations, and insights from semi-structured interviews, a clear picture of the desired destination brand identity for Doi Mae Salong has emerged. Furthermore, drawing from the constituent elements gleaned from stakeholders' narratives, a unifying theme or concept can be distilled for the destination:

*"Mae Salong:*

*An undiscovered historical treasure of serenity and hospitality"*

This theme captures the essence of Mae Salong as a place with a rich historical background, hidden away like a secret, where visitors can experience cool weather, a relaxing atmosphere, and warm hospitality. It highlights the destination's unique blend of historical significance, cultural diversity. This theme or concept can create a unique brand comparing to other Sino-Thai related spots in Thailand.

**Positioning:**

จุฬาลงกรณ์มหาวิทยาลัย  
CHULALONGKORN UNIVERSITY

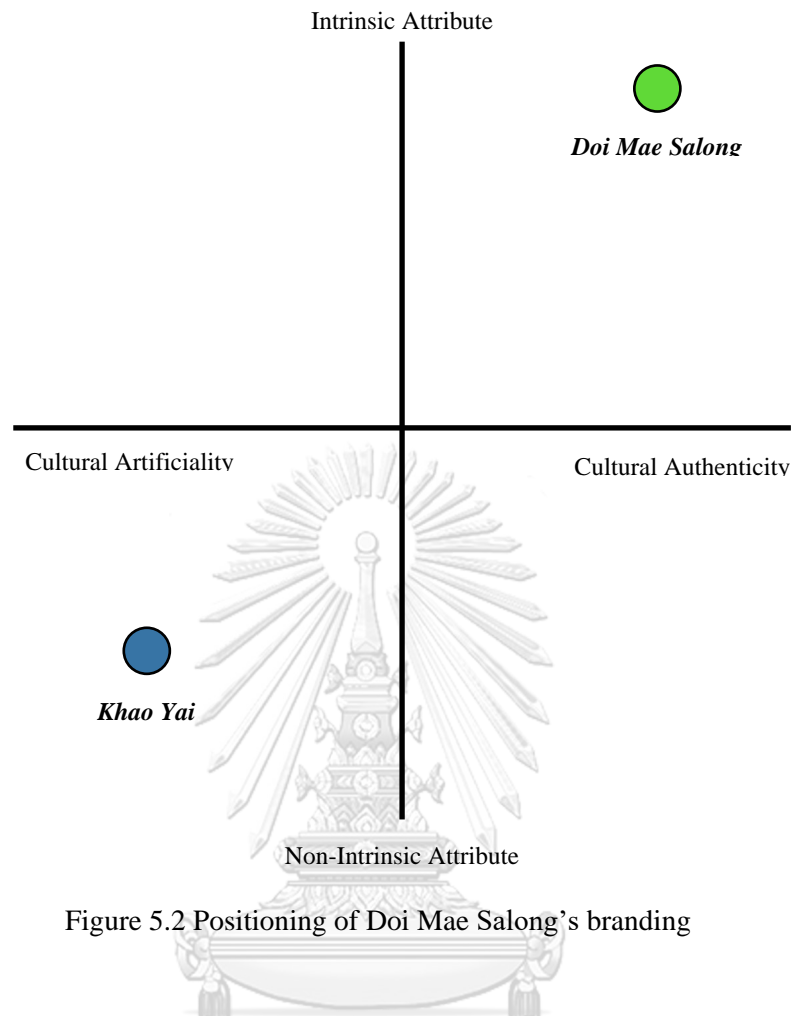


Figure 5.2 Positioning of Doi Mae Salong's branding

The positioning of Doi Mae Salong revolves around its historical significance, refreshing climate, and tranquil ambiance, which are valued by tourists. Meanwhile, local stakeholders aim to spotlight its distinctive cultural heritage while safeguarding its unspoiled natural surroundings. This positioning suggests that Mae Salong offers both a highly authentic cultural experience and stunning natural beauty. It would imply that visitors can immerse themselves in the local culture while enjoying breathtaking natural surroundings.

**Doi Mae Salong:**

**Cultural Authenticity:** Doi Mae Salong distinguishes itself by affording visitors a highly authentic cultural experience, encapsulating the rich local heritage and traditions.

**Intrinsic Attribute:** The destination boasts an awe-inspiring natural landscape, characterized by its stunning beauty, which serves as an integral aspect of the overall visitor experience. Notably, Doi Mae Salong offers an immersive cultural milieu where visitors can engage with and partake in local traditions, further enhancing the intrinsic allure of the destination.

#### **Khao Yai:**

**Cultural Artificiality:** Khao Yai, typified by locales such as Primo Piazza and Swiss Valley Hip, manifests a deliberate embrace of cultural artificiality, notably influenced by Western architectural and thematic elements.

**Non-Intrinsic Attribute:** The endeavor in Khao Yai is distinctly geared towards the cultivation of a destination characterized by non-intrinsic attributes, with a focus on the emulation of Western stylistic paradigms.

#### **5.5 Conclusion**

The research conducted on Doi Mae Salong carries profound significance for the development and sustainable growth of this unique destination. With an extensive review of literature and numerous personal visits to the area, the researcher has recognized the tremendous potential that lies within Doi Mae Salong. This hidden gem possesses a wealth of distinctive resources, including its rich culture, deep-rooted history, breathtaking natural beauty, and the warm hospitality of its local inhabitants. However, the impact of the COVID-19

pandemic has exposed the vulnerability of the destination's tourism sector, prompting the urgent need for strategic branding to revitalize its appeal.

The key findings of this research underscore the genuine affection that tourists hold for Doi Mae Salong. Visitors are drawn to this locale for diverse reasons, each contributing to a rise in tourist arrivals. Furthermore, stakeholders, representing local communities and businesses, articulated their unified desire to enhance the destination's competitiveness and attractiveness. These essential dimensions encompass the preservation and promotion of its natural beauty, cultural authenticity, and historical heritage. Yet, a notable gap exists in the current state of hospitality management within the area, spanning aspects such as pricing, service quality, and standardization. Additionally, there is a strong call for the establishment of industry-specific associations to address the various challenges.

The culmination of this research offers invaluable guidance for local stakeholders as they navigate the path to enhancing Doi Mae Salong's appeal and sustainability. These findings serve as a blueprint for both stakeholders and governmental bodies seeking to facilitate positive change in this captivating destination. By leveraging the insights and recommendations presented herein, it is possible to create a brighter future for Doi Mae Salong—a future that upholds its unique cultural heritage, cherishes its natural beauty, and ensures memorable experiences for all who visit.

## **5.6 Limitation of study**

This research bears several limitations, which should be acknowledged to provide a comprehensive understanding of the study's scope and boundaries. Despite conscientious efforts to maintain objectivity, the researcher acknowledges certain inherent limitations in addressing political and sensitive issues within the scope of this study. As an outsider to the cultural and political contexts under examination, achieving a comprehensive understanding and offering a flawless solution proves challenging. The nuanced nature of such issues necessitates an intimate familiarity with local intricacies, histories, and perspectives that may elude an external observer. Consequently, while the research endeavors to present a balanced and impartial analysis, the inherent limitations of external perspective may preclude the provision of a definitive and universally applicable resolution to these intricate matters. It is essential for readers to approach the findings with an awareness of these constraints, recognizing the complexity of the issues involved and the potential for a more nuanced understanding by those embedded within the cultural and political milieu under consideration.

