

The Strategic Management for Community-based Tourism during the Pandemic of COVID 19: A Case Study of Surrounding Communities of Sukhothai Cultural World Heritage Site, Thailand



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Received 10 May 2023; Revised 21 June 2023; Accepted 29 July 2023

ABSTRACT: Community-based tourism has been promoted as a way of alternative development resource which require the member of the community to collaborate and work together toward achieving a common goal. Furthermore, with a commitment in community safeguarding, Sukhothai Cultural World Heritage area is considered as the part of case-study selection criteria upon post-covid-pandemic within this study as it is shown many positive trends of development character under the involvement of multiple actors with diverse needs and interests. For this significant study, the rural community in Muangkao sub-district will be focused in a comprehensive way by using in-depth interview, site visits, focused group as well as observation participation in gathering the basic needs of information. Based on the study result, Sukhothai heritage site is one among the most visiting areas for tourists to seek an additional valued of Local Thai community-based tourism in the perspective of cultural tourism preservation status. Similarly, The feature of heritage tourism destinations is very significant aspects that directly influence to many beneficial stakeholders that remain living in the area. Simultaneously, the consideration of managerial capacity of local administrative government is the key success factors.

KEYWORDS: the strategic management; community-based tourism; Sukhothai Cultural World Heritage sites

Background

Cultural heritage tourism market have the potential and diversify capital for tourism product in effort to encourage regional development, community empowerment and poverty reduction at the rural area community (Anup, 2017). Additionally, the development of cultural tourism is substantial very close to the community involvement and demand factor as regard to the presenting value of the effort of village government to prevent, protect, and re-engage with the availability community resource.

Thailand is one of most popular cultural tourist destinations in the world and one of the most attractive tourism market in southeast-Asia (Nurdiansyah, 2018). Through the right decision and proper Thai tourism planning strategy, Thailand has seen a growth in numbers among tourists in Thailand from 32,6 million visitor in 2016 to more than 40 million in 2020. Among

all cultural tourist attractions in Thailand, the UNESCO World-Heritage of Sukhothai Cultural World Heritage Sites is one of the most attractive sites for tourists both international and national (Sopha, Jittithavorn, & Lee, 2019). The special character of Sukhothai Cultural World Heritage Sites is not only its cultural tourism products which are mostly relevant with sense of local identity but also the perspective of tourism strategies as well (Beirman, 2020; Kangkhao, 2020).

The feature of heritage tourism destinations is very significant aspects that directly influence to many beneficial stakeholders that remain living in the area. By this, the attraction of cultural tourism areas in Thailand has grown in a diverse way. Specifically, it is obviously shown that the responsible manner of the cultural tourism in Thailand have to be collaborated and acknowledge by the village community that living surrounded. Apparently, the significant proposal of the village community on the strategic development program of cultural tourism sites has been highly expected to develop aim to deepening the relationship among stakeholder contribution over the National Heritage Park that could become part of the valuable asset for Thai People from one generation to another.

Tourism upon new normal period has been changing their travel characters. As a result, some strategic management activities across the countries has been adapted as well aim to establish the new normal health protocol in according to the needs of tourist perception over the ongoing travel recovery that shall be restarted. At the national level, the reflection of the scale impacts on tourism has been predicted in a fast moving path and uncertain situation which include the a lack of information sharing, inform policy and other significant decision that require deep consideration on Muangkao local administrative development area.

Sukhothai heritage site is one among the most visiting areas for tourists to seek an additional valued of Local Thai community-based tourism in the perspective of cultural tourism preservation status. In respect, Sukhothai recognized as a UNESCO World Heritage Park that mainly bring several attractiveness factors among many visitors as well as create the possible integration challenging of urbanization change to villager living nearby. Sustainable park management has made a positive impact upon the arising of many Local Community project development by which social and cultural conservation aspect of the world heritage site has been covered under the special management criteria from designated area for sustainable tourism administrative authority (Bennett & Dearden, 2014; Esichaikul & Chansawang, 2022).

Simultaneously, the consideration of managerial capacity of local administrative government is the key success factors. By combining two major factors, residents' expectations and the capacity of local administrative government in management, this research attempts to offer an affordable model for cultural tourism during the pandemic of COVID19. Moreover, some part of model development in term of cultural tourism shall generated and combine with difference managerial role such as producing more realistic of heritage management model, improving tangible and intangible cultural heritage, creating more valued based over cultural village activities linking with rural development strategy, enhancing more related sites that closely link to religious motivation. In term of new normal health protocol implementation, the potential criteria of tourism destination management have to designed based on the main criteria of tourism health safety management protocol aim to ensure that every tourist having access a better basic needs of healthcare system when in needed within the local destination characters realistic (Yalegama, Chileshe, & Ma, 2016).

