

Application Of 'Scenario Strategic Planning' As Development Tool In Community-Based Tourism

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This research was a study on the Scenario Strategic Planning and its application for community-based tourism. The study aimed to apply the Scenario Strategic Planning to reinforce the strength of a community-based tourism management. This research was a combination of qualitative and quantitative methods which was conducted at the Ban Phamon Village, Chomthong district, Chiang mai province, and Ban Santichon Village, Pai district, Mae Hong Son province. Both of the villages used the Scenario Planning as instrument for the development of Community-based tourism. The villagers had helped each other to carry out, perceive, and use the plan together. Tourism industry is one of the very important industries in Thailand that continuously create jobs and revenues for people in the country. However, the changing of tourism industry is very dynamic and competitive with the float of globalization which impacts the local level tourism industry, especially, the non-prepared community which could not support these changes concerning political, economic, socio-cultural and technological thoughts. These effects cost community's benefit to decrease and the lack of growing with negative impacts, also, the community may have loosened their local culture as well. The aforementioned problems, however, could be solved or prevented by applying planning techniques in which this research found that the Scenario Planning is one of the most practical techniques and instrument to be used in development planning such that it can decrease the negative impacts of the community and simultaneously assist the community to support tourism industry as well as to identify the problems and determine solutions for equitable distribution of profits. Results in both of the research sites proved that the application of the Scenario Planning for Community-based tourism could be very useful. Result of study further reveal that solutions seemed to be the unity and the readiness of the community to solve the problems via strengthening of the community through participatory activities as a development activity, where the application of Scenario Strategic Planning becomes very effective. In conclusion, this research article would bring the presentation of the Scenario Strategic Planning to strengthen the power of the community towards tourism management. In short, the community would manage to organize the natural and the cultural resources for the tourism industry.

Key words: Scenario Planning, Community-based tourism, PEST analysis, trends, Ban Phamon Village, Ban Santichon Village

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Introduction

Tourism industry is one of the leading service industries which contribute a lot of income to a nation in terms of foreign currencies, thus, it is considered a means to improve economy through value-added on tourism products, goods, and services. Moreover, tourism industry creates job for the local people and provide additional developments such as construction of infrastructures, transportation system, electricity, and communication schemes for convenience and comfort of tourists and travelers as well as the host community. As the industry expands, successively, other enterprises like hotels and restaurants, gift shops, traveling agencies, and development of important and possible tourist attractions are established to provide additional amenities.

Essentially, the country of Thailand has always been recognized all along the way for its tourism industry. Prominence of tourism, however, grew after the Tomyam Kung Economic Crisis in the year 1997 where the Thai government ascribed tourism industry as a part of the mechanism to boost the Thai economy. Therefore, in the year 1998 to 1999, there was a big promotion of tourism industry aimed with a main theme called, "Amazing Thailand" which has produced continuously and increased constantly the number of tourists and travelers to Thailand. Based on the statistical numbers of the Ministry of Sports and Tourism, the average increase in the number of tourists was found to be 7.5% from 1998 to 2010, whereas in 2011, the total number of tourists that visited Thailand was 19,089,323 persons or 19.84% increase in comparison to the same period of the previous year. Meanwhile, the gross total income from tourism industry amounted to 734,519.46 million Baht which was considered to be beneficial to the country's economy as a whole.

According to earlier researches, however, it was found out that revenues from tourism industry seemed to be focused only on the entrepreneurs who dealt with tourism hotel business and travelling enterprises including the restaurants and transportation business, while, those people who lived in the host communities seemed to have very little profit. Mostly, income of the local people came from selling cheap gifts and souvenir items or inexpensive hotels and guesthouse accommodations. Furthermore, tourism had brought social impacts and problems, particularly, on the local culture and the domestic traditional affairs of the local residents.

An important criterion of a successful and meaningful tourism activity should be based on the participatory activities of the local community where distribution of profit and revenues could be scattered from tourism industry to the local community members. Consequently, the people in the community will help in the preservation of the community's natural resources and their values that will result in the protection of the tourism hold back. On the other hand, the private sector investment that would be appropriate to the strength development of tourism management in the community is also a significant indicator to the success of the tourism development activity. It could be stated that community tourism would be the mechanism to create the strength or the power source of the villagers who would manage to control their own natural and cultural environment through the process of participatory activities in the community. In this aspect, the community must be able to control the direction of tourism and to make progression upon the tourism of the community, thus in order to be accomplished, the community has to ascertain its readiness and strength in terms of tourism opportunities. Nonetheless, the villagers have to make a campaign or movement in the society to determine the different types of tourism that would be

appropriate in their specific community. The motivation and empowerment have to be applied to in the development so that people in the society would be able to make an exchange and sharing of culture and knowledge between the villagers and the visitors.