**Time limitation:**

The primary fieldwork for this research took place during the month of August, which coincided with the off-peak tourism season in Doi Mae Salong. This limited the exposure to the full spectrum of tourist experiences and may not fully capture seasonal variations in tourism patterns.

**Budget limitation:**

The researcher conducted this study without external funding or financial support. Personal expenses, including accommodation, food, and transportation, were solely financed by the researcher. This budget constraint restricted the



duration of the fieldwork and the ability to engage in extensive data collection and analysis.

**Data limitation:**

While the study benefited from valuable insights provided by local stakeholders, data collection from tourists was somewhat constrained. The researcher's one-month stay in the area, coupled with the rural nature of Doi Mae Salong, posed challenges in obtaining a more extensive and diverse range of tourist perspectives.



## Appendix A: Questionnaire



This questionnaire constitutes an integral component of the research methodology employed in the thesis entitled "**Cultural Destination Branding for Doi Mae Salong: Perspectives of Stakeholders**", authored by Mr. Shu MA, a student enrolled in the Cultural Management Program at the Graduate School of Chulalongkorn University. The data collected through this questionnaire will be utilized exclusively for academic research purposes.

### Part 1. Demographic Information

---

1	<b>Gender</b>	<input type="radio"/> Male <input type="radio"/> Female <input type="radio"/> Non-binary
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2	<b>Age</b>	<input type="radio"/> Under 20 <input type="radio"/> 21-30 <input type="radio"/> 31-40 <input type="radio"/> 41-50 <input type="radio"/> 50-60 <input type="radio"/> 61+
---	------------	---

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3	<b>Occupation</b>	<input type="radio"/> Government Officer <input type="radio"/> Company Employee <input type="radio"/> Business Owner <input type="radio"/> Freelance <input type="radio"/> Student <input type="radio"/> Other (Please Specify)_____
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4	<b>Nationality</b>	<input type="radio"/> Thai <input type="radio"/> Non-Thai, <input type="radio"/> Other (Please Specify)_____
---	--------------------	--

---

- 
- 5 **Is this your first time to come to Doi Mae Salong?**
- Yes
  - More than once
- 6 **Whom are you traveling with?**
- Alone
  - With friends
  - With family
  - Other (Please Specify)\_\_\_\_\_
- 7 **What is your main reason for traveling to Doi Mae Salong?**  
(You may chose multiple answers)
- Vacation
  - Perceive Culture
  - Visit a friend / relatives
  - Enjoy the nature vibe
  - Enjoy the tea and coffee
  - Side trip
  - Other (Please Specify)\_\_\_\_\_
- 8 **How did you know about Doi Mae Salong?**  
(You may chose multiple answers)
- Word of mouth
  - Online research
  - Travel agencies or tour operators
  - Media coverage
  - Other (Please Specify)\_\_\_\_\_
- 
- 9 **What types of transportations did you use during your visit?**  
(You may chose multiple answers)
- My own car, motorbike
  - Songthaew, minibus
  - Villager's help
  - Hotel service
  - Rented car, motorbike
  - Walking
- 
- 10 **How long did you stay at Doi Mae Salong for this trip?**  
(You can chose ONLY one answer)
- Within a week
  - Within a month
  - Over a month

## **Part 2. Destination Resources**

### **11. Perceptions of Value (PoV)**

---

- 
- 11.1 **The Martyr's Memorial Hall (Chinese Division 93 Memorial) can show us the important history of Doi Mae Salong.**
- 1 Strongly disagree
  - 2 Disagree
  - 3 Neutral
  - 4 Agree
  - 5 Strongly agree
- 

- 11.2 **The culture of Doi Mae Salong is mainly influenced by Yunnanese culture.**
- 1 Strongly disagree
  - 2 Disagree
  - 3 Neutral
  - 4 Agree
  - 5 Strongly agree
- 

- 11.3 **Places like Wat Santikhiri, Darussalam Mosque and Ban Mae Salong Church can show us the spiritual and religious importance of Doi Mae Salong.**
- 1 Strongly disagree
  - 2 Disagree
  - 3 Neutral
  - 4 Agree
  - 5 Strongly agree
- 

- 11.4 **Tea and Coffee plantations can reflex the Economic value of Doi Mae Salong.**
- 1 Strongly disagree
  - 2 Disagree
  - 3 Neutral
  - 4 Agree
  - 5 Strongly agree

- 11.5 **The Santikhiri Village in Doi Mae Salong can demonstrate its social significance.**
- 1 Strongly disagree
  - 2 Disagree
  - 3 Neutral
  - 4 Agree
  - 5 Strongly agree
- 

## 12. Perception of Destination (PoD)

---

- 12.1 **Yunnanese immigrants' culture, cuisine and way of life make Doi Mae Salong special from other northern places in Thailand.**
- 1 Strongly disagree
  - 2 Disagree
  - 3 Neutral
  - 4 Agree
  - 5 Strongly agree
- 

- 12.2 **More facilities and tourism spot should be built in Doi Mae Salong.**
- 1 Strongly disagree
  - 2 Disagree
  - 3 Neutral
  - 4 Agree
-

- 
- 5 Strongly agree

- 
- 12.3 **The Natural landscape is attracting more visitors than the Chinese Culture in Doi Mae Salong.**
- 1 Strongly disagree
  - 2 Disagree
  - 3 Neutral
  - 4 Agree
  - 5 Strongly agree

### **Part 3. Tourism Situation**

#### **13. Current Tourism Situation (CTS)**

- 13.1 **Tourists are often drawn to the natural scenery and might overlook the cultural heritage of Doi Mae Salong.**
- 1 Strongly disagree
  - 2 Disagree
  - 3 Neutral
  - 4 Agree
  - 5 Strongly agree

- 
- 13.2 **Based on your visit, you think that this place should be attracting more travelers.**
- 1 Strongly disagree
  - 2 Disagree
  - 3 Neutral
  - 4 Agree
  - 5 Strongly agree

- 
- 13.3 **Comparing with other tourism destinations in Chiang Rai, Doi Mae Salong is not a well-known place.**
- 1 Strongly disagree
  - 2 Disagree
  - 3 Neutral
  - 4 Agree
  - 5 Strongly agree

- 
- 13.4 **Doi Mae Salong is not well promoted to the public.**
- 1 Strongly disagree
  - 2 Disagree
  - 3 Neutral
  - 4 Agree
  - 5 Strongly agree
-

- 
- 13.5 **The transportation to Doi Mae Salong is easy to access.**
- 1 Strongly disagree
  - 2 Disagree
  - 3 Neutral
  - 4 Agree
  - 5 Strongly agree
- 

- 13.6 **The facilities in Doi Mae Salong are well developed.**
- 1 Strongly disagree
  - 2 Disagree
  - 3 Neutral
  - 4 Agree
  - 5 Strongly agree
- 

- 13.7 **Doi Mae Salong is influenced by the Covid-19 in terms of the economics.**
- 1 Strongly disagree
  - 2 Disagree
  - 3 Neutral
  - 4 Agree
  - 5 Strongly agree
- 

#### **14. Tourism Resources (TR)**

- 14.1 **The coffee or tea you had here in Doi Mae Salong are overall better than those in the city.**
- 1 Strongly disagree
  - 2 Disagree
  - 3 Neutral
  - 4 Agree
  - 5 Strongly agree
- 

- 14.2 **The natural views here in Doi Mae Salong have made it differentiated from other tourism spot in Chiang Rai.**
- 1 Strongly disagree
  - 2 Disagree
  - 3 Neutral
  - 4 Agree
  - 5 Strongly agree
- 

