

Chapter 4

Results

The results of the local integration model of the creative migrant class in creative city development for the senior tourism sector are separated into eight parts following the methodology.

- 1) Analyze Chiang Mai Creative City
- 2) Understand Thai and international senior tourists' behavior and needs
- 3) Capture potential and gap of the tourism enterprise cluster, and conduct a gap analysis between senior tourist needs and services provided by tourist enterprises
- 4) Evaluate tourist destinations which are appropriate for senior tourists in northern Thailand
- 5) Creative class analysis
- 6) Creative problem solving (CPS)
- 7) Capability Maturity model (CMM)
- 8) Closed loop tourism supply chain

4.1 Step 1 Analyze Chiang Mai Creative City

Chiang Mai boasts beautiful natural landscapes with various religious temples, diverse ethnic groups and ways of life, unique local architecture and handicrafts, and local food, all of which attract many national and international tourists. The largest concentration of tourist attractions is located in or around Chiang Mai, which is a gateway city to tourist attractions in rural areas and other provinces in the area. Senior tourists are particularly drawn to these areas, and the number of senior tourists is steadily rising due to increased financial stability, as well as time to travel following retirement.

Cultural inheritance

The ancient city of Chiang Mai is considered by many to be the centerpiece of the province. Established more than 700 years ago, today Chiang Mai embraces both its antiquity and its modernity, and proudly maintains its traditional “Lan Na¹” culture. Aspects of the Lan Na kingdom that dominated the region in past times are still present in Chiang Mai, in part due to revitalization efforts both by academics and local government. The Lan Na culture vibrantly combines components from multi-ethnic and historic contexts; as a trading post along Asia’s famed historic Silk Road, Chiang Mai attracted a range of diverse cultures that together produced the colorful fusion of traditional styles of dress, customs, and languages seen in modern Chiang Mai.

Lan Na’s unique cultural heritage is on display across the city in multiple forms, such as language, architecture, music, art, clothing, and food. Many of the local population still speak a regional Lan Na dialect known as “Kam Muang,” or “Northern Thai,” which is significantly linguistically different than the “Central Thai” dialect that is the standard language of the country. Many of the city’s residents also wear Lan Na style clothes, known as “Pa Muang.” Lan Na artistic traditions are infused in the various artist communities around the city, particularly in Baan Tawai, a woodcarving center, and Bor Sang, widely known for its unique and colorful handmade umbrellas.

The unique and ancient Lan Na style architecture found in Chiang Mai is a major draw for tourists. Popular structures include local landmark Thapae Gate, a large wooden gate centered in a brick wall that served as an entry point to the ancient city center. The vast array of Buddhist temples found in Chiang Mai often has Lan Na architectural influence in their entrances and their stupas or chedis. For example, statues of a mythical serpent, Naga, rim the staircase entering into the famous local Temple Wat Prathat Doi Suthep. The Naga statues are a common architectural feature in temples across the city. Additionally, the stupas tend to take on two Lan Na inspired shapes; the stepped or squared shape, also found at

¹ ล้านนา, one million rice fields

Wat Prathat Doi Suthep, or the rounded shape. The latter is typically topped with a pointed ornament, and can be seen at many temples, including Wat Pra Singh in the Old City.

Lan Na architecture is also seen in personal homes, particularly in residences of those with social standing. In these houses, the edges of the roofs are decorated with v-shaped wings called “Galae.” The intricacy of the carving of the Galae is meant to indicate the level of status of the house owner. The term “Galae” was also used to name the Kalare Shopping and Dining Center located at the center of the popular Chiang Mai Night Bazaar.

Local cuisine also reflects the richness of Lan Na culture, and is unique to the area. Naam Prikh Ohn, a chili paste made from tomatoes and minced pork, and Sai Ua (northern Thai sausage), a spicy pork sausage, are well-known Lan Na dishes. Some dishes like Gaeng Hangle, a ginger and pork curry, also have a distinct Burmese influence. Perhaps the most famous local dish is the rich curry and noodle soup known as Khao Soi, considered a quintessential Lan Na treat.

Tourists can enjoy a variety of Lan Na’s cultural traditions in one sitting at any of the numerous Khantoke restaurants in the city. Some Khantoke venues are large enough to accommodate hundreds of visitors. These restaurants serve Lan Na food exclusively, and feature high-quality performances of Lan Na music and dance in traditional costumes.

Ethnic minorities

In addition, Chiang Mai has a colorful array of cultures because of the sizeable population of ethnic minorities and hill tribes. This is an important element for the sector of cultural tourism. These communities tend to be located in rural areas, and have demonstrated interest in alternative economic opportunities. Most of the hill tribes have migrated into the region during the past 100 years from the Asian interior and have largely preserved their traditional ways, making them a fascinating cultural study. There are seven broad hill tribe groupings: Karen, Lahu, Hmong, Lisu, Akha, Mien, and Padaung. However, within these categories,

there are sub-categories and clans that further divide the groups. Each hill tribe has its own cultures, language, dress and spiritual beliefs and this is sometimes true even of the numerous sub-categories within one hill tribe. The hill tribes are most distinctly recognized for their colorful and unique traditional dress which they wear every day.

Handicrafts

Chiang Mai has been the center for Lan Na arts and crafts - and for good reason. There is a long established tradition in Chiang Mai of hand skills, and the locals are exceptionally gifted and patient at creating superb pieces. Products include hand-woven silk, rattan furniture, woodcarvings, pewter, silverware, embroidery, and exquisitely detailed souvenirs, such as the famous *saa* paper umbrellas. In recent years more contemporary wares have found their way into the workshops of Chiang Mai handicraft artisans, such as incense and oils, spa accessories, soaps, tableware, and an impressive array of home décor by talented young designers influenced by the West's culture.

These diverse expressions and products of the various cultures found in and around Chiang Mai can feed into lifestyle tourism, which is also a preferred sector of tourism for senior tourists.

Chiang Mai creative city

Chiang Mai is a creative city because it possesses 3 important dimensions; the space dimension, professional dimension, and cluster dimension.

Space dimension

Chiang Mai has a large education sector. In 2012, the Gross Provincial Product (GPP) of the education sector in Chiang Mai was 15,826 million baht, 11.0% of 163,828 million baht. There are 7 universities in Chiang Mai, and approximately 500 doctoral degree students graduate per year.

Chiang Mai University has been ranked as the 3rd university of Thailand by Quacquarelli Symonds (QS) World University Rankings for 2015/16. It was the

first institution of higher education in the north, and the first provincial university in Thailand. CMU has 140 collaborative agreements and memorandums of understanding with foreign universities, institutes and international organizations in 28 countries. Activities covered by these agreements and memoranda include: academic collaboration, the secondment of thesis advisors and project consultants, joint research, faculty staff and student exchange, curriculum development, joint seminars, and information exchange.

All faculty of Chiang Mai University are the Faculties of Agriculture, Architecture, Business Administration, Science, Engineering, Humanities, Social Sciences, Education, Fine Arts, Economics, Law, Mass Communication, Political Science and Public Administration, the College of Arts, Media, and Technology, the Graduate School, Medicine, Associated Medical Sciences, Nursing, Dentistry and Pharmacy. The Maharaj Nakorn Chiang Mai Hospital, known locally as Suan Dok Hospital, is the largest teaching hospital in Northern Thailand and is affiliated with CMU's Faculty of Medicine. Many joint programs providing medical and educational support for physicians and medical students have been set up with other hospitals and health centers, both inside and outside the Chiang Mai area. There are three research institutes, Social Research Institute, the Research Institute for Health Sciences, and Science and Technology Research Institute.

Until now, Chiang Mai University has graduated 1,365 doctoral degree students. The number of doctoral degree students alone is not enough to develop a creative city. However, Chiang Mai's massive public investment in education and health bring high levels of migrant labor into these areas, fuelling Chiang Mai's status as a creative city.

Chiang Mai International Convention and Exhibition Center

The International Convention and Exhibition Centre Commemorating His Majesty's 7th Cycle Birthday Anniversary is one of the largest convention and exhibition center in Southeast Asia. It is decorated in the Thai-Lan Na style and completely well-prepared for both national and international conventions,

exhibitions and fairs. Comprised of 60,000 square meters of usable space, modern facilities and professional services, it is an ideal location to host world-class international MICE events and promote exhibition, arts and crafts year round.

People Dimension

People in this step are separated into 2 groups; the demand group and the supply group.

The demand group is senior tourists who visit Chiang Mai and prefer to focus their visit on tradition and culture. They create a demand that is creative as it is culture oriented and also tends to concern health.

The supply group is the creative class who fulfill creative demand in Chiang Mai. The creative class who drive Chiang Mai development are local and migrant creative class. The migrant creative class has invested in many projects in Chiang Mai. Some projects have been successful while others have failed. Successful cases are as follows:

- *Sunday Walking Street*

This was project set up by the local and migrant creative class, and is supported by a local government organization. The Sunday Walking Street is a space for local people to present their Lan Na identity, local wisdom, and creative ideas via art, handicraft and performance. This is a famous activity that both local people and tourists like to visit.

- *Daradhevi Hotel*

The luxury resort and hotel design draws from the architectural and cultural influence of the historic Lan Na kingdom. This hotel presents the identity of the Lan Na brand. Local people joined in this hotel since its inception by planning, design and marketing. This hotel showcases the exotic Lan Na culture for tourists.

- *Lan Na Wisdom School (The Lan Na Culture Knowledge Conservation Process)*

The formation of the Lanna Wisdom Heritage network is fundamentally based on the development concept driven by the community-based culture.

During the early period of community development work in Thailand, the main concern was the lack of community development, illiteracy and the lack of use of modern technology in production. Development approaches focused on group creation and development of informal education. Development workers imported a working pattern formula of knowledge, materials and modern technology using a top-down working approach in groups set up to focus on such areas as vocational training, fertilizer use and savings management.

Evaluation of this working process and its results followed by discussions comparing experiences concluded that lack of local participation and the importation of ideas through community leaders had created conflicts among community members. Some community leaders were found to have made corrupt use of group funds and many newly set-up groups collapsed when members did not cooperate.

In the “community-based culture”, development work placed significant importance on community education, community history and seeking knowledge and local wisdom in addition to native community organization. Analytical exchange on community work continuously mobilized and extended the linkage to conventional local wisdom, not only in forest conservation knowledge and sustainable agricultural practice, but also in such areas as handicrafts and traditional healthcare. It was found that development work could not be successful without studying the ways of life and local wisdom of each locality.

- *NAP Nimman Haemin*

Since 2000, the annual Nimmanhaemin Art and Design Promenade (NAP) has been held from December 5 – 10th every year in Chiang Mai. Over 70 booths, food vendors, and live music create a vibrant event which is a perfect showcase for artists from the creative city of Chiang Mai. The Kindcraft has selected inspiring artists with handmade products to share. From ethnic traditional arts to contemporary crafts, Thai artists are using traditional techniques and a mix of natural and upcycled materials to make something new.

All of these successful projects are integrated with local people in many aspects. Creative class workers were crucial to encouraging local involvement using local knowledge on problem solving in such areas as local culture, tradition, lifestyle, local wisdom, community management, traditional medicine and sustainable.

4.2 Step 2 Understand Thai and international senior tourists' behavior and needs

4.2.1 Senior Tourism Behavior

Questionnaires were collected from 212 Thai senior tourists and 205 foreign senior tourists at popular tourist destinations in Chiang Mai, Thailand, from 15 January to 30 April 2014. The qualifications of the questionnaires were subsequently screened, and as a result 200 samples from the Thai senior tourist group and 200 samples from the international senior tourist group were selected.

1) Background of Respondents

Table 4.1 Residence of Thai senior respondents

Residence	Frequency	Percentage
Bangkok and Central	39	19.5
North	78	39.0
North-east	44	22.0
East	11	5.5
South	28	14.0
Total	200	100.0

Source: Survey, 2014.

The results from the survey found that all Thai senior tourist respondents were traveling from various areas in Thailand. 39.5% came from the North, 22.0% came from the Northeast, 19.5% came from Bangkok and Central Thailand, 14.0% came from the South, and 5.5% came from the East (Table 4.1).

Table 4.2 Residence of international senior respondents

Residence	Frequency	Percentage
Europe	53	26.5
Oceania	37	18.5
Americas	59	29.5
Asia	51	25.5
Total	200	100.0

Source: Survey, 2014.

For international senior tourist respondents, 26.5% came from Europe, 18.5% from Oceania, 29.5% from the Americas, and 25.5% from Asia (Table 4.2).

Table 4.3 Gender of Thai and international senior respondents

Gender	Thai		International	
	Frequency	Percentage	Frequency	Percentage
Male	82	41.0	131	65.5
Female	118	59.0	69	34.5
Total	200	100.0	200	100.0

Source: Survey, 2014.

From Table 4.3, 59.0% of the 200 Thai senior tourist respondents were female and 41.0% were male. 65.5% of the international senior respondents were male, and 34.5% were female. The age range of Thai senior tourists was separated into three age groups: 60 - 69 years old, which comprised 66.0% of the sample; 70 – 79 years old, which comprised 28.0%; and 80 years old and up, which represented 6.0% (Table 4.4). International senior tourists were also separated into the same three age groups: 60- 69 years old, which comprised 61.0% of the sample; 70 – 79 years old, which comprised 33.0%, and 80 years old and up, which represented 6.0%.