Therefore, the aim of this study is to determine how the surrounding local community would expect from local administrative government in management of the Sukhothai cultural heritage areas which situated mainly in Sukhothai MuangKao Subdistrict area. To tackle the community concern on tourism development during the pandemic of COVID19, as well as to gain the insight view with diverse perspective of local community development initiative, the community-based cultural tourism becomes the alternative solution. By highlight, the role of local community engagement as well as effective policy implementation of local administrative government, the researcher has a strong belief that sustainability of conservation as well as community empowerment could be initiated. To receive more policy suggestions from other beneficiary that keen to remain as the key-players in this study, concept flows of community-based tourism as well as cultural tourism model, will become more crucial in this study argument as well.

Problem Statement

For this study, the main encouragement factor that push the researcher to study due to Sukhothai Cultural World heritage sites, is part of the Thai Model development of Cultural, Historical and Community Eco-tourism project that would reflect some example of the local tourism empowerment engagement activities that apparently link with the local political agenda character in some point of the management criteria that require combination of the local administrative work perspective argument over the concerns of the various community development project that remain consulting at the village committee level. To this mean, the works of key-consultation stakeholder in developing the concept of village cultural community project could be effectively bring policy discussion over the community problem development agenda that remain unsolved during post-pandemic as well.

Literature Review

The Strategic Management in Community based Tourism

Currently, many scholars have been proposed the concept related to management aspect of community based tourism model aim to establish the acceptable model that highly adopted by each of tourism destination. It is very obvious to show the main argument of various study perspective in regarding to community-based tourism development model has been involved with the fundamental benefit of community tourism by consider the essential element of the local community member. The main principle of CBT is to build up the local community rather than external parties. CBT disallows non-local communities to be involved in the tourism management of the local communities. In addition, CBT is managed and owned by local people, because the main objective is to help local residents for their economic benefits (Giampiccoli & Saayman, 2018).

Community participation is seen as fundamental to the CBT model, which is “based on participation and community organization and is rooted in socially just and environmentally responsible development approaches. One of the various aspects related to CBT is “local community participation to control tourism development”, thus “CBT is the tourism form that has three important basic aspects, namely (a) community involvement; (b) equal economical access, and (c) political empowerment to support community as a decision maker” (Marston, Renedo, & Miles, 2020).

CBT is described as “a type of tourism that promotes community participation in financing, development, management, and ownership”. It must be recognized that disadvantaged community members often lack the necessary resources and skills to proceed by themselves in a CBT development. External assistance is therefore often necessary (Giampiccoli & Saayman, 2018). Partnering with external entities can be necessary and advantageous; however, specific requirements, such as being facilitative, partnership should be temporary but long-term, community empowerment and ownership, management and control of the CBT development remaining fully in the hands of the community members, must be met (Mtapuri & Giampiccoli, 2016)

Guidelines to advance CBT should be based on facilitating community empowerment to “provide people with the resources, opportunities, vocabulary, knowledge and skills to increase their capacity to determine their own future, and to participate in and affect the life of their community” Thus, to “better implement CBT we need to measure the community involvement, community awareness, community complexities, community benefit from the tourism, and understand the community complexes in the destination areas (Mtapuri & Giampiccoli, 2016).

However, Xavier and Veronica (2013) stated that the ways that CBT initiatives have been implemented, which highly play an important role in the success or failure of CBT project which might be influence into the community. As a result, they showed that there are four aspect, including planning, partnership, community’s capacity to deliver shall be followed and supported by community funding and micro-credit, that can be used to explain the level of success of CBT implementation (Yanes, Zielinski, Diaz Cano, & Kim, 2019)

The Strategic Management in Cultural Tourism

The concept of cultural tourism refers to special interest tourism where destinations of tourist visits are cultural events or objects that represent monumental sites of a particular area (Csapo, 2012).

According to Richards and Munster (2010), a cultural tourism product can be defined as a composition of the core product (e.g. monuments, cultural events, and local culture) and particular related cultural tourist services (e.g. information, education, general tourist facilities, transportation infrastructure). Hall and Lew (2009) define a cultural resource as any cultural substance that make a positive contribution to cultural tourism. It can be tangible or intangible and within a country, region, or area. Cultural tourism resources include cultural or natural factors that can motivate visitors to participate in cultural tourism and satisfy their cultural needs (Richards, 2010).