- 14.3 **The tourism infrastructure here in Doi Mae Salong meets your needs.**
- 1 Strongly disagree
  - 2 Disagree
  - 3 Neutral
  - 4 Agree
  - 5 Strongly agree
- 

- 14.4 **You wouldn't visit Doi Mae Salong if there is no any coffee or tea products.**
- 1 Strongly disagree
  - 2 Disagree
  - 3 Neutral
  - 4 Agree
-

---

	<input type="radio"/> 5 Strongly agree
<hr/>	
14.5 <b>You wouldn't visit Doi Mae Salong if there is no such a history or culture behind it.</b>	<input type="radio"/> 1 Strongly disagree <input type="radio"/> 2 Disagree <input type="radio"/> 3 Neutral <input type="radio"/> 4 Agree <input type="radio"/> 5 Strongly agree
14.6 <b>In this visit, could you tell us one destination you like the most about Doi Mae Salong?</b>	<input type="radio"/> (Please Specify)_____ <input type="radio"/> Prefer not to say
<hr/>	
14.7 <b>In this visit, could you tell us one destination you dislike about Doi Mae Salong?</b>	<input type="radio"/> (Please Specify)_____ <input type="radio"/> Prefer not to say

---

**Part 4. Suggestions.**

---

15 <b>Please rate your satisfaction of this trip in a of scale 1 - 5.</b>	<input type="radio"/> 1 - Disappointed <input type="radio"/> 2 - Dislike <input type="radio"/> 3 - Neutral <input type="radio"/> 4 - Impressive <input type="radio"/> 5 - Very impressive
16 <b>Do you think you would come back again for another visit?</b>	<input type="radio"/> Yes <input type="radio"/> No
<hr/>	
17 <b>Will you recommend Doi Mae Salong to your friends?</b>	<input type="radio"/> Yes <input type="radio"/> No
18 <b>Other suggestions?</b>	(Please Specify)_____

---



คำถามนี้เป็นส่วนหนึ่งของวิธีการวิจัยที่ใช้ในวิทยานิพนธ์ชื่อ "การสร้างแบรนด์ของคอกนมแม่สลอง:

มุมมองของผู้มีส่วนได้ส่วนเสีย" ที่เขียน โดยนาย ชู มา,

นักศึกษาที่ลงทะเบียนในโปรแกรมการจัดการทางวัฒนธรรมที่บัณฑิตวิทยาลัย จุฬาลงกรณ์มหาวิทยาลัย

ข้อมูลที่รวบรวมผ่านคำถามนี้จะถูกใช้เฉพาะเพื่อวิจัยทางวิชาการเท่านั้นครับ

ส่วนที่ 1. ข้อมูลนักท่องเที่ยว

- |   |  |   |
|---|--|---|
| 1 | เพศ  | <input type="radio"/> ชาย<br><input type="radio"/> หญิง<br><input type="radio"/> ไม่ต้องการบอก  |
| 2 | อายุ   | <input type="radio"/> น้อยกว่า 20<br><input type="radio"/> 21-30<br><input type="radio"/> 31-40<br><input type="radio"/> 41-50<br><input type="radio"/> 50-60<br><input type="radio"/> 61+  |
| 3 | อาชีพ  | <input type="radio"/> ข้าราชการ<br><input type="radio"/> พนักงานบริษัท<br><input type="radio"/> เจ้าของกิจการ<br><input type="radio"/> ฟรีแลนซ์<br><input type="radio"/> นักเรียน<br><input type="radio"/> อื่นๆ (โปรดระบุ) _____ |
| 4 | สัญชาติ  | <input type="radio"/> Thai<br><input type="radio"/> Non-Thai,<br>Other (Please Specify)_____  |
| 5 | นี่เป็นครั้งแรกที่คุณมาเยือนคอกนมแม่สลองหรือไม่ครับ/ค่ะ? | <input type="radio"/> ใช่<br><input type="radio"/> มากกว่าครั้งเดียว  |
| 6 | คุณกำลังเดินทางกับใคร?                                   | <input type="radio"/> คนเดียว<br><input type="radio"/> กับเพื่อน<br><input type="radio"/> กับครอบครัว   |



		<ul style="list-style-type: none"> <li>o อื่นๆ (โปรดระบุ) _____</li> </ul>
7	<p>คุณมาเยือนคอยแม่สองเพื่อจุดประสงค์หลักใดครับ/คะ? (คุณสามารถเลือกได้หลายคำตอบ)</p>	<ul style="list-style-type: none"> <li>o วันหยุด</li> <li>o สัมผัสวัฒนธรรม</li> <li>o มาเยือนเพื่อเยี่ยมเพื่อน ญาติ</li> <li>o เพลิดเพลินกับบรรยากาศธรรมชาติ</li> <li>o สนุกกับการดื่มชาและกาแฟ</li> <li>o ที่น่ารักๆ ด้วย</li> <li>o อื่นๆ (โปรดระบุ) _____</li> </ul>
8	<p>คุณได้รู้จักเกี่ยวกับคอยแม่สองได้อย่างไร? (คุณสามารถเลือกได้หลายคำตอบ)</p>	<ul style="list-style-type: none"> <li>o การเรียนรู้จากคนในครอบครัวหรือเพื่อน</li> <li>o การค้นคว้าข้อมูลออนไลน์</li> <li>o บริษัทท่องเที่ยวหรือตัวแทนทัวร์</li> <li>o การรายงานในสื่อมวลชน</li> <li>o อื่นๆ (โปรดระบุ) _____</li> </ul>
9	<p>ในระหว่างการเข้าเยี่ยมชม คุณใช้พาหนะประเภทใดบ้าง? (คุณสามารถเลือกได้หลายคำตอบ)</p>	<ul style="list-style-type: none"> <li>o รถยนต์ของกัน จักรยานยนต์</li> <li>o สองแถว รถตู้ขนาดเล็ก</li> <li>o ความช่วยเหลือจากชาวบ้าน</li> <li>o บริการรถส่วนตัวของโรงแรม</li> <li>o รถเช่า จักรยานยนต์เช่า</li> <li>o การเดินเท้า</li> </ul>
10	<p>คุณเข้าพักที่คอยแม่สองนานเท่าใดในกรณีนี้? (คุณสามารถเลือกได้หลายคำตอบ)</p>	<ul style="list-style-type: none"> <li>o ภายในสัปดาห์เดียว</li> <li>o ภายในเดือนเดียว</li> <li>o มากกว่าหนึ่งเดือน</li> </ul>

ส่วนที่ 2. ทรัพยากรของสถานที่

**11. Perceptions of Value (PoV)**

11. หอรัถย์วีรชน (หอรัถย์ส่วนทหารสาขาเงิน 93)

1 สามารถแสดงให้เราเห็นถึงประวัติศาสตร์ที่สำคัญของคอยแม่สองได้ครับ/คะ

- o 1. ไม่เห็นด้วยอย่างมาก;
- o 2. ไม่เห็นด้วย;
- o 3. ไม่มีความคิดเห็น;
- o 4. เห็นด้วย;
- o 5. เห็นด้วยอย่างมาก