Table 4.4 Age of Thai and international senior respondents

Age	Thai		International	
	Frequency	Percentage	Frequency	Percentage
Newest Senior (60-69 years old)	131	66.0	122	61.0
Younger Senior (70-79 years old)	56	28.0	66	33.0
Older Senior (80 years old up)	13	6.0	12	6.0
Total	200	100.0	200	100.0

Source: Survey, 2014.

Table 4.5 Education of Thai and international senior respondents

Education	Thai		International	
	Frequency	Percentage	Frequency	Percentage
Lower than high school	80	40.0	24	12.0
High school	40	20.0	28	14.0
Vocational/ Higher Vocational/ Diploma	16	8.0	41	20.5
Bachelor's degree	42	21.0	70	35.0
Higher than Bachelor's degree	22	11.0	37	18.5
Total	200	100.0	200	100.0

Source: Survey, 2014.

From Table 4.5, the educational level of the Thai senior respondents varied from lower than high school (40.0%), Bachelor's degree (21.0%), high school (20.0%), higher than a Bachelor's degree (11.0%), and vocational, higher vocational, and diploma (8.0%). The educational levels of international senior respondents were as follows: Bachelor's degree (35.0%), vocational, higher vocational, and diploma (20.5%), higher than a Bachelor's degree (18.5%), high school (14.0%), and lower than high school (12.0%).

Table 4.6 Source of income of Thai and international senior respondents

Source of Income	Thai (%)	International (%)
Pensions	37.5	48.5
Descendants	36.0	22.0
Occupation	35.0	42.0
Rent/ Interest	12.5	24.0
Others	10.0	15.0

Source: Survey, 2014.

Remark: Can be more than 1 answer

From Table 4.6, it is seen that Thai senior respondents derived income from pensions (37.5%), from descendants (36.0%), occupational earnings (35%), and from renting houses or land, and collecting interest on money deposits. Most international senior respondents got income from pensions (48.5%), occupation (42.0%), rent, land for rent, and interest on money deposits (24.0%), and descendants (22.0%).

Table 4.7 Average income per month of Thai senior respondents

Average income per month	Frequency	Percentage
Lower than 10,000 Baht	94	47.0
10,000 – 25,000 Baht	44	22.0
25,001 – 50,000 Baht	26	13.0
50,001 – 75,000 Baht	6	3.0
75,001 – 100,000 Baht	5	2.5
Over 100,000 Baht	2	1.0
No answer	23	11.5
Total	200	100.0

Source: Survey, 2014.

From Table 4.7, most Thai senior tourist respondents had an average income per month lower than 10,000 Baht (47.0%). 22% had an income in the range of 10,000 – 25,000 Baht, and 13.0% had an income between 25,001 – 50,000 Baht.

Table 4.8 Average income per month of international senior respondents

Education	Frequency	Percentage
Lower than USD 500	18	9.0
USD 500 - 1,000	81	40.5
USD 1,000 – 2,000	35	17.5
USD 2,001 – 3,000	6	3.0
USD 3,001 – 4,000	6	3.0
Over USD 4,000	3	1.5
No answer	51	25.5
Total	200	100.0

Source: Survey, 2014.

Remark: USD 1 = 30 Baht

The average income per month of 40.5% of international senior tourist respondents was USD500 – 1,000, whereas 17.5% received USD 1,000-2,000 (27.0%) (Table 4.8).

Table 4.9 Health problems of Thai and international senior respondents

Health	Thai (%)	International (%)
Take their own medicine	54.0	58.5
Easily mobile	63.0	65.5
Have health problem	41.5	53.0

Source: Survey, 2014.

Remark: Can be more than 1 answer

63.0% of Thai senior respondents were easily mobile. Despite existing health problems (41.5%), they could take their own medicine when traveling (54.0%). For international senior tourist respondents, 65.5% were still easily mobile, and though 53.0% had some health problems, 58.5% were able to prepare their own medicine (Table 4.9).

Behavior of tourists

In the same questionnaires, the behavior of Thai and international senior tourists was explored. The results from the respondents are as follows;

Table 4.10 Travel frequency of Thai and international senior respondents

Frequency of travel	Thai		International	
	Frequency	Percentage	Frequency	Percentage
Only once in many years	58	29.0	34	17.0
1-2 times a year	81	40.5	89	44.5
3-4 times a year	38	19.0	44	22.0
5-6 times a year	15	7.5	21	10.5
Almost every month	8	4.0	12	6.0
Total	200	100.0	200	100.0

Source: Survey, 2014.

According to the data shown in Table 4.10, most Thai senior respondents were traveling 1-2 times a year (40.5%) based on the available time of their family. 29.0% were traveling only once in many years, 19.0% traveled 3-4 times a year, and 7.5% traveled 5-6 times a year. Most international senior tourist respondents were traveling 1-2 times a year (44.5%).

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Table 4.11 Preferred tourist attractions by Thai and international senior respondents

Tourists attraction	Thai (%)	International (%)
Nature/ Scenery	28.0	32.5
Traditional/ Cultural Festivals	42.0	38.0
Ancient and Historical Places/ Fine art exhibitions	42.5	41.5
Temples/ Religious places	57.0	48.5
Adventure	5.0	6.0
Community & Lifestyle	32.0	28.0

Source: Survey, 2014.

Remark: Can be more than 1 answer

Table 4.11 shows that 57.0% of Thai senior respondents and 48.5% of international senior respondents favored visiting with temples and religious visits, while 42.5% and 41.5%, respectively enjoyed ancient and historical places and fine art exhibitions. Thai senior tourists also favored traditional and cultural festivals (42.0%), community and lifestyle travel (32.0%), and nature and scenery (28.0%). Of both groups of respondents, only a few were satisfied with adventure tourism (5.0% of Thai senior respondents and 6.0% of international senior respondents).

The results therefore show that most Thai and international senior tourists preferred to focus their visit on tradition, culture, festivals, ancient and historical places and fine art exhibitions, communities and local lifestyle. All of these activities are within the realm of creative tourism that senior tourists can find in the creative city of Chiang Mai.

Table 4.12 Purpose of travelling of Thai and international senior respondents

Purpose of traveling	Thai (%)	International (%)
To stay with children in a different environment	26.0	12.5
To visit old friends in a different environment	30.5	22.5
To relax	59.0	30.0
To recover your health	16.0	30.5
To refresh your mind/ To pray	36.0	10.0
To enjoy nature	40.0	10.0
To learn about cultures/ customs/ lifestyle of other societies	34.0	34.0
To seek new products for a business	3.0	3.0
To try new food/ To buy souvenirs	13.5	8.0

Source: Survey, 2014.

Remark: Can be more than 1 answer

The primary purpose of traveling for Thai senior respondents was to relax (59.0%), followed by to enjoy nature (40.0%), to refresh the mind through prayer or meditation (36.0%), to learn about cultures, customs, and lifestyles of other societies (34.0%), and to visit old friends in a different environment (30.5%). However, the main purpose of traveling for international senior respondents was to learn about cultures, customs, and lifestyles of other societies (34.0%), followed by health recovery (30.5%), and relaxation (30.0%).

In this topic, it is clear that senior tourists would like to learn more about the cultures, customs and lifestyle of other societies. This also shows that these activities are aligned with creative tourism in the creative city of Chiang Mai.

Table 4.13 Travel Period of Thai and international senior respondents

Travel Period	Thai		International	
	Frequency	Percentage	Frequency	Percentage
During the week	48	24.0	48	24.0
Saturday-Sunday	70	35.0	70	25.0
Holidays	68	34.0	68	43.0
Others	14	7.0	14	8.0
Total	200	100.0	200	100.0

Source: Survey, 2014.

Table 4.13 shows that most Thai senior respondents preferred to travel on Saturday – Sunday (35.0%) and holidays (34.0%). Only 24.0% of Thai senior respondents preferred to travel during the week (Monday – Friday). For international senior respondents, the preferred travel period was over holidays (43.0%).

Table 4.14 Length of visit of Thai senior respondents

Length of visit	Thai		International	
	Frequency	Percentage	Frequency	Percentage
Not more than 3 days	106	53.0	3	1.5
4-7 days or 1 week	76	38.0	80	40.0
8-14 days or 2 weeks	14	7.0	75	37.0
15-21 days or 3 weeks	4	2.0	43	21.5
Total	200	100.0	200	100.0

Source: Survey, 2014.

In table 4.14 it is clear that most Thai senior tourists (53.0%) travel not more than 3 days, while 38.0% were traveling 4-7 days (or 1 week). Most international senior tourists were visiting 4-7 days or approximately 1 week (40.0%), or between 8-14 days or 2 weeks (37.0%).

Table 4.15 Who Thai and international senior respondents travel with

Travel with	Thai (%)	International (%)
Alone	5.5	19.5
Spouse	20.0	41.0
Descendant/ Children/ Family/ Relatives	66.0	5.0
Friends	35.5	15.0
Travel Agencies/ Tour Groups	42.0	28.5

Source: Survey, 2014.

Remark: Can be more than 1 answer

Table 4.15 shows that 66.0% of Thai senior travelers were traveling with descendants (their children, family, or relatives), while 42.0% were traveling with travel agencies and tour groups, 35.5% were traveling with friends, 20.0% were traveling with their spouse, and only 5.0% were traveling alone. While 41.0% of international senior respondents traveled with their spouse, 28.5% traveled with travel agencies and group tours, and 19.5% were traveling alone.

Table 4.16 Person responsible for planning the trip for Thai and international senior tourist respondents

Person responsible for planning the trip	Thai		International	
	Frequency	Percentage	Frequency	Percentage
Self	24	12.0	82	41.0
Spouse	12	6.0	47	23.5
Descendant/ Children/ Family/Relatives	86	43.0	12	6.0
Friends	34	17.0	27	13.5
Travel agencies/ Tour group	44	22.0	32	16.0
Total	200	100.0	200	100.0

Source: Survey, 2014.

In the case of the Thai senior respondents in table 4.16, most often their descendants were responsible for planning the trip (43.0%), though some of them were confident using travel agencies or tour groups for trip planning (22.0%). However, the findings were different amongst international senior tourists, as 41.0% planned the trip by themselves, and 23.5% had their trip planned by their spouse.

Table 4.17 Preference regarding trip itinerary scheduling

Trip Schedule	Thai		International	
	Frequency	Percentage	Frequency	Percentage
Prefer to visit all attraction as scheduled	79	39.5	67	33.5
Prefer to visit wherever, whenever they want to	109	54.5	117	58.5
Mix together	12	6.0	16	8.0
Total	200	100.0	200	100.0

Source: Survey, 2014.

From table 4.17 it can be seen that 54.5% of Thai senior respondents and 58.5% of international senior respondents preferred to manage their own itinerary and visit locations whenever they wanted due to their health. However, 39.5% of Thai and 33.5% of international senior tourist respondents preferred to visit all attractions as scheduled.

Table 4.18 Thai and international senior tourist information source

Tourist information source	Percentage of Thai	Percentage International
Relatives/ Friends/ Acquaintances	71.5	14.5
Radio/ Television	45.0	23.5
Brochures/ Flyers/ Posters	16.5	27.0
Magazine/ Guide book	24.0	10.0
Tourism Information Centers	19.0	5.5
Travel Agencies	21.0	4.0
Internet	11.0	21.5

Source: Survey, 2014.

Remark: Can be more than 1 answer

According to the data shown in Table 4.18, 71.5% of Thai senior tourist respondents sourced information from relatives, friends, and acquaintances, while 45.0% received information from radio and television, 24.0% from magazine and guidebooks, and 11.0% from the Internet. However, for international senior respondents, 27.0% relied on information from brochures, flyers, and posters, while 23.5% received information from radio and television, and 21.5% from the Internet. The presence of the Internet or social network as an information source is emerging in senior lifestyles (Table 4.18).

Table 4.19 Thai and international senior respondent use of transportation during travel

Transportation	Thai		International	
	Frequency	Percentage	Frequency	Percentage
Private car	117	58.5	29	14.5
Van	76	38.0	100	50.0
Bus	43	21.5	61	30.5
Taxi	6	3.0	10	5.0
Total	200	100.0	200	100.0

Source: Survey, 2014.

The mode of transportation employed by most Thai senior tourist respondents while travelling was private car (58.5%), van (38.0%), and bus (21.5%). In contrast, 50.0% of international senior respondents used a van while they were traveling, 30.5% used the bus, and 14.5% used a private car.