Culture significantly and deeply influences people’s lives (Ding, 2009). Ancient towns play an important role in maintaining local customs and cultural heritage within the process of development. Furthermore, cultural inheritance can accelerate the development of cultural tourism and drive the local economy, improving the quality of life within the local community (Ding, 2009). The maintenance of cultural resources is essential for the sustainable development of tourism within ancient towns, and it involves protecting the town’s original historical culture (Zhou & Zheng, 2022).

Thereby, the value of management strategies in cultural tourism sector is very crucial which likely pushing more comprehensive measurement in tourism product strategy development. This mean that every tourism destination must first evaluate profit ability of its possible cultural

tourism development, after which strategic development goals should be set and prerogatives shaped consequently for cultural tourism development. Standard conditions enabling tourism accessibility and tourism utilization of cultural resources must be created. Tourism and cultural sectors and local inhabitants must all be integrated into cultural tourism sustainable development.

Methodology

Data Collection Procedure

Within this qualitative study, the case study criteria will be applied. The area of study is based in Muangkao Sub-district which situated in Sukhothai Province, Kingdom of Thailand. This research was conducted in between the period of 13-23/July/2022. The dataset used in this research was based on four primary sources: in-depth interviews, Sites visits, Focus Group as well as observation checklist program. Secondly, the field observation collected data using the in-depth interview guideline aim to observe the main community based tourism program challenging that still facing upon and after covid pandemic. By joining the group or social structure involved, this choice explains a phenomenon while remaining separate from the studied events. The results of observations by observers are reported in the form of descriptions. Upon the sites visit that researcher has been employed the method of collection data with in-depth interview as well aim to the bring the difference survey result by regularly conducted with difference character of participants, group discussion, aim to develop the correspondence expectation guidelines.

Participants (Subjects) Characteristics

Regarding the interview participants' selection process, the researchers used some purposive sampling criteria. Most of participant characters are from the government agencies which include Deputy Mayor of Muangkao sub-district administrative, Head of Village Committee in Muangkao, local sub-district health director in Muangkao. Whereas the role of Homestay group President, local entrepreneur as well as residence living nearby is part of local residence criteria.

Interviewees were asked to identify the impacts of COVID-19 on CBT as well as those adaptation solutions developed by local community, government, and entrepreneurial sectors, which could potentially impact the sustainable operation of Thailand's community-based tourism sector. Two main questions were asked to stakeholders: 1. How did the COVID-19 pandemic affect community-based tourism in Ban Muangkao Sukhothai, Thailand? 2. How did the stakeholders adapt in response to this severe situation attributed to the COVID-19 pandemic? Stakeholders were then asked to make some recommendations on how such problems could be solved.

Based upon this pre-test, a total of four questions were developed for the main study. All interview questions were semi-structured to ensure consistency across the individual interviews, and appeared as follows: 1. Could you share with us your current situation in Muangkao area? 2. Could you tell us how the COVID-19 pandemic has affected your life? 3. What have you done (local resident/entrepreneur/government officer) to adjust to the challenges created by the COVID-19 pandemic? 4. Do you have any suggestions on how problems caused by the pandemic could be solved?

Criteria of Recruitment

Within descriptive study, the researcher will recruit and select the main criteria of key-informants based on two methods as follows:

- 1) Inclusion Criteria
 - Be able to understand read/write and communicate well in Thai Languages within a satisfaction level
 - No barriers of health problem that could interrupt the correspondence ability to response the answer choice during the survey
 - Local residence such as farmer, local entrepreneur, health volunteerism, or local authority are also encouraged to join the survey campaign as well.
- 2) Exclusion Criteria
 - People with problems of health in hearing or other health impairment, or hardly to communicate well or couldn't answer or follow the questionnaire guideline appropriately.
 - People that rejected or unsatisfied to join the campaign survey due to personal concern factor are also excluded from our study criteria as well.

Sample Size

In total, the sample size of this study is 5 main-key stakeholders which include in this qualitative study.

Data Analysis

In part of this section, data analysis in qualitative study is very crucial part to help interpret the raw information that research team received turn into the content of final result written form. By this, the coding information process after field survey are performed based on the available information that researcher receives. And this coding shall be characterized in group discussion by cluster of age, community status, marital status, to make sure that every difference character has also represent in this study as well. To sort the information, it is necessary to make an appropriate outline information based on report guidelines that help to support the main finding of theoretical framework which include relevant quotation, context, percentage of correspondence.

Within coding process, the researcher follows open-ended content aim to classify the difference type of data after collecting from field-survey. This is a helpful tip for researcher aim to verify the flows of raw data in appropriate ways by coding with three main code argument ranging from code argument 1 (Expectation value of destination development model), code argument 2 (Expectation of Local Participation), code argument 3 (The Expectation of New Normal Health Protocol Management).