11. 2	วัฒนธรรมของคอยแม่สลองมีการส่งผลมากที่สุดจากวัฒนธรรมของชุมชนนาครับ/ค่ะ	<input type="radio"/> 1. ไม่เห็นด้วยอย่างมาก; <input type="radio"/> 2. ไม่เห็นด้วย; <input type="radio"/> 3. ไม่มีความคิดเห็น; <input type="radio"/> 4. เห็นด้วย; <input type="radio"/> 5. เห็นด้วยอย่างมาก
11. 3	สถานที่เช่น วัดสันติคีรี มัสยิดคารุซาลัม และโบสถ์บ้านแม่สลองสามารถแสดงให้เห็นถึงความสำคัญทางจิตวิญญาณและศาสนสถานของคอยแม่สลองได้ครับ/ค่ะ	<input type="radio"/> 1. ไม่เห็นด้วยอย่างมาก; <input type="radio"/> 2. ไม่เห็นด้วย; <input type="radio"/> 3. ไม่มีความคิดเห็น; <input type="radio"/> 4. เห็นด้วย; <input type="radio"/> 5. เห็นด้วยอย่างมาก
11. 4	ไปปรึกษาและกาแฟสามารถสะท้อนค่าความเป็นมูลค่าทางเศรษฐกิจของคอยแม่สลองได้ครับ/ค่ะ	<input type="radio"/> 1. ไม่เห็นด้วยอย่างมาก; <input type="radio"/> 2. ไม่เห็นด้วย; <input type="radio"/> 3. ไม่มีความคิดเห็น; <input type="radio"/> 4. เห็นด้วย; <input type="radio"/> 5. เห็นด้วยอย่างมาก
11. 5	ในหมู่บ้านสันติคีรี ที่คอยแม่สลองสามารถสื่อถึงความสำคัญทางสังคมได้ครับ/ค่ะ	<input type="radio"/> 1. ไม่เห็นด้วยอย่างมาก; <input type="radio"/> 2. ไม่เห็นด้วย; <input type="radio"/> 3. ไม่มีความคิดเห็น; <input type="radio"/> 4. เห็นด้วย; <input type="radio"/> 5. เห็นด้วยอย่างมาก
<b>12. Perception of Destination (PoD)</b>		
12. 1	วัฒนธรรม อาหาร และวิถีชีวิตของชาวต่างชาติจากชุมชนนาคทำให้คอยแม่สลองเป็นที่เฉพาะเจาะจงจากสถานที่อื่นในภาคเหนือของประเทศไทยครับ/ค่ะ	<input type="radio"/> 1. ไม่เห็นด้วยอย่างมาก; <input type="radio"/> 2. ไม่เห็นด้วย; <input type="radio"/> 3. ไม่มีความคิดเห็น; <input type="radio"/> 4. เห็นด้วย; <input type="radio"/> 5. เห็นด้วยอย่างมาก
12. 2	ควรสร้างสิ่งอำนวยความสะดวกและสถานที่ท่องเที่ยวเพิ่มเติมในคอยแม่สลอง	<input type="radio"/> 1. ไม่เห็นด้วยอย่างมาก; <input type="radio"/> 2. ไม่เห็นด้วย; <input type="radio"/> 3. ไม่มีความคิดเห็น; <input type="radio"/> 4. เห็นด้วย; <input type="radio"/> 5. เห็นด้วยอย่างมาก
12. 3	ภูมิประเทศธรรมชาติกำลังดึงดูดนักท่องเที่ยวมากกว่าวัฒนธรรมเงินในคอยแม่สลองครับ/ค่ะ	<input type="radio"/> 1. ไม่เห็นด้วยอย่างมาก; <input type="radio"/> 2. ไม่เห็นด้วย; <input type="radio"/> 3. ไม่มีความคิดเห็น; <input type="radio"/> 4. เห็นด้วย;

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- o 5.เห็นด้วยอย่างมาก
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ส่วนที่ 3. สถานการณ์การท่องเที่ยว

**13. Current Tourism Situation (CTS)**

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| 13.<br>1 | นักท่องเที่ยวโดยทั่วไปมักจะถูกดึงดูดด้วยทัศนียภาพธรรมชาติ และอาจลืมมรดกทางวัฒนธรรมของพ่อแม่สอง     | <ul style="list-style-type: none"> <li>o 1.ไม่เห็นด้วยอย่างมาก;</li> <li>o 2.ไม่เห็นด้วย;</li> <li>o 3.ไม่มีความคิดเห็น;</li> <li>o 4.เห็นด้วย;</li> <li>o 5.เห็นด้วยอย่างมาก</li> </ul> |
| 13.<br>2 | โดยอิงความเห็นจากการเยี่ยมชมของคุณ คุณคิดว่าที่นี่ควรดึงดูดนักท่องเที่ยวมากขึ้น                    | <ul style="list-style-type: none"> <li>o 1.ไม่เห็นด้วยอย่างมาก;</li> <li>o 2.ไม่เห็นด้วย;</li> <li>o 3.ไม่มีความคิดเห็น;</li> <li>o 4.เห็นด้วย;</li> <li>o 5.เห็นด้วยอย่างมาก</li> </ul> |
| 13.<br>3 | เมื่อเปรียบเทียบกับสถานที่ท่องเที่ยวอื่น ๆ ในจังหวัดเชียงราย พ่อแม่สองไม่ใช่ว่าสถานที่ที่รู้จักมาก | <ul style="list-style-type: none"> <li>o 1.ไม่เห็นด้วยอย่างมาก;</li> <li>o 2.ไม่เห็นด้วย;</li> <li>o 3.ไม่มีความคิดเห็น;</li> <li>o 4.เห็นด้วย;</li> <li>o 5.เห็นด้วยอย่างมาก</li> </ul> |
| 13.<br>4 | พ่อแม่สองไม่ได้ถูกส่งเสริมให้กับประชาชนอย่างเหมาะสม  | <ul style="list-style-type: none"> <li>o 1.ไม่เห็นด้วยอย่างมาก;</li> <li>o 2.ไม่เห็นด้วย;</li> <li>o 3.ไม่มีความคิดเห็น;</li> <li>o 4.เห็นด้วย;</li> <li>o 5.เห็นด้วยอย่างมาก</li> </ul> |
| 13.<br>5 | การเดินทางไปพ่อแม่สองเป็นเรื่องง่ายและสะดวกในการเข้าถึง  | <ul style="list-style-type: none"> <li>o 1.ไม่เห็นด้วยอย่างมาก;</li> <li>o 2.ไม่เห็นด้วย;</li> <li>o 3.ไม่มีความคิดเห็น;</li> <li>o 4.เห็นด้วย;</li> <li>o 5.เห็นด้วยอย่างมาก</li> </ul> |
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13. 6	สิ่งอำนวยความสะดวกในคอยแม่สลองได้รับการพัฒนาอย่างดี	<ul style="list-style-type: none"> <li>o 1. ไม่เห็นด้วยอย่างมาก;</li> <li>o 2. ไม่เห็นด้วย;</li> <li>o 3. ไม่มีความคิดเห็น;</li> <li>o 4. เห็นด้วย;</li> <li>o 5. เห็นด้วยอย่างมาก</li> </ul>
13. 7	คอยแม่สลองได้รับผลกระทบจากโควิด-19 ในเชิงเศรษฐกิจ	<ul style="list-style-type: none"> <li>o 1. ไม่เห็นด้วยอย่างมาก;</li> <li>o 2. ไม่เห็นด้วย;</li> <li>o 3. ไม่มีความคิดเห็น;</li> <li>o 4. เห็นด้วย;</li> <li>o 5. เห็นด้วยอย่างมาก</li> </ul>
<b>14. Tourism Resources (TR)</b>		
14. 1	กาแฟหรือชาที่คุณได้รับประทานที่คอยแม่สลองมักจะดีกว่าที่เมืองโดยรวม	<ul style="list-style-type: none"> <li>o 1. ไม่เห็นด้วยอย่างมาก;</li> <li>o 2. ไม่เห็นด้วย;</li> <li>o 3. ไม่มีความคิดเห็น;</li> <li>o 4. เห็นด้วย;</li> <li>o 5. เห็นด้วยอย่างมาก</li> </ul>
14. 2	ทัศนียภาพธรรมชาติที่นั่นคอยแม่สลองได้ทำให้มันแตกต่างจากสถานที่ท่องเที่ยวอื่นในเชียงราย	<ul style="list-style-type: none"> <li>o 1. ไม่เห็นด้วยอย่างมาก;</li> <li>o 2. ไม่เห็นด้วย;</li> <li>o 3. ไม่มีความคิดเห็น;</li> <li>o 4. เห็นด้วย;</li> <li>o 5. เห็นด้วยอย่างมาก</li> </ul>
14. 3	โครงสร้างพื้นฐานด้านการท่องเที่ยวที่นั่นคอยแม่สลองสอดคล้องกับความต้องการของคุณ	<ul style="list-style-type: none"> <li>o 1. ไม่เห็นด้วยอย่างมาก;</li> <li>o 2. ไม่เห็นด้วย;</li> <li>o 3. ไม่มีความคิดเห็น;</li> <li>o 4. เห็นด้วย;</li> <li>o 5. เห็นด้วยอย่างมาก</li> </ul>
14. 4	ถ้าไม่มีผลิตภัณฑ์กาแฟหรือชาใด ๆ คุณก็จะไม่เข้าเยือนคอยแม่สลอง	<ul style="list-style-type: none"> <li>o 1. ไม่เห็นด้วยอย่างมาก;</li> <li>o 2. ไม่เห็นด้วย;</li> <li>o 3. ไม่มีความคิดเห็น;</li> <li>o 4. เห็นด้วย;</li> <li>o 5. เห็นด้วยอย่างมาก</li> </ul>
14. 5	ถ้าไม่มีประวัติศาสตร์หรือวัฒนธรรมเชิงเบื้องหลังด้านใดเป็นที่ยกย่อง คุณก็ไม่ลงไปเยือนคอยแม่สลอง	<ul style="list-style-type: none"> <li>o 1. ไม่เห็นด้วยอย่างมาก;</li> <li>o 2. ไม่เห็นด้วย;</li> <li>o 3. ไม่มีความคิดเห็น;</li> <li>o 4. เห็นด้วย;</li> </ul>