Comparison of results of Thai and international senior tourist respondents

Figures highlighting the comparison of results from the questionnaires given to Thai senior tourists and international senior tourists to Thailand are as follows:

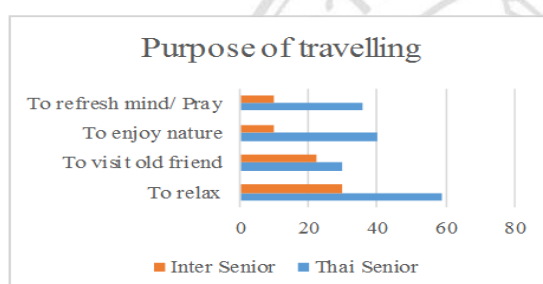


Figure 4.1 Purpose of Travelling for Thai and International Senior Respondents

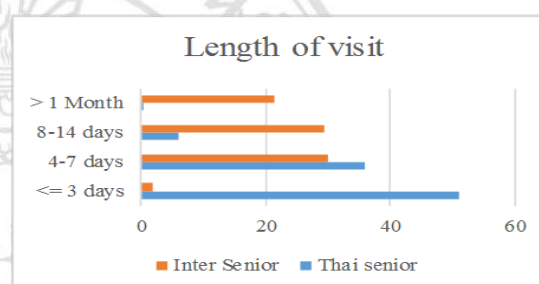


Figure 4.2 Length of Visit of Thai and International Senior Respondents

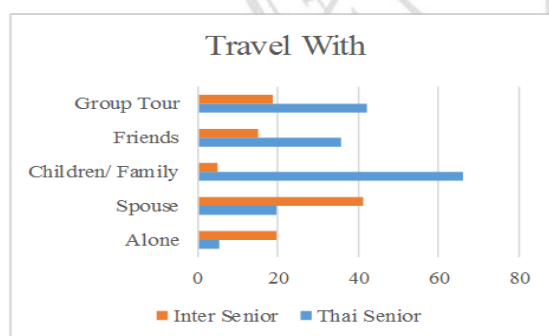


Figure 4.3 Who Thai and International Senior Respondents Travel With

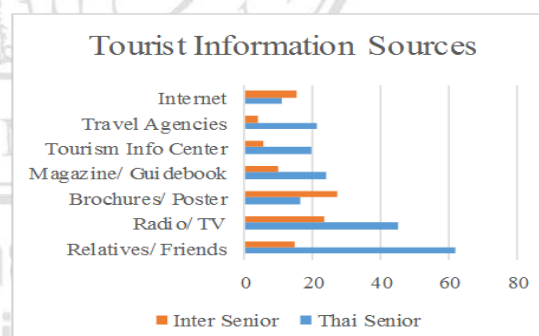


Figure 4.4 Tourist Information Sources of Thai and International Senior Respondents

The top three purposes of travelling for Thai senior tourist respondents included relaxation (59.0%), enjoying nature (40.5%), and to refresh their minds by meditation and prayer (36.0%). These results contrasted somewhat with the main purposes of travel for international senior tourists, which were relaxation (30.0%),

visiting old friends in a different environment (22.5%), and learning about the culture, customs, and lifestyle of another society (15.5%) (Figure 4.1).

Regarding the typical length of travel, Thai senior travelers generally spend about three days visiting (51.0%), while international senior tourists tend to travel around one or two weeks (29.0%) (Figure 4.2). Thai senior tourists mainly travel with family, children or relatives (66.0%), while international senior tourists often travel with their spouse (41.0%) (Figure 4.3).

To learn more about their destinations, Thai senior tourist respondents acquired tourism information from relatives, friends, and acquaintances (71.5%), while international senior travelers sought out information from brochures and posters (27.5%), and radio or television (23.5%) (Figure 4.4).

- Transportation during travel

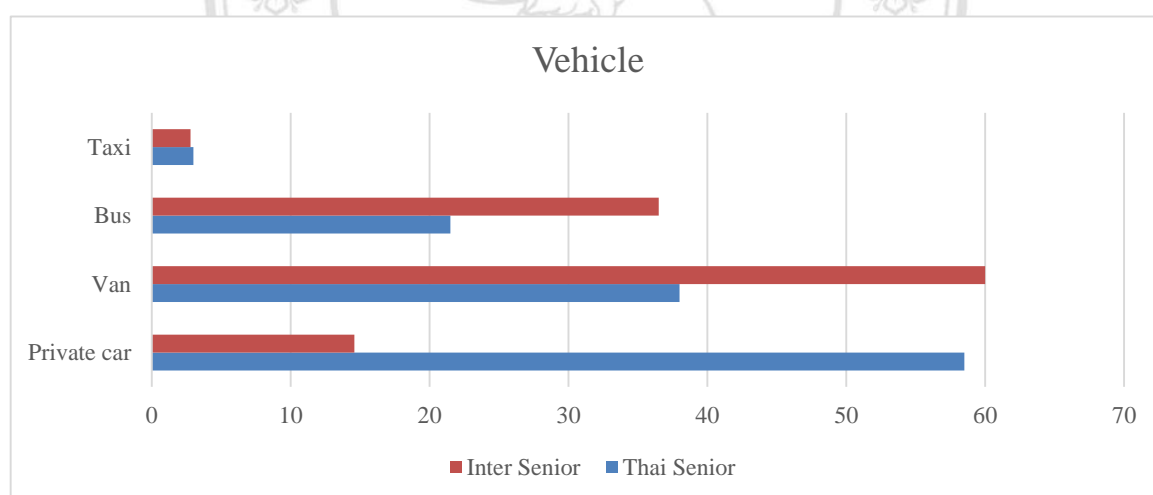


Figure 4.5 Vehicles used by Thai and International Senior Respondents during travel

In regards to chosen modes of transportation, the results found that Thai senior tourist respondents often selected private cars (58.5%) and vans (39.0%). International senior tourist respondents tended to travel around using vans (59.5%) and buses (36.5%) (Figure 4.5). Both Thai and international senior travelers prefer special facilities in accommodations

such as safety belts in cars, additional steps to help in boarding a bus, and sun shades and umbrellas to provide relief from the hot weather.

- Accommodations

Both Thai senior tourist and international senior tourist respondents needed convenient lavatory facilities, especially a non-slip surface with grab bars. They preferred separate beds when sharing a room, even with their spouse, as this can help alleviate sleeping problems. Respondents also reported a need for a comfortable bed and bedding, and a preference for a large room with shelves or tables. A minibar and small electric kettle are also necessary room items according to senior tourist respondents (Figure 4.6).

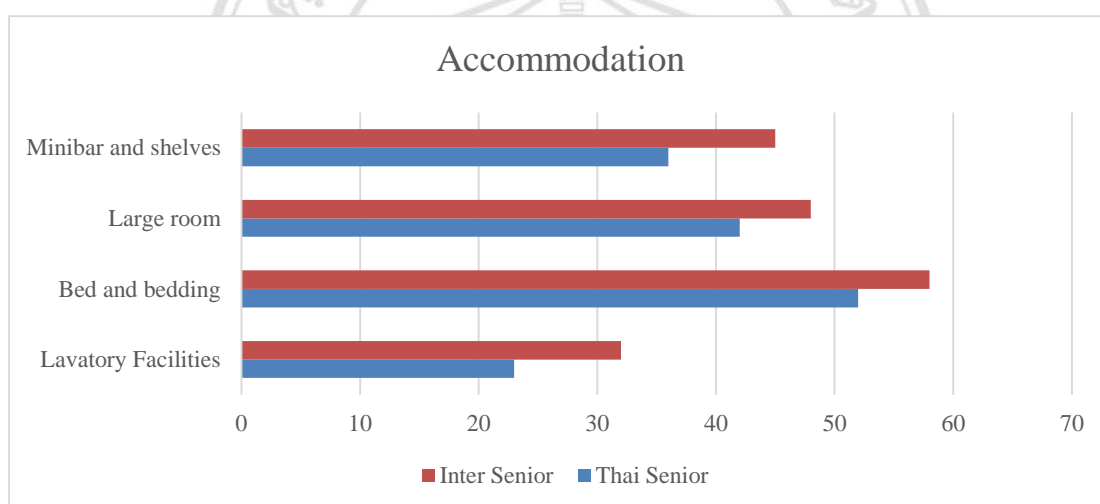


Figure 4.6 Accommodation need for Thai and International Senior Tourist Respondents

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- Tour Arrangement

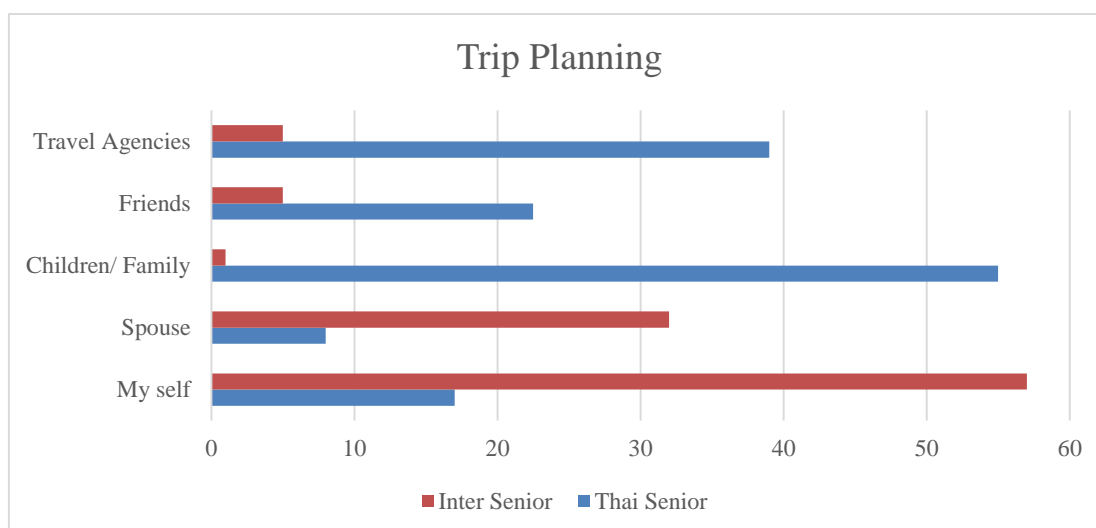


Figure 4.7 Person Responsible for Planning the Trip for Thai and International Senior Tourist Respondents

For tour arrangement (Figure 4.7), it was often other known individuals such as children, family, relatives, and friends, or travel agencies who arranged the trip for Thai senior tourists. In contrast, international senior tourists or their spouses arranged the trip independently. Senior tourists preferred to tour on a flexible schedule, taking time for rest and relaxation, and spending more time in each destination so they can absorb the atmosphere and enjoy other activities there. A special guide who is well informed and adept at explanation is necessary for senior tourists.

- Health/ Wellness

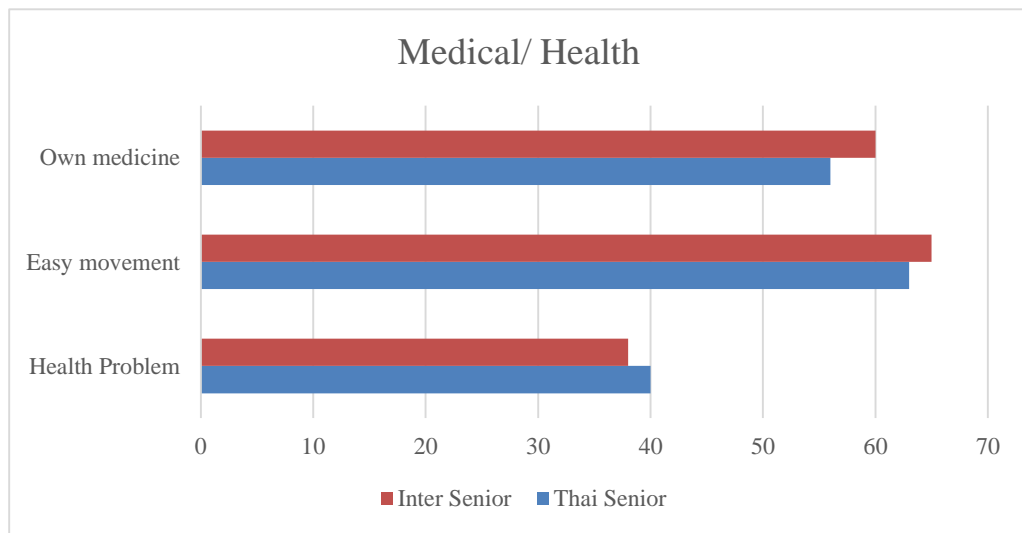


Figure 4.8 Health of Thai and International Senior Tourist Respondents

About 40% of Thai and international senior tourist respondents suffered from health problems such as high blood pressure or heart disease, and approximately 60% reported bringing their own medicine while traveling. However, more than 60% of Thai and international senior tourist respondents also reported that they are easily mobile (Figure 4.8). Senior tourists expected that tour providers would help to take care of them while traveling such as by reminding them to take prescription medicines before and after meals. Some international senior tourists reported that they were aware of health and wellness tourism in Thailand, and planned to seek out those services on their travels.

4.2.2 Knowledge audit of senior tourists' needs and behaviors

The results found that the main purposes of travelling for senior tourist respondents included relaxation, enjoying nature, refreshing their minds by meditation and prayer, visiting old friends in a different environment, and learning about the culture, customs, and lifestyle of local people in the tourist attractions where they traveled.