In brief, any tourism development activity should emphasize and stress on the strength of the community, especially, on the matter of tourism direction determination. Such requires a vital recognition and understanding of the role of the local community towards the preservation of natural resources, and this type of attitude should be continuously preceded and supported on the aspect of natural resources' protection. Subsequently, the sustainable tourism resources would be determined by the community's scenario or the circumstances in the community which is directly influenced through a Scenario Planning for the community.

Objectives

1. To study the application of the Scenario Strategic Planning in order to organize the natural and the cultural resources and attributes for a community-based tourism industry.
2. To make assessment on the strengthening and empowerment of the community for the development and management of a community-based tourism industry.

Methods

This research study was blended with a combination of the qualitative and quantitative research methods. The researcher have managed to make arrangements to apply the Scenario Strategic Planning in the surrounding areas of Ban Phamon Village, Chom-thong district, Chiang mai province, and Ban Santichon Village, Pai district, Mae Hong Son province, respectively. The final assessments had been made through the following steps.

1. Taking into consideration of research related documentary activities such as the community tourism ideology, the community empowerment or the community strengthening methodology, the formulation and designing of Scenario Strategic Planning, the analysis of non-participation observation formats and participation observation forms, and the formal and informal interviews, as well as in-depth interview.
2. Workshop meeting - the researcher had organized an academically workshop meeting which consisted of community leaders, government officials, representatives of entrepreneurs from the tourism industry as well as Tourism Associations, , private developmental organizations and officers from the Tourism Authority of Thailand, representatives from the Ministry of Sports and Tourism in Chiang Mai and Mae Hong Son provinces, members of the Sub-district Administration Organization, local residents, and the local educators. During the meeting, the researcher had presented the Tourism Management Strategy including the problems and obstacles in the developmental planning.
3. PEST Analysis – the political, socio-economic and technological environment analysis (PEST) was utilized as a criterion during the meeting to determine the community influence of tourism as driving force in the vicinities of Ban Phamon Village, Chom-thong district, Chiangmai province, and Ban Santichon Village, Pai district, Mae Hong Son province. The determination of the trend had been handled during the meeting which aimed at the analysis on political, socio-

economic and technological environment as the key aspects. Thereafter, final considerations were focused on the appropriateness of the PEST analysis.

4. In the workshop meeting, procedures were established in applying the Scenario Strategic Planning in the locality of Ban Phamon Village, Chom-thong district, Chiang mai province, and Ban Santichon Village, Pai district, Mae Hong Son province. Consequently, there was a working session dealing with vision, mission, strategy, and development guidance. The goal was to strengthen the community power for sustainable tourism of the community.
5. Pre- and post-assessment on the Scenario Strategic Planning in terms of administration and management of community-based tourism were done with primary consideration on the indication criteria in the four (4) aspects of community tourism

Results and Discussion

The Application for Community-based tourism in Ban Phamon Village

Ban Phamon Village is situated in the Intanon National Park region or located in the North Eastern direction of Chom-thong district, Chiang mai province. The local residents were the Karen people with farming as their main occupation cultivating paddy rice fields in veranda cultivation terrace. The village was located formerly in a jungle where tourists visited regularly. The Karen local residents, however, did not get involved in tourism activities for they did not know how to deal with tourism. Thus, the application for Community-based tourism had helped them recognized the importance of tourism industry and how their lives would be changed accordingly as indicated in figure 1 & 2.

The Ban Phamon Village is full of natural resources in conjunction with religion and native belief in rituals and ceremonies throughout the year. The way of life of the Karen people could be modified due to tourism industry and the usage of community history, community cultivation, community tradition and natural environment including herbal medicine, and the local handicrafts as a mean for tourism attractions. Additionally, there are some folklores and tales and chronicles of the Karen tribe that could attract tourists and visitors.

Currently, the Application for Community-based tourism and the Scenario Strategic Planning made on Ban Phamon Village, Chom-thong district, Chiang mai province became one of the sight-seeing venues for tourists and travelers. Such development has encouraged financial assistance from the private and government sectors to be made available to assist the tourism industry in the area.