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o 5.เห็นด้วยอย่างมาก

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14. ในการเยี่ยมชมครั้งนี้ o อื่นๆ (โปรดระบุ) \_\_\_\_\_  
 6. คุณสามารถบอกเราเกี่ยวกับสถานที่หนึ่งที่ชอบมากที่สุดที่คุณแม่ส่งได้หรือไม่ครับ/ค่ะ? o ไม่ต้องการบอก  
 14. ในการเยี่ยมชมครั้งนี้ o อื่นๆ (โปรดระบุ) \_\_\_\_\_  
 7. คุณสามารถบอกเราเกี่ยวกับสถานที่หนึ่งที่คุณไม่ชอบที่คุณแม่ส่งได้หรือไม่ครับ/ค่ะ? o ไม่ต้องการบอก
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ส่วนที่ 4. ข้อเสนอแนะ

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15. โปรดให้คะแนนความพึงพอใจของทริปนี้บนเกณฑ์ 1 - 5 o 1 - ผิดหวัง  
o 2 - ไม่ชอบ  
o 3 - เหมาะสม  
o 4 - ประทับใจ  
o 5 - ประทับใจมาก
- 
16. คุณคิดว่า คุณจะกลับมาเยือนอีกครั้งหรือไม่ครับ/ค่ะ? o ใช่  
o ไม่
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17. คุณจะแนะนำคุณแม่ส่งให้กับเพื่อนของคุณหรือไม่ครับ/ค่ะ? o ใช่  
o ไม่
- 
18. ข้อเสนอแนะอื่นๆ ครับ/ค่ะ? (ตามสะดวก) o อื่นๆ (โปรดระบุ) \_\_\_\_\_
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## Appendix B: Statistics data from Questionnaire

### Tourist's profile

In this research conducted in August, 8th - September 9th, 2023 at Doi Mae Salong, questionnaires were thoughtfully distributed at various strategic locations, including restaurants, cafes, attractions, and hotels, representing key touchpoints where tourists could be found. The diligence in selecting these venues ensured a diverse and representative sample of respondents. A total of 151 tourists willingly participated in the questionnaire, providing invaluable insights into the cultural destination. The gender distribution among the respondents was fairly balanced, with 47.68% identifying as male and 49.67% as female. Additionally, 2.65% of respondents identified as non-binary, highlighting the importance of acknowledging and including a range of gender identities in tourism research.

Demographic Information	Number	Percentage (%)
<b>Gender</b>		
Male	72	47.68%
Female	75	49.67%
Non-binary	4	2.65%
<b>Total</b>	151	100.00%
<b>Age</b>		
Under 20	5	3.31%
21-30	69	45.70%
31-40	29	19.21%
41-50	31	20.53%
50-60	14	9.27%
Above 60	3	1.99%

<b>Total</b>	151	100.00%
<b>Demographic Information</b>	<b>Number</b>	<b>Percentage (%)</b>
<b>Occupation</b>		
Government Officer	11	7.28%
Company Employee	45	29.80%
Business Owner	34	22.52%
Freelance	26	17.22%
Student	33	21.85%
Other	2	1.32%
<b>Total</b>	151	100.00%

Age-wise, the data revealed interesting patterns. The age group of 21-30 emerged as the most prominent, constituting 45.70% of the respondents. This suggests that Doi Mae Salong attracts a significant number of young adults seeking cultural experiences. In contrast, the study found that tourists under the age of 20 and those above 61 were the least represented, making up only 3.31% and 1.99% of the sample, respectively. Understanding these age demographics can assist in tailoring cultural offerings and marketing strategies to better cater to the preferences of the dominant age group while also considering the unique needs of younger and older visitors. When examining the occupational backgrounds of the respondents, it became evident that Doi Mae Salong appealed to a varied audience. Company employees constituted the largest group at 29.80%, indicating that many professionals choose this destination for leisure. Business owners closely followed, making up 22.52% of respondents, underscoring the potential for entrepreneurial activities and investments in the area. Moreover, the presence of 21.85% students among the respondents highlights the educational and experiential value that Doi Mae Salong offers to

younger travelers. These occupational demographics illustrate the diverse range of visitors attracted to Doi Mae Salong and can guide the development of cultural branding strategies to cater to these different segments of the tourist population.

<b>Nationality</b>		
Thai	119	78.81%
Non-Thai	32	21.19%
<b>Total</b>	<b>151</b>	<b>100.00%</b>
<b>Non-Thai</b>		
Australia	1	3.13%
British	1	3.13%
China	11	34.38%
Egyptian	1	3.13%
Korean	1	3.13%
Russian	1	3.13%
Singaporean	2	6.25%
Taiwan	7	21.88%
USA	1	3.13%
None	6	18.75%
<b>Total</b>	<b>32</b>	<b>100.00%</b>

This part of demographic analysis reveals an intriguing profile of the respondents. An overwhelming majority, comprising 78.81% of the sample, identified as Thai nationals, signifying a substantial local interest in Doi Mae Salong as a cultural destination. Notably, 21.19% of respondents were non-Thai tourists, highlighting the destination's international appeal. Within the non-Thai



population, Chinese tourists constituted the majority, comprising 34.38% of the non-Thai respondents. This prevalence underscores the enduring allure of Doi Mae Salong to Chinese travelers. Additionally, Taiwanese tourists accounted for 21.88% of the non-Thai respondents, and Singaporean tourists contributed 6.25% to this demographic. While other nationalities were also represented, their percentages did not exceed 4%, underscoring the dominant influence of tourists with Chinese backgrounds in the region.