Table 1: Sample of In-depth Interview Guideline

Sample of In-depth Interview Guideline (Local Authority: Deputy Mayor of Muangkao sub-district administrative, Head of Village Committee in Muangkao, Local sub-district health director in Muangkao)
1. How do you understand CBT Program and its principle?
2. How importance when applying appropriate CBT Model Program Participation to Muangkao Community?
3. What kind of expectation do you see when applying a new normal health protocol management in your area?
4. How does Muangkao Residence would participate in every local CBT Development Project?
5. Is it possible if local residence could earn extra income from Homestay Business? How?
6. In your opinion, what should be done to develop local community tourism in according to situation of Muangkao Community?
7. What difficulties do you find out within CBT Activities Project that currently taking place?
8. How do you see the positive impact from the development function of Local administrative engagement toward raising the awareness of CBT Program?
9. Does the role of Head of village committee having respond the needs of CBT Village activities within satisfied level?
10. Why it is important to address the challenging of CBT stakeholder characteristics expectation toward the potential strength of Cultural Community Networking Character in Muangkao?
11. How sustainably and safeness condition character would likely raising the value of destination development by having a strong adaptable functions in which linking with the value of community-based tourism model in Muangkao?

Results and Discussion

Applying in CBT Model for Muangkao Cultural Community Networking

Sukhothai old town community is a community located in Tambon Muang Kao, Amphoe Mueang. Most of the area is plain and suitable for agriculture. The area has high and low mountains in line with Khao Luang in the west. The community is located around Sukhothai Historical Park area consists of 12 sub-communities with a total population of 7,439 people. Divided into 3,536 males, representing 47.53%, and 3,903 females, representing 52.47%. There are 2,454 households, most of whom are engaged in agriculture, farming, rice planting, trading, government service and employed, respectively. Most of the communities have skills and expertise in arts and culture, handicrafts, and painting_ (Arkarapotiwong & Chindapol, 2023; Mishra, 2010).

Characteristics of Stakeholders Expectation

Within the component of stakeholders' character in Muangkao area, there is consist of difference group of stakeholder engagement ranging from local residence, representative form tourism policy planner, TATs, local village committee, local government administrative. To manage CBT for Muangkao cultural community networking, balancing competing claims between the different stakeholders who are involving in developing sustainability of cultural tourist is crucial. This research found three forms of stakeholder attributes, including power,

urgency, and proximity. Four types of stakeholder behaviors are cooperative potential, competitive threat, opposite position, and neutral attitude. Nonetheless, the relation of stakeholders' attributes, behaviors, and decision-making strategies depends on stakeholder participation in particularly to value the process of organizational culture of the CBT's management model. Moreover, social environment, engagement, productivity, morale, comfort level both positive and negatively are all influenced the achievement of the CBT. The researcher found that working in the tourism environment is the key component. The two components of the social environment are physical component and behavioral component.

Characteristics and Structure involving of Related Organization

There is many characteristics of related organization that could make a big impact on the management criteria in tourism sites of Muangkao during post-covid tourism period. To this mean, the mechanism related to official guideline in Muangkao sub-district is based on DASTA Confirmation Criteria guideline book such as criteria for Thailand's community-based tourism development policy, covid-19 prevention guideline for community-based tourism, and other cooperation project in promoting sustainable tourism in ASEAN world heritage site with visitor management assessment. Unfortunately, each of these institutions have working separately under their rule's regulations, and plan.

The Expectation of Value Destination Development in Managing the Area of Cultural World Heritage Sites

The expectation of value destination development in managing the area of cultural world heritage sites, therefore having a good relationship with the development aspect of diverse value of cultural context development by addressing the increased of participation level of visitors and local people. It is obviously shown that the ownership of a heritage property may be likely diverse, by considering the heritage place development of surrounding as well as form a mutual dependency whether for social identity and for their entire livelihood. As concern for the sustaining of the heritage, cultural resource should be protected by the local and transmitted to the future generation to guarantee their development progress. Thereby, the value of destination development has to be first-prioritized the concept of fostering strong community which include the strong supporting criteria of the physical and spiritual well-being of individuals as well as promoting mutual understanding and peace. The potential strength character of heritage area shall contribute to environmental protection, social capital and economic growth. Cultural properties have important social and economic functions and some continue to maintain strong links with communities within added tangible and intangible expressions of value.