Figure 1: Home stay cottages in Ban Phamon Village, Chom-thong district, Chiang mai province; their customers were European tourists.



Figure 2: Ban Phamon Village, Chom-thong district, Chiang mai province, is a Karen community whose terrace cultivation could be participated by the tourists and travelers who visit the village.

The Application for Community-Based Tourism of Ban Santichon Village

Ban Santichon Village is situated in the near vicinity of Ban Num Hu village, Pai district, Mae Hong Son province or approximately 4.5 kilometers away from the Pai district. In fact, the Pai district, Mae Hong Son province, was considered to be one of the most attractive tourism locations in Thailand. Ban Santichon Village is actually a Yunnan's village which was a closed-town due to narcotic problems. Tourists and travelers were afraid to enter the village for fear that narcotics charges would be made upon them. But after the year 2003, when the narcotics law was declared as an enforcement policy of the Thai government, Ban Santichon Village considered itself as a source of the narcotic problem so the local residents tried to find solutions to their problems such as uneducated citizens, illiteracy, and low price of their domestic crops, hence, tourism industry was considered as a means to generate livelihood income for the family units.

Ban Santichon Village has plenty of natural resources such as crops, herbal medicinal plants, wild animals and variety of forestry products as it was full of multi-biological products. Ban Santichon Village also possessed a variety of Chinese traditions and Yunnan's folklores as tourism attractions for they had Yunnan's festivals all year long. The festivals revealed their history and their backgrounds including local wisdom and local knowledge, especially, on Chinese medicinal herbs and the healing of diseases as well as health care, and the identity of their domestic textile and clothing decoration as indicated in figure 3 and 4.

Furthermore, the local residents of Ban Santichon Village could perform their musical instrument playing beautifully. Not to mention about their cooking and the Yunnanese foods with their local ingredients and recipes. The food processing methodology is very interesting and the food products could encourage profit earning. Briefly, tourism industry made Ban Santichon Village became one of Thailand's most attractive tourists locations, hence, it became a prototype community in Mae Hong Son province.



Figure 3: Ban Phamon Village, Chom-thong district, Chiangmai province, constructed cottages for welcoming the tourists and the travelers to the village with their own administration management.



Figure 4: Ban Phamon Village, Chom-thong district, Chiangmai province, has Yunnanese traditions and festivals throughout the year as part of the tourism industry.

The Scenario Strategic Planning

Under the change of the political, socio-economic and technological environment as the key elements in the alteration in the vicinity of Ban Phamon Village, Chom-thong

district, Chiang mai province, and Ban Santichon Village, Pai district, Mae Hong Son, the tourists and the visitors to the villages were still flown into the villages regularly and constantly both for Thai and foreign visitors during the 5 month high season period. The attraction was focused on goods particularly coffee which is the identity of the community, and services in terms of local products and handicrafts.

The social media and the online internet system played an important role in the welcoming tourists to the Ban Phamon Village, Chom-thong district, Chiang mai province, and Ban Santichon Village, Pai district, Mae Hong Son province. Therefore, foreigners could visit Karen and the Yunnanese villages; while the local residents could be able to travel out of their residence and land price became higher and higher for entrepreneurs invested their money in the tourism industry. Thus, it would be a good thing to make the industry become sustainable

The Strengthening of Community Power through the Usage of the Scenario Strategic Planning

The population sample of Ban Phamon Village, Chom-thong district, Chiang mai province, and Ban Santichon Village, Pai district, Mae Hong Son province, consisted of 240 samples. The questionnaires had been constructed before the pre- and the post-of the Scenario Strategic Planning. The Scenario Strategic Planning was designed according to the 4 aspects of tourism industry as illustrated in tourism resources as index 1, and the development of the convenient and service facilities as index 2, and the tourism marketing as index 3, and the integrated administration as index 4,

Based on the results of this research, the usage of the Scenario Strategic Planning in the community development was found to be effectively evaluated on the strength development and the tourism administrative management capability and skills. Findings in this study reveal that most of the measurement values were below 4.0, except the tourism resources had the average value of 4.30 which indicated that local residents would not understand and could not recognize the importance of Scenario Strategic Planning. But after the community had been educated on the Scenario Strategic Planning, the indicators of every index seemed to be higher in values than before. For example, the strengthening of community power before the training was 2.88, but after the training the value increased to be 4.30. The strongest or the maximum strengthening power as illustrated in figure 5 was evidently to identify the region and the activities in tourism industry as to lead to the development of the tourism areas due to the criteria and the conditions specified in the figure 5 which was the overall image of the assessment before and after the strengthening development.