In regards to chosen modes of transportation, the results found that Thai senior tourist respondents often selected private cars and vans. International senior tourist respondents tended to travel around using commercial vans and buses. Both Thai and international senior travelers preferred special accommodations such as safety belts in cars, additional steps to help in boarding a bus, and sun shades and umbrellas to provide relief from the hot weather.

Both Thai senior tourist and international senior tourist respondents needed convenient lavatory facilities, especially those with a non-slip surface with grab bars. They preferred separate beds when sharing a room, even with their spouse, as this can help alleviate sleeping problems. Respondents also reported a need for a comfortable bed and bedding, and a preference for a large room with shelves or tables. A minibar and small electric kettle are also necessary room items according to senior tourist respondents.

Thai and international senior tourist respondents often reported suffering from health problems such as high blood pressure or heart disease, and approximately 60% reported bringing their own medicine while traveling. However, Thai and international senior tourist respondents also reported that they are easily mobile. Senior tourists expected that tour providers will help to take care of them while traveling, such as reminding them to take medicine before and after meals. Some international senior tourists reported that they knew about health and wellness tourism in Thailand, and planned to seek out those services on their travels.

4.3 Step 3: Capture potential and gap of tourism enterprise cluster

The results from capturing both the potential and gap of tourism enterprises in Chiang Mai involve analysis of accommodations, restaurants, tourist destinations, and transportation. The results show that these various enterprises have good potential for the tourism industry as a whole, but they have little specific knowledge of how to serve the needs of senior tourists.

1) Transportation

Transportation options in Chiang Mai are highly varied, and tourists can choose to travel by van, mini-bus, bus, taxi, or private car. However, not all vehicles possess appropriate modifications for senior tourists. Most cars only have seatbelts for the driver and front passenger. Few vans are equipped with hydraulic systems for seniors and handicapped tourists. In addition, the drivers are polite but they cannot communicate in foreign language.

2) Accommodations

There are a variety of accommodations in Chiang Mai, with a quality range of 1-6 stars and a total of more than 44,000 rooms. The size of rooms in Chiang Mai is generally large, with comfortable beds and bedding provided depending on the star-level. Some resorts and hotels in Chiang Mai reported that they have modified their facilities to serve seniors by renovating rooms, lavatories, pathways, and other facilities to support senior tourists.

3) Tour Arrangement

In similar findings to those above, tour arrangement enterprises do not have specific programming for senior tourists. Most of the tours are arranged around cultural sites or ecotourism principles and are geared towards a general tourist population. Some in the sample cases reported that they had an interest in senior-specific tour arrangements, but were unsure as to what that would entail.

4) Health and Wellness

Chiang Mai is currently positioned to become well known as a “wellness city,” with many good quality hospitals and clinics drawing Thai and international patients alike, as well as an abundance of traditional and affordable spa and massage services. However, these too do not generally cater specifically to the senior tourist population.

Gap Analysis

The results in Figure 4.9 showed that there are gaps between the needs of Thai and international senior tourists and the services provided by tourism enterprises

in Thailand. The gaps identified between the supply and demand sides were separated into four categories: transportation, accommodations, tour arrangement, and health and wellness.

Regarding transportation, it was found that many enterprises have a limited number of seat belts in their vehicles, though some do provide hydraulic systems to accommodate senior and handicapped passengers. Special stairs are needed for senior tourists boarding high vans or buses, and enterprises should prepare sun shades for protection from the hot weather in Thailand. Additionally, it would be useful for drivers for international senior tourists to have additional basic language training in commonly spoken languages, such as English and Chinese.

For accommodations, the hotel and resort sectors are often able to provide large rooms with comfortable beds and bedding in accordance with the requirements of senior tourists. However, enterprises in this sector should further develop their lavatories, such as by installing non-slip surfaces and grab bars.

In regards to tour arrangement, senior tourists generally preferred to arrange the trip by themselves or with the help of family and friends because they can pace activities to their needs and arrange adequate time to rest. Senior tourists prefer cultural and natural attractions to adventure activities. Therefore, the tour agencies should adjust trip itineraries in accordance with the needs of the senior customer to attract more business from this growing sector.

Regarding health and wellness, Chiang Mai city is currently positioned as a health and wellness city, with many quality hospitals and clinics equipped to serve the needs of senior tourists. There are also many spas and massage shops around Chiang Mai that provide service using traditional methods and can help ease the aches and pains of senior tourists. Therefore, specific marketing materials for senior tourists promoting such services would be useful.

Tourism enterprises interviewed in this study lacked knowledge of how to attract and serve senior tourists. Thailand currently lacks a coordinated policy for further developing the senior tourism market, and may be underutilizing its potential as a

senior tourism destination. A common methodology and toolset derived from an established body of knowledge regarding tourism is generally employed to solve issues in tourism. The tourism enterprise should learn more how to provide services for senior tourists. This learning could occur through a training course, or a seminar. The understanding of senior tourist behaviors and needs resulting from this study comprise the database necessary for further study about senior tourism in Thailand.

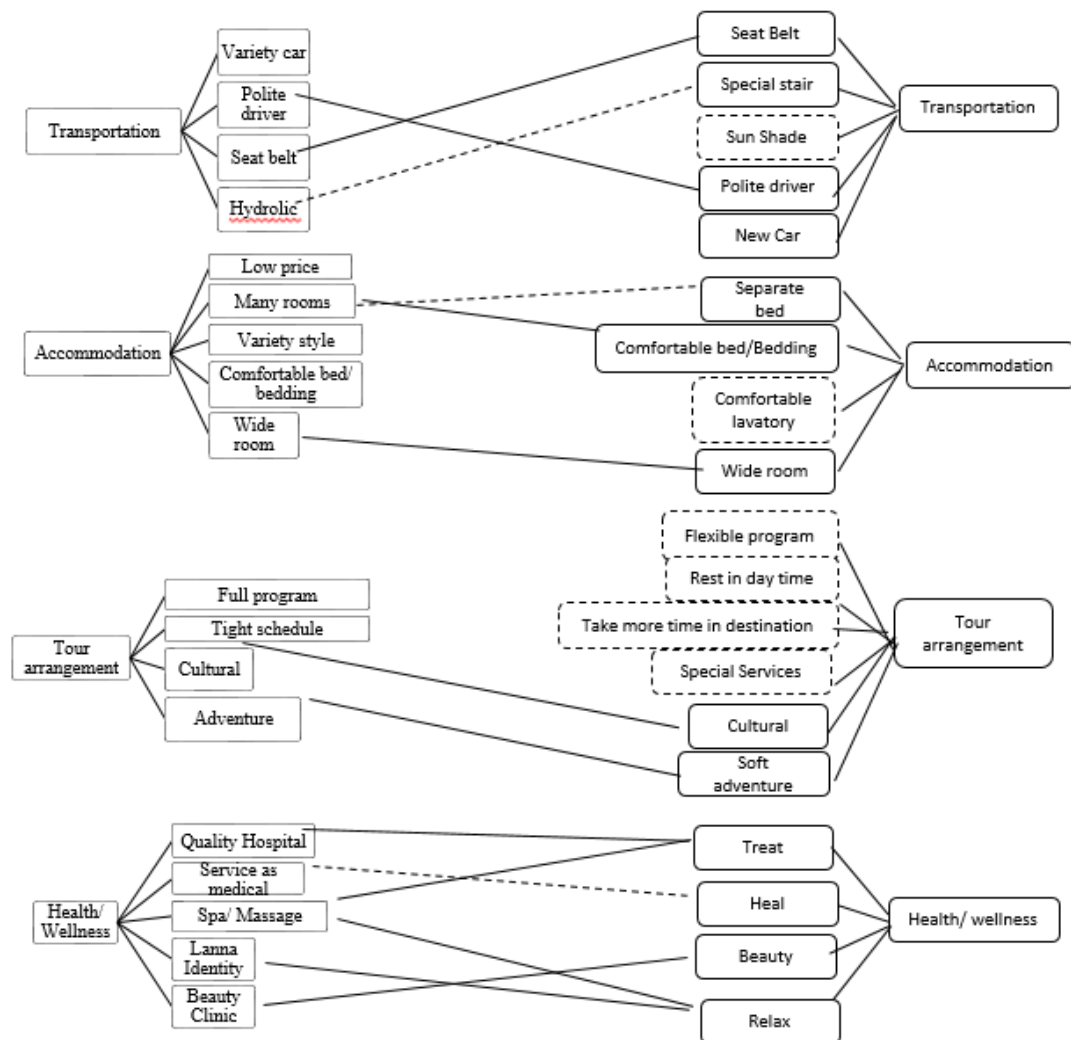


Figure 4.9 Gap between tourism enterprise services and senior tourist needs

4.4 Step 4 Evaluate tourist destinations that are appropriate for senior tourism in the upper north of Thailand

4.4.1 Literature Review

Chiang Mai is a uniquely attractive area with aesthetically pleasing geography, a cool climate, diverse cultures and ethnic groups, and more than 700 years of rich history. These features attract both Thai and international tourists for repeated visits to this northern province. Many tourist sites in Chiang Mai are also of interest to senior tourists, particularly those that are located in urban areas where the airport and train station are located, and are easily accessed by vehicle.

This research selected 50 famous tourist attractions as having the potential to draw senior tourists from a total of 168 attractions in Chiang Mai from the research on Slow Tourism Attractions Development in Upper Northern for Elderly Tourists (Sangkakorn et al., 2012). Attractions were chosen by considering four key elements; accessibility, amenities, value and facilities in the neighboring area. The physical abilities, limitations and health problems of the seniors were also considered in the study. Additionally the indicators and guideline for evaluation were determined.

Table 4.20 Fifty potential senior tourist destinations in Chiang Mai










Rank	Destination	Type of Destination	Potential Score (%)
1	Wat Pa Darapirom		80.33
2	Wat Kate Community		80.09
3	Wiang Kum Kam		79.43
4	Suthep Temple		76.77
5	Suan Dok Temple		75.23
6	Chiang Mai Art and Cultural Museum		75.06
7	Darapirom Palace Museum		74.90
8	U-mong Temple		73.90
9	Pra Thad Sri Jom Thong Temple		73.12

Table 4.20 50 potential senior tourist destinations in Chiang Mai (Continued)
























Rank	Destination	Type of Destination	Potential Score (%)
10	National Museum Chiang Mai		72.95
11	Phra Sing Temple		72.58
12	Chai Mongkol Temple		72.43
13	Chedi Luang Temple		71.92
14	Sam Kampaeng Hot Spring		71.89
15	Botanic Garden		71.85
16	Lok Mo Lee Temple		71.53
17	Bo Sang		71.41
18	Mae Sa Waterfall		71.09
19	Wualai Community		70.65
20	Chiang Mai Zoo		70.12
21	Phu Ping Palace		70.10
22	Intanon National Park		69.80
23	Chiang Man Temple		69.59
24	Sri Suphan Temple		69.50
25	Royal Flora Ratchaphruek garden		68.65
26	Jed Yod Temple		68.63
27	Ton Kwen Temple		68.28
28	Mae Kampong Village		68.01
29	Night Safari		67.58
30	Huay Teng Tao		67.33
31	Loy Kroa Temple		65.85
32	Ban Tawai Community		65.79
33	Hmong Village, Doi Pui		64.86
34	Muang Kung Village		64.52
35	Tribal Museum		63.61
36	Viang Ta Kan Historical Site		61.46
37	Ang Kang National Park		50.71
38	Chiang Dao Cave Temple		50.04

Table 4.20 50 potential senior tourist destinations in Chiang Mai (Continued)

Rank	Destination	Type of Destination	Potential Score (%)
39	Fa Hom Pok National Park		49.86
40	Praputabart Si Roy Temple		49.43
41	Oob Luang National Park		49.29
42	Taton Temple		48.92
43	Royal Factory 1 (Fang) Museum		48.36
44	Phra Naraesuang Pagoda		48.08
45	Mae Taman Elephant Camp		46.96
46	Mae Ngued Dam		46.03
47	Pong Dead Hot Spring		44.57
48	Petro Development Center		43.59
49	Oob Khan National Park		42.68
50	Orange Garden		40.94

Source: Developed from Sangkakorn et al, 2012.

4.4.2 Knowledge Map

From the results, 50 tourist attractions in Chiang Mai were identified that matched senior tourism needs from Table 4.19. Following this process, tourism enterprises, including tour operators and guides, were consulted and asked to select popular tourist attractions for senior tourists from this list. 13 tourist attractions were selected, including six temples (Phra Sing Temple, Suan Dok Temple, Doi Suthep Temple, Che Di Luang Temple, Umong Temple, and Phra Thad Sri Jom Thong Temple), two museums (Chiang Mai City Arts and Culture Center and Darapirom Museum), two man-made attractions (Night Safari and Royal Flora Ratchaphruek garden), Wieng Kum Kam Historical Site, San Kam Phaeng Hot Springs, and Wat Ket Community. These 50 sites were then broken into four types of tourist destinations; religious sites, natural sites, historical sites, and community sites. These four destinations were subsequently further analyzed within the context of

six domains, namely destination management, information, products, transportation, industry, and support for tourism, as seen in Figure 4.10.