The role of value destination development has a strong adaptable function in forming the market tourists destination. It is a part of building a brand image development character that generally generate sets of quality expectations or images of the destination in which individuals usually desire prior to consumption. Each of these three components of Tourist destination brand image is relevant for all the stakeholders in the tourism industry. The tourism policy makers, destination organizations and service providers have to be set up such an better approach in "seeking to provide high-quality visitor experiences that are profitable to destination stakeholders while ensuring that the destination is not compromised in terms of its environmental, social, and cultural integrity".

By this, according to the in depth-interview survey result, the greatest challenge of emerging value destination development in managing the area of cultural world heritage sites in Muangkao Sukhothai, shall developed based on the main-criteria of local empowerment status in which the high-quality visitor might likely experience with the Muangkao CBT Village Model ranging from the development role of the local homestay program, the shared value of community-based tourism model, the change in local tourism community image as well as the Establishment of Synergy between Tourism, Agriculture, Handicraft and Souvenirs, and Creative Industry.

According to the statement of Homestay group President Expectation:

It has been shown that Muangkao Community based tourism area is very potential to develop in which it has been represent the value of cultural integrity of Muangkao residence since the past-times. By this, the value of economic growing of community have to rely on the establishment of various program initiative that was led by the Sukhothai Governor provincial level as well as the establishment of technical support from DASTA Office area 4 as well. The modeling development of Muangkao Community based tourism is the result of establishment that synergized in between local community tourism program, agriculture activities, as well as the local sanghalok learning center. Before and after covid pandemic, most of activities in Muangkao has been changing as the result the demand of local resource shall be qualified aim to establish the difference engagement activities with new-normal tourism product activities.

The second priority is for everyone to continue to push to recover tourism through the implementation of the government's strategic plan. The implementation of this plan is to promote the tourist sector aimed at turning Thailand into a quality, safe and sustainable tourist destination that will bear fruit to support the recovery of economic growth from the Covid-19 crisis

According to the statement of Deputy Mayor of Muangkao sub-district administrative expectation:

It has been shown that Local Homestay program in Muangkao could be empowered by the local and return the benefit back to the local. It is mean that local homestay activities have to be part of community tourism market that could directly benefited to difference level of many local community areas that has a strong traditional respect and ultimately need to foster the sustainable use of community interests with a sufficiency level. By technical works, the responsible for homestay marketing promotion activities have to be supported by the local stakeholders as well. Thereby, high-quality of visitors might likely rate the value of destination perspective based on their living experience in homestays that managed by residence in Muangkao as well.

As the Sukhothai Muangkao is part of the area of Cultural World Heritage Sites, the main driving force factor of development criteria has been relied on the subject of the existing guideline that Sukhothai Historical Park has been developed. As the result, the main valued of conservation practice has been implemented with a form of cultural presentation as well as natural resource protection. The revision committee and advisory committee in DASTA have to work in collaboration approach to help verify and update regularly within the main guideline development that still remain in use aim to ensure

that no any negative impact will be appeared that could cost the negative influence from the park development surrounded.

According to the statement of local residence in Muangkao expectation:

I think that Sukhothai Muangkao area is full of marvelous ancient cultural tourism sites and art that could provide several benefits to the community tourism area at the certain level. The acceptance of cultural tourism can contribute to the local community development benefit regarding to the establishment of cultural festival engagement activities, which have to show respect of the heritage management value with the effectively proposing criteria of tourism agency. By this, the resource of Sukhothai Muangkao has to be organized by the promotion of residence support. Therefore, residence who feel closer to intangible cultural heritage at Sukhothai Muangkao are more likely contribute to the cultural confidence that could identify the source of residence valued as well. It is very importance if the village safety awareness project has been proposed by the villager in Muangkao.

The Expectation of Local Participation in Regarding to the Engagement Role of Local Administrative Management Structure

The need to involve citizens in decision-making is an issue faced by governments, both central and local, globally. Additionally, the local participation in regarding to the engagement role of local administrative structural have to align with the perspective of rural community development. It is therefore aim to reflect that the main expectation of local residence tend to determine with difference character of engagement type such as the support from local government policy regarding to informative participation, preparative participation as well decision-making participation. Mostly, many local governmental policies agenda that initiated might likely reflect the perspective of local commitment policy regarding to the valued development in public service-oriented demand that community has been setting up. Through decision-making participation, it is very crucial to make an effectiveness inform policy working guidelines for the local to be aware on the change in administrative working function issues regarding to local development plan, change in role and powers of relevant stakeholders, role of partnership that create a mutual consultation process, and other co-responsibility in promoting the respectful atmosphere with the acceptance of each other, that being used to promote the sharing of opinion, debate and reasonable discussion.