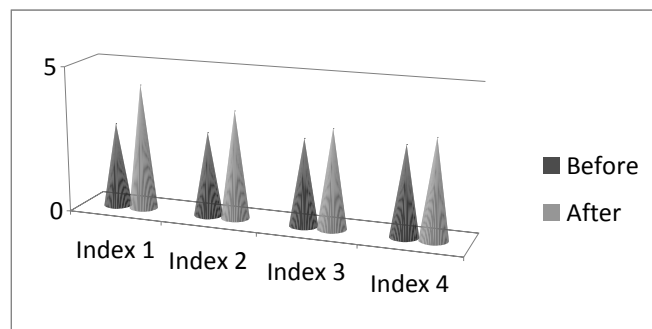


Figure 5: The overall image of the assessment before and after the strengthening development.

Based on the study of the tourism attractions and resources, it was found out that before the usage of the Scenario Strategic Planning, the strength and the skill of the local residents on tourism was found to be very low as the community strength which afterwards increased to 33.90% from the development as the detailed in table 1.

Table 1: The assessment on community strength before and after the application of the Scenario Strategic Planning, classified according to the index on tourism attractions and tourism resources.

Index	5	4	3	2	1	Average
1. Convenient items assimilated in the old environment	11.11 21.88	15.36 39.16	33.58 28.41	26.32 9.45	3.73 1.05	3.21 4.12
2. Tourism classification and activities for the development criteria of the areas	9.35 24.95	16.92 28.21	30.64 25.44	30.66 10.16	12.73 11.24	3.53 4.64
3. Administrative and development plan - According to the socio-cultural community tourism	6.93 26.41	13.35 35.34	24.40 38.51	35.64 0.26	19.68 -	2.47 4.28
4. Maintenance on the tourism resources - Constantly on the controlling criteria and restoration	8.11 24.38	16.42 31.07	29.11 30.33	36.68 10.16	9.68 4.06	2.98 4.17
5. The people who got involvement in the sustainable tourism to preserve the tourism standardization	- 30.17	9.38 35.74	26.55 29.14	30.26 3.42	33.45 1.53	2.19 4.28
Average (Total)	5.1 25.56	14.29 33.90	22.86 30.37	31.98 6.01	45.77 4.16	2.88 4.30

On the aspect of convenient facilities and services, the average percentage values before and after the application of Scenario Strategic Planning were 2.86% and 3.68% which did not very much increased. The maximum value was 4.22%. The controlling criteria were socio-economic standards and the environmental as the detailed in table 2.

Table 2: The assessment on community strength before and after the application of the Scenario Strategic Planning, classified according to the index on convenient items and services

Minor Index	Strength levels before and after Development					Average
	5	4	3	2	1	
	%	%	%	%	%	
1. Convenient items must be incorporated with the former geographic environment	10.16 22.52	15.11 24.18	30.14 36.11	30.49 11.58	14.10 5.16	2.63 4.22
2. Products or Activities of Tourism must open the opportunities for the visitors to learn and to understand as well as to recognize the value of	17.35 21.11	18.63 28.39	21.93 39.18	35.13 9.16	6.96 1.71	2.46 4.18

tourism attraction.						
3. The development of the convenient items must be within the community objectives when the participation get along with the capabilities of every development plan aspect .	9.38 17.64	18.19 30.19	30.53 36.18	25.60 10.17	26.48 5.10	2.69 3.19
4. Tourists have safety in life and assets during the visitation or during the stay.	18.11 20.08	17.93 19.14	35.64 34.38	18.11 16.15	10.21 10.25	3.42 3.49
5. to provide the informative definition data, tourism service center, and local tour guide service	19.93 21.64	21.15 29.53	30.32 31.92	29.14 10.48	0.54 6.43	3.09 3.32
Average (Total)	14.99 20.60	18.20 26.43	29.38 35.55	27.69 9.60	9.44 7.82	2.86 3.68

Owing to the tourism marketing, the average percentage values before and after the application of Scenario Strategic Planning were 2.6% and 3.38% which was considered to be not a very much, whereas, the continuous development should be made on traveling business and tour guides development. The basic data should be focused on the background and the demand and supply based on the tourist satisfaction. The satisfaction was considered as a mechanism in judging the community tourism development as well as its assessment on the tourism industry investment and the responsible persons including the attractions as indicated in table 3.