Destination Management	Fundamental Amenities R N H C		Image Management N C		Amenities Management R N H C
Information	Promotion N C		Tourist/ Visitor Center R N H C		Language/ Translations facilities R N C
Products	Product Development N H C	Things to see N C	Festival and Events R N H C	Performance Facilities N C	Value of Destination R
Transportation	Public Transportation R N H C	Connect others Destinations N H C	Traffic Jam R	Road Sign R N H C	
Industry	Training N C		Local Guides H		Local Government H
Support for Tourism	Accommodation R N H C			Restaurant R N H C	

Remark : R = Religious Site
N = Natural Site
H = Historical Site
C = Community Site

Figure 4.10 Knowledge map of four destinations

An explanation of the information resulting from the knowledge mapping of the four tourist destinations is as follows:

- Religious sites

The religious sites in this study refer to the 17 temples identified in Chiang Mai that senior tourists prefer to visit. The knowledge mapping within the domain of destination management at religious sites focuses on the need for fundamental amenities and the management of such amenities, including parking lots, roads, footpaths, restrooms, guideposts, media signs, expressive signs, rest areas, tap water, waste management, drainage, and lighting. Within the domain of information, knowledge is needed regarding tourist centers and local guides. Additional knowledge is required to

develop products by adding value of these destinations, especially the history of the religious site, and by promotion of religious festivals and events. In terms of transportation, knowledge is needed regarding traffic management, road signs, and public transportation. Accommodations and restaurants near the religious sites also require knowledge to support tourism.

- Natural Sites

The 16 natural sites in this study include natural parks, waterfalls, and hot springs. The knowledge map revealed that the needs for natural sites are quite different from the religious sites. Though the need for fundamental amenities and amenities management is the same as for religious sites, natural sites also require knowledge regarding image management. In regards to information, natural sites need knowledge about promotion, language guides and translation facilities, and tourist information centers. The knowledge map also revealed that needs for knowledge regarding products includes tourism product development, things to see and experience, festivals and events, and performance facilities. Transportation knowledge needs include knowledge about modes of public transportation to transfer tourists to natural attractions and connect with other destinations, and road signs. Training tourism staff is important to knowledge of industry. Additionally, natural sites require accommodations and restaurants to support natural tourism (Figure 4.10)

- Historical Sites

There are eight historical sites in Chiang Mai with the potential of attracting senior tourists, including archaeological sites (Wieng Kum Kam) and museums. The knowledge map of the historical sites is quite similar with that of the religious sites, except for the knowledge of industry. For the historical sites, this domain requires a local guide who can provide information about their community history, and the local government can

also provide support in many aspects such as the infrastructure, the marketing and the public relations. (Figure 4.10)

- **Community Sites**

The knowledge map of the community sites' destination management is similar to the three other sites. Community sites also need a tourist information center. Regarding products, knowledge is needed regarding tourism product development, things to see and experience, festivals and events, and performance facilities. Transportation needs include public transportation to transfer tourists to community sites and connect with other destinations, and appropriate road signage. Related to industry, training tourism staff in community sites is important. Like the other three sites, community sites also require accommodations and restaurants to support community tourism (Figure 4.10).

4.4.3 5 A Guideline Criteria

After analyzing senior tourist needs and behaviors and performing the knowledge audit, an evaluation was conducted in accordance with the 5 A guideline criteria. Specific factors within the 5 A guideline criteria are as follows:

A1: Accessibility - Distance, Road Surface, Route, and Traffic Sign

A2: Amenities - Parking, Information Center, Sign, Seat, Toilet, First Aid Room, Shop, Souvenir, Food /Restaurant, Free Wi-Fi, Lighting, and Waste disposal.

A3: Advisory - Tourism staff, Security, and Local Guide.

A4: Atmosphere - Scenario, View, Nature, Traditional, Lifestyle, History, Story to tell.

A5: Activities – Arrangement of activities for seniors, learning about local traditions and lifestyles, Learning about health and wellness, and Learning about history.

Table 4.21 5 A Senior Tourism Guideline

Accessibilities	Amenities	Advisory	Atmosphere	Activities
<ul style="list-style-type: none"> • Distance • Road Surface • Route • Traffic Sign 	<ul style="list-style-type: none"> • Parking • Information Center • Pathway • Sign • Seat • Toilet • First Aid Room • Shop, Souvenir, Food restaurant • Free Wifi • Lighting • Waste 	<ul style="list-style-type: none"> • Tourism staff • Security • Local Guide 	<ul style="list-style-type: none"> • Scenario, View, Nature • Tradition, Lifestyle • History, Story to tell 	<ul style="list-style-type: none"> • Arrangement of activities for seniors • Learning about local traditions and lifestyles • Learning about health and wellness • Learning about history

After collecting information on 50 tourist destinations in Chiang Mai, a group of experts were asked to select 13 tourist destinations from this list that they felt were appropriate for senior tourists, using evaluation with the 5 A Guideline; Accessibility, Amenities, Advisory, Atmosphere, Activities. The destinations were then scored with a percentage. The results found that the Night Safari ranked first, with high scores in all factors at 85.4%. The second was the Royal Flora Ratchaphruek Gardens (78.6%), and third; the Phra Sing temple and Doi Suthep Temple (both 77.5%). In fourth place was the Chiang Mai City Arts and Culture Center with 77.3%. In fifth place was Wat Ket community (77.1%), as shown in Table 4.22.

Table 4.22 Top 5 Senior tourists destination guidelines in Chiang Mai

Destination	Rank	Percentage					
		A1	A2	A3	A4	A5	Average
Night Safari	1	95.0	87.0	100.0	80.0	65.0	85.4
Royal Flora Ratchaphruek	2	92.5	79.0	86.6	80.0	55.0	78.6
Phra Sing Temple	3	96.3	76.0	60.0	80.0	75.0	77.5
Doi Suthep Temple	3	85.0	81.0	63.3	77.5	80.0	77.5
Chiang Mai City Arts and Culture Center	4	86.3	82.0	63.3	72.5	82.5	77.3
Wat Ket Community	5	86.3	81.0	63.3	72.5	82.5	77.1

Source: From survey, 2014

4.5 Step 5 Creative class analyses

Set Agenda

Following the sample selection, the semi-structured format for the in-depth interview was divided into four sections following the local integration ontology model. The open-ended questions were coded as follows:

- Means and Work: inquiring about
 - MW1-Job,
 - MW2-Housing,
 - MW3-Training, and
 - MW4-Health, which relates to Lan Na,
- Social Connections: inquiring about
 - SC1-Social Bridge,
 - SC2-Social Bonds, and
 - SC3-Social Link,
- Facilities: inquiring about
 - FA1- Language and Cultural Knowledge
 - FA2- Safety and Stability,

- Foundations: inquiring about
FD1- Rights and Citizenship

Knowledge Elicitation

The researcher made individual interview appointments and informed the creative class sample cases about the agenda prior to the actual interview. During the in-depth interview, the researcher compiled data about their background and was guided by the agenda in conducting the inquiry. The result of the in-depth interview found that each migrant sample case had different backgrounds relating to means and work, social connection, facilities, and foundation. However, the sample all shared a similar purpose, which was to continue to live in Chiang Mai due to their connection to, interest in, and love of Lan Na Society.

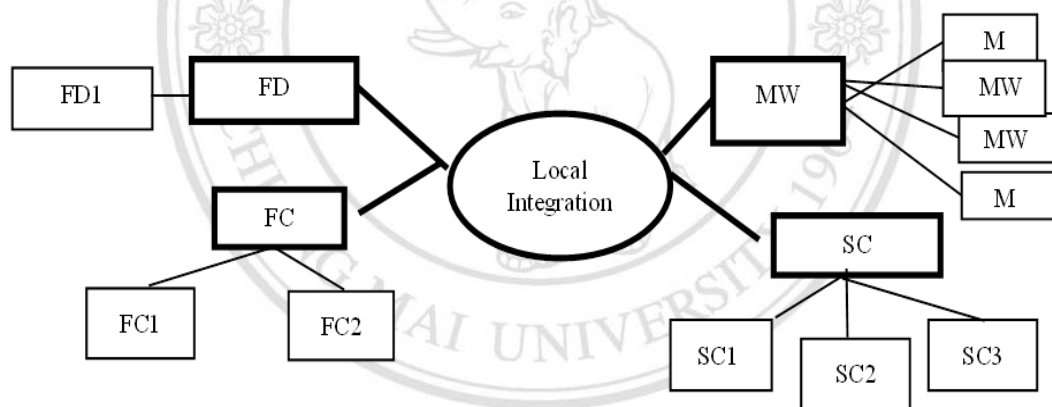


Figure 4.11 Concept map of Local Integration Knowledge Model

Annotation Ontology (AO)

After transcribing the information from the migrant sample cases with the concept map, Annotation Ontology (AO) was used for dividing the domains. The content of each domain was defined and further detailed making use of the relevant keywords from the local integration model, and is described below.

Means & Work

From analyzing data using Table 4.23 it was clear that most migrants in the sample worked as lecturers in the university, in some cases teaching Lan Na history. Some educators also worked as researchers, and studied Lan Na related issues. Innovators worked in professions requiring creative ideas, such as an architect, designer, and editor. They worked with government organizations such as universities (GO), non-government organizations like civil society groups or a Lan Na school of traditional wisdom (NGO), or in a self- or company-owned business (B).

Within the housing domain, sample cases were asked about their accommodation and chosen physical location (LOC), and the results revealed that some of the creative class migrated to Chiang Mai due to a love of the culture, traditions, nature, lifestyle, and local people. Others in the creative class migrated for family reasons (RES), for example, marriage. Most of them were located in Chiang Mai city and in the nearby vicinity where they could engage in creative ideas and participate in local activities (ACT) in a community around their home.

Table 4.23 Annotation Ontology of Migrants in Means & Work

MW (Means & Work)			
MW-1 (Job)	MW-2 (Housing)	MW-3 (Training)	MW-4 (Health)
Lecturer (Government Organization - GO)	City (Location - LOC)	University (Learn- LERN)	Eat local food (Food & Drink- F&D)
Architect (Business - B)	Urban (LOC)	Join in seminar, meeting (Seminar- SEM)	Local drink (F&D)
Researcher (GO/ Non-government organization NGO)	Participate with community (Activities-ACT)	Learning by Doing (LERN)	Take care of themselves (Holistic-HOL)
Columnist (B)	Love (Reason-RES)	Talk with experts (Interview-INT)	Retreat (Wellness- WN)
Civil (NGO)	Family (RES)	Join and look to experts (Observe- OBS)	Herb/ herb product (WN)
Editor (B)			Fon Cheng (Exercise-EXE)

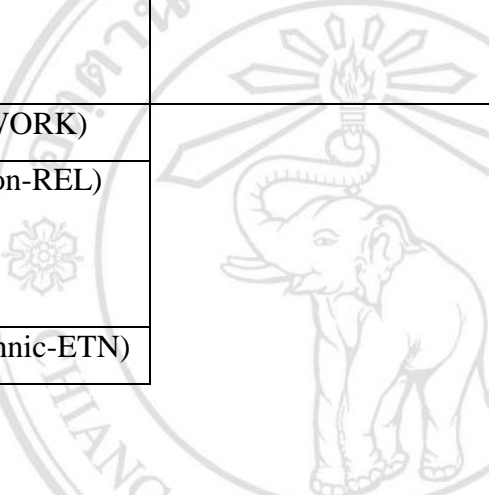
In the training domain, it was found that creative class sample cases were successful in learning (LERN) about Lan Na through experiential learning opportunities, talking (INT) with Lan Na experts to benefit from local wisdom, or studying Lan Na at university. They also made connections with local people and observed Lan Na customs and traditions in practice (OBS). All of them participated in seminars and meetings about Lan Na (SEM), such as the Lan Na lifestyle or Lan Na language.

Within the health domain, it was found that migrant sample cases were able to adapt their lifestyles to the Lan Na environment (HOL). They used Lan Na holistic wisdom

for wellness and in retreats, such as Lan Na massage, Lan Na exercise (EXE), and Lan Na herb products. They consumed and enjoyed local food and drink (F&D).

Social Connections

Table 4.24 Annotation Ontology of Migrants in Social Connection

SC (Social Connection)		
SC-1 Social Bridge	SC-2 Social Bonds	SC-3 Social Link
University (Work-WORK)	Married (Family-FAM)	City Hall (Local Government Organization-LGO)
Own Business (WORK)		University/ School (LGO)
Buddhist (Religion-REL)		Organization (Local Non-Government Organization - LNGO)
Local People (Ethnic-ETN)		Association (Civil-CIV)
		Club (CIV)

The study in social connections (Table 4.24) found that the migration of educators is related with work in the university (WORK), which was also a social bridge for new migrants. In other cases, the main migration purpose was due to a social bond such as marriage (FAM) with local people and a subsequent move to Chiang Mai. All of the sample creative class members were Buddhist (REL), which is also the predominant religion of Lan Na, and following their migration to Chiang Mai it was easy for them to join Buddhist activities in their community. They could join with local people (ETN) in various ways. In relation to social links, it was found that all sample cases engaged for work with Chiang Mai City Hall, university, and school (LGO) in Chiang Mai. They also participated in many organizations (LNGO), associations and clubs (CIV), holding roles such as president, consultant, committee member, and member of these groups.