According to the statement of Head of Village Committee in Muangkao:

The decision-making participation is very crucial for the engagement role of local people participation in democratization process. Mostly, the community has been setting up by the community member aim to promote the shared value of local development project that will be presented in the future. It is thereby, the process of mutual consultation have to be co-responsible by the community people participation electoral process. There are also development partner that giving direct support to the community as well.

Local have difference view on decision-making participation process that might relevant with the role and power between stakeholders and local authority as well. The issue functions related to administrative working condition such as the present of discussion topic, the proposal paper related to construction activities that support the main criteria

of village development purpose have to reflect the right tracks of rural development area as well by sustainably addressing the environmental protection.

However, it has been found that limited budget in tourism sector at Muangkao with a poor collaboration that fail to communicate among stakeholder in the village level has to be substantially aware on CBT Empowerment concept by ignoring the value of nature and eco-tourism concept in development plans, this will create the remarkable negative impacts as well in allocating the village funds from other donors to build the resilience development policy.

According to the statement of local residence in Muangkao Expectation:

I think that the limited resource of the local residence at Muangkao have to be co-responsible by the residence themselves. This remarkable impact development shall be empowered by the residence that addressing the several image development criteria in CBT Empowerment project has been fully emerged and integrated with the support from local governor in Muangkao. This also bring a certain information communication as well for rural development area in Muangkao as well. By this, the local government agency shall give the right direction with a sense of information sharing that could collaborate the cross-functional issue engagement regarding to conservative community-ecotourism project initiative, friendly biking project initiative, new-normal eco-tourism project development.

The Expectation of New Normal Health Protocol Management in adapting for co-management criteria in Muangkao community-based tourism model

Every country has different policies for managing the public health and social health crisis measurement that shall be implemented aim to limit the transmission of Covid-19. In some communities, private sectors providers and non-governmental organizations (NGOs), are the important stakeholders and key service provider aim to ensure the process of implementing the new-normal health protocol system being transferred within effectiveness ways to the local residence who in needs for health-care treatment both technical and information sharing. By this criteria, the expectation of new normal health management in Muangkao is very obvious to tackle for the public interests and adapt for the critical changing that in need to be restore strictly. In addition, adaptation in local new-normal health protocol management should be oriented to the strengthening the resilience service as well as increase the system potential for Covid-19 treatment capacity as well. It is very critical, when Muangkao character development destination area is part of community-based tourism model initiative program, as the readiness management criteria at the main-sites of Muangkao sub-district that surrounded the world heritage community have to be expanded their capacity needs for Covid-19 screening and isolation as well as disseminate information to inform the public and guide safe-care seeking behavior. The group of volunteerisms in public health sector at the area of Muangkao shall be promoted upon new normal period as it is the vital partner in putting prevention of Covid-19 pandemic wide spreading become lower rates level. Within this connection, the requirement strategy to reflect on and understand the current pressure will likely enable people to progress in their career by ensuring regular follow-up and provide appropriate support of health care facility information as well.

According to the statement of Local sub-district health director in Muangkao:

On behalf of the authority, I think that the value of new normal health protocol management is very essential during the period of post pandemic. As the exposure size, is still unprecedented, many case found in the local need to be urgently address with local public health mechanism. This require all stakeholder to participate during new normal campaign situation, such as wearing mask while staying outside, often keep your hand clean before and after touching any dirty material, avoid staying close with other group of people that you didn't exactly know.

Since I was assigned to work as local sub-district health director, many work related to disease control in the area of ban Muangkao group 3, was highly observed. Additionally, I have to initiative the screening point at every area that located in Sukhothai Old Town. During the campaign, I have been recruiting all the village member to be involved in this program. As my main duty is to manage all the village quarantines, thereby every decision that has been made has to be in align with the objective of the program measurement.

In case of the local residence found with covid sign, the local sub-district healthcare center will organize an appropriate place accommodation for patients to self-quarantine within appropriate days aim to prevent from any wide spreading virus to the local at the field hospital. During the state quarantine, food and medicine will be provided without any extra charging amount.

Everyone needs to maintain healthy habits by staying clean and taking care of their personal hygiene while implementing preventive health measures and other guidelines to stop Covid-19 transmission.

Conclusion

First, the main CBTs Model that should be implemented within the surrounded community in Muangkao sub-district administrative upon the new-normal period was summarized as follow:

Identifying the Key Health Management Actor

The development of cultural tourism surrounding the community village of Muangkao sub-district area was based on a proper management to preserve and protect cultural protection. This likely represents the difference value specific criteria among main-key stakeholder by comparing the barriers factor that might cause the loss of many tangible and intangible resources of being a heritage area of Muangkao Character. On the other hand, seeking a new form of tourism planning, the draft of national policy on arts, cultural and heritage provide a good opportunity for a seamless linkage of tourism landscape with the local community that might showcase the difference aspect of Muangkao local residence.