Table 3: The assessment on community strength before and after the application of the Scenario Strategic Planning, classified according to the index on tourism marketing

Minor Index	Strength levels before and after Development					Average
	5	4	3	2	1	
	%	%	%	%	%	
1. The development of tourism business system and the tour guide	8.35 8.59	16.32 19.38	26.17 30.68	30.11 30.24	19.05 11.11	3.15 3.28
2. The development of tourism network and the other tourism network communities	11.92 19.32	21.55 22.49	30.91 29.48	31.24 20.41	4.38 8.30	3.08 3.92
3. The development of the tourism background , demand, and the satisfaction of the travelers and tourists for use in the tourism planning and decision on the tourism project	6.49 7.77	19.33 18.56	29.41 35.83	34.41 30.44	10.36 7.40	2.91 3.11

4. The assessment and the inspection as well as the research on problem solving methods and the quality-added to the tourist attractions, the tourism investment and development	8.35 9.74	9.11 11.32	24.32 30.11	34.71 38.42	23.51 10.14	2.71 3.19
Average (Total)	8.78 11.36	16.58 17.94	27.70 31.53	32.61 29.88	14.33 9.31	2.96 3.38

On the aspect of the integrated administration, the average percentage values before and after the application of Scenario Strategic Planning were 3.07% and 3.38% which was considered to be not very much. It was stated earlier that the index on the linkage and the coordination of the plan and the involvement of the neighboring units should be applied. For example, the local administration organization should have a policy and the plan for environmental development at the provincial levels and the development has to be done continuously as indicated in table 4.

Table 4: The assessment on community strength before and after the application of the Scenario Strategic Planning, classified according to the index on the integrated tourism administration and management

Minor Index	Strength levels before and after Development					Average
	5	4	3	2	1	
	%	%	%	%	%	
1. The community must have vision and policy in the tourism administration management	10.21 12.34	23.32 28.51	30.11 34.56	26.15 14.39	10.21 10.20	3.09 3.54
2. The community must participate in the tourism administration via the establishment of the personnel management organization	9.66 10.48	14.93 20.52	39.11 36.87	20.28 18.66	16.02 13.47	3.19 3.38
3. The justice in the distribution of tourism benefits	20.11 19.35	30.48 31.31	30.09 34.18	11.78 10.38	7.54 4.78	3.28 3.46
4. Must have a plan on the integrated tourism promotion strategy	5.38 19.38	9.33 28.45	21.19 34.14	38.70 10.16	25.4 7.87	2.68 3.45
5. Must have a strategic plan for tourism networking together with some other tourism units	4.38 6.58	15.44 11.93	40.11 38.16	28.48 30.13	11.59 13.20	3.14 3.08
Average (Total)	9.95 13.63	18.70 24.14	32.12 35.58	25.08 16.75	14.15 9.90	3.07 3.38

Conclusion

The researcher had utilized the tourism strategic development process in the vicinity of Ban Phamon Village, Chom-thong district, Chiang mai province, and Ban Santichon Village, Pai district, Mae Hong Son province. The village population

samples had applied the usage of the Scenario Strategic Planning for the community development of the tourism administration and management. Based on the results of this research study, the following conclusions are drawn:

1. The Ban Phamon Village, Chom-thong district, Chiang mai province was a Karen community which had a high percentage of tourism resources and is considered a tourism prototype village that have aggressive marketing with the assistance of the private and government sector. Whereas, the Ban Santichon Village, Pai district, Mae Hong Son province, was a Yunnanese community which had the characteristics of the tourism prototype village in terms of tourism administration and management as shown by evaluation on the strength and the tourism skill which was below 4.00, except for the tourist attraction and tourism resources that had the average score of 4.30.
2. After the Application for Community-based tourism, the strength and the skill in tourism industry increased significantly. These could be justified by the results in index 1 where the percentage on tourist attraction and tourism resources increased from 2.88% to 4.3%. Whereas, in index 2, the percentage in terms of convenience and service increased from 2.86% to be 3.68%. Seemingly, tourism marketing increased from 2.96% to 3.38% in index 3, and finally, the index 4, the percentage in terms of integrated administration increased from 3.07% to be 3.38% in index 4.

In summary, the Application for Community-based tourism, particularly on the Scenario Strategic Planning has a dominant or leading factor which is assimilated to the nature and the trends that could be analyzed as fluctuation towards the external factors and the outside situations. In brief, the construction of Scenario Strategic Planning has to be done with shared vision and the procedure has to be done systemically with the community development.

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