These demographic findings offer critical insights into the composition of tourists in Doi Mae Salong, which can be instrumental in shaping cultural destination branding strategies tailored to both the local and international visitor segments. The substantial presence of Chinese and Taiwanese tourists underscores the importance of understanding and catering to the preferences and expectations of these key visitor groups, while also acknowledging the diversity of the destination's appeal to a global audience.

### **Tourists Behaviour**

<b>Tourists Behaviour</b>	<b>Number</b>	<b>Percentage (%)</b>
<b>Is this your first time to come to Doi Mae Salong?</b>		
Yes, the first time	102	67.55%
More than once	49	32.45%
<b>Total</b>	<b>151</b>	<b>100.00%</b>
<b>Whom are you traveling with?</b>		
Alone	44	29.14%
With friends	66	43.71%
With family	36	23.84%
Other (Please Specify)_____	5	3.31%
<b>Total</b>	<b>151</b>	<b>100.00%</b>

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**How long did you stay at Doi Mae Salong for this trip?**

Within a week	100	66.23%
Within a month	40	26.49%
Over a month	11	7.28%
<b>Total</b>	<b>151</b>	<b>100.00%</b>

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Delving further into the characteristics and behaviors of the tourists surveyed in Doi Mae Salong: A substantial portion of the respondents, amounting to 67.55%, were first-time visitors to this captivating cultural destination. This statistic underlines the growing appeal and allure of Doi Mae Salong among travelers who seek unique cultural experiences. Conversely, 32.45% of the respondents had visited Doi Mae Salong on more than one occasion, signifying the destination's ability to engender repeat visits and long-term connections with tourists. In terms of travel companions, the majority of tourists, comprising 43.71%, chose to explore Doi Mae Salong in the company of friends. This social orientation towards travel suggests that the destination is perceived as a place for shared experiences and camaraderie. A notable proportion of respondents, 29.14%, embarked on their journey alone, highlighting the destination's appeal as a solo travel destination. Additionally, 23.84% of tourists opted to travel with family, emphasizing Doi Mae Salong's capacity to cater to a diverse range of travel groups. A small percentage, 3.31%, fell into the category of "Other," demonstrating the unique and varied preferences of a subset of visitors. Considering the length of stays, the data revealed that the majority, encompassing 66.23% of respondents, chose to spend a week or less in Doi Mae Salong. This suggests that the destination is attractive for short getaways and quick cultural immersions. Meanwhile, 26.49% of tourists extended their stay for up to a month, showcasing a substantial interest in prolonged exploration and engagement with the destination. A smaller but

noteworthy group, comprising 7.28% of respondents, opted for stays exceeding one month, indicating that Doi Mae Salong has the capacity to captivate and sustain the interest of long-term travelers, possibly drawn by the richness of its cultural experiences.

These insights into visitor behaviors and preferences provide a nuanced understanding of the dynamics at play within the tourist population of Doi Mae Salong, which can be leveraged to enhance destination management and branding efforts.

### **Tourists Opinion and Attitude**

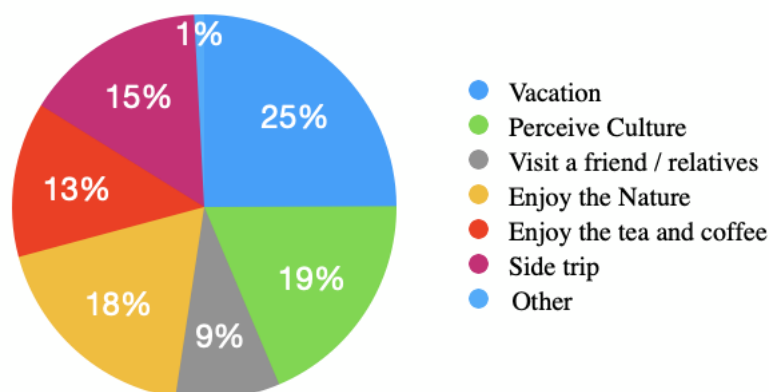
Turning our attention to the opinions and attitudes of the tourists surveyed in Doi Mae Salong, their responses provide valuable insights into their motivations, sources of information, and transportation choices:

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#### **Opinion and Attitude**

**What is your main reason for traveling to Doi Mae Salong?**

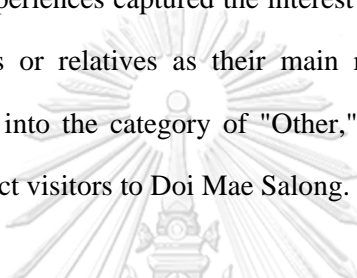
**(You may chose multiple answers)**




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When asked about their primary reasons for traveling to Doi Mae Salong, respondents provided a multifaceted array of motivations. Vacation emerged as

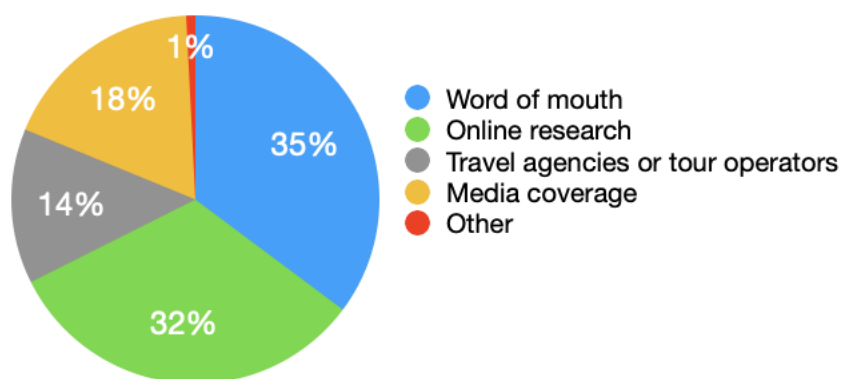
the leading motive, with 25% of tourists seeking relaxation and leisure. A substantial 19% of respondents expressed a keen interest in experiencing and perceiving the local culture, reflecting Doi Mae Salong's reputation as a cultural destination. Additionally, 18% of visitors were drawn to the destination by its natural beauty, emphasizing the allure of the surrounding landscapes. A notable 15% of tourists considered Doi Mae Salong as a side trip, indicating its appeal as an add-on destination for broader travel itineraries. The destination's reputation for tea and coffee experiences captured the interest of 13% of tourists, while 9% cited visiting friends or relatives as their main reason for travel. A smaller percentage, 1%, fell into the category of "Other," showcasing the diversity of motivations that attract visitors to Doi Mae Salong.