However, this study found that the local support structure in Muangkao area for the culture and heritage tourism is similarly complex. The result shows that some of the stakeholders, for example, the surrounding communities and local administrative offices, have limited institutional capacity to deliver on their mandate. This has to draw the assessment report as well as establish various form of consultative process aim to balance in between the

conservation of cultural heritage resource and tourism planning strategies in developing through smart and sustainable development principle. Limited infrastructure and accessibility to some key heritage sites must be addressed within integration and representing manner. To this mean, the Muangkao's uniqueness must be promoted within cultural and world heritage possession.

Based on the specific criteria management of the Muangkao World Heritage Site, creating cultural tourism activities such as cultural village activities program as well as promoting more local OTOP readiness product are the main core value of community project development. It was the local expectation that created cooperative participation leading to the generation of main benefit for all involved stakeholders. The flows of tourism development, especially in remote and small villages in rural areas in Muangkao. Therefore, local expectation is the key successes factor of local community tourism development. This framework highlighted mutual benefits between touristy and community's survival. Moreover, the community tourism planning strategies in Muangkao that centered of involvement among local cultural community participation expanded quality communication.

In term of political motivation factor, the difference strategic role that has been approached significantly upon the period of new normal situation has been performed with a responsible manner. This means that some local state agencies, for instance, the primary care delivery unit, that working under the special condition in site-protection areas relevant with DASTA Area 4 are the key participants during the pandemic. By closely collaborating with Sukhothai Cultural World Heritage sites, DASTA area 4 is the most crucial part of political management structure that work with community sustainable development strategies as well as bringing more input policy outcome to the local by addressing the difference character of the existing New Normal Cultural Tourism Model as expected. By increasing more safety village awareness DASTA area 4 tackled various social security issues at the community level within satisfactory standard. This led to the creation of a safe area for cultural tourism as well as community awareness among villagers, tourists, and local entrepreneurs. The investigation revealed they feel more confidence in the area they are currently residing in. Moreover, there are no negative reports both from residents as well as tourists related to criminal violence or any harmful activities in residing that might cause the negative image of the Muangkao Nakon 3 during the pandemic.

Identify Key CBT Codes

There were six major codes concerning the community-based tourism model management upon the new normal period found in this research. These included 1) strategic planning in the national conservation situation, 2) knowledge perceived related to local empowerment project, 3) social and economic wellbeing development, 4) preparedness for future local tourism crisis, 4) fostering quality service in CBT tourism management program, 5) community tourism rule and regulation implementation, and 6) local expectations of involving key socio-economic actors and organizations. The summary finding is as follow:

Economic Sustainable Development

In term of economic developmental code, the area of Muangkao sub-district created the tremendous impact to the local community economic development through various local community project initiative such as eco-tourism business initiative project, homestay business household project, and other cooperation local business project that bring direct income to the rural families that living surrounded the heritage village. This means that committee members

of local sub-district area must work as co-sponsorship with DASTA Areas 4 as well as TATs to facilities any local cultural activities that bring culture and economic benefit component can closely link together.

Social and Environmental Development

In terms of social and environmental code, key actors included villagers, community leaders, active government and non-government officers who is currently residing or working in the communities or agencies surrounded the Muangkao sub-district area. These actors have received some impacts from cultural touristy in terms of environmental degradation. As the area of Muangkao sub-district is under the special protection from DASTA Sukhothai Provincial Level, any project implementation that might cause the big impact to the value of heritage property or suffer a quality of residence's health might be approved by these key actors. Using local participation and commitment of these key actors, the social and environmental development standard could prevent non-participation activities or projects which ignored local expectation.

Through low-carbon destination concept, Muangkao sub-district character development has committed to adopt a more environmentally friendly lifestyle and implemented relevant policies regarding to the use of cycling method for reducing gas emission and fuel consumption.

In term of homestay facilitation, the existing homestay standards and guideline must be commercialized among rural home in Thailand. This means that under one standard policy of Homestay group in Muangkao area, every homestays business shall adapt their own home of living room become part of commercialization home status that easily characterized the difference approach of homestay status by empowered with family involvement, local community benefit, guest engagement with the property, the sharing of space between guests and hosts, the participation of owner-managers in the shaping of the accommodating products, the involvement of lifestyle entrepreneur in creating more valued based on community product that available, as well as other issue related to gender-based criteria, personal networks, social value, and family life cycle.