- *Facilities*

Table 4.25 Annotation Ontology of Migrants in Facilities

FC (Facilities)	
FC1- Language and cultural knowledge	FC2- Safety and Stability
Speaking, Listening, Reading, Writing (Language-LAN)	Safety in Lan Na (Safety-SAFE)
Dressing in Lan Na (Dress)	
Collecting textiles (Dress)	
Activities (ACT)	
Source of culture (Knowledge Management-KM)	

The results from the facilities domain detailed in Table 4.25 found that the language and cultural knowledge reported by the sample includes information that is useful for daily life, such as understanding and practicing spoken and written Lan Na language, which is still used regularly in Chiang Mai (LAN). The sample lived a Lan Na influenced lifestyle, learned about Lan Na culture from local people and trainings, and also dressed (DRESS) in the Lan Na style, in some cases even collecting (DRESS) Lan Na textiles. There are many cultural activities that the creative class sample cases can partake in with the community (KM), such as celebrating a new home. For safety and stability (SAFE), community safety is a common concern amongst migrants in a new area. However, all of the migrant sample cases reported feeling safe and secure in Chiang Mai because of the city's strong infrastructure and low rates of violent crime.

- *Foundation*

Table 4.26 Annotation Ontology of Migrants in Foundations

FD (Foundations)
FD1 (Rights and citizenship)
Proud to be Lan Na (Proud-PROUD)
Election in Chiang Mai (Election-ELEC)
Feel dissimilar with speaking language (PROUD)

The study of the foundations domain in Table 4.26 found that the migrant creative class sample cases are proud (PROUD) to be Lan Na people. They often present as Lan Na people despite their migrant status, and at times feel offended if someone tells them that their Lan Na accent is incorrect. In terms of political integration, most of the sample are registered (ELEC) in Chiang Mai and vote there, and did not report any problems with rights and citizenship.

4.6 Step 6 Creative Problem Solving

In this step, information was analyzed following a creative problem solving process, which included fact finding, problem finding, idea finding, solution finding, and acceptance finding.

Fact Finding

The results of this step came from the seminar “Create Lan Na to Lan Na Creative” and were analyzed using the Lan Na local integration metric.

For the seminar, 30 delegates were invited from the three aspects of knowledge based society; innovator, educator, and researcher. Participants from the seminar were innovators (20%), educators (22%), researchers (23%), and others such as staff of the tourism sector (35%) (Figure 4.12).

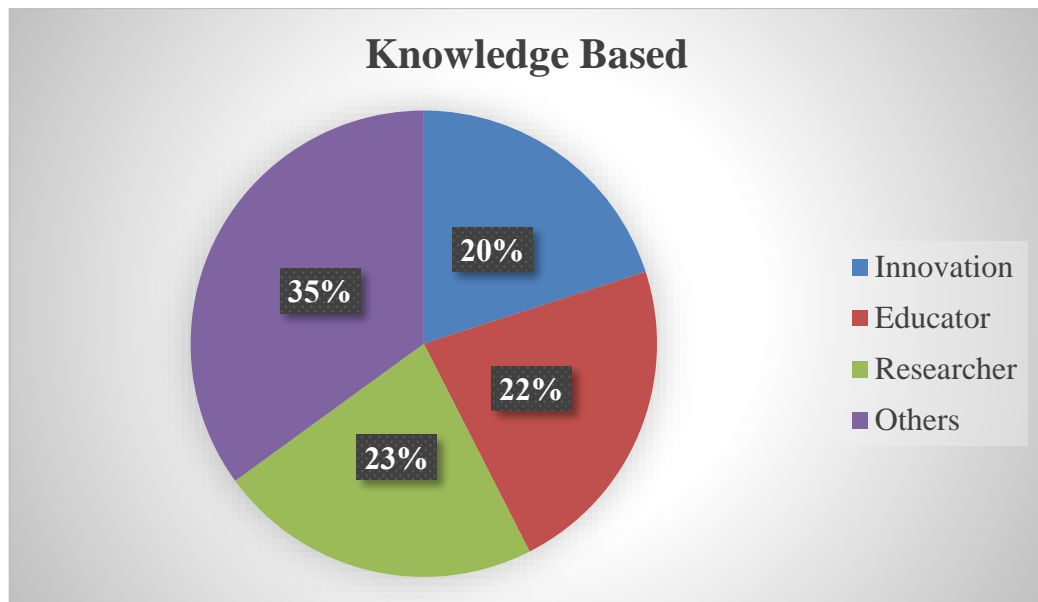


Figure 4.12 Knowledge based society in seminar

Participants worked in various careers; 17% worked in wellness, 25% in tourism, 8% in architecture, 5% in information and technology, 10% in community, and 35% worked in other sectors such as government (Figure 4.13).

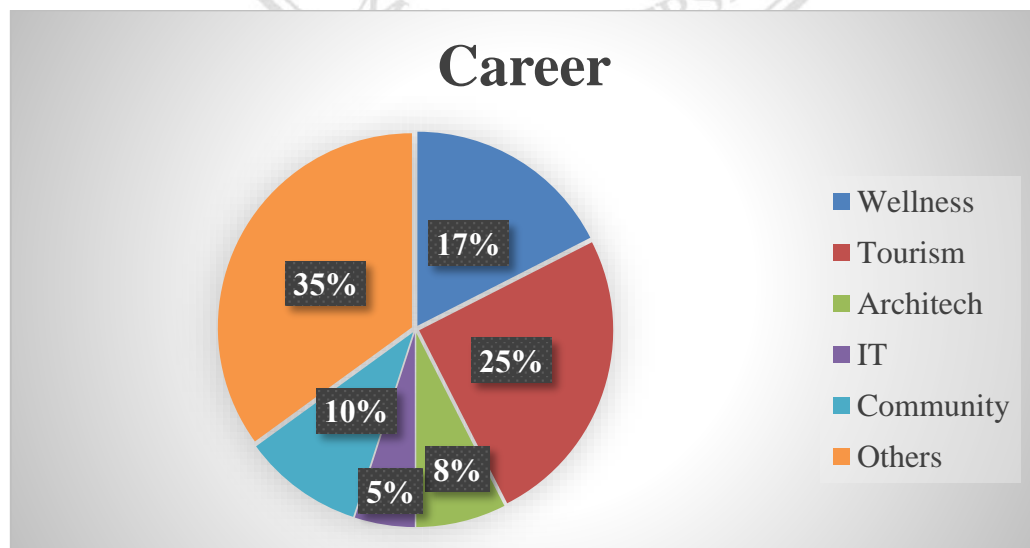


Figure 4.13 Career of the participants

During the seminar, 3 migrant creative class members were invited as speakers. The participants gained knowledge of the creative economy, creative city, creative class, and Lan Na culture from the speakers. The speakers shared their experiences and problems when they moved to Chiang Mai. During a focus group with participants, many ideas were shared about their housing, training, working, social connections, facilities, and foundations in Chiang Mai. Detailed information was collected using the fishbone tool (Figure 4.14).

Problem Finding

The results from the fishbone diagram in figure 4.14 showed the factors affecting the success of integration of creative class migrants who are able to advance creative city sustainable development. The first factor was means and work; creative class migrants have to understand the Chiang Mai context, as well as the Lan Na culture and lifestyle. They should respect the local culture, which in this case is the Lan Na culture, and should cultivate this respect at every level. For the social connection factor, creative class migrants should be attentive in communication, and attempt to integrate at every level. Generation gaps should be recognized, considered, and bridged whenever possible. The facilities factor found that new migrants lack of guidelines, research and development processes, and how to public relations of their business. Regarding the foundations factor, it was found that there is a lack of public areas to run activities in the community, as well as a lack of organizations to work closely with locals and get new opportunities in the community. New migrants would like to know how develop the potential of local enterprises.

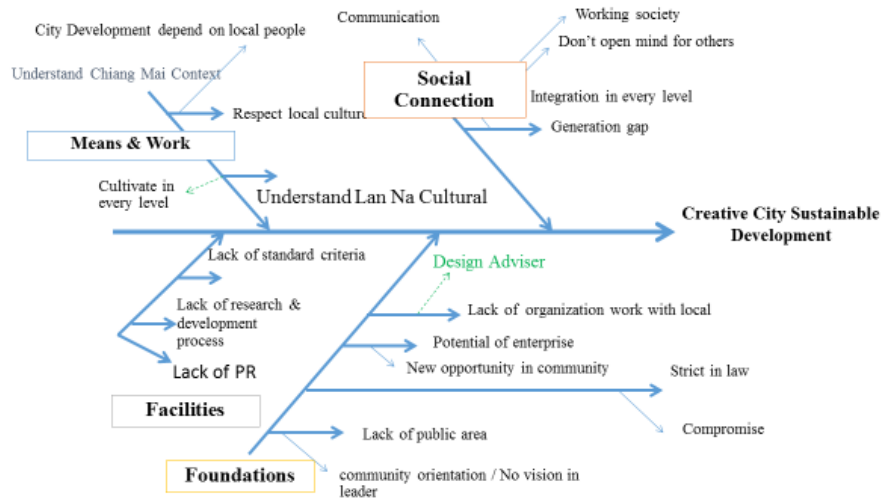


Figure 4.14 Fishbone Diagram

Idea Finding

In this step, knowledge was captured from the migrant creative class sample cases. Local integration factors included means and work, social connection, facilities, and foundations. A mind map was used as a tool for knowledge capture.

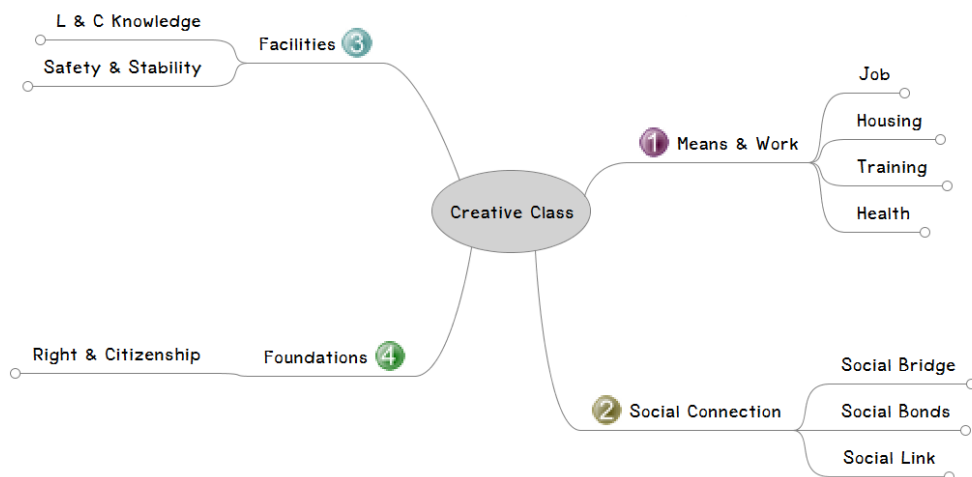


Figure 4.15 Mind map of creative class local integration

Figure 4.15 shows the structure of means and work, which includes job, housing, training, and health.

The backgrounds of the migrant creative class sample cases are different. However, all of the sample cases were successful in their occupations and integration into the community. Most were lecturers in a university, though other occupations included businessperson, architect, and NGO staff member. All of the sample cases resided in and around Chiang Mai city in areas easy to connect to the hub of the city as well as their respective offices.

The entirety of the sample learned about Lan Na in various types of academic or experiential study, such as trainings, seminars, exhibitions, workshops, and excursions. They also personally used health and wellness methods touted in the Lan Na lifestyle.

Figure 4.17 shows the structure of social connection, which includes the social bridge, social bonds, and social links of migrant creative class. This factor is the most important in the local integration metric.

As the primary occupational background of the migrant creative class in this sample was educator, most of them worked in Chiang Mai University, such as in the Faculty of Humanities, Faculty of Medicine, Faculty of Associate Medical Sciences, Faculty of Fine Arts, and Faculty of Architecture. This information is shown in Social Bridge. An analysis of Social Bonds revealed that many in the sample moved to Chiang Mai due to marriage with local people, though others migrated to Chiang Mai due to occupational demands. For Social Link, members of the sample linked with many organizations as well as the provincial committee.

In figure 4.18, the structure of facilities is shown, which is composed of language and cultural knowledge, and safety and stability.

Language and culture alludes to the ability to read, speak, and write in Lan Na language. Most migrants can speak and understand Lan Na. Some migrants who are particularly interested in Lan Na also study how to read and write using the Lan Na alphabet. Sources of Lan Na knowledge include colleges, universities,

communities, local people, and especially local gurus. Despite migrants' ability and pride in speaking Lan Na language, there are sometimes problems related to misunderstanding the Lan Na language, particularly when listening or in understanding the definition of certain words. Migrants in the sample also preferred to dress in the Lan Na style, and some of them also collect Lan Na textiles and clothing.