### Opinion and Attitude

#### How did you know about Doi Mae Salong?

(You may chose multiple answers)



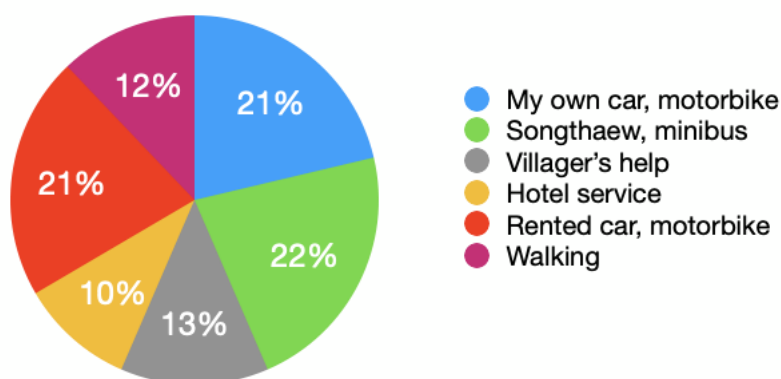
Understanding how tourists became acquainted with Doi Mae Salong is crucial for destination marketing. The data revealed that word of mouth played a significant role, with 35% of respondents learning about the destination through personal recommendations and referrals. Online research also emerged as a powerful information source, accounting for 32% of respondents who turned to

the internet to explore and discover Doi Mae Salong. Travel agents played a role in introducing 14% of tourists to the destination, while media coverage, such as travel articles and television features, influenced the decisions of 18% of respondents. A small fraction, 1%, cited "Other" sources of information, underscoring the varied channels through which tourists become acquainted with Doi Mae Salong.

### Opinion and Attitude

What types of transportations did you use during your visit?

(You may chose multiple answers)



In terms of transportation choices during their visit, tourists displayed a penchant for diverse modes of travel. The use of songtaews (minibuses) was prevalent, with 22% of tourists opting for this mode of transport. Nearly an equal number, 21%, relied on their own cars or motorbikes for greater mobility and exploration. Renting cars or motorbikes was also favored by 21% of respondents, demonstrating the convenience and flexibility these options provide. Villager assistance played a role in the travel experience of 13% of tourists, showcasing the community's engagement in supporting visitors. Additionally, 12% of respondents embraced a leisurely approach, choosing to explore Doi Mae Salong on foot. Hotel services, including shuttle services and transportation

arrangements, were utilized by 10% of tourists, highlighting the convenience offered by accommodations in the destination.

#### Scoring Criteria: Value of Mean

- 4.21 - 5.0 = Strongly Agree (SA)
- 3.41 - 4.2 = Agree (A)
- 2.61 - 3.4 = Neutral (N)
- 1.81 - 2.6 = Disagree (D)
- 1.0 - 1.8 = Strongly Disagree (SD)

#### Tourists' Perception of Value

Perception of Value (PoV)	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	S.D.	Level
1 The Martyr's Memorial Hall (Chinese Division 93 Memorial) can show us the important history of Doi Mae Salong.	3 1.99%	8 5.30%	39 25.83%	57 37.75%	44 29.14%	3.87	0.96	A
2 The culture of Doi Mae Salong is mainly influenced by Yunnanese culture.	4 2.65%	9 5.96%	32 21.19%	57 37.75%	49 32.45%	3.91	1.00	A
3 Places like Wat Santikhiri, Darussalam Mosque and Ban Mae Salong Church can show us the spiritual and religious importance of Doi Mae Salong.	5 3.31%	14 9.27%	30 19.87%	61 40.40%	41 27.15%	3.79	1.05	A
4 Tea and Coffee plantations can reflex the Economic value of Doi Mae Salong.	4 2.65%	10 6.62%	31 20.53%	53 35.10%	53 35.10%	3.93	1.03	A
5 The Santikhiri Village in Doi Mae Salong can demonstrate its social	2 1.32%	15 9.93%	35 23.18%	55 36.42%	44 29.14%	3.82	1.00	A

significance.

**Total** **3.86** **1.01**

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Tourists visiting Doi Mae Salong hold a generally positive perception of its cultural and historical elements. For instance, 67.89% agree that the Martyr's Memorial Hall effectively conveys the destination's historical significance, reflected in a mean score of 3.87. Additionally, 70.20% acknowledge the influence of Yunnanese culture (mean score: 3.91), and 67.55% appreciate the spiritual value of places like Wat Santikhiri and Darussalam Mosque (mean score: 3.79). Furthermore, tea and coffee plantations are recognized for their economic contribution, with 70.20% agreement (mean score: 3.93). Santikhiri Village also receives positive feedback, with 65.56% agreement (mean score: 3.82) on its social significance. These findings indicate a favorable perception of Doi Mae Salong's cultural, historical, and economic facets, supporting its identity as a cultural destination and providing insights for strategic development and branding efforts.

#### Tourists' Perception of Destination

Perception of Destination (PoD)	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	S.D.	
1 Yunnanese immigrants' culture, cuisine and way of life make Doi Mae Salong special from other northern places in Thailand.	4 2.65%	11 7.28%	32 21.19%	52 34.44%	52 34.44%	3.91	1.04	A
2 More facilities and tourism spot should be built in Doi Mae Salong.	5 3.31%	23 15.23%	39 25.83%	39 25.83%	45 29.80%	3.64	1.15	A
3 The Natural landscape is	9	14	43	44	41			A

attracting more visitors than the Chinese Culture in Doi Mae Salong.	5.96%	9.27%	28.48%	29.14%	27.15%	3.62	1.15	
<b>Total</b>						<b>3.72</b>	<b>1.11</b>	

Tourists predominantly agree that Yunnanese immigrants' culture, cuisine, and way of life set Doi Mae Salong apart from other northern places in Thailand. This perception is supported by a mean score of 3.91, categorizing it as "Agree," highlighting the significance of Yunnanese culture in shaping the destination's identity; respondents exhibit a range of opinions regarding the need for more facilities and tourism spots in Doi Mae Salong. The mean score of 3.64 categorizes it as "Agree," indicating that a substantial portion of tourists supports further development, aligning with the destination's aspirations for growth; tourists express varied views regarding the factors that attract visitors to Doi Mae Salong. The mean score of 3.62 places it in the "Agree" category, indicating that a substantial portion of respondents believes that the natural landscape is more enticing to visitors than Chinese culture. This perspective provides insights into the diverse attractions the destination offers.

#### Current Tourism Situation

Current Tourism Situation (CTS)	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	S.D.	
1 Tourists are often drawn to the natural scenery and might overlook the cultural heritage of Doi Mae Salong.	13 8.61%	25 16.56%	32 21.19%	52 34.44%	29 19.21%	3.39	1.21	A
2 Based on your visit, you think that this place should be attracting more travelers.	4 2.65%	11 7.28%	28 18.54%	64 42.38%	44 29.14%	3.88	1.00	A
3 Comparing with other	6	27	38	39	41			A



tourism destinations in Chiang Rai, Doi Mae Salong is not a well-known place.	3.97%	17.88%	25.17%	25.83%	27.15%	3.54	1.18	
4 Doi Mae Salong is not well promoted to the public.	6	10	39	38	58			A
	3.97%	6.62%	25.83%	25.17%	38.41%	3.87	1.12	
5 The transportation to Doi Mae Salong is easy to access.	12	23	53	42	21			N
	7.95%	15.23%	35.10%	27.81%	13.91%	3.25	1.12	
6 The facilities in Doi Mae Salong are well developed.	10	23	52	38	28			N
	6.62%	15.23%	34.44%	25.17%	18.54%	3.34	1.14	
7 Doi Mae Salong is influenced by the Covid-19 in terms of the economics.	5	14	54	41	37			A
	3.31%	9.27%	35.76%	27.15%	24.50%	3.60	1.06	
<b>Total</b>						<b>3.55</b>	<b>0.80</b>	

CTS1 assesses tourists' perceptions of the balance between natural scenery and cultural heritage as attractions in Doi Mae Salong. The mean score of 3.39 falls within the "Agree" category, indicating that a substantial portion of respondents agrees that tourists are often drawn to the natural scenery and might overlook the cultural heritage of the destination. The standard deviation of 1.21 suggests some variability in responses, indicating that while there is agreement on this point, there are also some differing opinions among tourists. This insight can be valuable for destination management, emphasizing the need to strike a balance between promoting natural beauty and cultural heritage to ensure a well-rounded visitor experience.