Increasing local community development flexibility could bring a higher level of sustainable development character which include the ways of community tourism cooperation agenda co-working with various background of local communities stakeholders characterized the equitable flows of benefits for all under the basic principle of one village tourism community-based policy. Sustainable use of natural resource has been recognized among community member in which the role of local government has to play critical role in introducing the training program as well as method of rural household environmental management concerns in waste reduction, recycling method.

Tourism Sustainable Development

The existing guideline that Sukhothai Historical Park has been empowered among residents living surrounded the Muangkao sub-district area. There is a fundamental role in which the tourist destination choice process in Sukhothai Historical Park has been influenced. This can reflect the difference approach that could create the impact based on quality enhancement among touristic sites by separate with difference functions based on existing policy rule and regulation. This study found that the tourism sustainable development codes included cultural heritage management criteria which included 1) sustainable heritage development and

collaboration approach, 2) strengthening environmental sustainability, inclusive social development, and inclusive economic development, as well as the fostering of peace and security, and 3) addressing any form of world heritage property protection management guideline.

Local Residence Expectation

The local residence expectation has two major codes. The first code is rooted from local consideration and engagement. These included 1) socio-cultural belief, 2) local agreement, 3) community ownership's involvement, 4) community integration, 5) stakeholder engagement in decision-making, 6) management strategies and quality service delivery oriented of local administrative agencies. The second code is based on the special context of the new normal management. These included 1) increasing the dependency of implementing physical distance and hygiene protocol, 2) quarantine measures depend on the ability of the local government units, 3) risk communication, and 4) strategic planning for the post-pandemic. The two major codes were interplaying during the pandemic and became the key driven forces for CBT.

Second, the strategic management approach in developing the collaborative policy among various local stakeholder agency during the period of new normal is identified as follow:

It is very crucial to address the difference approach of strategic management among various local stakeholder agencies during the period of new normal. For this reason, the analytical skills essential for collaboration help to identify the knowledge gaps in performing regular reality checks by considering roles of citizen, local administrative management board, local entrepreneur, tourism authority as well as local tourists that play as part of main agency external character.

Specific Management Criteria

In this study, local government has been committed to providing necessary needs of service in delivering within accountable character aim to reduce any difficulties level service-oriented and accessible value among local residence living at the area. In addressing the difference level of community development concerns during the period of new normal, Muangkao sub-district administrative has a specific character management in term of guideline and measurement in solving any local problem. In this study, each cases-oriented aim to enhance the value of development character at the community level by adopting the participatory approach as the main key guidelines for the community measurement in every aspect including economic, social, environmental, security, and management development in responsible manner. Based on the basic survey-from field has been shown that the overall problem of area impact in Muangkao sub-district need to be urgently take an action as following:

Managerial Post-covid Health Prevention Program

The management of post-covid health prevention has been introduced among tourists and residents. This showed positive and responsible signs. This means, the role of local public health officer in sub-district area is the most important. It provided necessary information as well as measurement character under the critical period. This study highlighted the management approach based on public health education-oriented should be continued upon post-covid 19 pandemics. By addressing the gaps of prevention of disease, promotion of health, frontier workforce team was reconstructed for a better monitoring and evaluate of healthcare

system with competency area. However, procurement, storage, and distribution of drugs and other supplies, such as masks and other personal protective devices; equipment like ventilators; and COVID-19 vaccines have become a serious challenge in from Muangkao sub-district area to the national level.

This study highlighted the crucial of the organization restructuring. In this managerial approach, the success of local stakeholder agency working flows has to depend on high level of commitment and relationship management. On other hand, it is very important to rearrange the work priorities as well as outlining the strategic planning approach with the common area for alliance projects. In this connection, the first stage was to identify the common areas for joint work. In this reason, the local government authority has to provide the essential element of several supporting document regarding to risk management strategies in village, investment cost project regarding to CBT innovation planning, review of council waste collection and disposal service, biodiversity planting programs under the criteria of special-interests group in the village/subdistrict as well as promoting more awareness regarding to safety village project initiative upon Post-Covid Health Prevention Period.

Acknowledgement

The researcher of this study would like to express the gratitude to Mr. Thanapat Wong Prathum and Miss. Jindarat Rungpanya as well as my appreciation to the facilitation of all ranks of officer in Muangkao governor sub-district committee, for their cooperation and support during the field-survey. Special thanks go to the faculty of social science at Naresuan university for providing necessary resource and support to complete this study.

Furthermore, I would like to express kindly thank you to my respectful Associate Professor Dr. Patcharin Sirasoonthorn, that highly offered the advice and other academic comments for me upon doing a research.

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