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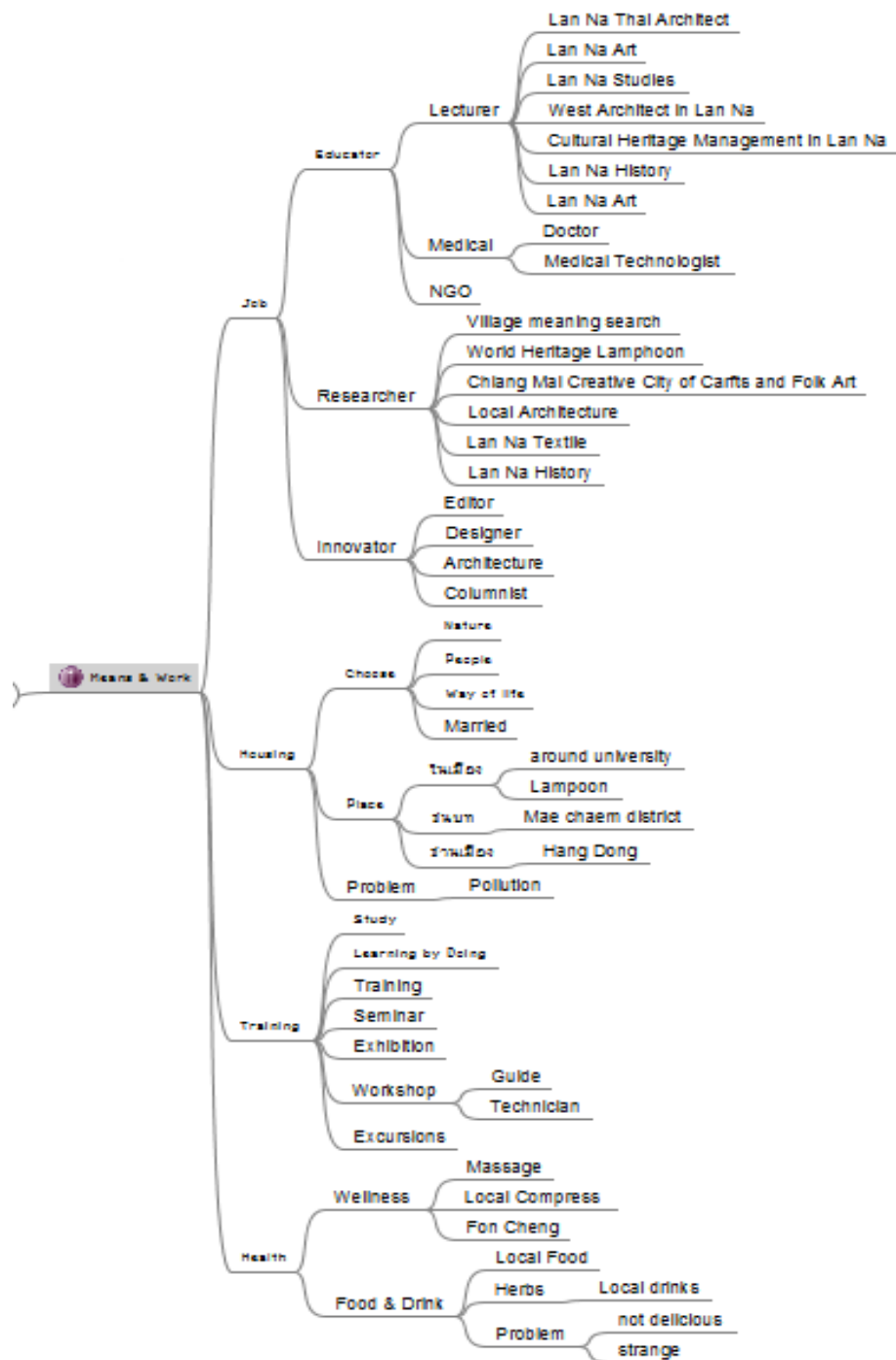


Figure 4.16 Mind map of means and work

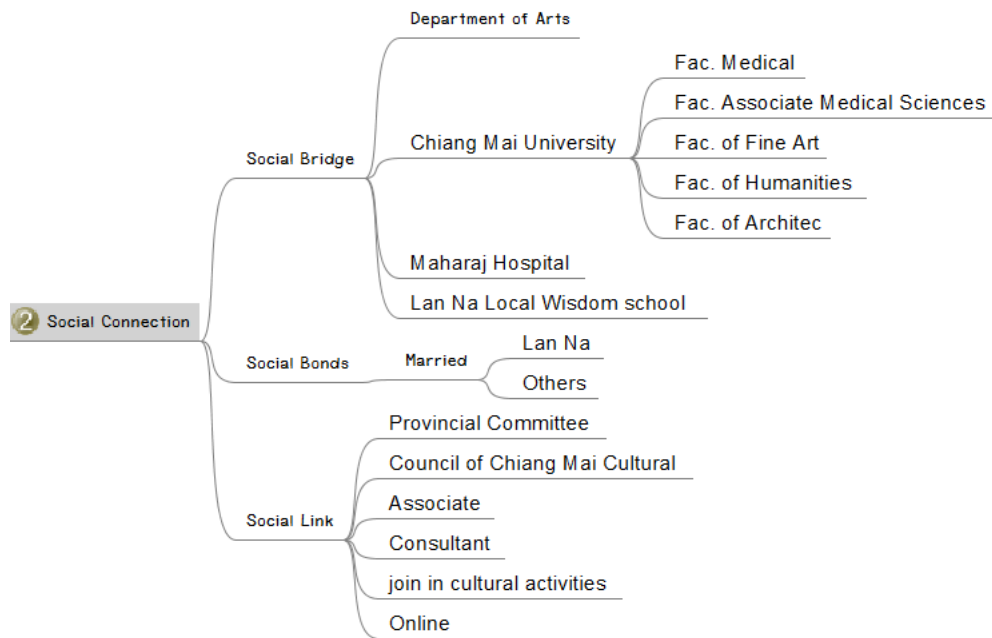


Figure 4.17 Mind map of social connection

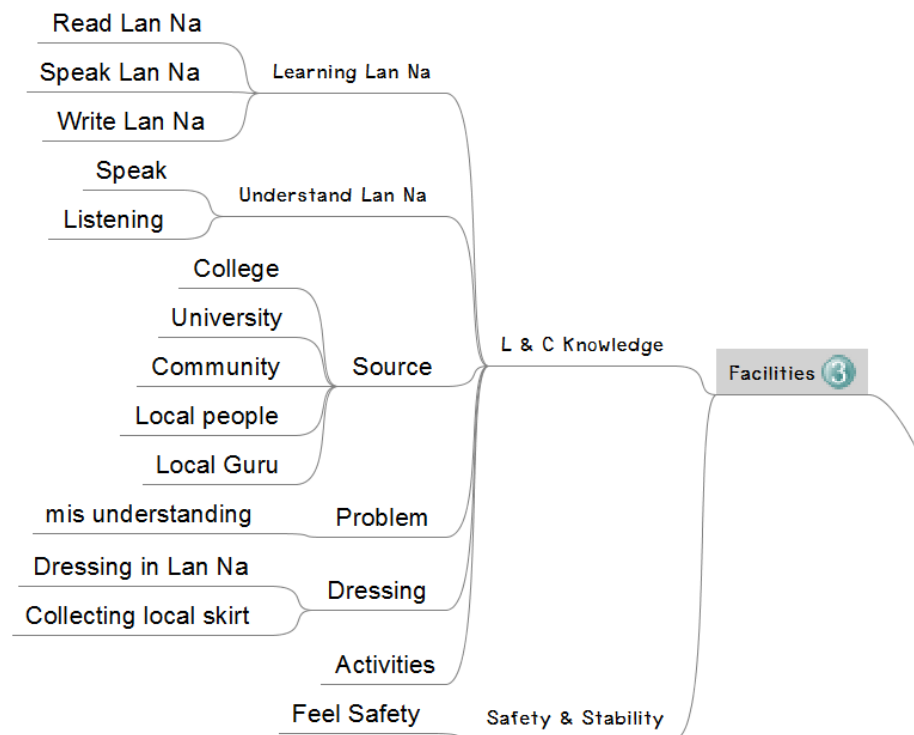


Figure 4.18 Mind map of facilities

Figure 4.19 shows the structure of foundations, which is composed of rights and citizenship. It was found that members of the creative class were proud to be considered Lan Na people, despite some occasional questions about their origin from local people, due mainly to mistakes in speaking the Lan Na dialect. Regardless of their true origins, the entire sample class had access to political rights of citizenship, such as the ability to vote in Chiang Mai.



Figure 4.19 Mind map of foundations

Solution Finding

In this step, the concept map was used as a tool for analyzing the migrant creative class. The results found that acquisition and possession of various forms of capital is the solution for the migrant creative class.

Financial capital is composed of jobs related to Lan Na, and life and stability in Chiang Mai. If a migrant's work is related to Lan Na, they may become familiar with the background of Lan Na culture and thus adapt to life and become stable in Lan Na society.

Social Capital is most important for migration. It is composed of social connection, adaptation, and communication. If migrants cannot communicate and connect with the local community, it is difficult to adapt to Lan Na society.

Intellectual Capital is composed of knowledge about Lan Na, as well as pride to be “Chiang Mai people”, and feeling safe in Chiang Mai.

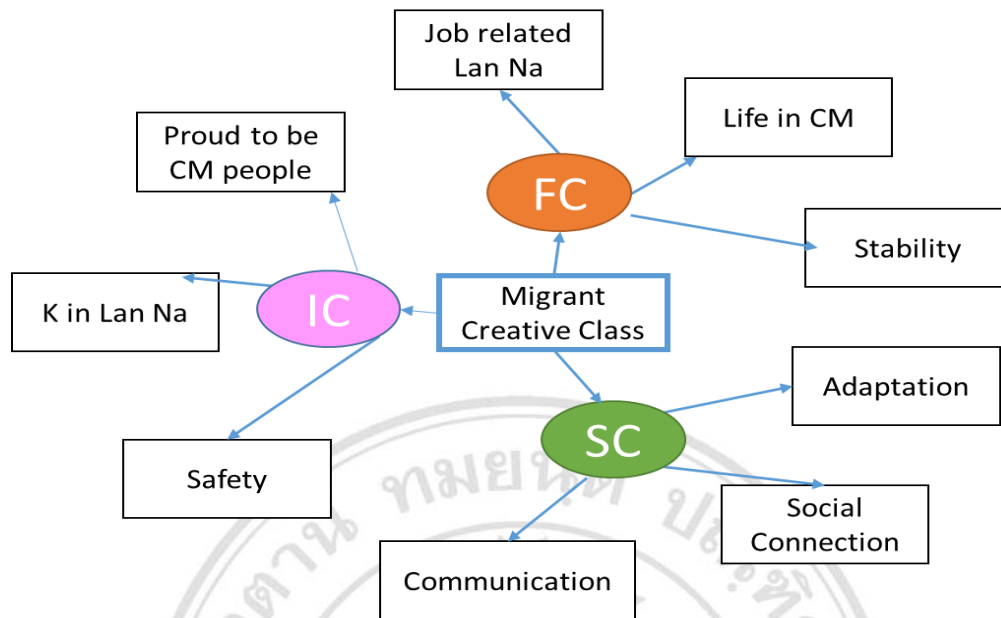


Figure 4.20 Solution of migrant creative class

Acceptance Finding

Creative problem solving was also used for designing the evaluation form, which was used to consider how creative class migrants to Chiang Mai could factor into creative problem solving in the city, as exemplified in figure 4.21.

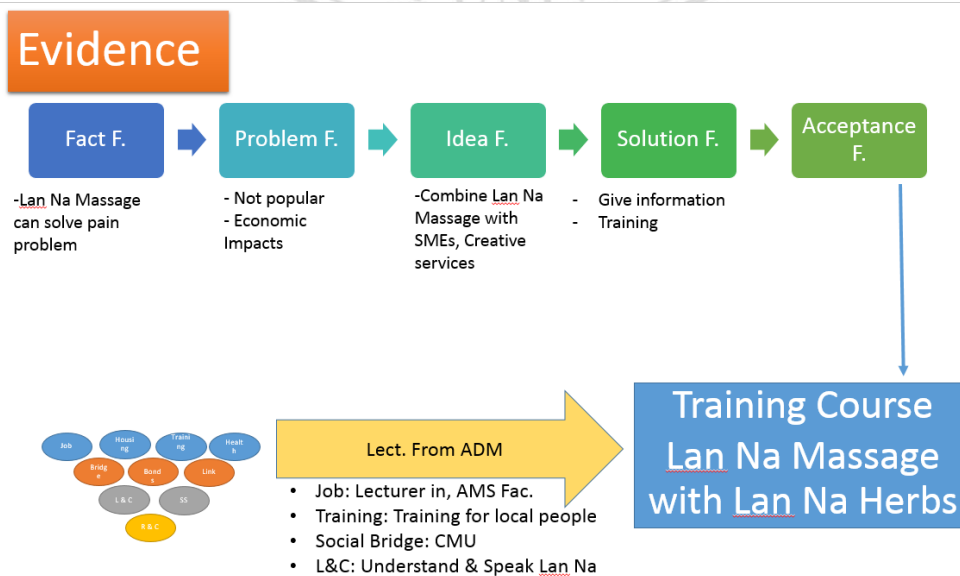


Figure 4.21 Concept of Creative Problem Solving

The evaluation (Appendix H) form was separated into four parts;

Part A: Creative problem solving (CPS) which included Fact finding, Problem finding, Idea finding, and Solution finding.