In CTS2 and CTS3, tourists' opinions regarding whether Doi Mae Salong should attract more travelers are overwhelmingly positive. A significant proportion of respondents agree (42.38%) or strongly agree (29.14%) that the destination should be more attractive to travelers. The mean score of 3.88, categorized as "Agree," indicates a strong consensus among tourists about the

potential for increased tourism in Doi Mae Salong; tourists express mixed opinions about the level of recognition of Doi Mae Salong compared to other tourism destinations in Chiang Rai. While some strongly disagree (3.97%) or disagree (17.88%) with the notion that it's not well-known, a significant portion agrees (25.83%) or strongly agrees (27.15%). The mean score of 3.54, categorized as "Agree," suggests that respondents generally believe that Doi Mae Salong may not be as well-known as other places in the region.

CTS 4, Tourists express varied opinions regarding the promotion of Doi Mae Salong to the public. A significant proportion strongly agrees (38.41%) that the destination is not well promoted, while others agree (25.17%) with this statement. On the other hand, a smaller portion is neutral (25.83%), and a very small percentage disagrees (6.62%) or strongly disagrees (3.97%). The mean score of 3.87, categorized as "Agree," suggests that there is a consensus among respondents that Doi Mae Salong could benefit from improved public promotion efforts. This insight is essential for destination management, highlighting the need for effective marketing and promotion strategies to raise awareness of the destination among potential travelers.

While CTS 5 and 6 illustrated that, Tourists generally hold a positive perception regarding the ease of accessing transportation to Doi Mae Salong. The majority of respondents agree (27.81%) or strongly agree (13.91%) that transportation to the destination is easy to access. This positive sentiment is reflected in the mean score of 3.25, categorized as "Neutral"; Tourists express varying opinions about the development of facilities in Doi Mae Salong. A significant portion of respondents is neutral (34.44%), while others agree (25.17%) or strongly agree (18.54%) with the statement that the facilities are well developed. The mean score of 3.34, categorized as "Neutral," indicates a balanced perception among tourists regarding the state of facilities in the destination. These analyses provide insights into tourists' perceptions of the

accessibility of transportation and the development of facilities in Doi Mae Salong, which can be valuable for destination management and align with your research objectives related to the current tourism situation in the area.

The last one CTS 7 shows that, tourists express varied opinions about the economic impact of Covid-19 on Doi Mae Salong. A significant portion is neutral (35.76%), indicating uncertainty about the extent of the pandemic's influence on the destination's economics. However, a notable percentage agrees (27.15%) or strongly agrees (24.50%) that Covid-19 has had an impact. The mean score of 3.60, categorized as "Neutral," suggests that respondents have mixed views on this aspect. This insight is relevant for understanding how external factors like a global pandemic can affect the economics of a tourist destination, aligning with your research objectives related to the current tourism situation in Doi Mae Salong.

### Tourism Resources

Tourism Resources (TR)	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	S.D.	
1 The coffee or tea you had here in Doi Mae Salong are overall better than those in the city.	4 2.65%	8 5.30%	42 27.81%	42 27.81%	55 36.42%	3.90	1.04	A
2 The natural views here in Doi Mae Salong have made it differentiated from other tourism spot in Chiang Rai.	5 3.31%	11 7.28%	43 28.48%	53 35.10%	39 25.83%	3.73	1.03	A
3 The tourism infrastructure here in Doi Mae Salong meets your needs.	3 1.99%	12 7.95%	46 30.46%	55 36.42%	35 23.18%	3.71	0.97	A
4 You wouldn't visit Doi Mae Salong if there is no any coffee or tea products.	23 15.23%	35 23.18%	27 17.88%	36 23.84%	30 19.87%	3.10	1.37	N



that history and culture are motivating factors. The mean score of 3.44, categorized as "Agree," indicates mixed views among respondents regarding the importance of history and culture in their decision to visit.

### Rating and giving suggestions

Rating	Number	Percentage (%)
<b>Please rate your satisfaction of this trip in a of scale 1 - 5.</b>		
1 - Disappointed	4	2.65%
2 - Dislike	8	5.30%
3 - Neutral	25	16.56%
4 - Impressive	81	53.64%
5 - Very impressive	33	21.85%
<b>Total</b>	151	100.00%
<b>Do you think you would come back again for another visit?</b>		
Yes	129	85.43%
No	22	14.57%
<b>Total</b>	151	100.00%
<b>Will you recommend Doi Mae Salong to your friends?</b>		
Yes	135	89.40%
No	16	10.60%
<b>Total</b>	151	100.00%

The majority of respondents (53.64%) rated their satisfaction with the trip to Doi Mae Salong as "Impressive," while 21.85% rated it as "Very impressive." A significant portion also had a "Neutral" experience (16.56%). Only a small percentage found the trip disappointing (2.65%) or disliked it (5.30%). This indicates that the majority of tourists had a positive experience during their visit;

a substantial majority of respondents (85.43%) expressed an intention to come back for another visit to Doi Mae Salong, indicating a high level of satisfaction with their experience; the majority of respondents (89.40%) stated that they would recommend Doi Mae Salong to their friends, suggesting a positive perception of the destination among tourists.

### Recommendations

#### Recommendation

**In this visit, could you tell us one destination you like the most about Doi Mae Salong?**

- 101 茶园
- Chinese food
- Coffee
- Culture
- Fresh air
- Quiet
- tea
- view
- view
- โรงแรมที่สร้างริมเขามีสวนดอกไม้แต่จำชื่อไม่ได้
- วัดนธรรม
- วิว ทิวทัศน์ที่สวยงามผู้คนน่ารัก
- สวนชาต่างๆ และร้านอาหารจีนดูนานา
- อากาศดี
- 义堂
- 人文习俗
- 居民的友善
- 悠闲 安静放松
- 景色
- 義民文史館
- 自然风光
- 茶園

**In this visit, could you tell us one destination you dislike about Doi Mae Salong?**

- beautiful scenery
- infrastructure
- ถนนเล็ก
- 交通
- 交通不够便利
- 住宿
- 路况不好

**Other suggestions?**

- 
1. ขอให้ประสบความสำเร็จในการศึกษาค้นคว้า
  2. ชอบความเป็นธรรมชาติของที่นี่และหวังว่าจะคงความเป็นธรรมชาติแบบนี้เรื่อยไป
  3. หลายคนรู้จักที่นี่ แต่ไม่เคยมา
  4. 希望美斯乐不要消失，希望更多真正喜欢它的人来这里玩。
  5. 推荐朋友的话，大概率如果顺路可以来看看，但是也没有到推荐的程度...
  6. 美思乐山区的景色很好看，但是交通和基础设施相对落后。
- 

Overall, these findings indicate a high level of satisfaction among tourists, with the majority expressing a desire to return for another visit and a willingness to recommend Doi Mae Salong to others. These insights are valuable for destination management and align with your research objectives related to visitor satisfaction and recommendations.



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