Part B: Financial Capital (FC) which included budget, revenue, profit, and assets.

Part C: Intellectual Capital (IC) which included human capital, customer capital, process, and innovation. This part was analyzed using 3T (talent, tolerance, and technology) for driving the creative economy.

Part D: Social Capital (SC) which included means and work, social connection, facilities, and foundations (following the local integration metric).

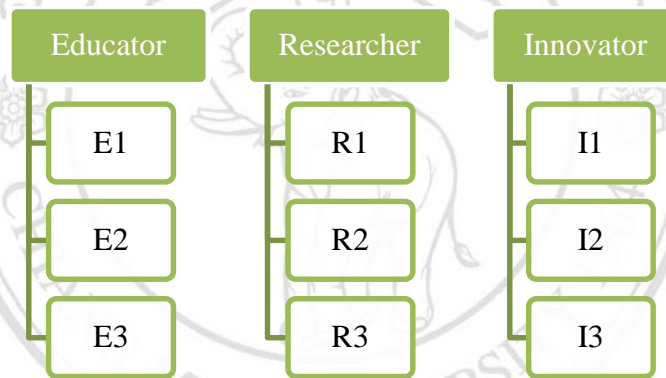


Figure 4.22 New migrant case study

The nine sample cases in Figure 4.22 are new migrants who moved to Chiang Mai not more than 5 years ago.

E1 is a lecturer in the Faculty of Associated Medical Sciences, Chiang Mai University and he has a medical therapy center. He invented the special equipment for therapy by using Lan Na wisdom.

E2 is an assistant professor in the Faculty of Associated Medical Sciences, Chiang Mai University. She is teaching about aging adaptation. She works with local people in the community, and has many research projects.

- E3 is a lecturer in the Faculty of Humanities, Chiang Mai University. She teaches about tourism. She has a training project for tour guides in Chiang Mai city.
- R1 is a lecturer in the Faculty of Fine Arts, Chiang Mai University. He researches about Lan Na music and works with many Lan Na artists.
- R2 is a nurse in Maharat Nakorn Chiang Mai. She works with many patients. She tries to use Lan Na wellness mixed with modern medicine with her patients.
- R3 is a Master's student in the Faculty of Nursing in Chiang Mai University. She is writing her thesis about Lan Na wellness, which is a trend in Chiang Mai, and attracts tourists to Chiang Mai.
- I1 is a businesswoman who has invested in a resort in Chiang Mai. The resort provides services for health and wellness. She especially aims to service senior tourists and long-stay tourists in Chiang Mai.
- I2 is a tour guide who preferred to work with senior tourists. She has comprehensive knowledge on how to provide services to aging people. She is a staff member of a well-known tour company in Chiang Mai.
- I3 is a businessman who has invested in a spa in Chiang Mai. He decorates his spa shop with the Lan Na style, and presents spa packages that use Lan Na wisdom.

All factors are necessary for the acceptance of these 9 new migrants to Lan Na. They were considered using the creative problem solving form by three local Lan Na experts. The local Lan Na experts argued that new migrants followed the CPS factors. The results from table 4.27 found that new education migrants were the most accepted, especially those who had previous work experience. The new research and innovator migrants were unacceptable in budget and profit. Because they have limited budget for investment. Some new migrants were unacceptable in financial capital and social connection. These results indicate that they might be unsuccessful in their work and ability to integrate in community in the future.

Table 4.27 Results of new migrant acceptance

	CPS												FC											
	Fact F.			Problem F.			Idea F.			Solution F.			Budget			Revenue			Profit			Assets		
New Migrant	A	B	C	A	B	C	A	B	C	A	B	C	A	B	C	A	B	C	A	B	C	A	B	C
E1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
E2	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	0	1	1
E3	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	0	0	0
R1	1	1	1	1	1	1	1	1	1	0	1	1	1	1	1	1	1	1	1	1	1	0	1	1
R2	1	1	1	1	1	1	1	1	1	0	1	0	0	0	0	0	1	1	0	1	0	1	1	1
R3	1	1	1	1	1	1	0	0	1	0	0	0	0	0	0	0	1	0	1	0	1	1	1	1
I1	1	1	1	1	1	1	1	1	0	1	0	0	1	1	1	1	1	1	1	0	0	1	1	1
I2	1	1	1	1	1	1	0	0	1	0	1	0	0	1	0	0	1	0	0	0	0	1	0	1
I3	1	1	1	1	1	1	1	1	1	1	0	1	1	1	0	1	1	0	1	1	0	1	1	1

Remark: 0 – Not Accept Idea

1 – Accept Idea

Table 4.27 Results of new migrant acceptance (Continued)

	IC												SC											
	Human C.			Customer C.			Process C.			Innovation C.			MW			SC			FC			FD		
New Migrant	A	B	C	A	B	C	A	B	C	A	B	C	A	B	C	A	B	C	A	B	C	A	B	C
E1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	0	1	1	1	1	1	1	1	1
E2	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	0	0	1	1	1	1	1	1	1
E3	1	1	1	1	1	1	1	1	1	0	0	1	1	1	1	1	1	1	0	0	0	1	1	1
R1	1	1	1	1	1	1	0	1	1	1	1	1	1	1	1	0	1	0	0	1	0	0	1	0
R2	0	1	1	1	1	1	1	0	1	1	1	1	0	1	1	1	1	1	1	1	1	1	1	1
R3	0	1	1	1	1	0	0	1	0	1	0	1	1	1	1	1	0	1	1	1	1	1	1	1
I1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	0	0	0	0	0	0	0	0	0
I2	1	1	0	1	0	0	1	0	0	1	1	0	1	1	1	1	1	1	1	1	1	1	0	1
I3	1	0	1	1	1	0	0	1	0	1	1	1	1	1	1	0	0	1	0	0	0	1	1	1

Remark: 0 – Not Accept Idea

1 – Accept Idea

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4.7 Step 7 Capability Maturity Model (CMM)

After 3 local Lan Na expert validated 9 new migrants with Creative problem solving validate form for new migrant. Then, comparing the acceptance result of creative problem solving with Capability maturity model (CMM) which adapt follow Lan Na local integration knowledge model.

The level of acceptance rating divided to 5 levels (Table 4.28)

Table 4.28 Capability Maturity level

Level	LIKM Level	Score
0	Fail	0
1 First	Initial Level	1 - 20
2 Second	Managed	21 – 40
3 Third	Defined	41 - 60
4 Fourth	Predictable	61 – 80
5 Fifth	Optimizing	81 - 100

From Table 4.30 show that all educator migrants are high acceptance rating, comparing with optimizing level. Their background are lecturers in the university. They can continuous improve their work and well integrate with local people. One researcher is also in optimizing level due to his education background and the experience in his work. Others new migrant cases are in predictable level. They can empower and integrate workforce competency manage quantitatively.

Table 4.29 Acceptance level of new migrants

	Acceptance Percentage	CMM Level
E1	97.92	Optimize
E2	93.75	Optimize
E3	83.33	Optimize
R1	81.25	Optimize
R2	77.08	Managed
R3	64.58	Managed
I2	79.17	Managed
I3	70.83	Managed
I2	79.17	Managed

4.8 Step 8 Closed loop tourism supply chain

Tourism facilities and services in Chiang Mai are designed for common tourists. They are not oriented to the needs of particular groups such as senior tourists. In addition, tourism enterprises in Chiang Mai lack knowledge of how to provide services to senior tourist customers. Specifically, tour operators don't know what senior tourist customers need, who suitable suppliers for senior tourists are, and what senior tourists can do for the community that can bolster creative city development.

Senior tourists that are members of the creative class and either visit Chiang Mai often or have migrated to Chiang Mai can solve problems related to senior tourism. They understand and know what senior tourists need, and can feed their knowledge back to tourism enterprises in Chiang Mai using creative problem solving. This study shows that the knowledge from senior tourists and senior creative class members can be reversed back into the tourism supply chain, contributing to more sustainable business performance. Thus, a sustainable tourism supply chain for tourism business would be achieved on its implementation as per the study of Beske & Seuring (2014).

To describe this closed loop of tourism supply chain which following on the basic processes based on supply chain SCOR, the five areas of: Plan (P), Source (S), Make (M), Deliver (D) and Return (R) are outlined on the below section.

Plan (“P”): Demand and Supply planning and management, includes balancing required resources through an entire of tourism supply chain. Those required resources are provided to improve on supply chain efficiency and effectiveness. Along the span processes (creative knowledge) from supplier’s supplier (or creative city) to customer’s customer (tourism enterprise).

Senior tourism plan explain on “P” in terms of tourism supply chain from our proposed closed loop in Fig.4.23 and also consider on overview context includes information flow and government support for tourism business.

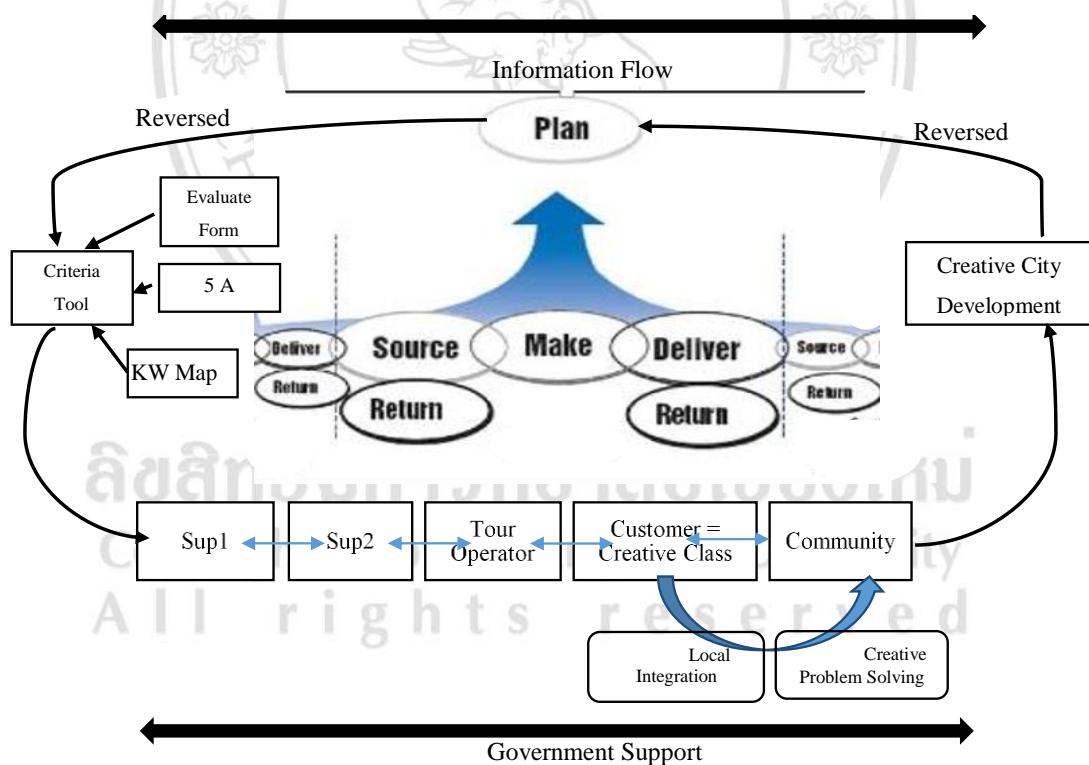


Figure 4.23 Closed Loop Tourism Supply Chain for Creative City Development

Source “S”: In general, this step aims to the acquisition of sourcing infrastructure and raw materials. The management and collaboration among suppliers (tourism enterprise) and its up streamed networks are major consideration. It describes efficient processes to handle receive, verify, and transfer product.

Criteria and tool for tourism management put more detail to explain on “S” in terms of tourism supply chain from our proposed closed loop in Fig.4.23. Criteria and tool composed of evaluation form, 5 A criteria and tourism guideline knowledge map which design follow by senior tourism behavior.

Make (“M”): This step involves processes of production, packaging, staging product and releasing, production networking, equipment, facilities and transportation are also considered on process in effectiveness.

Suppliers, tour operator, customers, and community put more detail to explain on “M” in terms of tourism supply chain from our proposed closed loop in Fig.4.23. In this study, customers means the senior tourists who creative class and would like to migrate to Chiang Mai.

Deliver (“D”): Deliver process includes of transfer product from manufacturers (tourism enterprise) and then once receive by involved onward stakeholder. For example of, management of finished asset, transportation, product life cycles, and importing and exporting requirements.

Knowledge about how to service and provide senior tourism put more detail to explain on “D” in terms of tourism supply chain from our proposed closed loop in Fig.4.23.

Return (“R”): Returning on unqualified product (Defective product) are handled through the process. The Return involves business processes on inventory, assets and regulatory requirements.

Tourism business process from creative class put more detail to explain on “R” in terms of tourism supply chain from our proposed closed loop in Fig.4.23